



RPL SERVICE PLAN 2019 - 2021

RESPONDING TO COMMUNITY NEEDS

DECEMBER 2018



MESSAGE FROM THE RPL DIRECTOR & CEO

An inclusive community of discovery and learning.

That is the vision Regina Public Library has for our community. It's what we strive for in our services, programs, and offerings.

Our customers are our priority. Remaining responsive to our customers and community is key to ensuring we are a dynamic hub of literacy, lifelong learning, curiosity, and new ideas, integral to the social and economic vibrancy of Regina. We continue to serve Regina as it grows in size and diversity.

This plan provides an overview of the projects and services we will examine over the next three years. It draws from several sources, including best practice research, trends and ideas in library services, and feedback from our customers and staff.

The objectives listed in this plan focus on areas in which we can make changes or start anew. Our core lines of business will continue. This plan is a roadmap to improvement, within the context of community needs and RPL resources.

We are grateful to be part of a vibrant community that values the library as the gateway to equal and free access to information, community engagement, and a sense of belonging.

By focusing on our customers, we ensure that the library continues to play an important role in the lives of all in our community. I am confident that this document represents ways in which we can continue to make this happen.

Jeff Barber
Library Director & CEO

OUR VISION, MISSION AND VALUES

OUR HOPE FOR OUR COMMUNITY

An inclusive community of discovery and learning.

OUR VISION FOR RPL

We are a dynamic hub of literacy, learning, curiosity and new ideas, integral to the social and economic vibrancy of Regina. We inspire individuality, connection and diversity.

MISSION

Regina Public Library is a board-governed, integrated cultural organization that exists to provide opportunities for discovery and learning in an inclusive, customer-centered, and safe environment. Specifically, RPL offers:

- Free and open access to resources.
- Community space where people and ideas meet.
- Programs and services that support reading, curiosity, and discovery.
- Community opportunities that complement and strengthen the public library offering.

VALUES

- Inspiration - We cultivate and support the joy of reading, lifelong learning, and growth.
- Inclusion - We support physical, intellectual, and cultural access for all in a welcoming environment.
- Service - We seek to understand, anticipate, and serve the needs of our customers.
- Leadership - We are committed to the future of Regina and to strengthening our diverse community.
- Intellectual Freedom - We support intellectual freedom and endorse the Canadian Federation of Library Association's *Statement on Intellectual Freedom and Libraries*.
- Accountability and Sustainability - We are accountable to the Regina community.

SERVICE PLANNING AS PART OF STRATEGIC PLANNING

In late 2016 the Regina Public Library Board of Directors approved a strategic plan that identifies priorities and defines steps to achieve them. It charts the course to realize the high-level goals of the organization from a practical perspective, in the concrete delivery of services.

It also aids in ensuring that all work aligns with those strategic objectives.

This service plan further operationalizes the organization's strategic goals. It seeks to satisfy Objective 4.2 of the strategic plan, which calls for a focus on meeting customer needs to remain an integral part of the community.

That work takes shape through a continuous cycle that begins with evaluation and moves to service development, execution, review, and reporting. The process is complemented throughout with community and staff feedback.

BACKGROUND

In late 2017 and early 2018, RPL undertook an information gathering exercise called *RPL Inspires!*. The engagement process gathered feedback from Regina Public Library customers, non-users of the library, community partners, and staff.

From November 2017 to the end of January 2018, RPL conducted:

- An online survey;
- Six public focus groups;
- Nearly 80 interviews with non-users of the library; and
- A series of staff workshops and focus groups.

Nearly 1,000 Regina residents provided 2,539 comments about RPL services and future priorities.

The exercise uncovered that, while the degree to which individuals interact with RPL varies, there is universal agreement that RPL is a community asset, mandated to support learning and discovery.

RPL Inspires! listed seven key outcomes of library services: Community, Culture, Digital, Learning, Prosperity, Reading, and Well-being. RPL requested feedback from participants on all seven.

