



# SALT LAKE CITY PUBLIC LIBRARY

Strategic Visioning and Roadmap

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**The City Library**  
THE SALT LAKE CITY PUBLIC LIBRARY SYSTEM



## Table of Contents

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### 01 Introduction

Contributors

Letter from Board President and Executive  
Director

Salt Lake City Public Library Mission and  
Culture Statement

### 02 The Strategic Roadmap: Purpose, Process, and Transformation

### 03 The Strategic Roadmap: Framework

### 04 Next Steps

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Cover Photo: Rooftop Yoga at Main Library





# Introduction

In late 2017, Margaret Sullivan Studio (MSS) and studioPQ were hired to facilitate a Strategic Roadmap Process with the Salt Lake City Public Library. Over the course of six months, consultants conducted a highly participatory process with “The Navigator Team,” a group of Salt Lake City Public Library leadership and staff and conducted a series of community engagement sessions and focus groups with a diverse cross section of community leaders, community organizations, and individuals.

The purpose of the work was to develop a flexible strategic framework for a contemporary 21st century Salt Lake City Public Library to flourish for its community of users. This groundbreaking process employing service design techniques enabled the staff to generate a meaningful future vision for The City Library, while also developing skills for ongoing transformation and relevancy.

The following document represents the results of the remarkable Strategic Roadmap process, ensuring that The City Library will continue to be a dynamic, active, and critical institution. Nurturing both the individual and the community, The City Library will serve not only real community needs, but also its aspirations.

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# THE NAVIGATOR TEAM

The Strategic Roadmap was created by the exceptional team of Strategic Roadmap Navigators. Serving as representatives for The City Library, the Navigators analyzed staff and community input, assisted in developing strategic priorities, and designed future visions for strategic initiatives. Applying the service design techniques learned during this process, the Navigators will lead the organization into its dynamic future.

Navigators represent a diverse cross-section of the entire organization, both public-facing and “back-stage.” Selected to ensure depths in perspective and context, Navigators represent a variety of library locations, roles and responsibilities, and years of experience. The Navigators include Library staff, members of the Library Board of Directors, and Friends of the Library.

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**PATTY STEED**

**CHRISTINA WALSH**

**BROOKE YOUNG**





# COMMUNITY CONTRIBUTORS

With the publication of the Aspen Institute's Report, Rising To The Challenge: Re-Envisioning Public Libraries, the case for intentional alignment with community goals is explicit. Ensuring that The City Library's Strategic Framework was informed by relevant needs, challenges, opportunities, and aspirations supported by anecdotal community evidence, The City Library conducted five community engagement sessions, involving 75 individuals, representing 48 institutions. A tremendous "Thank You!" to all involved listed on the following pages.

Stacey Adams  
Kristian Anderson  
Kristin Beck  
Joshua Bell  
Jill Bennett  
Liberty Blake  
Kathy Bray  
Elise Brimhall  
Cynthia Buckingham  
Anne Burkholder  
Patrick Burns  
Doug Burton  
Lauren Colucci  
Lexi Cunningham  
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Lehua Weaver  
Russell Weeks  
Haley Wightman  
Rebecca Yates  
Deborah Young  
Adina Zahradnikova

# COMMUNITY ORGANIZATIONS

American Civil Liberties Union (ACLU)  
of Utah

Asian Association of Utah

Calvary Baptist Church

Centro Civico Mexicano

Disability Law Center

Discovery Gateway Museum

Downtown Alliance

Holy Cross Ministries

Horizonte Instruction and Training  
Center

International Association of Public  
Participation (IAP2)

International Rescue Committee

KCPW

KRCL

KUED

Literacy Action Center

Mundi Project

Natural History Museum of Utah

Salt Lake City Mayor's Office

Salt Lake City Community Writing  
Center

Salt Lake City Council

Salt Lake City Police Department

Salt Lake City School District

Salt Lake County - Aging Services

Salt Lake County Community College -  
Community Writing Center

Salt Lake County Health Department -  
Women's, Infants, Children (WIC)

Somers-Jaramillo & Associates

Sugar House Community Council

The Friends of the Salt Lake City Public  
Library

The Leonardo

University Neighborhood Partners

University of Utah - J. Willard Marriott  
Library

Utah Arts Festival

Utah Film Center

Utah Humanities

Utah Museum of Contemporary Art  
(UMOCA)

Utah Nonprofits Association

Utah Transit Authority (UTA)

Vest Pocket Business Coalition

Volunteers of America (VOA)

West View Newspaper

Young Women's Christian Association  
(YWCA)





# Letter from Board President and Executive Director



**Building on our 120-year history of success and relevance, The City Library has undertaken a 21st century approach to strategic planning.** While the world is a fundamentally different place than it was when the Library was founded in 1898, we continue to play a vital role in the community, enhancing the quality of life in Salt Lake City by advancing knowledge, fostering creativity, encouraging the exchange of ideas, and building community connections.

