



LETHBRIDGE PUBLIC LIBRARY

CONNECTING **YOU** TO IDEAS

Planning for Excellence
Plan of Service 2008 – 2012

1.0 INTRODUCTION

Under the *Libraries Act, Chapter L-11 RSA 2000 and the Libraries Regulations* each library receiving funding from the Government of Alberta is required to submit a Plan of Service. A library board may submit its plan of service every three to five years.

The Lethbridge Public Library Board has elected to submit a five year rolling Plan of Service that provides a broad outline of the Service Responses, Goals, Objectives and Activities it wishes to address during the 2008 to 2012 period. The Library Board in conjunction with Library Administration will also prepare annually a compendium to the five year Plan of Service which will update and expand on the objectives and activities identified to achieve the Plan of Service goals for a given year. This annual compendium will also provide more detail on how the objectives and activities are to be achieved and the resources that will be utilized in this regard.

2.0 PLANNING PROCESS

The Lethbridge Public Library Board of Trustees delegated the responsibility of developing the Library's 2008 to 2012 Plan of Service to the Board's Strategic Planning Committee.

On June 23, 2007, the Board and senior staff of the Lethbridge Public Library participated in a planning workshop that included planning, governance, strategic alliances and strategic positioning. This process along with the previously completed 2005 Needs Assessment Facilities and Services Strategic Plan Study laid the groundwork for this Plan of Service. The Board approved and prioritized the previously identified Goals and Objectives at a subsequent retreat held on January 26, 2008. At various times during the process, through departmental and general staff meetings, staff was consulted regarding the activities and resources needed to accomplish these goals.

In developing the Plan of Service, a resource used was a book entitled **The New Planning for Results - A Streamlined Approach** by *Sandra Nelson*. This planning process was developed for the American Library Association (ALA). The ALA uses a term entitled *service response*. A service response is what a library does or offers to the public to meet community needs. The service response allows the library to identify priorities and deploy resources accordingly.

The Lethbridge Public Library utilized information from its 2005 Needs Assessment, Facilities and Services Strategic Plan Study and ongoing public feedback in determining the five services responses that the Library should be addressing during the 2008-2012 Plan of Service timeframe. It is worth noting that the Needs Assessment Study included a statistically sound telephone survey to gauge the needs of users and non-users of the

Lethbridge Public Library. Subsequent to this telephone survey, the Library also undertook a Fund Development Feasibility Study in which prominent community minded individuals were surveyed about the Library, its value in the community and why people would or would not donate money to the Library in an upcoming Capital Campaign. The results of a Fund Development Feasibility Study corroborated the findings of the earlier study and both studies played a role in determining the five service responses the Lethbridge Public Library Board selected as requiring attention during this five year planning cycle.

3.0 LIBRARY PROFILE

3.1 History

1911

- ✓ The Lethbridge Public Library was established with a Bylaw for provision of a library “*to be known as the Lethbridge Public Library and not by any other name*”.

1919

- ✓ The first meeting of the Lethbridge Public Library Board occurred on March 17 and library service began.

1922

- ✓ The Carnegie Foundation provided \$25,000 for construction of a new library building in Galt Gardens which opened on January 23.

1946 - 1974

- ✓ Film and recorded music collections were developed and circulated.
- ✓ Branches were opened in the North and South areas of the City.

1974 - 1984

- ✓ Opening of the present building and the consolidation of branches into one main facility.
- ✓ New services introduced included a Toy Lending Library, video-materials loans, Homebound Reader Service, nursing/senior’s homes deposit collections and an adult literacy program.

1985 - 1995

- ✓ Bookmobile service to remote parts of the City was introduced.
- ✓ The Dynix Automated System replaced the card catalogue.
- ✓ The South Wing extension was completed, which added 20,000 sq. ft. to the existing main library.
- ✓ Public use microcomputers and Internet service introduced.
- ✓ Chinook Arch Regional Library System was established for which Lethbridge Public Library was contracted to provide Resource Centre Services for the Region as well as Technical Services.
- ✓ Funding reductions required Library to make reductions in staffing and services.

1996 - 1999

- ✓ A founding member of The Alberta Library (TAL).

- ✓ Penny Coffee House opened.
- ✓ Building renovations included wheelchair access to North Wing Lower Level and the creation of the Community Meeting/Board Room.
- ✓ TAL province-wide borrowing card introduced.
- ✓ LPL logo launched.

2000 - 2001

- ✓ A Millennium Rock Garden was designed by a Japanese landscape gardener from Nikko Yukko Gardens.
- ✓ The Library Board developed service recognition awards and Senator Joyce Fairbairn was the first recipient of the 'Distinguished Service Award'.
- ✓ Long serving Chief Librarian retired and the Board undertook national search for new Library Director.

