



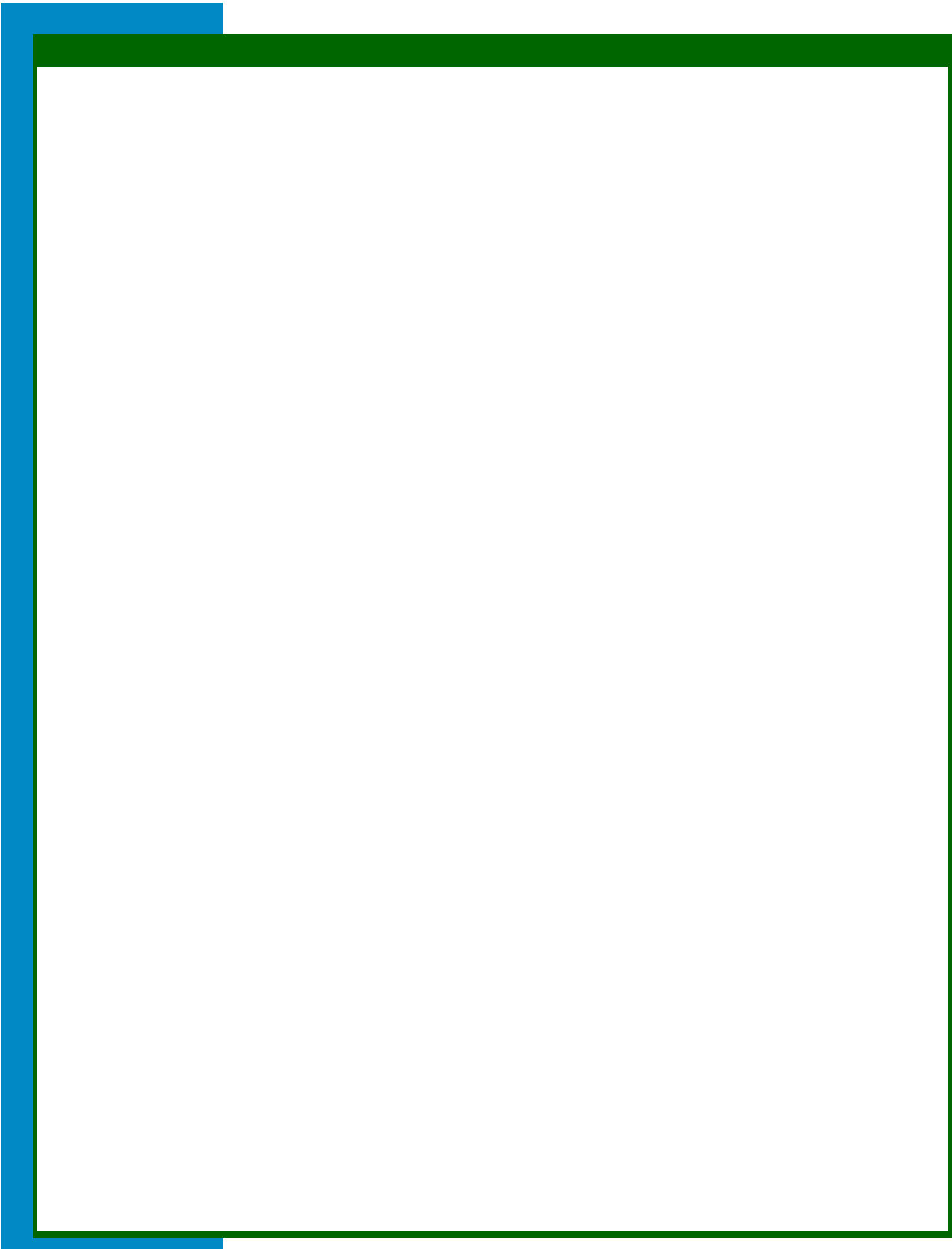
St. Albert Public Library
Cultivating Community

St. Albert Public Library

Strategic Plan

2016-2020

A vibrant, welcoming centre of community
life, leisure and learning for all.



