RDPL
RED DEER PUBLIC LIBRARY

Red Deer Public Library

Plan of Service

2016 - 2018

Approved by Red Deer Library Board

Date March 30,2016

Table of Contents

1. 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. It has followed the process of selecting and focusing attention outlined on pages 9 and 10. 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

2. Community and Library Profile

City of Red Deer

The City of Red Deer (the third largest city in the province of Alberta) is ideally located in Central Alberta, midway between the major cities of Edmonton and Calgary via Highway 2. In 2015, the City reached a major milestone when the population exceeded the 100,000 mark for the first time. Red Deer is a young, family friendly community with great school systems and a community college, first rate hospitals and medical facilities, a strong and vibrant cultural community, and ample recreational facilities and opportunities.

Red Deer Public Library

Red Deer Public Library has been an important part of the fabric of the community in Red Deer for over 100 years. The library celebrated its centennial in 2014. The library consists of three branches: the main Downtown Branch, the Dawe Branch, and the Timberlands branch. The Downtown Branch has grown from the one-storey Centennial Library, built in City Hall Park in 1967, to a 4,000 square meter facility that houses more than 180,000 books and audio-visual materials (139,000 titles). The Downtown Branch is home to the several departments including Administration, Adult Services, Children's Services, Member Services, Technical Services and Information Technology.

The Dawe Branch of Red Deer Public Library is part of the multi-use G.H. Dawe Community Centre in North Red Deer which includes two schools, a swimming pool complex and an arena. The Dawe Branch, in addition to being a full service public library branch, is also the home of the RDPL Adult Literacy program and is the school library for St. Patrick's Community School.

Red Deer Public Library's newest branch (the Timberlands Branch), opened to the public on September 2, 2014. The branch was built in partnership with Red Deer Public Schools as part of the new school in Timberlands and serves as a combination school and public library much in the same vein as the Dawe Library operates in conjunction with St. Patrick's School.

The library houses close to 250,000 physical items between the 3 branches, including books, magazines, CDs, DVDs, videogames, and art

pieces - all of which are available to be borrowed by the public. Red Deer Public Library also provides members with access to a growing collection of electronic resources, including eBooks and magazines, research databases and streaming audio and video. Public access computers are available at all branches, as well as free wireless Internet for those who bring their own devices. In addition to all the collections available at the library, Red Deer Public Library offers a wealth of services and programs to the community from children's story times to senior's book clubs.

In 2015, approximately 79% of the Library's $5 million budget was from the City of Red Deer (municipal tax levy derived from residential and business property taxes), 11% from the Public Library Services Branch, Alberta Municipal Affairs and the remaining 10% is generated from Library activities, such as user fees (library memberships, overdue fines, room rentals, photocopying, etc.), donations, interest and the Library's fee-for-service projects. Red Deer Public Library receives no money from any municipality outside of Red Deer.

3. Vision, Mission, and Values

VISION

Provide a welcoming environment where everyone will discover, share, develop, and value our public library.

MISSION

Enrich lives by promoting literacy and providing access to knowledge and culture.

VALUES (Re-affirmed, January 25, 2016)

What we do:

- We provide information, resources, tools, programs, and services.
- We support intellectual freedom by opening the world of information to all in our community.
- We provide our customers with a wide variety of free resources that are fun and/or useful and/or engaging.
- We make technology and other tools available to assist customers in finding the information and resources they want or need.
- We deliver and/or co-sponsor a wide variety of interesting and informative programs and services for our customers.

What we value:

Learning and Literacy

We are committed to:
- Fostering enthusiasm for learning.
- Assisting our customers to find information and resources that are important to them.
- Supporting and building literacy in our community.
- Encouraging the professional growth and development of our staff.
- Discovering opportunities for innovation in the workplace and in our professional practices.
- Learning about and using existing and new technology to help the organization meet its mandate.

Access and Inclusion

We are committed to:
- Identifying and removing barriers to information, facilities, programs, and services.
- Building, renovating, and maintaining facilities that are accessible to all.
- Making our information, programs, and services readily available to everyone in the community.
- Using technology to expand what we do and how we do it.

- Maintaining a strong web presence that extends our reach in the community and beyond.