2002 - 2007

- ✓ North Wing of main Library is redesigned with the area receiving new carpeting.
- ✓ The community's first Information Literacy Centre was developed in partnership with Lethbridge Community Network. This Centre provides Information Literacy training for young and old alike.
- ✓ LPL website was launched allowing direct 24/7 accessibility to a variety of information services.
- ✓ Library Board plans for three year operating budget and obtains funding from City to increase staffing levels by 4.5 FTE. These staff are utilized to address the growing population served and to regain staffing from the 1995 staff reductions.
- ✓ In partnership with the CNIB, LPL was the first library in Alberta to offer DAISY books and readers and received national 'best practices' recognition from the CNIB for developing a model for other public libraries to follow.
- ✓ Library Board adopted new Governance Policies.
- ✓ The Library's newsletter 'Happenings' produced online in colour.
- ✓ Library Board commissioned Hirano & Heaton in partnership with Mark Mehrer from Resource Planning Group to undertake groundbreaking, benchmark Needs Assessment, Facilities and Services Strategic Plan Study. Study was presented to Board in 2006 from which Board adopted a 25 year Strategic Plan that would see the Lethbridge Public Library grow into a multi-branch library system with a main library branch, one community library branch (*West Lethbridge*) and two neighbourhood branches (*North and South Lethbridge*).
- ✓ The Bookmobile converted to 'wireless' and online services are offered in real time to Bookmobile customers.
- ✓ Revamped Public Use and Safety Bylaw acknowledged by the Government of Alberta as representing a model example and placed them on the Alberta Community Development website.

2006 - 2007

- ✓ Partnership developed with the City of Lethbridge, Lethbridge School District #51, Holy Spirit Catholic Separate School Board and the Library Board to build the West Lethbridge Centre which will house a public high school

serving 11,000 students, a 20,000 sq. ft. community branch of the Lethbridge Public Library serving West Lethbridge and all of Lethbridge, a campus of the Catholic high school serving 600 students and city run recreational fields and parkland to serve all residents of Lethbridge. The West Lethbridge Centre - West Lethbridge Community Branch Library is estimated to cost \$10.67M to construct. September 2010 is the scheduled opening of the WLC.

- ✓ Library Board adopted new Procedural Policies.
- ✓ The Lois Hole Memorial Garden, a joint project of the Library, the Lethbridge & District Horticultural Society and the City, was dedicated.
- ✓ West Lethbridge Centre sod turning occurred October 31, 2007 making it an historic day for the Lethbridge Public Library.
- ✓ The South Wing of the main Library was re-designed to emulate 'Your Downtown Community Branch'. The redesign featured new areas and services including:
 - ⇒ YSpace - a new place for teens and people of all ages to 'hang out'
 - ⇒ Wireless Hotspot services throughout the main Library
 - ⇒ The Page!Break Café
 - ⇒ Roving DVD players for customers to watch their favourite movies anywhere in the Library
 - ⇒ Self-serve 'Holds' service
 - ⇒ Discover Wall
 - ⇒ Areas to Listen, View, Read and Research
- ✓ A new tagline 'Connecting YOU to Ideas' was launched April 2007.
- ✓ LPL issued new Library Card to promote new tagline.
- ✓ A Teen Advisory Group (TAG) was formed inviting young adults between 13 and 17 to share planning for teen programs and the new YSpace development.
- ✓ Friends of the Library began operating the Booktique, an ongoing used books sale.

3.2 Library Clientele

The Library serves all residents of the City of Lethbridge, as well as patrons from outlying communities. As a resource centre of the Chinook Arch Regional Library System, the Library also recognizes that libraries of towns and municipalities throughout southwest Alberta rely heavily on its resources.

Users include people of all ages and levels of library experience, from infants to seniors, new users to regular customers. Clients access the library in person to borrow materials, attend programs, gather for meetings or socializing, use the Internet or study. Customer characteristics range from new, occasional or returning users requiring extensive orientation and assistance to ESL students to those simply looking for an anonymous and safe place to explore and find new information and ideas. The 'rushed and focused' and the independent user expect the library to provide remote access to information, programs and services on a 24/7 basis.

3.3 Community Statistics

In 2002, the population of Lethbridge was 72, 717. According to the 2007 municipal census, the current population is 81,692, a 12% increase from 2002. A demographic study conducted by Urban Futures predicted that Lethbridge would reach a population of 79,417 by 2011, a projection which has already been surpassed.

Currently, the population of Lethbridge can be broken down into the three areas of North Lethbridge, with 29% of the population; South Lethbridge, with 36%; and West Lethbridge with 35% of the population. 2007 population of the City of Lethbridge is 81,692, a 3.78% increase since 2006.

The table below provides historical, current and long-range population projections for the City of Lethbridge.

Table 2-1: Lethbridge – Population Projections 2008-2012

	2008	2009	2010	2011	2012
Lethbridge	81,259	82,534	83,816	85,115	86,414
<i>Annual % Change</i>	<i>1.6</i>	<i>1.5</i>	<i>1.6</i>	<i>1.5</i>	<i>1.5</i>

Source: City of Lethbridge

Table 2-2 below provides current and long-range population projections for the three main areas within Lethbridge, namely North, South and West Lethbridge, and is consistent with Table 1 information.

