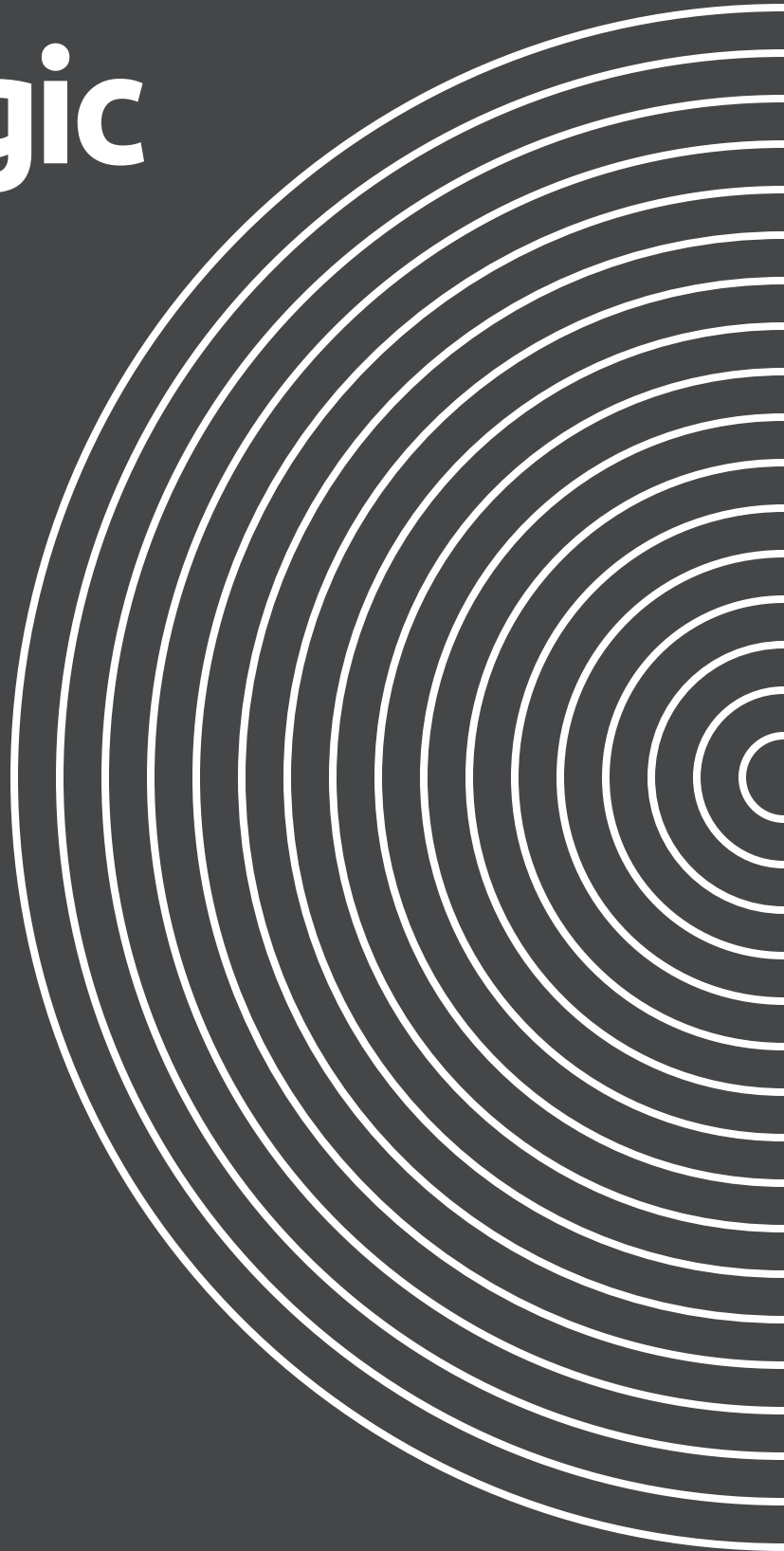


# Strategic Plan

2016–2021



**SASKATOON  
PUBLIC  
LIBRARY**



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Download a copy of our strategic plan and watch our video.

