



**GREY HIGHLANDS  
PUBLIC LIBRARY**

*The place to connect, explore and learn*

# Updated Strategic Plan 2023 – 2026

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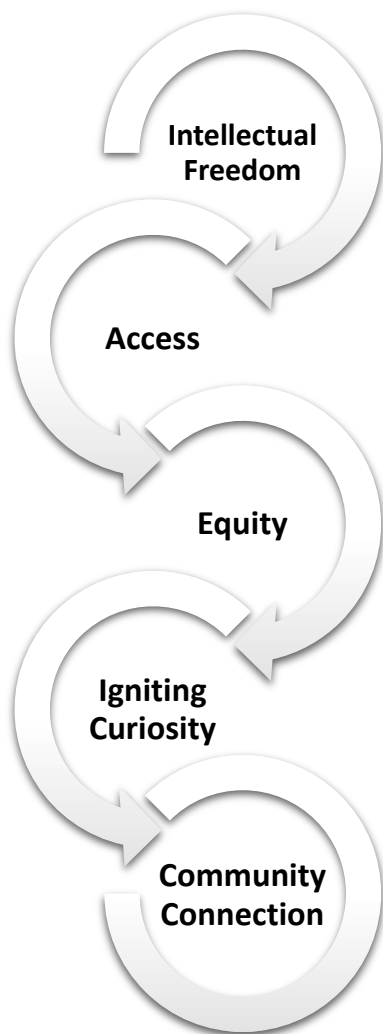
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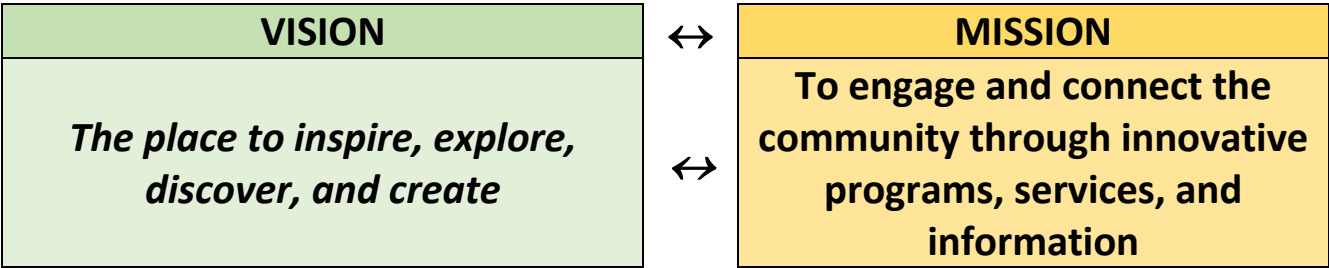
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## Our Values