Table 2-2: Population Projections by Area 2008-2012

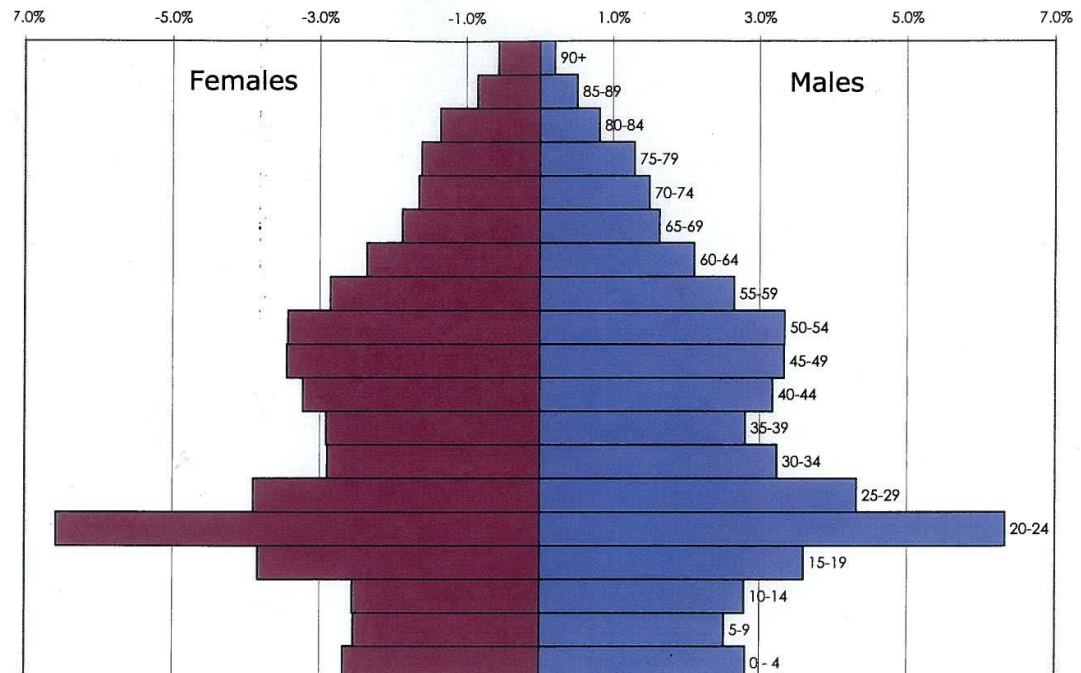
	2008	2009	2010	2011	2012
North Lethbridge	23,658	23,871	24,079	24,282	24,480
<i>Annual % Change</i>	<i>0.93</i>	<i>0.9</i>	<i>0.87</i>	<i>0.84</i>	<i>0.81</i>
South Lethbridge	28,455	28,497	28,526	28,798	29,064
<i>Annual % Change</i>	<i>0.19</i>	<i>0.14</i>	<i>0.1</i>	<i>0.95</i>	<i>0.92</i>
West Lethbridge	29,146	30,166	31,211	32,035	32,870
<i>Annual % Change</i>	<i>3.6</i>	<i>3.5</i>	<i>3.46</i>	<i>2.6</i>	<i>2.6</i>
Lethbridge	81,259	82,534	83,816	85,115	86,414
<i>Annual % Change</i>	<i>1.6</i>	<i>1.5</i>	<i>1.6</i>	<i>1.5</i>	<i>1.5</i>

Source: City of Lethbridge

- Lethbridge is the fourth largest city in Alberta by population size.

- 36% of the population is under 25 years of age, with an average age of 37.3.
- Lethbridge will have a higher percentage of seniors in the coming years.
- The large percentage of residents in their late teens and twenties will continue to increase.

Population Distribution by Age and Sex as of April 1, 2007



Source: City of Lethbridge

- On the Composite Learning Index for 2008, while the High School Drop Out rate for Lethbridge was slightly above the Canada average, the Post-secondary participation rate was 18% below the Canada average and the University attainment rate was almost 10% under. (Source: Canadian Learning Council)

3.4 Library Statistics

- The Library offers services through our downtown location, through the Bookmobile service, through outreach programs to those unable to come into the Library, and remotely via the Library's website. A westside branch is expected to open in 2010. In 2007, membership in the Chinook Arch Regional Library System allowed Library customers to borrow 37,700 items from other member libraries.
- The following 2007 library use statistics present a picture of the Library compared to 2005 which reflects changing trends in service and use.
 - 507,571 customers visited the Library. This represents a 16.75% increase over 2005.
 - 825,742 items were loaned, a 13.14% increase over 2005.

