



Airdrie Public Library

Plan of Service

2008 - 2010

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Thank you to the Rocky Mountain House Library Board and Staff for their excellent format, which was adapted for this Plan of Service.

1. BACKGROUND

1.1 Plan of Service Purpose

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. This document provides a blueprint for addressing community needs.

The board, as trustees of the library set the strategic direction based on community need. The implementation of the final library plan rests solely with library.

In the development of this plan the following long term planning principles were followed:

- Planning is an integral part of management and leadership, not a fad.
- People support what they help create
- Defining our ideal vision for the future. If we have no clear idea of where we wish to go, than we can take any road we desire and hope we get somewhere.
- If you don't want anything to change, why bother to plan.
- Although developing a long term plan is an obvious first goal, the only true goal is ensuring its successful implementation.

1.2 Plan of Service Process

In July 2005, a comprehensive Needs Assessment, in the form of a focus group project, revealed seven significant recommendations. These recommendations were all addressed in the 2007 Plan of Service, but remain ongoing goals.

On April 14, 2007 the board and staff of the Airdrie Public Library participated in a planning workshop that was not restricted to a plan of service but included aspects of governance, strategic alliances and strategic positioning. The 2007 City of Airdrie Strategic Plan, based on a City Needs Assessment, provided background data. The *New Planning for Results* provided a guideline for Library Service Responses and three service responses were chosen: one major focus and two minor. A draft plan was completed.

In 2007, close to 300 customer service surveys were returned. Data and comments were compiled and analyzed. Further staff input was collected at a staff workshop in December 2007. The Board Plan of Service Committee used all this information at a final meeting in February 2008, to complete this plan.

1.3 Plan of Service Input

- Identified economical and social needs of the community
 - City of Airdrie Census Results 2007
 - City of Airdrie 2008 Strategic Plan
- 2005 Needs Assessment of library users and non-library users
- Board and Staff

Statement of Approval

June 24, 2008 Board Meeting

Plan of Service Motion (2008-2010):

***Judy Dufort** moved to approve the Airdrie Public Library 2008 – 2010 Plan of Service.*

*Seconded by **Brent Henry***

Carried.

2. VALUES/ GUIDING PRINCIPLES

2.1 Mission Statement

The Airdrie Public Library is a community centre of information, inspiration and imagination that is accessible to all.

2.2 Vision Statement

The Airdrie Public Library is known as a safe, friendly learning centre and is a destination of choice for all.

2.3 Values

The Airdrie Public Library Board demonstrates its passion for the Library and its possibilities by embracing these values:

Excellence and Accountability – *We strive for excellence, are committed to growth, improvement and success, and are fully accountable for our decisions and actions.*

Good Stewardship – *We are committed to being responsible stewards of the community's resources, and embrace the opportunity to be respected and contributing members of the community.*

Honesty and Integrity – *We conduct ourselves in a professional and ethical manner.*

Openness & Respect – *We demonstrate respect and openness in all of our interactions with each other, staff and all library stakeholders.*

Accessibility – *We are committed to ensuring the Airdrie Public Library is accessible to all.*

2.4 Commitment

The Board and staff of the library are embracing the future with a renewed sense of commitment to public service and access to information. Airdrie Public Library continues to strive to be the hub of the community, a public gathering place that fosters social interaction and intellectual discourse by providing access to information, inspiration and imagination.

3. LIBRARY PROFILE

3.1 Recent Library History

2006 to 2007

- Moved to newly renovated 10,500 sq. ft. facility located in a strip mall on Main Street, in Dec. 2005
- Increased open hours by 28% in 2006
- Lowered fines for adults from \$0.25 down to \$0.10, resulting in an across-the-board fee of \$0.10 in 2006
- City Council joined the Marigold Library System in January 2007
- Lowered cardholder fees: Individual moved to \$15 from \$20. Children 12 and under FREE. Added a 'new' youth card, \$5.
- Conversion to Dynix complete by August 2007: APL is now a full member of the provincial Resource sharing network.
- APL cardholders now have access to an online library catalogue (TRACpac) of three million items.

3.2 History

- Airdrie Municipal Library officially began on December 6th, 1971 in a 13 x 15 room in the RCMP Building
- 1972 moved to little white building, no plumbing and a concrete floor
- 1977 moved to the Town and Country Centre.
- 1992 APL moved to a new facility of 6800 sq. ft.

3.3 Library Clientele

- Airdrie Public Library (APL) serves a population of 31,512 (2007 municipal census).
- APL is now a member of Marigold Library System (Jan. 2007) and participates fully in resource sharing with all *The Regional Automation Consortium* (TRAC) members
- APL is also part of *The Alberta Library* (TAL) program which allows access to the collection by Alberta residents with a valid TAL card.
- Since the MD of Rockyview joined Marigold in the fall of 2007, APL now serves the residents of the MD. The MD catchment area, as determined by the City of Airdrie, is 7800 people. Currently, over 50% of all MD cardholders use APL as their home library.

3.4 Programs and Services

Airdrie Public Library offers a range of services and programs to serve a wide variety of age groups in the community. A non comprehensive selection includes:

Children

- 13 preschool literacy program sessions per week: BabyTime, ToddlerTime, StoryTime, Pajama Time
- Saturday Family Programs: 8 per year
- Author Visit Sessions: 8-12 per year
- Monthly Saturday 'Art of Children'
- Summer Reading Program for children ages 5 -12
- 8 Summer Preschool Literacy Programs per week

Teens

- Weekly Teen Type Discussion Group

- Teen Online Summer Book Club
- Monthly 'Teens After Hours in the Library', an activity evening open to students in grades 7 to 12

Adults

- Genealogy Workshops and Monthly Group Meetings
- Financial Planning, Debt workshops
- Monthly: Book Clubs (two)
- Weekly Chess Club
- Monthly Bethany Care Library Visit
- Seniors Computing Courses
- Brown bags and business seminars through Community Futures West
- ESL Program in partnership with RockyView Adult Education

Events

- Business After Hours in partnership with the Chamber of Commerce
- SRP Wind Up sponsored by local businesses
- July 1st Parade and Barbeque in partnership with the ButcherShoppe
- Art in the Library in partnership with Artists Guild of Airdrie: Art Change every 3 months.

3.5 Library Statistics

APL has struggled with intense growth over the past two years.

Indicators	2005	2006	End of 2007	% Growth/Increase over 2 Years
Cardholders	5668	6678	7363	30%
Circulation	90,984	123,144	141,758	56%
Program Attendance	3194	6490	9045	183%
Library Hours	Summer: 46 Winter: 52 Closed Mondays	Summer: 58 Winter: 62 Open 7 days a week.	Summer: 58 Winter: 62 Open 7 days a week.	27% 20%
Board Hours	244	267	417	71%
Volunteer Hours	124	477	729	488%
Staff Complement	7.76	8.73	14.1 *1.44 FTE were financed through staff grants	81%
Services	Access to only APL's collection /No access to offsite Library catalogue	Access to only APL's collection /No access to Library catalogue offsite	Access to 3 million strong TRAC collection through Marigold Library System/ Access to offsite online catalogue.	inestimable
Interlibrary Loan: IN	749	1055	8097 (6 months)	10,420 (end May 2008)
Interlibrary Loan: OUT	0	0	5003 (4.5 months)	7604 (end May 2008)
Reference Questions	Directional were included 14,800	Directional were included 11,800	No Directional included 15,400	4%
Public Internet Computers	8 Public Internet	7 Public Internet Computers	16 Public Internet	50%

4. NEEDS ASSESSMENT

APL relied on a variety of assessments to guide the development of this plan.

4.1 Situational Analysis

In a situational analysis an organization looks at its internal Strengths and areas where Growth is Needed and external Opportunities and Challenges.