**Our “Roadmap” approach reflects our awareness that the world is a very different place than it was 120 — or even 10 — years ago.** We are keenly aware that the world is not only changing, it is changing at an accelerating and exponential rate. Futurist Michael Edson suggests that this accelerating pace of change is creating a “deeply weird” world that will challenge us in ways we cannot imagine. One such challenge is that we can no longer reasonably predict the future beyond the next 12 months or even the next 12-hour news cycle. Given this “deeply weird” world, how can the Library, or any organization, survive and thrive when we can no longer see what’s coming?

**The Roadmap is our answer to the question of how we survive and thrive.** First, we have identified our immutable core values and recommitted to our mission, which will continue as our North Star, guiding us through uncharted waters. Second, we are committing to turning outward towards the community every day, breathing life into our mission through the creation of engaging experiences and outcomes for our customers, partners, and the community. Employing the skills and methodologies of service design thinking, we are learning to pay attention in a new way. We are conducting deep dive one-on-one interviews, mapping customer journeys, and convening community conversations to develop a deep and broad understanding of shifting customer needs and motivations.



*Jana Ostler*  
*Board President*



*Peter Bromberg*  
*Executive Director*

**The Library is cultivating these new skills to understand the aspirations and needs of our patrons and community.** We are learning to adapt more quickly and continually explore new possibilities as we evolve the ways in which we design and deliver highly impactful library services. Our Roadmap is a flexible framework that empowers staff to be highly responsive and take ownership in creating meaningful outcomes and experiences for all. Together, we are building a culture of agility and a deep capacity for experimentation, assessment, and learning.

**Our Roadmapping process will continue to be informed by input from individual patrons and community organizations.** Our Strategic Roadmap is more than a plan, it is our promise to the community and to each other that we will contribute to the health and vitality of Salt Lake City. It is our commitment to continue the Library’s evolution from a transactional approach to a human-centered approach — to focus on the potential for self-directed transformation that exists in each individual and the potential for collective transformation that exists in our community.

A stylized, cursive signature of Jana Ostler.

**Jana Ostler**

A stylized, cursive signature of Peter Bromberg.

**Peter Bromberg**

# **The City Library's Mission Statement**

**The City Library is a dynamic civic resource that promotes free and open access to information, materials, and services to all members of the community to advance knowledge, foster creativity, encourage the exchange of ideas, build community, and enhance the quality of life.**



# SALT LAKE CITY PUBLIC LIBRARY CULTURE STATEMENT

**We are The City Library. We work together to make lives better.**

**We are inclusive.**

We have the courage to be our authentic selves. We honor differences of thought, opinion, and worldview because we believe that we are stronger together. We believe that diversity in all its forms leads to connections and community that we can only create together.

**We are open.**

We cultivate a space for good where we can share differing opinions without judgment. We respect one another and the decisions we make collaboratively, realizing that mistakes, failures, and changes are part of what makes us better.

**We are curious.**

We are creative explorers who approach all we do with a learning mindset, and we strive for continual improvement in our personal and professional lives. We are always looking for ways to pitch in and make the Library better.

**We are playful.**

We bring a spirit of fun to all that we do. Our collegiality and generosity inspire deeper connections with each other and our community. We see every day as an opportunity to inspire new ideas and make someone smile.

**We are kind.**

We care. We treat each other and those we serve with empathy and compassion, lifting each other up, and celebrating our successes together.

**Together, we are The City Library.**

# The Strategic Roadmap

## PURPOSE, PROCESS AND TRANSFORMATION

Over a period of six months, from July 2017 through January 2018, the Salt Lake City Public Library generated a dynamic Strategic Roadmap, re-affirming The City Library's role as a critical community platform, enabler of individual transformation, and amplifier of Salt Lake City's community advancement goals. Parallel to the development of the Roadmap, a Navigator Team representing a diverse group across the organization developed service design skills that will ensure that the Library continues to align in real time with the needs, challenges, and aspirations of its patrons and community. The Strategic Roadmap, combined with staff learning and capacity building, provides a critical foundation for a nimble, flexible, and adaptable 21st century organizational infrastructure.

Facilitated by Margaret Sullivan and Patrick Quattlebaum, the process was built on the goals of conventional strategic plans: to align mission, values, strengths, and assets of The City Library with

community needs and aspirations, while also amplifying The City Library's resources to create the greatest impact for the communities served. Acknowledging that previous strategic planning methods had not been "looking outward" effectively, nor designed to be responsive to rapid rates of change that put a strain on services daily, The City Library engaged in an extraordinary process using service design, strategic visioning, community engagement, staff training and implementation techniques across all service delivery platforms to catalyze institutional transformation. The result is a flexible, living framework that empowers all City Library staff to contribute to this future vision, guided by our Strategic Areas of Focus and anchored in our shared culture, values, and purpose.

