



Plan of Service 2011- 2014



Strathcona County Community Profile

As a specialized municipality, Strathcona County consists of the urban area of Sherwood Park and an extensive rural area which includes eight rural hamlets. These are Antler Lake, Ardrossan, Collingwood Cove, Half Moon Lake, Hastings Lake, Josephburg, North Cooking Lake and South Cooking Lake.

Set in the centre of Alberta's energy and agricultural heartland, Strathcona County residents live and work in diverse agricultural, rural, parkland, urban and industrial settings. Strathcona County is a young, vibrant and inviting community of over 80,000 residents.

Wide open spaces, access to convenient urban amenities, quality recreation and professional services and a commitment to a sustainable environment makes Strathcona County an ideal place to live, work and play!

Strathcona County Library Profile

Strathcona County Library is a mid-sized public library serving the urban and rural residents of Strathcona County. On November 1, 2010, the library opened in a new 2-storey, 64,000 ft² facility within a multi-use Community Centre in the County's urban center of Sherwood Park. The library provides rural service via a new solar-powered, low-floor and accessible Bookmobile that maintains twelve weekly stops throughout the County, visits preschool and seniors' facilities and attends a variety of special community events.

Designed as the "community's living room", the new Strathcona County Library features a variety of spaces for people of all ages and interests. Readers will find comfortable seating and cozy nooks, while students can choose among quiet and group study rooms and open areas. The Teenzone offers a quirky and colourful place for teens to hang out, school-aged children find homework help and space to explore in the Discovery Zone, and preschoolers and their families are drawn to the 13-foot reading tree, interactive features and charm of the Enchanted Forest. An internet café, laptop bars, and wireless access throughout the building appeals to those looking to connect online, and a host of intriguing programs for all ages help people looking to meet new friends and connect in person. Add to that a Career Resource Centre, a Business Centre, and a revitalized collection of close to 230,000 items on attractive and accessible shelving, and there's something in the new library for everyone in the community to enjoy.

Strathcona County Community Profile excerpts from the Strathcona County Website, www.strathcona.ca.

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EXECUTIVE SUMMARY

Community Consultation

In 2009, Strathcona County Library conducted a series of consultations to explore the values and needs of its community and ask what roles the library might play, and where to focus resources, to help meet those needs in the years 2011 to 2014. With construction of the Community Centre underway, the purchase of a new low-floor Bookmobile and a needs- assessment due under library legislation, the timing was right to check in with County residents about their priorities for library services.

The consultation followed the process outlined in Sandra Nelson’s “**Strategic Planning for Results**” (Chicago: American Library Association, 2008), as endorsed by the Public Library Services Branch of Alberta Municipal Affairs, and used by many public libraries across the United States and Canada. As recommended, a group of 21 community leaders were invited from a variety of organizations, backgrounds and perspectives [See Figure A: p. 7] to work with a facilitator through two full-day meetings. A public invitation was also extended to anyone interested in attending a separate facilitated meeting about the future of the library. In between, a variety of feedback sessions were held for library staff, managerial staff, and Library Board members. The consultation phase ran from September to December of 2009, and included eleven facilitated meetings and many more planning and feedback sessions.

Visions, Needs and Community Resources

Over the course of the consultation meetings, participants created a series of shared visions for the future of their community, beginning with Strathcona County’s vision statement and branching out to specific audiences. They discussed and compiled a list of community needs and reviewed and shared information about the wealth of resources and variety of organizations that support and provide services for County residents. Synergies and gaps were identified, and these helped everyone to see where the library could be most effective through partnerships and the focusing of resources.

Service Responses

Sandra Nelson’s text outlines a series of 18 potential Service Responses, or roles that a public library may play within its community [See Appendix A: Service Responses for Public Libraries]. Nelson argues that as each community is unique, has specific needs, and enjoys the service and support of many different local organizations, each public library should choose among these Service Responses to find its best fit. As community needs change, a library should respond by focusing on different Service Responses over time.

Strathcona County community representatives learned a lot about what their library does and could do through Nelson’s Service Responses, and with a deeper understanding of the library’s strengths and abilities, helped to identify four Service Responses on which to focus the library’s Plan of Service 2011-2014.

1. Create Young Readers: Early Literacy

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

2. Satisfy Curiosity: Lifelong Learning

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

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

Residents will have materials to enhance their leisure time and will have the help they need to make choices from the above options.

4. 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.

It emerged through discussion that participants saw a need for greater connection and communication among community members and that they shared a vision for citizen engagement. With a new two-storey building in the heart of the County's urban area, and an innovative new Bookmobile providing service in rural areas, the group agreed that the library is well positioned to facilitate community partnerships and dialogues in the coming years. Participants felt this role for the library was quite important, but found that it did not fit easily within Nelson's framework. In response, library managers proposed the creation of an additional Service Response, which was approved as follows:

5. Participate and Connect: Be Engaged in the Community

All residents will have opportunities for individual and community dialogue, collaboration, partnerships and civic engagement.

Goals 2011 - 2014

On December 14, 2009 the Library Board approved the recommendations resulting from the Community Consultation. Library Board and staff members worked together to set five goals to guide the library's work over the next four years. Linked to each goal are a series of specific objectives and supporting actions to help track and measure progress.

1. Children from birth to age five and their caregivers will have programs and services that support the development of emergent literacy skills so that children have the foundation to succeed in formal education and in life.
2. All Strathcona County residents will have the support they need to learn, to explore, to develop and to expand their interests.
3. All Strathcona County residents will have the resources they need to encourage imagination and creativity and enhance leisure.
4. All Strathcona County residents will have the skills, service and/or assistance they need to find, evaluate and use information to resolve an issue or answer a question.
5. All Strathcona County residents will have the option to connect and engage with others because they know about library and community services and events.

PLANNING PROCESS

Under the Alberta Libraries Act and Regulation, public library boards must have a current plan of service in place, with goals and objectives, based on a community needs assessment. It is recommended that libraries reach out to their communities every three to five years in order to ensure that their services remain responsive to community needs and priorities. With a new home in the Community Centre well on its way, library Board and staff agreed that 2009 would be the ideal time to check in again with their rapidly growing community.

As recommended by the Public Library Services Branch of Alberta Municipal Affairs, the library looked to Sandra Nelson's "**Strategic Planning for Results/Sandra Nelson for the Public Libraries Association**" (Chicago: American Library Association, 2008) for a consultation process. Used by many public libraries across the United States and Canada, Nelson's text suggests that the most effective way to identify the needs and priorities of a community is to invite a group of "community representatives" together for a series of structured and facilitated discussions, and to act as an advisory Library Planning Committee. Designed to be spread over the course of two separate full-day meetings, Nelson provides a mix of suggested presentations and structured exercises to help the Committee identify community needs and priorities, so they can in turn help the library to determine how to best address them. Once the Committee provides its recommendations, it is the responsibility of a library's Board and staff members to set goals and objectives for the coming years, and to review the library's mission and vision statements to ensure they reflect the new priorities.