[saskatoonlibrary.ca/vision](http://saskatoonlibrary.ca/vision)



**SASKATOON  
PUBLIC  
LIBRARY**

[saskatoonlibrary.ca](http://saskatoonlibrary.ca)

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For over 100 years, Saskatoon Public Library (SPL) has built connections. On the surface, we connect citizens with worlds both real and imagined, past and present through our collections. But look a little deeper, and you'll see we are so much more.

More than books, today's libraries are people places. SPL contributes to increased literacies, social and cultural inclusion, connectivity, employability and civic engagement. Our Read for Reconciliation Program aims to connect Saskatoon's citizens with critical insight into one of the darkest periods in Canadian history — the legacy of our residential school system. Our Writer in Residence program connects professional writers with fresh ones looking to pen the next bestseller. Our computers connect people with job opportunities and the digital world. Our free programs — hundreds of them — connect individuals of all ages with knowledge, with entertainment and with each other. It is this last point that bears emphasis, because when the layers are all peeled away, this lies at the core of what we do: build and connect communities.

Any library worth its weight will have impressive collections, and SPL certainly fits this bill. But what makes a library system great is its ability to adapt and evolve alongside the communities it serves. Our city is changing. The influx of new Canadians

means SPL has a responsibility to ensure the programs we develop are culturally inclusive and meet increasingly diverse needs. Also changing is the role of libraries and library employees in the modern world. Libraries are anchors within their communities, treasured democratic spaces and, in many ways, the foundation of a healthy and vibrant city.

It was with these points in mind that we embarked on our 2016-2021 strategic plan. Charting a course for the next five years is a difficult task, especially with today's rapidly changing digital world transforming how we read, learn and interact. Over the next five years, we will be re-envisioning the library as a vibrant community builder that meets the 21st century needs of our citizens. We've set a bold new direction and are embarking on an ambitious plan for rejuvenation and growth. This strategic plan strikes an ideal balance between ambition and pragmatism, present and future. We welcome your feedback and ideas as we position SPL to play a central role in shaping Saskatoon.

