

NO: R157

COUNCIL DATE: October 16, 2023

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## REGULAR COUNCIL

TO: **Mayor & Council**

DATE: **October 11, 2023**

FROM: **Surrey Public Library Board  
Chief Librarian**

FILE: **8145-01**

SUBJECT: **Surrey Libraries Strategic Plan 2024-2028**

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## RECOMMENDATION

The Surrey Public Library Board and Chief Librarian recommend that Council receive this report for information.

## INTENT

The purpose of this report is to provide Council with an overview of Surrey Public Library's new Strategic Plan.

## BACKGROUND

As directed by the Provincial *Library Act*, the Surrey Public Library Board ("the Board") is appointed by Council to oversee the delivery of library services in the City of Surrey. The Board's primary responsibilities are governance, financial oversight, advocacy, and to set strategic direction.

In 2023 the Board began the process of updating the Library's strategic plan. Planning began in January with the hiring of consultants to facilitate the process. Following an environmental scan and SWOT analysis (strengths, weaknesses, opportunities, threats), workshops were held with the Board and staff. The public and community partners were consulted through focus groups, online surveys, and branch activations. A special session was held with Skookum Lab to hear from Surrey's Indigenous community. The City's senior management team, and the Mayor and Council were also consulted for their comments.

An updated strategic plan was approved by the Library Board at their September 21, 2023 meeting and is attached to this report as Appendix "I", for Council's for information.

## DISCUSSION

The strategic plan is a high-level framework, outlining the Library's mission, vision, values, goals, and objectives.

VISION: A literate, inclusive, thriving city.

**MISSION:** We connect people, spark curiosity, and inspire lifelong learning to enhance the lives of Surrey residents.

**VALUES:** Intellectual Freedom; Community Focus; Equitable Access; Innovation; Collaboration; Sustainability

**GOALS:** A Connected Community; Welcoming Learning Spaces; Empowered People; A Resilient and Strong Organization

Initiatives have been developed to achieve the four goals and success measures have been set to monitor the plan's progress.

## **CONCLUSION**

Surrey Libraries Strategic Plan is being presented to Council for information. The plan will guide the decisions and priorities of the Library over the next five years, and support the City's goals to improve the quality of life for Surrey residents.

Marilyn Herrmann  
Library Board Chair

Surinder Bhogal  
Chief Librarian



**SURREY LIBRARIES**  
*discover·connect·inspire*

# STRATEGIC PLAN

2024–2028

APPENDIX "I"



## LAND ACKNOWLEDGEMENT

Surrey Libraries recognizes that our work takes place on the ancestral, traditional, and unceded territories of the SEMYOME (Semiahmoo), q̓ic̓əy̓ (Katzie), k̓w̓ik̓w̓əł̓əm (Kwikwetlem), q̓ʷa:n̓ł̓ən̓ (Kwantlen), q̓iq̓éyt (Qayqayt), x̓ʷm̓əθk̓ʷəy̓əm (Musqueam) First Nations and on the ancestral and traditional territory of the s̓c̓əw̓aθ̓ən m̓əstey̓əx̓ʷ (Tsawwassen) First Nation.

## MESSAGE FROM THE BOARD CHAIR AND CHIEF LIBRARIAN

*We are excited to present Surrey Libraries' new strategic plan, spanning 2024 to 2028.*

Our planning process began early in 2023, as the world was recovering from the global pandemic.

The pandemic altered the landscape in which the Library operates and prompted us to reevaluate our service models. The ways in which people access and consume information has also changed significantly and Surrey continues to grow rapidly. The City is home to the largest school-age population in British Columbia, a fast-growing urban Indigenous population, and attracts many newcomers. This brings about both opportunities and challenges and the new plan will ensure we can effectively serve our expanding and diverse community.

We extend our sincere appreciation to everyone who helped in creating the plan. This includes our trustees, whose steering of the process and overall guidance was invaluable. The operational expertise of our staff ensured that our plan is realistic and achievable. And insights from our community partners enriched our understanding of the Library's broader impact.