In early 2009, an ad hoc committee of managerial staff formed to plan and oversee Strathcona County Library's consultation process. The Library Board approved the process in March, and by June of 2009, the library began working with a facilitator, Anne Smith of J.A. Smith Research Consulting Service Inc., to set timelines and prepare materials. Library staff and Board helped to compile a list of potential community representatives to serve on the Library Planning Committee, following Nelson's advice to invite residents from various constituencies and demographic groups who bring knowledge about the community in general and about specific audiences. Nelson suggests that ideal participants are community leaders, with a broad understanding of different community perspectives, who are good at articulating their ideas, and are eager to share wisdom gained about the library and the community following the process. The Library Board felt strongly that residents not selected for the Library Planning Committee should also have an opportunity to share their views, so an open invitation to a combined tour and facilitated discussion about the future of the library was added to the list of activities suggested by Nelson.

CONSULTATION PROCESS

In the spring of 2009, an open invitation was issued to the public at large via the library's website, through local newspapers, and in the library's Program Guide, a publication that is distributed to organizations and households throughout the community. On September 19, a small, but productive, group of community members responded to this open invitation. Participants were provided with highlights about the community and the library, asked to think about Strathcona County's future and their visions for it, and invited to discuss and choose among Nelson's 18 possible "Service Responses", or potential roles, for public libraries [See Appendix A: Service Responses for Public Libraries].

Invitations were also sent out in the spring to prospective Library Planning Committee members from a variety of local organizations, and representing a wide range of client ages, issues and interests. These included two staff and two Board representatives – in each case one rural and one urban County resident. By September, the library had in place a working group of 24 people willing to commit their time and energy [see Figure A, p. 7].

Figure A: Community Interests and Organizations Represented by Library Planning Committee Members	
Arts & Culture Council of Strathcona County Community Services Division, Strathcona County Community Adult Learning Council, Family & Community Services, Strathcona County Early Literacy Steering Committee, Family & Community Services, Strathcona County Elk Island Catholic Schools Emergency Services Division, Strathcona County Friends of the Library Information and Volunteer Centre	Ministerial Council of Strathcona County Recreation, Parks & Culture, Strathcona County Rotary Club of Sherwood Park Centennial Seniors Advisory Council Sherwood Park & District Chamber of Commerce Sherwood Park/Strathcona County News Strathcona County Library Strathcona County Library Board Youth Council, Family & Community Services, Strathcona County

On September 24, the first formal, full-day Library Planning Committee meeting was held at the library. This community representative group followed the more structured path of Nelson’s process, beginning with Strathcona County’s vision, creating a series of specific visions for specific audiences, identifying a list of community needs, and reflecting on what other local organizations exist in the community to meet those needs. They were given an overview of the library by Director Sharon Siga, discussed Nelson’s 18 “Service Responses”, and ended with a vote to create a preliminary list of roles they felt should be of highest priority for the library in the coming years. The group was quite concerned about eliminating any library services without further context. It was agreed that the library would provide information prior to the next meeting about usage, partner agencies, and current library priorities from patron, staff and Board perspectives. All agreed that further clarification would be necessary about the wording of Nelson’s Service Responses, and how they might fit for Strathcona County Library.

Following public input, three separate meetings were held for library staff, managerial staff, and library Board, to give each a chance to consider the initial recommendations and provide feedback. Managerial staff noted the strong collective call for the library to play a larger role in bringing community members and other local organizations together for greater connection and engagement. This role was not easily identified within Nelson’s 18 Service Responses, so it seemed reasonable to propose a new Service Response, unique and responsive to the community. From the preliminary list of seven Service Responses chosen by the Library Planning Committee, staff and Board agreed with three, and suggested that four, along with the new fifth, be reconsidered.

When community representatives re-convened for their second full-day meeting on November 5, 2009, the group was ready to: further define Nelson’s Service Responses; identify who else in the community was serving these roles; reflect on the library’s current and projected usage; and to create a final list of recommended Service Responses. The group agreed that Service Roles chosen as priorities would be considered first when allocating new resources, expanding services, or seeking new partnerships. The group asked that Service Responses not chosen as priorities be maintained at 2010 service levels. At the end of the day, the group recommended that the library focus on four of Nelson’s Service Responses,

and to add the new community-specific response. Another round of feedback meetings was held for staff, managerial staff and Board members to refine and comment. The consultation was completed on December 14, 2009 when, with the support of 52 staff and Board members, the Library Board approved the Library Planning Committee’s recommendations.

CONSULTATION OUTCOMES

Community Visions

At the first Library Planning Committee meeting, community representatives were asked to reflect on Strathcona County’s vision and then develop a series of specific visions of their own to reflect what they would like to see for various citizen groups in the ideal future.

<p>Strathcona County’s Vision Strathcona County is a safe, caring and autonomous community that treasures its unique blend of urban and rural life styles while balancing the natural environment with economic prosperity. Through strong, effective leadership the County is a vibrant community of choice.</p>

Figure B: Specific Community Visions	
Who Will Benefit	Benefit or Results
All Citizens	Welcoming community (the library is an example).
All Citizens	Citizens are active, connected and socially responsible.
All Citizens	All citizens are safe.
All Citizens	Affordable infrastructure is in place. Space is accessible for businesses, recreational and cultural activities and spiritual communities.
All Citizens	Strathcona County is physically beautiful and all can enjoy its beauty.
All Citizens	Comprehensive health services are in place.
All Citizens	All citizens are actively engaged and care about the community. Community members are active volunteers. County is more than just a place to reside.
All Citizens	The environment is cared for and valued. All are ecologically aware. Air quality is improved.
All Citizens	Resources to help with parenting, work life and community life are in place.
All Citizens	Resources for English language learners are developed, accessible and affordable.
All Citizens	Performing arts and community theatre are thriving.
All Citizens Business	Regulations are fair and competitive for business to flourish. Quick response times for regulatory systems occur.
All Citizens Service Agencies County	Integration, connection and collaboration characterize activity within Strathcona County and all benefit.
All Citizens Families Low Income Individuals	All services, programs and facilities are affordable and accessible. There is barrier-free access to vital community resources and services.
All Citizens Low Income Individuals Individuals with	Strathcona County is a walkable, accessible community. The community is accessible to all citizens regardless of ability or socio-economic situation.