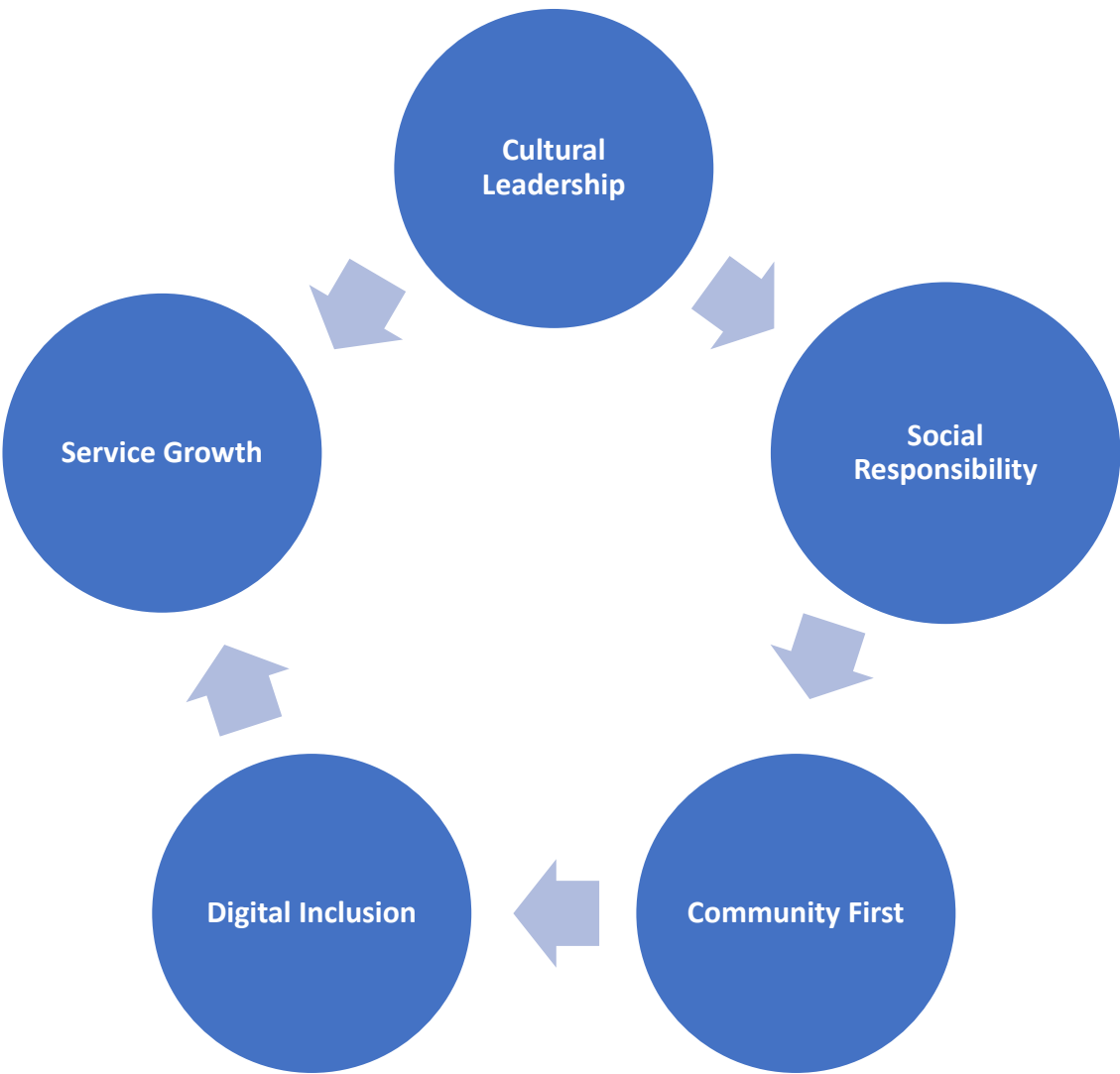


1. **Intellectual Freedom:** Protect the rights of individuals to access and express a diversity of viewpoints; allow individuals to explore their own opinions without censorship; promote civic literacy, foster critical thinking, and encourage civic engagement.
2. **Access:** Provide free and open access to information, knowledge, and resources.
3. **Equity:** Accessibility and fairness drive our services, programs, and design of public spaces.
4. **Igniting Curiosity:** Provide access to space, technology, and resources that capture the imagination and encourage exploration and lifelong learning.
5. **Community Connection:** Engage in active and meaningful dialogue with the community; foster partnerships and collaborations with local groups and Municipal departments; and provide safe spaces for gathering.

# Vision, Mission and Strategic Plan Structure



## STRATEGIC ACTION AREAS



## Summary of Strategic Initiatives in Updated Plan

Strategy Element	Updated Plan
<b>Vision</b>	The place to inspire, explore, discover, and create.
<b>Mission</b>	To engage and empower through innovative programs, services, and information.
<b>Strategic Action Areas</b>	<p><b>Cultural Leadership</b></p> <ol style="list-style-type: none"> <li>1) <i>maintain our leadership role in community and cultural planning</i></li> <li>2) <i>create and foster partnership opportunities with other cultural groups and municipal departments</i></li> <li>3) <i>evaluate the Library's role in maintaining all components of the Cultural Channel</i></li> </ol> <p><b>Social Responsibility</b></p> <ol style="list-style-type: none"> <li>4) <i>be a leader in Equity, Diversity, and Inclusion (EDI) initiatives in the community</i></li> <li>5) <i>speak up and uplift social injustice initiatives (e.g., Truth and Reconciliation initiatives)</i></li> <li>6) <i>enhance outreach to reduce barriers to underserved groups (e.g., marginalized &amp; racialized groups; homebound individuals; new members of the community)</i></li> </ol> <p><b>Community First</b></p> <ol style="list-style-type: none"> <li>7) <i>continue to increase community engagement</i></li> <li>8) <i>enhance library hours of operation at all branches</i></li> <li>9) <i>continue to provide staff with relevant and applicable skills and training</i></li> <li>10) <i>ensure Library Strategic Plan continues to harmonize with overall municipal and County initiatives and plans</i></li> </ol> <p><b>Digital Inclusion</b></p> <ol style="list-style-type: none"> <li>11) <i>continue to expand the online services and digital communications, and technology services</i></li> <li>12) <i>build a "maker culture" in Grey Highlands through the implementation of a makerspace</i></li> <li>13) <i>create a technology plan to align with strategic objectives</i></li> <li>14) <i>expand technology programs to enhance digital literacy</i></li> </ol> <p><b>Service Growth</b></p> <ol style="list-style-type: none"> <li>15) <i>undertake facilities review of the Walter Harris Memorial Library</i></li> <li>16) <i>strengthen and diversify collections, including non-traditional collections</i></li> <li>17) <i>review the organization's structure and identify areas of growth</i></li> <li>18) <i>investigate alternative service delivery options</i></li> </ol>