Thank you also to the City's senior management team and the Mayor and Council, for their input to ensure the plan aligned with broader municipal objectives. The enthusiasm and dedication of all those involved helped to create a plan that aims to make a positive impact and to improve the lives of individuals in our organization and the community.

*Marilyn Herrmann, Board Chair  
Surinder Bhogal, Chief Librarian*

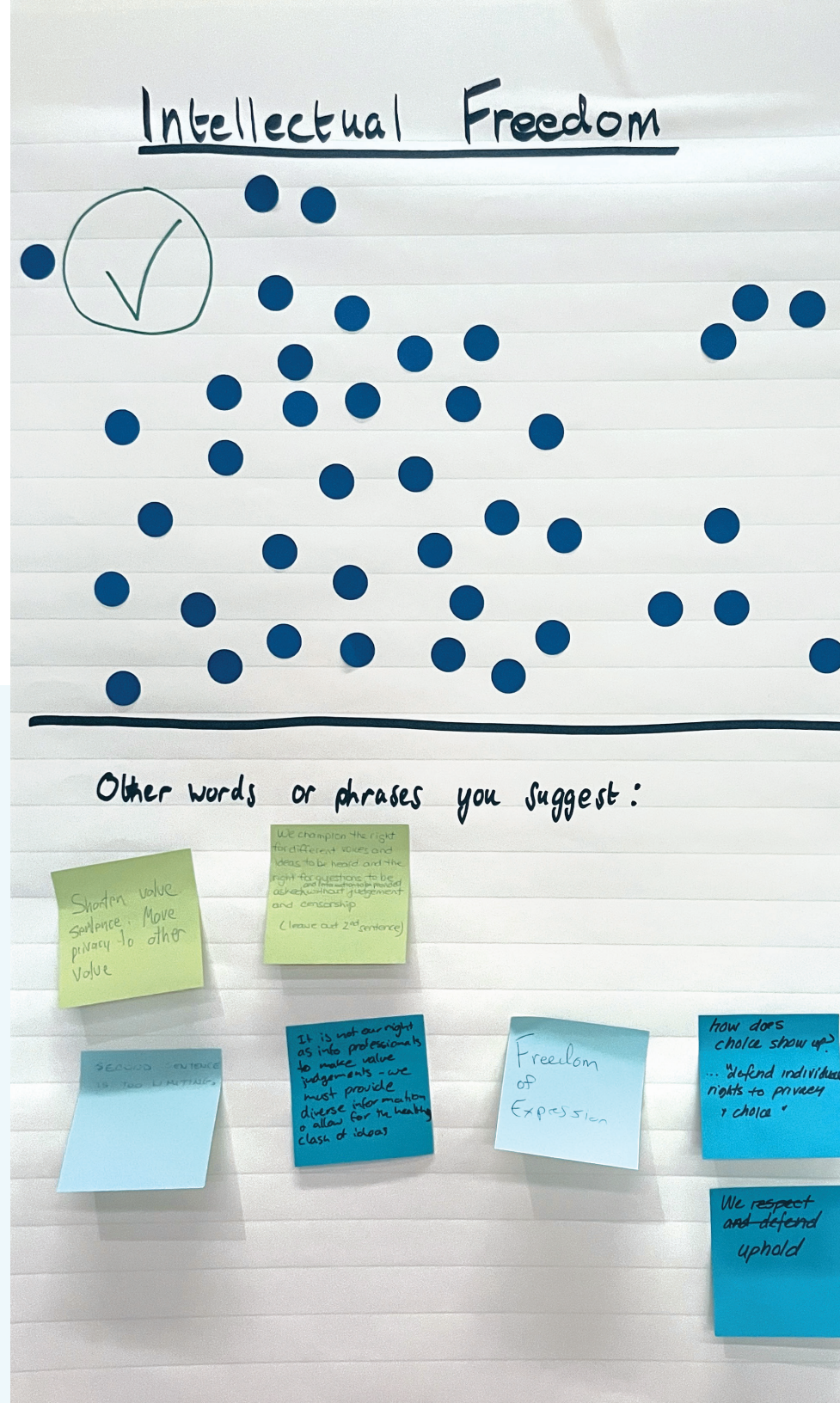
# Planning Process

*In developing the plan, we consulted a broad range of people to ensure diverse perspectives were reflected for a well-rounded strategy.*

Consultants facilitated a series of workshops for the Library Board, staff, and community partners. Community partner workshops included members from the City, education sector, business sector and the many non-profits that the Library works with. We also engaged with Skookum Surrey to understand perspectives from Indigenous peoples in Surrey. Surveys were used to gather input from both our community and staff, and interactive activations at each library branch ensured patrons' perspectives were heard.

