

# Peace Library System

## **PLAN OF SERVICE** 2010 - 2012



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## **INTRODUCTION**

As required by library legislation, the Peace Library System conducted its first needs assessment in 1992 and subsequently developed the System's first business plan or plan of service. *Plan of Service 1993-1998* included goals, objectives and detailed action plans, and it was a useful guide to the Board and staff members in fulfilling the System's mission and achieving its goals. However, the needs and expectations of library patrons and member public libraries changed significantly over that five year period.

In 1998, the Plan of Service Committee chose to assess library service needs by collecting data through a series of six focus groups. In early 1999, focus group meetings were held in six communities across the Peace Region. The Committee used this input to create a three-year plan that could be reviewed and updated annually. A three-year time frame was chosen because Committee members found that five-year plans quickly become obsolete. Peace Library System's *Plan of Service 1999-2001* was approved by the Board in September, 1999.

The information gathered during the 1999 needs assessment proved to be an invaluable foundation for Peace Library System planning. It formed the basis for planning and reviewing services until the end of 2009. The updated Plans continued to outline the ways in which the Peace Library System would respond to its members' needs and meets its goals and objectives. For the *Plan of Service 2007-2009*, the goals were grouped into service areas and member library input was sought to determine goal priorities.

In 2009, the Plan of Service Committee chose to assess regional library service needs by distributing a short survey to library boards and following up with three regional forums. A survey was also sent to school division superintendents and individual school principals. The data gathered through these sources formed the basis for *Plan of Service 2010 – 2012*. It incorporates the priorities identified by member library boards, and outlines the ways in which the Peace Library System will respond to its members' needs and achieve its mission in the next three years. Within each service area, the core or foundational services provided by the System are first identified, followed by the focus goals for 2010 to 2012.

### **Ongoing Evaluation**

The annual review process set in place by the System's Plan of Service Committee should allow the System to easily adjust its course to meet new challenges and opportunities as they arise. Each year the Director and Plan of Service Committee review this plan, document the current year's action plans that have been completed, and add new actions plans as appropriate.

## **FRAMEWORK FOR GOAL SETTING: VISION, MISSION, BELIEF AND TARGET STATEMENTS**

The following key statements provide the framework for Peace Library System's goals and activities.

### **Vision Statement**

All residents of northwestern Alberta will have equal access to excellent library service.

### **Mission Statement**

The mission of the Peace Library System is to assist municipalities meet the information, educational and cultural needs of their residents in the most cost-effective and efficient way possible by facilitating the sharing of resources and expertise among public and school libraries.

### **Belief Statement**

WE BELIEVE THAT: access to library services should be equal and universal.  
*This is accomplished through sharing and cooperation.*

WE BELIEVE THAT: sharing resources provides efficient use of community resources.  
*As a library system, we can provide more effectively a pool of knowledge and expertise and organize the sharing of these resources among members.*

WE BELIEVE THAT: a library system is only as effective as its members.  
*The members are joined together in a federated system, rather than the system existing as a single entity outside the membership. By using the energy, input and support from the local level, each member has a say in the running of the system.*

### **Target Statement**

The Peace Library System targets municipalities in northwestern Alberta for membership. Our priority is to provide services to member public libraries. We also provide services to school jurisdictions.

The beneficiaries of these services are: member public libraries and their personnel; schools, school jurisdictions and their student populations; the general public in northwestern Alberta.

Our allies and partners include the provincial and federal governments, Alberta library systems, libraries and resource centers, library associations, and the media.

## RESOURCES TO ACCOMPLISH THE PLAN OF SERVICE

The following financial resources and human resources (2010 levels) are allocated to complete the goals and strategies outlined in the Plan of Service. This does not include project or temporary staff, or costs/staffing associated with special one-time grant activities.

### Materials/Technical Services

Total Resource Allocation:	\$1,051,008	Staff Component:	8.75 FTE	Staff Resources:	\$383,000
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### Information Technology (IT) Services

Total Resource Allocation:	\$277,521	Staff Component:	2.0 FTE	Staff Resources:	\$116,000
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### Information Services

Total Resource Allocation:	\$94,003	Staff Component:	GPPL Staff (under contract)	Staff Resources:	\$40,203
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### Development (Consulting) Services

Total Resource Allocation:	\$396,739	Staff Component:	3.2 FTE	Staff Resources:	\$173,000
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### Operations/Financial Services

Total Resource Allocation:	\$237,932	Staff Component:	1.0 FTE	Staff Resources:	\$60,897
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### Administration/Board Functions

Total Resource Allocation:	\$198,487	Staff Component:	2.0 FTE	Staff Resources:	\$158,337
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<b>TOTAL RESOURCES:</b>	<b>\$2,255,690</b>	<b>TOTAL STAFF:</b>	<b>16.95 FTE</b>	<b>TOTAL STAFF RESOURCES:</b>	<b>\$931,437</b>
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# PLAN OF SERVICE 2010 – 2012

<b>SERVICE AREA: ACCESS TO RESOURCES (COLLECTIONS AND CONTENT)</b>
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## **Foundational Services:**

### Materials Services/Technical Services

- Provide efficient centralized ordering, cataloguing and processing
- Provide specialized materials to supplement local library collections
- Maintain useful and relevant in-house System collections to ensure they meet member library needs
- Offer access to electronic resources, including online databases, Tell Me More (Auralog) language learning software, downloadable audio books and e-books

### Development (Consulting) Services

- Provide library consultant expertise to develop local collections
- Provide selection lists and other tools to assist libraries with the selection of current, relevant materials

### Information Services (Reference and ILL)

- Participate in provincial resource-sharing network
- Provide a structure for the regional interlibrary loan system and work towards a more efficient interlibrary loan (ILL) system
- Develop, with TRAC partners, operational guidelines governing the sharing of resources
- Provide delivery services via PLS courier, government courier and Canada Post
- Compensate member libraries for participating in resource sharing by reimbursing ILL postage costs

### Partnerships to Increase Access to Resources

- Participate in The Regional Automation Consortium (TRAC)
- Participate in The Alberta Library (TAL) and the Alberta Public Library Electronic Network (APLEN)

**Goal 1: Peace Library System will help member libraries develop their collections based on patron and community needs identified by local library needs assessments.**

