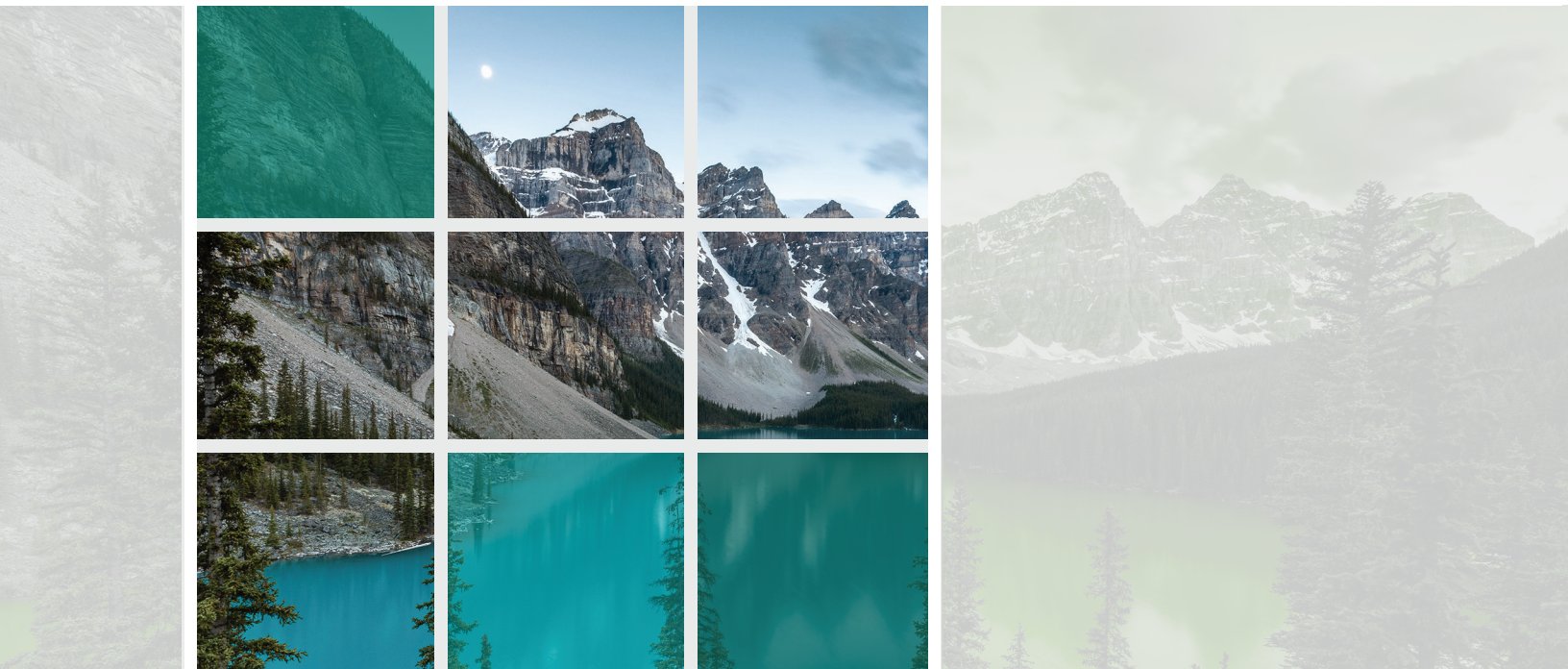


alberta
law
libraries



2026 - 2030

Strategic Plan



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MESSAGE FROM THE BOARD

BOARD MEMBERS

- Barbra Bailey (Chair)
- Luke Bendkowski
- Sheila Joyce
- Sarah Klein
- Jennifer Perry
- Yasifina Somji

Since 1949, Alberta Law Libraries (ALL) has been a cornerstone of legal information access in the province — evolving through decades of collaboration between the Government of Alberta, the Law Society of Alberta, and the Alberta Law Foundation.

From its roots in courthouse collections to its transformation into a unified, province-wide system in 2017, ALL has continually adapted to meet the changing needs of the legal community and the public. Today, grounded in a legacy of innovation and partnership, we are poised to build on our strengths and pursue strategic initiatives that enhance access to legal information and empower meaningful participation in the legal system across Alberta.

As we look ahead, we do so with a clear understanding of the dynamic environment in which we operate. The legal landscape is shifting — driven by technological change, evolving user expectations, and the growing demand for accessible, high-quality information. Internally, we must balance resource stewardship, innovation, and service delivery to a diverse and expanding user base. Externally, we face rapid developments in digital information management and an ongoing responsibility to contribute meaningfully to the justice system.

