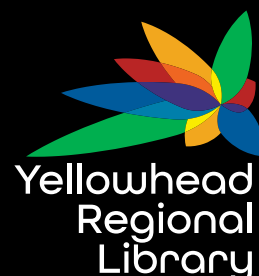


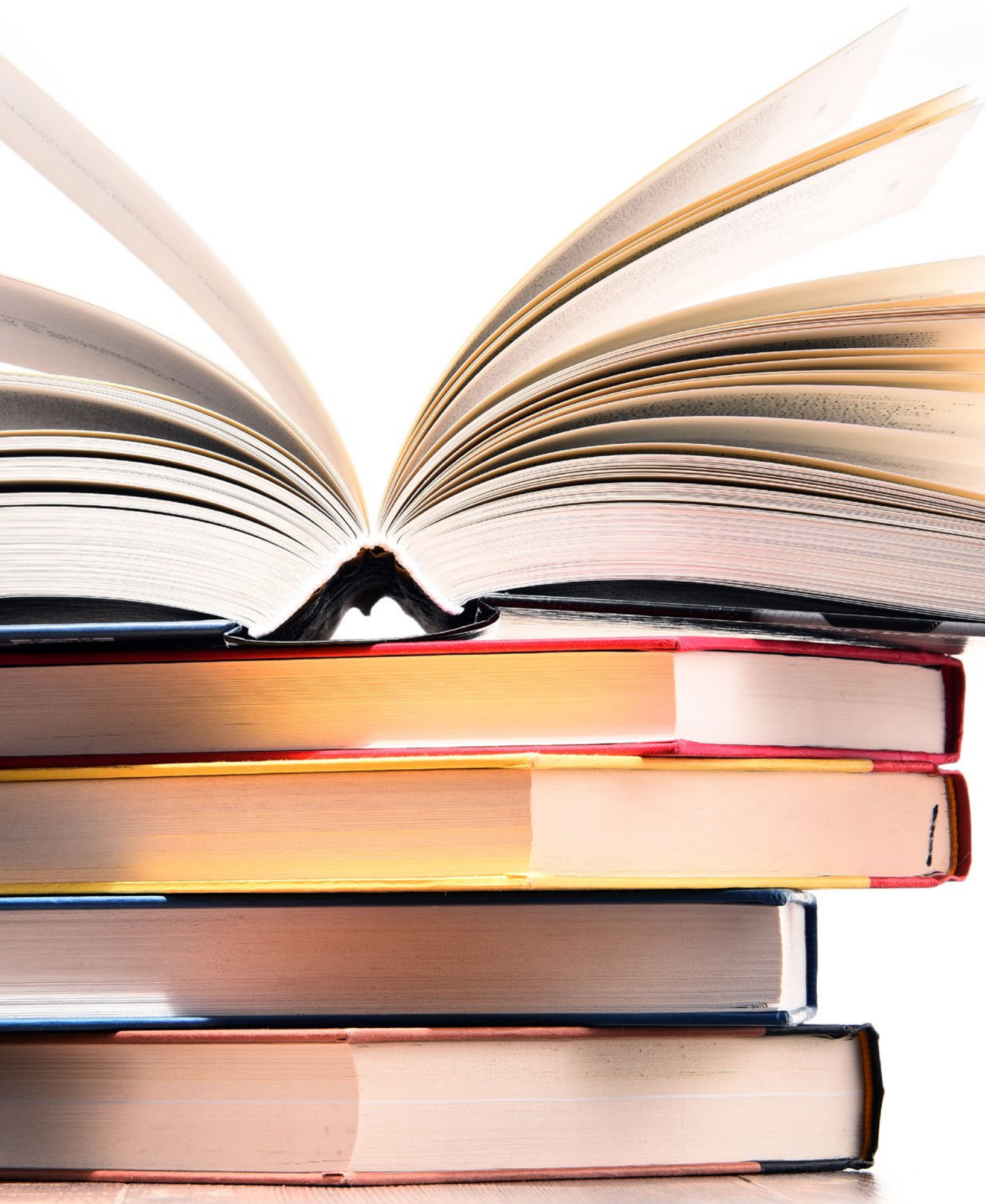
YRRL is a



Strategic Plan

2023...2025








YRRL Verb

is a

WHAT DOES THAT MEAN?

It means that Yellowhead Regional Library's (YRL) commitment to its member libraries is an active, ongoing approach that seeks to enrich the collections, resources and services offered to Albertans in the Yellowhead Region.

Simply put, it means YRL is always growing, learning and sourcing new resources to help make each member library the best it can be.



“Thank you to YRL for everything you do to support your member libraries! We truly appreciate your help and inclusivity.”

Member Library





Message from the Board Chair

As we look to the next three years, it's hard to imagine what curve balls may be thrown our way. After all, the idea of a pandemic disrupting our lives was unimaginable when we created our last Plan of Service.

While much has been written about the impacts of the pandemic, two things are clear: our staff is responsive and flexible, and libraries have an enduring place in society.

I am very proud of how our YRL team supported member libraries over the past three years. From helping support library COVID-19 protocols to finding new ways to meet patrons' needs, the YRL team showed their innovative spirit and dedication to service excellence.