- 1,838 items were borrowed through inter-library loan from libraries continent wide, up 14.88%.
- 52,852 people attended Library programs, an increase of 13.19%
- 150,330 reference questions were answered by Information and Children's and Bookmobile Services staff, a decrease of 14.17% over 2005.
- Customers used the Library's public computers 56,291 times. Computer use rose only slightly (1.28%) over 2005.
- Annual virtual visits to the Library totaled 1,068,765, an increase of 41.09%.
- 296 volunteers contributed 6,297 hours to Friends, adult literacy and outreach programs. While the number of volunteers increased by 17%, the hours contributed decreased by 26%.
- 375 distance education exams were supervised, up by 45% over 2005.
- The results of a Community Forum of partner organizations conducted in July 2005 as part of the Needs Assessment process revealed the perception that the Library's downtown presence is important and that more programs and services are required for seniors and youth.
- General trends identified through community questionnaires included:
 - Seniors use the Library less than adults between 18 and 24.
 - Library use increases with education, until the post graduate level, when Library use decreases.
 - Library use is lower for those with low and high incomes.
 - Couples with children use the library more frequently.
 - Service role directions pointed to a stronger emphasis on the Library as a community commons with formal and informal meeting and socializing space and a greater focus on services and programs for children and on the provision of popular materials.

To summarize, while customer visits to the Library continue to increase, the purposes for which they come appear to be shifting from the pursuit of information through direct staff contact more often to program attendance, borrowing materials, distance education and social gathering. More volunteers are spending fewer hours, and finally, access to the Library is more and more frequently obtained remotely by electronic means.

4.0 CITY OF LETHBRIDGE MISSION, VISION INDICATORS FOR SUCCESS

During the June 23, 2007 Planning Workshop, the Board and senior staff reviewed the City of Lethbridge's current mission and vision indicators for success. Since that time, a new City Council has been elected and Council reviewed its key strategic directions for its 2007–2010 term. Excerpts of 'Towards a Sustainable Future: An Integrated Strategic Plan for the City of Lethbridge' are included in the Appendices.

The Lethbridge Public Library Board in developing this Plan of Service have aligned their values, mission, vision and action plans with the City of Lethbridge, mission, vision and success indicators.

5.0 BELIEF AND VALUE STATEMENTS

(Approved by the Board September 13, 2007)

The Lethbridge Public Library Board and Staff believe that:

- The needs of the community, its social, economic and cultural diversity, and the importance of children and young adults as the foundation of the future are paramount in developing our collections, services and programs.
- The Library provides a community gathering place to further the educational, cultural, social and recreational needs of the community in a place of comfort and safety.
- The Library Board and staff are active participants in the community and pursue partnerships, joint initiatives, and agreements with groups and organizations, other libraries and library associations at all levels.

The Lethbridge Public Library Board and Staff value:

- Intellectual freedom and free access to information to promote the joy of reading and life-long learning.
- Staff's commitment to excellence and innovation in service, respect for all customers, and use of the most effective technologies to provide a high level of service.
- The importance of long-range planning, evaluation, and ongoing community feedback to ensure continued success in meeting community needs.
- Being accountable and fiscally responsible for all decisions we make as a Board and as staff to ensure financial stability.
- Universal access to all through a spirit of equality of opportunity and inclusiveness.
- Being professional and acting in an ethical manner.
- Respect and openness in all of our interactions with each other, staff and all library stakeholders.

6.0 MISSION STATEMENT

(Approved by the Board September 13, 2007)

“Lethbridge Public Library exists to provide residents and guests connections to a universe of ideas, resources, information, entertainment and experience in a vibrant setting. It is the community’s gateway to literacy and to life-long educational and learning opportunities.”

7.0 VISION STATEMENT

(Approved by the Board September 13, 2007)

“The community’s choice for the pursuit of literacy, leisure, learning, and innovation.”

8.0 SITUATIONAL ANALYSIS

A Situational Analysis of where the Lethbridge Public Library was undertaken during the June 23, 2007 Planning Workshop and this assisted the Board and senior staff to determine what changes are required and what does not need to be changed.

8.1 Strengths

- Staff
- Breadth of resources
- Collection
- Connection to other libraries through Chinook Arch
- Location of the Library
- Good support from the City of Lethbridge
- Government relationships
- Active and supportive Board of Trustees
- Good reputation of the Library.

8.2 Growth Needed

- Increased public advocacy and visibility
- Space requirements
- Increase in staffing and training
- Board - staff relationships
- Customer service relationships
- Internal and public communication
- Improved messaging as to who we are
- Board of Trustees’ development and orientation; diversification in trustee membership; enhanced relationships with senior staff.

8.3 Opportunities

- Messaging through press releases
- Increased awareness within the corporate community
- Linkage to the agricultural community
- Developing new partnerships and enhancing existing ones
- Building on relationship with the City
- Attracting diverse customers to the Library
- Growing into a multi-branch library system - 2010 opening of West Lethbridge Centre Community Branch
- Selling services to educational institutions.