Sincerely,

**Carol Cooley**

Director of Libraries & CEO

**Candice Grant**

Chair, Board of Trustees

# Vision



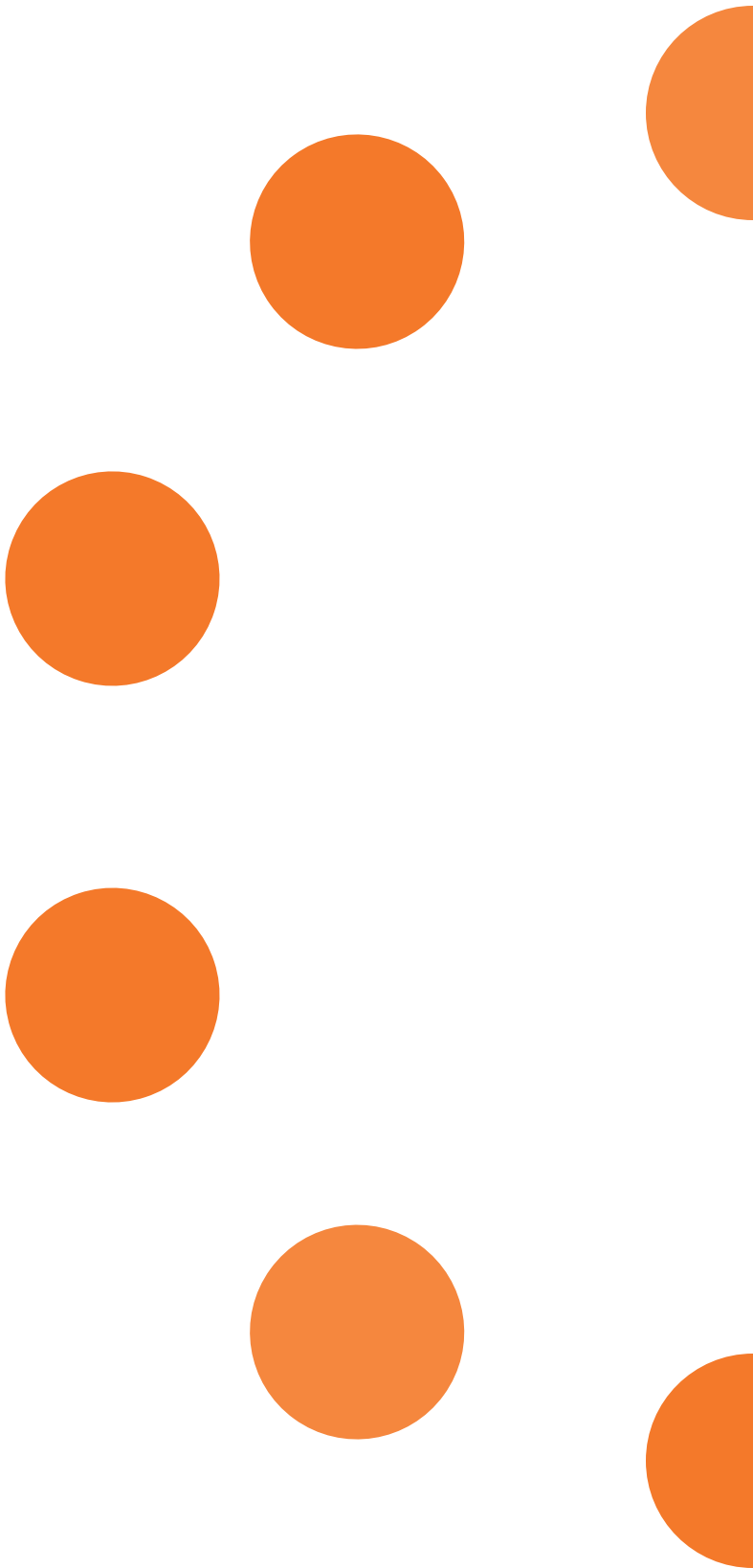
**We change lives  
through community  
connections,  
engagement and  
inclusivity.**

# Mission



**We enrich communities  
by inspiring discovery,  
curiosity and creativity  
through the sharing of  
spaces, experiences  
and ideas.**

# Values





## Intellectual Freedom

We support open and unrestricted access to information, and protect individual rights to privacy and choice without fear of censorship or discrimination.

## Free & Equitable Access

Everyone has equal access to library services regardless of age, gender, ethnicity, income, abilities or other barriers.

## Innovation

We embrace change and view challenges as opportunities to encourage creativity, experimentation and the generation of new ideas.

## Diversity & Inclusion

We strive to be a safe place and a safe place to be different, and reflect the diversity of Saskatoon's communities.

# Goals

**We aspire to be a vibrant library system capable of meeting and anticipating the needs of the citizens of Saskatoon. We will provide access to services, programs, collections, technology and spaces that respond to the needs of our diverse communities. Our work will have positive, direct and quantifiable economic and social impacts, demonstrating our integral role as a community builder.**

Over the next five years, we will focus on:

## Inspiring learning, discovery & creation

Inspiring learning, discovery and creation for all Saskatonians through access to information, tools, technology and support services designed to help people develop literacies.

## Honouring Indigenous perspectives

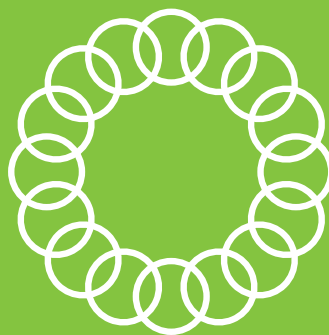
Honouring Indigenous perspectives and advocating for reconciliation with sustained, strategic and deliberate actions to promote healing and understanding in the community.

## Connecting communities

Connecting with our community by engaging in conversations and collaborative initiatives that create opportunities for growth, learning and enjoyment.

