



**Strategic Plan 2025–2029**



City Library is located on the traditional, ancestral and unceded territories of the Skwxwú7mesh Úxwumixw (Squamish Nation) and sə́lilwətaʔ (Tsleil-Waututh Nation).

As a memory and learning institution that is committed to truth and reconciliation, City Library respectfully acknowledges the land and the Indigenous Peoples who have cared for these lands since time immemorial.



## From the Board Chair & Chief Librarian

We are proud to share our 2025-2029 Strategic Plan with you. To develop this plan, we completed in-depth research on major drivers of change in our community and engaged with nearly 1,400 residents about their library use, needs and aspirations. We learned:

**Our library is a place of learning.** In an increasingly complex, fractured and polarized information landscape, our library encourages curiosity, promotes dialogue and facilitates understanding.

**Our library is a place of belonging.** Acting in partnership with a network of local agencies to serve the community, we facilitate social connection and strengthen community bonds.

**Our library is for everyone.** Working to advance inclusion, accessibility, reconciliation and cultural safety, we champion free and equitable access to information and ideas in a welcoming and compassionate environment.

**Our library is evolving.** Grounded in strong services and shared values, we innovate and adapt in response to our growing community, changing needs and emerging trends.

City Library's 2025-2029 Strategic Plan builds on our role as critical social infrastructure and challenges us to become a source of hope and resilience for the community as we face our futures together. We sincerely hope you all find something in this plan that resonates for you.

**BRENDAN HARVEY**  
Chair  
North Vancouver City Library Board

**DEB HUTCHISON KOEP**  
Chief Librarian  
North Vancouver City Library





## Vision

*What we aspire to be*

A trusted place for everyone to learn, grow and belong

## Purpose

*Our reason for being*

We provide welcoming spaces and innovative services that connect people to information, ideas and one another

# Values

*What guides our decision-making*

## Intellectual freedom

We uphold and facilitate free and equitable access to knowledge and ideas in all their forms. We respect and defend individual rights to privacy and choice.

## Inclusion

We embed equity, diversity, inclusion and accessibility in all that we do and actively work to reduce barriers and strengthen understanding.

## Service

We put our community at the centre of everything we do. We engage with community members to understand their needs, and deliver innovative services that satisfy and delight.

## Responsibility

We value the trust our community puts in our library and hold ourselves to high standards of accountability, integrity and transparency.

## Truth & reconciliation



We are guided by the principles of reconciliation and work to honour Indigenous ways of knowing, being and doing in our relations and services.

# Guiding principles

*How we do our work*

## We advance sustainability

We achieve maximum social impact with minimum environmental impact, and deliver services in a financially responsible manner.

## We meet people where they are at

We approach one another with curiosity, kindness and respect and recognize that we are each shaped by unique experiences.