# Description of Strategic Initiatives in Updated Plan

## Cultural Leadership

- 1) Maintain our leadership role in community and cultural planning:** *The Library will strive towards taking a key leadership role in being the voice for culture in the community, and in connecting the various arts, culture, and heritage organizations.*
- 2) Create and foster partnership opportunities with other cultural groups and municipal departments:** *The Library will actively seek partnership opportunities for programs and service offerings with a wide range of community organizations and agencies.*
- 3) Evaluate the Library's role in maintaining all components of the Cultural Channel:** *The Library will evaluate its role in maintaining and sustaining the Cultural Channel.*

## Social Responsibility

- 4) Be a leader in Equity, Diversity, and Inclusion (EDI) initiatives in the community:** *The Library will be a leader in spearheading a variety of EDI initiatives throughout the community, not only in its own programming but through partnership efforts with others (see Recommendations #1 and #2), collection development, and policy.*
- 5) Speak up and uplift social injustice initiatives like Truth and Reconciliation:** *The Library will lead important conversations surrounding social injustice and ensure authoritative resources are available to users.*
- 6) Enhance outreach to reduce barriers to underserved groups:** *The Library will reduce barriers to various underserved populations and groups in society through enhanced outreach initiatives to 'meet them where they are'. Segments in this regard would include marginalized and racialized groups; homebound individuals; new members of the community; and others that are identified through research and engagement efforts.*

## Community First

- 7) Continue to increase community engagement:** *The previous Strategic Plan articulated this strategy to continue to provide new and innovative programs to meet community demand (as well as to continue 'traditional' programming that was similarly meeting community need). This strategy in the updated plan is simply to continue this momentum of program delivery. Increasing community engagement means committing to putting the needs of the community first, and allowing for their consistent feedback to shape all that we do.*
- 8) Enhance library hours of operation at all branches:** *The survey results from the community and stakeholders (and even some staff) suggested that this is still a work in progress. The strategy suggested here is to specifically examine the hours of operation considering current and anticipated*

utilization and make specific evidence-based decisions upon the modification (or not as the case may be) of the hours of operation at each branch.

**9) Foster a culture of lifelong learning by providing staff with opportunities for career development and growth:** *Again, this key strategy continues from the previous plan – to ensure that staff has the requisite training, skills, and equipment needed to do their jobs effectively and well. Additionally, opportunities for learning and growth nurtures inspiration.*

**10) Ensure Library Strategic Plan continues to harmonize with overall Municipal and County initiatives and plans:** *Appendix B of this Plan shows the correspondence between this updated Strategic Plan and that of the municipality overall. Clearly, the Library acts as a key ‘delivery agent’ for the municipality overall in aligning its programs and services with overall community needs. Recognizing that the municipality is in the process of updating its own strategic plan this year and next, it is recommended that once the municipal plan is complete, the Library review this plan to ensure that this overall alignment continues and is optimized.*

### **Digital Inclusion**

**11) Continue to expand the online services and digital communications:** *Recognizing the demand and increasingly important role and opportunity associated with digital literacy, the Library will continue to expand programs and services available through the eBranch. The Library will continue to investigate and make better use of digital methods of advertising and connecting with the community online.*

**12) Implement a makerspace and build a maker culture in Grey Highlands:** *We have a key role in the community to facilitate peoples’ own abilities to create and to provide the tools and knowledge to inspire creativity and skill development. This includes not only the provision of digital equipment such as 3-D printers, digital photography, and audio studio equipment but also more traditional tools such as musical instruments, and the like. The goal is to create a ‘maker culture’ in Grey Highlands, which relates strongly to Recommendation #1 above.*

**13) Create a technology plan to align with strategic objectives:** *A Technology Plan needs to be created early in the period of this Strategic Plan to ensure that the requisite tools, programs, and equipment are available to enable the realization of this plan.*

**14) Expand technology programs to enhance digital literacy:** *Access to technology and resources to help the public develop technology skills is critical in our digital world. The Library will invest in technology to expand access to programs that enhance the digital literacy of the community.*

### **Service Growth**

**15) Undertake facilities review of the Walter Harris Memorial Library:** *According to the survey and site analysis, the Markdale Branch of the Library system is not optimal in terms of the configuration of space and flow of users in the facility. The strategic recommendation here is to undertake facilities review of this Branch with a view to identifying ways and means of improving the use of space. The potential for expansion of the Branch should also be considered in this exercise.*