<b>Strategies</b>	<b>Timelines</b>	<b>Responsibility</b>	<b>Progress</b>
Evaluate PLS professional collection relating to collection development and update/order as required	Q1, 2010	Consulting Services Manager	
Provide online selection tools for library managers to use for collection development	Q4, 2010	Consulting Services Manager Technical Services Manager The Alberta Library	
Provide a Rural Libraries Conference session on collection development	Q3, 2011 Q3, 2012	Conference Coordinator Department Managers	
Evaluate turn-around time from receipt of order to delivery of materials to library	Q4, 2010 Q4, 2011	Technical Services Manager Technical Services Staff	

Q1 = January-March    Q2 = April-June    Q3 = July-September    Q4 = October - December

**Goal 2: Peace Library System will provide print and electronic resources to supplement member library collections.**

<b>Strategies</b>	<b>Timelines</b>	<b>Responsibility</b>	<b>Progress</b>
Develop a process for library managers to select downloadable audio books and e-books	Q2, 2010	Consulting Services Manager	
Train library staff in accessing downloadable audio books and e-books so they in turn can train patrons and board members	Q1, 2010	Consulting Services Manager TRAC	
Survey large print users to determine preferred genres/topics	Q1, 2011	Consulting Staff	
Assess impact of downloadable audio books on usage of audio book blocks	Q1, 2012	Consulting Staff	
Investigate interest in e-books, downloadable videos and downloadable music	Q2, 2011	Consulting Services Manager	
Promote the use of the EbscoHost integrated search feature on TRACpac	Q2, 2010	Consulting Services Manager TRAC Marketing/Communications Expert	
Promote the use of the Daisy reader blocks.	Q4, 2010	Consulting Staff Marketing/Communications Expert	

Q1 = January-March    Q2 = April-June    Q3 = July-September    Q4 = October - December

**Goal 3: Peace Library System will ensure that member libraries have efficient access to the provincial resource-sharing network.**

<b>Strategies</b>	<b>Timelines</b>	<b>Responsibility</b>	<b>Progress</b>
Distribute an updated print VDX manual and provide access on website	Q1, 2010	Consulting Services Manager	
Implement changes to the PLS courier delivery system as feasible, based on the results of the provincial/ILL delivery system study.	Q4, 2010	Director Technical Services Manager Public Library Services Branch	
Continue lobbying for a permanent Library Rate for all library materials	Q4, 2010 Q4, 2011 Q4, 2012	Director Marketing/Communications Expert	

Q1 = January-March    Q2 = April-June    Q3 = July-September    Q4 = October - December

<b>SERVICE AREA: PROGRAM SUPPORT</b>
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**Foundational Services:**

- Coordinate annual summer reading program
- Coordinate spring and fall author tours for member libraries
- Circulate story time boxes containing story time program ideas for ages 4-6

**Goal 1: Peace Library System will enhance support for children’s programs.**

<b>Strategies</b>	<b>Timelines</b>	<b>Responsibility</b>	<b>Progress</b>
Research online resources relating to children’s programs and provide links	Q3, 2010	Summer Project Student Library Consultant	
Provide space on PLS website to access ideas for children’s services, including programs, and provide space for ideas from libraries	Q3, 2010	Summer Project Student Library Consultant Network Support Technician	
Seek funding to create story time kits for 2-3 year olds	Q4, 2011	Technical Services Manager Consulting Services Manager	
Create story time idea packets or kits for 2-3 year olds.	Q3, 2012	Summer Project Student Consulting Staff Technical Services Staff	
Review existing story time kits for ages 4-6	Q3, 2011	Summer Project Student Library Consultant	

Q1 = January-March    Q2 = April-June    Q3 = July-September    Q4 = October - December
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Offer session at Rural Libraries Conference on the use of story time kits and developing community partnerships to implement children's programs	Q3, 2012	Conference Coordinator Consulting Staff	
Explore ways to help libraries support family literacy through community partnerships	Q2, 2011	Consulting Services Manager Marketing/Communications Expert	
Encourage libraries to provide links to local history information in their website.	Q4, 2010	Marketing/Communications Expert	

**Goal 2: Peace Library System will assist libraries in developing programs for seniors.**

<b>Strategies</b>	<b>Timelines</b>	<b>Responsible</b>	<b>Progress</b>
Research online resources and provide links to existing materials, including an online customizable brochure on issues of concern to seniors (legal, health, etc.)	Q3, 2010	Summer Project Student Library Consultant	
Provide space on PLS website to access ideas for seniors' services, including programs, and provide space for ideas from libraries	Q3, 2010	Summer Project Student Library Consultant Network Support Technician	
Offer Rural Libraries Conference session(s) on services to seniors	Q3, 2010	Conference Coordinator Consulting Staff Calgary Public Library	

Q1 = January-March   Q2 = April-June   Q3 = July-September   Q4 = October - December

**Goal 3: Peace Library System will support libraries in developing programs for teens.**

<b>Strategies</b>	<b>Timelines</b>	<b>Responsibility</b>	<b>Progress</b>
Research online resources and provide links	Q3, 2010	Summer Project Student Library Consultant	
Provide space on PLS website to access ideas for teen services, including programs, and provide space for ideas from libraries	Q3, 2010	Summer Project Student Library Consultant Network Support Technician	
Offer Rural Libraries Conference session(s) on services to teens	Q3, 2011	Conference Coordinator Consulting Staff	
Identify and purchase YA content from OverDrive for downloadable audio books.	Q2, 2011	Consulting Services Manager TRAC	
Purchase YA content from OverDrive for e-books	Q2, 2011	Consulting Services Manager TRAC	
Seek funding to create “teen programs in a box”	Q4, 2012	Library Consultant	
Coordinate a teen summer program for member libraries	Q3, 2010 Q3, 2011 Q3, 2012	Library Consultant	

Q1 = January-March    Q2 = April-June    Q3 = July-September    Q4 = October - December

<b>SERVICE AREA: TRAINING</b>
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**Foundational Services:**

- Provide technology training to member library staff
- Provide technology training to System staff
- Provide orientations and ongoing training through the Consulting Department
- Offer continuing education opportunities on topics of interest to member library managers
- Host annual two-day conference
- Participate in APLEN training initiatives and committees