Despite these challenges, we move forward with confidence. Our vision and mission provide clarity of purpose while our values guide our approach and decisions.

Our path forward is deeply rooted in the shared vision of those who support our work. We are united by a commitment to strengthening Alberta’s justice system through timely, innovative, and accessible services. By advancing access to justice, supporting legal education and research, and promoting competence and professionalism, Alberta Law Libraries continues to reflect the priorities of our funders while remaining responsive to the evolving needs of our communities.

Together, these shared commitments ensure that the strategic direction of Alberta Law Libraries reflects both the needs of our communities and the priorities of those who support our work.



VISION.

Fostering Meaningful Participation

Our vision, **Fostering Meaningful Participation**, recognizes the vital role legal information literacy plays in enabling all Albertans to engage confidently and effectively with the justice system.

MISSION.

We facilitate efficiency, competence, and confidence in the administration of justice through accurate legal information.

Our mission reflects what we do daily, for whom, and the impact of that work. It serves to inspire, focus, and align our team behind a common purpose.

VALUES.

Our values reflect how we do our work, providing a framework for consistent decision-making and shaping a positive organizational culture for our team and the people we serve.

Accessibility

We facilitate access to information and resources to meet the diverse needs of users.

Service Excellence

We provide timely, high-quality services with professionalism and responsiveness, working collaboratively with partners to meet user needs.

Inclusion

We foster a respectful, welcoming, and open environment where everyone is valued and accepted.

Continuous Improvement

We embrace curiosity and innovation, approaching each opportunity with an open mind to improve our service.

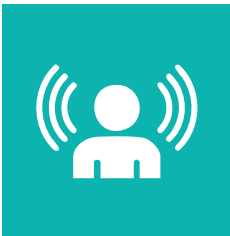
Trust

We uphold the highest standards of quality, neutrality, and impartiality so that our users can rely on us to support informed, confident participation.

STRATEGIC PRIORITIES

Working collaboratively with the ALL leadership team, the Board has identified **three Strategic Priorities** to move the organization towards its vision.

These priorities aim to capitalize on organizational strengths and opportunities while mitigating organizational risks.



HEIGHTENED AWARENESS

We will expand and deepen awareness of our services and their value, ensuring that Albertans, the legal profession, and others working with the justice system recognize and benefit from the resources we provide.



ENHANCED USER EXPERIENCE

We will reduce barriers to deliver user-focused services so that people can confidently and efficiently access the information and support they need.



OPTIMIZED RESOURCES

We will steward our physical, human, and information resources responsibly, ensuring they are used effectively and innovatively to maximize impact.

STRATEGIC GOALS

Working together, the Director and the ALL leadership team have identified **five strategic goals** that Alberta Law Libraries will pursue to support the Strategic Priorities identified above. Each goal impacts one or more Strategic Priority and will serve to focus efforts and ensure progress towards ALL's Vision. These goals may evolve and be refined through continuous improvement; however, the Strategic Priorities remain the same. This ensures the Strategic Plan continues to provide direction while allowing for operational flexibility in achieving the Strategic Priorities.

HEIGHTENED AWARENESS

ENHANCED USER EXPERIENCE

OPTIMIZED RESOURCES

HA

EUE

OR

REPURPOSE PHYSICAL AND DIGITAL SPACES FOR COLLABORATION

HA

EUE

OR

UPGRADE THE INTEGRATED LIBRARY SYSTEM (ILS)

HA

EUE

OR

REVIEW AND REFINE ORGANIZATIONAL STRUCTURE/ROLES

HA

EUE

OR

INCREASE AWARENESS OF ALL SERVICES AMONG LEGAL PROFESSIONALS

HA

EUE

OR

ENHANCE COLLABORATION WITH INTERNAL AND EXTERNAL GROUPS

alberta law libraries

BOARD MEMBERS

Barbra Bailey (Chair)
 Luke Bendkowski
 Sheila Joyce
 Sarah Klein
 Jennifer Perry
 Yasifina Somji

DIRECTOR AND LEADERSHIP TEAM

Dale Barrie (Director)
 Ana San Miguel
 Sophie Song
 Julie Rainey
 Madhu Ichhpuniani

CONTACT INFORMATION



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- Red Deer
- St. Paul
- Wetaskiwin