Community

We are committed to:
- Using a community development model to ensure we are meeting the needs and interests of our customers and stakeholders.
- Collaborating with and supporting a variety of community groups.
- Providing leadership in the quest for a greener and more sustainable community.

Relationships

We are committed to:
- Building trust through honest communication.
- Making meaningful connections with our customers.
- Ensuring that our processes and decisions are open.
- Working well together within the organization.
- Supporting our staff and volunteers.

Fun

We are committed to:
- Creating an environment in which customers have fun and enjoy what we offer.
- Building a positive and energetic work environment for staff and volunteers.
- Creating opportunities for staff and volunteers to have fun as they work.

The Arts

We are committed to:
- Providing our customers with exciting and accessible opportunities to experience and learn more about the literary, performing, and visual arts.
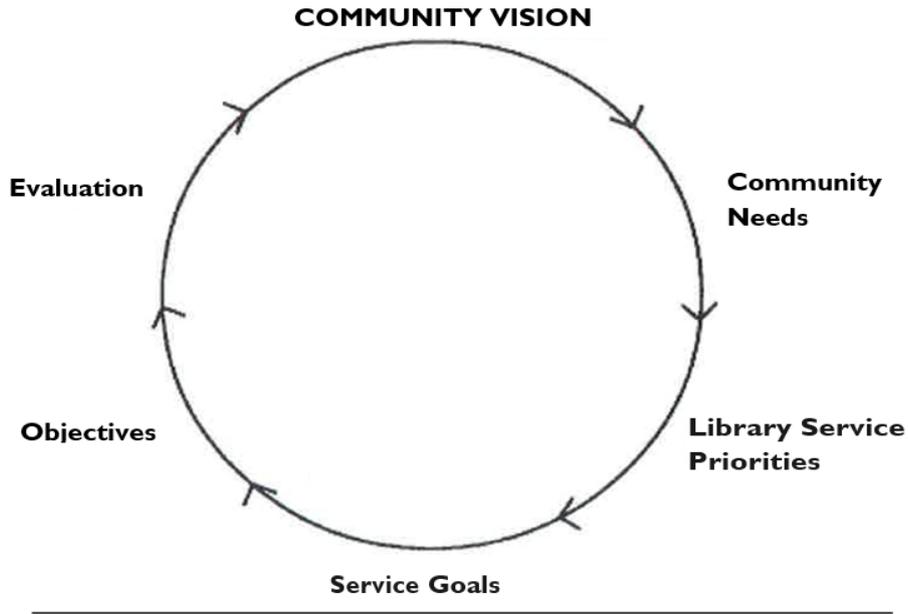
4. Consultation and planning process

Alberta's public libraries report to the Public Library Services Branch (PLSB) of Alberta Municipal Affairs. According to the PLSB website, "the *Libraries Regulation* in Alberta requires boards to have a current plan of service, including a mission statement and goals and objectives, based on a community needs assessment. A plan of service is more than a legal requirement; it is a great tool for managing a library. It helps a board to govern at a strategic level. It aligns the library with the community and helps increase use. It builds community support and helps fundraising and advocacy. It helps a library measure its success and identify improvements." (http://www.municipalaffairs.alberta.ca/plsb_plan_of_service)

The Public Library Services Branch has endorsed Sandra Nelson's approach, as laid out in her book, **Strategic Planning for Results"** (Chicago: American Library Association, 2008), as providing a sound basis for the community needs assessment and service plan development process. Red Deer Public Library (RDPL) has opted to use this **Planning for Results** process in developing its 2016-2018 Plan of Service.

Nelson's process begins with an invitation from the Library to a group of community leaders from a wide variety of organizations, backgrounds and perspectives to attend two full-day facilitated meetings which focus on the future of the community and the library. Participants are provided with information and exercises to help them create a vision for their community, identify community needs, and determine which ones are most appropriate for the Library to address.

Participants work with a set of typical library roles (aka Service Responses; see **Appendix A**) that Nelson provides to describe the different ways in which public libraries offer services within the context of their own communities. By the end of the process, which includes a series of planned feedback loops between the community group and the Library's Board and staff members, a set of 3-5 roles are chosen that will be the Library's focus in the coming years. These roles form the basis of the Library's next plan of service. As you can see in **Figure 1** below, the Nelson process begins and ends with the community.