**Goal 1: Peace Library System will develop new methods and formats to deliver training.**

<b>Strategies</b>	<b>Timelines</b>	<b>Responsibility</b>	<b>Progress</b>
Investigate Web Junction online course offerings for possible purchase	Q1, 2010	Consulting Staff APLEN Technology Training Committee	
Utilize fully Go To Meeting software for library staff training	Q4, 2010	IT Services Manager Consulting Staff	
Train PLS staff to use Virtual Course Builder and/or Camtasia software as a means of producing courses	Q1, 2012	Consulting Staff APLEN Training Librarian	
Post tutorials on PLS website	Q4, 2012	IT Services Manager Consulting Services Manager Network Support Technician	
Investigate training via videoconference	Q1, 2012	IT Services Manager Network Support Technician	

Q1 = January-March    Q2 = April-June    Q3 = July-September    Q4 = October - December
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**Goal 2: Peace Library System will coordinate training across all service areas.**

<b>Strategies</b>	<b>Timelines</b>	<b>Responsible</b>	<b>Progress</b>
Assess training requirements in all service areas and determine priorities (in conjunction with libraries) and feasibility.	Q1, 2010 Q1, 2011 Q1, 2012	Department Managers	
Implement training as needed	Q4, 2010 Q4, 2011 Q4, 2012	Department Managers	

**Goal 3: Assist library boards in developing informed and results-oriented Plan of Service.**

Facilitate <i>Strategic Planning for Results</i> workshops for member libraries to correspond with dates Plan of Service are due (pop>3000)	Q4, 2010 Q4, 2011 Q4, 2012	Assistant Director Consulting Services Manager Public Library Services Branch	
Work with library boards in communities less than 3000 to implement the strategic planning for results tool-kit	Q4, 2010 Q4, 2011 Q4, 2012	Assistant Director Consulting Services Manager Public Library Services Branch	

Q1 = January-March    Q2 = April-June    Q3 = July-September    Q4 = October - December

## SERVICE AREA: INFORMATION TECHNOLOGY (IT) SERVICES

### **Foundational Services:**

#### Leadership Role in Technology Implementation

- Provide PLS staff with opportunities to keep abreast of emerging technologies
- Have a current Technology Plan in place
- Fulfill role as APLEN node
- Initiate and coordinate technology needs
- Investigate new or enhanced services made possible by SuperNet
- Coordinate grant programs such as CAP for the region

#### Technical Support

- Offer on-site and remote technical support to member libraries
- Assist member libraries in meeting the goals of their technology plans
- Ensure System staff have high end training to meet member needs
- Undertake bulk purchases of hardware and software for libraries when feasible

#### Customer Service

- Customer service is a priority

**Goal 1: Peace Library System will provide a leadership role in technology development and keep member libraries aware of new and emerging technologies.**

<b>Strategies</b>	<b>Timelines</b>	<b>Responsible</b>	<b>Progress</b>
Communicate information on new technologies on a quarterly basis.	Q4, 2010 Q4, 2011 Q4, 2012	IT Services Manager Consulting Staff	
Set up an Emerging Technologies section on the website for library staff and board members	Q1, 2010	IT Services Manager Network Support Technician	
Provide demonstrations of new technology on-site and/or at Public Library meetings	Q3, 2010 Q3, 2011 Q3, 2012	IT Services Manager Consulting Staff	
Investigate possibility of a technology blog	Q3, 2011	IT Services Manager Network Support Technician	
Provide cutting-edge technology resources in professional collection	Q4, 2010 Q4, 2011 Q4, 2012	IT Services Manager Consulting Services Manager	
Investigate feasibility of expanding videoconferencing services to member libraries	Q2, 2011	IT Services Manager Network Support Technician	
Implement portable videoconferencing unit	Q1, 2010	IT Services Manager Network Support Technician	
Participate in development of provincial Technology Plan	Q1, 2010	IT Services Manager APLEN Alberta Municipal Affairs	

Q1 = January-March    Q2 = April-June    Q3 = July-September    Q4 = October - December

**Goal 2: Peace Library System will provide enhanced technical support for member libraries.**

<b>Strategies</b>	<b>Timelines</b>	<b>Responsible</b>	<b>Progress</b>
Examine level of staffing in IT Department, including designated staff to provide Polaris support when IT staff not available	Q3, 2010	Director IT Services Manager Department Managers	
Implement an online Help Desk accessible on PLS website	Q1, 2010	IT Services Manager Network Support Technician	
Analyze trends in problem reporting on help desk; track time spent and timely resolutions	Q2, 2010	IT Services Manager Network Support Technician	
Investigate a TRAC-wide Help Desk for Polaris support	Q1, 2011	IT Services Manager TRAC	
Train library staff to do some basic computer maintenance using Go to Meeting software	Q3, 2010 Q3, 2011 Q3, 2012	IT Services Manager Network Support Technician	
Develop and offer training topics based on repeated problems	Q4, 2010 Q4, 2011 Q4, 2012	IT Services Manager Network Support Technician	
Provide annual site visits to all automated libraries across the region	Q4, 2010 Q4, 2011 Q4, 2012	Network Support Technician	
Investigate and implement mobile solutions to improve communication for staff while on PLS business	Q1, 2010	Director Department Managers	

Q1 = January-March    Q2 = April-June    Q3 = July-September    Q4 = October - December

**Goal 3: Peace Library System will improve network capabilities at headquarters in order to expand services to member libraries.**

<b>Strategies</b>	<b>Timelines</b>	<b>Responsibility</b>	<b>Progress</b>
Examine possibility of TRAC-wide shared services	Q1, 2010	IT Services Manager TRAC System Administrators	
Conduct a Network assessment of current capabilities and future possibilities	Q3, 2010 Q3, 2011 Q3, 2012	IT Services Manager Network Support Technician	

Q1 = January-March    Q2 = April-June    Q3 = July-September    Q4 = October - December
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## SERVICE AREA: ADVOCACY