Clear direction from engagement participants suggested that RPL focus on four of seven areas:

- Reading: increased reading and literacy
- Community: stronger, more resilient communities
- Learning: helping everyone achieve their full potential
- Culture: cultural and creative enrichment

This feedback formed the foundation for the service planning process. Four cross-functional teams of employees and managers reviewed existing offerings, researched best practice and trends, and together identified recommendations for change to improve programs and services in each of these four areas.

This plan is a result of the efforts of the four staff outcome teams, and provides a roadmap to update and adapt our services to meet the wants and needs identified by staff and customers through *RPL Inspires!*. It outlines how we will achieve excellence by directing available resources to the priorities the community has identified.

FRAMEWORK

An outcomes model was chosen to align service planning with RPL's strategic plan. Outcomes offer the opportunity to measure the library's progress from the customer perspective, and they are centered on customers' needs.

Each goal and outcome listed below has been categorized under one of the four key points in RPL's mission statement. Each aligns with the values and vision of Regina Public Library.

Each outcome statement is followed by a list of strategic actions that have been recommended by the outcome teams as necessary for success. Each strategic action is accompanied by its target timeline, which can span one year or more. The strategic actions define the activity that the library will undertake to better meet customers' expectations.

The changes identified in this plan will be addressed over a three-year period (2019-2021). Subsequent changes or updates are expected, and will occur as the library evaluates its success throughout the three-year plan, and as staff, partners, and the community learn new ways to support library customers. While details of the plan may change, the intent and purpose will not.

This service plan is another step forward in the evolution of customer-focused programs and services at Regina Public Library.

FREE AND OPEN ACCESS TO RESOURCES

Regina Public Library serves the community and provides programs and services that address its diverse needs. We strive to ensure that our offerings are readily available to all.

GOAL

All customers are welcome. Regina Public Library's inclusive service removes barriers to access.

OUTCOMES AND STRATEGIC ACTIONS

Customers experience increased opportunities to access library locations. The hours of operation are fine-tuned to better meet community needs. The library will:

- Evaluate the public holidays open hours pilot. (2019)
- Evaluate current hours of operation. (2019)

Customers enjoy greater access to public computers, with fewer restrictions. The library will:

- Evaluate the policies and restrictions on public access to the internet, computers, and printing in other urban libraries. Develop and implement a new service experience, and measure its success as required. (2019-2021)
- Expand laptop lending. (2019)
- Review computing services for children and families and develop new recommendations. (2019)
- Extend the hours of operation of the Digital Media Studio and offer additional digital programming. (2019)

Customers benefit from access to technology and digital services, designed to address social and economic inequality. The library will:

- Increase access to digital products and services. (2019-2020)
- Review, refine, and update the Literacy Café Project (language learning workstations at Glen Elm Branch and Central Library). (2020)
- Identify gaps and launch a pilot project to deliver digital services to organizations serving homeless and low-income families in downtown Regina. (2019)
- Review and audit the adopted Edge benchmarks (www.libraryedge.org). (2019)

Customers enjoy enhanced service, delivered by knowledgeable and welcoming staff throughout the organization. The library will:

- Increase staff time devoted to direct service delivery. (2019)
- Enhance training practices to include:
 - Customer service training for all front-line staff. (2019)
 - Collection-related duties – with a focus on sharing feedback and insight on customer needs, for select staff. (2019)
 - Early-learning knowledge, based on recent research, for select staff. (2019-2020)
 - Adult education theory and practice, for select staff. (2020)
 - Genealogical and historical research, for select staff. (2020)
 - Ensure digital competencies among staff are optimized. (2019-2021)
- Leverage the Tech Cohort, a group of staff with specific knowledge in this area, to support the digital services competencies of front-line staff. Further, the library will assess the need for a Digital Services Facilitator. (2019-2021)
- Adjust staff recruitment practices, job descriptions, and performance appraisals to address core customer service standards. This includes essential skills in technology, merchandizing, and readers' guidance, which will be required for front-line positions. (2019-2020)
- Pilot a project for dedicated staff presence at Dunlop's Sherwood Village Branch Gallery. (2020)

GOAL

Customers find physical and digital materials to pursue existing interests and discover new ones.