FIGURE I
Community Vision: The Beginning and the End

COMMUNITY VISION

Evaluation

Community Needs

Objectives

Library Service Priorities

Service Goals

RDPL's Planning for Results process and timelines:

Date/ Details	Meeting/ Activity	Purpose/Outcome
September 22, 2015	Community Advisory Committee (CAC): Meeting #1	This was the first of two community consultation meetings. The Committee identified an initial list of priority service responses for RDPL's 2016-2018 Plan of Service.
October 1, 2015	Staff Feedback Sessions	Two feedback sessions were held with library staff to review the CAC's initial list of priority service responses for RDPL's 2016-2018 Plan of Service.
October 8, 2015	Managers' Feedback Session	RDPL's Management Team responded to the CAC's initial list of priority service responses for RDPL's 2016-2018 Plan of Service and staff feedback.
October 8, 2015	Board Feedback Session	Feedback session for Board members to review the CAC's initial list of priority service responses for RDPL's 2016-2018 Strategic Plan

October 21, 2015	Community Advisory Committee (CAC): #2	The second of two community consultations. CAC reviewed staff and Board feedback and developed a final recommendation for the Board on priority Service Responses for RDPL's 2016-2018 Strategic Plan.
October 29, 2015	Board Review and Decision	Board reviewed/refined the CAC's recommendation and approved the Service Response focus for the 2016-2018 Plan of Service.
November 17, 2015	Management Team Meeting: Goals and Objectives	Management team developed draft Goals and Objectives for each of the service responses identified by the CAC.
Friday, December 4, 2015	Staff Development Half Day: Goals and Objectives	Managers reviewed the draft Goals and Objectives with staff and sought ideas from them for actions to be able to meet them.
December 31, 2015	Finalization	Goals and Objectives finalized by Management Team.
January 25, 2016	Board /Staff Strategic Planning Retreat	To provide an opportunity for Library Management and Board members to review and refine the draft goals, objectives and anticipated outcomes; affirm these are consistent with the Library Board Vision, Mission and Values.
March 2016	Board Approval	Board approval of RDPL's 2016-2018 Plan of Service.

5. Results of community input

The RDPL Community Advisory Committee (CAC) identified and ranked nine Service Responses where they felt RDPL could play an important role in meeting community needs over the 2016-2018-time period. **The Committee recommended that RDPL address these nine Service Responses in priority order as resources permit**. The rank ordered Service Responses are:

1. Create Young Readers: Early Literacy and
Visit a Comfortable Place: Physical and Virtual Spaces
(These two Service Responses were tied in votes for top priority).
2. Satisfy Curiosity: Lifelong Learning.
3. Stimulate Imagination: Reading, Viewing, and Listening for Pleasure
4. Express Creativity: Create and Share Content.
5. Be an Informed Citizen: Local, National, and World Affairs*.
6. Celebrate Diversity: Cultural Awareness*.
7. Learn to Read and Write: Adult, Teen and Family Literacy*.
8. Understand How to Find, Evaluate, and Use Information: Information Fluency.

Committee members agreed that RDPL has no choice but to invest in technology. Therefore it was assumed that needed investment will be made in the *Connect to the Online World: Public Internet Access* area.

In discussion, CAC members identified four key issues of importance for RDPL program/service delivery. These are the importance of:

- 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 an inclusive, accessible and welcoming in all it undertakes (what RDPL offers and how it is offered).
- Keeping pace with technology.

The CAC discussed the outcomes they expect to see for the nine Service Responses they identified as important to respond to community needs. In order to keep the Plan of Service manageable, the decision was made to focus on the top 5 Service Responses identified by the CAC, rather than all 9 (see **Appendix C**). It was felt that many aspects of the 4 Services Responses that didn't make the cut, could still be addressed via one or more of the top 5 Service Responses that did make the cut. For example, Being an Informed Citizen and Understanding How to Find, Evaluate, and Use Information could be addressed via the Satisfy Curiosity: Lifelong Learning Service Response. Celebrating Diversity could be addressed alongside all of the top 5 responses, as well as Learn to Read and Write. For more information on the prioritization process, see **Appendix B**.