## We work in collaboration & partnership

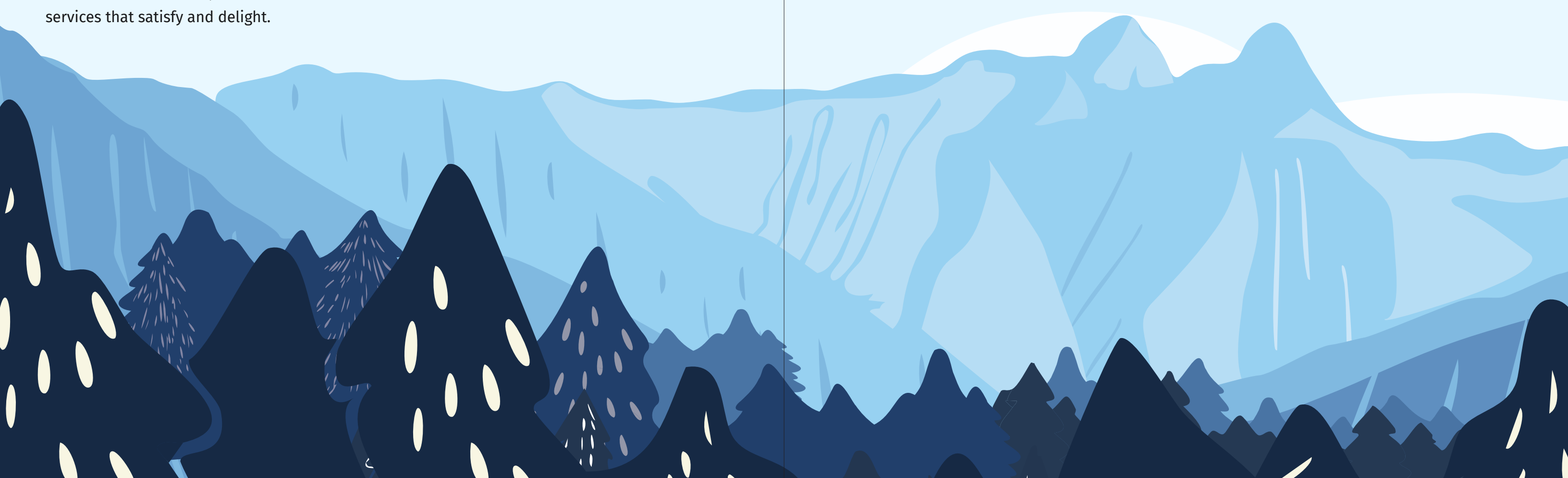
We work with our partners to align services, share resources and achieve collective impact while building on our unique strengths.

## We strive to balance competing pressures

We work to find the balance between traditional and emerging services and among the different needs of diverse customers.

## We are resourceful

We adapt and respond, drawing on a shared understanding of our purpose. We encourage creativity and experimentation, and we learn from experience.



## Strategic priorities

*Where we will focus in order to achieve our vision and reflect our values*

**Champion thinking,  
learning & reading**

**Strengthen inclusion  
& belonging**

**Enhance capacity  
& capability**



# Champion thinking, learning & reading

*Literacy and lifelong learning are key to the ability of individuals and communities to grow and thrive.*

While misinformation, disinformation and cybersecurity breaches erode trust and stoke division, our library showcases the diversity of human experiences and perspectives, facilitates access to information and technology, equips users to chart their own learning journeys and offers spaces to gather, study and learn.



## Our aspiration

Our library will be a source of wonder, discovery and insight. Diverse collections, inspiring programs and flexible spaces — both physical and digital — will support lifelong learning at all ages and stages. Through the library, people will develop digital, media and information literacies and critical thinking skills that enable them to safely and successfully navigate a complex technology and information landscape.



## To do this, we will

- » Spark wonder, invite curiosity and encourage exploration for all ages
- » Weave media and information literacy and bias awareness into library programs and services
- » Promote online safety and skilled use of emerging technologies
- » Expand supports for early childhood literacy and family literacy, incorporating connections to language and culture
- » Facilitate access to skill-building and resources that support people to realize their personal, educational and career potential
- » Satisfy the community's diverse reading and learning interests with more content and formats
- » Create inviting and inspiring spaces for individual and group use
- » Amplify Indigenous voices, knowledge, histories and cultures in library collections and programs, and support community learning about the impacts and legacy of colonialism and the principles of reconciliation



## Strengthen inclusion & belonging

*Connectedness and engagement are vital to the well-being of communities.*

Our library is a vibrant, inviting “third place,” welcoming newcomers, engaging seniors, holding space for community learning and supporting people in times of change and uncertainty. However, systemic and structural barriers to access and inclusion are persistent — and growing polarization in public life threatens to drive us apart.

### Our aspiration

Our library will be a trusted space that promotes discussion, understanding and engagement. Members of our community in all their diversity will feel reflected and included in the library and will experience barrier-free access to library services and resources. Through the library, people will feel a sense of belonging and make connections to their community and one another.



