



2011 – 2015

# Vision 2015: A Plan of Service

For Marigold Library System

*Marigold cultivates a collaborative library community to support a range of responsive, quality library services.*

# Vision 2015: A Plan of Service for Marigold Library System

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# A. Introduction

This document outlines *Vision 2015: A Plan of Service for Marigold Library System*. Vision 2015 outlines a five-year strategic framework for Marigold Library System.

Marigold Library System is committed to a Plan of Service that responds to the needs of its members. To develop Vision 2015, Marigold Library System undertook the following steps:

1. Created a Marigold Ad Hoc Strategic Planning Committee to lead the planning process in 2010.
2. Collected Stakeholder Survey Results on the Current Situation and Future Directions (February, 2011).
3. Hosted a Community Planning Event (March 12<sup>th</sup>, 2011) with 50 participants.
4. Obtained staff input on the results of the March 12<sup>th</sup> Planning Event. Three feedback groups were held on March 21st; two with Marigold staff and one with member library managers.
5. Held a Goals and Objectives Workshop for the Ad Hoc Strategic Planning Committee on March 31st to review all input and develop the content for goals and objectives.
6. Developed the Draft Vision 2015: A Plan of Service for Marigold Library System.
7. Presented the Draft Vision 2015: A Plan of Service to Marigold Library System's Executive Committee (April 9, 2011).
8. Refined and finalized Vision 2015: A Plan of Service for presentation at the Annual General Meeting (April 19, 2011).
9. Presented Vision 2015: A Plan of Service at the Annual General Meeting (April 19, 2011).
10. Submitted Vision 2015: A Plan of Service to Alberta Municipal Affairs, Public Library Services Branch.

## Actions to be taken

1. Develop a business plan with specific actions as part of the budgeting process.
2. Implement the plan.

The following chart illustrates these steps:

### Developing A Responsive 2011-2015 Plan of Service For Marigold Library System



Marigold Library System staff are now developing action plans to ensure the goals and objectives established in Vision 2015: A Plan of Service can be realized in the 2011-2015 timeframe.

The following documents developed throughout the planning process can be found in the Appendices:

- a. Appendix 1: Marigold Stakeholder Survey on the Current Situation and Future Directions.
- b. Appendix 2: Marigold Environmental Scans
- c. Appendix 3: March 12<sup>th</sup> Planning Event “What Was Said” Overview
- d. Appendix 4: March 21<sup>st</sup> Staff Feedback Sessions Overview
- e. Appendix 5: Summary Sheets for Marigold Plan of Service, Service Areas

*Marigold Library System wishes to express its deep appreciation to all who participated in this planning process.*

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## B. Vision

**Leaders in library service and innovation.**

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## C. Mission

**Marigold cultivates a collaborative library community to support a range of responsive, quality library services.**

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## D. Values

**We value:**

- **Leadership**
- **Respect**
- **Responsiveness**
- **Communication**
- **Integrity**
- **Inclusiveness**
- **Accountability**

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## E. Expected Outcomes

During the various steps of Marigold’s strategic planning process, participants expressed the following expected outcomes for Marigold:

- Effective advocacy on behalf of the Marigold Community.<sup>1</sup>
- A regional network for communication and resource sharing.
- Investment in technological innovation to respond to community<sup>2</sup> needs.
- Partnerships to benefit the Marigold Community.
- Learning opportunities to support the Marigold Community in their ability to carry out their roles and responsibilities.
- Collections that support and reflect the diverse needs and interests of the community.
- Well-managed resources to ensure maximum benefit to member libraries.

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## F. Environmental Trends That Impact Marigold

The Marigold Stakeholder Survey on the Current Situation and Future Directions asked respondents to identify trends that will have an impact on Marigold Library System. The **three trends** most frequently mentioned by respondents relate to:

- Technological change.
- Demographics and community change.
- Funding trends for community services.