### Foundational Services:

- Provide information on issues to Councils and Library Boards
- Provide PLS updates to Councils every three years (after elections) and upon request
- Provide Library board presentations every three years and upon request
- Ensure continuing support from the provincial government
- Lobby provincial government regarding per capita funding
- Lobby federal government regarding issues such as the Library Book Rate (LBR) and Community Access Program (CAP)
- Keep System Completion Plan up-to-date
- Visit non-member municipalities and library boards at opportune times
- Promote benefits of PLS membership
- Support and participate in promotional activities for libraries and library systems including AUMA, AAMD&C, LGAA trade shows
- Continue to promote the benefits of The Alberta Library (TAL) membership
- Keep PLS Communications Plan up-to-date

**Goal 1: Peace Library System will assist and train member libraries to promote their services.**

<b>Strategies</b>	<b>Timelines</b>	<b>Responsible</b>	<b>Progress</b>
Develop a tool-kit of marketing information, including appropriate templates for brochures, posters and newspaper columns	Q3, 2010	Marketing/Communications Expert TAL Communications Staff	
Monitor and recommend Web Junction courses on marketing	Q4, 2010	Marketing/Communications Expert Library Consultants	
Facilitate training for library board members and staff to market library services to municipalities and residents	Q4, 2011	Director Department Managers TAL Communications Staff (Resource: Marigold's Marketing 101)	
Offer Rural Library Conference sessions on Marketing	Q3, 2010 Q3, 2011	Conference Coordinator Marketing/Communications Expert TAL Communications Staff	
Develop space on Peace Library System website for marketing ideas	Q4, 2010	Marketing/Communications Expert Network Support Technician	
Assist libraries in using their website to market their services	Q4, 2011	Marketing/Communications Expert	

Q1 = January-March    Q2 = April-June    Q3 = July-September    Q4 = October - December

**Goal 2: Peace Library System will develop a regional marketing plan.**

<b>Strategies</b>	<b>Timelines</b>	<b>Responsibility</b>	<b>Progress</b>
Obtain marketing expertise to develop a regional marketing plan	Q1, 2010	Director Grande Prairie Regional College	
Work with The Alberta Library (TAL) to determine whether the Books and Beyond campaign can be modified as part of the plan	Q2, 2010	Marketing/Communications Expert TAL Communications Director	
Develop a marketing plan to promote public library services using different media: newspapers, radio, TV, Facebook	Q2, 2010	Marketing/Communications Expert TAL Communications Director Library System Directors	
Implement the marketing plan	Q3, 2010	Marketing/Communications Expert	
Develop tools to make non-members aware of services [municipal offices, Councils].	Q3, 2010	Marketing/Communications Expert	
Market and promote PLS services to businesses and residents across the region	Q4, 2011	Director Assistant Director	

Q1 = January-March    Q2 = April-June    Q3 = July-September    Q4 = October - December

## **SERVICE AREA: MUNICIPAL LIBRARY SERVICES**

### **Foundational Services:**

- Maintain agreements with municipalities and with local societies to offer library service at each library service point
- Develop and implement a service delivery plan in each municipality
- Develop required bylaws and policies and file with Alberta Municipal Affairs, Public Library Services Branch
- Facilitate meetings to discuss services and library needs
- Regularly review bylaws and policies for library service points

**Goal 1: The Peace Library System will deliver library services to rural areas where the System acts as the library board of record.**

<b>Strategies</b>	<b>Timelines</b>	<b>Responsible</b>	<b>Progress</b>
Assess the library and information needs of residents of the MD of Spirit River	Q4, 2010	Director Assistant Director Consulting Services Manager	
Review service delivery in the MD of Northern Lights	Q2, 2010	Assistant Director Consulting Services Manager	
Review service delivery in Northern Sunrise County	Q2, 2011	Assistant Director Consulting Services Manager	
Review service delivery in the MD of Greenview	Q4, 2011	Assistant Director Library Consultant	
Review service delivery in Paddle Prairie Metis Settlement	Q4, 2011	Assistant Director Consulting Services Manager	
Review service delivery in Clear Hills County	Q2, 2012	Assistant Director Library Consultant	
Review service delivery in the MD of Smoky River	Q4, 2012	Assistant Director Consulting Services Manager	
Work towards implementation of library standards for open days and hours in library service points.	Q4, 2012	Assistant Director Consulting Staff	

Q1 = January-March    Q2 = April-June    Q3 = July-September    Q4 = October - December

<b>SERVICE AREA: CONTRACT SERVICES TO SCHOOLS AND OTHER AGENCIES</b>
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**Foundational Services:**

- Ensure that participating school libraries within its boundaries receive relevant and timely services
- Regularly review the services offered to school libraries that contract for library services
- Implement services based on school library needs assessment
- Ensure contracts are appropriately priced to account for the cost of the service and PLS policy

**Goal 1: Peace Library System will market its services to schools.**

<b>Strategies</b>	<b>Timelines</b>	<b>Responsible</b>	<b>Progress</b>
Educate school librarians about PLS services by distributing brochures and attending district meetings	Q4, 2010	Director Assistant Director Marketing/Communications Expert	
Market PLS services to school boards	Q4, 2011	Director Assistant Director	
Promote services to non-participating schools	Q4, 2012	Director Assistant Director	

Q1 = January-March    Q2 = April-June    Q3 = July-September    Q4 = October - December
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**Goal 2: Peace Library System will offer access to Polaris for schools.**

<b>Strategies</b>	<b>Timelines</b>	<b>Responsible</b>	<b>Progress</b>
Investigate alternative service models for schools to use Polaris	Q1, 2010	Director Assistant Director IT Services Manager Other TRAC System Administrators	
Thoroughly assess the cost and feasibility of linking schools to Polaris	Q2, 2010	Director Assistant Director IT Services Manager Other TRAC System Administrators	
Market Polaris services to school boards and principals	Q4, 2011	Director Assistant Director	
Link schools to Polaris	Q3, 2012	IT Services Manager Other TRAC System Administrators	

**Goal 3: Peace Library System will keep abreast of provincial school library developments.**

<b>Strategies</b>	<b>Timelines</b>	<b>Responsible</b>	<b>Progress</b>
Monitor the progress of the provincial School Library Review	Q4, 2010	Director Assistant Director	
Implement results as feasible	Q4, 2011	Director Assistant Director	

Q1 = January-March    Q2 = April-June    Q3 = July-September    Q4 = October - December

**Goal 4: Peace Library System will support the expansion of public library services to First Nations and Metis Settlements.**

<b>Strategies</b>	<b>Timelines</b>	<b>Responsible</b>	<b>Progress</b>
Provide input to the Public Library Services Branch to implement recommendation #13 from the <i>Framework for the Future</i> report: “to include First Nations and Metis Settlements within the vision of seamless access to publicly funded resources.”	Q4, 2010	Director Assistant Director	
Review the Services to First Nations document and fee schedule	Q4, 2011	Director Assistant Director	
Re-visit the concept of public library services for the Sturgeon Lake Cree Nation	Q4, 2012	Director Assistant Director	

Q1 = January-March    Q2 = April-June    Q3 = July-September    Q4 = October - December

## APPENDIX A

### PLANNING FOUNDATION: THE 2009 NEEDS ASSESSMENT

As required by library legislation, the Peace Library System conducted a needs assessment (in the form of surveys and regional forums) and subsequently developed goals and strategies for the three-year period of 2010 to 2012.

