# Red Deer Library Board

## 2016 – 2018   Plan of Service
## Executive Summary

## A. Message from Red Deer Library Board

"When we strive to become better than we are, everything else around us becomes better too." – Paulo Coelho

"A goal without a plan is just a wish." Antoine de Saint-Exupéry

This Plan of Service has been created to help Red Deer Public Library become even "better than we are." It is the product of a great deal of good will and careful consideration by many thoughtful people.

The Plan is the result of an extensive process of consultation and responding to the community's priorities as identified by the diverse members of the Community Advisory Committee. In the end, five sets of priorities were identified, and staff and managers created 10 goals and numerous objectives to ensure that the priorities are fulfilled.*

On behalf of the Red Deer Library Board, I would like to thank the many people who have made contributions to the creation of this plan: the members of the Community Advisory Committee, the Library's staff, managers and Board members, and Anne Smith, Consultant, whose skillful facilitation led everyone to produce an excellent result.

Now, I hope that as our library strives to become better, we can help everything around us to become better, too. We have not only this goal -- we also have a plan!


Jim Taylor, Chair
Red Deer Library Board

Approved by Red Deer Library Board, March 30, 2016

*The process used was **Strategic Planning for Results,** developed by Sandra Nelson, for the American Library Association and endorsed by Alberta's Public Library Services Branch.  Copies are available at RDPL.

**B. Red Deer Public Library (RDPL)**

Red Deer Public Library is managed by an autonomous Library Board that operates under the Provincial Libraries Act. The Library Board is appointed by Red Deer City Council and receives funding from the City of Red Deer (79%) and from a provincial grant (about 13%). The Library generates the remainder (8%) through partnerships, fees and fines. Though Red Deer Public Library reports directly to City Council, it is one of the community agencies whose activities are co-ordinated by the Director of Community Services.

Established 102 years ago, Red Deer Library Board has worked to develop a public library service that is part of the fabric of city life. The Board and Library celebrated its Centennial as "100 Years of Discovery" in 2014.

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

(Reaffirmed at Red Deer Library Board and Management retreat to review the Plan of Service, January 25, 2016)

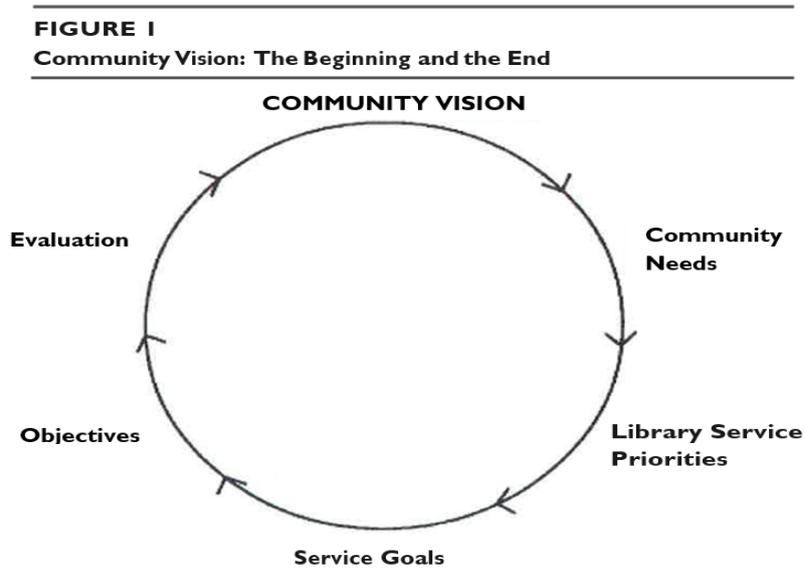**C. A Community-Based Strategic Planning Process**

In 2015, the Library Board embarked upon a strategic planning process. 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 requires 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 Public Library Services Branch 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 a legal requirement, it's 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, library to 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 developed and they 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 are most appropriate for the Library to address, working from a list of 18 typical library roles or "Service Responses" provided by the Public Library Services Branch and developed by Nelson. These roles form the basis of the Library's Plan of Service for the following three years. RDPL's 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, the final CAC meeting to develop an initial list of service  priorities, a Board meeting to refine the CAC's focus (October, 2015) and two staff and Board engagement meetings to fully review the Plan of Service, including goals and objectives.   The **Figure 1** below demonstrates the central role of the community in the Strategic Planning for Results process:

**FIGURE 1**
**Community Vision: The Beginning and the End**

**COMMUNITY VISION**

Evaluation

Community Needs

Objectives

Library Service Priorities

Service Goals

## 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 over the 2016-2018-time period. 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 the above. This direction was 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.