STRENGTHS	GROWTH NEEDED
<ul style="list-style-type: none">• People• Chair commitment• Alliance with City of Airdrie• Partnerships i.e. Marigold, Province• Renovated library• Good board• Information Technology access for the community• Preschool literacy programs• Adaptive technology• Location of library• Volunteers• Staff expertise• Collaboration with community agencies	<ul style="list-style-type: none">• Managing growth• Collection• Succession planning• Increase staff• Parking• Community awareness of services• Marketing• Advocacy• Facility• Website• Training• Staff recruitment and retention• Board Orientation• Sponsorship• Fundraising

OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none">• Growth of the city• Marigold Regional System• Surrounding Municipal District• Corporate partnerships• School partnerships• City administration• Economic development of the city	<ul style="list-style-type: none">• Growth of the city• Serving the Municipal District• Library parking• Historical perception of the library• Funding and staffing• Time – board and staff• Alberta labour force

4.2 City of Airdrie Census Results 2007

Airdrie is a rapidly growing municipality. **Total Population (2007) 31,512**

- Total Population (2006) 29,035
- Rate of Change Since 2006 +8.53%
- Net Change Since 2006 2,477

Statistics derived from the Census based on the number of responses provided:

- Median Age Group is 30 - 34 years.
- Males outnumber females in 12 out of 17 age groups.
- Females outnumber males in age groups 25-29, 30-34, 45-49, 70-74 and 75+.
- 95% of Airdrie's population is under 65 years old.
- 30% is under 19 years old.
- 64% is between the ages of 19 to 64 years old.
- 5% is over the age of 65 years old.

Actual and Projected Population

2006	2007	2008	2009	2010
29,035	31,512	35,207	37,848	40,686

4.3 APL Public Library Annual Customer Satisfaction Survey

277 surveys from February, August, and November 2007. Scale 1 – 5.

A) Customer Satisfaction

- a. Library Staff 4.61
- b. Library Collection 3.79
- c. Information Services 4.54
- d. Library Facilities 4.61
- e. Electronic Resources 4.34
- f. Library Hours 4.34
- g. Overall Satisfaction 4.37

B) What percentage of people found what

- a. Yes 233 83 %
- b. No 11 4 %
- c. Partly 28 11%
- d. No Response: 5 2 %

4.4 City of Airdrie Strategic Plan

The City conducts its annual Citizen Satisfaction Survey and bi-annual Employee Satisfaction Surveys in January. This information, along with an environmental scan held in March of each year, provides a strong foundation for City Council's Strategic Planning sessions, which are conducted in April of each year. Participating in this process are members of Council and members from some of Council's boards, along with the City's Corporate Planning Team. This plan speaks to the concerns of Airdrie citizens, developed through a City needs assessment. The library looked for connections and areas that fit its mandate, as another opportunity to serve community needs and included these initiatives within their goals.

4.5 City of Airdrie Census Results 2007

Population Prediction according to a 2000 Growth Study was 33,579 in 2014. If the percentage increase of 8.53% from 2006 to 2007 is maintained, the 2008 actual population will be very close to the predicted 2014 total. When the new facility was built it was half the size recommended for a community this size; facility expansion will become more and more crucial as the population increases.

4.6 Your Citizens Speak: A Community Needs Assessment for the Airdrie Public Library Prepared by Pat Cavill Consulting in July 2005.

The results of this survey indicated that:

- There was a high satisfaction with the friendliness and competence of the library staff.
- There was a sense of importance of the library as a community service and public gathering place.
- There is a need to retain traditional services and strong collections of books as well as keeping-up-to-date with technology and electronic resources.
- There was a great deal of concern over the size of the library and the proposed new library.

5. RESPONDING TO THE NEEDS ASSESSMENT DATA: ONGOING

5.1 2005 Needs Assessment: Recommendations remain relevant and important.

The nine recommendations below were all addressed throughout 2006 and 2007, but continue to remain important to APL customers and funders, and therefore will guide the 2008 – 2010 Plan of Service. These recommendations have been updated and revised to reflect the changes from 2005 to the present and are included in the next section.

Recommendation One: Facility

The Library Board has taken a step forward in this regard with the renovated space of 10,500 sq. ft. in a downtown strip mall. The library moved to this new space in December 2005. Ergonomic concerns, as well as expanded staff work areas were addressed in 2006. The complete shelving reorganization in December 2007 maximized shelving capacity, but the current growth and popularity of the library cannot be sustained in the current facility much beyond 2009. Lack of parking remains a serious issue. Planning can be initiated in 2008 for something larger through consultation with City Council to identify possibilities for the future which consider the rapid growth of the city looking 10 years forward.

Recommendation Two: Web Access

Presentations and consultations with Council and City Staff, culminated in the City joining Marigold Library System. This move gave APL entry into the world of resource sharing, with the conversion to Dynix Library System. Cardholders are now able to access the library catalogue from work, home or school and have access to the 3 million strong TRACpac holdings.

Recommendation Three: Library Hours

Mondays were added to open days in 2006 and summer hours were not reduced other than the Sunday openings. However, increased library hours remain at the top of the list according to library surveys and will be addressed again in 2009.

Recommendation Four: Collection Development

A necessary and thorough deselection of the collection was undertaken in 2006 and 2007. Old, damaged, dated, and inaccurate items were removed, making room for a large increase of books and audiovisual made possible through The Government of Alberta Special Grant 2006, 2007 and through the City's allotment.

Joining Marigold has provided APL with the tools to raise the level of the materials collection in quantity, quality, and variety of formats. The huge increase in circulation indicates that the community is responding favourably to these measures. However, the lower satisfaction with the collection as evidenced by the customer service responses must continue to be addressed.

Recommendation Five: Programming

The three service responses targeted by the Board will guide program development. The library will continue to seek out possible partners and sponsors. The current high level of program offerings built up over 2006/07 for the preschool group, will continue. Adult, Seniors and Teen programs will be targeted for expansion in the current plan, based on connections with community partners and on the three chosen library service responses. Outreach must be in place in 2010 in order to continue to serve the growth of the City and the Library, as program space will be at capacity in 2009.

Recommendation Six: Staffing

APL remains understaffed, with a low FTE. The focus over the next 3 years will be to increase staffing levels, to hire highly qualified staff, to add professional staff, and to retain staff.

Recommendation Seven: Marketing

The Marketing Co-ordinator position is now a .65 FTE position. Marketing was targeted as an essential component of the 2008 – 2010 Plan of Service. A marketing objective has been included with every major goal in the current plan of service.

Marketing is sometimes confused with Advertising or promotion. The following delineation was thought to be important to include in this plan of service.

Public Relations and Promotion and Advertising:

- One-way communication
- Saying this is who we are, this is what we do, for whom and when. It is 'getting our message out'.
- It concentrates on what it is the library needs to say without any real consideration of what the target audience needs to hear.

Marketing

- Two-way dialogue with a target audience.
- Is asking who are you, what do you want, how can I best deliver it to you, tell you about it, and at what price?
- It is really just a coordinated plan for making sure that the organization delivers a service that is useful for the client.

Recommendation Eight: Continue the Dialogue

As the Needs Assessment report notes, there is a solid base of support within the community for the public library and its services. This can be nurtured and strengthened on a continuous basis. Going forward the library is continuing to develop and seek out community partnerships. This is seen as a method of attending to existing community needs, sharing costs, while maximizing expertise. Another formal Needs Assessment will be added to the current Plan of Service. The focus group approach of 2005 assessment is an excellent method of soliciting community input, sharing information, and offers a concrete way to report back to the community.