The consultation process was conducted in two phases:

1. The first phase of the process utilized a survey of member libraries (board members and library managers) to affirm and identify current service areas, and to anticipate trends and emerging community needs.
2. The second phase of the process involved a series of community consultation sessions (forums) in Grande Prairie, Slave Lake and Peace River, open to libraries and community members, and designed to determine areas for service provision, a future vision, community/library needs, potential Peace Library System roles in meeting those needs, and upcoming trends.

On February 23, 2009, the Plan of Service Committee chose to assess library service needs by collecting data through a series of surveys to member libraries, the economic development community, and Family & Community Support Services (FCSS) agencies, and by conducting a series of three community consultation sessions. Surveys were completed by April 16, 2009, and were used to inform the regional forums. The forums were completed by the end of May, 2009, with a report generated in July, 2009, and an analysis of results by the Plan of Service Committee over the course of three meetings in August, September and October, 2009. The Committee identified areas of commonality, recurring themes, and potential actions in order to make meaningful decisions about the Plan of Service and the future direction of the Peace Library System.

The Plan of Service Committee utilized the services of a Community Development Officer with Alberta Culture & Community Spirit to develop a process action plan, design the overall process, design the surveys, and facilitate the community consultation sessions. Separate input from the Aboriginal community was done in conjunction with the Sturgeon Lake Library Project, completed by Peace Library System staff. School library input was gathered separately by Peace Library System staff using an online survey.

## APPENDIX B

### RESULTS OF 2009 SURVEY TO MEMBER LIBRARY BOARDS

As part of the Needs Assessment process, Peace Library System used a survey to gather data from member Library Boards, and utilized this information in the development of a comprehensive community consultation process. The consultation process was open to all libraries within the region, and to community members at large. Surveys were sent to library boards and library managers, library patrons and municipal councilors.

Survey respondents were asked to identify sectors where they did NOT currently have library patrons in order to identify service gaps in the community. Input from the surveys resulted in the identification of the following potential services within four broad Service Areas:

#### **SERVICE AREA 1: Access to Resources**

- A. Materials for Seniors
- B. Downloadable Audio
- C. Materials with a Focus on Aboriginal Culture
- D. Regular Books
- E. Large Print Books
- F. Audio Books
- G. DVD's
- H. Genealogy Resources
- I. Electronic Databases

#### **SERVICE AREA 2: Training and Technical Support**

- J. Awareness of New Technology
- K. Training Workshops
- L. Web-Based Training

M. On-Site Tech Support

N. Online Tech Support

O. Videoconferencing

#### **SERVICE AREA 3: Programs**

P. Seniors

Q. Children

R. Teens

S. Aboriginal

T. New Canadians

#### **SERVICE AREA 4: Advocacy/Partners**

U. Marketing Library Services

V. Lobbying (Provincial, Federal, etc.)

These Service Areas and specific services were used to inform Phase II of the process – the community consultation sessions.

A blank survey and a chart summarizing the information gleaned from the surveys are included on the following pages.

## SURVEY TO LIBRARY BOARDS AND LIBRARY MANAGERS

Date	
Library Represented	
Attendance (eg. Board members and staff)	

<b>1. In your community, where do you feel there are gaps where no one is providing services that the local library or the regional library system could consider providing? What role could the local library or regional library system play in closing that gap? What role could the community play in closing the gap?</b>				
#	Gap	Local Library Role	Peace Library System – Regional Library Role	Community Role
1				
2				
3				
4				
5				
6				
7				
8				

**2. What opportunities for collaboration do you see between the local library and community groups or sectors? Which of these would you like to develop? How can the regional library system assist you?**

#	Partnering Group or Sector	Towards what outcome?	Local Library Role	Peace Library System – Regional Library Support
1				
2				
3				
4				
5				

**3. What trends do you see on the horizon that the local library or the regional library system will need to respond to? How can we be innovative in our response?**

#	Trend	Innovative Local Library Response	Innovative Regional Library Response
1			
2			
3			
4			
5			

Public Library Board Survey Results - 2009				
Access to Resources	Training and Technical Support	Program Support	Partnering	Advocacy
Aboriginal children & teen materials - GP	service to PDAs, electronic outreach-GP	Aboriginalchildren/teens-GP	with groups (business, school, service clubs, champs team, CIRC-FC	marketing library services-SL
geneology (archives)-VV	adults-software programing-FC	adult literacy-HP	archives/history projects-SL	
academic journals-HP	computer courses-MS	Auralog "Tell Me More-FC, MS	business-GP, KM	
adult literacy materials-FV	database training-FV	bookmobile-SL	college-SL	
archives, newspaper -VV	internet tech help-FV	computer software for interactive games-ECL	First Nations-GP	
downloadable audio-FV, HYM, SL	internet use, effective-GP	Elderly-read to-HP	hospital-FV, HP	
downloadable movies-WD	keep them up to date on trends-PREDA	ESL services-GP, HP, MS	immigrant settlement Services-GP	
E books-FC, SL	link to City Hall-GP	film festival-PREDA	keep up to date on trends-PREDA	
educational DVDs - DB	new technology-FV	hospital-FV	Metis?First nation/Friendship Centre-SL	
electronic access (to resources)-HP	new technology-HC	job search techniques-RY	museum-HP	
green material - systems coordinated-FC	provide equipment/promote service-SL	kiosk in mall-GP	parent/child awareness-lobbying-VV	
materials for housebound-ECL	tech advice/visits-FC	new Canadians-RL	reading network-GP	
media books/bk of month-HP	technology training-ECL, KM, MS	outreach services-GP	schools-authors, visitors-RY	
more material to meet increased patron #s-WD	twitter/faceb Res/advice-FC	seniors-FC	schools-HP	
movies and music-WD	using web-based tools-GP	storytime kits for 2 yr olds-FC	schools-SL	
non-christian, good lit.-MS	video conference-HP	student tutoring-HP	seniors-GP	
selection tools-FC		teen programs-FV, MS, GP, VV	shut-ins/senior lodge,long-term care-SL	
seniors - LP, KM		teen-book club-TC		
		teens/young adults-PREDA		New Technology
PLS RESPONSES:	PLS RESPONSES:	travelling artifacts-HP		Electronic Resources
Selection tools	Leadership role			Youth
Rotating blocks	New technology awareness	PLS RESPONSES:	PLS RESPONSES:	Seniors
Promote databases	Plan training	Research areas	Research partnerships	New Canadians
Promote "Tell Me More"	Conference sessions	Provide best practices	Digitization projects	First Nations

