

# BPL Strategic Planning Committee

May 10, 2024, AT 8:30 A.M.  
COMMONWEALTH SALON

Members of the Public may sign up for Public Comment via the CHAT by 9:00 a.m. by leaving your name and "public comment"

Comments left in the chat will not be acknowledged.

Written comments may be submitted to the Clerk of the Board, [pcarver@bpl.org](mailto:pcarver@bpl.org)

- Christian Westra, Committee Chair

# BPL Opening Statement

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The Trustees of The Boston Public Library reaffirm our commitment to racial equity and to principles of diversity equity and inclusion, more broadly.

The Library is formally committed to becoming an anti-racist organization in response to systemic racism, inequity, and injustice prevalent in our society.

We acknowledge also that the Boston Public Library's Central Library stands on land that was once a water-based ecosystem providing sustenance for the indigenous Massachusetts people *and is a place which has long served as a site of meeting and exchange among nations*. We are committed to land acknowledgements for all locations at which we operate.

*We reaffirm this commitment to set the context for our planning, deliberations, and public engagement so that they take place from the spirit of welcome and respect, found in our motto 'free to all.'*

Taken from the Institutional Statement Ratified by the Board of Trustees for the Boston Public Library on September 29, 2020.

# Strategic Planning Committee

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*Christian Westra, Committee Chair*

- Welcome Remarks
- Roll Call of Committee Members
- Approval of 3.28.24 Meeting Minutes

# Boston Public Library

## *Strategic Planning Initiative*

**Strategic Planning Committee Workshop 2**

May 10, 2024



**Gensler**





# Agenda

## 1. Landscape Review and Discussion [75 mins]

- BPL's current state and POV
- Boston Landscape
- Library Landscape

## 2. Strategic Plan Updates [5 mins]

- Overall methodology and process overview
- Where we are

## 3. Emerging Directions Discussion [60 mins]

- What we've heard from previous workshops
- Framework for the Mission, Vision, Value and Strategic Priorities
- Discussion

## 4. Next Steps [10 mins]

- Upcoming engagements
- Community partner engagement approach

# Landscape Review:

## BPL Current State and POV



## OUR MISSION

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“The Boston Public Library provides educational and cultural enrichment, free to all, for the residents of Boston, Massachusetts and beyond, through its collections, services, programs, and spaces.”



# HUMAN SERVICES CABINET

Who are we?



BOSTON  
PUBLIC  
LIBRARY



BOSTON  
CENTERS  
FOR  
YOUTH &  
FAMILIES



OFFICE OF  
VETERANS  
SERVICES



OFFICE OF  
YOUTH  
ENGAGEMENT &  
ADVANCEMENT

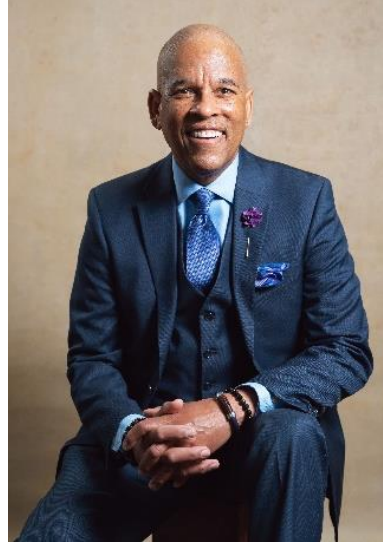


OFFICE OF  
RETURNING  
CITIZENS

**AGE+**  
AGE STRONG  
COMMISSION







# GOVERNANCE & TRUSTEES





# Today's BPL: Focused on Service + Access

## Three overlapping sectors

- Education and learning
- Arts and Culture
- Human and Civic Services

## Our strategies

- Collections
- Physical Spaces & Programs
- Services & Outreach
- Cultural Heritage: Preservation, Digitization & Activation

## Our impact

- Returned to 99 percent pre-pandemic levels as of Dec 2023



# Budget Summary

FUNDING SOURCE	FY22	FY23	FY24
City	40,924,255	44,585,550	48,379,139
Affiliates	1,828,497	1,547,841	1,650,100
State	974,306	1,155,782	1,235,868
ILL/LFC	3,507,223	3,537,272	4,279,400
Trust Funds	2,149,775	1,374,648	1,279,953
Other	4,949,784	2,171,698	1,752,650
<b>TOTAL</b>	<b>54,333,840</b>	<b>54,372,791</b>	<b>58,577,110</b>



# BPL'S COLLECTIONS

20+ million items

## Circulating - 1.8M items

Central & branch libraries  
downloadable & streaming media

## Research - 16M items

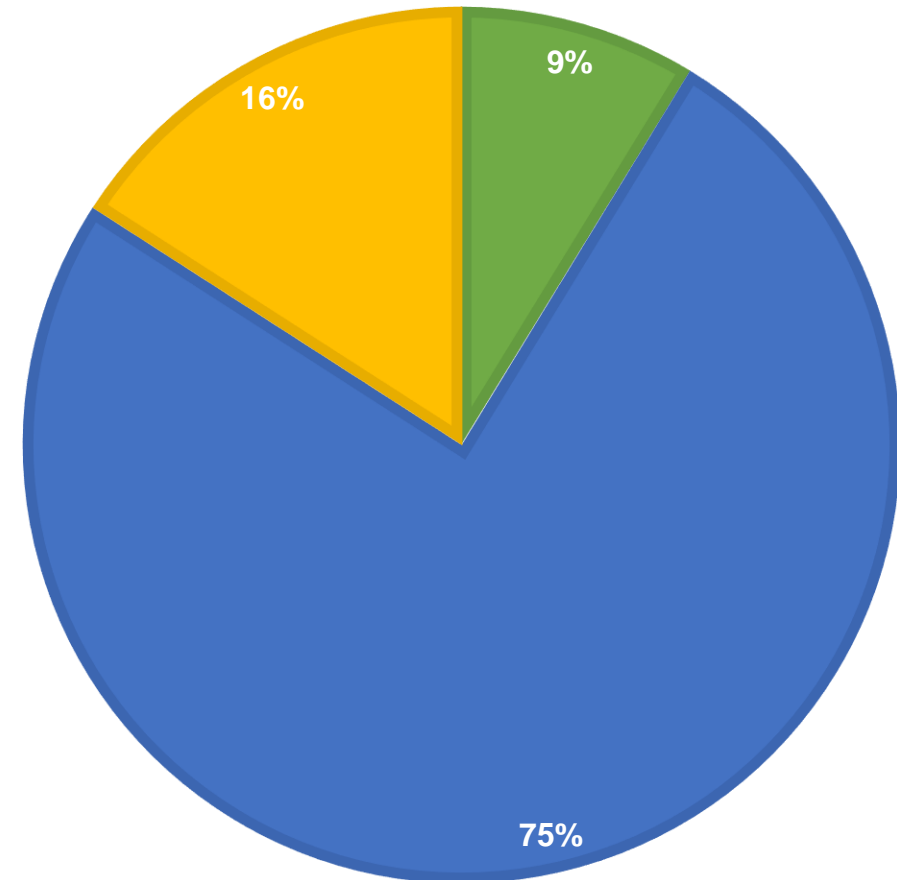
books & periodicals  
newspapers  
microforms  
government documents

## Special - 3.5M items

rare books  
manuscripts  
archives  
maps & atlases  
prints  
paintings & drawings  
photographs  
music  
architectural drawings

## BPL COLLECTIONS

■ Circulating ■ Research ■ Special





# ACTIVE CAPITAL PROJECTS

- **Faneuil:** Completed 2024
- **Fields Corner:** Design to Construction
- **Chinatown, Uphams Corner and West End:** Varied stages of planning/pre-design - Housing with public assets program
- **South End:** Accelerated programming study/design
- **McKim Fire System:** Completing design
- **Egleston Square:** Commencing design
- **McKim Transformation:** City Commitment: \$50m



MAYOR MICHELLE WU 吳弭

# STATE OF THE CITY

HIỆN TRẠNG CỦA THÀNH PHỐ · EL ESTADO DE LA CIUDAD  
STADU DI SIDADI · ETA VIL LA · 市情諮文

[HOME](#) › [LATEST CITY OF BOSTON NEWS](#) › [MAYOR WU'S 2024 STATE OF THE CITY ADDRESS](#)

# MAYOR WU'S 2024 STATE OF THE CITY ADDRESS

Full Address: <https://www.boston.gov/news/state-city-2024>



# Landscape Review:

## Boston Landscape

# A Look at Where We are Today

Boston has seen population growth that is commensurate with that of the United States, at nearly 8.5% average annually since 2010. It's home to a rich collection of diverse families and a highly-educated population. This context represents a unique strength and opportunity for the library – to serve as a new community & cultural hub for socio-economic access, recreation, and information.

Baseline Demographic Comparison  
Library 15-min walkshed, Boston, and USA

	15 min walkshed	Boston	USA
<b>Total Population</b>	507K	693K	337M
<b>Total Households</b>	213K	289K	129M
<b>Median Income</b>	\$86K	\$83K	\$73K
<b>Unemployment Rate</b>	4.6%	4.5%	4.3%
<b>% HS Diploma or greater</b>	71%	71%	59%
<b>Diversity Index</b>	80.3	80.1	72.1



**693K+**  
**Total  
Population**

*+8.5% avg annual  
growth rate since  
2010*



**\$86K**  
**Median  
Household  
Income**

*13% higher than the  
USAverage*



**27%**  
**of Residents  
are Foreign-  
Born**

*14% higher than the US  
Average*

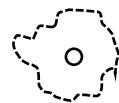
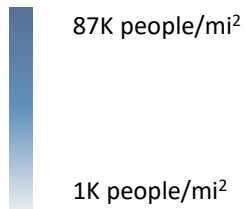


# Meeting People where they are

The framework of The 15-Minute City advocates for a convenient living experience for all, creating a reality where nearly all of residents' needs are accessible within a 15-minute walk of their home. This includes access to food, health & wellness services, education *and* libraries

On average branches have 20,000 residents within a 15-minutes walk. This means that 73% of Bostonians reside within a 15 minutes of a library branch.