Recommendation Nine: Relationship with City Council

The Library Board Chair continues to meet informally with the Mayor to discuss concerns and issues regarding library services. Library staff provides two presentations to council per year and uses these opportunities to share successes in terms of serving the community, not just as a venue to 'ask for more funding'. Library staff have complied with all City finance, corporate planning, payroll, and HR requests. City staff are providing more information and additional reports to library staff, which enable them to do their jobs more efficiently.

6. OVERVIEW OF GOALS FOR 2008-10

6.1 Organization Operating Objectives

- To ensure there is an effective and efficient organization that is capable of carrying out the mandate and vision of the Airdrie Public Library.
- To provide, develop through trained staff and effective marketing, and finally evaluate Airdrie Public Library programs and services.
- Manage our financial and human resources in an effective and efficient manner.
- To develop strong and sustainable partnerships which contribute to the effective and efficient management of the Airdrie Public Library
- Ongoing assessment of Facility Needs.

6.2 Connecting to the City of Airdrie Strategic Plan

The Library will connect closely to three of the City's Six Strategic Priorities through collection, program or service development, as well as through operational initiatives. The chosen objectives:

Community Well-Being

Health care options, leisure opportunities and programs that enhance social well-being within Airdrie continue to be identified as concerns to our residents. These impact quality of life and public safety.

- Protect the environment
- Access to community health and social services
- Re-engage the citizens to foster a sense of ownership in 'my community'

Environment

Reducing Airdrie's environmental footprint is essential to the long-term sustainability of the community. Reducing waste and reliance on vehicles, conserving resources and monitoring air quality all contribute to a positive community image and a social responsibility, ensuring a viable future for Airdrie and its residents.

- Ensure environmental sustainability by managing our water resources wisely and minimizing our waste
- Host an eco-fair to promote environmental stewardship within the community
- Promote reduction of litter community-wide

The Library is uniquely placed to offer collections and programs to support this city initiative.

Organization Excellence

As the pace of Airdrie's growth continues, the capability of the administration to continue to provide the levels of service that our customers expect is increasingly difficult. The issues facing the City are becoming more complex, and the need to listen and consult with the customer in the decision-making process is vital. The Library is under the same stresses and will strive to meet the same objectives:

- Enhance or optimize service delivery
- Ensure sound fiscal stewardship

- Encourage initiatives that promote a positive, flexible work environment

6.2 Organizational, Community Service, and Operating Goals

- **GOAL #1: Destination of Choice**
- **GOAL #2: Customer Service**
- **GOAL #3: Facility Expansion**
- **GOAL #4: Governance**
- **GOAL #5: Partnerships**

6.3 Service Response Goals

The development of the Airdrie Public Library plan of service is based on *The New Planning for Results – A Streamline Approach* by Sandra Nelson.

The central concept is that a library should plan around service responses. A service response is defined as *what a library does for, or offers to the public in an effort to meet a set of well-defined community needs*.

The Airdrie Public Library board identified three key service response areas that should define its purpose over the next three years:

- **GOAL #6: Lifelong Learning**
- **GOAL #7: Basic Literacy**
- **GOAL #8: Information Literacy**

GOAL #1: DESTINATION OF CHOICE

GOAL: Destination of choice for the community –an accessible and visible public gathering place.

Research: Recent focus group research confirms that users see the need for the library as a public place for research, browsing and intellectual discourse (Cavill, 2000) - in effect, a ‘gathering place’. In addition, there is a move towards developing the library as the cornerstone or heart of the community that provides access to ‘everyone’, including and celebrating different cultures and languages. “If libraries are to serve any purpose in the coming decades . . . they will be gathering places for people who need people” (Sullivan, 2003).

Objective: The Library will provide a public meeting and gathering facility that is inviting, accessible and vital part of the community by focusing on facility needs, marketing, and through serving identified customer targets.

ACTION/ STRATEGY	RESPONSIBLE	RESOURCES	TIMELINE	SUCCESS - FILL IN AS COMPLETED
<u>FACILITY NEEDS</u>				
<p><i>To increase facility accessibility by providing additional parking for customers.</i></p> <p>Lobby the City for a staff parking lot developed to the east of the library for all Main St. Sq. businesses, leaving more room for customer parking in the main lot.</p>	Board, Council Reps	Main Street Sq. City Council	Lobby: 2008 Parking Lot Expansion: 2009	
<p><i>To increase facility visibility and to accessibility and to provide public gathering / discussion areas.</i></p> <p>Lobby the City for additional bike racks, public benches, and signage for the exterior of the facility.</p>	Board, Council Reps	Main Street Sq. City Council	2009	
<p><i>To increase facility accessibility and ease of use by providing interior signage.</i></p> <p>Research and purchase large, vibrant wall and stack signage indicating areas of the library and specific collections.</p>	Director and Staff	\$3000 (existing donations)	End 2008	
<p><i>To increase facility comfort by providing functional and comfortable furnishings.</i></p> <p>Comfortable rugged furniture for the children’s area. Comfortable armchairs and sofas at fireplace.</p>	Director and Staff Board: fund raising	\$3000 (existing donations) Fundraising: local furniture store	2009	
<p><i>To increase facility accessibility by increasing hours of opening.</i></p> <p>Survey users to establish optimum times for extra hours. Collect data from suggestion box and people counter.</p>	Director	2009 and 2010 Budget User Input Current data suggests adding M to Fr: 9-10am and Friday 5-7. Further input needed.	2009 2010	<p><i>To increase facility accessibility by increasing hours of opening.</i></p> <p>Survey users to establish optimum times for extra hours. Collect data from suggestion box & peoplecounter.</p>

IDENTIFIED TARGETS for 2008 - 2010

Teens, Seniors, those who are visually, learning and physically disabled.

<p><i>To attract and welcome teens by providing programming that is appealing to Teens, and by developing and defining a Teen area in the library.</i></p> <p>Develop contacts and a specific plan for reaching Teens and expanding Teen programs.</p> <p>-Targeted and sustained Marketing to Gr. 7 & 8 students to inform them about Teen programs and events. -Provide furniture, signage and display to identify a special teen area. -Offer after hours and online teen programs.</p> <p>Hire a designated Youth Librarian to develop children's and youth programming.</p>	<p>Director and Staff and Youth Partnership</p>	<p>-Teen Library Users -SRP staff members -Fundraising -Youth Partnership -Teachers -City Community Development Staff</p> <p>-2010 Budget</p>	<p>2008 and 2009</p> <p>2008</p> <p>2008, ongoing</p> <p>2010</p> <p>ongoing</p> <p>2010</p>	<p>-Interagency -School Visits/Posters -School Announce. -Email contacts</p>
<p><i>To attract and retain senior library cardholders by providing a comfortable and quiet environment and programs which appeal to seniors.</i></p> <p>Targeted and sustained Marketing to Senior's Lodges, Apartments, Over Fifty and Seniors Clubs and Centres to inform them about assistive technology, 9:00 am 'quieter hour' at the Library, LP collection, Seniors Computing, Visunet Services</p> <p>Introduce a 9am quieter time Senior's Coffee and a Newspaper Break.</p> <p>Expand Senior's Computer Courses to four sessions per calendar year.</p> <p>City of Airdrie Centennial Celebration: focus our involvement on events/collaborations connected with Seniors.</p>	<p>Director and Staff and Volunteers</p>	<p>Budget for an extra hour of opening every weekday.</p> <p>Volunteer Facilitators</p> <p>Library Representative on committee.</p>	<p>2009</p> <p>2009</p> <p>2008/09</p> <p>2008 and 2009</p>	<p>Low Vision Group : Daisy Reader Demo Night</p>
<p><i>To increase service and collection accessibility by providing a designated Assistive Technology Centre, with trained staff available for assistance.</i></p> <p>-Provide a Merlin Machine.</p> <p>-Provide a dedicated computer workstation with large monitor, peripherals, and software to assist those with special visual, learning, and physical needs.</p> <p>-Provide staff with adaptive technology training.</p>	<p>Director and Staff</p>	<p>-Fundraising -CAP grant funding</p>	<p>2008</p> <p>2008</p> <p>2008</p> <p>2008/09</p>	<p>Lions, Over Fifty Club: \$6500 Zoom Text and Kurzweil software, 2 adaptive keyboards, Special mouse. Merlin</p>