## APPENDIX C

### RESULTS OF 2009 REGIONAL FORUMS

Following the member library surveys, three consultation sessions were planned in areas throughout the region to afford maximum participation opportunities, to acquire the widest range of ideas and perceptions, and to ensure that all geographic areas were represented. Invitations were sent to library boards, library managers, library patrons and municipal councilors. Following are the logistic details related to the sessions:

- Grande Prairie (Peace Library System Board Room) – May 25, 2009 (11 participants)
- Slave Lake (Slave Lake Town Office) – May 27, 2009 (12 participants)
- Peace River (Sawridge Inn) – May 28, 2009 (23 participants)

In total, 46 participants attended the sessions, representing library boards and staff, municipal leaders, library patrons, and community members at large. Participants were divided into a total of 11 small groups.

Session design included plenary opening and closing, and small group work to determine areas of consensus and to allow participants to see points of views from other regions and libraries. In order to set context for the session, Peace Library System Executive Staff provided a short presentation at the start of each of the sessions. This had the added advantage of educating participants about Peace Library System services.

Small group work included a review of Service Areas to affirm the importance of the area, and to determine area priorities. Participants then indicated a preferred future and their perceived needs. They were also asked to indicate how Peace Library System could assist them in meeting those needs. Finally, participants were asked to identify upcoming trends and shifts. Results were captured within the group by group-appointed recorders, with data recorded to pre-prepared templates. Groups had just under three hours to complete their discussions and to record their responses on the templates. A sample data recording template is included on the page 35. (Please note that the A – U service categories are listed on page 29.)

Following the recording template are charts listing the priority services identified by attendees. (A complete raw data summary is contained in the *Community Consultation Sessions Final Client Raw Data Report*, a separate document.) The first table identifies all services considered important by the participants. Not surprisingly, almost all of the services were considered priorities, though awareness of new technology, marketing library services, and programs for seniors and children rated the highest. The second table identifies the highest priority services identified when participants picked their “top three” services. The top five services identified were access to regular books/book collections; marketing library services; awareness of new technology, materials for seniors, and children’s programs.

The Plan of Service Committee further analyzed the raw data results by asking the following questions:

- What catches your attention or jumps out at you?
- What messages do you hear being repeated?
- What similarities do you see in each of the three forums?
- What differences do you see between the forums?
- Regarding what the forum participants said, were there any surprises?
- What frustrates you about what the forum participants said?
- What did you like about what the forum participants said?
- What new things does this tell you that PLS should be doing?
- What will continue to be a foundation services that PLS will provide?
- What foundational services can still be provided, but in a new way?
- What else does this say about the services that PLS provides?
- What will be the key things to remember that we've learning from the forum participants?
- What are our priorities for service provisions?

Emerging themes included following:

- Libraries want help to build current, relevant collections, both for books and e-resources.
- Libraries want assistance in developing services for children, seniors and teens.
- Libraries want help in promoting and marketing their services (including PLS services) to the public.
- Libraries want to keep up to date on new and emerging technology.
- Training and technical support are critical.

The results indicate that Peace Library System services to member libraries are valued and generally on track. However, the Board and staff must ensure that we are constantly adapting the services and support provided to member libraries in order to stay relevant.

## SESSION RECORDING TEMPLATE

Peace Library System Forums							
LOCATION							
DATE							
ATTENDANCE							
	Walking into your library in the year 2015, which services would you see as a priority for service delivered by Peace Library System?			For each of the Service Areas, what would you like this service to look like for your library in 2015?		What will you need to achieve this outcome?	For each of the Service Areas, within their role and mandate, what can Peace Library System do to assist you in reaching your preferred future and addressing your needs for 2015?
SERVICE AREAS	Yes / No	Top 3	Why is this area important to you?	VISION		NEEDS	PLS ROLE
A							
B							
C							
D							
E							
F							
G							
H							
I							
J							
K							
L							
M							
N							
O							
P							
Q							
R							
S							
T							
U							
V							
OTHER							

**Looking beyond 2015, what trends do you see in these Service Areas? What shifts in priority can you identify?  
How can we be prepared to address these trends and shifts?**

**PLAN OF SERVICE  
CONSULTATION SESSIONS**

**Preliminary Analysis of Raw Data**

<b>SORTED BY PRIORITY</b>		
	<b>YES – IS A PRIORITY</b>	<b>TOP THREE PRIORITIES</b>
<b>TYPE OF SERVICE</b>	<i># of respondents</i>	<i># of respondents</i>
Awareness of New Technology	45	13
Marketing Library Services	42	17
Materials for Seniors	42	12
Seniors' Programs	42	4
Children's Programs	41	12
Regular Books	40	22
Programs for New Canadians	39	3
Lobbying	38	6
Teen Programs	37	7
Training Workshops	36	9
Audio Books (CD)	36	6
On-site tech support	35	2
Online tech Support	33	0
Materials Focusing on Aboriginal Culture	32	1
Downloadable Audio Books	31	6
Web-based Training	31	1
Aboriginal Programs	31	0
Electronic Databases	29	6
Genealogy Resources	27	1
Videoconferencing	24	5
DVDs	22	1