## Preparing for the future

Modernizing to become a more dynamic, agile and responsive organization where our future directions are informed by community consultations.





# Inspiring Learning, Discovery & Creation

SPL will contribute to the spirit of wonder, discovery and creativity of Saskatoon's citizens to foster a community of informed, engaged lifelong learners. We will provide space, technology and opportunities that support social inclusion, personal development, employability and civic engagement. We will develop innovative programs and enhance our collections to meet the educational and social needs that exist within our city. We will foster creativity, innovation and collaboration by providing access to information, tools, training, social connections, novel experiences and technology.

## Goal #1

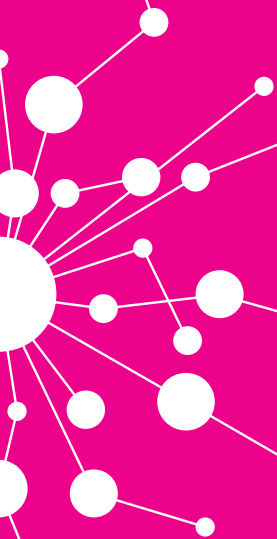
# Desired Impacts

More people in Saskatoon have access to a wide variety of technology to help bridge the digital divide.

Patrons have a high degree of satisfaction with SPL's collection, programs and services.

SPL is a leader in creating digital media and creation labs in Saskatoon.

SPL's programs, services, collections and digital resources are widely used.



# Objectives

## **Our programs offer opportunities that increase community knowledge & literacies.**

- Design and offer programs and services that build digital literacy.
- Provide programming for children and families that support literacy.
- Provide programming and services that contribute to high school completion, career planning and provide pathways towards post-secondary education.
- Develop partnerships that support the lifelong-learning interests for adults, including innovative partnerships with educational institutions.
- Provide services and support for English language learners.
- Offer programs and services in partnership with cultural organizations to foster cultural understanding.

## **Evolve our digital library experience.**

- Review public technology needs, identify trends and develop strategies to address those needs.
- Develop a plan to create public spaces that encourage innovation, learning and creativity through collective access to technology.
- Enhance our ability to provide service in a digital environment to create an improved patron experience.

## **Our physical & digital collections are current, diverse, responsive & heavily used.**

- Curate SPL's physical and digital collection to reflect the evolving needs of the community.
- Curate both vendor-supplied and in-house-developed digital resources.
- Provide opportunities to teach patrons how to use the technology available to them.





# Honouring Indigenous Perspectives

SPL will elevate Indigenous voices by promoting languages, cultures and history. We commit to being a leader in the realization of reconciliation in Saskatoon, and to connect with Indigenous communities in meaningful, respectful and inclusive ways. We will immerse our organization in cultural understanding and integrate Indigenous perspectives throughout our operations including the development of a new central library. This work will all be informed by our guiding principle: we are all Treaty people.

## Goal #2

# Desired Impacts

Indigenous organizations and leaders view SPL as a partner committed to Reconciliation.

SPL actively consults with community leaders and Elders.

SPL is working towards Indigenizing our organization.



# Objectives

## **Create an environment of inclusiveness to increase our success in serving Indigenous patrons by responding to the community.**

Respond in meaningful ways to the Truth and Reconciliation Commission's Calls to Action, the United Nations' Declaration on the Rights of Indigenous Peoples and the Government of Saskatchewan's Information is for Everyone report.

Consult with Indigenous community leaders and Elders to provide guidance.

Continue to participate as an active partner in Reconciliation Saskatoon.