6. Goals and Objectives

Once the top 5 Service Responses were identified and agreed upon by the Community Advisory Committee, RDPL management, and Library board, RDPL managers were given the task of developing a set of appropriate goals and objectives for being able to address each service response. These goals and objectives were then shared with the rest of the library staff at RDPL's staff development day, which took place on December 4, 2015. Staff were introduced to all the goals and objectives and asked to provide feedback on them, particularly in relation to what actions could be undertaken to achieve them. The resulting goals and objectives are listed on the following pages.

6.1 Create Young Readers: Early Literacy

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

Current RDPL Activities:

- Staff at all 3 branches provide ongoing storytimes and programs for all age groups from newborns to school aged children.
- RDPL offers the 1000 Books Before Kindergarten program, the goals of which are to promote reading to newborns, infants, and toddlers and to encourage parent and child bonding through reading.
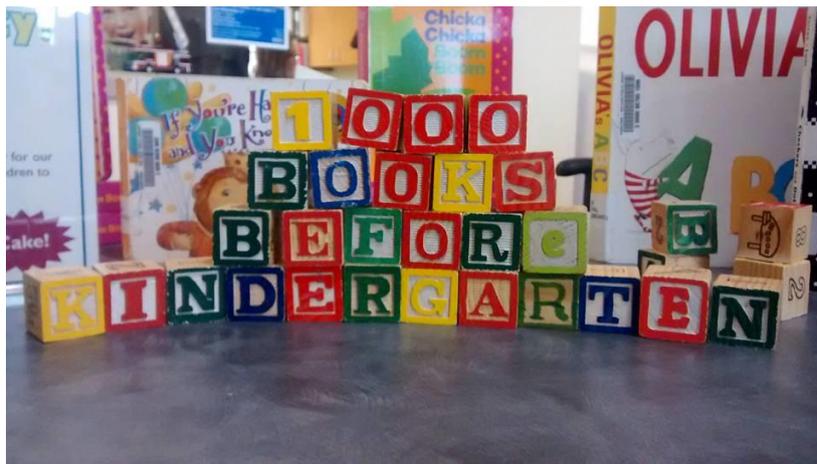
Goal 1:

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.

6.2 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.

Current RDPL Activities:

- Red Deer Public Library has employed a Digital Literacy Coordinator to assist staff in providing programs aimed at helping customers with the tools used to create audio and video.
- Plans are being developed for the design and construction of a digital learning lab at the Downtown Branch.
- Programs at all three branches allow residents 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).

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*

6.3 Satisfy Curiosity:

Lifelong Learning

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

Current RDPL Activities:

- RDPL maintains an excellent collection of nonfiction materials to support the lifelong learning needs of Red Deerians.
- RDPL offers programs that encourage lifelong learning (e.g., Daytime Documentaries, Tech Help Time, etc.).

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*.
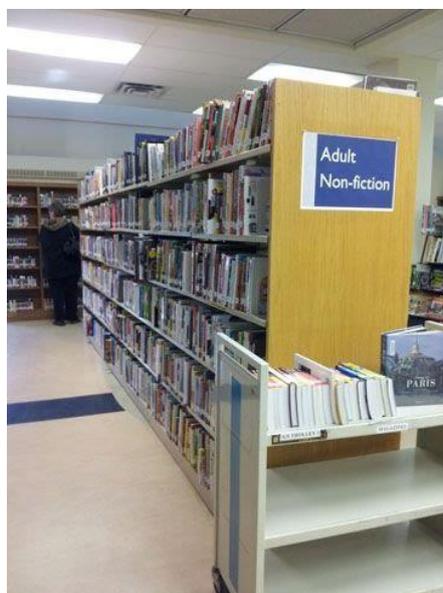
Goal 4:

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.*

6.4 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.

Current RDPL Activities:

- 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 curate Bibliocommons book lists, book suggestion posters & displays, and You Gotta Read This - a monthly book review in Bibliocommons.
- A variety of programs are offered that enhance our customer's experience, including Travel Memories, First Thursdays, etc.

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 between 2016 - 2018, overall circulation figures 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.*

6.5 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.

Current RDPL Activities:

- There are three branches of RDPL in different areas of Red Deer, which gives Red Deerians the convenience of choosing the library branch (or branches) that best suit their needs.
- The library's digital content is continuously improving, with more eBooks and eAudiobooks added to the collection every month.
- Public internet station are available at all three branches, as well as AWE Early Literacy Stations for children.