MARKETING: has been identified as a crucial area in connecting library programs, services and collections to the community. The 2008 budget provided a part-time position for this area. Website redevelopment was identified as the single most important aspect of the marketing plan. The first step is to develop excellent programs, services and collections. The next step is to let the community know that these resources are available to them, targeting this information to

<p><i>To develop Marketing Plan which identifies the most useful marketing strategies.</i></p> <p>Develop and present a 2008 - 2010 Marketing Plan. Add a targeted distribution pipeline for each year, focused on the entire community, including non-users. Implement the plan.</p> <p>Continue to inform the public and colleagues of programs, services and collections through a weekly Library Link Column in the local papers, through the Marigold Newsletter, through links to the City's website.</p> <p>Pursue a feature article in Airdrie Life</p> <p>Initiate a quarterly Library newsletter to communicate with our users.</p> <p>Develop a relationship with the Range (local radio)</p> <p>Create a revised, improved, and expanded APL website. Build in a maintenance plan.</p>	<p>Director Marketing Coord. Staff</p>	<p>Budget YCW Grant Position. P-T Marketing Coord. F-T Marketing Coord.</p> <p>-2009 budget -F/T Marketing /Fund Development Coordinator -Local Website Company -Staff Input</p>	<p>2007/ 08 Late 2008 Ongoing</p> <p>Ongoing</p> <p>2009</p> <p>2009</p> <p>2009</p> <p>2009</p>	<p>2008: - Completed Plan. Still need Distr. List. 2008: Advertised Magnetic Signs, Linked to City Website, City Connections, Airdrie Life, City E-Newsletter.</p>
<p><i>To identify marketing targets for areas of the collection that are being improved and expanded and implement a marketing plan to inform targets of the specific collection.</i></p> <p>Connect highlighted collections to Professional Displays and Signage and Library Link.</p> <p>Launch the expanded French World Language Collection; invite representatives (teachers, students, administrators) from Immersion schools and those that offer French.</p> <p>Develop a Music @ Your Library Campaign to inform Community and solicit donations to a Music CD Collection.</p> <p>Promote the expanded Large Print Collection to a wider audience in the senior and visually challenged community.</p> <p>Identify targets and launch the Language Learning Books on CD Collection.</p>	<p>Director Marketing Coord. Staff</p>		<p>Ongoing</p> <p>2009</p> <p>2009</p> <p>2010</p> <p>2010</p>	<p>2008: Purchased mobile display units.</p>

<p>Launch the World Languages Collection (APL and Multilingual Consortia) through the immigrant community, through links to ESL.</p> <p>Promote the updated & expanded YA Collection to Teens.</p> <p>Promote the expanded Consumer Health Resources to the community through Airdrie medical agencies.</p> <p>Launch the Environmental Collection in cooperation with the City's Environment Fair</p> <p>Promote our expanded business collection, and the Business E-resources through ABRC, Chamber of Commerce, Business After Hours</p>			<p>2010</p> <p>2008, ongoing</p> <p>2009</p> <p>2009</p> <p>2010</p>	
<p><i>To identify marketing targets for programs and implement a marketing plan to inform targets of the program offerings.</i></p> <p>Arrange and implement school visits to all elementary students in the community to inform them about the Library and the Summer Reading Program.</p> <p>Attend all Airdrie Resource Council Bimonthly Meetings and Interagency Quarterly Meetings to share information and resources.</p>	<p>Director Staff Summer Staff</p>		<p>Summer: 2008, 09, 10</p> <p>Ongoing</p>	<p>May, June 2008: reached 2000 students.</p>
<p><i>To develop and implement a marketing plan to inform the community regarding APL services.</i></p> <ul style="list-style-type: none"> -E-resources -Technology Tuesdays -Genealogy Expertise -Reference Staff Expertise and Scope -Readers Advisory: link to Fiction Collection 	<p>Director Marketing Coor. Staff</p>		<p>Ongoing</p> <p>2009</p> <p>2008</p> <p>2008</p> <p>2009</p> <p>2008</p>	

GOAL #2: CUSTOMER SERVICE

GOAL: Customer Service – will address the need to provide excellent customer service to the community.

Background: Excellent customer service begins with a firm knowledge of the needs of the community and with committed employees.

Objective: APL will provide efficient responsive service to their customers through knowledgeable and effective staff.

ACTION/ STRATEGY	RESPONSIBLE	RESOURCES	TIMELINE	SUCCESS - FILL IN AS COMPLETED
<p><i>APL will develop a fund raising campaign for technology initiatives that limit staff repetitive tasks, enabling them to spend more time serving customer's needs and ultimately reducing costs.</i></p> <p>Research and Define TICS Campaign: Technology Initiatives For Customer Service: Self checkout Public Wireless Network Discovery Station RFID/ Security</p>	<p>Board Director</p> <p>Director Staff</p>	<p>Community members with successful fund raising experience committed to assisting with the campaign.</p> <p>Marigold Technology Staff Expertise</p>	<p>2009-2010</p> <p>2009</p>	
<p><i>APL will conduct regular needs assessments and program evaluations to determine and assess customer satisfaction and needs.</i></p> <p>Conduct the Libraries Branch survey three times a year, gathering and interpreting data and using it to guide service.</p> <p>Purchase a gate counter and collect data to determine peak and slower times. Use this data to offer appropriate staffing numbers to serve customer and budget needs.</p> <p>-Solicit participant feedback for every regular program, analyze, and identify improvement opportunities. -Solicit customer feedback through a suggestion box, analyze, and identify improvement opportunities.</p> <p>Plan a major Facility Expansion needs assessment. Consider a combination of Focus Groups, Surveys, and Interviews.</p> <p>Conduct Facility Expansion Needs Assessment:</p>	<p>Director, Staff</p> <p>Consultant</p>	<p>Staff Time</p> <p>Budget</p> <p>Staff Time</p> <p>Budget</p>	<p>Ongoing</p> <p>2008 Ongoing</p> <p>Ongoing with annual assessment/ presentation to board. 2009</p> <p>2010 (Jan./Feb.)</p>	<p>February, July November</p> <p>Purchased and installed April 2008.</p>