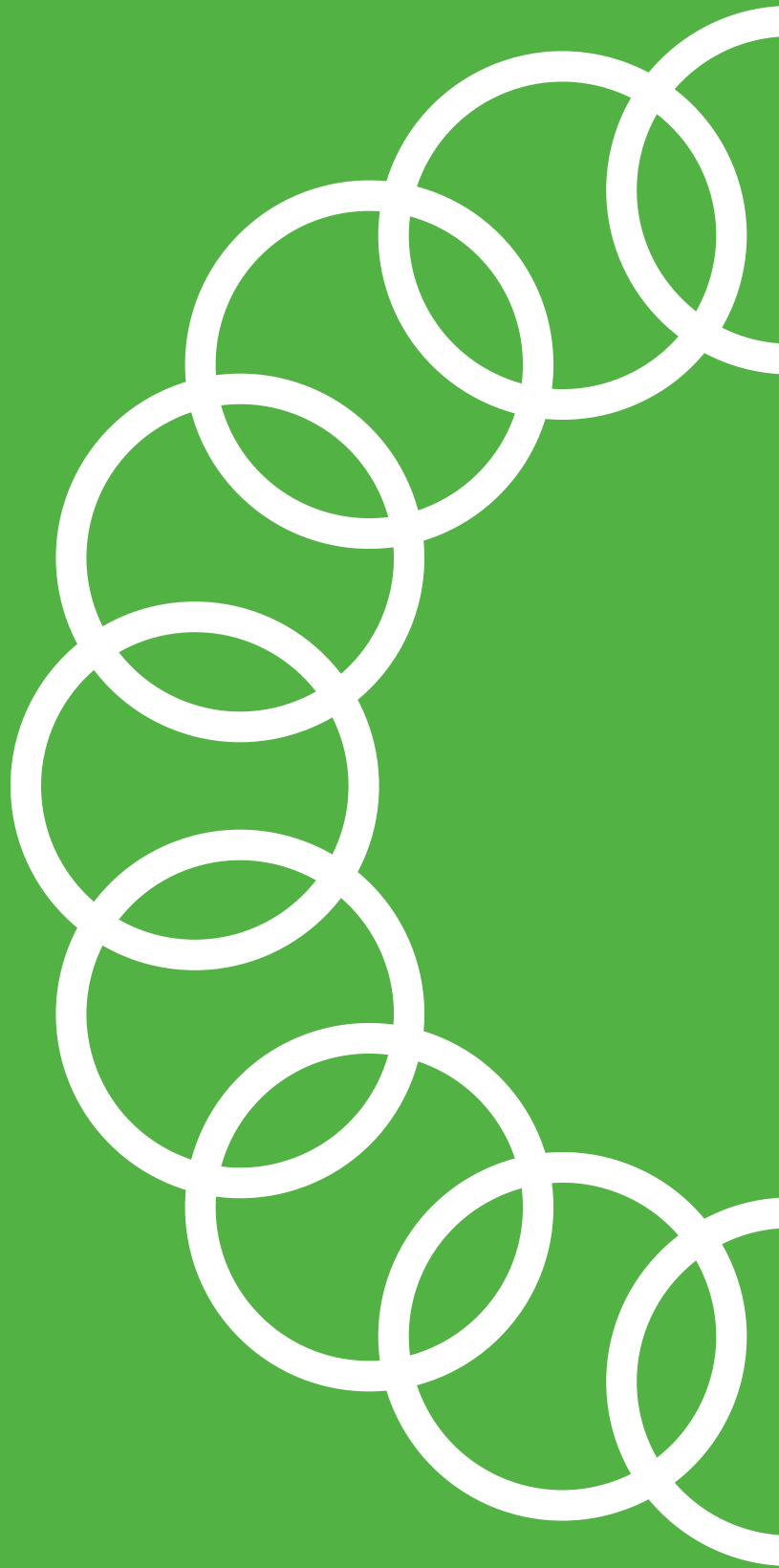
Grow SPL's collection of Indigenous materials and resources.

Develop programs and services to connect people to Indigenous histories, languages and culture.

## **Our corporate culture values Indigenous perspectives & workforce diversity.**

Introduce Indigenous understandings that inform SPL's business practices.

Explore opportunities to create an Elder-in-Residence program.