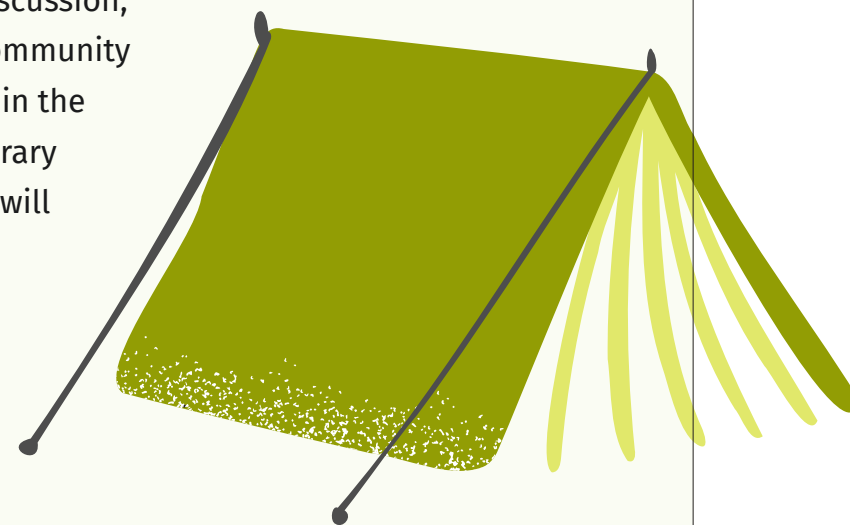
### To do this, we will

- » Identify and dismantle barriers to library spaces and services
- » Create vibrant, engaging and accessible physical and digital spaces
- » Promote respectful dialogue and civic engagement
- » Facilitate community connections including across generations and cultures
- » Focus library resources to populations most susceptible to social isolation
- » Leverage strategic partnerships to improve access to health and social services and other community resources
- » Reflect, engage and uplift historically, persistently and systemically marginalized voices in library spaces and services
- » Ensure library spaces, services and staff reflect, respect and serve Indigenous community members in a culturally safe way



### What guides us

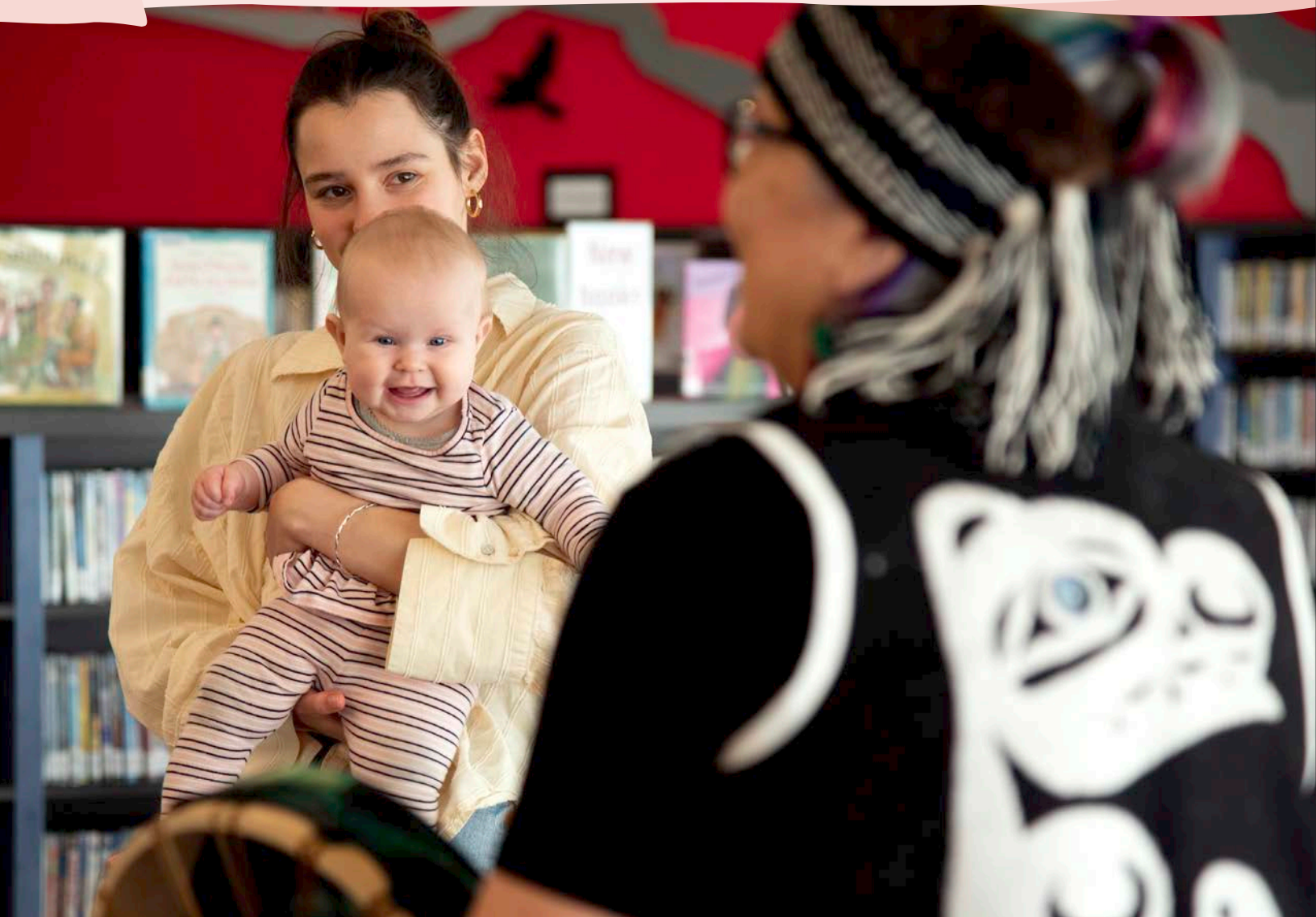
- We are committed to implementing three key plans that support this work:
- » Inclusion framework and action plan
  - » Indigenous cultural safety plan
  - » Accessibility plan



