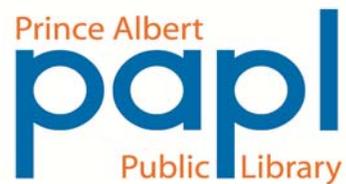


Prince Albert Public Library

# Strategic Plan 2020-2025

Belonging, Learning and Experiencing Together

Appendix



## APPENDIX: HOW OTHER MUNICIPAL PLANS AND INITIATIVES LINK TO OUR LIBRARY PLAN

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### Making the Links with Key Municipal Plans and Initiatives

This section highlights information from each municipal plan and initiative that may directly and indirectly help inform and guide the Library's Plan. Each sub-section concludes with identified Moving Forward opportunities.

The Moving Forward sub-section provides brief consideration and direction for how the Library Plan may link back and to each of the respective plans. Some of the planning links identified in this sub-section are also cross-referenced in the Action Plan Tables.

Making the Links with other municipal plans provides for accountability by the Library Board to ensure its planning process is aligning with other key municipal plans and initiatives beginning with highlighting relevant aspects of the City's 5 Year Strategic Plan 2015-2020 from which all other plans and initiatives are anchored upon.

Other key municipal plans and initiatives include:

- Kistahpinanhk 2035, Prince Albert's Official Community Plan, 2013
- Municipal Cultural Action Plan, Part 1, 2015 (Engagement and Inventory), Part 2, 2016 (the Plan), Part 3 2017 (Implementation and Feedback)
- Community Services Master Plan, 2018
- Civic Arts Policy, 2015
- Downtown Strategic Plan, 2002
- Social Master Plan (forthcoming), 2019
- Community Network Coalition (ongoing). In place since mid 1990s.
- Indigenous Coalition (ongoing). Initiated in Jan 2018
- Communications Plan, 2017

### City of Prince Albert 5 year Strategic Plan 2015-2020

Key to the success of the Library is alignment with the City's overall Strategic Plan. The overall vision and mission for the City, as shown below, closely aligns with the Library's vision, mission and core values.

**Vision:** *Prince Albert will be an innovative, welcoming, diverse, and healthy city of opportunity.*

**Mission:** *The City of Prince Albert enhances quality of life through excellence in service.*

Included as part of the Strategic Plan are four core values: Entrepreneurial; Partnerships; Innovation; and Accountability and Transparency. The Strategic Plan also outlines four key operational themes that guide Administration's approach in its daily operations and projects: **Collaborative; Sustainable; Compassionate;** and **Exceptional.**

The City's Strategic Plan, is intended to guide the overall direction of the corporation, identifying high level goals and priorities including calling for other planning processes. The Library, as a municipal entity, can see where it fits into many of the priorities by virtue of its particular mandate.

Below is an abbreviated listing of the City's key strategic goals and priorities as outlined in the City's Strategic Plan as linked to the Library.

## Strategic Goals and Priorities

### Fiscal Management & Accountability

- Complete planning and feasibility studies for proposed facilities/services and develop funding strategy—Facility Review

### Active & Caring Community

- Revisit Downtown Strategic Plan

### Corporate Sustainability

- Development of a Communications Strategy
- Increase involvement of public engagement

### Sustainable Growth

- Review of vacant land inventory

- Develop strategies and guidelines to determine the best use of vacant properties
- Development of a Marketing Strategy
- Regionalism (bridge, recreational facilities, hospital, etc.)
- Plan collaboratively with all levels of government within 50 km of Prince Albert
- Establish partnerships with organizations

### Infrastructure

- Sustainable plan for the replacement of the aging infrastructure in the City

**Moving Forward:** The Library is well positioned to align its planning priorities with the five corporate priority areas. The Library is also well positioned, with its proposed ten-year strategic planning cycle, to help inform the City’s next strategic planning cycle which begins again in 2020. This includes discussions broadly about the Library’s long-term plans regarding particular priorities as related to corporate sustainability, an active and caring community, fiscal management and accountability, sustainable growth and infrastructure.

Specifically, as part of the Library’s planning process, this includes identifying specific priorities and considerations such as the lifecycle of the current library facility and how the Library fits into larger plans as part of the City’s downtown strategy.

### Kistapinanihk 2035 – Prince Albert’s Official Community Plan

Prince Albert’s Official Community Plan (OCP) was originally adopted in 2009 as a comprehensive framework to guide growth and development in and around the City of Prince Albert (CoPA). A review of the OCP was completed in 2015 to update important implementation objectives. The OCP is also referred to as “Kistapinanihk 2035”, Cree for “The Meeting Place.”

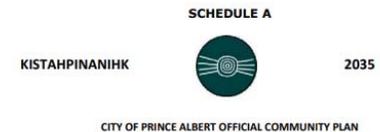
The OCP includes objectives and policies for all pillars of sustainability including culture. There are several key objectives that are directly related to the future plans of the Library.