ACTION/ STRATEGY	RESPONSIBLE	RESOURCES	TIMELINE	SUCCESS - FILL IN AS COMPLETED
<i>APL will commit to organizational excellence through recruiting, training and retaining qualified staff who are committed to their jobs, the organization, and to the customer.</i>				
Recruiting, Retention and Training				
Complete salary survey and develop a new salary grid which offers fair compensation in keeping with the current Alberta Job Market and Libraries in cities of similar size and demographics.	Board, Director	Budget, Time, HR Consultant	2008 for 2009 Budget	
Offer benefits for Part-time staff who work 25 hours and over.	Board, Director	Budget, Time, HR Consultant	2008 for 2009 Budget	
Adequate FTE to support significant growth: 24% increase in cardholders in the first 6 months of 2008. 49% increase in MD members in the same time period.	Board, Director	Budget, MD	Ongoing, as growth continues.	
Professional development and ongoing training opportunities: -Minimum of one professional development opportunity per staff member per year, connected to their needs. -Staff summary and reflection on their learning submitted for personnel file.	Director	Education Institute online courses, Local area workshops: Marigold, CPL, Onsite training using existing staff expertise	Ongoing	List EI courses, conferences, workshops, onsite training
Technology training: provide ongoing training to keep staff up-to-date on e-resources, assistive technology, ILS system (Moving from Dynix to Polaris in 2009).	Director, Staff	Marigold, TAL, Aroga Staff.	Ongoing	
Performance Management				
Develop a culture of agreed expectations, open communications and critical feedback; valuing and working on strengths. Redefine job descriptions to support organizational changes. Annual review of Individual Accountability statements including goals and objectives. Work on job development and structure incentives. Include formal and informal staff recognition. Coaching and support and formal performance reviews for staff members	Director Director Director, Coordinators, Staff Director, Coordinators, Staff Director, Coordinators, Staff	Staff in the 'right seats on the bus'.	Ongoing 2008 Ongoing 2009 Ongoing	
Organizational Development				
Restructure and expand leadership component to include a strong team of department heads, Hire staff with MLIS and teaching degrees.	Director	Budget, Salary Survey	2008, 2009, 2010	
Improve communication among all staff. Conduct Team Evaluation Survey twice a year.	Director, Staff		Ongoing	-Bimonthly coordinator meetings. -Provided every staff member with an email acct. and set up distribution lists. -3-5 full day

				staff meetings per year. -4 Ref/Circ meeting per year.
Succession planning: ensure organizational strength and continuity through recruitment, and assessment of current strengths. Create a succession plan.	Board, Director	Budget	2009	
Develop initiatives that take advantage of volunteer strengths and that assist staff with their workload. Expand the existing volunteer program through recruitment and through formalizing training / orientation. Partner with Bow Valley College to offer practicum placements for students interested in library work. Expand the current technical services volunteer program to further assist staff with clerical duties.	Director Staff	City of Airdrie Volunteer Coordinator Bow Valley Transitions Program	2009/2010 2008 ongoing 2008	

GOAL #3: FACILITY EXPANSION

GOAL: Current and future facilities expansion.

Research and Background: Airdrie’s new library, completed in 2005, was 929 sq. metres. Standards and Services for Member Libraries note the optimum size for a library serving a population of over 20,000 to be 1765 sq. metres. Airdrie’s current population is 31,512 and by 2010 is estimated to be 41,000. The shelving project completed at the end of 2007 maximized the shelving capacity. These shelves will be at capacity early in 2009. Program and Conference room usage was at capacity in 2007.

Objective: The library will plan and prepare for current and future growth.

ACTION STRATEGY	RESPONSIBLE	RESOURCES	TIMELINE	SUCCESS - FILL IN AS COMPLETED
FACILITY EXPANSION				
<p><i>Develop a viable plan for facility expansion, to ensure that current and future needs are addressed.</i></p> <p>-Organize visits to Alberta libraries in order to develop a vision and framework for facility expansion.</p> <p>-Form a committee to research alternatives:</p> <ul style="list-style-type: none"> - expanding current facility - moving to a larger facility - moving to a multi-use cultural facility - setting up a branch facility <p>-Prepare and deliver a needs assessment to solicit community input.</p> <p>-Communicate needs and plans to Council and Senior City staff.</p> <p>-Prepare expansion report with fundraising targets.</p>	Board	City Council, Senior City Staff, Community Funders, Library and Municipal Grants.	2008 – 2010	Red Deer, Okotoks, Spruce Grove
	Director		2008	
	Board		2009	
	Director		2009	
	Aldermen Reps on Board, Board Chair		2009	
	Board Facility Committee, Director, City Staff.		2010	

MANAGING GROWTH AND CROWDING, UNTIL FACILITY EXPANSION A REALITY

<p><i>Develop after-hours or offsite programming. Develop programs during 'less busy' hours to take advantage of facility.</i></p> <p>Deliver Teen/Youth Programs on Friday and Saturday nights.</p> <p>Cap registration numbers in individual Summer Reading Program sessions. Offer additional SRP sessions.</p> <p>Deliver Senior Programs weekday mornings as soon as the library opens or before the library opens.</p> <p>Deliver some preschool programs through outreach.</p>	<p>Director, Staff, Community Partners</p> <p>Director and Staff</p> <p>Director, Staff,</p> <p>Director and Staff</p>	<p>Community Partners, Trained Staff,</p> <p>Volunteer Facilitators</p> <p>Relationship with Daycares, Nurseries, and Day homes.</p>	<p>2008</p> <p>2008-2010</p> <p>2009</p> <p>2010</p>	<p>Partnership Established: Community Services (City), Community Links, Boys & Girls Club.</p>
<p><i>Increase facility accessibility and expand use of facility by increasing hours of opening.</i></p> <p>Survey users to establish optimum times for extra hours. Collect data from suggestion box and from people counter.</p>	<p>Director</p>	<p>2009 and 2010 Budget</p> <p>User Input</p>	<p>2009 2010</p>	
<p><i>Provide wireless access for library customers to allow them to bring their own laptops to the library (lack of space and budget prevents adding additional computer workstations to meet user demand)</i></p>	<p>Director Staff</p>	<p>Budget Marigold IT Staff APL IT Staff</p>	<p>2009</p>	

GOAL #4: BOARD DEVELOPMENT

GOAL: Effective governance, policy, budget and infrastructure to support library services.

Objective: The library will develop a strong and effective Board of Directors to drive and support the Library's growth.

<i>ACTION STRATEGY</i>	RESPONSIBLE	RESOURCES	TIMELINE	SUCCESS - FILL IN AS COMPLETED
<p><i>To foster proactive and regular communications with the City of Airdrie Council, City Team Leaders, and Airdrie's MLA and MP to ensure their continued support.</i></p> <p>Arrange three informal yearly visits with the Mayor and one yearly visit with Airdrie's MLA and MP.</p> <p>Regularly report Library goals and successes to City Council, through informal discussion and presentations to council.</p> <p>Support the Council Representatives on the Library Board through information-sharing and engagement.</p> <p>Present financial and strategic plans to City Council and Senior staff.</p> <p>Communicate regularly with the City staff supporting the Library operations. Submit required City reports in a timely manner.</p>	<p>Chair</p> <p>Council Representatives to Library and Chair</p> <p>Chair and Director</p> <p>Chair and Director</p> <p>Director</p>	<p>Time</p> <p>Regular spot on the Council Meeting Agenda</p> <p>Finance, HR, Payroll Team Leaders and staff.</p>	<p>Ongoing</p> <p>Monthly</p> <p>Monthly Board Meetings</p> <p>August: Finance September: Council</p>	<p>-Director's Report -Quarterly Statistics Report</p> <p>Monthly Finance Meetings, Regular HR Meetings</p>
<p><i>To ensure the effectiveness of the Board by maintaining continuity and developing the capacity of board members.</i></p> <p>Develop a Board succession plan</p> <p>Explore creating a Teen Board Member position .</p> <p>Actively recruit new board members and compile a prospective list of candidates to forward to Council.</p> <p>Strengthen the role of the Vice Chair.</p> <p>Encourage board cohesiveness by organizing one board team building / social event per year.</p>	<p>Board Committee</p> <p>Board Committee</p> <p>Board Committee</p> <p>Chair</p> <p>Board Committee</p>	<p>Board Expertise ALTA Website</p> <p>Library boards with Teen Members</p>	<p>2009</p> <p>2009</p> <p>Ongoing</p> <p>2009</p> <p>2008</p>	

GOAL #5: PARTNERSHIPS

GOAL: to address the need to pursue Partnerships and Community Involvement.

Objective: APL will continue to collaborate with community partners and to support existing community initiatives, in order to stay connected to community needs and to share knowledge and resources.