Limited Mobility	
All Citizens Young Families Young People Individuals with Limited Resources	Affordable housing is in place. It is located through out the community. Everyone has a place to live.
Business Community	Business is flourishing and growing. Business start-ups are encouraged. Strathcona County is a business incubator. Strathcona County is the place to be for new and growing entrepreneurs and businesses.
Business Community	Businesses feel part of the community and participate and contribute to it.
Business Community	The full range and variety of businesses are active in Strathcona County. Non-Strathcona businesses can relocate/expand into the County with ease.
Disabled Citizens	Access to the community and its opportunities is in place for a wide range of people.
Diverse Families	Strong supports for diverse family groupings are in place.
Families	Families are vital part of the community. There is synergy between working and living in the community. Services encompass families as a whole and encourage family values and opportunities. The cost of living is affordable.
Literacy Challenged	Literacy rates are high in Strathcona County.
Children	A strong social support network is in place for children.
Children	Excellent (second to none) recreational facilities are in place and children are active and have healthy lifestyles.
Youth	Young people are valued by and engaged in the community.
Youth	Youth are aware of and exposed to the benefits of a diverse community. They see the world beyond Strathcona County. Youth have an appreciation for difference.
Youth	A network of strong resources, programs activities and spaces are in place. Supports and services are available to troubled youth. Troubled youth are cared for.
Post-Secondary Students	Post-secondary education is affordable and accessible. Library resources, comprehensive learning materials and study space are accessible locally.
Rural communities	Access to a comprehensive transportation system is in place for rural residents.
Rural communities	Rural communities have access to the full range of programs, services and facilities that are available in Strathcona County.
Seniors	A range of affordable housing options is in place.
Youth and Seniors	Intergenerational connections and activities exist. There is understanding and collaboration among them.
Elected Officials	There is awareness of community needs and resources are used wisely.
Employees County	Diverse and adequate funding sources are in place. Diverse employment opportunities exist.

Community Needs

Following the discussion of community visions, the consultation group identified a list of community needs that, if addressed, would help to close the gaps between what exists now and what the group envisions for their community's ideal future. It was agreed that the Library can help to address some of these needs directly, and can support other local organizations in their work to address others.

Figure C: Community Needs

- Develop infrastructure.
- Develop a Youth Emergency Shelter.
- Encourage lifelong learning.
- Develop a comprehensive and accessible transportation system (bikes, walking public transit as well as cars).
- Provide education and create awareness about active travel.
- Provide comprehensive health care services.
- Create more and increase sharing of existing space so that it that can be used by diverse groups for diverse purposes (groups in the community need to be able to access and use space at a reasonable cost).
- Develop a stable base of community funding. (Our vision requires money. We do not want to see taxes increase. The challenge is to grow the tax base of Strathcona County.)
- Encourage small business. (Business starts and business growth.)
- Provide a diverse range of housing options.
- Create an awareness of community riches and resources. Promote and create awareness about the programs, services and opportunities that are already in place within Strathcona County.
- Develop leadership at all levels. (We require leadership development in the workforce and in the volunteer sector. Volunteer leadership opportunities are needed for older children and for the 17-25 year old age group. There are gaps in current leadership training opportunities.)
- Increase community involvement and engagement in programs, services and in shaping the nature of our community.
- Clarify community priorities. Focus on what is important for the present and the future. (Do not continue activities that are no long important to the community.)
- Promote, create and support community diversity.
- Promote and support community connection and collaboration.
- Develop initiatives to support literacy.
- Provide English as a Second Language learning opportunities.

FEEDBACK THEMES

Participants in the Community Consultation sessions provided a lot of valuable feedback about the library and its services, some through large and small-group exercises, and some through personal reflection. While these sessions took place over a number of different days, several common themes emerged.

What the Library Does Well

Community members said that the library provides a welcoming, convenient and comfortable gathering place for residents of all ages and stages. They see the library as an economical, well-used and much appreciated community resource. Library staff members are interested and engaged, and the library is appreciated by other local organizations as an active community partner. The library provides great programs for adults, teens, children and their caregivers. It provides options and resources for families, and regular service for rural residents. It is a place for connection and communication, a source of information about personal issues as well as community events and activities, and a resource for entertainment in a wide variety of formats. The library's diverse resources attract a diversity of users, and it is an active promoter of literacy and lifelong learning.

What the Library Should Continue

Community members said the library should keep offering a wide variety of programs and resources on topics of community interest, such as "green living" and ecological awareness. Continue to advocate for high-speed and wireless internet access in rural areas, and to promote cultural awareness and celebrate diversity. The library should continue to promote literacy and lifelong learning, and to support other community organizations. Keep looking for ways to engage teens, new immigrants, English language learners and post-secondary students. In the new building and bookmobile, continue to work toward ensuring that services and resources are universally accessible and welcoming for all community members regardless of physical, socio-economic, age, or geographic status. The library should continue to consult and involve community members when planning services and considering priorities.

What the Library Should Work On

Community members said that in the next five years, the library should expect an increased demand for services to seniors, young children, caregivers, and new community members in both urban and rural areas. Look for ways to sustain service during fluctuating economic conditions, and be prepared to deal with rapid changes in technology. The library will need to adapt to changing populations and needs, both within the community and among library staff. The library should support and provide service to rural community members and businesses. It should seek partnerships and opportunities to facilitate community connections, and look for chances to promote community involvement, resources and diversity. The library should find new communication methods and messages to promote better awareness about the range and depth of services it provides. It should consider expanding program offerings for children and online registration.

GOAL SETTING

Goals and Objectives

When setting goals and objectives for the library's Plan of Service 2011-14, library staff began with the priority Service Responses chosen by community representatives through the Community Consultation process. Board and managerial staff members worked together to create and refine the statements used in the plan, working within the definitions and structure suggested in Sandra Nelson's "**Strategic Planning for Results/Sandra Nelson for the Public Libraries Association**" (Chicago: American Library Association, 2008). The group aimed for goals that were responsive to the needs and priorities identified through the Community Consultation process, as well as appropriate for the library given the roles that representatives felt were the library's best fit within the community.

Figure D: Strathcona County Library's Five Priority Service Responses with Goals

Create Young Readers: Early Literacy

Goal: Children from birth to age five and their caregivers will have programs and services that support the development of emergent literacy skills so that children have the foundation to succeed in formal education and in life.

Satisfy Curiosity: Lifelong Learning

All Strathcona County residents will have the support they need to learn, to explore, to develop and to expand their interests.

Stimulate Imagination: Reading, Viewing, and Listening for Pleasure

All Strathcona County residents will have the resources they need to encourage imagination and creativity and enhance leisure.

Understand How to Find, Evaluate, and Use Information: Information Fluency

All Strathcona County residents will have the skills, service and/or assistance they need to find, evaluate and use information to resolve an issue or answer a question.