### 6.9 Downtown Revitalization

**Goal:** Maintain the **Downtown as a centre of city and regional economic activities** - retail, financial, administrative, cultural and commercial. Future development in the Downtown shall reinforce, conserve and enhance this function. Other land uses such as high density residential or government buildings which complement the function of the area and which result in greater use of the Downtown area shall be encouraged.

#### OCP Vision

*Prince Albert will be a sustainable, diverse and balanced community that recognizes the link between sustainable economic, environmental and social development and places a high priority on the quality of life for its residents.*



This section **identifies civic amenities such as the Library**, the Museum, the Arts Centre and many multi-use office buildings (e.g. the McIntosh Building and the Gateway Mall) **provide the critical mass to attract additional commercial investment** in the Downtown. It also calls for City officials, developers and businesses to explore creative options in terms of land assembly, marketing, redevelopment and strategic mixed use initiatives.

**Policy:** i. **Promote mixed uses** in the Downtown including office, retail, hotels, housing, culture, entertainment and recreation.

### 11.7 Social Environment

**Goal:** Promote a **community of educational opportunities equally accessible** to all by supporting initiatives that lead to a well-educated population and the enhancement of the cultural, economic and social vitality of the community.

**Policy:** vii. Ensure the provision of **high quality public library services that foster the individual's pursuit of knowledge**.

### 13.2 Arts, Culture and Tourism

**Goal:** The City shall continue to **recognize the role of arts, culture and tourism** as an **important aspect of community life** through **support and promotion** of the **arts, culture and tourism industries** in Prince Albert.

**Policies:** i. Commit to **facilitating the broad and diverse arts, cultural and tourism opportunities** in the city;

ii. **Collaborate** with surrounding communities in examining and capitalizing on regional tourism opportunities;

iii. Recognize arts, culture, heritage and tourism as social and **economic drivers**;

iv. Support **ongoing community awareness and involvement and appreciation of arts, culture and tourism development** as an integral part of community life;

vii. **Facilitate places for arts, cultural and tourism activities** to occur **through various land use strategies related to:** a. The North Saskatchewan River Valley; b. The Pêhonân Parkway; c. Heritage Resources; d. The Downtown; e. Urban Renewal and Redevelopment; and f. Highway Entrance Beautification. viii. Facilitate and support the efforts of cultural groups in preserving nurturing, enhancing and presenting the City's cultural resources.

**Moving Forward:** The Library is thoughtfully aligned within the OCP and is identified as a critical anchor for consideration as part of any re-development efforts for a renewed downtown strategy - including its importance as an educational, social, cultural and recreational amenity.

### Prince Albert Municipal Cultural Action Plan (MCAP), 2016

It is the mission of the Municipal Cultural Action Plan to encourage the growth and unity of a community of people who are knowledgeable of our shared history and indigenous roots and who are connected, engaged, and working together to maintain and grow our unique cultural assets for a strong and proud city.

**In the first part of the MCAP** planning process, **an inventory of key cultural assets** was undertaken together with an **extensive community engagement process** that asked community members to identify what culture means to them, and what cultural amenities are most important to them. As part of this process, the **Library was identified as a critical cultural amenity**. **Upgrades** to the Library building and **expansion of services** were also identified as important through surveys and focus groups as part of the overall well-being of the city.

In the second part of the MCAP, the Plan itself was developed with 13 implementable goals. The Library's vision and mission complement all thirteen goals.

Cultural Goal 1: Honour the past and provide a balance in this narrative of both the positives and the challenges that have occurred when **sharing our story**.

Cultural Goal 2: Enhance and **showcase the riverfront** to promote the natural elements of Prince Albert and surrounding area.

Cultural Goal 3: Utilize **current amenities** and park spaces as **focal points of the community to provide centralized activities and events**.

Cultural Goal 4: Ensure that **all nations, communities, newcomers, and individuals are welcomed** and celebrated in the community.

Cultural Goal 5: Promote and communicate **cross cultural understanding and learnings** across nations, communities, newcomers, and individuals.

Cultural Goal 6: Ensure a culturally vibrant community by **supporting existing volunteers and organizations** and promoting new partnerships.

Cultural Goal 7: To collaborate with various community groups and organizations to **foster the retention and expansion of cultural activities, amenities and programming for all ages** to ensure everyone has access locally to opportunities **in a fair and equitable manner**.

Cultural Goal 8: Support and celebrate the value of sports **and recreational programming, activities, and initiatives and the role they play in enhancing Prince Albert's cultural identity and make-up**.

Cultural Goal 9: **Recognize, strengthen, and honour the artistic and cultural community** and the significant role it plays in developing and enhancing Prince Albert's cultural makeup and identity and beyond.

Cultural Goal 10: Strengthen and enhance **the downtown as a major cultural and economic hub** to create a culturally vibrant community.

