



# Strategic Plan

## 2019–2022 Updated



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# Message from the Board Chair



*Alice Hale*

Chair—Coquitlam Public  
Library Board

*“If you don’t know where you are going,  
you’ll end up someplace else.”*

Yogi Berra was probably thinking about baseball rather than Coquitlam Public Library’s Strategic Plan when he said this but his comment rings true for both.

This three-year Strategic Plan\* leverages our past successes and guides us forward, setting the course for our work in the areas of community connections and engagement, technology and innovation, service excellence, and increased Library access through physical, online and mobile services.

*\*Note:* At the end of 2021, the Board elected to extend this plan until the end of 2022, with new Mission, Vision, and Values approved on December 31, 2021.

This Plan was shaped by consultation sessions involving Library staff, management, and Trustees, along with customers, business, community and multicultural participants.

We conducted one-on-one interviews with elected officials and we received over 500 online and in-person community survey responses. We wanted to make sure we connected with as many of our stakeholders as possible—and you told us what you wanted from your Library. The 2019–2021 Strategic Plan represents that collective vision.

Coquitlam Public Library is changing and growing as is our community. On this journey, we remain committed to our core values and responding to the needs of our community. We are proud of where we’ve been and we’re very excited about where we’re going.

## Library Board

Alice Hale, Chair  
Brian McBride, Treasurer  
Matt Djonlic

Sandra Hochstein  
Naresh Sahota, Vice Chair  
Erin Adams

Julie Fisher  
Dave Whelan  
Councillor Bonita Zarrillo

# Planning Process



## 1. **Library Board**

The Coquitlam Public Library Board met to initiate the process and hired HIP Strategic to formulate the Strategic Plan. HIP Strategic uses community engagement methods that challenge our community to think outside of their normal expectations and consider new possibilities for library service.

## 2. **Online Survey**

Gauged both user and non-user needs. The survey was made available on the Library's website and was taken out into the community by staff.

## 3. **Focus Groups**

Held eight focus groups that included: Library staff, the Small Business and Hi-Tech sector, Community Organizations, Multicultural Communities, Politicians, and residents of Northeast and Southwest Coquitlam.

## 4. **Library Board and Management Team Planning Meeting**

The Library Board and the Management Team met to review the outcomes of the surveys and focus groups and then created the strategic goals.

## 5. **Action Planning with Management Team**

The Library Management Team met to review the outcomes and the Library Board's strategic goals. They developed a series of objectives and tactics on how the Library could meet the goals.

## 6. **Approval of the 2019–2021 Strategic Plan**

The Library Board met to review the final draft, which it approved. The Board subsequently extended the Plan to the end of 2022.

## 7. **New Mission Vision Values**

In 2021, together with WIK\*D Design Thinking for Social Change, the Board engaged community stakeholders to develop new Mission, Vision and Values statements intended to carry through to the next Strategic Plan.

# Our Mission

We nurture joy in discovery by providing inviting, innovative spaces and services that promote learning and knowledge and engage all of Coquitlam's diverse communities.

# Our Vision

We are leaders in information, innovative and inspirational services, inclusive atmosphere, and community engagement.

# Our Values

## Openness

To ideas, to difference, to possibility

## Inclusion

Everyone is welcome and everyone is accepted

## Respect

For each other, for our community and for the environment that sustains us

## Curiosity

We are always asking: What would happen? How could it be better? What if...?

## Love of learning

Creating and maintaining spaces and practices that encourage excitement about learning



Photo by Kristie de Jong,  
Snapd Tri Cities

# Strategic Goals

## 1. Excellence in Governance and Service

Develop a culture of governance and service excellence.

## 2. Engaging with the Future

Empower our community to navigate future-focused critical skills and ideas.

## 3. Strengthening Community Connections

Expand the development and awareness of relevant services, programs and partnerships that connect the community.

## 4. Library Everywhere

Our library reaches all community members through an online presence, physical space and mobile services.



# Strategic Goal 1

## Excellence in Governance and Service

Develop a culture of governance and service excellence.

### Objectives

1. Develop a positive staff culture.
2. Define and achieve service excellence.
3. Define and achieve governance excellence.
4. Invest in staff learning.



# Strategic Goal 2

## Engaging with the Future

Empower our community to navigate future-focused critical skills and ideas.

### Objectives

1. Engage the public in community conversations around public policy, critical thinking and knowledge sharing to prepare for the future.
2. Enhance digital inclusion in our community by offering programs related to digital literacy, future technology skills and making technology accessible.
3. Develop a community technology centre.



# Strategic Goal 3

## Strengthening Community Connections

Expand the development and awareness of services, programs and partnerships that connect the community.

### Objectives

1. Develop and deepen community partnerships.
2. Raise awareness of Coquitlam Public Library through a broad range of marketing efforts.



# Strategic Goal 4

## Library Everywhere

Our Library reaches all community members through an online presence, physical space and mobile services.

## Objectives

1. Take the Library out into the community.
2. Improve online presence for Coquitlam Public Library.



# Outcome Metrics

Increased satisfaction with Coquitlam Public Library overall.

Increased satisfaction around meeting community needs.

Improved connections between people, resources and ideas.

Increase in awareness of library services, programs and partnerships.

Demonstrate impact of offering Coquitlam Public Library services and programs out in the community.





# Library Adminstration

## **Todd Gniissios • Executive Director**

**Silvana Harwood** Deputy Director and Director, Technologies

**Rory Weston** Manager, Innovation and Technology

**Maryn Ashdown** Director, Customer Experience

**Sharmini Manoharan** Manager, Customer Experience and Facilities

**Anthea Goffe** Director, Community Engagement

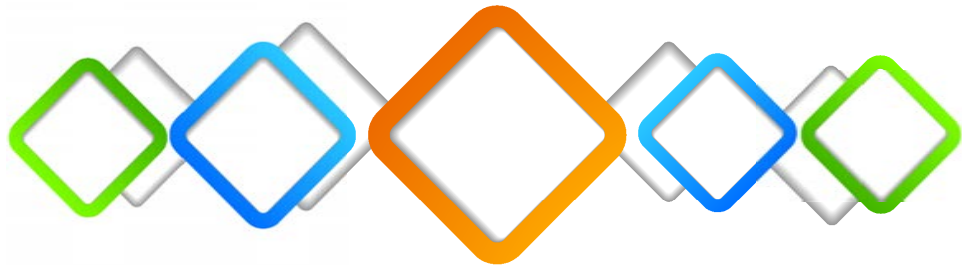
**Jay Peters** Manager, Marketing and Communications

**Barbara Weston** Manager, Programming and Community Connections

**Sandra Haluk** Office Manager

**Aubrie McQueen** Human Resources Advisor

**Naomi Macdonald** Payroll and Benefits Administrator



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