ACTION/ STRATEGY	RESPONSIBLE	RESOURCES	TIMELINE	SUCCESS - FILL IN AS COMPLETED
<p>City of Airdrie: connect to three of the City of Airdrie's 2008 Six Strategic Priorities: Community Well-Being, Organizational Excellence, Environment.</p> <p>Environment: included under Lifelong Learning Part of a Staff 'Environmentally Conscious' Initiative.</p> <p>Community Well-Being: included under Destination of Choice, Basic Literacy, Information Literacy and Lifelong Learning.</p> <p>Organizational Excellence included under Customer Service.</p>	Board Director Staff	-City Staff -Council Reps on Library Board -	2008 - 2010	2008: Staff Recycling and Turn It Off Campaign.
<p>Community Links: continue partnership and collaborate on upcoming literacy events and regular preschool literacy programs.</p>	Director Staff		Ongoing	2008: Collaborative BabyTime Programs: Year Round
<p>Community Futures West – continue to provide facility space and advertising for the Community Futures initiatives: Brown Bag lunches, Seminars and opportunity for Video Conferencing. Use this resource for staff training.</p>	Director Staff			
<p>Schools: *Identify one elementary school as a partner for the pilot project and work together to develop a plan for collaborative services and programs that meet student need. *Engender school support for promoting Teen Library events and services.</p> <ul style="list-style-type: none"> • Attend Interagency Meetings: Middle & High Schools, Youth Workers. • Attend Administrator Meeting Rockyview School Division • Attend Staff Meeting of Chosen School and promote the initiative. 	Director Staff	School Administration and Staff	2010 2008 2009 2010	Attended Interagency June 2008. May 08: Two schools signed up for Oct. 08 Jr. High Author Visits, Two HS counselors promoted summer Teens After Hours to Gr. 9 Classes.
<p>Chamber of Commerce: continue to attend monthly luncheons, connect to Chamber initiatives, and market APL to the business community.</p> <p>Host Business After Hours at the library.</p>	Board Director Staff	Chamber Directors and Staff	Ongoing 2009, 2010	

<p>Airdrie Business Resource Centre: Participate in ABRC's Strategic Planning Process to help redefine the group's mission and scope.</p> <p>Develop Business Collection and Offer business database training to Staff</p> <p>Serve as a location for the revitalized ABRC, and offer a Multimedia Workstation with advanced capabilities to serve customers' career and business needs.</p> <p>Other objectives as determined by the final ABRC Strategic Plan to be released in the Fall of 2008.</p>	<p>Director Staff</p>	<p>Partners: City of Airdrie, Community Futures Bow Valley College, Alberta Agriculture, Chamber, Alberta Economic Development</p> <p>TAL, Marigold</p> <p>ABRC Strategic Planning Committee</p>	<p>2008</p> <p>Ongoing</p> <p>2009</p> <p>Ongoing</p>	<p>April-June 08</p> <p>2008: Business Bks on CD Collection Established TAL training June 08</p>
<p>Local Service Clubs: Explore funding partnerships that fit club profile or interest:</p> <ul style="list-style-type: none"> • Lions Club: Assistive Technology Initiative (Vision) • Rotary Club: Music @ Your Library Initiative • Legion: Technology Initiative to Improve Customer Service (TICS) project. Identify other groups for this project. 	<p>Board, Staff, Director</p>	<p>Service Club Directors</p>	<p>2008</p> <p>2009</p> <p>2009/2010</p>	<p>\$5000 Feb. 08</p>
<p>Youth Partnership</p> <p>Develop a proposal for a youth partnership which offers teens a welcoming, fun and safe gathering place that introduces them to the library and its services and connects them to community youth workers in a positive venue: Teens After Hours at the Library</p> <p>Work together to develop and expand the program.</p> <p>Hire Youth Librarian/ Youth Community Leader as part of the partnership.</p> <p><i>Background: Youth were targeted in the 2003 Community Assessment as a demographic in need of attention. The community continues to work with youth to reduce vandalism and increase positive interactions with adults.</i></p>	<p>Director Staff</p>	<p>Partners: City of Airdrie, Boys and Girls Club, RCMP, Community Links, mPower Youth Mentoring</p> <p>Budget , Grants, Time</p> <p>Grants: FCSS, YCW</p>	<p>2008</p> <p>2009</p> <p>2010</p>	<p>*Proposal sent out to Partners: May 2008. *Positive response from all groups. *\$2500 received from Antivandalism Committee, June 2008</p>
<p>Rocky View Adult Education:</p> <p>Support their literacy initiatives through participation and through offering space and resources.</p> <ul style="list-style-type: none"> • Rhymes & Mimes initiative: staff training needed. • Host COW Bus • English as a Second Language (ESL) Classes • Enhance ESL AV and book collection. 	<p>Director Staff</p>	<p>RVAE Staff</p>	<p>Ongoing</p> <p>2009, 2010</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Staff training at April 2008 Staff meeting.</p>
<p>Support and participate in community events through attending and participating in meetings, developing library collection and staff as resources, and the facility as a space for components of these events:</p> <ul style="list-style-type: none"> • Airdrie Centennial 	<p>Board Director Staff</p>	<p>Budget</p>	<p>2008, 2009</p>	

<ul style="list-style-type: none"> • Over Fifty-Five Summer Games • Seniors Conference • July 1st Parade • National Family Week 			2009 2010 Annually Annually	
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GOAL #6: LIFELONG LEARNING

GOAL: Lifelong Learning – will address the need for self-directed personal growth and development opportunities

Objective: APL will address this goal through collection & program development, and service enhancement.

ACTION/STRATEGY	RESPONSIBLE	RESOURCES	TIMELINE	SUCCESS - FILL IN AS COMPLETED
<p>Collections: a library which provides lifelong learning services should provide and maintain an extensive collection of circulation materials on a wide variety of topics in which the public has a sustained interest. <i>Increase all formats in the physical collection, to the Excellent Level by 2010, to meet the top level of the Standards for Member Libraries in Alberta's Regional Library Systems. Currently APL's print collection is at the Essential Level, with audiovisual at the Enhanced Level.</i></p>				
<p>Assign each Reference Staff member responsibility for selection and deselection in several areas of the collection.</p> <p>Increase the selection of books & audio visual collections OVERALL</p> <p>-Increase targeted collections of special interest to the community: Graphic Novels, Gardening, Cooking, Landscape Design, Home Design, Environmental Collection, Beginner Reader Collection, Quick Reads, Technology, Business, Genealogy, French, Spanish, World Languages -Fill in gaps in the Nonfiction collection. Large number of gaps due to the small size of the collection. -Commit to ordering and promoting Canadian and Albertan authors, books, publishers.</p> <p>Determine further targets through analysis of the collection re Dynix Reports.</p> <p>-Offer an increased collection in DVD format, serving a self-instruction mode: for example, building raised garden beds, knitting, home renovations. -Add entertainment Children's, YA, Adult DVDs</p> <p>Downloadable Audio Collection (especially YA books)</p> <p>-Arrange the collection in easy to access blocks which encourage browsing, with a focus on display and signage. -Ongoing, ever changing displays arranged by Dewey number to encourage browsing.</p> <p>Develop and offer an eclectic music CD collection. Currently APL does not have a music collection or a shelving unit in which to display them.</p> <p>Purchase book/CD combination for a variety of 'teach yourself' topics: for example, playing an instrument, meditation, etc.</p>	<p>Director Staff</p>	<p>Marigold Staff Expertise Review Journals</p> <p>Multilingual Consortium</p> <p>New shelving includes display ends.</p> <p>Assistance from local musicians and Music Canada</p>	<p>2008</p> <p>Ongoing</p> <p>2008, ongoing</p> <p>2009</p> <p>2009</p> <p>2008 ongoing</p> <p>2010</p> <p>Ongoing</p> <p>2008, ongoing</p> <p>2009, 2010</p>	<p>Building French</p> <p>Trained and promoted e-resources: Heritage Quest, Ancestor. Purchased Family Tree Magazine</p> <p>2008: Displays are regularly developed and changed by Ref. Staff</p>

