

**Date:** April 20, 2022  
**To:** Board Chair and Library Board  
**From:** Paul Takala, CEO/Chief Librarian  
**Subject:** **Strategic Plan Timelines and Process**

---

## Introduction

Work on HPL's 2022-2025 Strategic Plan continues to progress.

## Strategic Plan Checklist

The following are list of tasks and actions that need to be completed as part of the process to complete the Board's Strategic Plan. The order of items listed are in sequential order, however, some tasks may be completed in parallel. To see what each of these documents looked like in 2017-18, see: <https://hpl.ca/articles/strategic-priorities-2018-2021>

NAME OF TASK	DESCRIPTION	STATUS AND PROCESS NOTES
✓ <b>Long-term Metrics Report</b>	Understanding longer term trends and how we compare with other peers will help inform discussions about where we are doing well 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.
✓ <b>Meeting Community and Resident Needs V</b>	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.
<b>Report on Last Strategic Plan</b>	This document provides an opportunity for us to pause and reflect on past accomplishments and challenges.	2 <sup>nd</sup> Review is scheduled for the April 20 Board meeting.
<b>Key Background Reading</b>	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.	We are currently in the process of collecting articles. The goal is to highlight sections of these reports and provide the first selection of reading for the <b>June</b> meeting. Additional readings will be added in the fall. Reminder that we are asking Board members to send recommendations to Lorie and Paul.
<b>Library Board Strategic Planning Retreat(s)</b>	Engaging the Library Board in focused discussions on the Strategic Plan is an important mechanism beyond setting time aside at regular Board meetings. We are proposing we have a couple scheduled retreats	Having facilitated discussions in person will be very helpful. In May/June we will be solidifying our plans for retreat(s) in the later part of the year. We may want to have one retreat before we get the results from the community survey and

	to explore collaboratively what the Board direction is regarding our new Strategic Plan.	then regroup after we have the results to reflect on what new information we have learned.
<b>Community Survey</b>	In 2017 a community survey was very well received and solicited a lot of very useful insights. We had over 1,000 people that were not active Library members provide useful insights about barriers to their using HPL.	The intention is to largely replicate the last (2017) survey so we have the ability to compare results. A few new questions related to the pandemic will be asked. The plan is to launch the survey during Ontario Public Library week which starts <b>October 17</b> .
<b>Staff Survey &amp; Focused Discussions</b>	While the Library Board has responsibility for approving the Strategic Plan, using the process to engage staff is an important element of ensuring staff contribute to the discussions and understand the context with which we are operating. Staff Focus Groups to explore issues emerging from the Library Board discussions on the Strategic Plan.	Staff engagement is currently focused on identifying operational issues to ensure our processes and procedures are as effective as we can make them. As the Board makes progress on the strategic plan we will be including staff in discussions to ensure they participate in the dialogue and we maintain strong alignment.
<b>Targeted Focus Groups</b>	Our last plan had called for focus groups of community members, however, with all the rich results the process, especially the community survey, the Board decided to proceed to implementation of the plan. It should be noted that holding focus groups needs to be done properly and can be resource intensive.	Targeted focus groups can be a very helpful way to dig deeper into issues we lack understanding about. While we need to be open to gaps in our understanding that the process will reveal, our current thinking is with our new <i>Working with Us Policy</i> challenging us to develop more impactful partnership it would be helpful to use this methodology to gain a better understanding of how we can work with partners. This will be a topic for future Board discussions.