The following goals of the process were met:

1. To identify service priorities within a guiding, flexible framework, aligned with constantly evolving contemporary needs to achieve relevant and impactful outcomes
2. To grow staff knowledge and capacity for employing human-centered design skills, mindset, and approach
3. To facilitate a process where The Navigator Team authored the Strategic Roadmap
4. To engage patrons and community groups in meaningful dialogue to inform the development of our strategic focus areas



*The Plot, Main Library*

Specifically, the Strategic Roadmap process achieved the following:

- Mission, Values, and Strategic Goals were reevaluated, reasserted, and redefined
- Services are being re-envisioned to create meaningful and impactful customer experiences
- Conventional measurements such as “goals” and “outcomes” are being redefined for relevancy and impact based on the outcome goals of strategic initiatives
- Partnerships and collaborations are being strengthened through common goals and a shared vision
- Traditional approaches to staff roles, processes, and partnerships will be re-thought to align with new customer and community needs

Throughout the process, Navigators and community members were introduced to and applied human-centered design, systems thinking, experience design,



*Summer Concerts, Marmalade Branch*

and operational design. The goal of this approach was to help staff foster an entrepreneurial mindset and equip them with the tools to create more meaningful experiences for patrons. The process has strengthened the institution’s capacity for embracing change, through the growth of internal systems and practices for ongoing improvement and continual organizational realignment with community needs.

The work was designed around the following primary activities:

- The City Library Staff Survey
- Research of local and national issues and demographics
- Strategic Roadmap Workshops
- Community Engagement Sessions
- Directed Storytelling: One-on-one interviews with community members



- Case Studies
- Service Safaris
- Creation of an interactive “Scout Book” framework

This document outlines the Strategic Framework, its purpose, and associated definitions. Supplemental materials provided in the Appendix include the process and methodology, toolkits, associated artifacts documenting the process and The City Library Scout Book, a tool designed by the Navigators to operationalize The City Library’s Strategic Roadmap.

**The City Library will become a more adaptive institution that is inclusive, open, curious, playful, and kind. The Library will focus on creating meaningful outcomes and experiences for all.**

### THE CITY LIBRARY’S MISSION, VISION AND CORE VALUES

In 2011, The City Library generated a Mission Statement boldly asserting its role as an essential community asset. During the new Roadmap process, the staff and Navigators reasserted the Mission and created a Culture Statement based on input about shared values from over 170 staff and Board members. The purpose of the reassertion of the Mission Statement and the creation of the Culture Statement was to establish consensus on the purpose-driven, mission-driven, and values-driven approach to services. It serves as a declaration of immutable institutional values that

anchor and guide the organization even as community aspirations and needs continuously evolve.

### THE WORLD IS CHANGING AND SO ARE LIBRARIES

New technologies, communications, competitors, models of service and ever-expanding customer expectations, interests, and needs are requiring all institutions to adapt and innovate. The City Library’s future focuses on creating unique experiential journeys and elevated customer experiences. With a shift away from transaction as a primary mode of service to the creation of intentionally designed human-centered experiences, The City Library has recognized its need to offer unconventional tools and resources, adapt and adopt new techniques of service, expand institutional skill sets, and strengthen community relationships in order to effectively and with intention transform individuals and communities. The Library’s mission has not changed, but how The City Library executes that mission will, and must, change.



*End of Summer Celebration, Main Library*

### THE CONTEMPORARY CONTEXT

In the first phase of the work effort, the Navigator Team workshoped to reframe the relevancy of services within the context of contemporary quality-of-life conditions in Salt Lake City. Work included research and readings, analysis of the all-staff values and needs survey, community dialogue, and intensive one-on-one interviews by Navigators with a diverse cross-section of City Library customers. The purpose was to develop a deeper understanding of the needs of individuals — to listen and make connections to how The City Library can utilize its unique position in the community to provide access and resources, develop programs and partnerships, convene and connect, and ensure that all individuals are being served on the basis of their unique human condition. As a platform for community advancement, The City Library undertook this process to understand how all organizations in the community can work together to create an ecosystem that comprehensively addresses the social issues of our city.



*TedX, Marmalade Branch*

Critical to creating a foundation for all in the community to understand human-centered and systems design was to engage community leadership in a meaningful process. This work began with a lively presentation and discussion on July 11, 2017, revealing aligned values, barriers, challenges, and opportunities for collaborating to create shared outcome experiences. As a follow-up, the consultant team facilitated focus group conversations with community members to elicit anecdotes to more deeply understand community challenges. Consultants, Navigators, and Library Leadership synthesized this work to create a foundation to re-define strategies, resulting in the Strategic Framework.

Many of the challenges that we heard Salt Lake City is facing are consistent with national challenges, such as access to education, access to transportation, and the need for affordable housing. We also heard specific challenges unique to Salt Lake City, including the high rate of teen suicide, an aging-in-place senior population above the national average, and the need to be inclusive and celebrate diversity.