Library Vision

The Library is a vibrant, welcoming centre of community life, leisure and learning for all.

Library Mission

The Library is the place people turn to for reading, viewing, listening, reliable information and the discovery of ideas. The Library's high-quality collections, services and programs foster a love of reading, literacy, the pursuit of lifelong learning and enhance general knowledge. The Library's well-trained staff provides excellent customer service and assist patrons to find, use and evaluate electronic and print information resources to meet their needs.

Strategic Directions for 2016-2020

Based on a recommendation from the Library's Community Planning Committee, St. Albert Public Library's Board agreed that the Library's 2016-2020 Strategic Plan focus on two broad strategic directions:

- **Participate and Connect: Be Engaged in the Community:** Residents will have opportunities for community dialogue, collaboration, partnership and civic engagement.
- **Literacy: Building Competencies and Knowledge:** Residents will have opportunities to develop competencies and knowledge in specific areas (includes Create Young Readers: Early Literacy).



Expected Results for 2020

As a result of implementing the SAPL Strategic Plan for 2016-2020, the Library expects to see the following overall results:

- Increased use of the Library (its programs, services, collections and spaces) by community members through the Library's:
 - Physical space
 - Virtual space, and
 - Mobile services.
- The Library is open, accessible, convenient and free of barriers.
- The Library is a place (physical, virtual and mobile) for community connection.
- Community members have access to a range of literacy and learning opportunities.
- The Library is meeting community demand for Library programs, services and collections.
- The Library's users reflect the changing nature (demographic profile) of the St Albert community.
- Community members have increased awareness and knowledge of St. Albert Public Library.
- Community members value the Library and the contribution it makes to the quality of life of community members.

2016-2020 Goals

The Library will pursue seven goals over 2016-2020.

Strategic Direction: Participate and Connect: Be Engaged in the Community

- 1) Community members of all ages will have barrier free access to library services.
- 2) Community members of all ages will have enhanced library services as a result of Library partnerships and community relationships.
- 3) Community members of all ages feel a sense of belonging and connection with each other and their community through the Library.

Strategic Direction Literacy: Building Competencies and Knowledge

- 1) Early Literacy and Reading: Children from birth to age 5 will have the programs, services, collections and spaces they need to develop, nurture and maintain a culture of literacy and a love of learning.
- 2) Digital Literacy: Community members of all ages will have access to and support¹ for technology to learn, innovate, create and compete.
- 3) Reading and Writing: Community members of all ages will have the programs, services, collections and spaces they need to support the development of their reading and writing.
- 4) Lifelong Learning: Community members of all ages will have access to the programs, services, collections and spaces they need to pursue lifelong learning.

¹ Support includes staff assistance, training and access to facilities.

Objectives by Goal

1. PARTICIPATE AND CONNECT: BE ENGAGED IN THE COMMUNITY

GOAL: 1.1: Community members of all ages will have barrier free access to library services

Objective 1.1.1

By 2019, a new Community Branch Library is in place.

Objective 1.1.2

By the end of 2017, the Library has developed a Barrier Free Services Plan.

Objective 1.1.3

By the end of 2016, the community outreach van will be fully operational.



GOAL 1.2: Community members of all ages will have enhanced library services as a result of Library partnerships and community relationships.

Objective 1.2.1

On an annual basis, at least 85% of SAPL's partners will indicate, when asked, that they are satisfied with the partnership they have with the Library.

Objective 1.2.2

By 2018, the Library will ensure that all partnerships are aligned with the Library's strategic priorities.

Objective 1.2.3

By 2018, the Library will work collaboratively with the City of St. Albert to complete an operational MOU and secure funding for the new Community Branch Library.

Objective 1.2.4

On an annual basis, the Library will secure grant funding at a level equal to or greater than the grant funding acquired in 2015.

