



Our business plan for 2021 reflects the first year of a new Strategic

Framework, which is a slightly different take on strategic planning, creating longer term guiding priorities, but allowing for a shorter term planning focus. Our previous Strategic Plan was a finite, four year plan. It developed specific organizational strengths which helped prepare us for a nimble response to the phenomenal year that was 2020.

In a time of continuous change, the move to a Strategic Framework model roots our decision making in our enduring values, provides ongoing priorities that flow directly from those values, and enables a more agile response to emerging community needs by moving the primary planning focus to a 12-18 month planning cycle, while recognizing that some projects will require a multi-year plan. The Strategic Framework itself will be reviewed annually to determine its ongoing relevance.

For 2021, we know that changing conditions and health guidelines will continue to emerge, and our number one priority will be the safe reintroduction of services as circumstances permit. This will occupy a significant portion of planning and staffing resources, but the timing of changes will be unpredictable.

Other themes identified for 2021 are the need to respond to community interest in Climate, Anti-racism, and social and economic recovery from the pandemic. We also identified the need to objectively evaluate our own capacity and performance in each of the priority areas of our Strategic Framework. So, for this planning year, you will see a special emphasis on assessment and addressing the findings of our assessments.



INCLUSION

Our library's mandate is to support all people in our community through our services.

Assess

- Space planning – inclusion and accessibility aspects
- Conduct a self-assessment on systemic barriers to participation and inclusion

Address & Progress

- Address findings of self-assessment on systemic barriers – possible examples could be:
 - the creation of a low-barrier library card
 - re-examination of library fines
 - an increase in non-English programming or signage
 - accessibility improvements
 - plan for outreach needs for 2022 and/or additional internal or external assessment requirements
- Develop programming and partnerships to address the challenges of social isolation and mental health
- Work to address the digital divide through innovative training and tech lending programs (Chromebooks, iPod Load and Go, Wireless Hotspot)
 - Offer at least 2 tech-related programs in languages other than English (staffing dependant)
- Partner on the West Vancouver Schools DPAC (District Parent Advisory Council) Committee on Anti-Racism/Tolerance; will be working actively with them on education for parents, families and the wider community
 - Booktopia 2020/2021 has a diverse roster and at least one speaker presenting specifically on stereotypes (at the request of WVS Admin and teacher-librarians)



A LEARNING CULTURE

We will foster the joy of learning and growth, both in our community and within our staff.

Assess

- Virtual program evaluations
- Space planning – learning and play elements
- Plan for offering technology programming outreach
- Create Digital Learning Framework for Youth programs
- Assess needs for specific learning offerings, collections and e-licenses, and online readers advisory

Address & Progress

- Refine virtual programs based on evaluation findings
- New Signature Series
- Develop adult programming that provides basic digital literacy skills, online safety and security, job re-skilling, and programs around emerging technologies
- Provide live and asynchronous learning options
- Offer one-on-one device clinics for learners
- Build staff expertise in ILS, SQL, and Municipal IT tools
- Community partner on West Vancouver Schools' SEY2K (Successful Early Years Transitions to Kindergarten) group, part of a provincial initiative; will be working with this group to develop free play kits for families and offering professional development on the Early Learning Framework to Early Childhood Educators
- Pilot/introduce outdoor programming for families



INTEGRITY

We will maintain a high standard of integrity and quality in our practices and services.

Assess

- Internal structural review – is our organizational structure optimized?
- Space planning – efficiency, environmental, and safety aspects
- Update our Service Models

Address & Progress

- Safe reintroduction of services
- Optimization of online platform
- Climate Futures Campaign
- Honouring Reconciliation – NS Libraries partnership activities



COMMUNITY

Community needs are at the centre of all we do. We will tailor our services and spaces to those needs.

Assess

- Community participation – who is using the library and who is not? Why?
- Update environmental scan and identify community needs as new data and community engagement opportunities become available
- Space planning – engage community to determine needs
- Examine potential partnerships to broaden the reach of library programs (example: working with caregivers)

Address & Progress

- Identify and approach potential strategic partners to find ways to improve inclusion of low-participating sectors of the community
- Support community economic resilience and rebuilding through partnerships, skills training, and other needs-based responses.
- Create opportunities to interact with new technology (examples: pilot AR display at the library; guest speakers on Emerging Technologies)
- Lift up community voices through NS Author's Collection, Tell Your Story expansion, and development of a community recording studio
- Create community discussion program
- Create new **virtual volunteer opportunities** for teens to meet demand as expressed by WVS and other community agencies
- Fully virtualize cornerstone Youth partnership initiatives: Reading Link Challenge, Booktopia and Summer Reading Club (and **improve on virtualization done quickly in 2020**)
- Fall 2021 Kindergarten Library Card project