Cultural Goal 11: Continue to invest in **cultural initiatives and support other organizations and individuals** that strive to make Prince Albert a vibrant cultural community.

Cultural Goal 12: Ensure food remains accessible and affordable and **encourage local food production and availability of ethnic food**.

Cultural Goal 13: Ensure **cultural aspects are considered in infrastructure and related resource development**.

**Moving Forward:** The third part of the MCAP includes implementation of the above goals and associated strategies and initiatives. This part also includes an ongoing evaluation loop. **The Library is a participant on the Working Group that oversees the MCAP implementation and monitoring loop.** As noted in the MCAP itself, the **Library is aligned with the overall goals and direction of the MCAP.** Alignment of specific programming, service and facility objectives of the Library flow through the MCAP as part of the City's overall strategic initiative of creating an active and caring community.

### City of Prince Albert Community Services Master Plan

The Community Services Master Plan provides an inventory and guide to direct improvements to community services, community-based organizations, supports and amenities taking place outdoors and indoors. A list of prioritized amenities was generated based on a scoring system that included widespread engagement with user groups and the public. The priorities listed within the Master Plan help to further inform the City's strategic planning priorities and the growth and development potentials as outlined in the Official Community Plan.

The **vision** of the Community Services Master Plan is:

*We envision a city in which all community members have the opportunity to participate in affordable and accessible community services (including recreation, sports, arts, cultural, and physical activity) to enhance their personal well-being, the strength and well-being of the community, and the sustainability of the environment (natural and built).*

**Key goals outlined in the Plan include:**

1. Community Services contributes to individual wellbeing.
2. Community Services contributes to community wellbeing.
3. Community Services contributes to infrastructure and sustainability efforts. Community Services generates economic and employment benefits.

Within the Plan, **Library Spaces is listed ninth within the top ten priorities of indoor community service amenities.**

**Moving forward:** The Library is identified as an important indoor amenity within the Community Services Master Plan. It will be important for the Board and Senior Administration to prioritize a specific analysis of its spatial needs to complement the identification of this as a priority within the Community Services Master Plan.

**Civic Arts Policy 2015**

The City of Prince Albert first adopted a Civic Arts Policy (CAP) in 1994 and revised it in January 2003 and most recently in 2015 as a strategic goal outlined in the Strategic Plan (2015-2020).

The revised CAP includes seven (7) sections: *Policy; Purpose and/or Vision and Guiding Principles; Scope; Responsibility; Definitions; References and Related Statements of Policy and Procedure; and Procedure.* The Civic Arts Policy is one of the implementation tools of the Municipal Cultural Action Plan.

The **Vision** from the CAP is:

- *Citizens have a multitude of opportunities to engage in creative pursuits as artists, students, participants, and audience members;*
- *Reputation as an inclusive, innovative and culturally vibrant city is broadly recognized; and*
- *Artists thrive in an open and encouraging environment that places high value on their contributions to our community.*

**Moving Forward:** The Library, through its collections, programs and services is part of ensuring the implementation of the Civic Arts Policy. Retention and expansion of any and all components of the Library will be important as part of the Civic Arts Policy's success.

**Civic Arts Policy 1.01**  
The City of Prince Albert recognizes the benefits of a Civic Arts Policy to guide the development of arts and culture for the community and to formalize the role of the Prince Albert Arts Board in the implementation of policy.

**Downtown Strategic Plan**

The City's Strategic Plan of 2015-2020 identifies the need to revisit the CoPA Downtown Strategic Plan, prepared in May 2002. The Downtown Plan recognizes downtown Prince Albert as the social, economic, and cultural hub and gateway to Northern Saskatchewan. The following sections of the Downtown Strategic Plan emphasize the significance of incorporating cultural assets into downtown Prince Albert:

- **Historic Sites Policies:** The preservation of historic buildings is used as a means to create a unique 'sense of place', distinguishing downtown areas from more modern developments;
- **Hospitality/Tourism:** Prince Albert is known to be a major regional centre, with the potential for tourism expansion in its downtown area. Many convention, accommodation, shopping, dining, and recreational facilities are available and encouraged in downtown Prince Albert; and

- **Arts/Culture/Entertainment:** Arts, culture, and entertainment facilities are important anchors to downtown development. These facilities draw people downtown, create jobs, attract tourists, and enhance the quality of life for the community and region.

Numerous potentials for the improvement of downtown’s cultural and entertainment appeal were identified during the vision building workshops with stakeholders. Some of the visions include: an Interpretive Centre in addition to the Prince Albert Historical Museum - including a complete history of the City, and First Nations; locate a sports complex (arena, curling rink) downtown; and add recreational facilities for youth – Skateboard Park, basketball courts, etc.