## IN SUMMARY:

- ▶ **100+ participants at four community partner focus groups, including one for Indigenous community**
- ▶ **1,790 public survey respondents**
- ▶ **118 staff at three World Café sessions**
- ▶ **129 staff survey respondents**
- ▶ **10 in-branch activations**



# Vision

The vision sets out the ideal future the Library aspires to realize and helps drive our work both in the community and within our organization.

***A literate, inclusive, thriving city.***

# Mission

The mission reflects the Library's core purpose and how we will work towards supporting the vision.

***We connect people, spark curiosity, and inspire lifelong learning to enhance the lives of Surrey residents.***

Through the caring work of our staff and in collaboration with our city and community partners, we do this by:

- Supporting people's needs by connecting them with the right resources at the right time
- Building community through programs and services that strengthen social connections
- Creating accessible, inclusive, and welcoming online and physical spaces

# Our Values

Values serve as our guiding principles, shaping our culture and behaviour. They help define our identity and purpose, influencing decision-making and actions. By aligning with these values, the Library creates a cohesive and ethical environment, fostering long-term success.

## Intellectual Freedom

We champion the right for different voices and ideas to be heard, and the right for questions to be asked without censorship.

## Community Focus

We care about the well-being of our community and work to foster a sense of belonging and connection.

## Equitable Access

We strive for our services to be accessible to all members of our community.

## Innovation

We continuously explore and pursue new ideas to improve services, remaining flexible to find creative solutions.

## Collaboration

We work with each other, our city, our community, and our patrons to support common goals and provide excellent service.

## Sustainability

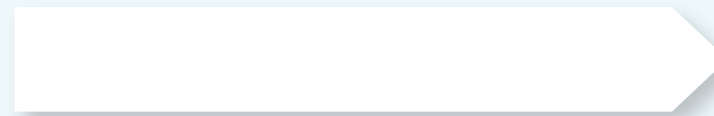
We strive to be a leader in environmentally sound, socially equitable, and economically feasible practices.

# Goals

# Objectives

## 1 A Connected Community

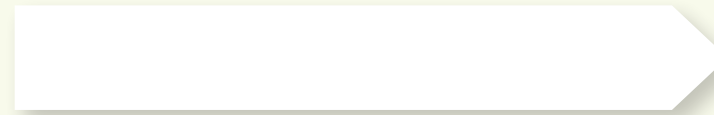
Individuals are connected to information, ideas, and each other, both within the Library and outside in the community. Local culture is showcased and celebrated, and social connections are made to reduce isolation. Decisions are made considering diverse perspectives from staff, the community, and informed by data. Community partners are engaged to leverage resources and create meaningful impact.



- 1.1 Broaden Library usage and membership
- 1.2 Diversify and deepen relationships with community partners
- 1.3 Assess and prioritize services based on data, staff, and community input

## 2 Welcoming Learning Spaces

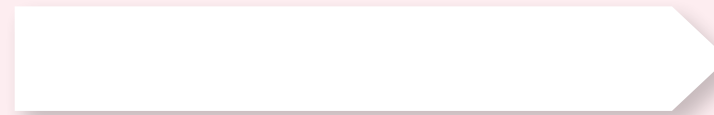
Spaces, both physical and online, are welcoming and inclusive, catering to different learning styles—from vibrant families gathering, to youth studying together, to people seeking solace and inspiration. Local Indigenous history and culture are reflected, as are the different community members that call Surrey home.