8.4 Challenges

- Relationship building with agricultural community
- Showing success of the West Lethbridge Centre Community Branch - taking advantage of attracting the younger reader to the library
- Partnership development
- Expanding into other areas of the City
- Attracting diverse clientele
- Fundraising
- Sustainable funding.

9.0 PLAN OF SERVICE STRATEGIC DIRECTIONS

The development of the Lethbridge Public Library Plan of Service is based on *The New Planning for Results - A Streamlined Approach* by Sandra Nelson. The Lethbridge Public Library Board of Trustees identified the following five key service response areas to help define its purpose over the next five years. On January 26, 2008, the Lethbridge Public Library Board adopted the following five service response areas in rank order of importance.

1. Community commons/ development centre
2. Life-long learning
3. Popular materials collection
4. Basic literacy
5. Preschoolers'/ Children's door to learning.

The Lethbridge Public Library provides a variety of services to meet a diversity of needs to all residents of Lethbridge and the surrounding area. Based on the information gathered through the 2005 Needs Assessment Study, ongoing input from the public and the changing face of Lethbridge as a growing community, the Library Board, has adopted the above five service responses as key to defining who and what the Lethbridge Public Library is to new and old generations of customers.

Each Service Response Area will be described utilizing the following headings:

- Base ALA Description
- Current LPL Activities
- Needs Being Addressed
- Target Audiences
- Expected Outcomes/Success Indicators
- Goals (*Priority Ranked*)
- Objectives, Activities, Responsibilities and Timelines

This information forms an integral part of the LPL Board's 2008-2012 Plan of Service and shall become the basis for determining how well the Library has met its Goals and Objectives on an annual basis.

The goals, objectives and activities which have been developed for each service response are meant to be applied to the Lethbridge Public Library as a whole. Goals and objectives are listed in the priority approved by the Library Board at the January 26th workshop. The annual compendium to this Plan of Service associated with each year of the Plan of Service will provide more detail on how the goals and objectives will be met and the resources required to accomplish the goals.

9.1 SERVICE RESPONSE AREA: COMMUNITY COMMONS/ DEVELOPMENT CENTRE

9.1.1 Service Response - Base ALA Description

- A library that provides a Commons environment helps address the need of people to meet and interact with others in their community and to participate in public discourse about community issues.

9.1.2 Service Response - Current LPL Activities

- The South Wing Renovation has provided for a higher degree of formal and informal gatherings to occur.
- The availability of an in-house 'café' - The Page!Break Café.
- The Theatre Gallery and Community Meeting Room provide formal meeting spaces for community organizations.
- Partners with related organizations to host programs of interest to a broad sector.
- Seeks community partnerships which support the Library's mandate/commitment to foster intellectual freedom and promote life-long learning.
- Schedule in coordination with art and cultural community groups use of display units within the library.
- Inviting, neutral public space is available in the South Wing Periodicals and Young Adult areas of the South Wing and the Lower Level of the North Wing to all individuals and groups in the community for informal meeting and gathering, as well as clusters of customer seating strategically positioned throughout the Library.

- The Library is a member of the Lethbridge Chamber of Commerce.

9.1.3 Service Response - Needs Being Addressed

- Addresses the need of people to meet and interact with others in the community and to allow people to participate in public discourse about a variety of issues.

9.1.4 Service Response - Target Audience

- Community groups - formal and informal
- Businesses
- Organizations/Institutions, e.g. University classes - tours
- Students and Young Adults
- Non-readers and non-members.

9.1.5 Service Response - Expected Outcomes/Success Indicators

- Increased use of LPL facilities in less traditional ways.
- Increased use of the YA collection and program attendance.
- Increased web hits on the LPL website.
- Increased memberships.
- Increased in-house use of material.
- Increased self-serve options for members and groups.

9.1.6 Service Response - Goals & Objectives

Goal (A):

Library becomes a recognized source for events, discourse and resource sharing in the community.

Goal (A) Objectives

- City of Lethbridge sees the library as a conduit to public communication.
- Business community sees LPL as an information resource and as an organization that can assist in public communication and providing non-profit service to the community.
- Public sees LPL as a gateway to community and municipal government information resources.

Goal (B):

Create an online and self-serve approach to facilities and library services use.

Goal (B) Objectives

- Streamline room and equipment rentals.
- Develop an online program and registration and room booking capability.
- Develop an online membership capability.
- Develop an online payment and donation capability.

Goal (C):

Develop programs and services to engage hard to service groups and groups that don't traditionally use library facilities.

Goal (C) Objectives

- Develop the profile and market the Library's Young Adult Services within the community and with youth.
- Market LPL services at selected community events through booths and other community engagement opportunities.
- Increase adult orientation programming and services (*e.g. book clubs*).

Goal (D):

Develop LPL's online and IT resources to enhance communication and discourse through electronic means.