**Moving Forward:** As City Council and Administration revisits the Downtown Strategic Plan, the Library will become critical to the potential reconfigure of a renewed downtown as a demonstrated downtown cultural, educational, social and recreational hub. The Library’s Plan will help to address specific priorities around potential alterations, expansions, moves and partnerships with respect to its main facility and that of any other operational areas.

### Social Master Plan

The Social Master Plan, forthcoming in 2019, led by the City of Prince Albert’s Planning and Development Department is intended to act as a guide for community service delivery providers, community leaders, agencies and municipal leads. Currently this process is in the analysis phase. The first component of this process was to engage the public and ask them what they thought about current levels of service delivery and how this can be improved upon in the future.

**Moving Forward:** JMCPL has been part of the social master planning engagement process as a participant. The Library will benefit from identified partnership opportunities that may be catalyzed by the analysis with other community-based organizations and municipal-led departments and agencies to strengthen community-delivery services throughout Prince Albert.

### The Community Networking Coalition (CNC)

In the mid-1990s, the Community Networking Coalition was established, bringing together community-based stakeholders from various sectors including participation from the municipality, educational institutions and community-based organizations.

The role of the CNC in Prince Albert is to provide a forum for sharing, collaboration and networking with the ultimate goal of setting the conditions for a safe, inclusive, healthy and respectful community in which to live, work, learn and thrive.

**Moving Forward:** JMCPL participates as a member of this community-led initiative. This provides the Library an opportunity to share its efforts and to provide an important venue for feedback and partnerships on various programs and services. This network is invaluable in spreading the word at the ground-level of service delivery throughout the community.

### Prince Albert Urban Indigenous Coalition

The Indigenous Coalition is a new initiative driven, in part, by the catalyst of the City of Prince Albert. The City received initial seed money from the Federal Urban Programming for Indigenous Peoples to explore the potential for forming an Indigenous coalition in Prince Albert to address key issues identified by various Indigenous and non-Indigenous organizations and interested members of the public. With a need identified in the first part of this process in 2018, the Prince Albert Indian and Métis Friendship Centre secured four years of funding acting as the host. Participating organizations have been working to build on traditional circular philosophy and knowledge-sharing to identify ways to move forward reconciliation efforts and alignment of programs and services for Indigenous peoples within Prince Albert.

Efforts are underway in partnership with the CNC to develop a comprehensive listing of community-service providers with a particular lens on addressing the specific needs of Prince Albert's Indigenous population.

**Moving Forward:** The Library continues to participate in the development of the Indigenous Coalition. The Director attends the meetings and shared resources regarding programs it provides within the Library geared toward furthering efforts about reconciliation and Indigenous teachings and sharings. These efforts will be important as the Library is also an important co-municipal lead in addressing the Truth and Reconciliation Calls to Action.

### Communications Master Plan 2017

In 2017 the Communications Master Plan was developed. Informing this Plan was feedback provided by citizens through engagement that took place in the development of the Official Community Plan and other plans identified above. While recognizing that there has been considerable progress made to enhancing the ways the City transmits information to the public there is still room for how it generates and shares information.

Five key goals were identified in the Plan to help the City communicate more effectively with residents and stakeholders:

- Encourage a Culture of Proactive Communication;
- Improve Public and Stakeholder Engagement;
- Strengthen the City Image and Establish a City Brand;
- Improve Access to Information; and
- Improve Internal Communication Flow and Coordination.

**Moving Forward:** As the Library seeks to implement its Ten Year Strategic Action Plan, working with the City's Communications Leads will be important in creating key messages and community engagement processes to garner feedback and input from the public and key stakeholders about its planning goals and initiatives.

### Moving Forward Summary of Planning Linkages

The City of Prince Albert has been very active and taken a concentrated effort to look forward through the preparation of planning in a number of interconnected municipal areas.

The Library, as a public organization, has been actively involved in several of the above planning efforts. The Library has been identified either directly or indirectly in all the planning initiatives listed above.

In each plan, the role of the Library as a significant downtown anchor is emphasized along with its delivery of city-wide accessible cultural, social, recreational, and educational services, programs and collections. The Library is also viewed as an important partner and ally to other organizations and their initiatives. The Library demonstrates in every day actions its consistent alignment with overall vision and mission of the City strategically.

**Libraries drive change.** *They have the power to provide access to information that can assist people in better educating themselves to reach their goals, secure jobs, increase income, maintain health, and even learn about water systems and farming. These can contribute to increasing education and decreasing hunger in their communities.* - LOIDA GARCIA-FEBO is an international library consultant.

Going forward the Library has developed a strong network of partners and allies to help with its planning initiatives as it seeks to work on a number of Key Planning Areas and Goals as laid out in Section 3 of this Plan. Leveraging the directions found in the existing plans and influencing the next cycle of related municipal plans will be important, especially as the City's next corporate strategic planning cycle begins in 2020.