



Red Deer Library Board

2019 – 2020 Plan of Service

A. Message from Red Deer Library Board

More of the Same (And that's a good thing!)

This plan of service is pretty much a two-year extension of the plan that has guided our library for the last three years. It has served us well and was built upon the solid foundation of extensive community consultation. It resulted in five service priorities:

1. Create Young Readers: Early Literacy
2. Express Creativity: Create and Share Content
3. Satisfy Curiosity: Lifelong Learning
4. Stimulate Imagination: Reading, Viewing, and Listening for Pleasure
5. Visit a Comfortable Place: Physical and Virtual Spaces

Over the last three years, our creative library staff have initiated an amazing array of programs to achieve these priorities. Congratulations staff!

As the board reflected upon the goals and successes of the last three years, and the progress made, we see that these service priorities remain active, and there is still much work that can be done in all these areas. We look forward to seeing how our staff continue to advance the goals of the plan in fun, interesting, creative and educational ways.

When I was tasked with writing an introduction to this plan of service, I revisited the introduction I wrote to the plan three years ago. "Striving to become better than we are" was a big theme. I think we have been accomplishing that over these years, and we will continue to strive in the future. Red Deer Public Library is committed to continuous improvement. And that's a good thing!

Jim Taylor, Board Chair

B. The Red Deer Public Library (RDPL) incorporated as The City of Red Deer Library Board

The Red Deer Public Library (RDPL) is managed by an autonomous Library Board operating under the provincial Libraries Act. The Library Board is appointed by Red Deer City Council and also receives the majority of its operational and capital funding from the City of Red Deer. RDPL also benefits from a per capita grant and electronic resources from the Province of Alberta and generates the remainder of its revenue through grants, gifts, partnerships, fees and fines.

Established in 1914, many successive library boards have worked to develop a public library service that is part of the fabric of city life.

Mission: To enrich lives by promoting literacy and providing access to knowledge and culture.

Values: Learning & Literacy, Access & Inclusion, Community, Relationships, Fun and The Arts

C. A Community-Based Strategic Planning Process

In 2015, the Library Board commenced a strategic planning process to develop a Plan of Service. Alberta's public libraries are legislated by the Libraries Act, which is administered by the Public Library Services Branch (PLSB) of Alberta, residing within the Ministry of Municipal Affairs. The regulations of the Act require public library boards to develop a plan of service, including mission statement, goals and objectives, based on a community needs assessment.

To assist library boards, the PLSB recommends the process created by Sandra Nelson for American Library Association, as laid out in "*Strategic Planning for Results*" (ALA, Chicago: 2008). A plan of service is more than just a legal requirement; it is also a strategic direction for the library, helping the Library Board to govern and the library staff to manage operations and deliver services. By using a community consultation process, each library can identify improvements and measure its success through outcomes. (http://www.municipalaffairs.alberta.ca/plsb_plan_of_service)

In keeping with this approach, a Community Advisory Committee (CAC), made up of community leaders from a wide variety of organizations, backgrounds and perspectives, was struck which attended two full-day facilitated meetings to focus on the future of the community and the Library.

CAC participants identified community needs and determined which ones the Library should address, working from a list of 18 typical library roles or "Service Responses" provided by the PLSB and developed by Nelson. These roles formed the basis of the RDPL's Plan of Service for the following years. Our process began with the first meeting of the CAC (September 22, 2015) and ended with the Library Board approving the plan at their March 2016 Board meeting.

In between, there were 3 Library Board and staff feedback meetings, a final CAC meeting to develop an initial list of service priorities, a Board meeting to refine the CAC's focus and two staff and Board engagement meetings to fully review the Plan of Service, including goals and objectives. The **Figure I** below demonstrates the central role of the community in the Strategic Planning for Results process:

FIGURE I
Community Vision: The Beginning and the End



D. Community Advisory Committee Results and Library Board's Focus

Nine Service Responses were identified by the CAC where RDPL could play an important role in meeting community needs. The CAC recommended that RDPL address these nine Service Responses in priority order as resources permit. Committee members agreed that RDPL must invest in technology to achieve them. These goals were also identified in the four key program and service delivery issues identified by the CAC:

- Reaching out to community members not currently using the services of RDPL.
- Continuing to be an organization known and respected for its neutrality.
- Working continuously to be inclusive, accessible and welcoming in all RDPL undertakes (what RDPL offers and how it is offered).
- Keeping pace with technology.