Goal (D) Objectives

- Increase the online profile of LPL by enhancing the web presence and maximizing user friendliness.
- Develop LPL's online resources by supporting community organizations and agencies through the LPL website by providing a gateway or portal access to their resources.
- Develop LPL's online resources to support community organizations and agencies by providing information and content to assist customers in finding community resources.
- Electronic means of assembling (*e.g. videoconferencing*).

9.1.7 Service Response - Activities, Responsibilities and Time Lines

The activities associated with the Service Response Goals and Objectives are delineated in *Appendix 9.1* and include identifying who has responsibility to ensure the specific objectives are met within a prescribed timeline.

9.2 SERVICE RESPONSE AREA: LIFE-LONG LEARNING**9.2.1 Service Response - Base ALA Description**

- A library that provides Life-long Learning service helps address the desire for self-directed personal growth and development opportunities.

9.2.2 Service Response - Current LPL Activities

- The Library provides stations for independent and group study.
- Library collections are easily accessible and organized to encourage public browsing by subject.
- The Library provides electronic access to on-line resources to users both within the Library's facilities and remotely including in-house wireless access as well as through Internet workstations.

- Access to information in a variety of print, audiovisual and electronic formats.
- Library staff that is knowledgeable about how people seek information and learn.
- An extensive collection of non-fiction material on a wide variety of topics and subjects that are of interest to customers of all ages and abilities.
- Educational and instructional programs on topics of general public interest.
- Exhibition space for the works of local and visiting artists and collectives.
- Supervision of exams for life-long learners taking distance education courses from an academic institution.
- Complimentary membership programs and opportunities.

9.2.3 Service Response - Needs Being Addressed

- Addresses the desire for self-directed personal growth and development opportunities.
- Need to develop skills related to finding, evaluating and using information effectively.

9.2.4 Service Response - Target Audience

- Customers of all ages, interests, abilities and origins.
- Residents of Lethbridge and Southern Alberta.
- Not restricted to library members.

9.2.5 Service Response - Expected Outcomes/Success Indicators

- Increased web hits on the LPL website.
- Increased use of the community resources directory.
- Annual increases in circulation of enhanced Great Reads collection.
- Increased in-house use of resources.
- Increased usage in overall active membership (*in-house and online*).

9.2.6 Service Response - Goals & Objectives

Goal (A):

Residents see and use the library to provide information and resources to support their educational, vocational and personal development goals.

Goal (A) Objectives

- Expand complimentary membership opportunities.
- Expand Great Reads collection to bridge the gap between basic literacy and the general collection.
- Promote special collections by creation and distribution of subject brochures to external organization and distribution points.
- Expand tours and orientations through targeted areas.

- Review and requisition equipment required to allow customers full access to the formats and resources available at LPL.
- Develop a staff compliment that is representative of the social and ethnic makeup of the community.

Goal (B):

Develop and expand LPL's online presence.

Goal (B) Objectives

- Develop LPL's online community resources including connections outside the LPL.
- Develop life-long learning online resources.
- Develop a web presence that is a portal to independent learning.

Goal (C):

Ensure LPL outreach and program resources are used in the most effective manner.

Goal (C) Objectives

- Evaluate outreach programs for currency, usage and appropriateness.
- To meet the needs of the growing community review LPL volunteer process and use for Homebound and Books-on-the-Move.

9.2.7 Service Response - Activities, Responsibilities and Time Lines

The activities associated with the Service Response Goals and Objectives are delineated in *Appendix 9.2* and include identifying who has responsibility to ensure the specific objectives are met within a prescribed timeline.

9.3 SERVICE RESPONSE AREA: POPULAR MATERIALS COLLECTIONS

9.3.1 Service Response - Base ALA Description

- A library that provides current topics and titles helps to fulfill community residents' appetite for information about popular cultural and social trends and their desire for satisfying recreational experiences.

9.3.2 Service Response - Current LPL Activities

- Offers popular materials for all ages and abilities in a variety of languages and print and non-print formats (*Large Print, DVDs, CDs, DAISY and audio books, periodicals*).
- Markets new materials and items on featured topics for both adults and children through displays, booklists and promotional articles.
- Increases awareness of current materials through ongoing articles and booklists.

- Provides access to items not available at LPL from other libraries (*Interlibrary Loan Program, Chinook Arch Regional Library System and TAL*).
- Provides outreach services - Homebound/Books-on-the-Move/Bookmobile.
- Provides access to customer services such as holds and renewals (*in-house and remotely*).
- Provides staff members to help customers find materials.
- Provides free access to e-mail and the Internet.
- General interest recreational programs.

9.3.3 Service Response - Needs Being Addressed

- Addresses library customers' appetite for information about popular topics and trends and their desire for satisfying recreational experiences.

9.3.4 Service Response - Target Audience

- All ages, interests and abilities
- Young adults
- Non-readers and non-library users.