- 2.1 Align services, spaces, and collections to reflect Surrey's diverse community, with a focus on newcomers, youth, seniors, and Indigenous peoples
- 2.2 Improve patrons' experience in physical branches and online, and plan for new branches
- 2.3 Provide technological tools and training for the community

## 3 Empowered People

Resources, whether collections, technology, or highly trained staff, are available to help individuals succeed in life and be active contributors to society and the economy. Employees are supported to be continuously learning, healthy and productive, offering excellent service.



- 3.1 Provide programs and services to support our residents' ability to succeed in life
- 3.2 Support employee professional development and learning
- 3.3 Promote employee health and wellbeing

## 4 A Resilient and Strong Organization

The Library's policies, processes, and procedures are continuously improved to provide excellent service and address the needs of a growing city. Our impact on the environment guides our work and decision making.



- 4.1 Continuously improve processes for service excellence
- 4.2 Adopt sustainable practices
- 4.3 Spend funds responsibly and plan for growth



# Measuring Success

*Quantitative and qualitative measures have been developed to measure the progress of the plan. Measures include outputs such as library usage data and outcomes such as the impact created. Outcomes will be captured through community and employee surveys.*

Measures will be monitored to assess where improvements and changes to approach may be required. They will also be important to recognize and celebrate accomplishments. Measures will be assessed annually to ensure they are still suitable to monitor the success of the plan.



# THANK YOU

To the many community partners who helped shape our strategic plan

ALEXANDRA HOUSE  
BC MINISTRY OF SOCIAL DEVELOPMENT AND POVERTY REDUCTION  
BRELLA COMMUNITY SERVICES SOCIETY  
CANADA REVENUE AGENCY  
CENTRE FOR CHILD DEVELOPMENT  
CHETNA ASSOCIATION  
CITY OF SURREY  
CLOVERDALE BUSINESS IMPROVEMENT ASSOCIATION  
DIVERSECITY COMMUNITY RESOURCES SOCIETY  
DOWNTOWN SURREY BUSINESS IMPROVEMENT ASSOCIATION  
EDUCACENTRE COLLEGE  
ELIZABETH FRY SOCIETY  
FLEETWOOD BUSINESS IMPROVEMENT ASSOCIATION  
FLEETWOOD COMMUNITY ASSOCIATION  
FRASER REGION ABORIGINAL FRIENDSHIP CENTRE ASSOCIATION  
KWANTLEN NATION  
LOOKOUT HOUSING AND HEALTH SOCIETY  
MOVING FORWARD FAMILY SERVICES  
NEWTBC

OPTIONS COMMUNITY RESOURCES SOCIETY  
PHOENIX SOCIETY  
PROGRESSIVE INTERCULTURAL COMMUNITY SERVICES (PICS) SOCIETY  
QAYQAYT NATION  
READ SURREY/WHITE ROCK SOCIETY  
SARDIS GENEALOGY GROUP  
SIMON FRASER UNIVERSITY  
SKOOKUM SURREY  
SUCCESS  
SURREY LOCAL IMMIGRATION PARTNERSHIP  
SURREY OVERDOSE RESPONSE COMMUNITY ACTION TEAM  
SURREY SCHOOLS  
SURREY URBAN INDIGENOUS LEADERSHIP COMMITTEE  
TZU CHI FOUNDATION  
UMOJA OPERATION COMPASSION SOCIETY  
UNITI  
UNIVERSITY OF BRITISH COLUMBIA  
WACEYA METIS SOCIETY



# VISIT US

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## GUILDFORD

15105 105 Avenue  
604-598-7360

## SEMIAHMOO

1815 152 Street  
604-592-6900

## CLAYTON

7155 187A Street  
604-592-2727

## NEWTON

13795 70 Avenue  
604-598-7400

## STRAWBERRY HILL

7399 122 Street  
604-501-5836

## CLOVERDALE

5642 176A Street  
604-598-7320

## OCEAN PARK

12854 17 Avenue  
604-502-6304

## FLEETWOOD

15996 84 Avenue  
604-598-7340

## PORT KELLS

18885 88 Avenue  
604-598-7440

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