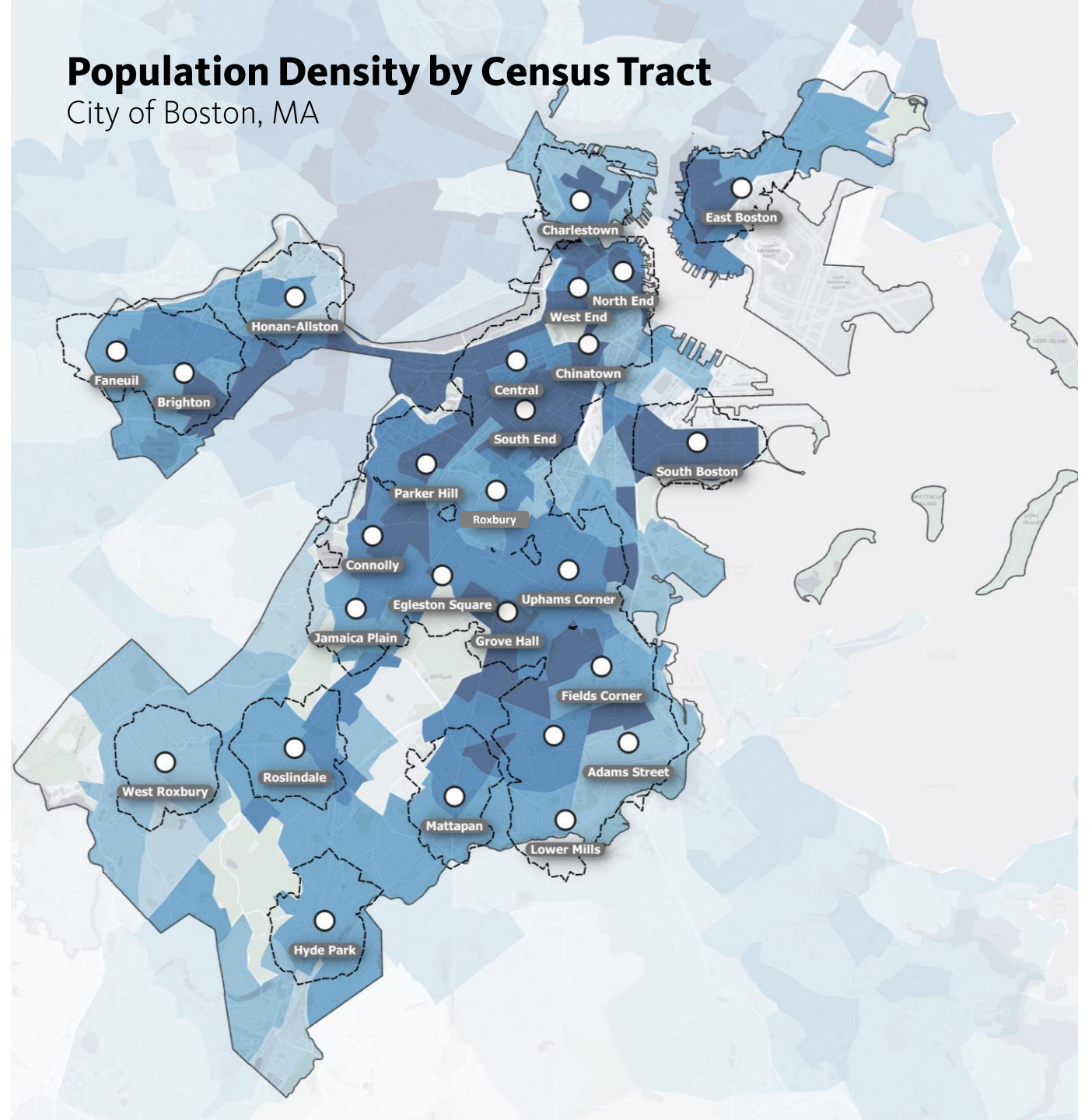
## Population Density



Library 15 min walkshed

## Population Density by Census Tract

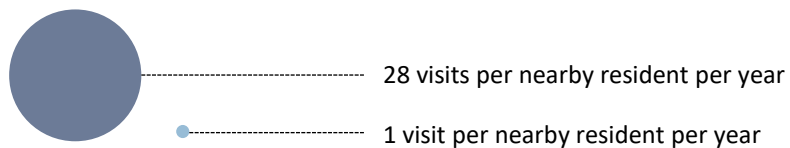
City of Boston, MA



# Creating Engagement Throughout the City

Library Branches around the city have varying amounts of programming and engagement. Throughout the strategic planning process, it is critical to identify branches that have limited engagement with their neighborhood population. Creating more engagement with the library will involve aligning to each communities needs and interests.

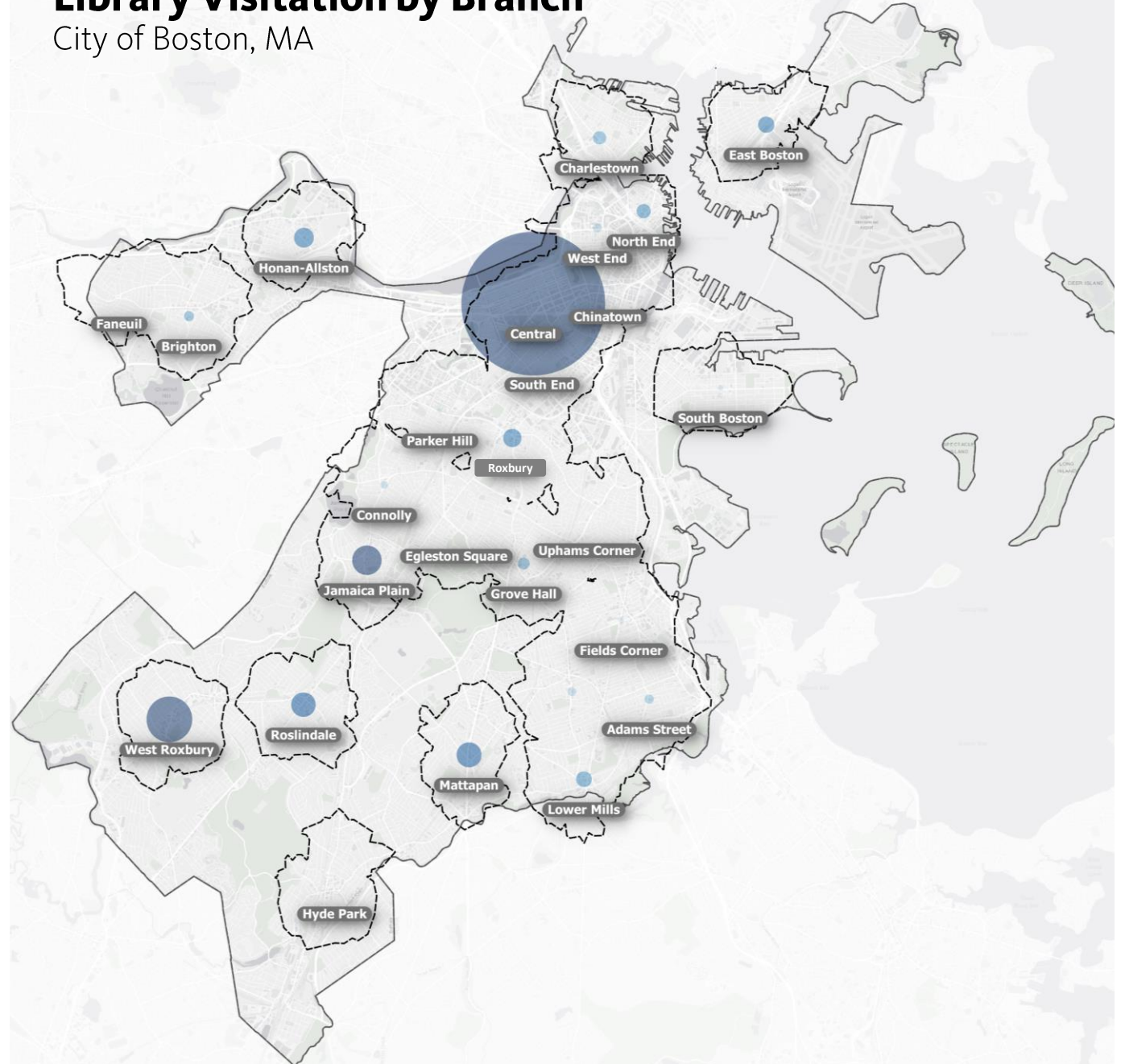
Branch	Total Nearby Resident Population	FY23 Visits	FY23 Visits per Nearby Resident Population
Central	35.5K	1.02M	28.7
West Roxbury	9.9K	92.7K	9.4
Jamaica Plain	15.1K	94.1K	6.2
Mattapan	15.6K	83.3K	5.3
Roslindale	17.9K	92.4K	5.2



Source: U.S. Census Bureau, American Community Survey (2022), Boston Public Library FY23 Visitation

## Library Visitation by Branch

City of Boston, MA



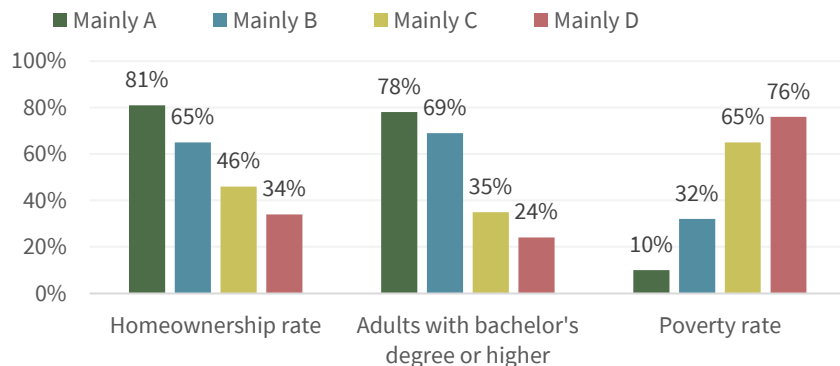


# Contending with Historical Challenges

When the Homeowner's Loan Corporation (HOLC) established discriminatory lending practices known as "redlining" from 1934 to the 1960's, it created socioeconomic consequences that neighborhoods in Boston are still experiencing. Today, neighborhoods that were redlined (formerly Class D neighborhoods) experience higher poverty rates, lower homeownership rates, and limited educational attainment.