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* AND/OR

Goal 10:

The Library will ensure that all Red Deerians have access to a suite of customer focused online resources and tools (website, catalogue, subscription databases) which will allow them to access equivalent services in an online space, that 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.

7. Measurement and Reporting

Measurement

Red Deer Public Library will use a variety of instruments to measure progress on each of the objectives listed in the previous section. These include (but are not restricted to):

- An annual satisfaction survey (distributed in print and online)
- Counts of the number of participants in each program
- Evaluation forms distributed after library programs
- Statistics generated from the library automation system and the library's online properties (website, catalogue, social media)
- Door counters measuring traffic in and out of each branch

Reporting

Coupled with the ongoing measurement of progress in achieving the objectives spelled out in this plan, is the need to ensure that the library's stakeholders (the Library Board, library staff and the community) are aware of the Library's Plan of Service and are informed of its progress. To that end, a comprehensive communication plan will be developed and administered. Aspects of that plan will include elements such as:

- Monthly reports from the CEO and management staff to the Library board
- Quarterly updates in the LinQuarterly Wordplay column
- Quarterly progress updates to the City of Red Deer and submission of the plan in concert with the annual budget discussions with the City
- Filing of the annual plan with the Public Library Services Branch as required by law
- An annual report to the community
- Engagement with the community via events such as the annual Let's Talk event sponsored by the City of Red Deer

Appendix A. Service Responses for Public Libraries

Adapted for Canadian context from "Strategic Planning for Results / Sandra Nelson for the Public Library Association: American Library Association". Chicago, 2008, p. 47.

These describe at a high level the varied services that public libraries as a whole deliver in response to community needs.

1. Be and Informed Citizen: Local, National and World Affairs – Residents will have the information they need to support and promote democracy, to fulfill their civic responsibilities at the local, provincial and national levels, and to fully participate in community decision making.

2. Build Successful Enterprises: Business and Nonprofit Support – Business owners and nonprofit organization directors and their managers will have the resources they need to develop and maintain strong, viable organizations.

3. Celebrate Diversity: Cultural Awareness – Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.

4. Connect to the Online World: Public Internet Access – Residents will have high speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services
available through the Internet.

5. Create Young Readers: Early Literacy – Children from birth to 5 will have programs and services designed to ensure that they will enter school ready to learn to read, write and listen.

6. Discover Your Roots: Genealogy and Local History – Residents and visitors will have the resources they need to connect the past with the present through their family histories and to understand the history and traditions of the community.

7. 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.

8. Get Facts Fast: Ready Reference – Residents will have someone to answer their questions on a wide array of topics of personal interest.

9. Know Your Community: Community Resources and Services – Residents will have a central source for information about the wide variety of programs, services and activities provided by community agencies and organizations.

10. Learn to Read and Write: Adult, Teen and Family Literacy – Adults and teens will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens and workers.

11. Make Career Choices: Job and Career Development – Adults and teens will have the skills and resources they need to identify career opportunities that suit their individual strengths and interests.

12. Make Informed Decisions: Health, Wealth and Other Life Choices – Residents will have the resources they need to identify and analyze risks, benefits, and alternatives before making decisions that affect their lives.

13. Satisfy Curiosity: Lifelong Learning – Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

14. 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.

15. Succeed in School: Homework Help – Students will have the resources they need to succeed in school.

16. Understand How to Find, Evaluate and Use Information: **Information Fluency** – Residents will know when they need information

to resolve an issue or answer a question and will have the skills to search for, locate, evaluate and effectively use information to meet their needs.

17. Visit a Comfortable Place: Physical and Virtual Spaces – 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.

18. Welcome to Canada: Services for New Immigrants – New immigrants and refugees will have information on citizenship, English/French language learning, employment, public schooling, health and safety, available social services and any other topics that they need to participate successfully in Canadian life.

Appendix B: Details of Service Response Ranking: RDPL CAC, October 21, 2015

Through a review of the feedback provided by RDPL staff, managers and Board members and discussion the CAC identified that nine of the possible 18 Service Responses were under serious consideration as priority Service Response for the 2016-2018-time period. The Committee assumed that RDPL has no choice but to invest in technology. Therefore it was assumed that needed investment will be made in the *Connect to the Online World: Public Internet Access* area. Staff and managers and Board members identified this as a critical tool for library service delivery.