OUTCOMES AND STRATEGIC ACTIONS

Customers browse and find library materials of interest. The library will:

- Review and enhance its approach to merchandising to ensure consistency. Develop online promotional materials, such as reading lists, to increase product awareness, and aid staff in making reading recommendations to customers. (2019)
- Ensure display spaces, both digital and physical, reflect customers' interests in engaging and inviting ways. (2019-2020)
- Help customers browse and find books and resources in their areas of interest. (2019-2021)
- Better communicate the different formats available to customers, and create a seamless experience from browsing, to placing holds and borrowing, both online and in person. (2020)
- Ensure that the materials in our collections reflect customers' interests. (2020-2021)
- Establish and implement collection use assessment methods to understand customer borrowing needs. (2020-2021)

Customers understand how to use the library's systems to borrow materials that aren't immediately available. The library will:

- Review and enhance how customer suggestions are managed and tracked. (2019-2020)
- Deploy a strategy to raise awareness of the availability of local, digital, and Saskatchewan Integrated Library Services (SILS) resources, in order to meet customers' needs. (2019-2020)

Customers discover collections that reflect current trends and cultural and community events. The library will:

- Stock our shelves and displays with items that are of interest to the community. (2019-2021)
- Expand our collections to reflect and support trends, news, and local community events of interest to Regina. (2019-2021)

COMMUNITY SPACE WHERE PEOPLE AND IDEAS MEET

Regina Public Library is the living room of the community. We offer spaces in which all feel welcome, comfortable, and able to connect with friends, neighbours, and others over shared interests.

GOAL

Customers connect with each other over shared interests in Regina Public Library spaces.

OUTCOMES AND STRATEGIC ACTIONS

Customers use the library to connect with others who share their interests, by participating in free, fun, and convenient activities that require low commitment. The library will:

- Develop more ongoing programs, increase drop-in opportunities, and present fewer registered programs. (2019-2020)
- Host programs and activities designed to impart problem-solving skills including, but not limited to, creative, abstract, and design thinking. (2020)

Community members will enjoy easy access to free spaces. The library will:

- Create and launch a user-friendly, online booking and rental system for public access space to library locations. (2019)
- Analyze use of public spaces, review room rental policies and procedures, explore after-hours room booking processes, recommend improvements and work toward consistency in the room rental policy. (2019)
- Review and implement changes to technology in public library spaces, to ensure their features meet functional requirements. (2020-2021)

GOAL

Customers feel a sense of inclusion by participating in programs that draw upon community expertise.

OUTCOMES AND STRATEGIC ACTIONS

Community-facilitated programming empowers community members to design and lead activities at the Library. The library will:

- Develop and publish guidelines for community-facilitated programming. (2020)
- Ensure that customers can propose programs, both in person and online. (2020)
- Launch a platform on the RPL website on which customers find it easy to share information about programs with other customers. (2020)

GOAL

Customers benefit from attending programs designed to bring together people from different backgrounds and life stages.

OUTCOMES AND STRATEGIC ACTIONS

Customers participate in library programs that reflect Regina's growing diversity. The library will:

- Ensure that "Make & Create" activities throughout the organization are reflective of the cultural diversity of national and local populations. (2019-2021)
- Diversify and increase cultural opportunities to support social cohesion and inclusion, as well as ensure that programs provide avenues for connection to people in different socio-economic and cultural groups. (2019-2021)
 - Library programming will consider the needs of underserved communities. (2021)
 - Library programming will be part of a newly developed strategy to support inclusion for newcomers. (2021)
 - Library programming may be offered in multiple languages, including American Sign Language. (2021)
- Build on existing relationships and forge new partnerships with organizations that serve diverse communities in Regina (e.g., CNIB, Regina Open Door Society, Alzheimer Society of Saskatchewan, Inclusion Regina, etc.) (2019-2021)