## Socio-economic Outcomes for Redlined Communities are Still Challenging Today

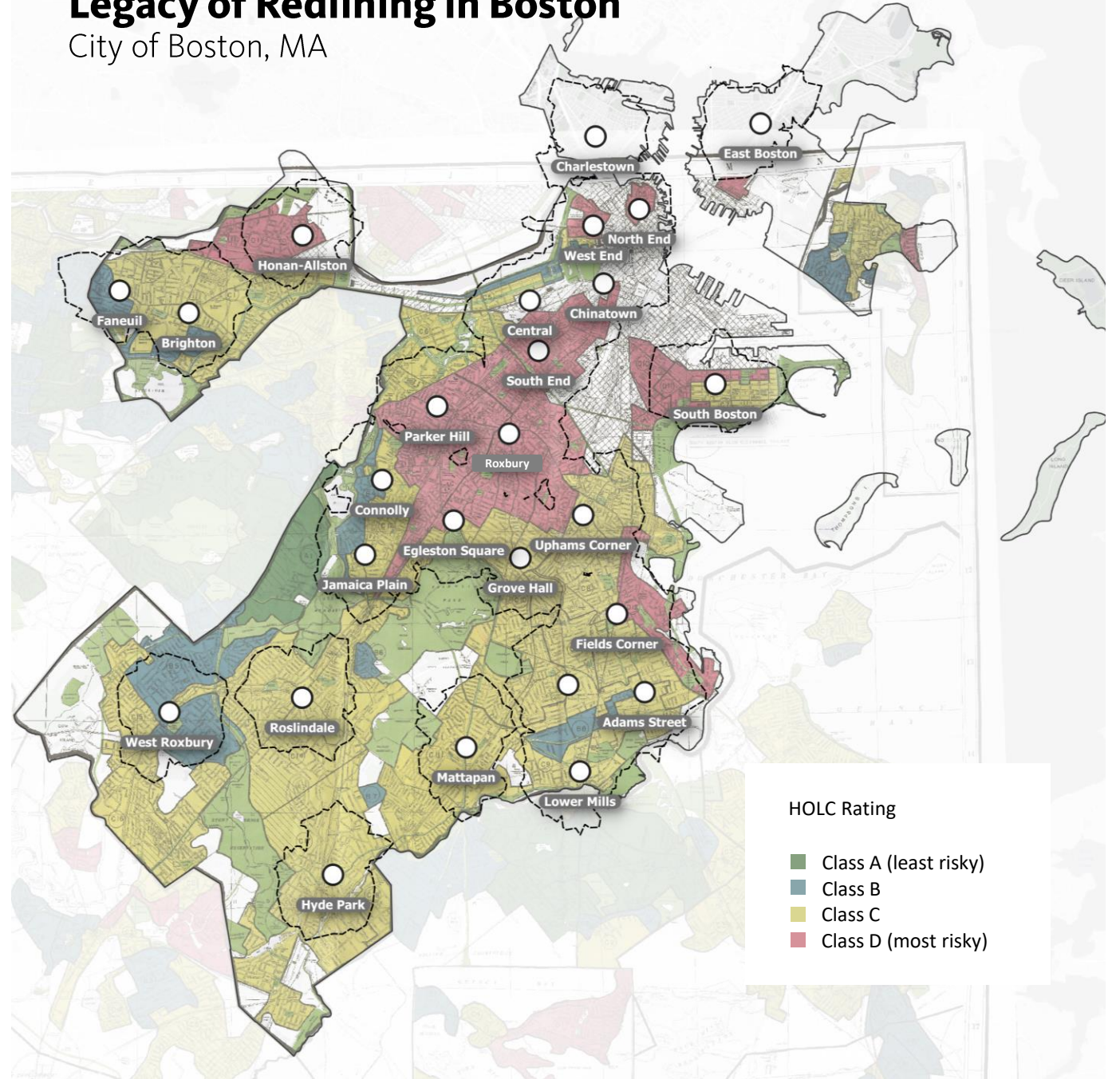
Median of selected Boston area neighborhood characteristics by HOLC-based neighborhood (census tract) class



Source: Redlining and Present-Day Neighborhood Opportunity in the Boston Area (2023)

## Legacy of Redlining in Boston

City of Boston, MA

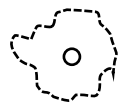
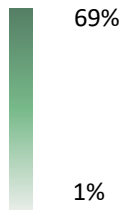


# The whole world at Boston

Boston continually has a strong presence of foreign-born residents. Today, the number of foreign-born residents is nearly 180K throughout the city, amounting to 27% of the population. This number is up 12K people since 2010.

This context affirms the necessity for Libraries to have culturally-relevant programming & services that cater to a diverse range of audiences.

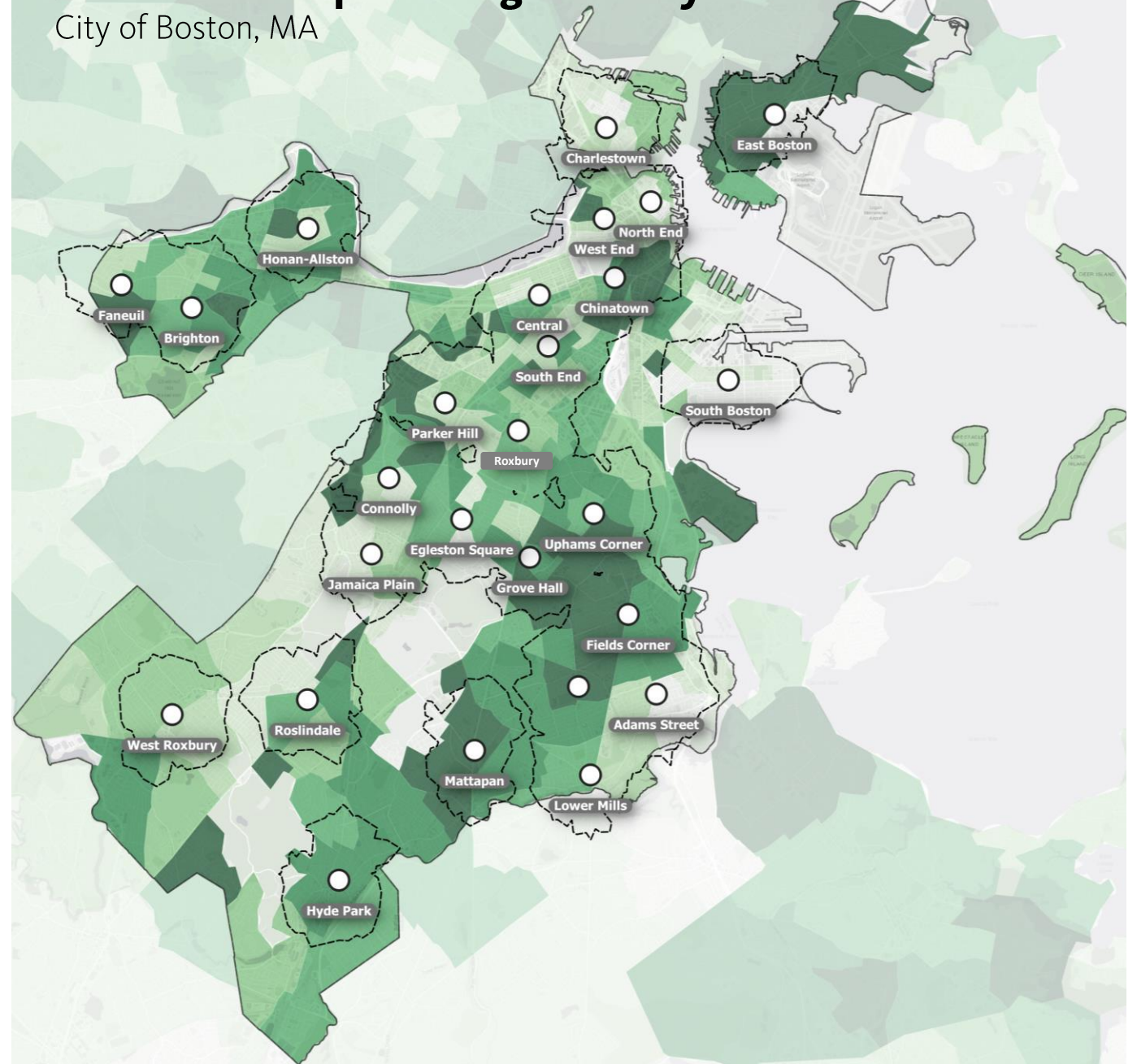
% of Residents Foreign Born



Library 15 min walkshed

Source: U.S. Census Bureau, American Community Survey (2022)

## Percent of People Foreign Born by Census Tract City of Boston, MA



# Landscape Review:

## Library Landscape



# Contemporary Library Themes

The following are key trends relevant to libraries and their communities, promoting innovations for librarians and professionals to shape the future. The subsequent slides showcase case stories and examples of how peer libraries are responding to these key trends.

- 01 Providing active learning experiences**
- 02 Supporting career and workforce development**
- 03 Understanding the whole person**
- 04 Championing an inclusive democracy**
- 05 Activating spaces and collections**
- 06 Building community at the neighborhood level**
- 07 Committing to DEI and anti-racism**
- 08 Operating with a collective impact model**
- 09 Developing pipelines for internal growth**





**Theme: Providing active learning experiences**

**Libraries are addressing critical literacy development in a proactive way and are partnering strategically with the school systems.**

# Foundational Critical Literacies



## **Ready For Kindergarten**

*Storyville at Baltimore County Public Library*

At the Rosedale and Woodlawn branches of Baltimore County Public Library, [Storyville](#) offers a play-and-learn experience for children aged 0 to 5 and their caregivers. Storyville promotes early literacy and school readiness in enriching, engaging and creative environments such as the Baby Garden, Toddler Woods, and the Grocery Store.



## **Reading at a Third Grade Level**

*Columbus Metropolitan Library*

[The Reading Buddies](#) program at Columbus Metropolitan Library is a transformative effort aimed at meeting the Third Grade Reading Guarantee. This program matches children with books suited to their third-grade reading levels and offers personalized reading sessions with trained staff or volunteers. By collaborating with the Crane Center for Early Childhood Research and Policy at The Ohio State University (OSU) to assess its impact on reading scores, CML demonstrates a strong commitment to fulfilling its guarantee for third-grade reading proficiency.

**Theme: Providing active learning experiences**

**Libraries are embracing a variety of learning experiences to make learning fun, playful, and intergenerational.**

# Joyful Learning



## **Learning Through Discovery**

*Calgary Public Library*

[Library School](#) is a program in partnership with the Calgary Public School system where students and teachers can delve deeper into local arts, books, and learning through play. Students interact with resident historians, artists, and musicians to discover how the library can be a place for lifelong learning that extends beyond books. Participants spend a week in the library focusing on a passion project.



## **Family Centered Festivals**

*The Albus Storytelling Festival*

Albus is a biennial [international children's literature festival](#) organized in collaboration with the Aarhus municipality. With special focus on new literature formats, patrons can meet authors, experience theatre and attend readings while participating in creative workshops and competitions. Authors, illustrators, researchers, communicators, and publishers come together to celebrate the full diversity of children's literature.

**Theme: Providing active learning experiences**

**Libraries are providing spaces, places, tools and resources while cultivating the staff talent to facilitate passion-based and project-based learning.**

# Connected Learning



## **Activating Connected Learning** *Memphis Public Library*

Designed to foster connected learning and YOUmedia best practices, the 8,300 square foot teenage learning facility, [CLOUD901](#), activates a creative process to develop 21<sup>st</sup> century skills including innovation, collaboration, critical thinking, and problem solving. In addition to exposing teens to state-of-the-art technology, CLOUD901 translates that knowledge into career pathways, college opportunities, and workforce entry.



## **Intergenerational Content Creation** *Nationwide Models To Storytelling & Sharing*

Libraries nationwide are embracing [innovative content creation strategies](#) to foster intergenerational storytelling models that spark community engagement, strengthen connections, and promote lifelong learning. Through dynamic workshops, digital platforms, and interactive programs, libraries are bridging generational divides, empowering individuals of all ages to share their unique narratives and perspectives. These initiatives not only preserve cultural heritage but also cultivate a sense of belonging, collaboration, and mutual understanding within diverse communities, enriching the fabric of lifelong learning and collective wisdom.