Other environmental trends identified by respondents were:

- Importance of partnerships and collaboration.
- Growth in demand for diverse library services, while retaining traditional library services.
- Challenges related to the costs of library services and funding levels for libraries.
- Challenges related to changing skill requirements and retention of library staff.

These trends were reviewed at Marigold Library System’s March 12<sup>th</sup> Strategic Planning Event. They are key factors that shape the context for the development of the 2011 - 2015 Plan of Service.

For a description of each of the trends, see Appendix 1: Marigold Stakeholder Survey on the Current Situation and Future Directions.

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<sup>1</sup> The Marigold Community refers to staff and volunteers from Marigold member libraries and municipalities, Marigold Board members, Marigold Headquarters staff and partners.

<sup>2</sup> Community (spelled with a small “c”) refers to a group of people who reside in a specific locality, who share a common cultural and historical heritage and/or who have a similar identity and interests. Everyone who uses the library is part of a community.

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## G. Marigold Service Focus for 2011 - 2015

Vision 2015 will address five service areas. These are:

- 1) Public Services** To provide efficient and cost effective services and support for member libraries, who in turn provide valuable public library programs and services for their communities.
- 2) Leadership and Representation** To represent and assist the Marigold Community to inform and to influence decision makers and stakeholders.
- 3) Technology** To provide the infrastructure to support member libraries' effective use of technology and their awareness of emerging technologies.
- 4) Training and Education** To provide training, professional development and access to resources to support Marigold Headquarters staff, member library staff and Board members in the maintenance, development and innovative application of their knowledge, skills and abilities.
- 5) Bibliographic Services** To provide the Marigold Community with timely and relevant resources.

*All five service areas are important to Marigold and member libraries; however, for the 2011-2015 timeframe, priority will be given to strengthening the Public Services and Leadership and Representation service areas. The goals and objectives of this Plan of Service reflect these priorities.*

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## H. Goals and Objectives for Vision 2015

Marigold Library System will pursue the following five goals in the 2011 - 2015 timeframe to achieve the expected outcomes.

SERVICE AREA	GOALS
<b>1 Public Services</b>	Marigold Community members will have a range of responsive library services and programs.
<b>2 Leadership and Representation</b>	Marigold Community members will have the leadership, support and tools to communicate effectively and to influence decision makers.
<b>3 Technology</b>	Member libraries will have IT infrastructure and technical support to effectively use technology to respond to community needs.
<b>4 Training and Education</b>	Marigold Headquarters staff, member library staff and Board members will have training opportunities and resources to develop the capacity <sup>3</sup> they need to effectively carry out their roles and responsibilities.
<b>5 Bibliographic Services</b>	Member libraries will receive cost effective and efficient support in the acquisition, processing and delivery of relevant resources.

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<sup>3</sup> Capacity is the knowledge skills and abilities needed to effectively undertake a specific task or responsibility.

**The following objectives define the strategies and performance measures that Marigold Library System will pursue to achieve these goals.**

The improvements, needs and opportunities identified in the Survey and Planning Event were used to develop these objectives. The Board will review the rate of progress with respect to these objectives on an annual basis.

## 1. Public Services

To provide efficient and cost effective services and support for member libraries, who in turn provide valuable public library programs and services for their communities.

<b>PUBLIC SERVICES GOAL</b>	<b>OBJECTIVES</b>
1. Marigold Community members will have a range of responsive library services and programs.	1.1: Each year, two formal consulting visits (in-person or videoconference) for each member library. 1.2: By 2013, two additional mechanisms in place for sharing best practices and programming information. 1.3: By 2014, a review of the system delivery of materials to member libraries and an action plan for next steps to increase efficiency. 1.4: By 2015, three new resources or programs to respond to the needs identified by member libraries. 1.5: By 2015, 50% increase in access to digital media for Marigold Community members. 1.6: By 2015, an improved and well-promoted Paperbacks-By-Mail Program.