Customers from all life stages and backgrounds feel welcome and comfortable participating in library programs. The library will:

- Continue to offer free or low-cost culture-related activities, to reduce barriers to entry. (2019)
- Develop a customer service accessibility strategy to meet the needs of customers living with disabilities. (2021)

GOAL

Customers benefit from a variety of opportunities offered at Regina Public Library to learn, share, and commit together to Truth and Reconciliation.

OUTCOMES AND STRATEGIC ACTIONS

Customers have access to Indigenous programming tied to reconciliation at all library locations. The library will:

- Create an Indigenous Services strategy. (2019)
- Lead, develop, and present programs in collaboration with Indigenous community leaders. (2019-2021)
- Train staff in facilitating and supporting respectful community conversations. (2019)
- Create a program series that offers participants the opportunity to make personal connections with each other. (2019)
- Work with partners to identify priorities from the Principles of Reconciliation and the Calls to Action that provide opportunities to meet the expectations of our customers and community. (2019-2020)
- Activate a summer student position to bring Indigenous language elements to summer programs for children. (2019-2021)
- Create a digital space that supports ongoing conversations among program participants. (2020)
- Evaluate the staffing model for Indigenous Services advisement and determine whether change is required. (2021)

Customers choose meaningful opportunities to deepen their understanding through shared community experience.

- Truth and Reconciliation programs will meet community needs through four distinct categories. (2019-2021)
 1. Featured programming, such as Small Business Week, Financial Literacy Month, and Writes of Spring, will include Indigenous elements.
 2. Information sharing and discussion.
 3. Traditional crafts.
 4. Sharing traditional knowledge.

Materials are readily available for customers to further their understanding of Truth and Reconciliation. The library will:

- Showcase Indigenous collections to increase awareness among staff and customers. (2019-2021)
- Build a Truth and Reconciliation collection of materials and resources, in consultation with both Indigenous advisors and the community. (2019-2021)

GOAL

Customers choose Regina Public Library's flexible spaces to engage in quiet, interactive, and collaborative activities.

OUTCOMES AND STRATEGIC ACTIONS

Customers will experience spaces that are designed to meet learning, reading, study, and collaboration needs. The library will:

- Review furniture and equipment needs, and implement changes to meet customer expectations for learning, study, collaboration, and quiet. (2019-2021)
- Investigate zoning and implement necessary changes to better meet diverse user expectations. (2020-2021)

OUTCOMES AND STRATEGIC ACTIONS

Families experience well-designed, play-based spaces at library locations. The library will:

- Conduct a customer-centered review of current branch family spaces. (2019)
- Undertake design processes to plan early learning spaces. (2020)
- Implement changes to space design as part of Branch Renewal. (2021)

PROGRAMS AND SERVICES THAT SUPPORT READING, CURIOSITY AND DISCOVERY

RPL programs offer engaging and interesting opportunities for all, from teaching seniors to use social media, singing songs with toddlers, or advising small business owners.

GOAL

Customers will have access to opportunities to develop literacy skills and abilities.

OUTCOMES AND STRATEGIC ACTIONS

Customers will benefit from innovative digital library initiatives. The library will:

- Deliver digital literacy programs for all ages at all library locations. (2019-2021)
- Deliver media literacy programs that leverage the Digital Media Studio resources. (2019-2021)
- Explore and activate partnership opportunities to expand STEAM programs for all ages. (2019-2020)

GOAL

Customers will experience high-impact programming and events.