**Theme: Supporting career and workforce development**

**Libraries are embracing their role in providing a holistic approach to career, workforce and entrepreneurial development.**

# Workforce Development



## **Supporting Personal Achievement**

*Ives Innovation Center at the New Haven Free Library*

Libraries have emerged as frontline champions of economic recovery. From aiding job searches to offering skills training and shelter, they've become vital "second responders" to crisis, embodying resilience and adaptability in the face of adversity. Many libraries, like the New Haven Free Public Library in Connecticut, have long been at the forefront of inclusive innovation efforts. In 2016, the New Haven Free Public Library embarked on a mission to address economic disparities by creating an accessible [entrepreneurial hub](#), leveraging partnerships and community insights to drive positive change.



## **Empowering Interest-Based Career Development**

*The Commons at Prince George's County Memorial Library System*

[The Commons](#) unites Prince George's County by offering cutting-edge technology, creative spaces, and digital literacy programs. From STEM-focused education for middle schoolers to support for immigrant entrepreneurs, it's a catalyst for growth. With five locations, PGCMLS expands access to tech education and workforce development, empowering residents to achieve their goals.

**Theme: Understanding  
the whole person**

**Libraries are  
leveraging their  
role as safe havens  
to connect patrons  
to social services  
efficiently,  
effectively, and  
compassionately.**

# Social Work in the Library



## **Health and Safety Associates** *HASA Program at San Francisco Public Library*

Since 2009, SFPL library has assisted over 300 individuals in accessing temporary and permanent housing and connected nearly 1,000 people with essential services including safe accommodations, food, medical care, and mental health counseling. [The HASA program](#) employs six health and safety associates (HASAs), all formerly homeless patrons of the library, who compassionately reach out to identify and assist individuals in need of support.



## **Creating Sustainable Social Work in the Library** *Richland Library*

Richland Library's compassionate team of [social workers](#) serves as a lifeline for residents, providing invaluable support and guidance on crucial matters such as healthcare options, housing resources, access to food assistance, and other essential services. Through personalized consultations and a deep understanding of community needs, these dedicated professionals empower individuals and families to navigate complex systems and access the assistance they need for a better quality of life.

**Theme: Operating with a collective impact model**

**Libraries are embracing collective impact initiatives to address their communities' most pressing challenges.**

# Collective Impact



## **City-Wide Childcare Resources** *Raising Las Vegas, ULC Innovation Award*

Las Vegas-Clark County Library System works with over 100 community partners to connect children 0-5 with brain building resources at branch libraries, home, and a growing variety of outreach sites, including childcare centers and nursing home visits.



## **Workforce Development** *One-Stop Career Centers at Las Vegas-Clark County Library District*

LVCCLD integrated "[One-Stop](#)" workforce development centers into libraries district-wide using federal funds to bridge socioeconomic gaps. This program supports families with after-school homework help, maker programs, immigrant services, English language acquisition, and career training. One-Stop has achieved significant success, increasing retention of co-located programs.



**Theme: Championing an inclusive democracy**

**Libraries are taking the responsibility to encourage informed citizenship, civic involvement, and community participation.**

# Fostering An Inclusive Democracy



## **Encouraging Civic Engagement**

*The Stavros Niarchos X NYPL Dialogue*

The Stavros Niarchos Foundation Library in New York recognized the public overwhelm and sense of hopelessness that comes from today's rapid sociopolitical change and escalating conflicts. Leveraging the library's role a safe space and knowledge hub, SNF started [a Dialogue Initiative](#) that aims to encourage inclusive discussions that bridge the gap between passive involvement and active, meaningful participation in civic life.



## **Creating A Hub For Civic Participation**

*Toledo Lucas County Public Library Civic Engagement*

Toledo Lucas County Public Library (TLCPL) is a catalyst for informed citizenship and [active civic engagement](#). TLCPL hosts vibrant debates and forums using Ohio Debate Commission Playbooks. Access to additional resources aids community members in initiating their political journey and staying informed about key electoral dates. TLCPL reserves prestigious spaces like the Large Glass Community Room for nonpartisan events, ensuring diverse voices are heard. Empowering the community with vital civic insights and fostering connections with officials or candidates, TLCPL is a hub for civic participation.

**Theme: Championing an inclusive democracy**

**Libraries are dedicating a variety of resources to foster holistic support in their path to citizenship and the American Dream.**

# Immigrant Services



## **All-encompassing Citizenship Service Approach** *The American Place (TAP) at Hartford Public Library*

[TAP](#) (a division of HPL) is a leader in citizenship services, connecting newcomers with services and resources to facilitate resettlement, education, and career transitions. At HPL Downtown, TAP will be integrated into the Entrepreneurial Center, HPL Studios, and UConn partnership spaces to further strengthen a 'wraparound service' to foster financial freedom, passion-based learning, and educational opportunities.

***Sea Un Vendedor  
Ambulante Exitoso***

***Be a Successful  
Street Vendor***



## **Supporting Immigrant Entrepreneurs** *Be a Successful Street Vendor Initiative*

Unlocking street vendors' success, the Los Angeles Public Library's groundbreaking initiative, '[Be a Successful Street Vendor](#),' powered by a strategic grant from the American Library Association and Google, joins forces with Community Power Collective, KLBRI, Immigrants Rising, Inclusive Action for the City, Public Counsel, and our vibrant local vendors. Together, they have curated invaluable resources to empower and uplift vendors toward thriving success.

**Theme: Activating spaces and collections**

**Public libraries are bringing historically inaccessible materials to life through storytelling.**

# Creative Collection Activations



## **Activating Collections Through Community Building** *James C. Hormel LGBTQIA+ Center at San Francisco Public Library*

SFPL's [James C. Hormel LGBTQIA+ Center](#) is a vibrant hub for preserving and celebrating LGBTQIA+ history and culture. With over 10,000 books and a stunning space funded by generous donors, the Center showcases the community's resilience and pride. Collaborating with departments and organizations, SFPL hosts exhibitions, supports families and allies, and offers a welcoming reading room with diverse resources. Dedicated librarians ensure access to invaluable materials, making the Hormel Center a vital LGBTQIA+ resource.



## **Preserving Culture Through Celebrations Of Genealogy** *The Vivian G. Harsh Research Collection at the Chicago Public Library*

The [Vivian G. Harsh Research Collection](#) is the Midwest's premier African American history and literature repository, centered on Chicago's vibrant Black heritage. Delve into a wealth of materials covering a spectrum of topics from biography to civil rights, culture to sports, and beyond. Discover rare books, manuscripts, newspapers, and more documenting the African American and African experience.



**Theme: Activating spaces  
and collections**

**Libraries are using  
creative engagement  
to address  
community  
challenges.**

# Creative Space Activations



## **Place-based Innovation** *San Francisco Public Library*

[Middle Ground](#) is an exploration of the complexities of human relationships. Step into the world of exhilarating outdoor exhibition delving into human connections and interactions. Uncover insights from social science on bias, humor, collaboration, and more, while engaging directly with this immersive experience.



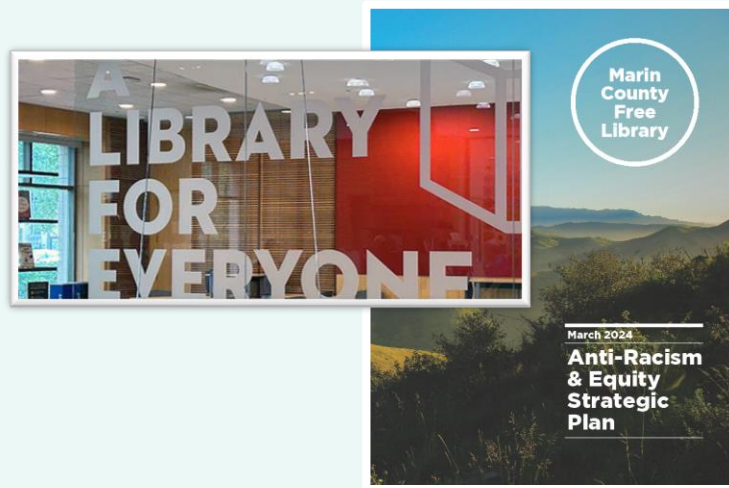
## **Creative Problem-solving for Communities** *Do Good Columbia, ULC Innovation Award*

Richland Library leads [Do Good Columbia](#), a two-day community workshop that brings together diverse stakeholders to develop creative solutions to community problems. In 2023, Do Good Columbia's design challenge was to strengthen support and collaboration among those working on issues of housing insecurity and homelessness.

**Theme: Committing to DEI and anti-racism**

**Libraries are embracing Race Equity and Anti-Racism with a courageous vigor.**

# Anti-Racism



## Strategic Pathways to Anti- Racism

*Marin County Free Library & Oak Park Public Library*

[Marin County Free Library's Anti-Racism & Equity Strategic Plan](#) prioritizes its role as a convener and advocate for racial equity. They focus on inclusive learning, equitable service, impactful collaboration, and community-centered spaces. Oak Park Public Library empowers voices by sharing resources aligned with community aspirations for diversity, equity, inclusivity, and empathy. The library's [strategic priorities](#) center on equity, anti-racism, engagement, learning, and stewardship.



## Equity Through Education

*Let's Talk About Race Curriculum at Richland Library*

After the tragic events of Walter Scott's murder and the Charleston Emanuel AME church shooting, Richland Library initiated small circles of dialogue to foster courageous conversations about race. Committed to offering resources for libraries, museums, nonprofits, educators, and individuals, [this curriculum](#) includes facilitation best practices, conversation guides, toolkits, videos, and a platform for community connection.

**Theme: Building community  
at the neighborhood level**

**Library workers  
are building  
community  
through  
connecting  
community-based  
organizations and  
providing  
innovative  
programs based  
on community  
interest.**

# Librarian As Community Builder



## **Power Through Partnership**

*Monthly Community Based Organization Meet Ups*

A librarian at Chicago Public Library spearheads a monthly meeting that unites local community organizations with the library, igniting a powerful collective impact through strategic partnerships. Even amidst the pandemic, this dedication remained unwavering, as the meetings seamlessly transitioned to digital platforms. CPL is taking ownership of [driving community change](#) by facilitating collective access to resources and support.



## **Storytelling To Build Community**

*Roy Kinsey, the Rapbrarian*

A trailblazing black, queer rapper-librarian at Chicago Public Library is challenging norms with his powerful releases. [Kinsey's](#) impact is felt in both his music and programming, fostering collective passions for self-expression and introspection. Utilizing his storytelling skills, Roy has developed storytelling and sharing programs like teen poetry slams and senior storytelling cypher sessions, to ignite creative celebrations of identity and community.



# Bonus round!

## Other libraries offering cool and innovative programming



### Libraries Sow Seeds of Change

Libraries nationwide combat food insecurity and promote education with services like community gardens, seed libraries, and [test kitchens](#), offering access to fresh produce and empowering communities with sustainable food practices. These initiatives provide educational opportunities through workshops and programs while fostering self-sufficiency, community empowerment, and joy.