These issues were identified as barriers to equity:

- Lack of Access to Education
- Lack of Access to Transportation
- Lack of Diversity and Inclusion
- Lack of Access to Arts and Culture
- Inequality
- Poverty





*Dog Day Afternoons, Anderson-Foothill Branch*

- Lack of Economic Health
- Lack of Small Business support
- Lack of Affordable Housing
- Homelessness
- Digital Divide
- Lack of Affordable Healthcare
- Teen Suicide
- Domestic Violence

## Stresses and challenges in our community are also opportunities to be intentional and define our preferred future.

A key role of the American public library has always been to foster literacy to enable an individual's ability to "fully participate in society." The Institute of Museum and Library Services (IMLS) report, Museums, Libraries,

and 21st Century Skills, suggests that basic literacy is a mere starting point. The literacies our children and workforce need to be successful include scientific and numerical literacy, visual literacy, civic Literacy, health literacy, environmental literacy, financial and economic literacy, and more. We are facing overwhelming challenges and seeking solutions that are out of the bounds of traditional library services. With a strength of brand in empathy and compassion, truly understanding what "full participation in society" means for the diversity of the individuals The City Library serves requires a complex set of skills not traditionally taught in library science programs or even most business management degree programs.

The service design skills that staff are developing are helping the Library put methods and structure around our natural orientation of compassion and empathy in a way that leads to a deeper understanding of community needs within the context of individual experiences. This understanding positions the Library to take smart,



*Teatime Storytime, Sprague Branch*

measured risks and be innovative and experimental in designing community-driven, human-centered services, spaces, and collections. The City Library's outcomes-based Roadmap allows us to be increasingly intentional in creating our shared preferred future.

What we do know is that the challenges our institutions face are severe and we cannot do this work alone. The community engagement meetings proved that the civic community shares a fierce commitment to creating a greater Salt Lake. With a rigorous focus on creating human-centered experiences within the context of the larger Salt Lake City institutional ecosystem, and by facilitating a dynamic platform to convene, connect, and collaborate, The City Library will amplify its role as a critical civic leader and essential civic force.



*Origami, Marmalade Branch*



*Tea Tuesdays, Marmalade Branch*



*Bob Ross Paint-Along, Sweet Branch*





# Strategic Framework

## LOOKING OUTWARD

The City Library is building our practice of regularly “looking outward.” Moving forward, we will continue to convene community conversations and increasingly embed librarians with partners and organizations across the city. These practices endow the Library with a true understanding of the community landscape and will allow us to “future-cast” as we embrace the continual evolution of our services.

## The City Library will prepare the community for the change ahead of us.

With this “future-casting” attitude and with a committed mission, values, and an understanding of Salt Lake City needs, the Navigators workshopped to design a Strategic Framework to establish guiding priorities and a service roadmap. Building on the most recent strategic plan created in 2009, and incorporating the results of the five workshops, future visioning and service design, the Navigators generated the Salt Lake City Public Library Strategic Framework.

The Framework is intended to be broad in meaning, fostering a staff culture that aims to strengthen and refine existing services as well as innovate and experiment with new services. It is designed to provide a lens through which to view the design and delivery of existing and future programs of The City Library and organizational partners. The Framework will help the Library breathe life into our mission and values by operationalizing them through all six Strategic Areas of Focus and a set of service experience goals.

Not every service will incorporate every aspect of the Strategic Framework. At its essence, our goals will result in an elevated customer experience. Staff will be empowered and engaged to support this elevated experience, whether public-facing or “back-stage.” The six strategic areas of focus, defined on the following pages, were derived and defined by the Navigators. Navigators also generated three foundational principles that will permeate all experiences:

- The City Library will foster Social Connections
- The City Library will facilitate Learning
- The City Library will create Community

Serving as the symbol of the results of this specific process, this Framework should be regarded as a living “design”, to be revised, refined, and adapted as needed. The next steps of this process will be for the Navigators to create and design the Strategic Roadmap “Scout Book,” an interactive handbook to activate the Strategic Roadmap for staff and customers.