OUTCOMES AND STRATEGIC ACTIONS

Customers will benefit from programs and services that connect them with professional creators. The library will:

- Partner with professional writers and creators to lead activities tied to lifelong learning. (2019-2021)
- Offer Artist-in-Residence and Writer-in Residence activities consistently tied to a community partnership, typically with another local cultural organization or school. (2020-2021)
- Increase customers' access to artists, writers, filmmakers, and other creators through presentations, talks, activities, and Artist-in-Residence open studio hours, and workshops. (2020-2021)

GOAL

Customers experience the joy of reading.

OUTCOMES AND STRATEGIC ACTIONS

Customers celebrate and share their love of books by accessing library reading programs, services, and collections. The library will:

- Promote reading as both an individual and social activity. (2019-2021)
- Encourage people to read more, and read widely, and give them opportunities to talk about books. (2019-2021)
- Offer programs that encourage socialization around books and reading. (2019-2021)
- Offer collections that promote sharing books and reading with family, friends and community. (2019-2021)
- Expand book club offerings and offer family book clubs at large branches. (2020-2021)

Customers experience the joy of reading more often by challenging themselves to read more books. The library will:

- Offer reading guides and challenges to help customers meet their reading goals. (2019-2021)

GOAL

Regina students, teachers, parents, and community organizations recognize the library as a trusted partner that supports student success.

OUTCOMES AND STRATEGIC ACTIONS

Customers use services, resources, and programs that support student success. The library will:

- Increase collaboration with other local cultural organizations and pursue deeper partnerships with local schools. This includes identifying curricular needs and interests with teachers, and developing library programs available to schools upon request, as well as increasing promotion in schools of reading and learning programs such as Level Up! and Summer Learning Contest. (2020-2021)
- Create a space on the RPL website for teachers and caregivers. (2020)
- Identify strategies and partnerships to ensure that all Regina students have a valid library card and know how and why to use it. (2020-2021)
- Plan, launch, and evaluate additional innovative programs like Cops and Readers, a children's program delivered in partnership with elementary schools and Regina Police Service. (2020-2021)

GOAL

Customers experience the library as an integrated cultural institution that provides access to culture for all.

OUTCOMES AND STRATEGIC ACTIONS

Customers from all life stages will have access to digital, visual, media, musical, maker, and other cultural experiences. The library will:

- Offer Dunlop Art Gallery programs to help visitors – particularly those ages 25 to 44 – actively engage and deepen their understanding and interest in culture. (2020)
- Deliver culture-based programs that provide opportunities for intergenerational contact, as well as programs that focus on meeting the needs of customers in all life stages. (2020)
- Increase its exhibition of the public art collection throughout the library system. (2020-2021)
- Offer an ongoing series that brings together musical performance and other cultural presentation, promoted as one program stream. (2021)
- Purposefully embed culture into its programs and services. (2020-2021)

GOAL

The community understands the importance of early literacy and seeks library resources and services to improve the long-term learning outcomes for children.

OUTCOMES AND STRATEGIC ACTIONS

Customers discovers opportunities to learn about early literacy. The library will:

- Identify current trends in early learning, and gaps in services for families by conducting environmental scanning and research. (2019-2020)
- Implement changes to early learning program delivery, including identifying suitable community locations, and reviewing the reach and impact of daycare services. (2019-2021)
- Review impact and reach of Read Together Regina, a long-standing early literacy initiative for new parents. (2020)
- Identify research partners to assist in the high-level evaluation of early learning outcomes of library programs. (2021)

GOAL

Customers use Prairie History Services to learn about the local and Indigenous history, and as a source of information for genealogical research.

OUTCOMES AND STRATEGIC ACTIONS

Customers access history collections, services, and resources (including staff) to learn and understand local and regional histories. The library will:

- Review and revise the selection policy for Prairie History collection development. (2019-2020)
- Work with partners to provide expertise and training to staff and customers. (2019-2021)
- Evaluate and enhance opportunities to raise awareness of Prairie History Services among customers and community partners. (2019-2021)

COMMUNITY OPPORTUNITIES THAT COMPLEMENT AND STRENGTHEN THE PUBLIC LIBRARY OFFERING

RPL is proud to be part of the Regina community. Our presence goes beyond our physical locations. We participate in and provide services at events and gatherings throughout the city.