The Board decided to focus on the top 5 Service Responses, rather than all nine, to ensure an achievable Plan of Service:

- Create Young Readers: Early Literacy
- Express Creativity: Create and Share Content
- Satisfy Curiosity: Lifelong Learning.
- Stimulate Imagination: Reading, Viewing, and Listening for Pleasure
- Visit a Comfortable Place: Physical and Virtual Spaces.

In 2018 the Planning and Finance Committee reviewed the Plan of Service and determined these five service responses and measurable goals are still very appropriate and worth pursuing. The Committee recommended to the Board that this focus continue over the next two years.

E. Red Deer Public Library Plan of Service, 2019 to 2020

Outcome measurement is imbedded in the strategic planning for results process. Goals focus on the audience, not on the library, and propose a benefit. The objectives for each

goal are specific, measurable and within a timeframe.

1. Create Young Readers: Early Literacy

Children from birth to age 5 will have programs and services designed to ensure that they will enter school ready to learn to read, write and listen.

Goal 1

The Library will play a key role in the lives of children from 0-5 years of age, providing materials and programs that will help them to develop early literacy skills and enable them to become lifelong learners and succeed in school.

Objective 1.1: By the end of 2020, as a result of participating in library pre-school literacy programs, 85% of parents, families and caregivers surveyed will rate the quality of:

- early literacy programs for children as either high or very high and/or
- the Library's collection of children's materials as either high or very high.

Objective 1.2: By the end of 2020, 50% more children will have library cards than had in 2018.

Objective 1.3: By the end of 2020, the Library will increase new partnerships by 25% ensuring a greater variety of early literacy programs offered.

RDPL Actions to date:

- Youth Services staff at all 3 branches provide ongoing storytimes and early literacy programs for all age groups from newborns to school aged children.
- Youth services staff participated in a two-day Early Literacy symposium sponsored by PLSB to refresh their skills and learn best practices.
- Staff at all branches offer "1000 Books Before Kindergarten" to create a culture of reading among newborns, infants, and toddlers and to encourage parent and child bonding through reading.

2. Express Creativity: Create and Share Content

Patrons will have the services and support they need to express themselves by creating original print, video, audio, or visual content in a real-world or online environment.

Goal 2

The Library will provide Red Deerians of all ages with interactive programs, services, and collections that encourage creativity and sharing of original content.

Objective 2.1: By the end of 2020, 85% of users surveyed will indicate that the Library:

- encourages creativity through its programs and collections and/or
- offers sufficient opportunities for the sharing of original content (e.g. art, music, literature, Bibliocommons review, blog, etc.) with others.

RDPL Actions to date:

- Red Deer Public Library employs a Digital Literacy Coordinator to a) build staff skills with digital literacy so they may better assist patrons in using new and emerging technologies and resources, and b) work directly with patrons.
- Programs at all three branches encourage participants of all ages to express their creativity in various ways (for example, Art & More and Lego Days for children, Techie Teens and Artistry Workshops for young adults, Cartoon Jams and Colouring Time for Adults).

3. Satisfy Curiosity: Lifelong Learning

Patrons will have the resources they need to explore topics of personal interest and so continue to learn throughout their lives.

Goal 3

The Library will ensure that Red Deerians of all ages will have ready access to materials on a wide range of topics in a variety of formats, languages and levels of complexity which will allow them to continue their lifelong learning in order to enrich their lives.

Objective 3.1: By the end of 2020, 85% of users surveyed will indicate that:

- they are either satisfied or very satisfied with the Library's collection of materials for informal lifelong learning purposes and/or
- they agree or strongly agree that the Library enriches their life.

Goal 4

The Library will ensure that Red Deerians of all ages will have access to diverse programming that supports informal lifelong learning practices and literacy enhancement.

Objective 4.1: By the end of 2020, 85% of users surveyed will agree or strongly agree that:

- as a result of participation in a library program, they have increased their personal knowledge on a topic or skill.

Objective 4.2: By the end of 2020, 85% of volunteers who support library literacy programs will have completed two training modules relating to skills for tutoring learners of different ages.

RDPL Actions to date:

- RDPL maintains and makes accessible a nonfiction collection to support the lifelong learning needs of Red Deerians.
- RDPL offers programs that encourage lifelong learning (e.g., Daytime Documentaries, Travel Memories, Tech Help Time, etc.). RDPL trains volunteers to tutor learners in basic reading, writing and conversation.
- RDPL provides access to Pronunciator, an online language learning program, funded by the PLSB.

4. Stimulate Imagination: Reading, Viewing, and Listening for Pleasure

Patrons who want materials to enhance their leisure time will find what they want and will have the help they need to make choices from among the options.

Goal 6

The Library will provide Red Deerians of all ages with access to programs and events that will enrich their lives by stimulating imagination and provide pleasurable reading, viewing, and listening experiences.