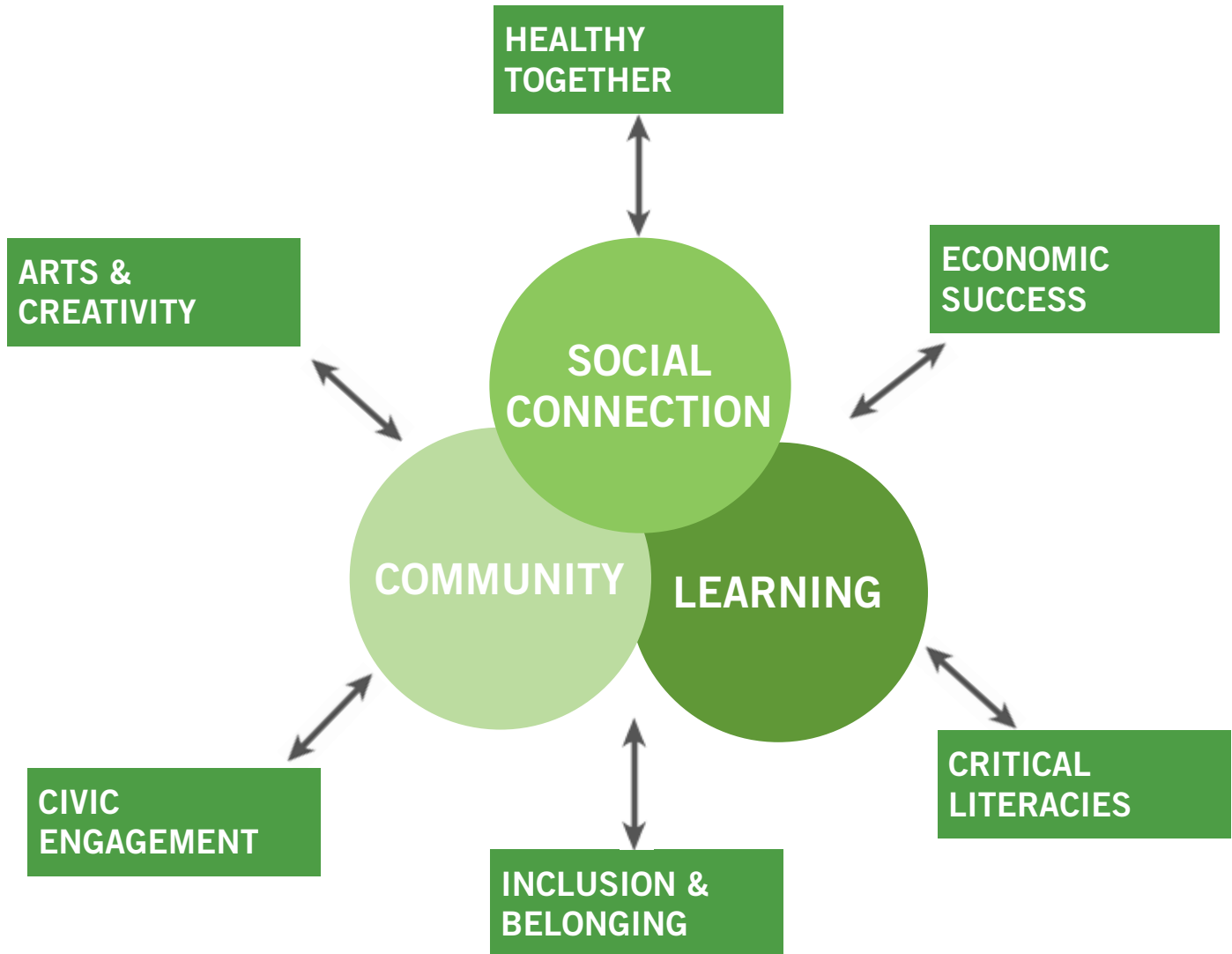


*Kids' Cafe, Glendale Branch*



## STRATEGIC FRAMEWORK DIAGRAM

**THE CITY LIBRARY IS A PLATFORM FOR COMMUNITY AND INDIVIDUAL TRANSFORMATION**



### WE WILL GIVE LIFE TO THESE PRIORITIES BY EMBRACING:

**CUSTOMER EXPERIENCE  
EXCELLENCE**

**PROVIDING ACCESS TO  
PEOPLE AND RESOURCES**

**INNOVATION &  
EXPERIMENTATION**

### THE STRATEGIES WE COMMIT TO WILL RESULT IN:

Meaningful customer experiences that support personal growth.

Empowered and engaged staff creating greater impact.

Services and partnerships that contribute to an enriched community.

# Strategic Areas of Focus

## Arts & Creativity

Focuses on creating, experiencing, and celebrating the arts in Salt Lake City.

## Civic Engagement

Focuses on individuals and groups who have the knowledge, skills, and social connections to take action in creating a strong, vibrant community.

## Critical Literacies

Focuses on the critical role The City Library plays at fostering literacies as the basis of an individual's ability to participate fully in a free society.

## Economic Success

Focuses on assisting individuals to meet their economic, financial, and career goals. Focuses on assisting the Salt Lake City business community to achieve success.

## Healthy Together

Focuses on supporting pathways to a healthy community—specifically physical, mental, and emotional health—and facilitating solutions to our city's health concerns.

## Inclusion & Belonging

Focuses on creating opportunities for people to experience, express, and celebrate cultures and diversity, thereby connecting individuals and communities.



*Tea Class, Marmalade Branch*



*Eid al-Fitr Celebration, Marmalade Branch*







# 1 Arts & Creativity

Focuses on creating, experiencing, and celebrating the arts in Salt Lake City.

Salt Lake City enjoys a deep and rich arts community that not only provides opportunities for enlightened experiences, but also believes that the arts are a vehicle for social good, cultural sharing, and bringing the community together in common interests, passions, and talents.

Arts and Creativity will be a critical platform for ensuring that all styles of learners have access to tools and opportunities to realize future dreams and aspirations. The City Library will embrace “maker learners.” The City Library will connect individuals to the arts in the community. The City Library will provide entry-level access to ignite creative curiosities. The City Library will connect customers to institutions in the community where they can deepen their arts and cultural growth, development, and experiences. The City Library will embrace its role to provide tools, access, and opportunities for visual literacy, performance literacy, and cultural literacy development. The arts community will be celebrated and more Salt Lake residents will be able to access the arts. And individuals will have the tools to create their futures!