Services: a library which provides lifelong learning services should provide and maintain an extensive collection of World Wide Websites on topics of high interest to the public and provide technology opportunities which facilitate learning.				
Website Revision Project will include website links to vetted sites connecting to topics of high interest to APL customers.	Director Marketing Coor. Staff	2009 budget	2009, ongoing	
-Website Revision Project will include Technology Education Links: E-resources on Marigold Webpage, Technology tutorials (Beginner, Intermediate, Advanced), Digital Photography Instruction, Web Awareness and Internet Safety Links. Further links to be established by project lead and staff, based on community needs. -Website Revision Project will include Community Referral Links. -Website Revision Project will include a 'Kids Webpage', YA Webpage' and an 'Adult Webpage' with recreational and educational content for children, teens, and adults.		Budget	2009, ongoing	
Provide children's computers dedicated to educational games. Provide added computers to 'Purple Room', designating it as a part-time technology training room. Provide video conferencing educational programs of interest to community. *currently our partner provides business video conference programs	Director Staff	Budget Marigold (RISE project), Community Futures West (our partner)	2010 2009 2010	
Programs: a library which provides lifelong learning services should provide programs on identified topics of high interest to the community. NOTE: more investigation and needs assessments are needed to establish program offerings. Programs that are Partnership Driven will serve an identified need.				
Family -Provide family recreational programming. -Provide family educational programming: Examples: Parent Clicks,;Post Secondary Choices: a program from parents and their Teens -Pajama Time	Director Staff	Community Partners: massage therapist, teachers	2008 ongoing	2008: Sunday Cinema 2008: Pajama Time Pilot
Community -Develop programs and promote events that focus on the topic: Global Citizens -Staff initiative: APL 'Turn it OFF', Reuse, and Recycle campaign -Plan and encourage the use of inexpensive, recycled materials when planning crafts for programs -Develop, promote and celebrate Earth Day @ the Library -Connect to the city's Environment Fair and offer supporting programming. -Develop displays, events and promotion to celebrate Library Month and Freedom to Read.	Director Staff	 Media, City Council, Schools	2008, ongoing 2008, ongoing 2008, ongoing 2010 2009	-APL 'Turn it OFF', Reuse, and Recycle campaign -Preschool Literacy Story Time Crafts
Children Develop more programs for 9 – 11 year-olds to serve their identified lifelong learning needs and interests. -Book Club: Connect to Books with Creativity and an Activity.Example: Dear Canada, Harry Potter, Nate the Great -Science Alberta Kits to support curriculum	Director Staff	Community Partners: Artist Guild, other partners as identified	2009 ongoing	

<p>-Art Programs *Further programs as identified.</p>				<p>2008: Monthly Kids & Art Program</p>
<p>Teens Develop more programs for teens which serve their identified lifelong learning needs. Examples: -financial planning, job skills, music education. *Further programs as identified.</p>	<p>Director Staff</p>	<p>Community Partners: Royal Bank, Airdrie Employment Agency, Music Canada</p>	<p>2010</p>	<p>2008 Teen Summer Reading Club, Teens After Hours Events</p>
<p>Adults Develop a series of 'how to' programs as per identified interests and whenever possible connecting to volunteer facilitators. Examples: How to Make Wine, How to Write Wills, Digital Scrapbooking, How to Take Great Digital Photos, Writing Club, Health Issues, Wii Games Night *Further programs as identified.</p>	<p>Director Staff</p>	<p>Community Volunteers, Calgary health Region</p>	<p>2008 ongoing.</p>	<p>May 2008 Digital Scrapbooking, Organizing Digital Pictures, Writer in Residence Program, Row Your Own Boat (chronic pain)</p>

GOAL #7: BASIC LITERACY

GOAL: Basic Literacy - will address the need to read and perform other essential daily tasks.

Research:

Canadian Council on Learning: “In 2008, almost half of adult Canadians (48%) are estimated to be below the internationally accepted literacy standard for coping in a modern society. Due to demographic changes the proportion will remain virtually unchanged over the next two decades. That translates into profound problems both for individuals and for the country. Adults with low literacy are ill more often, experience more medication errors, have more workplace accidents, earn less and are more likely to die younger. Canada’s social and economic well-being, health and competitiveness are strongly linked to literacy. The impact of literacy upon health is striking when we consider that the number of senior citizens with low literacy skills will double to 6.2 million between today and 2031.”

<http://www.ccl-cca.ca/CCL/Newsroom/Releases/20080612ReadingtheFuture.htm>

Public Library Association: Research strongly supports involving young children in early literacy programs. A proactive approach to basic literacy involves offering preschool literacy programs which involve parents and children. “Emergent Literacy: is what children know about reading and writing before they can actually read or write. Young children’s emergent literacy skills are the building blocks for later reading and writing. Children learn these skills before they start school, beginning in infancy. From birth throughout the preschool years, children develop knowledge of spoken language, the sounds that form words, letters, writing and books. This is the beginning of the abilities that children need to be able to learn to read and write in school.”

<http://www.ala.org/ala/alsc/ecrr/ecrrhomepage.cfm>

Objective: APL will provide an environment, specialized materials, trained and sensitive staff, and access to technology to help people reach their basic personal literacy goals.

ACTION/ STRATEGY	RESPONSIBLE	RESOURCES	TIMELINE	SUCCESS - FILL IN AS COMPLETED
<p><i>Commit to a proactive approach to basic literacy by continuing to offer and improve preschool literacy programs: BabyTime, ToddlerTime, StoryTime and PajamaTime.</i></p> <p>Offer 10 -12 sessions/week per Fall, Winter, Spring Term Offer 8-10 sessions/week per Summer Term</p>	<p>Director Staff</p>	<p>Trained Staff Partner: Community Link</p>	<p>2008 -2010</p>	<p>Note number of classes and number of participants.</p> <p>Adjust existing evaluation form to measure literacy objectives.</p>
<p>Build a preschool literacy outreach program to reach dayhomes and daycares in the city.</p>	<p>Director Staff</p>	<p>Trained Staff SAIT: Library Technician Practicum</p>	<p>2010</p>	
<p>Increase the sensitivity and literacy expertise of preschool literacy staff through arranging Mother Goose training.</p>	<p>Director Staff</p>		<p>2008</p> <p>2009</p>	<p>One staff member.</p> <p>Two staff members.</p>

