



**2024-2026**  
Strategic Plan  
of Service

## LAND ACKNOWLEDGEMENT

We acknowledge that Spruce Grove Public Library sits on Treaty 6 Territory and express gratitude and respect for the land we use with the pledge that this organization will actively work to end systemic racism, continue to participate in truth and reconciliation, and partner with our neighbouring First Nations—Paul, Michel, Alexander Cree, Alexis Nakota Sioux, Enoch Cree—to increase access to Indigenous materials and improve Indigenous programming, services, and resources in our community.



*Back (L to R): Jaret Capp, Councillor Dave Oldham, Tom Yeo, Jeff Tokar  
Front (L to R): Adam McArthur, Terry Mack, Sharon Shuya, Jocelyn Wilson  
Absent: Sacha Curran*

## Letter from the Board

The Spruce Grove Public Library (SGPL) is dedicated to organizational excellence, and the SGPL Board is proud of the incredible diversity and depth of expertise among our staff. It is through their hard work and commitment to the community—each and every day—that the library has provided a welcoming place that practices and promotes inclusion and encourages life-long learning for the past 5 years.

Looking to the future, we continue to strive for organization-wide improvements that directly benefit all who visit and use SGPL, including those who work and volunteer there. In addition to transparent governance and fiscal accountability, strategic planning is essential to ensure the library's ongoing success.

Early in 2023, City of Spruce Grove Library Board Trustees met to identify service priorities and develop a new 3-year plan for Spruce Grove Public Library (SGPL). Library boards in Alberta are responsible for creating this plan which is based on an assessment of community needs. In order to grow and change with our community, we need to understand where we are now and how best to identify what may lie ahead.

In the 2024-2026 SGPL Strategic Plan of Service (SPoS), the SGPL Board has identified progressive and responsive pillars, goals, and tactics for the library's ever-changing environment; pillars (areas of focused attention) support goals (desired changes over time) that are accomplished by tactics (specific activities related to pillars and goals) and measured by outcomes (key indicators and statistical data).

Consequently, the SPoS that follows provides clear direction for consistent achievement of excellent library experiences for our growing and diverse population of community members and visitors. Whether they are simply seeking a welcoming place to gather or accessing programs, services, and resources, the SGPL Director and team will be equipped and ready to respond to their needs.

We acknowledge that there will be instances when this plan needs to change due to unforeseen circumstances, and we will adapt along the way. Now, however, the SPoS is our best expression of how SGPL can best serve the community in the years to come.

Sincerely,

*Adam McArthur, Chair*

# Vision, Mission, and Values

The SGPL Strategic Plan of Service provides intentional direction that advances the library's vision, mission, and values; it is a roadmap that guides development and delivery of accessible programs, services, and resources while practicing and promoting adaptability in an ever-changing environment.

## Vision:

Curiosity, connections, learning, and belonging in a shared space

## Mission:

Create welcoming places

## Values:

### **BELONGING**

Judgement-free use of programs, services and resources that provide and support a welcoming place for all.

### **ACCESSIBILITY**

Barrier-free access to programs, services, and resources that practice and promote intellectual freedom for all.

### **CURIOSITY**

Unlimited encouragement to explore and discover what's new, forgotten, and familiar to you.

### **DIVERSITY, EQUITY, AND INCLUSION**

Unlimited opportunities to encounter and experience what is meaningful, enriching and representative of you .

### **INNOVATION**

Limitless commitment to and consideration of providing responsive and creative delivery of programs, services, and resources to the community.

### **LEADERSHIP**

Purposeful connections made and respectful actions taken for the betterment of the community.

Have more,  
do more,  
and be  
more.



# What We Heard

Demands on, and expectations of, SGPL are continuously increasing and evolving; long gone are the days when libraries served only as quiet repositories of books. Rather, SGPL is now a vibrant community space where all people are invited to connect, learn, and play without experiencing judgement or overcoming other barriers.

Based on what we heard during the plan building process, everything in this Strategic Plan of Service can be traced back to meeting the needs of the community that were identified through several surveys, consultation, and ideas generated by the members of the library board.

The overall consultation generated ideas from the community, and since the library board is charged with identifying the best path forward, some of the ideas that were generated are outlined in this plan, while other ideas are not included. Making this difficult choice is a role that is a key aspect of a governance board like a library board.