**PLAN OF SERVICE  
CONSULTATION SESSIONS**

**Preliminary Analysis of Raw Data**

<b>SORTED BY TOP THREE</b>		
	<b>YES – IS A PRIORITY</b>	<b>TOP THREE PRIORITIES</b>
<b>TYPE OF SERVICE</b>	<i># of respondents</i>	<i># of respondents</i>
Regular Books	40	22
Marketing Library Services	42	17
Awareness of New Technology	45	13
Materials for Seniors	42	12
Children's Programs	41	12
Training Workshops	36	9
Teen Programs	37	7
Lobbying	38	6
Audio Books (CD)	36	6
Downloadable Audio Books	31	6
Electronic Databases	29	6
Videoconferencing	24	5
Seniors' Programs	42	4
Programs for New Canadians	39	3
On-site tech support	35	2
Materials Focusing on Aboriginal Culture	32	1
Web-based Training	31	1
Genealogy Resources	27	1
DVDs	22	1
Online tech Support	33	0
Aboriginal Programs	31	0

## **APPENDIX D**

### **RESULTS OF 2009 SCHOOL SURVEY**

As part of the data collection on school library services for the 2010 – 2012 Plan of Service, Principals, Superintendents, Trustees and Advisory Committees were surveyed via Survey Monkey. (A copy of the questions follows.) Twenty-six people responded.

#### **Survey Results Analysis**

An analysis of the survey results indicates that respondents felt the school library to be a valuable and essential part of the educational system – the heart of the school. Yet, many found it to be substantially underfunded often resulting in inadequate research material, lack of qualified staff, and outdated technology.

#### **Summary of questions regarding current services provided by Peace Library System**

When surveyed regarding the services Peace Library System currently provides, access to high volume discounts came up as number one, followed by delivery of materials, and the purchasing of materials by Peace Library System. With a lack of funding for staffing, centralized bulk purchasing saves time and money for the library and staff can use their valuable time to better serve students. Online access to the TRAC database came up fourth. Items can be accessed online through interlibrary loan with a public library card for all system members to help fill in the gaps of the collection. Consulting support and cataloguing of materials were next in line. Books are delivered shelf ready to the library. Access to special book collections, conferences, and author readings were seen as least important.

#### **Summary of questions regarding additional services Peace Library System could provide**

When asked about additional services Peace Library System could provide, answers included curriculum support, support for new library staff to keep them aware of Peace Library System services, quicker turn-around time on orders, keeping the libraries aware of new technology, and collection development support. Many of these are foundational support services that Peace Library System already provides which raises an awareness issue and a need to promote the services we already provide to the school libraries.

See additional detail on the School Library Survey results on the following pages.

## SCHOOL LIBRARY SURVEY RESPONSES

### **Survey Question 1: Respondents were asked to list their thoughts when the words “school library” were mentioned.**

Results indicated respondents felt the school library was basically the “core of the school” which provided curriculum support and resources to support inquiry and creativity, student reading, and a wealth of information, but not necessarily in the format required to meet today’s learners needs. The school library lacks the funding to adequately support quality resources and technology.

### **Survey Question 2: Respondents were asked what challenges or issues are facing school libraries today.**

Results indicate that lack of funding hampers their ability to provide adequate staff, resources, and the ability to keep current with technology. They are also hampered by limited space. Many felt threatened by the internet taking over as a replacement for accessing resources as opposed to researching quality material. Others felt that teachers were not utilizing the existing resources to the fullest extent and that their needs to be some revisions as to how libraries function in the school and create an awareness of existing resources.

### **Survey Question 3: Respondents were asked what trends in education and other life areas are affecting the role of the library.**

Results indicate that constant changes in the curriculum make it difficult to keep current. Many felt that the changes in technology have had a big effect. With many Internet-based resources available students use the Internet rather than books, which demonstrates a need for education on using online resources wisely. Others felt that the library has to keep up with the constantly changing curriculum which is more technology based. New textbook CDs are linked to various sites on the internet. With the move to the electronic age, libraries must offer their clientele the information they require in the format they are looking for.

### **Survey Question 4: Respondents were asked to rate the following services currently provided by Peace Library System according to importance. The results are indicated below ranked in order of importance with number one being the most important.**

1. Access to high volume discounts
2. Delivery of materials
3. Purchasing of materials
4. Online access to the Catalogue
5. Consulting support from a teacher librarian
6. Cataloguing materials
7. Access to special book collections
8. Conferences for staff
9. Author readings

These results indicate that the services provided through the Seed Package are highly valued. We need to ensure that these Technical Services Department services (ordering, receiving, cataloguing, processing and delivery) are efficiently provided. Online access to the catalogue would be possible if schools were on Polaris software. Consulting support from a teacher-librarian is already offered as part of the Core Package. We can continue to provide access to special collections, conferences and author readings on a cost-recovery basis, but it is not a major focus.

**Survey Question 5: Respondents were asked to list additional school library services that Peace Library System could provide. The results are listed by suggested service, followed by Peace Library System’s response to addressing the service.**

<b>Suggested Service</b>	<b>PLS response to address the service</b>
Current ideas on new technology and how to integrate it into library programming	RLC Sessions
List of recommended grade appropriate resources for new curriculum	Calgary Board of Education recommended resources sent to all school libraries subscribing to the Core Package
Provide support to librarian/assistant	Consulting support; Orientation for new librarians
Distance delivery of certificated training program for non-urban library staff	Offered through other organizations
Speed up delivery of materials	Resolved by hiring two library technicians
Help with culling the collection and getting suggestions for books we should carry	Consulting – CORE package; Guidance with criteria for weeding
Information and in-service on new ILS systems	Provided upon request. In-services not provided
Technology integration	RLC Sessions
Turn-around time improvement	Resolved by hiring two cataloguers
Provision of resources through the internet	Online ordering of materials through programs such as Title Source III; Interlibrary loan
Currently working on developing a community library – need money and resources	Make libraries aware of funding sources
Central teacher-librarian especially since divisions have moved away from this position. Circulation of lists of recommended teaching resources, recommended textbooks, recommended reading resources at each grade level	Provide school consulting services by a qualified teacher-librarian as part of Core Package; Calgary Board of Education recommended resources sent to all school libraries subscribing to the Core Package
Meet with new librarians to explain what PLS can do to assist them with their overwhelming new position	Orientation for all new school librarians provided regardless of which package they subscribe to
Purchase Order numbers listed on the financial statements to make tracking of ordered materials more manageable. Meet with new librarians in late September or early October to put a face to PLS and make sure the librarians understand how PLS works and what it has to offer. Establish a comfort level of using the system	Working with Polaris to integrate PO numbers; Orientation for new librarians as soon as we find out they are new.