Participants use a voting exercise to rank order these nine Service Responses. Each participant had a super dot worth five points. Participants were asked to put this super dot beside the service priority they felt it was most important to the Library to address in its 2016-2018 Strategic Plan. In addition, each participant was given three single votes they could use anyway they wished. The following provides the results of this exercise (**the top five rankings are highlighted in red):**

Service Response	Super Dot	Votes	Total
Be an Informed Citizen: Local, National, and World Affairs	1	2	7
Celebrate Diversity: Cultural Awareness √ Includes more than cultural groups. The key is the inclusion of all. For example persons with disabilities and LGBQT as well as cultural groups.	1	2	7
Create Young Readers: Early Literacy	3	7	22
Express Creativity: Create and Share Content	2	5	15
Learn to Read and Write: Adult, Teen and Family Literacy	1	2	7
Satisfy Curiosity: Lifelong Learning	2	7	17
Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	2	8	18
Understand How to Find,	0	5	5

Evaluate, and Use Information: Information Fluency			
Visit a Comfortable Place: Physical and Virtual Spaces √ Includes welcoming, connection inclusion: being a community hub.	3	7	22

Note: Super dot is five points.

Appendix C. Top 5 Service Responses and Their Expected Outcomes (Community Advisory Committee)

Service Response	Expected Outcomes
Create Young Readers: Early Literacy	- RDPL supports children 0 to 5 to have the foundations needed for early literacy. - Family literacy is a focus for programs and services: RDPL supports the whole family. - RDPL promotes the value of learning and literacy.
Visit a Comfortable Place: Physical and Virtual Spaces	- RDPL provides safe and accessible virtual and physical spaces for community members & staff. - RDPL is welcoming and inclusive. - RDPL is a comfortable place. - RDPL is a hub for community members and groups to connect to community events, information and common interest.
Satisfy Curiosity: Lifelong Learning	- RDPL provides a range of programs to meet the interests of adult learners. - RDPL's non-fiction collection meets the diverse needs of the community. - RDPL is a provider of information. - Databases and magazines are kept up to date. - Adult literacy programs are offered by RDPL.
Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	- RDPL provides a range of programs that stimulate imagination and meet the diverse needs of the community. - RDPL's fiction collection and AV materials meet the diverse needs of the community. - RDPL has a literary collection (including poetry and literature).
Express Creativity: Create and Share Content.	- RDPL provides opportunities for creative/active self-expression by community members. - RDPL provides a variety of ways for community members to learn to express themselves (recognition of different learning styles). - A digital literacy lab for RDPL is in place. - RDPL offers intergenerational programming.

Appendix D. Top 5 Service Responses and Their Expected Outcomes (Board and Management Team)

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 ● 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 ● 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	● 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	● 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	● 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.

Appendix E. Community Advisory Committee Members

	Name	Organization
1	Amanda Gould	Executive Director, Downtown Business Association
2	Jennifer Vanderschaeghe	Executive Director, Central Alberta Aids Network Society
3	Chandra Turgeon	Staff – St. Francis Middle School Red Deer Catholic School District
4	Kim Schreiner	MLA Red Deer-North, Legislative Assembly of Alberta
5	Lorna Johnson	Executive Director, Red Deer and District Museum and Gallery
6	Nancy Hackett	Environmental Initiatives Supervisor, City of Red Deer
7	Bev Hanes	President, Royal Canadian Legion Branch #35
8	Raye St. Denys	Executive Director, Shining Mountain Living Community Service
9	Sarah Cockerill	Director of Community Services City of Red Deer
10	Sheila Bannerman	Former Trustee Red Deer Library Board
11	Sherry Albrecht	Community Inclusion Coordinator, Catholic Social Services
12	LeeAnne Shinski	Executive Director, Life Long Learning Council of Red Deer
13	Carol Schmidt	Former Trustee, Red Deer Library Board
14	Kristine Bugayong	Chief Executive Officer, Red Deer and District Community Foundation
15	Jan Underwood	Instructor CARE (Central Alberta Refugee Effort)
16	Amy Desjarlais	Manager, Teen Services Red Deer Public Library
17	Stefan Lapalme	Library Assistant, Red Deer Public Library
18	Jessica Dinan	Library Assistant, Red Deer Public Library
19	Jim Taylor	Trustee, Red Deer Library Board