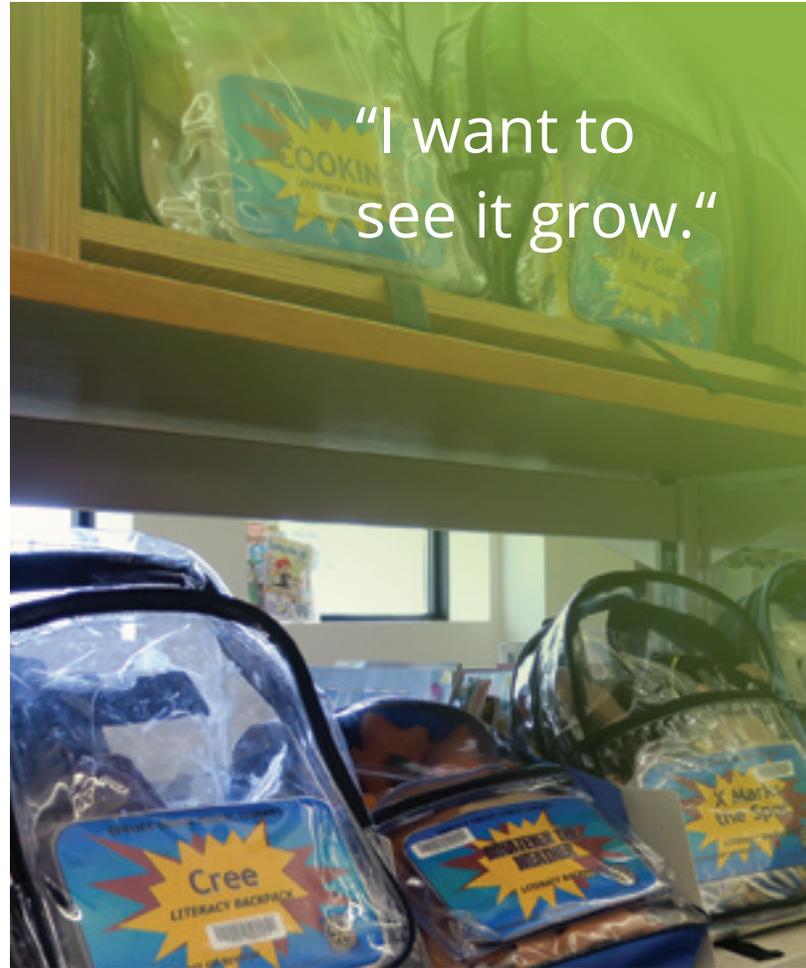
This plan sets out the long-term activity for SGPL. Below the level of this plan, library management is expected to identify how to achieve these goals and tactics, and to measure progress through the use of key performance indicators.

The library board also acknowledges that this Strategic Plan of Service is about change over time, and as such, there is a great deal of activity that occurs at an operational level in the library. That ongoing work is not part of any strategic plan, but more properly belongs in the library's business plan or operational plan.

## Summary

The Spruce Grove Public Library's 2024-2026 Strategic Plan of Service provides a roadmap that was developed by Board members and senior staff members. It is important that both Board and senior staff work together to achieve the priorities that are outlined in this plan.

Also important is the recognition that the external environment in which the library operates may shift. In response, this Strategic Plan of Service also may have to shift to remain relevant. As with any plan, regular reviews and updates will be important.



## Pillars, Goals, and Tactics and Measures:

**Priorities** that put the strategy into this **Strategic Plan of Service**

**PILLAR:** Key area of focus – the “why”

**GOAL:** Accomplishment – the “what”

**TACTIC:** Activity – the “how”

**MEASURE:** Outcome (the “how much”)

“I saved \$16,000 with my library card last year.”

**PILLAR:**

Provide and Sustain Collections, Programs, and Services that Respond to Community Need

**GOAL:**

Excellent collection, program, and service experienced by all.

**TACTICS:**

Collection development fundraising strategy;  
Partnership revitalization;  
Hospitality practice.

**MEASURES:**

Dollars raised, material purchased, and net borrower status;  
First-time participants and expanded reach at partner-based programs;  
Increased cardholders, circulation, and physical visitation numbers.

**PILLAR:**

Identify and Improve Diversity, Equity, and Inclusion in All We Do

**GOAL:**

Trusted opportunities, connections, and relationships with all.

**TACTICS:**

Indigenous presence, practices, and protocols;  
Accountable anti-racist and non-exclusive systems (policy, protocol, and procedure);  
Professional development requirements and available resources.

**MEASURES:**

Government and community Indigenous grant and program report requirements;  
Number of policies, protocols, and procedures updated with intentional changes;  
Number of hours spent at public events and on training and their resulting community connections. visitation numbers.



### **PILLAR:**

## Prepare for and Respond to Future Environmental and Infrastructure Needs

### **GOAL:**

Recognition as an influencer, accessibility advocate, and sustainability champion.

### **TACTICS:**

Promote “Library District” as an integral part of city centre;

Reliable safety-focused and non-judgmental systems (policy, protocol, and procedure);

Celebrate the Library as the source of facts and the place for information.

### **MEASURES:**

Identity established as “Library District” with reference to city centre amenities;

Number of policies, protocols, and procedures updated with intentional changes;

Responses to promotional campaigns, evaluations, and satisfaction surveys.

### **PILLAR:**

## Establish and Ensure Effective Governance that Encourages Organizational Excellence

### **GOAL:**

Recognition as a key community stakeholder and collaborative recipient of provincial and municipal funding.

### **TACTICS:**

Evaluate and improve Board effectiveness;

Expand advocacy through strengthened partnerships and community participation;

Successfully open a second library branch.

### **MEASURES:**

Assessment results identified in annual Board Effectiveness protocols;

Number of partnerships acquired and sustained as well as events attended;

Evaluation of success measures for Civic Centre.



35 Fifth Avenue

Spruce Grove, AB T7X 2C5

T: (780) 962-4423 | E: [library@sgpl.ca](mailto:library@sgpl.ca)