Objective 6.1: Each year from 2019-2020, overall program attendance will increase by 10%.

Objective 6.2: By the end of 2020, 85% of users surveyed will indicate that they are satisfied with:

- the quality of programs offered at Red Deer Public Library and/or
- the variety of programs offered at Red Deer Public Library.

Goal 7

The Library will ensure that Red Deerians of all ages and backgrounds will have access to a collection of materials that are current, engaging, and in great condition, and in a wide variety of formats to satisfy their leisure reading, listening, and viewing needs.

Objective 7.1: Each year from 2019 to 2020, overall circulation will increase by 10%.

Objective 7.2: By the end of 2020, 85% of users surveyed will indicate that that they are satisfied with:

- the quality of the Library collection and/or
- the amount of time it takes to receive new materials.

RDPL Actions to date:

- Monthly adult book clubs take place at all three branches, each with its own unique format and audience.
- A “Hot Picks” collection was established in 2018 to purchase more copies of best sellers and circulate them more quickly through readers.
- Library staff promote the Library’s social catalogue (Bibliocommons), create book suggestion displays, and You Gotta Read This - a monthly book review in Bibliocommons.
- Regular monthly programs connect people through their interest in meditation (Adult Colouring), music (First Thursdays in the Snell) and movies.

5. Visit a Comfortable Space: Physical and Virtual Spaces

Patrons will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

Goal 8

The Library will ensure that all Red Deerians will have ready access to a people-centered space so that they have opportunities for personal, intellectual, and social growth.

Objective 8.1: By the end of 2020, there will be a 10% increase in the overall number of physical visits to the Library.

Objective 8.2: By the end of 2020, there will be a 10% increase in the overall use of meeting room space in the Library.

Objective 8.3: By the end of 2020, 85% of users surveyed will indicate that they are: satisfied with the Library’s facilities.

Goal 9

The Library will provide all Red Deerians with access to well maintained and safe facilities in which they will feel welcome and safe, and in which they will take pride.

Objective 9.1: By the end of 2020, 85% of users surveyed will indicate that they:

- feel welcome in the Library and/or
- feel safe in the Library and/or
- take pride in the Library’s facilities

Goal 10

The Library will ensure that all Red Deerians have access to a suite of patron focused online resources and tools (e.g. website, catalogue, subscription databases, etc.) which will allow them to access equivalent services in an online space as they have access to in the Library's physical spaces.

Objective 10.1: By the end of 2020, 85% of users surveyed will indicate that they are satisfied with the Library's:

- web site and/or
- online catalogue (Bibliocommons) and/or
- online resources (such as Overdrive, Zinio, etc) and/or
- social media sites

Objective 10.2: By the end of 2020, 25% of all new memberships and renewals will take place via the Internet

Objective 10.3: By the end of 2020, 15% of all fine payments will be made via the Internet.

Objective 10.4: By the end of 2020, 75% of all patrons will have an email account registered with the Library.

Objective 10.5: By the end of 2020, there will be an increase of 10% in the daily reach measure on Facebook.

Expected Outcomes from Red Deer Public Library’s Plan of Service, 2019 – 2020

Service Response	Expected Outcomes
Create Young Readers: Early Literacy	<ul style="list-style-type: none"> ● Children 0 to 5 who have participated in library programs have developed or improved early literacy skills ● Parents/family members and caregivers have a greater understanding of the value of reading to their children.
Express Creativity: Create and Share Content.	<ul style="list-style-type: none"> ● Community members’ creative and active pursuit of self-expression is supported by library programs and services ● RDPL provides a variety of ways for community members to learn to express themselves in recognition of different learning styles. ● Library programs encourage intergenerational participation for the purpose of expressing creativity.
Satisfy Curiosity: Lifelong Learning	<ul style="list-style-type: none"> ● Library programs and services meet the interests of all learners. ● Materials in RDPL’s non-fiction collection (both print and audiovisual materials) are selected to meet the diverse needs of the community.
Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	<ul style="list-style-type: none"> ● RDPL programs stimulate imagination and meet the diverse needs of the community. ● Materials in RDPL’s fiction collection (both print and audiovisual materials) are selected to meet the diverse needs of the community.
Visit a Comfortable Place: Physical and Virtual Spaces	<ul style="list-style-type: none"> ● Our virtual and physical spaces are safe, welcoming, accessible, and inclusive for all community members and staff. ● RDPL is a virtual and physical hub for community members, and groups with common interests, to connect to community events, to information.

This Plan of Service formally approved by the City of Red Deer Library Board on January 30, 2019.