**16) Strengthen and diversify collections, including non-traditional collections:** *The Library will continue to expand and diversify its program collections to support programming. This will include not only traditional materials and digital offerings but as well as the 'Library of Things'.*

**17) Review organizational structure:** *Review the organization's structure to ensure that it is optimally aligned to deliver the programs and services envisaged in this strategic plan.*

**18) Investigate alternative service delivery options:** *To reduce barriers (Recommendation #6) a range of alternative service delivery options (such as book lockers, kiosks, and Open Access) should be investigated.*

## Implementation Plan

This Implementation Plan is a starting point for consideration for the Board and staff of Grey Highlands regarding the implementation of the suggested strategic directions presented in this plan. It is recognized that, over the future course of any plan, circumstances change, unforeseen issues present themselves and new opportunities arise. The coming four years over which this strategic plan is to be implemented is no different. Accordingly, the following Implementation Plan is presented as a series of suggestions or a starting point for consideration. It should be reviewed periodically by management and the Board to determine progress, as well as a gauge against which new opportunities and circumstances can be assessed.

### A) Timing and Critical Path

The following diagram outlines the suggested implementation timing for the implementation of the various strategic initiatives contained in the plan.

	2023	2024	2025	2026
<b>Cultural Leadership</b>				
1) Maintain our leadership role in community and cultural planning				
2) Create and foster partnership opportunities with other cultural groups and municipal departments				
3) Evaluate the Library's role in maintaining all components of the Cultural Channel				
<b>Social Responsibility</b>				
4) Be a leader in Equity, Diversity, and Inclusion (EDI) initiatives in the community				
5) Speak up and uplift social injustice initiatives like Truth and Reconciliation				
6) Enhance outreach to reduce barriers to underserved groups				
<b>Community First</b>				
7) Continue to increase community engagement			survey	
8) Enhance library hours of operation at all branches				
9) Foster a culture of lifelong learning by providing staff with opportunities for career development and growth	training plan			
10) Ensure Library Strategic Plan continues to harmonize with overall Municipal and County initiatives and plans				
<b>Digital Inclusion</b>				
11) Continue to expand the online services and digital communications, and technology services				
12) Implement a makerspace and build a maker culture in Grey Highlands				
13) Create a technology plan to align with strategic objectives				
14) Expand technology programs to enhance digital literacy				

	2023	2024	2025	2026
<b>Service Growth</b>				
15) Undertake facilities review of the Walter Harris Memorial Library		review		
16) Strengthen and diversify collections, including non-traditional collections				
17) Review the organization's structure		review		
18) Investigate alternative service delivery options				

## B) Resource Requirements

The chart below outlines suggested human and financial resource requirements that may be required in order to implement the strategies outlined here. Again, it is important to recognize that these are high level suggestions and order-of-magnitude in nature.

Many of the strategic initiatives contained in this plan are expected to require no additional effort beyond the existing staff complement and within the Library's existing financial envelope. This idea is conveyed by the terms 'no additional effort' (for human resources) and 'minimal' (for financial resources). The term 'small' is used for financial resources that are likely to be very small-scale (i.e., less than \$1,000). For any larger expenditures, actual dollar amounts (in terms of ranges) are estimated.

	Human Resources	Financial Resources
<b>Cultural Leadership</b>		
1) <i>Maintain our leadership role in community and cultural planning</i>	no additional effort	minimal
2) <i>Create and foster partnership opportunities with other cultural groups and municipal departments</i>	no additional effort	minimal
3) <i>Evaluate the Library's role in maintaining all components of the Cultural Channel</i>	could result in some re-deployment of human and financial resources	
<b>Social Responsibility</b>		
4) <i>Be a leader in Equity, Diversity, and Inclusion (EDI) initiatives in the community</i>	no additional effort	\$3500
5) <i>Speak up and uplift social injustice initiatives like Truth and Reconciliation</i>	no additional effort	minimal
6) <i>Enhance outreach to reduce barriers to underserved groups</i>	no additional effort	small
<b>Community First</b>		
7) <i>Continue to increase community engagement</i>	no additional effort	survey cost likely \$5K - \$10K (2025)
8) <i>Enhance library hours of operation at all branches</i>	additional 10 – 15 hours staff time anticipated per week	additional budget implication of \$10K to \$15K (annually)
9) <i>Foster a culture of lifelong learning by providing staff with opportunities for career development and growth</i>	no additional effort	small

