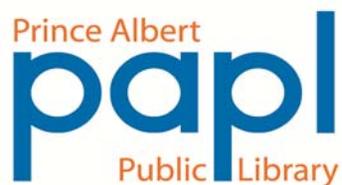


# Prince Albert Public Library

## Strategic Plan

**2020-2025**

Belonging, Learning and Experiencing Together



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## EXECUTIVE SUMMARY

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The Prince Albert Public Library is working toward establishing itself as a cornerstone in the Prince Albert community, in order to remain a vibrant and relevant civic organization. A Strategic Plan has been developed to provide direction.

The following Strategic Plan has three main sections:

- **Section 1:** Belonging Together:
  - Provides an overview of the Library today
- **Section 2:** Learning Together - Five Year Plan:
  - Includes an outline of **Key Action Areas** and their respective **Vision Statements** and **Goals**
- **Section 3:** Experiencing Together – Next Steps:
  - Next steps are provided to begin setting the implementation of the Plan in motion

# 1 BELONGING TOGETHER

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## 1.1 INTRODUCTION

Throughout the world, entering one's local public library can bring an immediate sense of belonging to one's community, and by extension, all that it offers, as a portal to the world. Our public libraries are truly a place of belonging for all.

Public libraries offer an individual time alone or time to be together with others to explore and learn. A public library is a place where you can experience anything your heart desires, your mind enquires about, and your spirit calls on you to do.

During the past century, the library service in Prince Albert has grown and evolved substantially from its beginnings. Our library began as a Mechanics Institute, then became a member of a regional library system, and is now a stand alone municipal library system with two branches serving the community. John M. Cuelenaere Public Library (JMCPL), named after one of the City's former mayors, continues to serve as Prince Albert's central branch of what is now the **Prince Albert Public Library (PAPL)**. It serves as an important, freely accessible public amenity to residents and visitors alike. The **PAPL** is a gathering place for residents, newcomers, and numerous people coming in from communities across central and northern Saskatchewan.

We honour the local wisdom, experience and ancestral founders of this place called Prince Albert. We thank the many people who have helped to shape and guide the Prince Albert Public Library over time and what it is has become today – a vibrant, relevant civic organization.

This document is entitled "Prince Albert Public Library - Strategic Plan 2020-2025 - Belonging, Learning and Experiencing Together." This Plan is intended as a guide. It is organized by **Key Action Areas**, **Vision Statements**, and **Goals**. All elements of the Plan are interconnected and in relationship with one another. This Plan is rooted in the vision and mission of the Library and aligns with the larger municipal vision of the City of Prince Albert and complements the visions set out in other related municipal and community-based plans.

## **1.2 THE PRINCE ALBERT PUBLIC LIBRARY TODAY**

### **1.2.1 Vision, Mission and Core Values**

#### **Vision:**

*A recognized leader in the delivery of quality information and innovative programming for our community.*

#### **Mission:**

*To provide and promote library services to meet the needs of every member of our community.*

#### **Core Values**

*The library is accessible to everyone.*

*The library is a safe, secure and a welcoming place.*

*We are innovative and adaptable to meet the changing needs of our community.*

*We are committed to collaborating with others in the community.*

*Our staff is dedicated to excellence and the protection of intellectual freedom.*

### **1.2.2 Current Context**

The Prince Albert Public Library has a 16,000 square foot main branch located downtown Prince Albert. Additionally, it has a smaller branch in the Bernice Sayese Centre located in the West Flat and a partnership with Saskatchewan Polytechnic. Collectively, the PAPL services the community of Prince Albert and northern Saskatchewan, a population of 150,000+.

As a municipal public library, the PAPL is governed by a Board of Directors appointed by City Council. The Board hires a Director who reports directly to the Board and is responsible for hiring administrative staff and employees of the Library. The Board and the Administration work together to deliver a quality library experience for the user.

### **1.3 PLANNING APPROACH**

Prince Albert Public Library - Strategic Plan 2020 - 2025 – Belonging, Learning, and Experiencing Together, herein named *the Plan*, is a ‘living, breathing document’ guiding library policies, actions and initiatives, and informing related work plans, applications and initiatives over the next five years.

This Plan is inspired and prompted by three main motives:

- A new incoming PAPL Board appointed by City Council as part of a newly re-constituted municipal library;
- Gaps identified in the John M. Cuelenaere Strategic Plan 2016-2021 about what specific internal focuses the Library may be best positioned to lead in and have control over; and
- A new plan is timely given some of the current issues regarding the state of the main library building, and some opportunities for expanded programming and resource opportunities.

The planning process draws from local wisdom and experiences of Board members and Senior Administration members who came together to spend a dedicated two-day weekend Strategic Action Planning Session on November 17 and 18, 2018. Members of Prairie Wild Consulting Co., who have worked on other planning processes the Library has been involved with, were invited to design and facilitate the planning process. The approach utilized for this Plan is grounded in Appreciative Inquiry.

Appreciative Inquiry is a facilitative philosophy and approach that focuses on strengths and seeks out the positives to bring people, communities, organizations and groups together to create and implement their shared vision, goals and strategies.

Following the November 2018 Strategic Action Planning Session, a Working Group was created to work with Prairie Wild Consulting Co. to finalize the Plan. This approach is iterative by nature and involved Senior Administration and Board members, and this process led to development of this Plan.

## 2 LEARNING TOGETHER – FIVE YEAR PLAN

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### 2.1 PREPARING THE LIBRARY FOR THE FUTURE

During the Strategic Action Planning session in 2018, a series of deep exploratory discussions took place. These included identification of critical issues, considerations and questions in relation to the Library. Seven overarching critical issues and considerations were identified. These include:

- People of Prince Albert;
- Library Scope and Resourcing;
- Technology, Collections and Otherwise;
- Library Trends;
- Other New Facilities;
- Our Facility – Why We Need to Think Now; and
- In the Future.