### Making the Library Cool *Wilmington Library*

The Wilmington (DE) Institute Free Library [won an IMLS Honor Award](#) in 2022 for making the library appealing to audiences through celebrity events, talks, musical performances, and poetry slams. Guests include KRS-ONE, Master P, and the cast of In Living Color. Celebrating the diversity of the community, the events have increased library attendance and downtown development.



### Libraries Addressing Censorship

Libraries across the nation are actively [addressing censorship concerns](#) within their collections through innovative and diverse service models. Recognizing the importance of intellectual freedom and access to diverse perspectives, libraries are implementing strategies that promote inclusivity while respecting community.



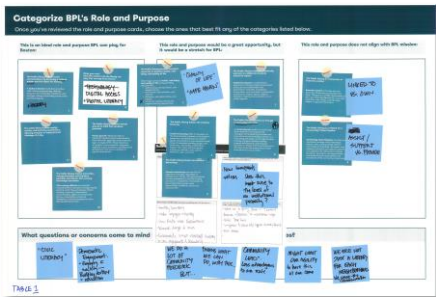
### Influencing Library Membership on a Global Scale *The Book of HOV, JAY-Z Exhibit*

BPL collaborated with Roc Nation for the Jay-Z exhibit, creating limited-edition library cards that sparked a surge in membership. [The immersive exhibit](#), commemorating 50 years of hip-hop, is the only one of its kind to be housed in an active public space. Every BPL branch is offering a unique card, encouraging patrons to visit locations across the borough.

# What We've Heard

# Who we've met with:

Discussion we've had to date



## Leadership Workshops

### Discussion:

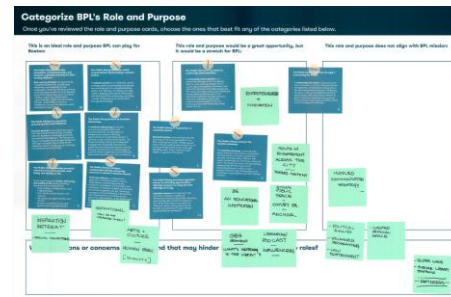
- Visioning: Future role and purpose of the library
- Growth and impact
- Mission
- Vision
- How Might We Meet Community Needs



## Staff Workshops

### Discussion:

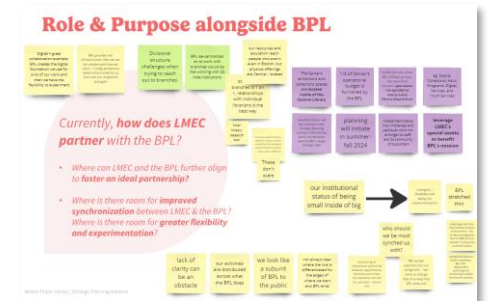
- Directed Storytelling Techniques
- Community Needs & Aspirations
- Growth and impact



## Strategic Planning Committee

### Discussion:

- Future role and purpose of the library
- Partnerships



## BPL Fund, the Associates and LMEC

### Discussion:

- future goals, partnership and alignment with BPL



# May 1 Workshop Recap

## Staff Workshop

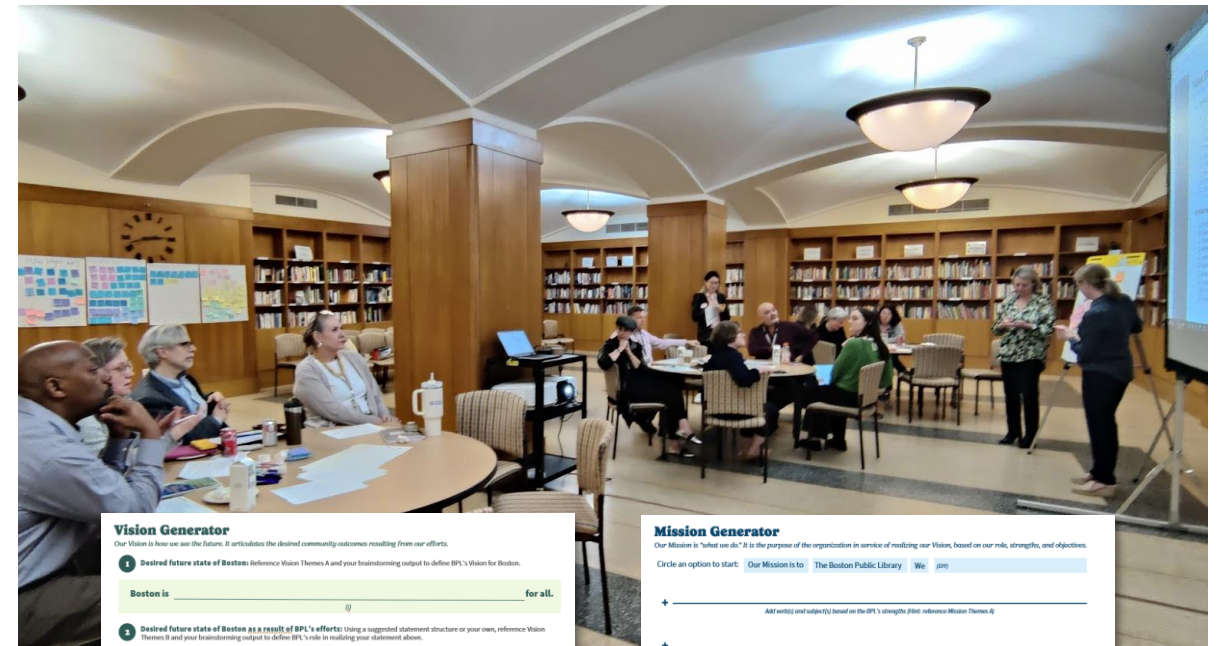
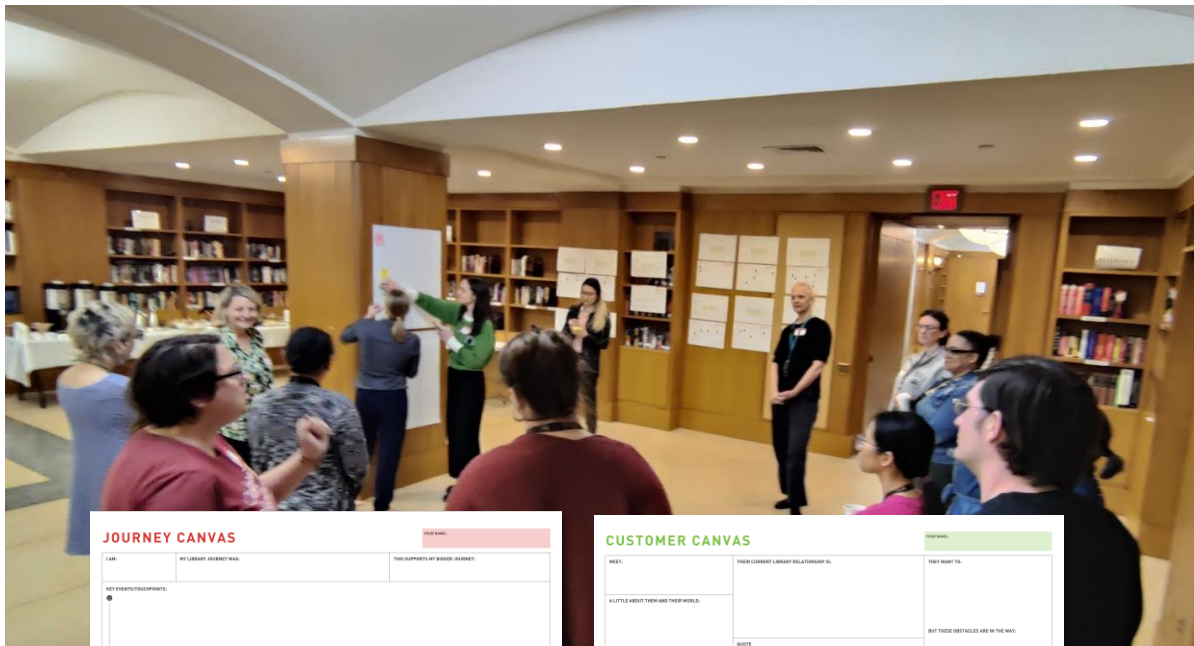
### What we did:

- Documented the user experience
- Identified community met, unmet and under met needs
- Generated HMW statements

## Leadership Workshop

### What we did:

- Further developed Vision and Mission elements and structure
- Identified key needs that could be addressed as a result of the developing statements
- Generated HMW statements



**JOURNEY CANVAS**

NAME: \_\_\_\_\_

MY LIBRARY JOURNEY WAS: \_\_\_\_\_ THIS SUPPORTS MY MAJOR GOALS: \_\_\_\_\_

KEY EVENTS/EXPERIENCES:

MY LASTING IMPRESSION WAS: \_\_\_\_\_ MADE MY JOURNEY BETTER BY: \_\_\_\_\_

**CUSTOMER CANVAS**

NAME: \_\_\_\_\_

THEIR CURRENT LIBRARY RELATIONSHIP IS: \_\_\_\_\_ THEY WANT TO: \_\_\_\_\_

A LITTLE ABOUT THEM AND THEIR WORLD: \_\_\_\_\_ BUT THESE OBSTACLES ARE IN THE WAY: \_\_\_\_\_

WRITE: \_\_\_\_\_ WE CAN HELP THEM BECOME: \_\_\_\_\_

THE MOST SURPRISING THING I LEARNED WAS: \_\_\_\_\_ I THINK WE COULD DO THIS BY: \_\_\_\_\_

WHEN ASKED, THEY SAID THEY WOULD LIKE THE LIBRARY TO: \_\_\_\_\_

**Vision Generator**

Our Vision is how we see the future. It articulates the desired community outcomes resulting from our efforts.

1. Desired future state of Boston: Reference Vision Themes A and your brainstorming output to define BPL's Vision for Boston.

Boston is \_\_\_\_\_ for all.

2. Desired future state of Boston as a result of BPL's efforts: Using a suggested statement structure or your own, reference Vision Themes B and your brainstorming output to define BPL's role in realizing your statement above.

As a result of BPL (Name Theme B), Boston is (Copy @ from above) for all.

Boston is (Copy @ from above) with Boston Public Library as (Name Theme B) so that Boston (Copy @ from above)

Your draft Vision: \_\_\_\_\_

**Mission Generator**

Our Mission is "what we do": It is the purpose of the organization in service of realizing our Vision, based on our role, strengths, and objectives.

Circle an option to start: Our Mission is to The Boston Public Library We join

\_\_\_\_\_  
Add write(s) and subject(s) based on the BPL's strengths (BPL reference Mission Theme B)

\_\_\_\_\_  
Who you will do this for (BPL reference Mission Theme C)

\_\_\_\_\_  
Add how you will achieve it (BPL reference Mission Theme C)

Your draft Mission: \_\_\_\_\_

What key community needs and challenges does this Mission statement address?

