



REPORT TO THE LIBRARY BOARD
Meeting date: OCTOBER 21, 2021

SUBJECT: Endorsement of Strategic Plan 2022-2026
PURPOSE: For Approval
PREPARED BY: Senior Team
PRESENTED BY: Michael Ciccone - CEO

RECOMMENDATION

It is recommended that the Board endorse the final Draft (D4) of the 2022-2026 Strategic Plan.

BACKGROUND

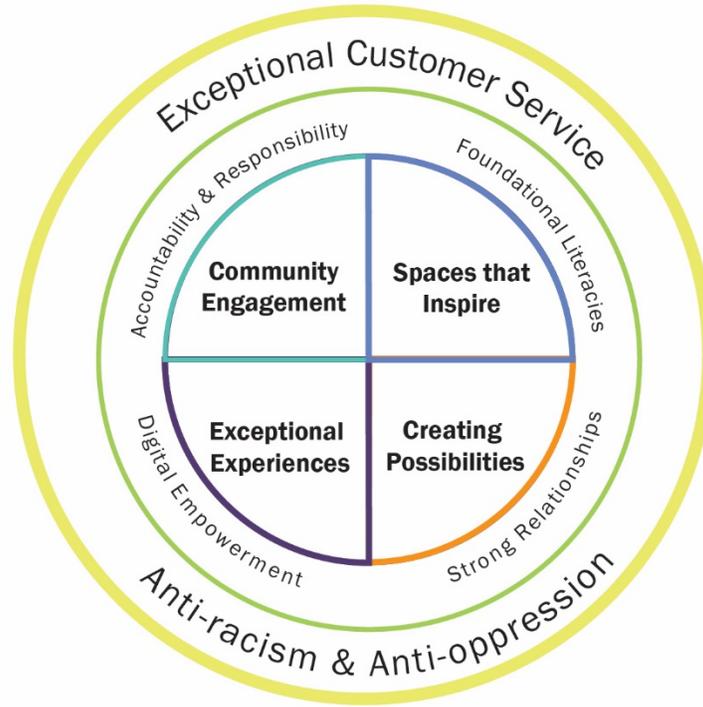
Senior Team is submitting the fourth and final draft of the 2022-26 Strategic Plan for endorsement by the Board. This submission satisfies the requirements of the *Board Endorsement* stage of the strategic planning template approved by the Board on December 3, 2020.

NEXT STEPS

Once endorsed, Senior Team will begin the process of operationalizing the plan, which will include gathering extensive staff feedback in the first quarter of 2022.

The final task in the Workplan is for the Board to review internal metric reporting practices (e.g. Balanced Scorecard, KPIs, etc.) in light of new strategic plan (possibly striking subcommittee to review). This sub-committee might also work with staff to develop a mechanism for updating the Board on the Plan's overall progress.

LONDON PUBLIC LIBRARY 2022-26 STRATEGIC PLAN



PRIMARY VALUES 3

 Exceptional Customer Service..... 3

 Anti-racism and anti-oppression (AR/AO) 3

SECONDARY VALUES 4

 Strong Relationships 4

 Digital Empowerment 4

 Accountability & Responsibility 4

 Foundational Literacies..... 4

STRATEGIC PRIORITY 1: SPACES THAT INSPIRE..... 5

STRATEGIC PRIORITY 2: CREATING POSSIBILITIES..... 6

STRATEGIC PRIORITY 3: EXCEPTIONAL EXPERIENCES 7

STRATEGIC PRIORITY 4: COMMUNITY ENGAGEMENT..... 8

PRIMARY VALUES

Exceptional Customer Service

In the Library's previous strategic plan, the primary focus was *User First*. While a worthy as a goal, it is more powerful as a value – a mantra to repeat every time we engage with a patron, stakeholder, partner or member of our community, reflected in our spaces, our policies, our technology and the removal of barriers. Getting a library card and using our services should be as easy as possible. Guiding patrons in the use of our services should be a joy. They are the reason we exist.

Anti-racism and anti-oppression (AR/AO)

Every aspect of our new strategic plan should be viewed through an AR/AO lens. We have taken some steps in the past to address the needs of marginalized communities and removing barriers to service– going fine free is the most recent example – but often these efforts are programmatic, celebrating a dedicated month or day or partnering with local community stakeholders to bring awareness, but there is more we can do.

Addressing a systemic issue requires a systemic approach – examining policy, collections practices, programming, hiring practices, board representation, volunteer recruitment, spaces, online presence, communications, and developing ongoing training like that which is required for AODA and Health & Safety. The organization has invested in AR/AO by hiring a reputable firm to review our current culture through engagement at all levels of the organization and with the community. They will provide recommendations and observations based on their findings. It will be incumbent upon us to use that knowledge to imbed an AO/AR lens in operationalizing our strategic plan.

SECONDARY VALUES

Strong Relationships

The Library is a conduit for community engagement, collaboration and discussion.

Digital Empowerment

The Library is a source for an array of state-of-the art digital tools and spaces

Accountability & Responsibility

Optimization, community growth, transparency, financial stewardship, and advocacy

Foundational Literacies

The Library is committed to 21st Century literacy skills, including information, digital and traditional reading and writing

STRATEGIC PRIORITY 1: SPACES THAT INSPIRE



Goals

1. Library Employees will be welcoming, enterprising and compassionate in meeting and anticipating the needs of Londoners in our physical and virtual spaces
2. Patrons will enter our buildings and marvel at the technology being showcased and available to them - whether to be used as tools for communication, learning, personal needs or skills enhancement.
3. The Library will optimize its spaces using an evidence-based approach that ensures environmental sustainability and meets the needs of all Londoners.
4. Library Spaces will be designed to support and promote our commitment to 21st Century literacy skills, including information, digital and traditional reading and writing.

STRATEGIC PRIORITY 2: CREATING POSSIBILITIES



1. Library Employees will actively engage with patrons to understand their unique needs, exhaust all tools and resources in doing so, and work to identify barriers in helping Londoners succeed.
2. Patrons of all ages will have access to state-of-the-art technology designed for active learning to support creative aspirations, skill building and entrepreneurial spirit.
3. The Library will be responsible for promoting innovation and supporting patron potential and success with a focus on youth and marginalized communities.
4. The Library will continue to support literacy as a foundational skill with a focus on representative collections, youth programs, English language learning and life skills.

STRATEGIC PRIORITY 3: EXCEPTIONAL EXPERIENCES



1. Library Employees will provide our diverse patron base with meaningful, thought-provoking, enriching entertaining and/or educational experiences through our service delivery model.
2. Patrons will have access to array of online learning tools and digital content readily discoverable through multiple access points.
3. The Library will be transparent about its policies and procedures and will seek input and welcome feedback from the community before, during and after the implementation of initiatives, programs and ongoing services.
4. Library collections, programming and services will mirror the needs and values of the community.

STRATEGIC PRIORITY 4: COMMUNITY ENGAGEMENT



1. Library Employees, through direct partnerships and outreach activities-will foster connections that will encourage an environment of collaboration and community discourse among Londoners.
2. Patrons will enjoy and utilize modern program and meeting spaces equipped to host a broad spectrum of experiences and engage with participants in person and virtually.
3. The Library will hold itself to the highest level of accountability, in terms of financial stewardship, outcome measures, and sustainable practices to provide the best return on investment for Londoners, and strongly advocate our value to the community.
4. The Library will create or curate events that rally the community around literacy, and continue to provide the collections the community wants and need.