**Survey Question 6: Respondents were asked whether or not their school/district would be interested in utilizing the Polaris Automation System.**

Out of 26 respondents, 5 indicated they would be interested, 7 indicated they would not be interested, 7 indicated that they did not know, and 11 respondents indicated they would like more information. Peace Library System must analyze the financial and technical requirements that will enable schools to feasibly use Polaris. Some respondents also indicated that while using the Polaris System may be a good idea, they would not want to participate in Interlibrary Loan.

**Survey Question 7: Respondents were asked what it will take for school libraries to reach their full potential.**

Respondents indicated that money for staffing and resources is essential. School and Division administrative support and funding from Alberta Education would be required. Many stressed the necessity for full time qualified library staff and a return to teacher librarians with knowledge of the curriculum. Others stressed a faster turn-around time for materials ordered through Peace Library System. PLS has addressed this issue by hiring two qualified library technicians in the Cataloguing Department.

## APPENDIX E

### GLOSSARY OF TERMS

**APLEN (Alberta Public Library Electronic Network):** Public libraries across the province are connected electronically. Alberta Municipal Affairs allocates \$1.5 million per year to improve and sustain the network. APLEN provides many services to public libraries including grant allocations, training, and subsidization of electronic resources. APLEN falls under the umbrella of The Alberta Library (see below).

**Blog:** Short for “web log”, it is an online journal that can be updated on a regular basis to share ideas, news, and thoughts with its readers.

**Camtasia:** A computer screen video capture program that allows the user to record videos of actions taking place on their desktop. It also allows the user to edit the video and record a voiceover, or narration, of the actions.

**CAP (Community Access Program):** This federal program through Industry Canada provides funding for libraries to set up/maintain public workstations and offer free Internet access to the public.

**Daisy Readers: (Digital Accessible Information System):** A Daisy reader is a piece of equipment that is used by persons who are blind or visually impaired to play Daisy books (a specially formatted audio book on CD). Daisy books cannot be played on regular CD players due to author copyright agreements that make Daisy books available only to persons with perceptual disabilities.

**e-book:** A digital book, magazine, or graphic novel that can be downloaded and read on a computer or portable device (e.g. a Sony Reader).

**EbscoHost Integrated Search:** EBSCOhost is a vendor that provides many of the databases (electronic resources) available to libraries in TRAC. The integrated search feature simplifies searching as it allows patrons to search all of the databases PLS subscribes to (whether they are EBSCOhost products or from other vendors) as well as the TRAC catalogue, in a simultaneous search.

**GoToMeeting:** A software application from Citrix that is designed for small online meetings and training. It is easy to use and is designed to reduce travel time and expenses.

**IT (Information Technology):** A broad term that encompasses many aspects of computing and technology. This covers everything from the design to implementation and maintenance of anything from basic computer systems to complex networks and databases.

**Library Book Rate:** Libraries receive a subsidized rate through Canada Post to mail books from library to library (interlibrary loan). The current rate is \$.81 return to mail a package of books weighing less than 1 kg. The rate does not apply to mailing non-print items such as DVDs.

**MLA Report:** In the fall of 2008, a committee of three MLAs held meetings across Alberta to discuss the future of public library services. The resulting *Framework for the Future* report contains several recommendations to improve access to library services for Albertans.

**Needs Assessment:** Library boards are required to get input from community members and organizations in order to plan comprehensive library services for the community.

**OverDrive:** This is the vendor that TRAC has selected to provide new electronic services to patrons, including access to downloadable audio books and e-books.

**Plan of Service:** Every five years (or more frequently) library boards must submit a Plan of Service to Alberta Municipal Affairs Libraries Branch outlining the services to be offered to residents.

**Polaris:** This is the library automation software program that is used by 36 member public libraries for their everyday operations as well as by Peace Library System for ordering and cataloguing purposes.

**School Library Review:** A School Library Advisory Committee, coordinated by Alberta Education, has been established to review K-12 school library services and support resources across Alberta. The cross-sector committee includes representatives from Alberta's regional library systems, the Alberta Library trustees Association, and the Library Association of Alberta.

**Survey Monkey:** This is an online survey generator that allows users to create a customized online survey and track the responses.

**(TAL) The Alberta Library:** This is a provincial consortium of 290 public, college, university and special libraries. Items in these libraries are available on TAL Online and members share a common card. TAL also negotiates licenses for electronic resources.

**Tell Me More (Auralog):** This is a language learning software that focuses on all major areas of language learning—speaking, comprehension, reading, and writing. Patrons can learn English, French, German, Italian, Spanish, and Dutch.

**TRAC (The Regional Automation Consortium):** In 2004, Peace Library System formed a partnership with Marigold Library System, Northern Lights Library System and Yellowhead Regional Library (YRL) to share the cost of library automation software. Polaris hardware/software is located at YRL in Spruce Grove. The catalogues for all four library systems are merged and accessible to library patrons.

**TRACpac:** This is the public access online catalogue that contains the collections owned by the member libraries of TRAC. Patrons belonging to any TRAC library can search for desired items and place requests to borrow them. TRACpac.ab.ca is the website where patrons can access TRACpac, all of our electronic databases, and Overdrive for downloadable audiobooks and e-books.

**VDX (Virtual Document Exchange):** Software that enables library staff to place patron requests for items that are not held in TRACpac. Items belonging to libraries from around Alberta, Canada, and beyond may be obtained for patrons.

**Virtual Course Builder:** Software that provides a way to develop web-based training modules that incorporate multimedia.

**Web Junction:** (Webjunction.org): WebJunction provides online learning community services to a wide variety of library organizations. A main service is to provide online training courses at a reasonable fee for library staff development on a range of topics including courses on technical, general and library skills-related subjects.

## APPENDIX F

### ACKNOWLEDGMENTS

#### **Plan of Service, 2010 - 2012**

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