



438 Park Avenue
Newmarket, Ontario L3Y 1W1

Email: npl@newmarketpl.ca
Website: newmarketpl.ca
Phone: 905-953-5110

Library Board Report

To: Newmarket Public Library Board
From: Todd Kyle, C.E.O.
Date: February 18, 2020
RE: **Strategic Planning Considerations**

Background:

One of the action items for the Board is to engage in a renewal of its Strategic Planning process. The most recent Strategic Plan covered the period 2013-2016. Although the Board did plan to extend and revise the Plan starting in 2017, other efforts surrounding the Operational Efficiencies Review and facility question overtook this priority and little progress was made.

Under the direction of the 2013-2016 Plan, the development of the library accelerated greatly. The Library's dedication to community dialogue and discovery was deepened through expansion of the York Info service, the launching of IdeaMarket, and a number of program partnerships with community organizations. The Library's commitment to being a centre of learning, especially of digital literacy, led to the launch of a number of programs and services including computer workshops, online courses, technology assistance on demand, and the Maker Hub. Finally, the Plan led us to improve the Library's capabilities and capacities by investing in self-service automation technology, a vast array of online digital media, and publicly accessible technology such as laptops and workspaces.

Since 2016, the pillars of the Plan have continued to guide Library activities as well as related strategic reporting to the Board. While IdeaMarket as a program series has declined in prominence, programs based on community partnerships continue to be developed under the new position of Community Engagement Librarian. The York Info service has been discontinued, but community discovery continues to be a theme of Library activities through things like volunteer engagement, community service referrals, and Library outreach to local events. Under the new Learning and Discovery Librarian, digital literacy continues to be a prime role of the library, with on-demand technology help now being offered Tuesday through Friday and the Maker Hub open half-days Tuesday to Saturday. These pillars also continue to resonate with the themes of Town Council and related initiatives; for example, the Library's digital literacy

activities were part of the successful application by the Newmarket Smart City Council to be named one of the Smart 21 Intelligent Communities in 2019.

However, although the current Plan continues to provide a solid fundamental base to further development, the Library faces challenges in fulfilling some parts of the Plan, especially those related to increasing the Library's reach and transforming/expanding Library space. Despite recent small-scale adaptation and renovation of the existing library space, it still remains facility that is inadequately sized, logistically challenged, and of limited appeal to the broader community.

For this reason the Board may wish to consider a strategic exercise focused on infrastructure renewal as much as the roles the Library plays in the community. For any such exercise, costs would range from \$3000 or more for external facilitation, which would be covered by the existing operating budget, to \$30,000 or more for a consultant to provide a full service including community consultation, which might require funding from the operating reserve. It is uncertain how such an exercise would relate to the planned facility needs engagement study, which has not yet begun.

Conclusion:

The following motion is recommended:

THAT the Library Board receive the report on Strategic Planning Considerations.