**The Salt Lake City Public Library will provide access, opportunities, and tools for creativity and curiosities to be explored. Individuals' interests, passions, and talents will flourish!**



*Día de los Muertos Celebration, Day-Riverside Branch*

## KEY NEEDS

- A space to create and experience
- Instruction
- Connection - personal and organizational
- Navigation tools
- Collaboration
- Intergenerational/familial activities

## KEY OUTCOMES

- Salt Lake City has a more knowledgeable, connected, and vibrant artistic community
- Salt Lake City residents have access to the tools, collections, knowledge, spaces, and human connections that foster the development of artistic talents and interests





# 2 Civic Engagement

Focuses on individuals and groups who have the knowledge, skills, and social connections to take action in creating a strong, vibrant community.

Public libraries across the country are increasingly acting as conveners of civic dialogue, and providing a platform for constructive and respectful civic engagement. Nationally, we are witnessing a movement where museums, libraries, and other civic institutions are embracing this role, and recognizing our obligation as nonpartisan civic spaces to provide a forum for community members to engage in the local, regional, and national civic issues of the day.

The City Library will activate this strategic area by being a civic educator, increasing awareness of civic engagement and civic responsibility. The City Library will embrace its role as a community convener, fostering civic literacies by not only being a host for civic events, but also by being a safe and neutral place for conversation around emerging community issues. The City Library will provide access to resources which connect the community to emerging issues and challenges occurring in the civic realm. We will be active and visible in the community to enable strong connections. Navigators envisioned a Civics Conference where individuals can learn from community experts how to be more involved and effective in civic engagement. Participants will learn how to use tools and data, develop an understanding of the formal and informal levers of power, and leave with a practical action plan for creating change.

## KEY NEEDS

- Knowledge
- Skills
- Social Connections

**The City Library believes that democracy happens when the public is empowered with access, tools, and techniques to enable an effective dialogue in the civic and political realm.**



*Author in the House, Sweet Branch*

## KEY OUTCOMES

- People have a better understanding of issues in their community and society
- People have a better understanding of formal and informal power structures locally and nationally
- People have stronger social networks to align their energy and actions
- People are better positioned to take effective action toward a positive outcome







# 3 Critical Literacies

Focuses on the critical role The City Library plays in fostering literacies as the basis of an individual's ability to participate fully in a free society.

In the most recent strategic plan, The City Library identified Early Literacy and Digital Literacies as separate strategic areas of focus because of the needs in the community and the strengths of the service of the library at that time. In 2018, however, many literacies need to be mastered to ensure full participation in civic society and in the academic and economic landscape. While deeply committed to early literacy and digital literacy, the Library is embracing an expanded definition of literacy to include all literacies critical for success in the 21st century. Critical Literacies will be achieved by developing experience-based and project-based learning opportunities for all ages and stages of learners. The City Library will join with partner organizations in identifying literacy gaps in the community, and will work collaboratively to create positive outcomes in all literacies, including those that touch on other areas of focus in our Strategic Framework.

**“Literacy involves a continuum of learning in enabling individuals to achieve their goals, to develop their knowledge and potential, and to participate fully in their community and wider society.”<sup>1</sup>**



*New Readers Book Club, Main Library*

## KEY NEEDS

- Connection to learning/educational resources
- Out-of-school learning opportunities and safe spaces for kids
- Motivation and recognition
- Hands-on experimentation with technologies
- Project based learning and experiential learning
- New framework for planning outcomes and measureables

## KEY OUTCOMES

- Improved academic achievement
- Lifelong learning
- Staff ownership in patron's learning experience
- Formal and informal recognition such as badges and certificates
- Curriculum development
- Amplify and extend community-led programs that address 21st century literacies

*Photo: Code Club, Main Library*

<sup>1</sup> “The Plurality of Literacy and its implications for Policies and Programs” (PDF). UNESCO Education Sector Position Paper: 13. 2004.







# 4 Healthy Together

Focuses on supporting pathways to a healthy community – specifically physical, mental, and emotional health – and facilitating solutions to our city's health concerns.

During the Strategic Roadmap process there was robust conversation as to what role The City Library should take in creating a healthy Salt Lake City. In developing the definition and designing The City Library's role and purpose, Navigators synthesized needs assessment data to identify common issues. The needs included the crisis of homelessness and the need for mental health support across all socio-economic demographics. They also identified areas of concern such as the fact that real learning cannot occur for a child if they are deprived of nourishment, sleep, or clothing; the fact that Utah witnesses one of the highest rates of teen suicide in the country; increasing social isolation; and Salt Lake City's climate issues that are impacting health and quality of life. As the Navigators workshopped, they envisioned a role for The City Library that would align with the recreational brand of place that so many people enjoy about living in Salt Lake City, and provide access to resources, opportunities, and tools that foster health and well-being.

**The City Library will embrace its role in fostering health and wellness as a foundation to learning, full participation in society, and quality of life.**



*Rooftop Yoga, Main Library*

## KEY NEEDS

- Basic food, clean clothes, shower, clean air, safety
- Sense of self-worth and dignity
- Access to healthcare and information
- Social connection

## KEY OUTCOMES

- People are more knowledgeable and able to choose behaviors that support their physical, mental, and emotional health
- Social connections across the community, with the many attending health benefits, are strengthened
- Emotional and physical well-being is supported with the time and space to be restored and productive







# 5 Economic Success

Focuses on assisting individuals to meet their economic, financial, and career goals. Focuses on assisting the Salt Lake City business community to achieve success.