Objective 1.2.5

By 2019, the St. Albert Public Library Board will raise \$500,000 to support the new Community Branch Library.



GOAL 1.3: Community members of all ages feel a sense of belonging and connection with each other and their community through the Library.

Objective 1.3.1

By 2020, the Library will have flexible space that can meet the diverse needs of Library users. For example, study space and space for group activities (See Objective 1.1.1 above).

Objective 1.3.2

By 2018, SAPL will develop a bookable space policy.

Objective 1.3.3

By 2020, program attendance and membership will reflect St. Albert's demographic profile.

Objective 1.3.4

By 2019, the Library will evaluate its hours of service in conjunction with the opening of the new Community Branch Library.



2. LITERACY: BUILDING COMPETENCIES AND KNOWLEDGE

GOAL 2.1: Early Literacy and Reading. Children from birth to age five will have the programs, services, collections and spaces they need to develop, nurture and maintain a culture of literacy and a love of learning.

Objective 2.1.1

By 2020, the Library will increase the number of early literacy programs to meet known demand.

Objective 2.1.2

By 2018, the Library will increase the circulation of early literacy materials by 10%.²

Objective 2.1.3

By 2020, at least 85% of parents and caregivers of children from birth to age five indicate that as a result of participation in early literacy programs, **their children** have benefited in at least two of the following categories:

- Social skills related to individual and group experience.
- Emergent skills (language, listening, rhyming etc.).
- Positive attitudes towards learning and reading.
- Imaginative and critical thinking skills.

Objective 2.1.4

By 2020, at least 85% of parents and caregivers of children from birth to age five indicate that as a result of participation in early literacy programs **they** have benefited in at least two of the following categories:

- Knowledge of available early literacy resources.
- Awareness of the importance of supporting early literacy experiences for children.
- Confidence or comfort with early literacy resources, ideas and activities
- Ideas for ways to encourage early literacy in daily activities.

² Unless otherwise specified, 2015 data will be used as a baseline to measure increases in programs and services over time.

GOAL 2.2: Digital Literacy: Community members of all ages will have access to and support for technology to learn, innovate, create and compete.

Objective 2.2.1.

By 2020, at least 85% of participants in the Library's digital literacy programs and services indicate they have acquired new digital literacy skills.

Objective 2.2.2.

On an annual basis, the Library will assess technological trends and service demands to ensure its programs and services are both current and relevant.



GOAL 2.3: Reading and Writing: Community members of all ages will have the programs, services, collections and spaces they need to support the development of their reading and writing.

Objective 2.3.1

By 2020, participation in the Library's reading and writing programs will increase by 10%.

Objective 2.3.2

On an annual basis, the Library will maintain a 3:1 holds to copies ratio for its print collections.

Objective 2.3.3

On an annual basis, the Library will assess collections to ensure they are meeting and supporting known reading and writing demands.

Objective 2.3.4

On an annual basis, the Library will undertake a minimum of three initiatives to connect readers and writers and promote literacy and love of reading.

Objective 2.3.5

By 2020, the Library will increase circulation figures by at least 10%.



GOAL 2.4: Lifelong Learning: Community members of all ages will have access to the programs, services, collections and spaces they need to pursue lifelong learning.

Objective 2.4.1

By 2020 participation in the Library's lifelong learning programs will increase by 10%.

Objective 2.4.2

On an annual basis, the Library will assess collections to ensure that they are meeting and supporting known lifelong learning demands.

Note: This Goal will also be advanced by Goal 1.1 - Objective 1.1.1: By 2019, a new Community Branch Library is in place.



Appendix: Definition of Key Terms

Sandra Nelson Definitions of Goals and Objectives

Definition of Goal: The benefit your community (or target population within your community) will receive because the library provides a specific Service Response.

There are two key elements to a goal statement:

1. Name of the audience being served, and
2. Description of the benefit the audience receives because the library offers a Service Response.

Definition of Objective: Statement that identifies the way the library will measure progress toward reaching a goal. Objectives are to be specific and measurable. They set targets for the library's performance.