Participate and Connect: Be Engaged in the Community

All Strathcona County residents will have the option to connect and engage with others because they know about library and community services and events.

Throughout the consultation process, community representatives were quite clear that the library should continue to ensure that its services are inclusive of all community members. While specific services for groups like seniors, individuals with disabilities, youth, new immigrants, English language learners, parents, caregivers, and families were discussed, most of the Service Responses chosen were picked because of the perceived benefit for the entire community. The goals within these Service Responses are therefore also written with the whole community as their target group. One notable exception to this is the Service Response "Create Young Readers: Early Literacy", which targets children ages 0-5 and their caregivers, and addresses a large and growing audience within Strathcona County.

Once the goals were in place, Library Board and staff worked through Nelson's text to choose appropriate, meaningful, and measurable 4-year objectives in support of each one.

Plan of Service in Action

Strathcona County Library's Plan of Service 2011-2014 is a rolling plan. This means that the overall framework of goals and objectives remain in place throughout the four-year planning period, but that new actions can be added within each specific year. A review of the Plan of Service is conducted by Board and managerial staff as part of the library's annual budget process. Following that, annual objectives and action plans are created. Annual updates to the Plan of Service are gathered into a Supplement, which is available through the Library's website and by request.

In 2011, the library's objectives focus on completing the transition into a new facility, measuring usage and satisfaction levels throughout the first year of operations, and laying the groundwork for the new and expanded services planned for the following years.

DEFINITIONS

Within the goals and objectives, the following definitions were used.

All Residents: an all-encompassing term to describe all citizens, residents, members of the Strathcona County community. The library provides resources and assistance to residents of all ages and all demographic characteristics and is universally accessible.

Educational Opportunities: a "library educational opportunity" is a staff-mediated interaction, such as a program, an online tutorial, a one-on-one training session, or an informal training interaction between a library user and a staff member. These are different from self-directed opportunities, during which library users make use of library resources without interacting with staff members.

Literacy: the ability to construct meaning using multiple formats, in varied contexts, for a wide range of purposes. Skills required may include reading, writing, listening, viewing, and/or speaking, as well as the ability to think critically and creatively about the construction of meaning.

Emergent Literacy: the simultaneous development of multiple literacy skills through meaningful experiences that begin at birth, include interactions with a wide range of formats, and incorporate feedback and encouragement from caring adults. Research strongly supports the critical and foundational role of emergent literacy in academic pursuits, esteem building and personal success throughout life.

Outreach: a wide variety of library activities, including at minimum, the following: school visits, representation at multi-agency community meetings, fairs, expos, volunteer delivery of material to lodges and the homebound, non-routine bookmobile stops, presentations to groups (e.g. singles, business, County employees, grandparents, etc.). The library will be refining its definition of "outreach" activities as part of its outreach plan to be developed in 2011.

Resources: an all-encompassing term to describe materials, services and facilities. It includes all in-house library materials (including the bookmobile), outreach programs and services, the use of spaces such as rooms within the library, along with the equipment, wireless internet access and any of these offered out in the community (e.g. wireless hotspots in rural communities).

SERVICE RESPONSES



Service Response

Create Young Readers: Early Literacy

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

Role Chosen As a Priority Because...

- It addresses a particular set of needs that are in high demand in a growing community.
- The services for this target audience (children 0-5 years) are valuable, time-sensitive and resource-intensive.
- The library is the only public provider of literacy-based programs for this age group within this community.

*For examples of the kinds of services offered within this Service Response, please see Appendix A: Service Responses for Public Libraries, p. 14.

Goal

Children from birth to age five and their caregivers will have programs and services that support the development of emergent literacy skills so that children have the foundation to succeed in formal education and in life.

Objective 1.1

By 2014, there will be a 25% increase in outreach activities that support emergent literacy for preschoolers.

Annual Objective (2011)	Key Performance Measures (KPM)	Resources
1.1.1 Develop an outreach plan.	By December, 2011 an outreach plan will be in place.	Staff time.

Objective 1.2

By 2014, there will be a 20% increase in the number of preschooler program spaces.

Annual Objective (2011)	Key Performance Measures (KPM)	Resources
<p>1.2.1. Duplicate two programs per week for high demand preschool series programs.</p> <p>Other Actions Planned: Review participant parameters and enrolment numbers for existing preschool programs: identify possibilities for growth and flexibility.</p>	<p>By December, 2011 the number of spaces in preschool series programs will increase by 10 per cent.</p>	<p>Staffing increase as set out in 2011 Staffing Plan.</p>

Objective 1.3

By 2014, as a result of participating in library pre-school literacy programs, 85% of parents, families and caregivers surveyed will indicate that they and their preschool children:

- Learned new skills AND/OR;
- Felt more socially connected AND/OR;
- Felt more knowledgeable about available resources AND/OR;
- Had a positive experience AND/OR;
- Benefited in other ways.

Annual Objective (2011)	Key Performance Measures (KPM)	Resources
<p>1.3.1. Survey to set 2011 satisfaction levels and outcomes among parents, families and caregivers of preschool children who attend library programs that focus on pre-school literacy.</p> <p>Other Actions Planned: Continue to measure through other means such as such as attendance levels and program outcome surveys.</p> <p>Formalize sharing of literacy research and best emergent literacy practices with caregivers participating in preschool programs.</p>	<p>By December, 2011 a benchmark of user satisfaction levels and outcomes will be established.</p>	<p>Fee for consultant to assist with survey development. Staff time to work with consultant in developing, implementing and compiling survey results.</p> <p>Staffing increase as set out in 2011 Staffing Plan. Staff support and training.</p>



Service Response

Satisfy Curiosity: Lifelong Learning

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

Role Chosen As a Priority Because...

- It encompasses services for all ages (pre-natal to senior).
- The library is one of few local organizations providing this service at low cost.
- Many other library service responses can be addressed within this role (e.g. promoting arts and culture, genealogy and local history, adult and family literacy, supporting formal education).

*For examples of the kinds of services offered within this Service Response, please see Appendix A: Service Responses for Public Libraries, p. 14.

Goal

All Strathcona County residents will have the support they need to learn, to explore, to develop and to expand their interests.

Objective 2.1

By 2014, at least 75% of surveyed library users will indicate they have used library resources to:

- Gain new knowledge AND/OR;
- Learn a new skill AND/OR;
- Achieve a personal learning objective AND/OR;
- Benefit in other ways.

