

Date: May 17, 2023
To: Chair and Members of the Library Board
From: Paul Takala, Chief Librarian/CEO
Subject: **Strategic Plan Process Report**

Introduction

To update HPL's Strategic Plan, a checklist of key tasks was approved by the Board. I want to thank Board members and staff for working together to complete the process. Given that we are in a rebuilding mode after the COVID-19 pandemic and our capacity is returning to more normal levels, the new plan is timely and will provide direction as we build out our program in the months and years ahead.

Strategic Plan Checklist

The following is a list of tasks and actions that are part of the process to complete the Board's Strategic Plan. As elements of the plan have unfolded, they have been added to the website.

NAME OF TASK	DESCRIPTION	STATUS AND PROCESS NOTES
✓ Long-term Metrics Report	Understanding longer term trends and how we compare with other peers will help inform discussions about where we are successful and where we have opportunities for growth.	In February 2022 the Board received the 10-yr Metrics summary report. As new comparative reports with our peers become available, we will pull that information together.
✓ Meeting Community and Resident Needs	The goal of this report is to identify longer term trends and challenges. In the last few decades, public libraries have needed to respond to the rapidly changing circumstances and challenges our members face.	Report approved by the Board at the March 2022 meeting.
✓ Report on Last Strategic Plan	This document provides an opportunity for us to pause and reflect on past accomplishments and challenges.	Report approved at the April 2022 Board meeting.
✓ Key Background Reading	Having an informed discussion on our role and the context we are working in, it will be helpful once again to have a collection of credible reports and analysis for staff and Board members to consider.	Two reading lists were received by the Board in June and October, 2022.
✓ Community Survey	In 2017 a community survey was well received and solicited a lot of useful insights. The results helped inform	The survey was launched during Ontario Public Library week which started on October 17 and closed on November 20,

	discussions on the Strategic Plan. The 2022 version replicates the previous one with a few new questions related to the pandemic.	2022. Results were shared with the Library Board.
✓ Staff Discussions	While the Library Board has responsibility for approving the Strategic Plan, using the process to engage staff is an important element.	A first round of staff discussions took place between August and October 2022. Those discussions provided staff with the current context for our planning and focused on identifying operational challenges that we need to address so we have the capacity to expand services and programs moving forward.
✓ Library Board Strategic Planning Retreat	Engaging the Library Board in an in-person facilitated discussion on the Strategic Plan has been helpful in enabling the Board to focus on gaps in the plan and identifying new priorities to incorporate.	On February 11, 2023 at Valley Park Library, Dr. Brian Detlor facilitated the Board Strategic Planning Retreat. The discussion that day was engaging, inspiring and challenging to synthesize into an updated plan. It became clear at the retreat that the Board wanted significant changes to the existing plan.
Updating and Approving the Plan	After the Board Retreat, updated text will be circulated to Board members. Feedback will be incorporated and updated drafts will be recirculated.	Following the Retreat, several revisions of the plan were circulated and refined. Approval of the plan is pending before the May Library Board meeting.
Additional Next Steps	Following the retreat, the Board may recommend additional work to validate the plan. SLT will use the plan to engage staff with the plan and explore ways to operationalize the work.	The Senior Leadership will be engaging with staff in operationalizing the plan. We will also work with the new Library Board, Council and others to ensure we maintain strong support and positive relations.