	Human Resources	Financial Resources
10) <i>Ensure Library Strategic Plan continues to harmonize with overall Municipal and County initiatives and plans</i>	no additional effort	minimal
<b>Digital Inclusion</b>		
11) <i>Continue to expand the online services and digital communications</i>	no additional effort	small
12) <i>Implement a makerspace and build a maker culture in Grey Highlands</i>	significant amount of management and staff time to oversee initiative – new policies to be developed and reallocation of current resources (e.g., staffing)	to be determined – could be on the order of \$10K to \$15K + staff time – may require an additional staff member 1 year after launch
13) <i>Create a technology plan to align with strategic objectives</i>	small amount of management and staff time to oversee initiative	to be determined – could be on the order of \$5K to \$10K if contracted out (excludes technology purchases)
14) <i>Expand technology programs to enhance digital literacy</i>	to be determined	to be determined
<b>Service Growth</b>		
15) <i>Undertake facilities review of the Walter Harris Memorial Library</i>	small amount of management and staff time to oversee initiative	to be determined – could be on the order of \$20K to \$30K
16) <i>Strengthen and diversify collections, including non-traditional collections</i>	no additional effort	small
17) <i>Review organizational structure</i>	significant amount of management and Board time to oversee review	to be determined once the 2023 Market Study is complete
18) <i>Investigate alternative or additional service delivery options</i>	to be determined	to be determined

### C) Targets, Outcomes and Milestones

The chart below suggests certain targets, milestones and outcomes for each of the strategic initiatives demonstrate progress and accomplishment.

	Targets, Milestones, Outcomes
<b>Cultural Leadership</b>	
1) <i>Maintain our leadership role in community and cultural planning</i>	<ul style="list-style-type: none"> <li>• convene regular meetings with cultural organizations and groups in the community; lead by ‘convening the conversation’</li> <li>• aim for at least one such gathering each year</li> </ul>
2) <i>Create and foster partnership opportunities with other cultural groups and municipal departments</i>	<ul style="list-style-type: none"> <li>• develop at least one formal partnership with cultural group or municipal department each year over the period of the strategic plan</li> </ul>
3) <i>Evaluate the Library’s role in maintaining all components of the Cultural Channel</i>	<ul style="list-style-type: none"> <li>• at end of 2025, have formal evaluation complete with firm direction / recommendation developed regarding the Library’s on-going role in the Cultural Channel</li> </ul>

Targets, Milestones, Outcomes	
<b>Social Responsibility</b>	
4) <i>Be a leader in Equity, Diversity, and Inclusion (EDI) initiatives in the community</i>	<ul style="list-style-type: none"> <li>starting in 2024, create year-end report to the Board regarding EDI initiatives in which the Library has been involved</li> <li>consider releasing this as a 'Progress Report' to the general community</li> </ul>
5) <i>Speak up and uplift social injustice initiatives like Truth and Reconciliation</i>	<ul style="list-style-type: none"> <li>same as in Recommendation #4</li> </ul>
6) <i>Enhance outreach to reduce barriers to underserved groups</i>	<ul style="list-style-type: none"> <li>same as in Recommendation #4</li> </ul>
<b>Community First</b>	
7) <i>Continue to increase community engagement</i>	<ul style="list-style-type: none"> <li>every two years<sup>1</sup>, undertake specific initiatives to reach out to community to determine: satisfaction levels with existing programs and services and suggestions for new programs and services</li> <li>this should be done via a specific survey of library patrons as well a survey attempt to engage non-users</li> <li>in between these periods, informal community engagement with community groups and library users should take place in the form of suggestion boxes, occasional meetings, etc.</li> </ul>
8) <i>Enhance library hours of operation at all branches</i>	<ul style="list-style-type: none"> <li>by end of 2025 have enhanced hours in place in all branches</li> </ul>
9) <i>Foster a culture of lifelong learning by providing staff with opportunities for career development and growth</i>	<ul style="list-style-type: none"> <li>a training plan should be established by the end of 2023; implemented annually thereafter</li> </ul>
10) <i>Ensure Library Strategic Plan continues to harmonize with overall Municipal and County initiatives and plans</i>	<ul style="list-style-type: none"> <li>a written document showing how the Library's strategic plan aligns with major other municipal plans should be created</li> <li>consideration should be given to incorporating this into the Library's official policies and procedures</li> </ul>
<b>Digital Inclusion</b>	
11) <i>Continue to expand the online services and digital communications</i>	<ul style="list-style-type: none"> <li>each year identify some specific new digital programs and/or services that reflect this expansion</li> </ul>
12) <i>Implement a makerspace and build a maker culture in Grey Highlands</i>	<ul style="list-style-type: none"> <li>have makerspace operational in 2025, and on</li> </ul>
13) <i>Create a technology plan to align with strategic objectives</i>	<ul style="list-style-type: none"> <li>have technology plan developed by end of 2023 (See Appendix C for details)</li> </ul>
14) <i>Expand technology programs to enhance digital literacy</i>	<ul style="list-style-type: none"> <li>begin implementation of technology plan in 2024 and update periodically</li> </ul>
<b>Service Growth</b>	
15) <i>Undertake facilities review of the Walter Harris Memorial Library</i>	<ul style="list-style-type: none"> <li>have review complete by end of 2025; implement recommendations in 2025 and on</li> </ul>

<sup>1</sup> 2025 is the suggested date for the next formal community outreach, considering that in the current year (2023) a comprehensive community survey was undertaken.