At the Library Board meeting (October, 2015) the CAC recommendations were discussed. The Board decided to focus on the top 5 Service Responses, rather than all nine, to ensure an achievable Plan of Service.  The Board's focus will be:

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

## E.  Red Deer Public Library Plan of Service, 2016 to 2018

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 2018, 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 2018, 50% more children will have library cards than had in 2016.

**Objective 1.3**:  By the end of 2018, 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*
Residents 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 2018, 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 build staff skills with digital literacy so they may better assist customers in using new and emerging technologies and resources.

- Plans are being developed for the design and construction of a digital learning lab at the Downtown Branch.
- Plans are underway to create an Innovation Lab accessible to Ecole Barrie Wilson Elementary School and the Timberlands Branch Library
- 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*

Residents will have the resources they need to explore topics of personal interest and 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 informal lifelong learning in order to enrich their lives.

**Objective 3.1:** By the end of 2018, 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 2018, 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 2018, 85% of volunteers who support library literacy programs will have completed two training modules relating to skills for tutoring learners of different ages.

### Goal 5

The Library will ensure that Red Deerians of all ages will have the ability to access library services which support their informal lifelong learning needs

**Objective 5.1:** By the end of 2018, 85% of users surveyed will indicate that they are satisfied with:
- the services that the Library provides to assist them in fulfilling their informal lifelong learning needs.

### *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 Mango, an online language learning program

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

Residents who want materials to enhance their leisure time will find what they want when and where they want them 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 2016-2018, overall program attendance will increase by 10%.

**Objective 6.2:** By the end of 2018, 85% of users surveyed will indicate that 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 2016 to 2018, overall circulation will increase by 10%.

**Objective 7.2:** By the end of 2018, 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.
- Library staff annually coordinate Red Deer Reads, RDPL's Community-wide Book Club, which brings Red Deerians together through a shared reading experience.
- Library staff produce booklists, linked to the Library's social catalogue (Bibliocommons), book suggestion posters & 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 (Daytime Documentaries).

### 5. Visit a Comfortable Space

Residents 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 2018, there will be a 10% increase in the overall number of physical visits to the library.

**Objective 8.2:** By the end of 2018, there will be a 10% increase in the overall use of meeting room space in the library.

**Objective 8.3:** By the end of 2018, 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 2018, 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 customer focused online resources and tools (for 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 2018, 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, Hoopla, etc…) AND/OR
- social media sites

**Objective 10.2:** By the end of 2018, 25% of all new memberships and renewals will take place via the Internet

**Objective 10.3:** By the end of 2018, 15% of all fine payments will be made via the Internet.

**Objective 10.4:** By the end of 2018, 75% of all customers will have an email account registered with the library.

**Objective 10.5:** By the end of 2018, there will be an increase of 10% in the daily reach measure on Facebook.

*RDPL Actions to date:*
- The three library branches located in different areas of Red Deer provides residents the convenience of choosing to use a library location that best suit their needs.
- The library's digital content is continuously improving, with more eBooks, eAudiobooks , movies and music added to the collection every month.
- Public internet stations available at all three branches, provide free access to the online world
- All three branches provide Early Literacy Stations for children to safely develop digital skills.

## Expected Outcomes from Red Deer Public Library's Plan of Service, 2016 - 2018

| Service Response | Expected Outcomes |
|---|---|
| Create Young Readers: Early Literacy | • Children 0 to 5 who have participated in library programs have developed or improved early literacy skills<br>• Parents/family members and caregivers have a greater understanding of the value of reading to their children. |
| Express Creativity: Create and Share Content. | • Community members' creative and active pursuit of self-expression is supported by library programs and services<br>• RDPL provides a variety of ways for community members to learn to express themselves in recognition of different learning styles.<br>• Library programs encourage intergenerational participation for the purpose of expressing creativity. |
| Satisfy Curiosity: Lifelong Learning | • Library programs and services meet the interests of all learners.<br>• 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 | • RDPL programs stimulate imagination and meet the diverse needs of the community.<br>• 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 | • Our virtual and physical spaces are safe, welcoming, accessible, and inclusive for all community members and staff.<br>• RDPL is a virtual and physical hub for community members, and groups with common interests, to connect to community events, to information. |