# Connecting Communities

SPL will play an integral role in making Saskatoon a connected, engaged and inclusive city. SPL locations are anchors within neighbourhoods. We are uniquely positioned to respond to the diverse needs of the communities in which we work today, and help shape the future of neighbourhoods tomorrow. We aim to provide inclusive places where ideas can incubate, learning is encouraged and community building is nurtured. We will create safe spaces where all individuals feel welcome — a gathering point for newcomers to Canada, a place where the free exchange of ideas and information thrives, and a community hub where connections are made. Working alongside our partners, we will engage the community to connect them with library services.

## Goal #3

# Desired Impacts

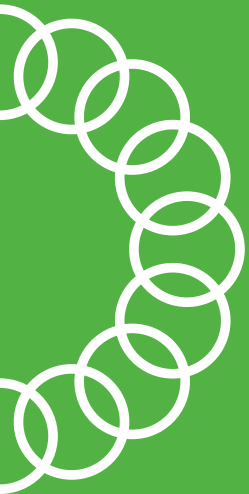
Public consultation drives service development.

SPL is considered a key partner by community organizations.

SPL is viewed by citizens as an essential service that contributes to a high quality of life in Saskatoon.

SPL is regarded as a respectful, inclusive and accessible place.

More Saskatonians are active SPL members.



# Objectives

## **We actively participate in community engagement initiatives to connect people to library services.**

Consult with and solicit feedback from citizens to gain a deeper understanding of what library services they want and need, and to identify strengths and gaps in our services.

Enhance outreach that supports the needs and interests of diverse communities.

Form strategic alliances with community partners that augment our ability to serve citizens.

Evaluate our programs to ensure they are successful and develop a plan to pilot new programs.

## **SPL spaces are welcoming hubs for the community to gather & create.**

Create respectful, inclusive and safe environments within SPL branches for all citizens to enjoy.

Renovate SPL branches to promote comfort, convenience and reflect the varied space needs of our patrons — from vibrant and collaborative to quiet and individual.

## **We reduce barriers to accessing library services.**

Identify barriers and develop service initiatives to reduce those barriers.

Achieve equity in operating hours among branches.

Modify physical spaces to improve accessibility.

Enhance relationships with newcomers to Canada to help people connect and settle comfortably within the community.

Explore alternate library service delivery models.





# Preparing for the Future

Building on the rich history and legacy of SPL we will focus our operations on the future. The role of libraries and the role of library employees in the modern world are changing. To deliver dynamic, agile and responsive library services we need to invest in the people who create and deliver services, providing them with the tools and data necessary to evaluate the needs of the community. In pursuit of public service excellence we will modernize our operations through consultation and collaboration with our employees. We will raise the profile of SPL in the community to ensure that citizens are aware of the breadth and depth of library services available. Further, in preparing for the future we will design a new central library that will help support the needs of the City of Saskatoon's growth plan.

## Goal #4

# Desired Impacts

SPL's workforce is confident in a technology-rich environment.

SPL is ready and able to assist patrons with a high level of service.

SPL's business processes represent industry best practices.

There is growing community support for a new central library.



# Objectives

## **Our workforce is prepared to meet the current & future needs of patrons using evidence-informed decision making.**

Update and modernize our job descriptions.

Ensure employees share a patron-centric approach to service.

Provide continuous learning opportunities for all employees in the areas of reference, research and technology support.

## **Our workforce programs & strategies support excellence & diversity.**

Build workforce capacity and agility to improve patron experience.

Ensure our policies and procedures support our operations.

Provide employees relevant and timely feedback to enhance performance.

Attract, develop and retain employees who are passionate and talented.

Develop a diverse workforce that is representative of Saskatoon's demographics.

## **Our business processes are modernized & our use of resources are optimized.**

Integrate continuous improvement principles into our daily operations.

Harness the power of existing and evolving technology to improve our ability to provide services to patrons.

Align our budget with our service model.

## **We are reaching, engaging & connecting with our community.**

Develop a planned approach to raise the awareness of SPL and the resources available to the Saskatoon community.