	Targets, Milestones, Outcomes
16) <i>Strengthen and diversify collections, including non-traditional collections</i>	<ul style="list-style-type: none"> <li>• each year identify some specific new digital programs and/or services that reflect this growth and diversification</li> </ul>
17) <i>Review the organization's structure</i>	<ul style="list-style-type: none"> <li>• have organizational review complete by end of 2024; implement recommendations in 2025 and on</li> </ul>
18) <i>Investigate alternative or additional service delivery (ASD) options</i>	<ul style="list-style-type: none"> <li>• complete ASD review by end 2024</li> <li>• have at least one service delivery alternative in place (if warranted) by 2025</li> </ul>

#### ***D) Conclusion***

The Grey Highlands Public Library is a vibrant library system serving its community of nearly 10,000 municipal residents, contracting municipalities, occasional other users from outside the area very well. Through the extensive community engagement conducted over the course of this review, it is evident that there is high regard for the various programs and services provided, and that the community very much desires this enviable record of service to continue. The Strategic Plan developed here will enable Grey Highlands Public Library to continue to build on its strong legacy of success.

## Appendix A: Grey Highlands Public Library – Existing and Updated Strategic Plan

Strategy Element	Current (2017 – 2020) Plan	Updated Plan (refer to notes to explain changes)
<b>Vision</b>	Your place to connect, explore and learn	The place to inspire, explore, discover, and create <sup>2</sup>
<b>Mission</b>	To engage and empower through innovative and integrated library and cultural programs, services, and information	To engage and connect the community through innovative programs, services, and information <sup>3</sup>
<b>Strategic Action Areas</b>	<p><b>Cultural Leadership</b></p> <ul style="list-style-type: none"> <li>-affirm our leadership role in community and cultural planning</li> <li>-respond to partnership opportunities with other cultural groups and municipal departments</li> <li>- increase content, variety, and exposure relating to the Cultural Channel</li> <li>- host cultural roundtables with our municipal partners</li> </ul> <p><b>Customer First</b></p> <ul style="list-style-type: none"> <li>- increase community engagement</li> <li>- enhance communications</li> <li>- review library hours of operation at all branches</li> <li>- review facilities</li> <li>- provide staff with relevant and applicable skills and training</li> </ul> <p><b>Tech Friendly</b></p> <ul style="list-style-type: none"> <li>- position Library as</li> <li>- review and enhance virtual services</li> <li>- explore and assess makerspace models in relation to community needs and feasibility</li> </ul> <p><b>Service Growth</b></p> <ul style="list-style-type: none"> <li>- increase / develop programming that reflects current interests and needs of the community</li> <li>- strengthen collections</li> <li>- capability planning (review organization structure, volunteers, friends)</li> <li>- explore relationships with other libraries and community partners (outreach)</li> </ul>	<p><b>Cultural Leadership</b></p> <ul style="list-style-type: none"> <li>-most initiatives still relevant according to staff survey, despite underutilization of the Cultural Channel</li> <li>-enhance in-person opportunities for Cultural experiences across Grey Highlands</li> </ul> <p><b>Community First</b></p> <ul style="list-style-type: none"> <li>- all initiatives still relevant according to staff survey</li> <li>- ‘enhanced communications’ largely accomplished according to staff survey, so strategic focus should shift to ‘maintaining comprehensive communications channels with the public’</li> <li>- facilities review at Markdale a priority according to stakeholder interviews and site visits</li> </ul> <p><b>Digital<sup>4</sup> Inclusion</b></p> <ul style="list-style-type: none"> <li>- Technology Plan needs to be created</li> <li>- review and enhance virtual services still relevant</li> <li>- explore and assess makerspace models in relation to community needs and feasibility still relevant</li> <li>-update and expand technology services, programs, and resources to address the digital divide and build digital literacy in Grey Highlands</li> </ul> <p><b>Service Growth</b></p> <ul style="list-style-type: none"> <li>- all initiatives still relevant according to staff survey</li> <li>- facility study for Markdale branch to meet future community needs</li> <li>- explore bookmobile possibility (from stakeholder survey), including some kind of mobile outreach service, with digital connectivity, e.g., van</li> </ul> <p><b>Add fifth Strategic Action Area:</b></p> <p><b>Social Responsibility</b></p> <ul style="list-style-type: none"> <li>- be seen as a leader in EDI initiatives in the community</li> <li>- enhanced visibility in Truth and Reconciliation initiatives</li> <li>- enhance outreach efforts to marginalized &amp; racialized groups; homebound individuals; new members of the community</li> </ul>

<sup>2</sup> Similar to existing but responds to suggestions for more proactive language from the staff survey. Word ‘inspire’ used to resonate with Municipal Strategic Plan

<sup>3</sup> Word ‘integrate’ removed.