YRL is a vital partner with its member libraries keeping people connected to the world. This 2023-25 Strategic Plan outlines an ambitious strategy to keep moving forward. I am confident in the organization's ability to deliver on these goals, continuing to deliver vital and important services in support of libraries in our region.

Hank Smit, Chair



Message from the
Director

The 2023-25 Strategic Plan outlines four goals and a series of strategies to deliver value and excellence to member libraries and the patrons they serve.

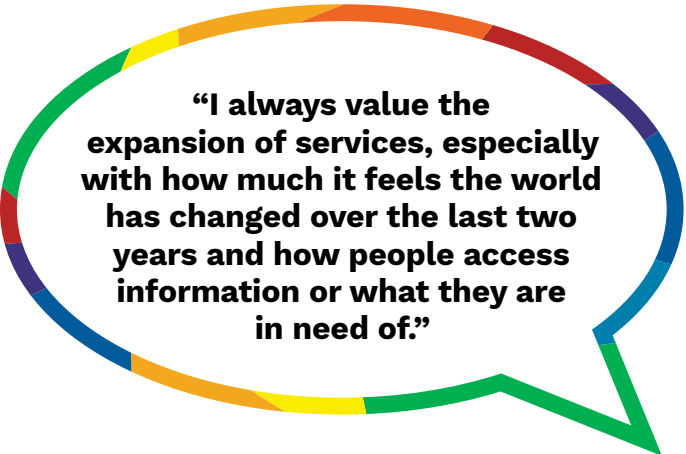
The theme of this plan, “YRL is a verb,” which may seem an unlikely choice, except for the quick response and nimble actions that have been demonstrated by the entire YRL team in recent years. We are able to be bold and fearless about our future because of the hurdles we’ve already overcome.

Most of all, we’ve demonstrated that there’s nothing that can take the place of a local library. Helping member libraries to fulfill the needs of their patrons is job 1 for us, and its importance is reflected in our Strategic Plan. Here’s what you can expect from YRL during the 2023-25 period:

- ➔ **Provide and expand services to member libraries**
- ➔ **Advocacy on issues affecting libraries**
- ➔ **Support to help member libraries to keep pace with technology**
- ➔ **Strengthened relationships**
- ➔ **Professional development opportunities**
- ➔ **Commitment to diversity, equity and inclusion**

I hope when you read our Strategic Plan you are as energized as our team, who live and breathe YRL as a verb every day.

Karla Palichuk, *Director*



“I always value the expansion of services, especially with how much it feels the world has changed over the last two years and how people access information or what they are in need of.”

Board Member





Yellowhead Regional Library's Intention is a Partnership

YRL is a key partner with member libraries, contributing to their success in their communities. Member focus groups have recognized YRL's role to provide supports and services effectively within the region.

Mission

YRL provides materials and services to public and school libraries and other organizations to assist them in meeting the informational, educational, recreational and cultural needs of their communities.

Values

- ➔ **Collaboration**
- ➔ **Inclusion**
- ➔ **Responsiveness**
- ➔ **Value for investment**



Expected Results

During the 2023-2025 time period, YRL will:

- 1.** Continue to maintain, and seek to expand, the range of services and supports provided to member libraries.
- 2.** Build supports and resources for members to advocate about the importance of libraries to their communities and stakeholders.
- 3.** Use YRL's collective voice effectively in advocating for issues impacting the library community.
- 4.** Support member libraries to keep pace with changing technology.
- 5.** Strengthen relationships and collaboration with member libraries, other library systems and key stakeholders.
- 6.** Create professional development opportunities for library staff and boards.
- 7.** Demonstrate YRL's commitment to diversity, equity and inclusion.

Role of YRL

YRL is a member-facing, customer-focused organization. The scope of the support provided by YRL is defined by the Libraries Act and Regulations, the YRL Master Membership Agreement and the YRL Strategic Plan.



GOAL 1

**YRL is a hub
for connection,
collaboration and
learning.**

Strategies:

- ➔ **YRL will stabilize and strengthen its existing services.**
- ➔ **YRL will seek to understand the environment and the needs of its members.**

Three-year targets, by 2025:

- ➔ **YRL and member library staff will have developed skills, accessed information and built connections to advance strategic priorities.**

Measured by:

- Responsive, predictable training sessions and workshops.
- Completion of professional development activities.
- Provision of relevant, timely materials.

- ➔ **Will have effectively managed and protected assets, systems and information and limited them to authorized users.**

Measured by:

- Formal disaster recovery plan and procedures for all areas is maintained.
- Implementation of cybersecurity best practices to protect the YRL network, hardware, users and data.

- ➔ **YRL staff will have actively engaged member libraries' staff to better understand them as individuals.**

Measured by:

- Consulting, training and other meetings or events.
- Seeking ideas from everywhere including members, vendors, partners and outside experts.
- Use of formal and informal channels of communication.
- Adaptation or modification of services to meet the needs of members.