# Creating the Emerging Opportunities

- BPL Leadership
- BPL Staff
- Strategic Planning Committee
- BPL Fund, the Associates, LMEC



ENGAGEMENT INPUT ANALYSIS

ADD ALL INSIGHTS TO MIRO & TAG

SORT LIKE-WITH-LIKE AND IDENTIFY THEMES

ORGANIZED INTO EMERGING OPPORTUNITIES TO EXPLORE

**Emerging Opportunities**  
Derived from leadership, staff and strategic planning committee workshops

BPL as a

<p><b>Cultural Anchor</b> Guarding our multiple heritages and cultures</p>	<p><b>Life-Long Educator</b> Inspiring love of learning, research and scholarly exploration for all</p>	<p><b>Inclusive Destination</b> Creating places of belonging for all</p>
<p><b>Entrepreneurial Innovator</b> Empowering change and propelling our collective futures</p>	<p><b>Social Advocate</b> Connecting all people to the services they need to fulfill their greatest potential</p>	<p><b>Community Connector</b> Driving bespoke outreach to each community, meeting them where they are</p>

Boston Public Library | Strategic Planning Initiative

# Emerging Opportunities

Derived from leadership, staff and strategic planning committee workshops

BPL as a

Cultural  
Anchor

Guarding our multiple heritages  
and cultures

Life-Long  
Educator

Inspiring love of learning, research  
and scholarly exploration for all

Inclusive  
Destination

Creating places of belonging  
for all

Entrepreneurial  
Innovator

Empowering change and  
propelling our collective futures

*time: both honoring our pasts and  
propelling our futures*

Social  
Advocate

Connecting all people to the  
services they need to fulfill their  
greatest potential

*knowledge: connecting all people to both  
knowledge and resources*

Community  
Connector

Driving bespoke outreach to each  
community, meeting them where  
they are

*place: both bringing people in and reaching out  
to where they are*

## What We Heard

- Should the key words “books”, “literacy”, and “reading” be here? They are the foundation of us as a library. But are we moving beyond that?
- Balance the six focus areas among the branches. See how BPL’s role within the city context.
- Should “free” be included?
- What does “all” mean?



# Emerging Framework + Priorities

# Emerging Framework:



Mission



Vision



Values



# Emerging Framework: Vision



## Overall

- Move away from sterile language; incorporate the warmth of BPL into our statements “like a warm hug”
- Level up aspirational Vision language: healthy city → **thriving** city; a city comfortable with differences → a city that **celebrates** differences; an informed city → a **united** city

### A Boston that is ....

- A home for all
- Full of serendipitous delight / discovery
- Welcoming
- Diverse
- Unified
- Connected
- Thriving
- Well-informed
- Dynamic
- Vibrant

### Because BPL...

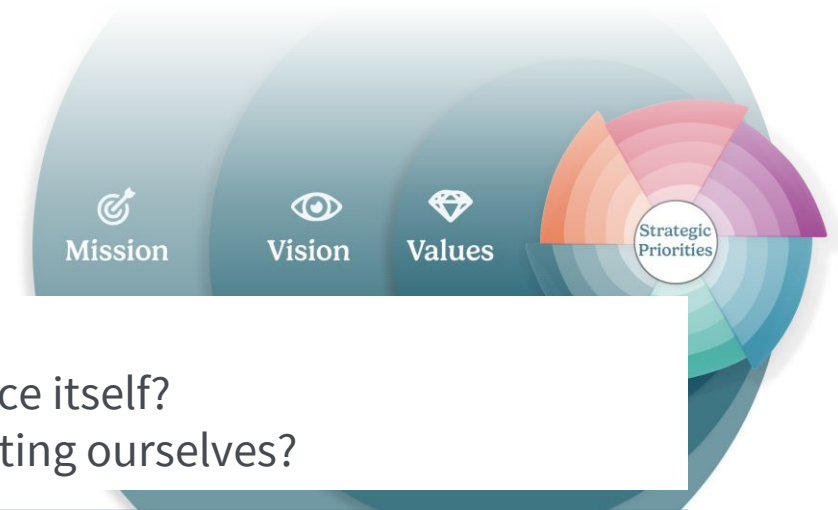
- Is responsive to community need
- Connects the public to the individualized support they need
- Is a leader in welcoming civic and learning spaces
- Is a cultural and community pillar
- Enables personal success and transformation
- Engages community
- Defends democracy
- Fosters discovery

### So that individuals and communities...

- Can realize their personal and collective ambitions
- Flourish
- Grow
- Feel connected, valued and fulfilled
- Are engaged



# Emerging Framework: Mission



## Overall

- How do we use language in our statement that evokes the library experience itself?
- How do we differentiate our Mission so that it is uniquely ours without limiting ourselves?

### **BPL....**

- Provides inspiring, engaging, innovative and equitable learning experiences
- Preserves and shares history
- Fosters social connectivity
- Builds a sense of place and history in Boston
- Fosters an inclusive, just and democratic society
- Enables personal exploration, growth and success
- Improves quality of life

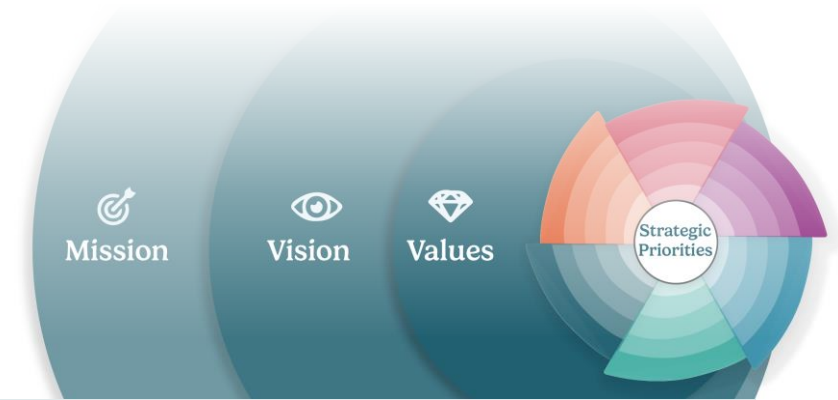
### **By/through...**

- Meeting people where they are to get them to where they want to go
- Activating collections, services, programs and spaces
- Connecting to resources and information
- Connecting and engaging our communities
- Being a trusted and reliable source

### **for...**

- All people in Boston, Massachusetts and beyond
- Global communities
- Anyone who walks in our doors
- Individuals wherever they are on their life journey

# Emerging Framework: Values



- **Free to all:** We've focused on the "free," now let's focus on the "all"
- **Access:** Because "free" does not necessarily mean accessible
- **Responsive:** Responding to community needs; really listening to those we serve with the nimbleness needed to effectively respond; without judgment, let people define their own needs and goals
- **Welcoming:** Remove internal silos; welcome all voices and perspectives
- **Trust:** Create networks of trust; remain a trusted and reliable source
- **Equity:** Meet people where they are; recognize our work is not one-size-fits-all
- **Compassion:** Act on our desire to help; work to remove feelings of shame
- **Connection / community:** Actively connect and engage to build community

# Emerging Framework: Strategic Priorities

## **BELONGING** **Cultural Commons**

Honoring our multiple heritages and cultures through collections and programs

## **AGENCY** **Social Advocate**

Connecting all people to resources and services to support their needs and well-being

## **CURIOSITY** **Life-Long Learning Partner**

Inspiring love of learning, research and scholarly exploration

## **DELIGHT** **Welcoming Destination**

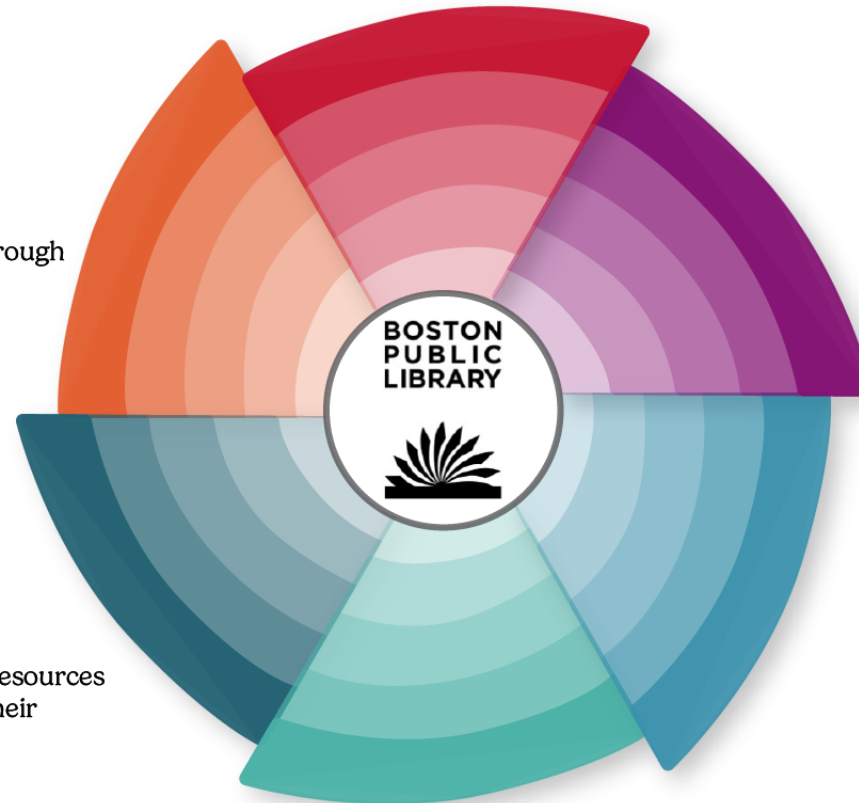
Creating inclusive, safe places of belonging

## **ENGAGEMENT** **Community Outreach**

Driving bespoke outreach to each community, meeting them where they are

## **FULFILLMENT** **Growth Catalyst**

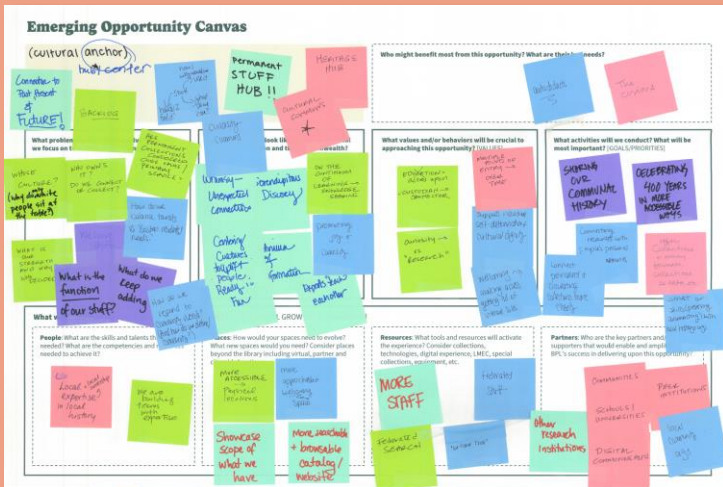
Propeling personal growth and fulfilling each individual's greatest potential