<p>Provide the time for self instruction or connect to training opportunities for all preschool literacy staff: "Every Child a Reader" Program through Public Library Association, ALA.</p> <p>Develop existing preschool literacy programs to include the basic tenets of 'Every Child a Reader' Program.</p>	<p>Director</p>	<p>PLA Website</p> <p>Education Institute Courses</p>	<p>2009</p> <p>2010</p>	<p>3 staff members</p>
<p>Develop an ESL collection focusing on audiovisual materials.</p> <p>Train staff and promote Auralog Software</p> <p>Communicate and market collection and developments to ESL Coordinator and ESL classes (ESL classes are run out of APL's Program Room)</p>	<p>Director Staff</p> <p>Staff</p> <p>Staff</p>	<p>ESL Coordinator</p> <p>Staff Expertise: collection development</p> <p>TAL</p> <p>Marketing Staff Position.</p>	<p>2008 – 2010 ongoing</p>	<p>Note # of CDs and DVDs at the end of each year. Check circulation.</p> <p>Survey ESL classes regarding use of resources and their individual improvements.</p>
<p>Develop basic literacy collection for those community members who have not had the opportunity to learn to read well: <i>Quick Reads</i> (specialized fiction and nonfiction), Special Magazines, Newspapers.</p> <p>Develop target businesses and City agencies for advertising literacy tutoring/assistance for those in need of it.</p> <p>Expand Books on CD collection, giving another venue for connecting with the written word.</p> <p>Develop a Marketing Strategy (sensitive approach) to inform a larger number of community members about the collection: Target Junior/ Senior high school students.</p>	<p>Director Marketing Coord. Staff</p>	<p>Rocky View Adult Education Staff and Volunteers.</p> <p>Staff Expertise: collection development</p> <p>Assign extra dollars to Marigold & APL Audiovisual line.</p> <p>Staff Expertise and Sensitivity Training.</p>	<p>2008-2010</p> <p>2008 – 2009</p> <p>2009</p>	<p>Note total number of resources available each year and circulation.</p> <p>Note total number of resources available each year and circulation.</p> <p>Note total number of staff and outreach targets who have received training/information.</p>
<p>Support Rocky View Adult Education's basic literacy initiative through identifying community parents with literacy needs through the Rhymes & Mimes Program.</p> <p>Provide training to staff to enable them to identify those community parents.</p>	<p>Staff</p> <p>Director</p>	<p>Rocky View Adult Education Director and Staff</p>	<p>2008 – 2010, ongoing.</p> <p>2008</p> <p>2009</p>	<p>Note number of referrals.</p> <p>Training: Apr. 9, Aug. 22, 2008</p> <p>Two Training sessions.</p>
<p>Increase the sensitivity and literacy expertise of preschool literacy staff through arranging Mother Goose training.</p>	<p>Director</p>		<p>2008</p> <p>2009</p>	<p>One staff member.</p> <p>Two staff members.</p>
<p>Collaborate with community partners and host the COW Bus Literacy Event to increase community awareness of the importance of preschool literacy.</p>	<p>Director Staff</p>	<p>Rocky View Adult Education, Community Links, Lutheran Church</p>	<p>2008</p> <p>2010</p>	<p>March 17</p>

Celebrate Family Literacy Day Event with a media blitz, storytelling by authors, local politicians and partners.	Board Director Staff	Rocky View Adult Education Elementary Schools City Council	January 2010	Tally number of participants.
Continue to offer and improve the SRP program for elementary students and the Online SRC for Teens. Focus on the goal of having students stay connected to reading through the summer.	Director Staff	YCW and STEP grants, Budget, Marigold Teachers, Schools	Tally number of students attending: 2008, 2009, 2010.	Note: 1400 students attended the SRP in 2007.
<u>Provide technology support for basic literacy:</u> Offer regular Kurzweil software and Aurolog staff training opportunities. Market Kurzweil Software as a basic literacy and ESL Support through outreach tutorials at schools and ESL classes. IT Staff member will train APL staff.	Director Staff	Aroga Assistive Technology Staff	2008 -2009 2008 - 2009	August 22, 2008 By the end of 2008: Checklist of trained Staff members.
Partner with one local elementary or middle school and develop a 'reading buddies' program.	Director Staff	Teachers/ School Library Personnel	2010	

GOAL #8: INFORMATION LITERACY

GOAL: Information Literacy – will address the needs for skills related to finding, evaluating and using information effectively.

Objective: APL will address this goal through providing training and instruction in skills related to using technology and to locating, evaluating, and using information resources of all types.

ACTION/ STRATEGY	RESPONSIBLE	RESOURCES	TIMELINE	SUCCESS - FILL IN AS COMPLETED
<p><i>Provide access to information in a variety of formats and provide knowledgeable and technologically competent staff.</i></p> <p>Promote e-resources and use reference interviews and roving reference exchanges to provide library users with information and skills to use databases.</p> <p>Hire an info services staff member with a teaching background to train staff and to teach public courses.</p> <p>Develop an information services focus which stresses teaching the public to find and evaluate information over simply providing answers to questions.</p>	<p>Staff</p> <p>Director</p> <p>Director Staff</p>	<p>Database training and workshops through TAL and Marigold. APL Website</p> <p>Budget</p> <p>Staff Meetings: Developing a common vision of service.</p>	<p>Ongoing</p> <p>2009</p> <p>Ongoing</p>	<p>2008: 3 database training sessions offered to staff. Roving Reference staff log:</p>
<p>Offer public Internet/ Computer training and access.</p> <p>Train staff in and then practice Roving Reference; computer users have easy access to staff for questions and assistance.</p> <p>Develop and deliver a Technology Tutoring Program for individuals.</p> <p>Add links to basic computer tutorials on the APL website.</p>	<p>Director Staff</p> <p>Director Staff</p> <p>Staff</p>	<p>Education Institute Courses, Staff Meetings with designated training slots.</p> <p>IT and Reference Staff</p> <p>IT Staff</p>	<p>2008, ongoing</p> <p>2008</p> <p>2008/09</p>	<p>May 2008: All Reference Staff practicing Roving Ref.</p> <p>Winter 2008: Tech Tuesdays Not successful: repeat in Fall.</p>
<p>Expand the 7 station Purple Room to serve as a computer lab, available for teaching technology courses. Purchase three more computer workstations.</p>	<p>Director Staff</p>	<p>Budget</p>	<p>2008</p> <p>2009</p>	<p>9 public computer workstations.</p> <p>10 public computer workstations.</p>
<p>Purchase an LCD Projector for use in teaching technology courses.</p>	<p>Director Staff</p>	<p>Budget</p>	<p>2008</p>	<p>Received.</p>

Develop and deliver 3 basic technology courses for beginners: small group. Expand the training to 2 more technology courses which serve intermediate users.	Director Staff	Staff Time Staff Time	2009 2010	May 2008: Photo Organizing Software
Add a Multi-media feature to the Assistive Technology Centre. Offer cd/dvd burning, downloading, photoshop, scanning etc Offer one-on-one public tutorials in resume writing, and assistance with multi-media technology.	Director Staff	Budget Training Librarian	2009 2010	
Provide Internet Literacy presentations: Media Awareness, Cyber Safety, Social Networking Sites.	Director Staff	Youth Program Partners Training Librarian	2009 2010Of	Teens After Hours: Mini Programs. Target Elementary Schools/ Parents
Provide staff and public training opportunities for our new ILS, Polaris. Purchase and install two Monitors at the Information Services Desk to promote ease and privacy for public training and reference services.	Director Staff Director	Marigold APL training staff Budget	Fall 2008, 2009 2009	
Promote the services of our partner, Community Futures. Develop a reciprocal arrangement with our ABRC partner, to organize library specific programming through their library-housed video conferencing equipment as well as through the RISE initiative and seek out and participate in more video conference training sessions. Consider: Teen SRC Conference Calls: Authors/ Other Teen Groups/ One Adult Focus: example, Writer's Groups One Children's Focus: example, Author Visit One Community Focus: example Storytelling	Director Staff	Staff Comm. Futures Marigold	2008 2009/10	4 Staff Training sessions complete.

7. CONCLUSION

By the end of 2010, what will it look like if Airdrie Public Library is doing well and excelling in meeting the needs of the community?

- Collections will move from Essential (end of 2007) to Enhanced to Excellent by the end of 2010, according to Standards for Member Libraries in Alberta's Regional Library Systems.
- Circulation will increase 40% from the beginning of 2008 to end of 2010.
- Number of Cardholders will increase 100% from beginning of 2008 to end of 2010.
- Program attendance will increase 50% from beginning of 2008 to end of 2010.
- The percentage of satisfactory Reference Interactions will increase by 30% from the beginning of 2008 to end of 2010.
- Fund raising goals will have been met and the ground work and planning for the new facility will be in place.