Annual Objective (2011)	Key Performance Measures (KPM)	Resources
<p>2.1.1. By December, 2011 set a benchmark of satisfaction levels and outcomes of library users who have used library resources to pursue their personal interests or lifelong learning goals.</p>	<p>By December, 2011 a benchmark of user satisfaction levels and outcomes will be established.</p>	<p>Consultant fee and staff time (as set out in 1.3.1). Staffing increase as set out in 2011 Staffing Plan.</p>

<p>Other Actions Planned: Support lifelong learning goals of County residents by:</p> <ul style="list-style-type: none"> • Offering collections, programs, orientations, tours, and one-on-one assistance to library users; • Meeting Collection Plan targets for 2011; • Continuing to offer tours to orient visitors to the library's spaces and collections ; • Developing an English Language Learning program by training Community Adult Learning Council (CALC) tutors; • Responding to requests for learning presentations (tours and instruction) for school-aged students. 		<p>Staff time to work on collection development.</p> <p>Staff training and support for roving.</p>
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<p>Objective 2.2 By 2014, at least 75% of surveyed program participants will indicate that, as a result of participating in a library program, they have:</p> <ul style="list-style-type: none"> • Gained new knowledge AND/OR; • Learned a new skill AND/OR; • Achieved a personal learning objective AND/OR; • Had a positive learning experience AND/OR; • Benefited in other ways. 		
Annual Objective (2011)	Key Performance Measures (KPM)	Resources
<p>2.2.1. Survey to set benchmarks for 2011 satisfaction levels and outcomes among attendees of library programs that focus on topics of personal interest and lifelong learning.</p>	<p>By December, 2011 a benchmark of user satisfaction levels and outcomes will be established.</p>	<p>Consultant fee and staff time (as set out in 1.3.1).</p>



Service Response

**Stimulate Imagination:
Reading, Viewing, and Listening for
Pleasure**

Residents will have materials to enhance their leisure time and will have the help they need to make choices from the above options.*

Role Chosen As a Priority Because...

- Reading and the power of story are important and enriching life experiences.
- Services provided within this role are valuable for individuals but also promote common ground and connections among people of all ages and stages.



*For examples of the kinds of services offered within this Service Response, please see Appendix A: Service Responses for Public Libraries, p. 14.

Goal 3

All Strathcona County residents will have the resources they need to encourage imagination and creativity and enhance leisure.

Objective 3.1

By 2014, at least 75% of surveyed library users will report satisfaction with:

- Service provided...
 - Assistance provided by staff AND/OR;
 - Range of resources available through the library AND/OR;
 - Finding something to read, view, or listen to for pleasure;
 - Other.
- Benefits experienced...
 - Gained awareness of reading, viewing or listening preferences AND/OR;
 - Expanded knowledge of resources or experiences available to them AND/OR;
 - Made connections made with other readers, viewers or listeners AND/OR;
 - Other.

Annual Objective (2011)	Key Performance Measures (KPM)	Resources
<p>3.1.1. By December, 2011 set a benchmark of satisfaction levels and outcomes of library users who have used library services and resources that support their reading, listening and viewing for pleasure.</p> <p>Other Actions Planned: Support County residents to enhance their leisure time and help them make choices among a variety of options for their reading, listening and viewing pleasure by:</p> <ul style="list-style-type: none"> • Building a “virtual branch” through introduction of e-audio and e-book collections; • Offering collections, programs, and one-on-one assistance to library users; • Meeting Collection Plan targets for 2011; • Providing book talk presentations to school classes and groups, including high school classes. 	<p>By December, 2011 a benchmark of user satisfaction levels and outcomes will be established.</p>	<p>Staffing increase as set out in 2011 Staffing Plan.</p> <p>In 2011, \$32,000 will be taken out of New Library Accommodation Reserve for e-collections. This amount will be built into 2012 and subsequent budgets depending on usage.</p>

Objective 3.2		
<p>By 2014, at least 75% of surveyed program participants will indicate that, as a result of participating in a library program, they:</p> <ul style="list-style-type: none"> • Gained awareness of their own reading, viewing or listening preferences AND/OR; • Expanded their knowledge of materials, resources or experiences available to them AND/OR; • Made connections with other readers, viewers or listeners AND/OR; • Had a positive experience AND/OR; • Benefited in other ways. 		
Annual Objective (2011)	Key Performance Measures (KPM)	Resources
<p>3.2.1. Set a benchmark of library user satisfaction levels and outcomes for attendees of library programs that support reading, viewing, or listening for pleasure.</p> <p>Other Actions Planned: Continue to measure through other means such as attendance levels and program outcome surveys.</p>	<p>By December, 2011 a benchmark of user satisfaction levels and outcomes will be established.</p>	<p>Consultant fee and staff time (as set out in 1.3.1).</p>



Service Response

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.*

Role Chosen As a Priority Because...

- The library is one of few public service providers of this kind of service.
- It includes support for learners of all ages in their development of critical thinking skills for formal education and lifelong learning.
- Demand for services within this role will likely increase in the new library facility.
- The library considers information fluency to be one aspect of literacy that is core to its purpose and vital to individual success. The library invests heavily in ensuring that its staff are hired and trained continually to keep their skills in this area current.

*For examples of the kinds of services offered within this Service Response, please see Appendix A: Service Responses for Public Libraries, p. 14.



Goal 4

All Strathcona County residents will have the skills, service and/or assistance they need to find, evaluate and use information to resolve an issue or answer a question.

Objective 4.1

By 2014, at least 75% of surveyed library users will report that, as a result of using library resources independently, they feel:

- More knowledgeable AND/OR;
- More competent AND/OR;
- More comfortable in fulfilling their information needs AND/OR;
- They have benefited in other ways.

Annual Objective (2011)	Key Performance Measures (KPM)	Resources
<p>4.1.1. By December, 2011 set a benchmark of satisfaction levels and outcomes of library users who have used library services and resources to help them find, evaluate and use information.</p>	<p>By December, 2011 a benchmark of user satisfaction levels and outcomes will be established.</p>	<p>Consultant fee and staff time (as set out in 1.3.1). Staffing.</p>

<p>Other Actions Planned: Support County residents in their information fluency by:</p> <ul style="list-style-type: none"> • Adjusting public service models to ensure patrons have access to the assistance they require and/or expect; • Improving the library’s catalogue interface and website; • Responding to requests for research presentations to school-age classes. 		
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Objective 4.2
By 2014, at least 85% of surveyed participants in a library staff-mediated educational opportunity on how to find, evaluate and use information will indicate that library staff:

- Seemed knowledgeable AND/OR;
- Assisted them effectively AND/OR;
- Helped them to have a positive experience;
- Other (written response required).