9.3.5 Service Response - Expected Outcomes/Success Indicators

- Increased use of popular materials.
- Increased memberships.
- Increased use of LPL facilities.
- Increased use of the YA collection and program attendance.
- Increased web hits on LPL website.

9.3.6 Service Response - Goals & Objectives

Goal (A):

Improved access to popular materials collections and services.

Goal (A) Objectives

- Streamline borrowing process including self-serve options.
- Complete south-wing redesign to facilitate customer independence.
- Implement the 'combined service point' philosophy throughout library facilities.
- Easily understood library space navigation tools for the public.
- Training and ongoing practice opportunities for front-line staff on library resources and tools.

Goal (B):

Eliminate barriers to borrowing of materials.

Goal (B) Objectives

- Develop collections and service types that increase access to highly popular titles.
- Enhance self-serve access to collections, to allow for browsability and merchandising of collections.
- Increase the variety of circulating formats.
- Evaluate materials budget allocation.

Goal (C):

Increased availability and use of Young Adult services and collections.

Goal (C) Objectives

- Expand the Young Adult Collection's range of materials.
- Develop the Young Adult audiovisual collection.
- Develop the profile and market the Library's Young Adult Services within the community and with youth.
- Develop LPL's online resources to support youth and their online recreational and research needs.
- Market LPL services and collections at selected youth oriented community events through booths and other community engagement opportunities.

9.3.7 Service Response - Objectives, Activities, Responsibilities and Time Lines

The activities associated with the Service Response Goals and Objectives are delineated in *Appendix 9.3* and include identifying who has responsibility to ensure the specific objectives are met within a prescribed timeline.

9.4 SERVICE RESPONSE AREA: BASIC LITERACY**9.4.1 Service Response - Base ALA Description**

- A Library that offers Basic Literacy service addresses the need to read and to perform other essential daily tasks.

9.4.2 Service Response - Current LPL Activities

- The Library provides programs for babies, youth, parents and adults, with dedicated staff, resources and space in all Library facilities.
- The Library provides adult literacy training to Lethbridge residents through the award winning, *Read On* program.
- The Library provides a variety of literacy based in-house children's programs, such as Babes in the Library, Time for Twos, Stories and Stuff and Summer Reading Programs both in Children's Services and

on the Bookmobile to foster a life-long love of literacy and encourage the development of reading skills.

- The Library makes its programs and resources available through networking and partnerships.
- The Library supports literacy endeavours within the community by supporting and contributing to special events such as the C.O.W. Bus and International and Family Literacy Days.
- Informs the community about literacy opportunities and the services and resources available at the Library through outreach programs such as Rhyme Time and Books for Babies.
- Rhyme Time program staff model parenting techniques through rhymes and songs which lead to the acquisition of literacy skills for adults and children.
- The Library has a proven record of being involved and showing leadership in the 'literacy' community at the local, regional, provincial and national levels.

9.4.3 Service Response - Needs Being Addressed

- The need to read and to perform other essential daily tasks to be a functioning member of Canadian society.
- To enhance individual civic and social rights.

9.4.4 Service Response - Target Audience

- Economically/socially challenged
- Immigrants
- Youth
- Children.

9.4.5 Service Response - Expected Outcomes/Success Indicators

- Redesigned physical space of literacy area.
- Literacy collections that are current in both content and format.
- Increased *Read On* volunteers and students.
- *Read On* graduates use of membership opportunities.
- Increased renewals of membership.

9.4.6 Service Response - Goals & Objectives

Goal (A):

Increased community support and knowledge of Basic Literacy programs at LPL.

Goal (A) Objectives

- Develop LPL's relationship with Immigrant Services and other community organizations to increase referrals.

Goal (B):

Increased programming for Basic Literacy in LPL.

Goal (B) Objectives

- Increase number of volunteers and students in the *Read On* program.
- Increase programming for reading readiness.
- Increase programming for homework help.
- Expand lectures to support individual's ability to exercise civic and social rights.

Goal (C):

Ongoing development and enhancement of Basic Literacy collections and services.

Goal (C) Objectives

- Review and develop the *Read On* collections for both currency and format.
- Modify Basic Literacy programs to include computer literacy as part of the core program.
- Expand access of *Read On* literacy collections to the general public.
- Complimentary one year free membership for graduates of Basic Literacy programs.

9.4.7 Service Response - Activities, Responsibilities and Time Lines

The activities associated with the Service Response Goals and objectives are delineated in *Appendix 9.4* and include identifying who has responsibility to ensure the specific objectives are met within a prescribed timeline.

9.5 SERVICE RESPONSE AREA: PRESCHOOLERS'/CHILDREN'S DOOR TO LEARNING**9.5.1 Service Response - Base ALA Description**

- A library that offers Preschoolers'/Children's Door to Learning includes providing a significant children's collection, including toys, picture books, readers and board books, as well as programming that is aimed at preschoolers and their parents/caregivers to develop reading readiness and increase the desire for these children to become life-long readers.