Economic Success will build on the core services that The City Library provides in workforce readiness, career services, and job support skills such as resume writing and interview preparation. Through the work of the Navigators and hearing from the representatives of the business community in the community engagement conversations, the Strategic Roadmap process produced an energetic vision to catalyze economic development for the region, enable career development for individuals, and strengthen The City Library's role to convene, connect, and support Salt Lake City's business community at large. Not only will The City Library support economic success in traditional ways, the educational support the Library provides, from early literacy to filling the educational gaps to supporting development 21st century skill sets, will be essential to the community's economic health as acknowledged in Prosperity Through Education: The Innovation, Accountability, & Investment Plan for Utah's Future. Navigators envisioned customer experiences they described as a "Business Career Boot Camp" where the Library serves the role of convener, connector, and small business support center for entrepreneurs in Salt Lake City.

## KEY NEEDS

- Employment
- Business knowledge
- Business skills
- Networking opportunities
- Job skills

**Public libraries build a community's capacity for economic activity and resiliency. Public libraries are critical partners for local economic development initiatives that focus on people and quality of life.**

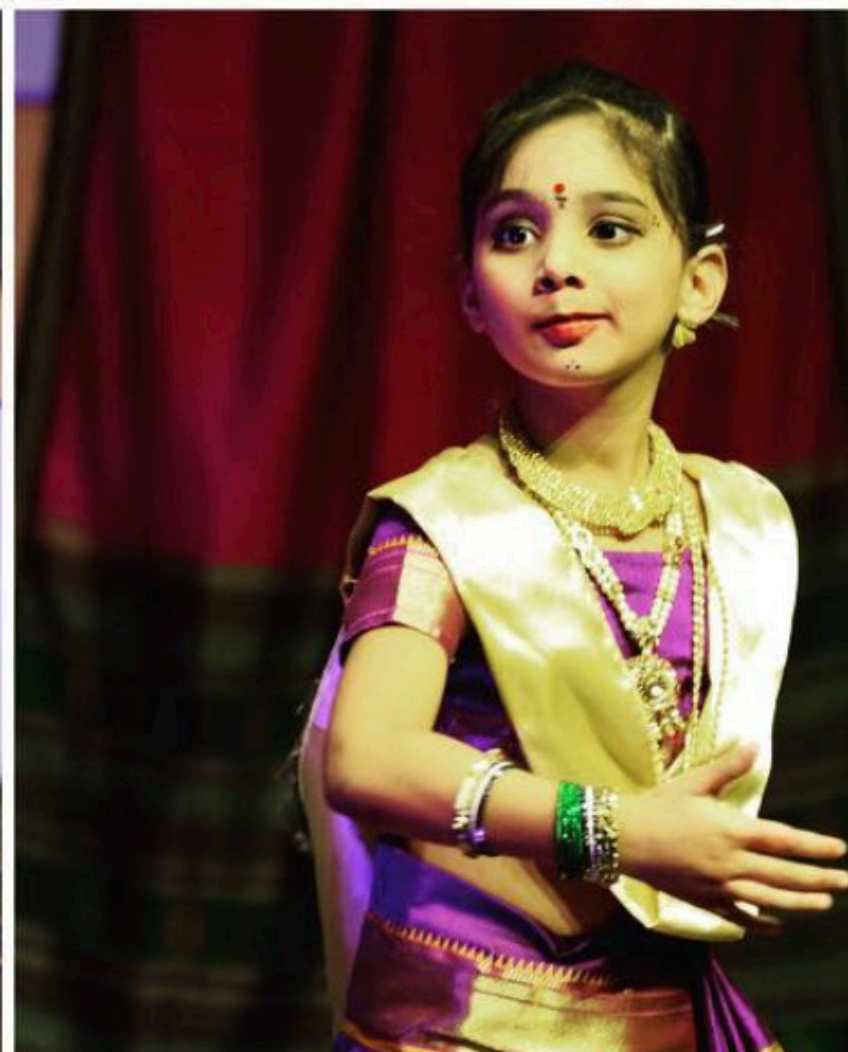


*Honey Harvest, Main Library*

## KEY OUTCOMES

- Successful start-ups
- Collaborative business community
- Higher employment rate
- High-skilled workforce







# 6 Inclusion & Belonging

Focuses on creating opportunities for people to experience, express and celebrate cultures and diversity, thereby connecting individuals and communities.

During the community engagement conversation, coupled with experiences and research of the Navigators, we learned that Salt Lake City's demographically-diverse community often feels marginalized. Based on the 2010 census, Salt Lake City's population was 75.1% White, 2.6% African American, 1.2% American Indian and Alaska Native, 4.4% Asian, 2.0% Native Hawaiian and other Pacific Islander, 10.7% from other races and 3.7% of mixed descent. 22.3% of the total population were Hispanic or Latino of any race. Yet these numbers don't begin to illustrate the very real and complex barriers we face in truly valuing and benefiting from diversity and inclusion. We also heard that the city will become a "minority-majority" city by 2050<sup>1</sup>. Salt Lake City is also a community of diverse neighborhoods, reflected in branch locations, services, and character. The City Library Navigators recognized the Library's critical role of being intentional and critically aware of providing social equity, the condition where all people in the community, whether a majority or an isolated minority group, enjoy the same status as the most privileged in the community, including freedom of speech and equal access to opportunity.