<sup>4</sup> Changed from ‘Tech’.

## Appendix B: Fit of Library Strategic Plan with Municipal Strategic Plan: [re]IMAGINE; 2019 - 2023

It is important that the Library, as one 'delivery agent' for municipal programs and services (albeit operating under a separate Act), be seen to be 'in sync' with the overall municipal strategic plan. This section shows the close fit between Library operations as they are envisaged under the updated Library Strategic Plan, and overarching municipal priorities as they are outlined in the municipal Strategic Plan.

Note that because the municipal strategic plan (which expires in 2023) is in the process of being updated, one of the strategic actions in the Library's Strategic Plan is to update this correspondence chart to show the continuing close relationship between the municipal plan and that of the Library (see Strategy #12)

	Statement in Municipal Strategic Plan	Ways in Which Library Can Act as Delivery Agent
<b><i>Vision</i></b>	Grey Highlands will be Canada's most inspired and well-managed rural community.	<ul style="list-style-type: none"> <li>• Grey Highland's public library system is a very visible demonstration of the community's commitment to these ideals so must be demonstrably well managed both in terms of what the public sees as well as 'behind the scenes'</li> <li>• role of Library in being a catalyst for 'inspiration' in the community is also reflected in the revised Vision Statement which contains the word 'inspire'</li> </ul>
<b><i>Mission</i></b>	To provide innovative leadership in the areas of lifestyle, environment, economy, and governance.	<ul style="list-style-type: none"> <li>• Library clearly contributes to the 'lifestyle' dimension by enhancing the overall quality of life in the community</li> <li>• Library can also contribute to community dialogue about issues relating to the environment and economy through programs and services</li> <li>• regarding governance, Library can provide a non-partisan forum for debate about community issues, which can in turn help inform community governance</li> </ul>

## Strategic Action Areas of the Grey Highlands Municipal Strategic Plan and Fit with the Updated Library Strategic Plan

Action Area	Direction	Principle	Ways in Which Library Can Act as Delivery Agent
<b>Considerate Communities</b>	The Municipality of Grey Highlands will foster a culture of belonging and connection that supports community well-being and enhances the social fabric of the Municipality.	The Municipality of Grey Highlands will work to serve, engage, and support our community members across our broad 882 square kilometre region by respecting our rural and agricultural heritage and ensuring resilient communities for future generations.	<ul style="list-style-type: none"> <li>• ensure three branches continue to deliver services across the municipality</li> <li>• explore ways and means of providing alternative service delivery across municipality</li> <li>• strategic library focus on EDI and outreach</li> <li>• honour the age-friendly community goals outlined in the Age Friendly Community Action Plan</li> </ul>
<b>Healthy Lifestyle</b>	The Municipality of Grey Highlands will focus on community-building projects that support the diverse culture and active lifestyle of our community members.	The Municipality of Grey Highlands is a community that nurtures a unique quality of life where residents value the beauty and variety of the natural environment, engage in active transportation and support a rich, healthy, and prosperous social and cultural mosaic through all stages of the life cycle.	<ul style="list-style-type: none"> <li>• programs and services offered by the Library will respect this priority, with some programs and services emphasizing the healthy lifestyles</li> </ul>
<b>Respected Environment</b>	The Municipality of Grey Highlands aspires to be a community that co-exists in harmony with its ecosystems, where natural areas are enhanced, forests and valleys are protected, and communities are nurtured so that future generations will enjoy a clean, flourishing lifestyle.	The Municipality of Grey Highlands is a region that values its shared responsibility to leave a legacy of a clean and nourishing natural environment while respecting our community's heritage.	<ul style="list-style-type: none"> <li>• programs and services offered by the Library will respect this priority, with some programs and services emphasizing the local environment</li> </ul>
<b>Strong Governance</b>	The Municipality of Grey Highlands will be responsive to citizen needs and provide an exemplary customer experience supported by the effective use of technology and innovation.	The Municipality of Grey Highlands will focus on responsible and transparent management of Municipal resources, today and into the future. It will be accountable for its actions, as stewards of the public purse and guardians of the public trust.	<ul style="list-style-type: none"> <li>• Library will demonstrate exemplary customer service through its use of technology and 'Community First' focus</li> <li>• the 'Service Growth' philosophy will seek to continually identify programs that respond to community need</li> <li>• operation of the Library (staff and Board) will seek to demonstrate leadership through inclusivity</li> </ul>
<b>Vibrant Economy</b>	The Municipality of Grey Highlands will be a leader in fostering innovation, creativity, and vibrancy in building a strong, resilient, and sustainable economy.	The Municipality of Grey Highlands will encourage and support new and existing enterprises through a streamlined approach that reflects a welcoming sense of place for businesses, their customers, staff, and their families.	<ul style="list-style-type: none"> <li>• attractive and well-run library system is a key community asset demonstrating by itself a vibrant and well-run community offering a high quality of life</li> <li>• welcoming initiatives for new residents will seek to introduce them to the local economy</li> <li>• Library provides safe, accessible public space to technology to individuals, businesses, and local organizations to meet and learn skills that foster creativity and innovation</li> </ul>