- ➔ **YRL will have a plan for sustainable funding.**

Measured by:

- Departmental costings.
- Direction in use of reserves.
- Direction in levy amounts needed to maintain services.



GOAL 2

**YRL provides
quality information
and resources.**

Strategies:

- ➔ YRL will assess, and consult others, to build service offerings.
- ➔ YRL will clarify its service offerings.

Three-year targets, by 2025:

- ➔ **The collection development policy will be fully operationalized.**

Measured by:

- Clear rationales for items selected or de-selected.
- Understanding of, and response to, needs of the member libraries.

- ➔ **Digital content profiles will be posted on the YRL Intranet.**

Measured by:

- Use of the information by member libraries when supporting customers.

- ➔ **Entry points will be easy for libraries of all sizes. Information will be available to help member libraries access service delivery offerings.**

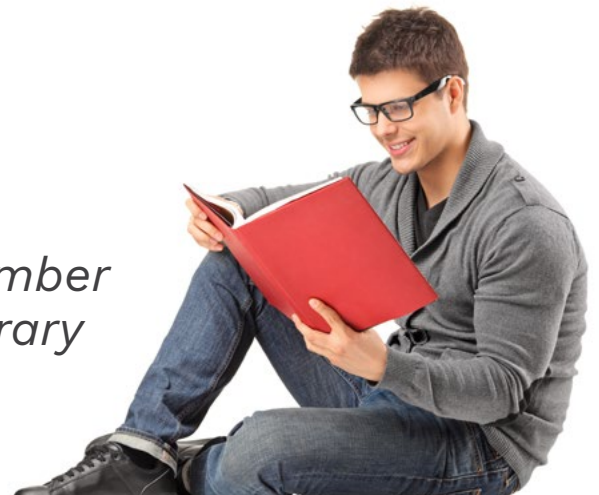
Measured by:

- Feedback from member libraries.
- Increased comfort in use of YRL services.



**“Appreciate that
library members have
been given a voice.”**

*Member
Library*





GOAL 3

**YRL shares
knowledge
and skills
wholeheartedly.**

Strategies:

- ➔ **Within the bounds of its mission, YRL will share its knowledge with other libraries and systems.**
- ➔ **YRL will use its voice, resources and expertise for issues of concern to the library community.**

Three-year targets, by 2025:

➔ **YRL staff will be innovative.**

Measured by:

- Engagement in activities outside YRL, such as boards and working groups.
- YRL staff have taken advantage of external opportunities for course work and seminars; as either a participant or presenter.
- YRL staff look outside the library environment for opportunities to grow skills.
- YRL staff will take “idea road trips” and use other mechanisms to learn and connect externally.

➔ **YRL will have problem solving techniques in place to support members.**

Measured by:

- YRL staff will be familiar with, and use, problem solving processes.
- YRL staff will be familiar with, and use, a range of facilitation techniques.
- Diverse groups will gather to tackle thorny problems.

➔ **YRL will have a robust advocacy strategy.**

Measured by:

- Identification of advocacy issues together with member libraries and The Alberta Library.
- Provision of advocacy information, tools and resources to libraries.
- Continued development of the advocacy committee and demonstrated leadership by YRL.

➔ **YRL will have sought out and successfully received additional grants to support activities.**

Measured by:

- Increased strategic opportunities to move projects and initiatives forward.
- Increased support to members through these new opportunities.
- Agility to take advantage of emerging opportunities.



GOAL 4

YRL is an excellent place to work.

Strategies:

- ➔ YRL will be the employer of choice for library staff.
- ➔ YRL will build a culture of commitment and camaraderie.
- ➔ YRL Board will demonstrate excellence in governance.
- ➔ YRL will be a fearless learning organization.

Three-year targets, by 2025:

→ **Compensation, including benefits, will meet the benchmarks established by the compensation philosophy.**

Measured by:

- Salaries of staff are adjusted as and when needed.
- YRL's turnover rate is less than 10%.
- YRL can recruit easily into vacancies.
- YRL staff each have a professional development plan.

→ **YRL will have developed a diversity, equity and inclusion (DEI) strategy.**

Measured by:

- YRL Board and staff understand DEI and its role in employment, making it easy for diverse populations to find and apply for positions.
- The DEI strategy supports the YRL strategic plan.

→ **YRL will learn from successes and failures.**

Measured by:

- Ability of staff to articulate and share successes and failure, and what they learned from each.
- Rough ideas are shared early to get helpful feedback.
- YRL staff will try new things and learn from them for the benefit of the members.
- Recognize that, in the early stages, effective learning is more important than immediate success or perfection.

→ **YRL will be a psychologically safe workplace.**

Measured by:

- Staff and Board understand the benefits of having a psychologically safe workplace.
- Policies, procedures and processes will enforce and support YRL's values and psychological safety.
- Staff will complete certification in this area.

→ **Governance instruction will be included in Board and Executive Committee meetings.**

Measured by:

- Clearly worded background information/explanations in board packages.
- Offering learning and development opportunities outside of conferences.

→ **The Board is actively involved in advocacy activities.**

Measured by:

- Number of advocacy activities undertaken by Board members.

Yellowhead Regional Library

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