GOAL

Customers recognize the library as a trusted community advisor that connects them to relevant and meaningful community resources.

OUTCOMES AND STRATEGIC ACTIONS

Customers will use Regina Public Library to access information about local services. The library will:

- Partner with other organizations to deliver services like Thrive Counselling, Sask Access to Justice, Service Canada, and Immunization Clinics at library locations. (2019-2021)
- Train staff in a comprehensive approach to reference services to customer services, to ensure they understand customer requests and are aware of their role in connecting library customers to external local resources. (2019-2020)

Customers benefit directly and indirectly from the library's relationship with its partners. The library will:

- Improve the partner database to ensure well-supported partnerships. (2019)
- Provide access to community services delivered by trusted and knowledgeable partners. (2019-2021)

GOAL

Customers can access library resources and services beyond physical library locations.

OUTCOMES AND STRATEGIC ACTIONS

Customers find library services and collections in public locations, including seniors' lodges, schools, splash pads, and play escapes, and at events such as farmers markets, and community gatherings. The library will:

- Consider purchase of a dedicated vehicle to support easy assembly of “pop-up” libraries throughout the city and to raise the profile of RPL at community events. (2021)

GOAL

Customers experience a vibrant downtown core, of which Central Library and its offerings are a key contributor.

OUTCOMES AND STRATEGIC ACTIONS

People who live and/or work downtown participate in events and programs at Central Library. The library will:

- Offer lunch-time programs that meet customers' expectations. (2020-2021)
- Entice downtown workforce to engage in evening events and programs after work. (2020-2021)

Customers who live and/or work downtown will enjoy a safe and welcoming experience at Central Library. The library will:

- Evaluate and enhance the experience of Central Library as a safe and welcoming location. (2019-2021)
- Increase programming that is relevant to the demographic groups who live and works downtown (e.g., seniors, millennials, professionals, etc.) (2019-2021)
- Review Central Library service space planning and conduct customer consultation in the process. (2020)

Customers from across the city will benefit from the library partnerships with downtown organizations. The library will:

- Work with downtown partners to further activate the area. (2019-2021)
- Increase collaborative programming efforts such as Orange Shirt Day, I Love Regina Day, etc. (2019-2021)
- Find unique opportunities to bring all Regina citizens to their Central Library. (2019-2021)

GOAL

Customers use professional, business, and career services at the library, where they are part of a community of learners.

OUTCOMES AND STRATEGIC ACTIONS

Customers use digital services to further their learning. The library will:

- Identify digital learning resources and opportunities to aid professional development, business, and career support. (2020-2021)
- Promote collections and services at professional, business, and career programs to showcase opportunities for further learning at the library. (2020-2021)

Customers use community-curated opportunities to connect physically and digitally with others who share their interests. The library will:

- Work with community partners to identify learning interest areas in which customers could connect and support each other. (2020)
- Identify and activate opportunities for customers to connect about shared learning interests. (2020-2021)

IN CLOSING

As you have read in the previous pages, much is in store for Regina Public Library. Our plans for the future are bold and exciting.

We embarked on this service planning effort to enhance how we serve our community. We put everything on the table, to determine how we could advance, modernize, and further refine our services so that they serve our community today, and prepare us well for the future.

As outlined in our strategic plan, at the core of our mandate lies the determination to meet customer needs, however they may evolve. We asked our customers to tell us what mattered to them, and that knowledge has guided our service planning process, shining light on the path forward.

We are thankful to our community, which continues to be our greatest source of inspiration, and we look forward to growing together.

If you have questions about service planning at Regina Public Library, please contact Marketing and Communications at 306.777.6037 or email mac@reginalibrary.ca