## Appendix C – Considerations in the Development of a Technology Plan

**TECHNOLOGY PLAN** – GHPL would benefit with a formal technology plan to serve as a road map and align library service goals with IT planning and purchases. Its mission and objectives will shape the development of technology programs and services for maximum impact and community development. The plan develops a multi-year IT pathway and guides the Library on the connection between the frontend user interface and supporting backend systems. It can include:

- an inventory of current technology
- assessment of staff knowledge and skills with a plan to develop levels of expertise
- annual plan and budget to add technologies to meet service goals
- support agreements such as with vendors or municipal departments
- disaster preparedness plan
- periodic review and revision of technology needs and plans
- life cycle plan for disposal of dated or broken technologies, and their replacement

Some parts of the technology plan are already in place for a strategic rollout of additional IT services, such as a hardware inventory and capital funds for replacement equipment, annual IT budget and support service plans. The formal plan should assess user needs and expectations so that the technology service is used effectively.

### GHPL Technology Priorities

GHPL has identified the following technology needs that can be investigated and prioritized in its Technology Plan.

- An updated website with increased user functionality
- A time management system for public computers
- Credit/Debit transaction capability – currently, GHPL only accepts cash
- More investment in staff to assist with IT and oversee the Library's technology offerings
- A formal, sustainable investment in technology – a technology plan and reserve fund would be a starting point. Less reliance on community groups (e.g., Friends groups) and the possibility of grant funding.
- An OPAC (Online Public Access Catalogue) station at every branch
- Self-checkout
- More public access computers
- More equipment to support staff in processing materials and creative programming (e.g., vinyl cutters, laminators, label makers that can be included in a makerspace).
- A phone system that has extensions
- Investigate contracting with BiblioCommons which is a system that provides integrated online services including catalogue, website, events calendar, email marketing and mobile app for use by patrons and staff.

## HIGH LEVEL TECHNOLOGY PLAN TEMPLATE

**MISSION STATEMENT:** describe GHPL community and service goals as they relate to technology.

**INVENTORY:** list all technology equipment and service. Include description and details such as serial number, date of purchase, capital and annual cost, warranty, expected replacement date.

- **Public equipment**
  - Hardware (PCs, keyboards, monitors, mice, printer, copier, scanner, maker space, assistive technologies, etc.)
  - Software (office, video editing, gaming, etc.)
- **Staff equipment:** hardware, software, printer, copier, scanner, telephone system
- **Other:** website, social media, online resources (include cost of digital subscriptions), etc.
- **Network:** connectivity (internet, wireless, bandwidth), security (equipment, firewall, acceptable use policy)
- **Staffing:** hours available from staff and/or volunteers
- **Training:** existing training programs, plus associated documentation, assessment of staff knowledge and skills with a plan to develop levels of expertise. Include training description, cost, completion date.
- **Space:** in-house training area (space, power, cabling, lighting, furnishings), off-site training (mobile devices, transportation).
- **ILS (Integrated Library System):** modules in use, annual maintenance
- **Policies:**
  - accessibility of reports, policies, and documents
  - support agreements with vendors and others
  - disposal of hardware, software, data
  - disaster preparedness: backup of ILS system data, network files, recovery system for power and data failure

**GOALS:** describe the technology goal. Example: [more staff training...]

*to ensure library staff receive ongoing training to provide technology assistance to users and oversee the Library's technology offerings.*

What equipment, software, services are required? Example: assessment tools, online training software, staff hours for training, room, Wi-Fi network configuration, printer and supplies, app, staff training, website update, promotional material.

**BUDGET:** Based on technology priorities, provide a multi-year budget to add technologies to meet the service goal. Describe ongoing operating costs, grouped by budget funds such as training, computer hardware maintenance, annual software maintenance, etc.

**EVALUATION:** describe how and when the technology goal will be assessed and updated. If necessary, adjust timelines and budget.