Annual Objective (2011)	Key Performance Measures (KPM)	Resources
<p>4.2.1. By December, 2011 set a benchmark of satisfaction levels and outcomes of participants in a library staff-mediated educational opportunity that helped them find, evaluate and use information.</p> <p>Other Actions Planned: Continue to support County residents in their information through library staff-mediated educational opportunities such as:</p> <ul style="list-style-type: none"> • One-on-one computer training; • Research or information fluency – based programs, classes or presentations; • Book-A-Librarian service; • Online tutorials; • Informal research-related training at a service desk or on the public floor. <p>Continue to measure through other means such as such as attendance levels and program outcome surveys.</p>	<p>By December, 2011 a benchmark of user satisfaction levels and outcomes will be established.</p>	<p>Consultant fee and staff time (as set out in 1.3.1).</p> <p>Staffing.</p>



Service Response

Participate and Connect: Be Engaged in the Community

All residents will have opportunities for individual and community dialogue, collaboration, partnerships and civic engagement.*

Role Chosen As a Priority Because...

- There is a need for more collaboration, discussion and engagement among Strathcona County citizens.
- The library is an active, valued, welcoming and non-partisan space that can facilitate meaningful connections and dialogue.
- The library is an active partner with many other community organizations.
- The library provides service to both urban and rural areas of the community, and is a strong advocate for equitable access to services and resources for all residents throughout the community.

* Strathcona-County-specific service response



Goal 5

All Strathcona County residents will have the option to connect and engage with others because they know about library and community services and events.

Objective 5.1

By 2011, develop a framework and plan of action for bringing library services to County residents on an outreach basis in 2012-2014.

Annual Objective (2011)	Key Performance Measures (KPM)	Resources
<p>5.1.1. Develop a framework that will enable the library to increase outreach activity, and provide services throughout the community in a coordinated and intentional manner for the 2012 to 2014 time period.</p>	<p>By December, 2011 a document will exist to guide outreach activities in the 2012 to 2014 time period.</p>	<p>Fee for consultant to assist in developing outreach plan. Staff time to work with consultant and to compile results.</p> <p>Staffing increase as set out in 2011 Staffing Plan.</p>

Objective 5.2

By 2014, the number of rural residents who use the Library will increase by 10%.

Annual Objective (2011)	Key Performance Measures (KPM)	Resources
<p>5.2.1. By December, 2011 set a benchmark of library use by rural residents.</p> <p>Other Actions Planned: Continue to support rural residents in their use of the library by:</p> <ul style="list-style-type: none"> • Evaluating and improving Bookmobile service to rural communities; • Advocating for an increase in high-speed wireless connectivity to rural communities; • Attending and enhancing rural events and activities; • Enhancing awareness for rural residents of library events, services and resources and exploring appropriate promotion methods; • Partnering with rural and local agencies and businesses to provide programs and services to rural residents; • Responding to requests for programs and presentations in rural communities. 	<p>By December, 2011 a benchmark of rural resident library use will be established.</p>	<p>Consultant fee and staff time (as set out in 1.3.1).</p> <p>Staffing increase as set out in 2011 Staffing Plan.</p> <p>Staff time to work with consultant and to compile results.</p> <p>Staffing to partner and run programs.</p>

Objective 5.3

By 2014, at least 25% of surveyed library users will indicate that, as a result of participating in or attending a library event, they:

- Made a personal, social, or community connection AND/OR;
- Shared information with others AND/OR;
- Felt more informed about or connected to their community AND/OR;
- Found out about services, opportunities and events provided by community agencies.

Annual Objective (2011)	Key Performance Measures (KPM)	Resources
<p>5.3.1. By December, 2011 set a benchmark of satisfaction, awareness, and connection levels and other outcomes of library users who have participated in or attended a library event.</p>	<p>By December, 2011 a benchmark of user satisfaction levels and outcomes will be established.</p>	<p>Consultant fee and staff time (as set out in 1.3.1).</p> <p>Software budget, staffing.</p>

<p>Other Actions Planned: Continue to support County residents to engage, make connections with each other, or increase their knowledge of the library and other community agencies, by:</p> <ul style="list-style-type: none"> • Promoting library events through other agencies and throughout the community; • Promoting service and events available through other local agencies and organizations within the library; • Exploring options for implementation of online program registration; • Providing space within the library for promotion of community events; • Partnering with local agencies and organizations in developing and staging community events; • Supporting local agencies and organizations with their community events. 		Staffing.
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Objective 5.4
By 2014, County Satisfaction Survey results will show a 4% increase in library users.

Objective 5.5
By 2014, the Library will enter into four new community agency partnerships to benefit residents.

Objective 5.6
By 2014, 75% of the partner agencies surveyed will indicate:

- That the Library is a valued partner AND/OR;
- They see benefits for themselves and County residents as a result of the collaboration.

Strathcona County Library's Mission, Vision, Beliefs and Values

Following the Community Consultation process, library staff and Board reviewed and revised the library's mission, vision and belief statements to reflect the community's priorities for the new Plan of Service 2011-2014.

Mission

Strathcona County Library encourages literacy and lifelong learning, fosters community connections, and offers programs and services that inform, engage, and entertain.

Vision

Strathcona County Library, the heart of the community, inspires literacy, learning, and creativity.

Beliefs

We believe...

- That the community is at the heart of all library programs and services. We believe it is important to reach out to the community, to welcome participation, and to respond to needs.
- That the library should support exploration and wonder. We provide our community with innovative resources to foster and encourage literacy and a love of reading. We help to connect individuals to other community programs and services.
- That the library should welcome and be accessible to all.
- That the library should be a place of comfort and safety.
- That the library should be a place of community engagement and connection.
- That the library empowers people and promotes their growth.
- Our community should have access to a diverse range of resources and information.
- That providing services beyond the four walls of the library is essential to meet the needs and interests of our community.

Value Statements

We value...

- Our community, our history, and our people.
- Literacy, reading, leisure, and life-long learning for all.
- Intellectual freedom.
- Equality of opportunity and inclusiveness.
- Responsiveness.
- The rights and freedoms of a democratic society.
- Informed and engaged citizens.
- Capable, caring, empowered, and motivated staff and volunteers.
- Innovation and continual improvement of our library to effectively meet current and future needs.
- The diversity of our community.