## KEY NEEDS

- Connecting individuals and communities
- Providing welcoming and inclusive spaces
- A forum for sharing diverse voices and opinions
- People safe to be themselves
- Celebration and exploration of diverse cultures and viewpoints

**The City Library will celebrate diversity ensuring that all members of the community are welcome, accepted, and included, enabling them to fulfill their full potential.**



*Eid al-Fitr Celebration, Marmalade Branch*

## KEY OUTCOMES

- A sense of community and belonging
- Individuals and communities freely share knowledge, talents, and ideas
- People see their communities reflected in Library staff
- Increased access to support networks

*Photo: Diwali, Main Library*

1 <http://archive.sltrib.com/article.php?id=56449431&itype=CMSID>







# Next Steps

This Strategic Roadmap will serve as a foundation for the City Library as we continue to reimagine ways in which to transform our core values and mission into tangible outcomes and experiences for our patrons and community. Library leadership will be realigning budgets and staff roles and responsibilities to correspond with the new Strategic Areas of Focus. Operationalizing the Roadmap will require the Library to nurture a human-centered, experimental, and outcome-based mindset in all staff. The Library will continue to evolve service models that are grounded in the true needs of our patrons, guided by core experience principles, and backed by sustainable operating structures. The Library will expand our internal and external feedback loops by continually assessing community aspirations and needs to ensure that programs and services are creating the greatest possible impact. The Library will develop a robust practice of project management and assessment to better leverage our time and resources in supporting high impact initiatives and partnerships.

The Navigator team will serve as champions and educators of the strategic roadmap process and framework for the entire organization and will continue to meet quarterly. A small group of Navigators will become Ambassadors, working with the newly hired

Assistant Director of Customer Experience to develop implementation strategies. The City Library will continue to host community members in enlightened dialogue and conversation on a regular basis.

This document represents an intensive amount of learning, ideating, and challenging convention to “Look Outward” and see the world through the lens of fellow Salt Lakers.

**Democracy will be practiced daily in Salt Lake City and anchored at The City Library.**

The Library’s Board of Directors will serve the role of championing the Strategic Roadmap Process and the Strategic Framework, communicate stories of impact, initiative, and relevancy to community peers and civic leaders, and support The City Library executive leadership to ensure strategic success. This work represents the commitment of a Board, administration, and staff to improving quality of life for all who enjoy The City Library’s services.



# READING MATERIALS

## **Prosperity Through Education: The Innovation, Accountability, & Investment Plan for Utah's Future**

<http://slchamber.com/wp-content/uploads/2015/11/Updates2015-Prosperity-Through-Education.pdf>

## **Plan Salt Lake: Citywide Vision**

<http://www.slcdocs.com/Planning/Projects/PlanSaltLake/final.pdf>

## **The Downtown Plan: Downtown's Story From Tomorrow**

<http://www.slcdocs.com/Planning/MasterPlansMaps/Downtown.pdf>

## **Downtown Alliance Reports and Data Website**

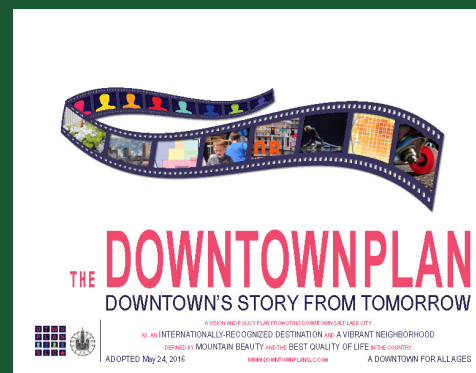
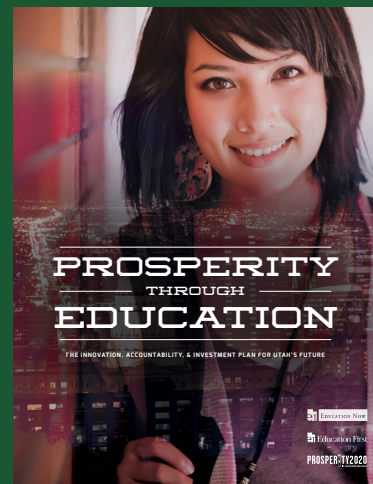
<http://www.downtownslc.org/development/reports-data>

## **Building Salt Lake Website**

<http://www.buildingsaltlake.com>

## **The University of Utah, Kem C. Gardener Policy Institute Website, Salt Lake City Demographics**

<http://ucdp.utah.edu/county/salt-lake-county/salt-lake-city/>







The City Library  
THE SALT LAKE CITY PUBLIC LIBRARY SYSTEM

**Salt Lake City Public Library**  
**210 East 400 South**  
**Salt Lake City, UT 84111**