## Enhance capacity & capability

*The City is growing and changing, and so are residents' needs and expectations.*

Community members are spending more time in the library, borrowing more materials, asking more questions, and arriving with increasingly complex needs. Our library has demonstrated its ability to innovate and adapt in response to technological and societal change, extreme weather and a global pandemic. To continue to thrive, we need to invest in the staff, systems and infrastructure that are critical to organizational and community resiliency.



### Our aspiration

Our library will evolve and grow with our community, delivering relevant services that contribute to community well-being. Physical and digital infrastructure will be robust, sustainable and responsive to the needs of library users. Staff will feel capable and supported in their work, working in collaboration and partnership to innovate and problem-solve. Grounded in clarity of purpose, we will be ready and able to meet emerging needs and unexpected circumstances.

### To do this, we will

- » Ensure the library's core services are well-defined, high-quality and impactful
- » Optimize and extend library spaces and services
- » Provide accessible, resilient and well-maintained library facilities and technology
- » Ensure that library plans, policies and processes are documented and up to date
- » Strengthen staff skills, confidence and well-being
- » Cultivate an inclusive and collaborative organizational culture
- » Explore options to enhance capacity through technology, partnerships and new ways of working
- » Collaborate and build relationships based in respect and reciprocity with leaders and members of Skwxwú7mesh Úxwumixw (Squamish Nation) and səlílwətaʔt (Tsleil-Waututh Nation)





# Connecting people to information, ideas & one another

City Library is crucial social infrastructure for the residents of North Vancouver, promoting resilience and social connection through learning, shared space, technology access and reading. At the library, neighbours encounter the rich diversity of people, ideas and experiences in their community.

City Council priorities	City Library priorities		
	Champion thinking, learning & reading	Strengthen inclusion & belonging	Enhance capability & capacity
A city for people	✓	✓	✓
A resilient city	✓		✓
A vibrant city	✓	✓	✓
A connected city		✓	✓
A prosperous city	✓		