Appendix A: Service Responses for Public Libraries

BE AN INFORMED CITIZEN: LOCAL, NATIONAL, AND WORLD AFFAIRS. Residents will have the information they need to fulfill their civic and democratic responsibilities, and to fully participate in community decision-making. *Strathcona County Library offers databases, newspapers, magazines, municipal documents, and more.*

BUILD SUCCESSFUL ENTERPRISES: BUSINESS AND NON-PROFIT SUPPORT. Business owners and non-profit organization leaders will have the tools they need to develop and maintain strong, viable organizations. *Strathcona County Library offers a Business Centre with a dedicated computer, online databases, selected websites, print resources, presentations, programs, information packages for new businesses, and more.*

CELEBRATE DIVERSITY: CULTURAL AWARENESS. Residents will have programs and services that promote appreciation and understanding of their own heritage and that of others in the community. *Strathcona County Library offers programs in cooperation with the Strathcona County Museum & Archives and the Heritage Legacy Project, plus international books, music, movies and magazines in a range of world languages, multicultural tales, and more.*

CONNECT TO THE ONLINE WORLD: PUBLIC INTERNET ACCESS. Residents will have high-speed access to the digital world with no unnecessary restrictions or fees so that everyone can take advantage of the Internet. *Strathcona County Library offers free public access computers, free wireless internet access, computer training, access to printers, free high speed internet access via the Bookmobile in rural areas, and more.*

CREATE YOUNG READERS: EARLY LITERACY. Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen. *Strathcona County Library offers literacy-based story times, puppet shows, kits, computers, e-books, "Books for Babies, reading programs, outreach programs, books, magazines, DVDs CDs and more to families, caregivers and agencies.*

DISCOVER YOUR ROOTS: GENEALOGY AND LOCAL HISTORY. Residents and visitors will have the resources to connect the past with the present through family histories and the history and traditions of the community. *Strathcona County Library offers online and print genealogy resources, programs about various aspects of the community, and more.*

EXPRESS CREATIVITY: CREATE AND SHARE CONTENT. Residents will have the services and support they need to express themselves by creating original content in a real-world or online environment. *Strathcona County Library offers co-sponsored writers workshops for all ages; teen podcasting workshops; access to blogging software; online tutorials, Web 2.0 cataloguing to allow social sharing, extensive collections of arts, crafts and how-to material in print and DVD, and more.*

GET FACTS FAST: READY REFERENCE. Residents will have someone to answer their questions on a wide array of topics. *Strathcona County Library offers in person, telephone and email information services; a virtual reference library with links to online resources that provide quick answers to common questions; answers through Ask A Question (AAQ), The Alberta Library online information service, and more.*

KNOW YOUR COMMUNITY: COMMUNITY RESOURCES AND SERVICES. Residents will have a central source for information about programs, services, and activities provided by community agencies and organizations. *Strathcona County Library offers referral to the Information and Volunteer Centre (IVC) and other local organizations; community presentations about the library's information services; an information packet for new community residents, new parents, and new businesses; a community bulletin board, and more.*

LEARN TO READ AND WRITE: ADULT, TEEN AND FAMILY LITERACY. Residents of all ages will have the support they need to improve their literacy skills to meet their personal goals and their various roles in the community. *Strathcona County Library offers private space for tutors to work one-on-one with literacy students; collaborates with local literacy organizations to promote and publicize literacy service; literacy-based programs, collections and services for emergent readers and ESL children and adults, and more.*

MAKE CAREER CHOICES: JOBS AND CAREERS. Residents will have the skills and resources they need to identify career opportunities. *Strathcona County Library offers a job and career web page with links to job listings, training centers, and local employer information; one-on-one computer assistance to help job seekers; programs on topics related to career choices; volunteer opportunities and employment for teens and adults, and more.*

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. *Strathcona County Library offers web links, displays, resources, books, programs on topics of interest to people making life decisions and more.*

SATISFY CURIOSITY: LIFELONG LEARNING. Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives. *Strathcona County Library offers programs for all ages on a variety of topics; information books, DVD's, magazines, newspapers, web pages, and pathfinders so that people can find information on topics of interest to them.*

STIMULATE IMAGINATION: READING, VIEWING, AND LISTENING FOR PLEASURE. Residents will have materials to enhance their leisure time and will have the help they need to make choices from among the options. *Strathcona County Library offers advisory services to all ages of users to locate books, movies and music of interest; Best Seller Express and Hot off the Express collections; prominent displays of new materials; online place-a-hold; DVD players for use in the library; reading programs for all ages; book and movie clubs; online personalized reading list service, training and support for caregivers, and more.*

SUCCEED IN FORMAL EDUCATION. Students of all ages will have the resources they need to succeed. *Strathcona County Library offers elementary and junior high homework help; study space for students of all ages; wireless internet access; exam proctoring; materials that support the school curriculum; school visits and school tours; home school support, and more.*

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. *Strathcona County Library offers tutoring on how to use the Internet, databases, and software; programs on using print and electronic resources to find information for students and others; online tutorials; coaching at teachable moments when helping users to find information.*

VISIT A COMFORTABLE PLACE: PHYSICAL AND VIRTUAL SPACES. Residents will have comfortable and welcoming physical places, and open and accessible virtual spaces. *Strathcona County Library offers 69 open hours per week, 12 regular Bookmobile stops in rural communities, and 24/7 virtual access through the library's website to online resources; meeting rooms for public use; comfortable seating throughout the library. The Library welcomes conversation; food and drink; hosts a library events web page, and more.*

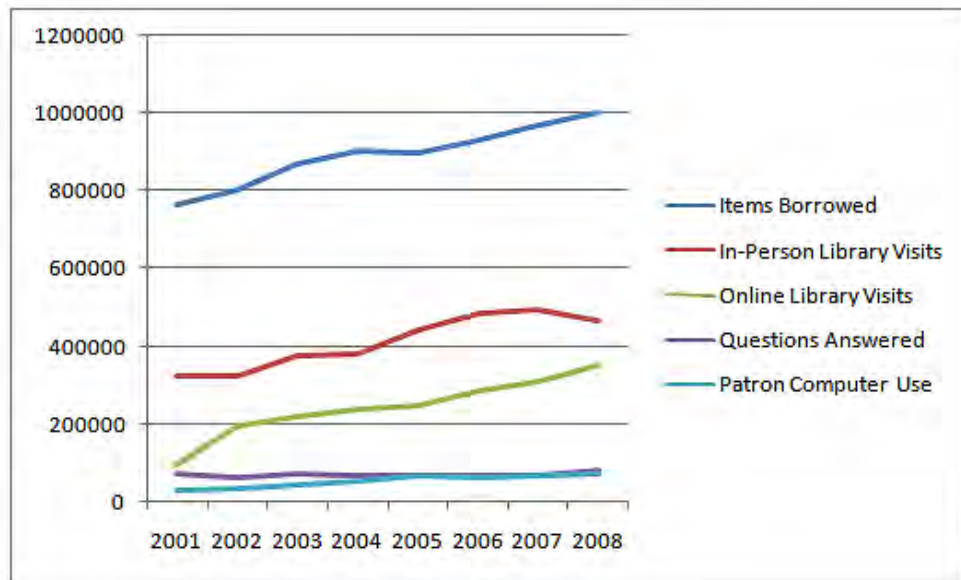
WELCOME TO CANADA: SERVICES FOR NEW IMMIGRANTS. Immigrants and refugees will have information on citizenship, English Language Learning (ELL), and any topics that they need to live Canada. *Strathcona County Library offers space for conversation circles for practice speaking English; space for tutors to work with students; individual help with Citizenship Exams, space in story time programs, Easy English books, and more.*