# BPL as a Cultural Commons

Honoring our multiple heritages and cultures through collections and programs



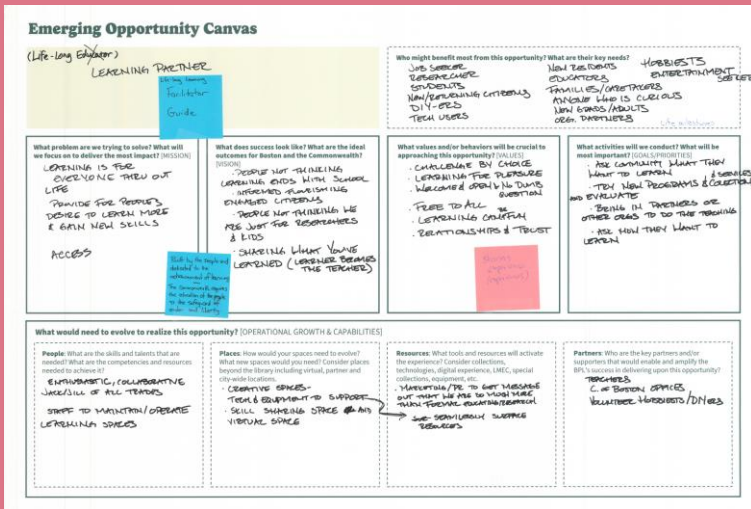
- Spark **serendipitous discovery, curiosity**, unexpected connections, and joy
- **Increase public's awareness of our collections**, artifacts, and resources
- **Leverage our strength in Special Collections** and unique resources
- **Recognition of various cultures**, centering cultures to uplift under-represented people and communities
- **Offer collections in many formats**, digitization of collections and documents
- **Collect and celebrate local culture and history**, leverage BPL's skills in preservation and documenting to partner with local history organizations
- More accessible, searchable and **easy to navigate catalog and website** to look for information (e.g. Federated search)
- **Partner with local community organizations**, peer institutions, other research institutions

BPL as a

# Life-Long Learning Partner

Inspiring love of learning, research and scholarly exploration

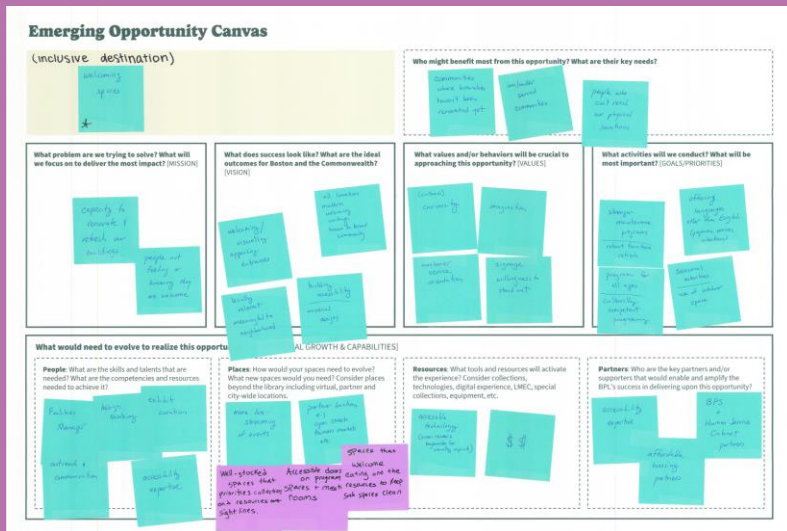
- Provide resources to fulfill **individuals' desire to learn knowledge** and gain skills throughout their life
- **Informed, flourishing, engaged citizenry**
- Inspire people not thinking about learning to gain new knowledge but to **share what they've learnt**
- **Creative spaces, skill sharing space and virtual spaces**, and teaching equipment and resources
- **Partner with teachers, city of Boston offices, volunteer hobbyists**
- Understand **what the communities want to learn** and how they want to learn
- Welcoming, open, trusted relationship and environment; **learning can be fun**
- **Free to all**



BPL as a

# Welcoming Destination

## Creating inclusive, safe places of belonging

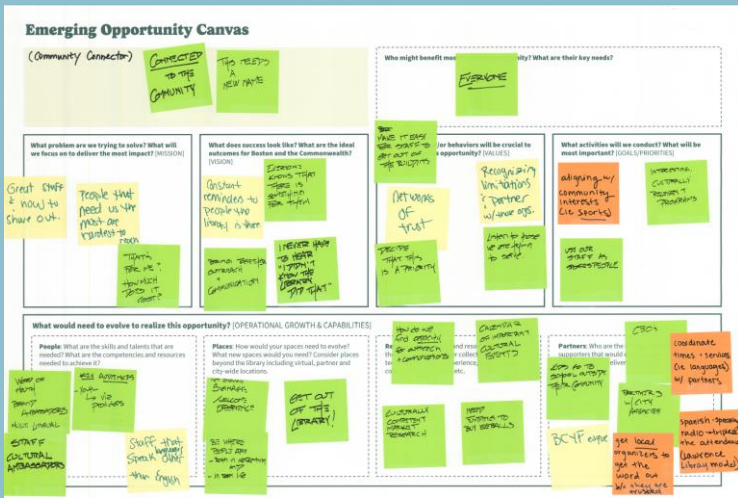


- Building accessibility, **universal design**, and signage
- All branches to be **modern, inviting, and known** to the broad communities
- **Accessibility setup for inclusive participation** (e.g. screen readers and keyboards for visually impaired)
- Incorporate elements that are **locally relevant and meaningful** to the neighborhoods
- Offering **multiple languages** other than English
- Use of **outdoor spaces and seasonal activities**
- **Culturally relevant programming for all ages**, events and activities (e.g. live-streaming events, open streets, etc.)
- **Well maintained spaces** that welcome eating and gathering
- **Curated exhibit and display spaces** that showcases collections, resources and draw people in
- **Leverage partners** like BPS, Human Services Cabinet partners
- **Stronger facility maintenance program** (furniture refresh, etc.)



# BPL connecting via Community Outreach

Driving bespoke outreach to each community, meeting them where they are

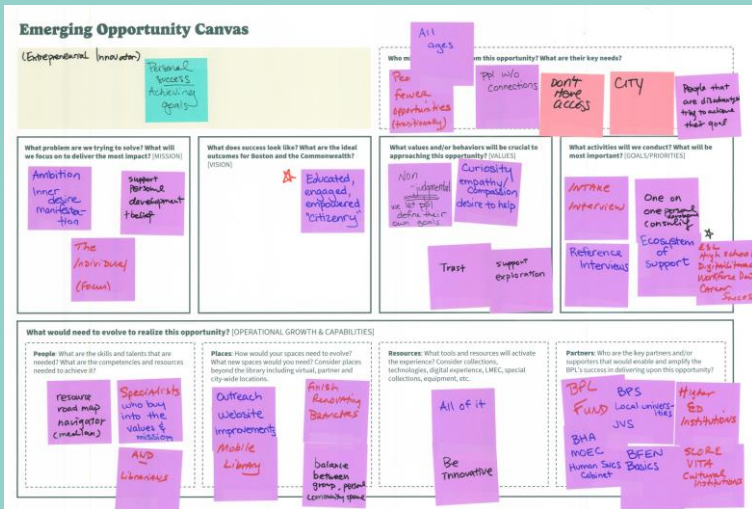


- Challenge: **people and groups that need us the most are the hardest to reach**
- Ensure **everyone knows that the library has** something for them
- **Partnership between Communication and Outreach,** build community outreach capacity
- **Invest in cultural and community market research** (e.g. Calendar of important cultural events)
- **Partner with city agencies,** support from local organizers to get the word out because they are trusted in their communities (BCYF, CBO, etc.)
- **Assessment of where the limitations are** and where they can leverage partners
- **Our staff as spokespeople and brand ambassadors**
- **Need staff and partners that speak languages other than English**
- **Be where people are,** marketing that reaches the community and people in need

# BPL as a Growth Catalyst

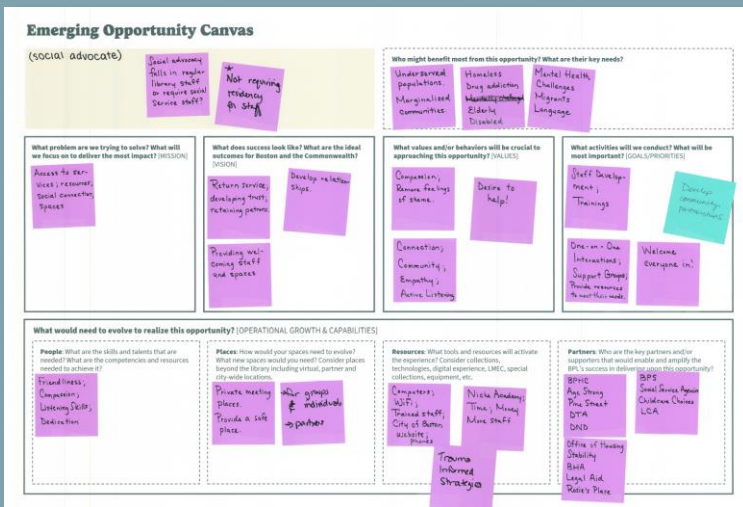
Propelling personal growth and fulfilling each individual's greatest potential

- People that are disadvantaged can **get resources and support to define and achieve their goals**, beliefs, and ambitions, support them at different stages of their journey
- **Educated, engaged and empowered citizenry**
- Supporting environment that allows **people to explore the possibilities, find their paths, define their own success**
- Website improvement and marketing to **increase awareness of the resources available**, resource roadmap navigator
- **ESL, High School, Digital literacy, workforce development**, career development
- **Partner with higher ed institutions**, BPS, JVS, BFEN Basics, SCORE VITA, Cultural institutions, BHA, MOEC, Human Services Cabinet, BPL Fund



# BPL as a Social Advocate

Connecting people to resources and services to support their needs and wellbeing



- **Anyone can get connected to the services**, resources to support their basic needs and challenges (e.g. elderly, homeless, drug addiction)
- **Trusted relationship**, patrons returning for services
- Develop programs including **one-on-one interactions**, support groups
- **Partnership with city organizations**, including BPHC, Age Strong, Pine Street, DTA, DND, BPS, Social Service Agencies, Childcare Choices, LCA, Office of Housing Stability, BHA, Legal Aid, Rosie's Place, etc.
- **Hire more social workers**
- **Build compassion, connection, empathy**, active listening among library staff
- **Investment in staff training and development** to help them interact with population with health and mental challenges