9.5.2 Service Response - Current LPL Activities

- A significant children's collection in a variety of languages and formats including picture books, readers, board books, audiovisual materials and a toy library.
- Pre-school programs – Books for Babies, Time for Twos and Stories and Stuff - targeted at specific age groups and developmental levels.

- Summer and year-round programming for school-age children designed to foster a life-long love of reading, e.g. Kids' Book Club With a Twist; Ready, Set, Read.
- Telephone access through Storyline to oral folktales for children.
- Tours for groups of children and their caregivers to promote the materials and services of the Library in general and Children's Services specifically.
- Through the Storytellers-At-Large Program, the library provides storytelling training for university students who present storytelling sessions in the community and an introduction to the services and programs of the Lethbridge Public Library.
- Extensive age-appropriate readers' advisory for children, parents and caregivers and teachers.
- Partnerships with other community groups to host children's authors, illustrators and performers, e.g. Children's Literature Roundtable.
- Foster the development of information literacy by providing computer access to games, social networking, online databases and other Internet resources.
- Provides comfortable welcoming facilities for all families.
- Ongoing off-site access to Library materials through elementary school class visits to the Bookmobile.
- Promotes children's library resources and services through, presentations, promotions and partnerships such as the Rocky Mountain Book Awards.

9.5.3 Service Response - Needs Being Addressed

- The need to encourage children to develop a life-long interest in reading and learning.
- Instill the love of reading for the pure joy of reading.
- Foster parents' appreciation of reading to their children and making reading a family activity.
- Develop an interest in knowledge and learning.

9.5.4 Service Response - Target Audience

- Children aged 0 to 12, their parents, teachers, caregivers and other groups working with children.

9.5.5 Service Response - Expected Outcomes/Success Indicators

- Increased use of the children's collections.
- Increased program attendance.
- Increased Rhyme Time locations.
- Increased memberships.
- Increased use of LPL facilities.
- Increased web hits on the LPL website.

9.5.6 Service Response - Goals & Objectives

Goal (A):

Collections and services meet the needs of children, parents, and caregivers.

Goal (A) Objectives:

- Increase attention to collection development and management.
- Evaluate Children's language collections.
- Update Children's component of LPL website to maximize user friendliness and content.
- Expand Children's computer facilities.

Goal (B):

Programs meet the needs of children, parents and caregivers.

Goal (B) Objectives:

- Evaluate current programming.
- Evaluate programming schedule to ensure programs are offered at the times best suited to both working and stay-at-home parents/caregivers.
- Increase the level of children's and school age children's programming.

Goal (C):

Children and families continue to use LPL during kindergarten years and beyond.

Goal (C) Objectives:

- Families, caregivers and community agency staff are offered resources to facilitate the development of early literacy and learning.
- Evaluate Children's facilities with the intention to implement combined service desk philosophy.
- Increase emphasis on readers' advisory and reference services.

9.5.7 Service Response - Activities, Responsibilities and Time Lines

The activities associated with the Service Response Goals and objectives are delineated in *Appendix 9.5* and include identifying who has responsibility to ensure the specific objectives are met within a prescribed timeline.

APPENDIX 4

Excerpts: Towards a Sustainable Future: An Integrated Strategic Plan for the City of Lethbridge

4.1 Mission Statement

“To serve our residents and guests, to provide leadership and to assist the community in achieving the vision.”

4.2 Vision Statement

“To be a healthy, attractive and economically viable city.”

4.3 Success Indicators

1. Good level of **community support** for Council and the organization. Adequate resources and the community is comfortable approaching Council and the administration. A measure of success will be the statistically valid community survey conducted every three years.
2. Ongoing efforts to develop and achieve the nine **strategic priorities** set out in ‘Toward a Sustainable Future’. See the big picture, shared goals, established priorities and smooth transition of plans into action. Provide regular progress reports to Council.
3. Be a **welcoming community**. Be a customer oriented community, bring your business to Lethbridge, come and live and retire here.
4. **Accountability** for organizational and staff performance, and efficient use of organizational resources. Be results oriented, evaluate programs, provide performance feedback and monitoring, and celebrate efforts. Support risk taking, earn recognition and awards, and lead by example.
5. Facilitation of a positive and productive **organizational environment**. Be an employer of choice, healthy workplace, take care of family and people. Do an organizational survey.
6. Ensure complete information and discussion to arrive at **good decisions**. Informed agreement, complete and timely advice, transparency, good debate and everyone is heard.

7. Consistency of attention to **fiscal stewardship**. Good value for money and demonstrate fiscal responsibility in reporting.
8. Trusting and respectful **interpersonal relationships**.
Good spirit, everyone feels valued, no fear, trust and respect between Council and the administration.
9. Promotion of an environment that fosters **continuous learning**. Learn new tools, information and ways of doing things, support development and risk taking, support mentoring.
10. Maintenance of good external agency **relations and partnerships**.
Be a good partner; know who to go to and how to access resources, measure results.