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

Appendix B: Strathcona County Facts & Figures 2003- 2008

Years	2003	2004	2005	2006	2007	2008
Items Borrowed [Physical items checked out]	868,712	902,792	901,266	932,889	968,934	1,002,577
In-Person Library Visits [Library & Bookmobile]	376,779	380,965	445,612	486,274	496,721	466,623
Online Library Visits [Website & Catalogue]	221,213	236,764	246,271	286,443	311,691	352,012
Questions Answered by Library Staff [In-person & Online]	71,015	65,939	67,445	64,274	67,445	80,339
Patron Computer Use [1-hr sessions]	43,680	53,560	67,200	64,710	66,250	71,873

Library Trends 2001-2008



2008 Highlights

Open 339 days at 69 hours/week	455,248 Library visits
80 employees [40 full-time equivalents]	11,375 Bookmobile visits
	184,084 catalogue visits
161,550 items owned	167,928 website visits
17,241 active library cards held	3,821 calls to VELMA phone renewal system
1,002,577 items borrowed [11.72 per capita]	23,400 uses of public wireless network
211,500 items used in-house	29,897 library program attendees
22,955 articles used online	2,633 hours donated by 271 volunteers

Appendix C: Reference List

Participants in the library's Plan of Service 2011-14 consultations were provided with excerpts from the following resources for context about Strathcona County's population, demographics, future plans and values.

Strathcona County Library Annual Reports

<http://www.sclibrary.ab.ca/board.htm>

Strathcona County Municipal Census 2009

http://www.strathcona.ab.ca/departments/Legislative_and_Legal_Services/Census/LLS-Municipal-Census-2009-Municipal-Census-Report.aspx

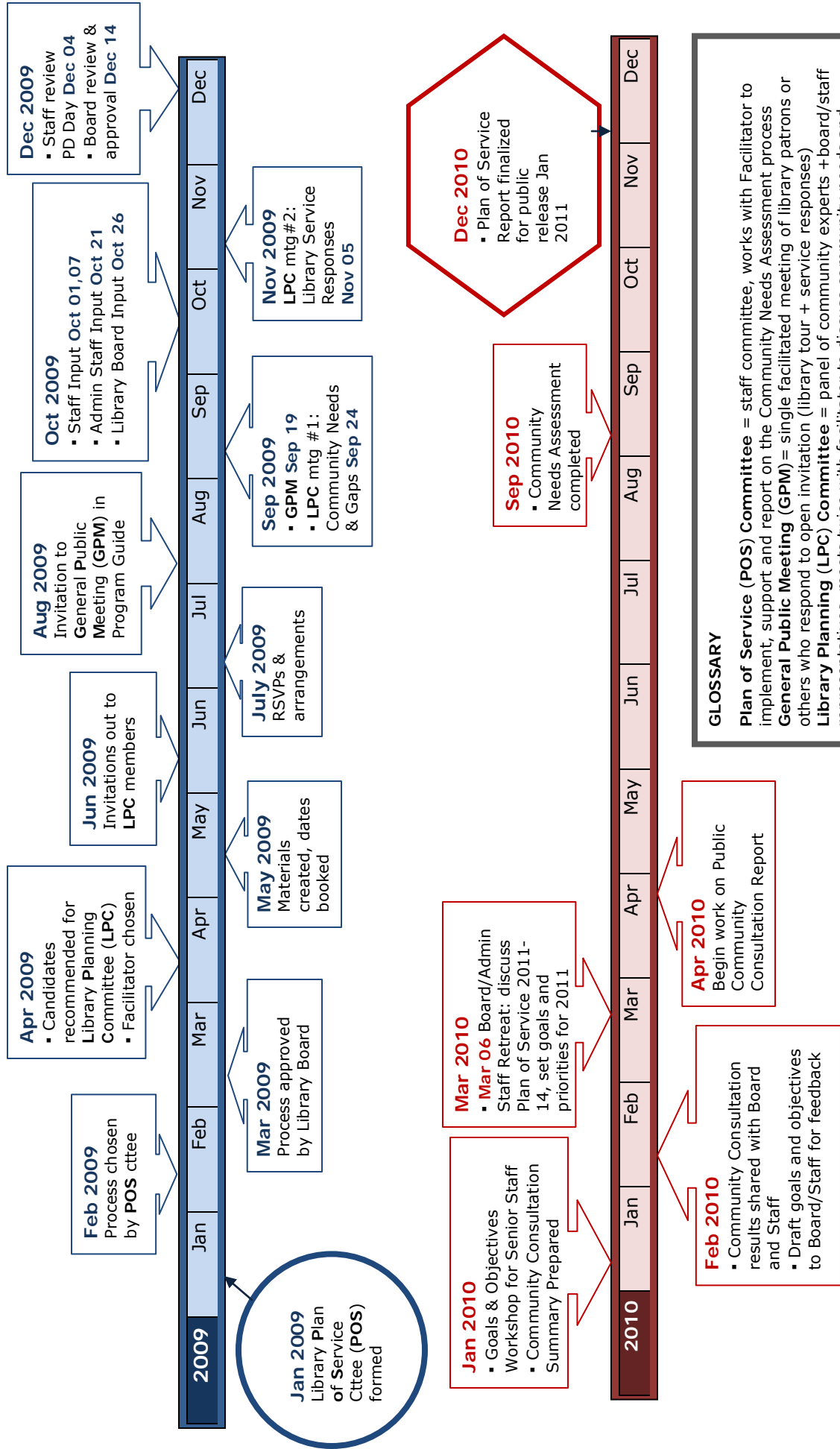
Strathcona County Statistics and Demographics

http://www.strathcona.ab.ca/departments/Economic_Development_and_Tourism/Media/statistics-and-demographics.aspx

Strathcona County Strategic Plan

http://www.strathcona.ab.ca/departments/Corporate_Planning/strategic-plan.aspx

Appendix D: 2011-2014 Plan of Service Timeline



GLOSSARY

Plan of Service (POS) Committee = staff committee, works with Facilitator to implement, support and report on the Community Needs Assessment process

General Public Meeting (GPM) = single facilitated meeting of library patrons or others who respond to open invitation (library tour + service responses)

Library Planning (LPC) Committee = panel of community experts + board/staff representatives, meets twice with facilitator to discuss community needs and library service responses