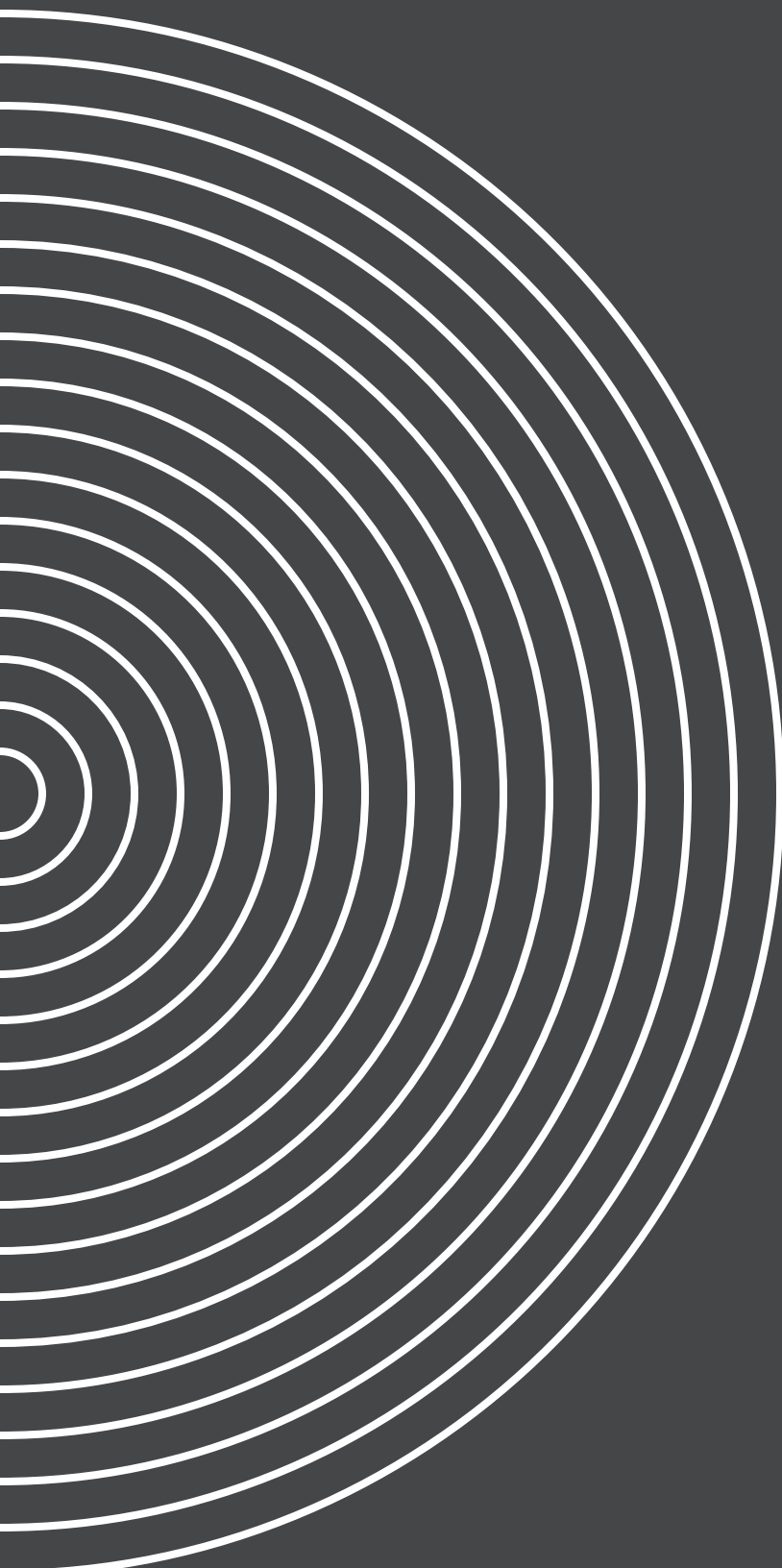
Implement an integrated patron feedback program.

## **The new central library program supports the modern needs of patrons across all aspects of daily life: from work & play to lifelong learning & community engagement.**

Create a program and business case for the development of a new central library.

Engage the public through consultation in the planning process.

Create a capital development plan.



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