## 2. Leadership and Representation

To represent and assist the Marigold Community to inform and to influence decision makers and stakeholders.

<b>LEADERSHIP AND REPRESENTATION GOAL</b>	<b>OBJECTIVES</b>
2. Marigold Community members will have the leadership, support and tools to communicate effectively and to influence decision makers.	2.1: By 2013, a website template for every member library and website development training for staff at every member library. 2.2: By 2013, a strategy to develop and foster partnerships. 2.3: By 2014, a communication audit for Marigold Library System Headquarters. 2.4: By 2014, re-branding of Marigold Library System. 2.5: By 2014, resources to support the Marigold Community in their advocacy initiatives. 2.6: By 2015, two tools to be refined and developed to effectively inform stakeholders and decision makers about Marigold Library System.

### 3. Technology

To provide the infrastructure to support member libraries' effective use of technology and their awareness of emerging technologies.

TECHNOLOGY GOAL	OBJECTIVES
3. Member libraries will have IT infrastructure and technical support to effectively use technology to respond to community needs.	3.1: Each year, one new or expanded technology application to respond to needs within the Marigold Community.  3.2: By 2014, after-hours IT support increased to 20 hours per week.  3.3: By 2015, 10% increase in technical training opportunities offered to member libraries using a variety of delivery methods.

## 4. Training and Education

To provide training, professional development and access to resources to support Marigold Headquarters staff, member library staff and Board members in the maintenance, development and innovative application of their knowledge, skills and abilities.

<b>TRAINING AND EDUCATION GOAL</b>	<b>OBJECTIVES</b>
4. Marigold Headquarters staff, member library staff and Board members will have training opportunities and resources to develop the capacity they need to effectively carry out their roles and responsibilities.	4.1: Each year, 10% increase in training opportunities for member library staff and board members using a variety of delivery methods.  4.2: Each year, one new learning opportunity for Marigold Headquarters staff.

## 5. Bibliographic Services

To provide Marigold Community with timely and relevant resources.

<b>BIBLIOGRAPHIC SERVICES GOAL</b>	<b>OBJECTIVES</b>
5. Member libraries will receive cost effective and efficient support in the acquisition, processing and delivery of relevant resources.	5.1: Each year, an assessment of the relevance and cost effectiveness of e-resources to ensure maximum benefit to the Marigold Community.  5.2: By 2015, time reduced by 1/3 from identification of a title to order placement in Polaris.  5.3: By 2015, 10% improvement in turnaround time from receipt of new materials at Marigold Headquarters to the point of shipping shelf-ready materials to member libraries.

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# I. Commitment to Organizational Development

In both the Survey and Planning Event conducted as part of the planning process, key issues related to organizational development were raised. These are:

- Marigold Library System Headquarters building (many participants identified the need for a new building).
- Funding.
- Staff compensation and benefits.

Marigold Library System Board and senior management are well aware of these issues and will continue to address them to ensure a vibrant organization now and into the future. During the 2011 - 2015 timeframe, the Board and senior management of Marigold will:

- Use Marigold Headquarters space as efficiently and effectively as possible. A new or expanded building is dependent on the availability of grants and other funding sources for regional library systems.
- Increase Municipal Levies in Schedule C of the Marigold Agreement to appropriate levels to fund needed services and initiatives identified in the Strategic Plan.
- Provide competitive compensation and benefits to Marigold Headquarters staff as budget allows.

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# J. Next Steps

After the presentation of Vision 2015 at the Annual General Meeting in April, Marigold will:

- Finalize Vision 2015: A Plan of Service for Marigold Library System.
- Submit Vision 2015: A Plan of Service for Marigold Library System to Alberta Municipal Affairs, Public Library Services Branch.
- Develop a business plan with specific actions to achieve the objectives in Vision 2015 as part of the budgeting process.
- Review progress annually at the Annual General Meeting.