An objective describes specifically what the library hopes to achieve and how this progress will be measured. To write an objective requires:

- a. Select one of the four planning for results measures. These are:
 - People served – total number of users.
 - How well the service meets the needs of the people served (satisfaction rate).
 - Total number of units of service provided by the library.
 - Outcome measurements.
- b. Decide on the target you hope to achieve.
- c. Decide on when you want to reach the target.
- d. Put the measure, the target and the timeframe together into a sentence.

Key Terms

Barrier Free

SAPL is accessible to all and there are no social, financial, physical, operational technological and/or cultural obstacles that prevent or limit access to the Library's programs, services, collections and spaces.

Bookable Space

SAPL space that an individual or group may reserve for a specific time period and use to meet a particular need or purpose within the framework of the Library's Bookable Space policy.

Community Member

A community member is any individual who wishes to access SAPL. Priority will be given to St. Albert residents. The Library is committed to supporting all who wish to access SAPL as resources and capacity allow.

Collections

Materials and resources accessible by community members through the Library's physical, virtual and mobile spaces. This includes physical and digital print and audiovisual format materials as well as online databases and special collections such as equipment, toys and other manipulatives accessible through the Library's physical and mobile spaces.

Early Literacy

What children know about reading and writing, before they actually read or write. Early literacy skills are best developed through talking, reading, writing, singing, and playing. Early literacy library programs and collections get children started down the path of reading and writing by developing the necessary skills of alphabet awareness, print knowledge and motivation, vocabulary and oral language.

Early Literacy Materials

Print and online book and audiovisual collections and kits available through the Library which promote early literacy development. Examples of these materials are board books, easy picture and primary collections as well as music CDs, DVDs, and storytime and read-along kits.

Lifelong Learning

Learning (formal and informal) that occurs throughout people's lives and which fosters the continuous development and improvement of the knowledge and skills needed for employment and personal fulfillment.

Literacy

Development of competency and knowledge in a specific area.

Digital Literacy

The interest, attitude and ability of individuals to use digital technology and communication tools appropriately to access, manage, integrate, analyze and evaluate information, to construct new knowledge, and to create and communicate with others in order to participate effectively in society.*

*Definition from BC Ministry of Education

Partnerships and Community Relationships

Relationships between SAPL and other organizations that share areas of concern, interest or service. The range of possible activities include:

- Conversations. Sharing of opinions on areas of concern or interest. E.g. community dialogues.
- Networks. Shared processes used to build and sustain relationships between organizations.
- Cooperation. Shared processes for collaboration and shared work toward common goals.
- Informal Partnerships. Where agreements exist to share work, risks, and results.
- Formal Partnerships. Where a standardized procedure and signed documentation has been used to define agreements between partners.

Programs

Planned events (presentations, training sessions and other activities), delivered by library staff or by a contracted instructor, on topics of interest to library users and which inform, educate, entertain and/or promote further library use. Library programs can be further categorized as:

- o **Reading & Writing Programs**

Programs provided by the Library to community members of all ages which support, promote and/or improve reading and writing skills. These include, but are not limited to, writing workshops, author events, book clubs, reading games, and Writer-in-Residence programs.

- o **Early Literacy Programs**

Programs provided by the Library which support the development of early literacy skills. Examples of early literacy programs include preschool and family storytimes and reading games.

- o **Lifelong Learning Programs**

Programs provided by the Library which support and promote lifelong learning. Special interest programs, personal improvement classes, financial and digital literacy courses as well as English as a Second Language and other language learning programs are all examples of lifelong learning programs on offer through the Library.

- o **Digital Literacy Programs**

Programs provided by the Library to community members of all ages which support and develop digital literacy skills. Digital literacy programs include the wide range of computer and technology training classes, activities, and online resource awareness sessions offered through the Library's physical, virtual and mobile spaces.

Resources

Materials, services, equipment, facilities or staff assistance.



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