This process led to the development of nine interconnected Strategic Action Areas that include Key Goals and Actions. Upon further feedback from the Working Group and Board, the nine Strategic Action Areas were reduced to five. Further prioritizations of Key Goals were also identified by participants and are summarized on Page 8 of this document.

Specific details about methods used, discussions and the original nine Key Action Areas, Goals and Actions have been included in a separate summary report, *JMCPL 10 Year Strategic Action Plan 2019-2029- Belonging, Learning and Experiencing Together Strategic Planning Session November 17 and 18, 2018 – Summary Report*. This report is intended to help guide Senior Administration in developing work plans by summarizing the comments from the planning session.

## **2.2 KEY ACTION AREAS, VISION STATEMENTS, AND GOALS**

The five identified **Key Action Areas** are deemed to be relevant, realistic and relatable – from both a governance and administrative perspective. Cultural significance is an important aspect in the community and something the Library recognizes and continues to incorporate in the space and through its delivery of programs and services. **Cultural significance** is an overarching theme that has been incorporated into all of the Key Action Areas.

Within this Strategic Plan, each **Key Action Area** includes a **Vision Statement** and **Goals**. From here, these Vision Statements and Goals are translated to Action Plans intended for Senior Administration and Board Members to discuss and implement. The **Key Action Areas** and their respective **Vision Statements** and **Goals** are included below.

	KEY ACTION AREAS	VISION STATEMENTS	GOALS
1	<b>Research, Development and Measurement</b>	<i>Dynamic research tools ensure the library evolves with the community's needs</i>	<p><b>Goal 1.1:</b> Actively listen to and involve the community to identify future directions for library services and facilities</p> <p><b>Goal 1.2:</b> Develop and refine research tools that guide the library's efforts to adapt and maintain relevance</p>
2	<b>Facilities and Programs</b>	<i>The Library is a cornerstone of the cultural and educational structure of our community</i>	<p><b>Goal 2.1:</b> Develop current and future library spaces that are safe, accessible, inclusive, and welcoming</p> <p><b>Goal 2.2:</b> Continue to provide and identify new programming and service opportunities</p> <p><b>Goal 2.3:</b> To ensure timely access to a high quality relevant collection including books, digital resources, and other materials</p>
3	<b>Fiscal Sustainability</b>	<i>The Library has predictable and stable funding sources to sustain and develop library services</i>	<p><b>Goal 3.1:</b> Establish a consistent long-range budget forecasting and monitoring system</p> <p><b>Goal 3.2:</b> Develop alternative funding streams</p>
4	<b>Governance</b>	<i>The Trustees and Administration work as a team to serve the public.</i>	<p><b>Goal 4.1:</b> Work toward the development of a strong Library's Act that supports and protects the mandates of municipal libraries</p> <p><b>Goal 4.2:</b> Maintain effective governance including a strong, stable Board that provides leadership and oversight to Administration</p>
5	<b>Communications, Marketing and Partnerships</b>	<i>The Library has a marketing and engagement plan that aligns with our values and can also adapt and change as relevant to the community.</i>	<p><b>Goal 5.1:</b> Develop and strengthen marketing and communications strategies targeting Prince Albert and area</p> <p><b>Goal 5.2:</b> Continue to be an organization that exhibits inclusiveness, sharing and ability to open minds</p> <p><b>Goal 5.3:</b> Continue to establish strong connections with other agencies to develop future opportunities by developing positive and progressive partnerships</p>

### **2.3 MONITORING AND REPORTING**

Successful implementation of this Plan will depend on whether the Key Action Areas, Goals and resulting Actions can guide future decisions in a variety of contexts over the next five to ten years. This living, breathing Plan is developed to facilitate the development of Action Tables, with each Key Action Area having its own action tables, with an outline of the lead and potential partners, along with a timeline.

Part of the effective implementation of any plan is putting in place mechanisms to track progress toward the implementation of the Plan. The Library has a strong network of partners and allies. This Plan will be most successful when all Library stakeholders cooperate with their time, effort and resources to enhance the library system as a significant civic amenity and service. The City of Prince Albert can lead by example with engaged and informed residents to successfully guide the future along with professional assistance provided by skilled technicians.

Moving forward it will be important to develop detailed and specific success indicators as the Plan is implemented. Although the next steps in the following section are not yet fully defined, once the working groups are formed and begin implementation, this living, breathing Plan will be revisited often and will evolve as the working groups deem necessary.

### 3 EXPERIENCING TOGETHER - NEXT STEPS

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#### 3.1 FORWARD PLANNING

The Library is well poised to take some courageous next steps. Strategic Plans such as this are safe 'guides' as it is in the real actions that must take place off the pages of these documents where the highest risks are assumed. It requires courage, good will and committed intentions entrusted by the Library's Senior Leadership Team - included that of the Board, Administration and other key partners to see the Plan through to fruition.

***The library will be established as a cornerstone in the Prince Albert community to remain a vibrant and relevant civic organization.***

In order to work towards this statement, the Library Board and Administration will form smaller Working Groups to review the Key Goals and prioritize Actions to begin implementation. As identified in this Plan, this will include negotiations and approval from City Council. The community holds the fate of the Library in its hands – which has also been strongly articulated as a priority to understand better as part of this Plan.

The steps the Library takes today will require thoughtful discussions with key stakeholders and partners, a mindful focus on maintaining current levels of service to meet daily client needs, and a commitment to pursuing all options as the evidence provides and supports.

With the continued help of the working groups and the community over the next five years, the Prince Albert Public Library will be able to successfully provide and promote library services to meet the needs of every member of our community for years to come!