# Emerging Framework: Strategic Priorities

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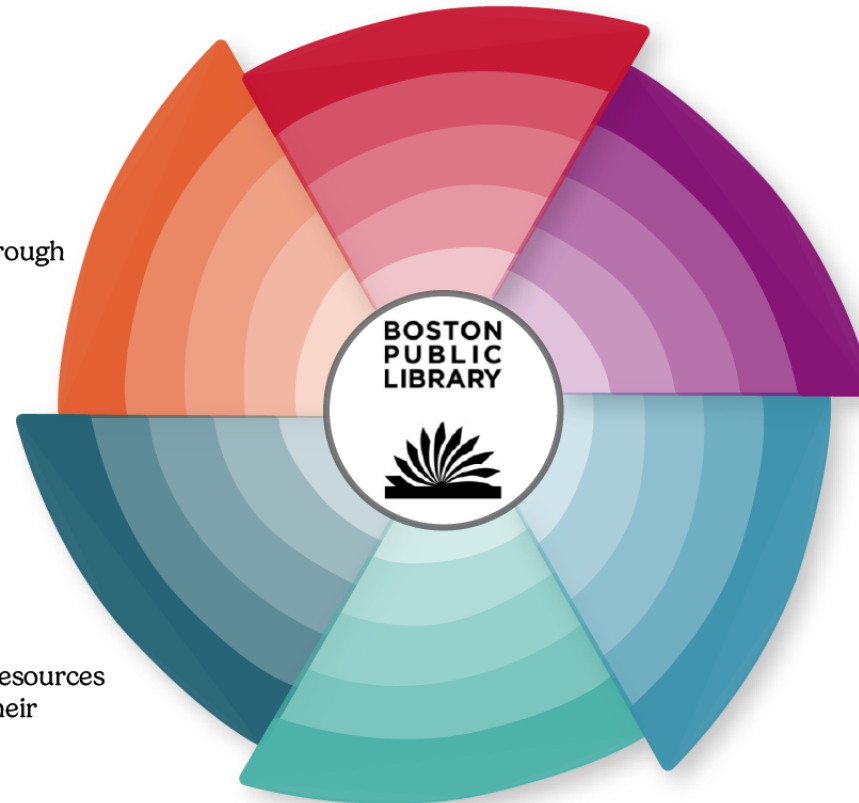
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# Emerging Framework: Strategic Priorities

*CURRENT STATE*  
*HOW WELL DO WE DELIVER ON EACH PRIORITY*  
*TO THE COMMUNITIES WE SERVE?*

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**Cultural Commons**

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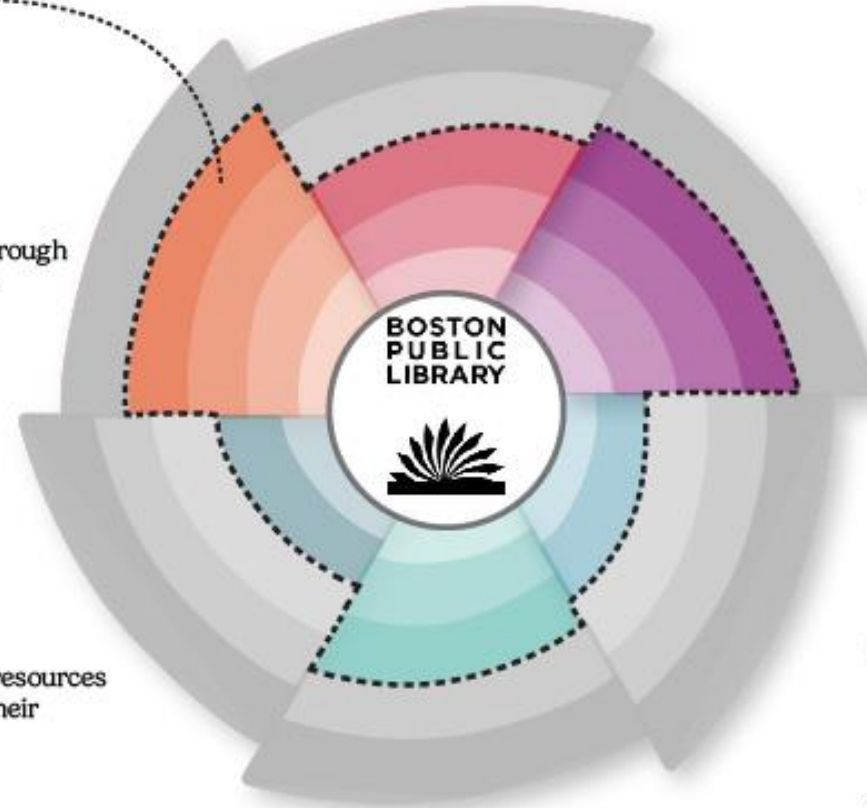
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**Growth Catalyst**

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*ALL DATA IS MERELY ILLUSTRATIVE*

# Emerging Framework:

**FUTURE IMPACT**  
HOW IMPACTFUL COULD EACH PRIORITY BE  
TO THE COMMUNITIES WE SERVE?

**CURRENT STATE**  
HOW WELL DO WE DELIVER ON EACH PRIORITY  
TO THE COMMUNITIES WE SERVE?

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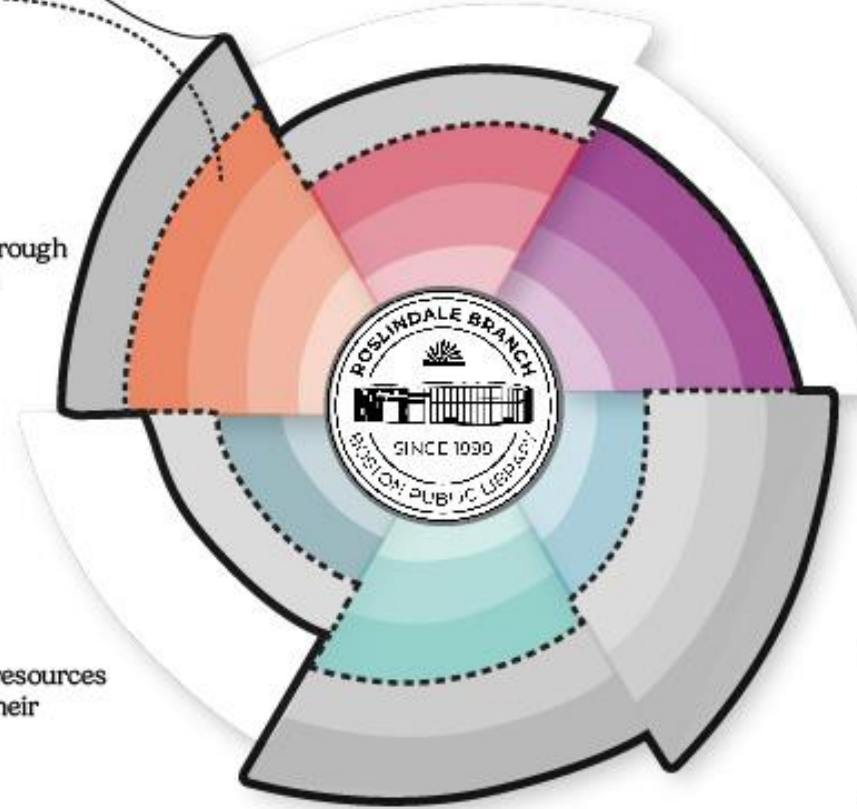
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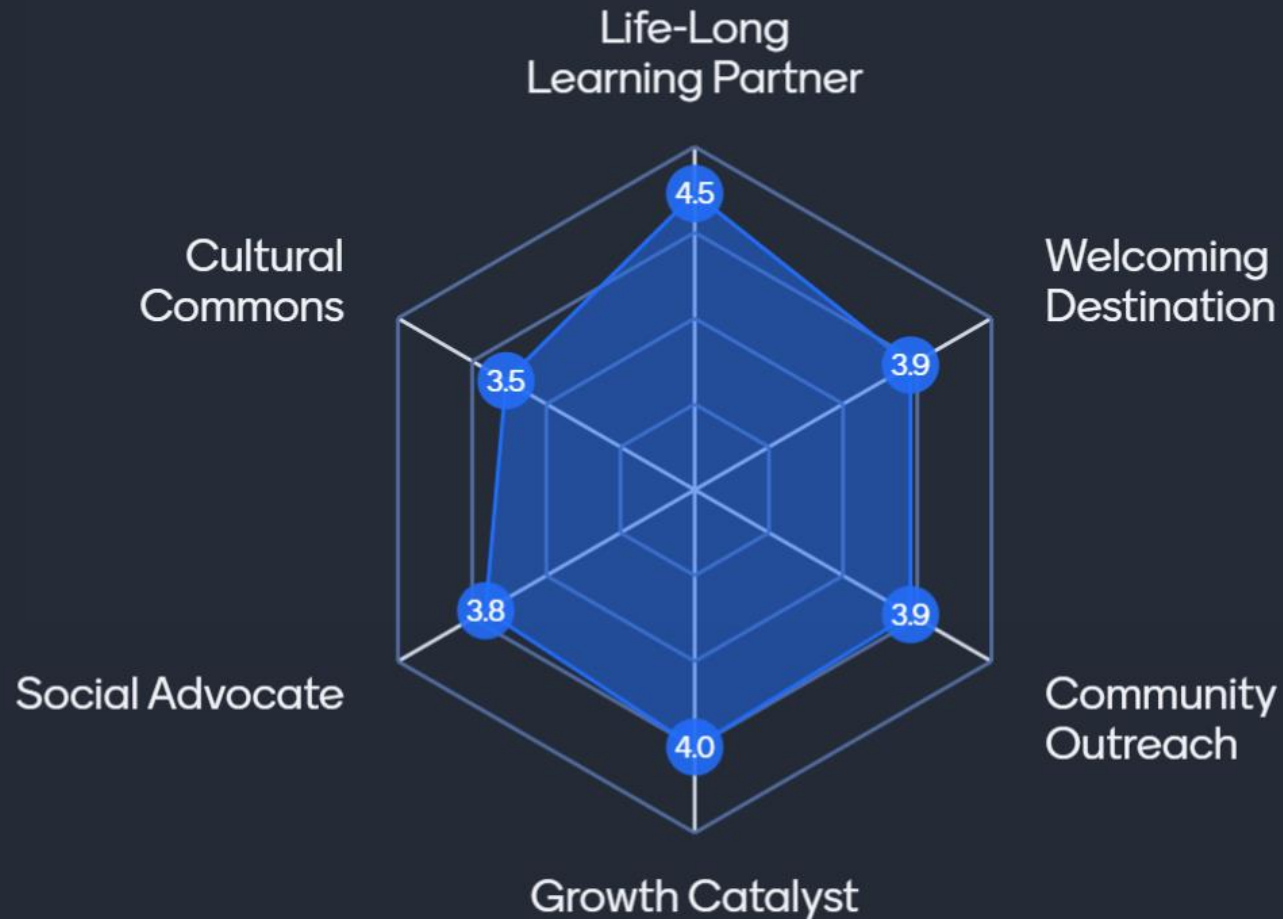
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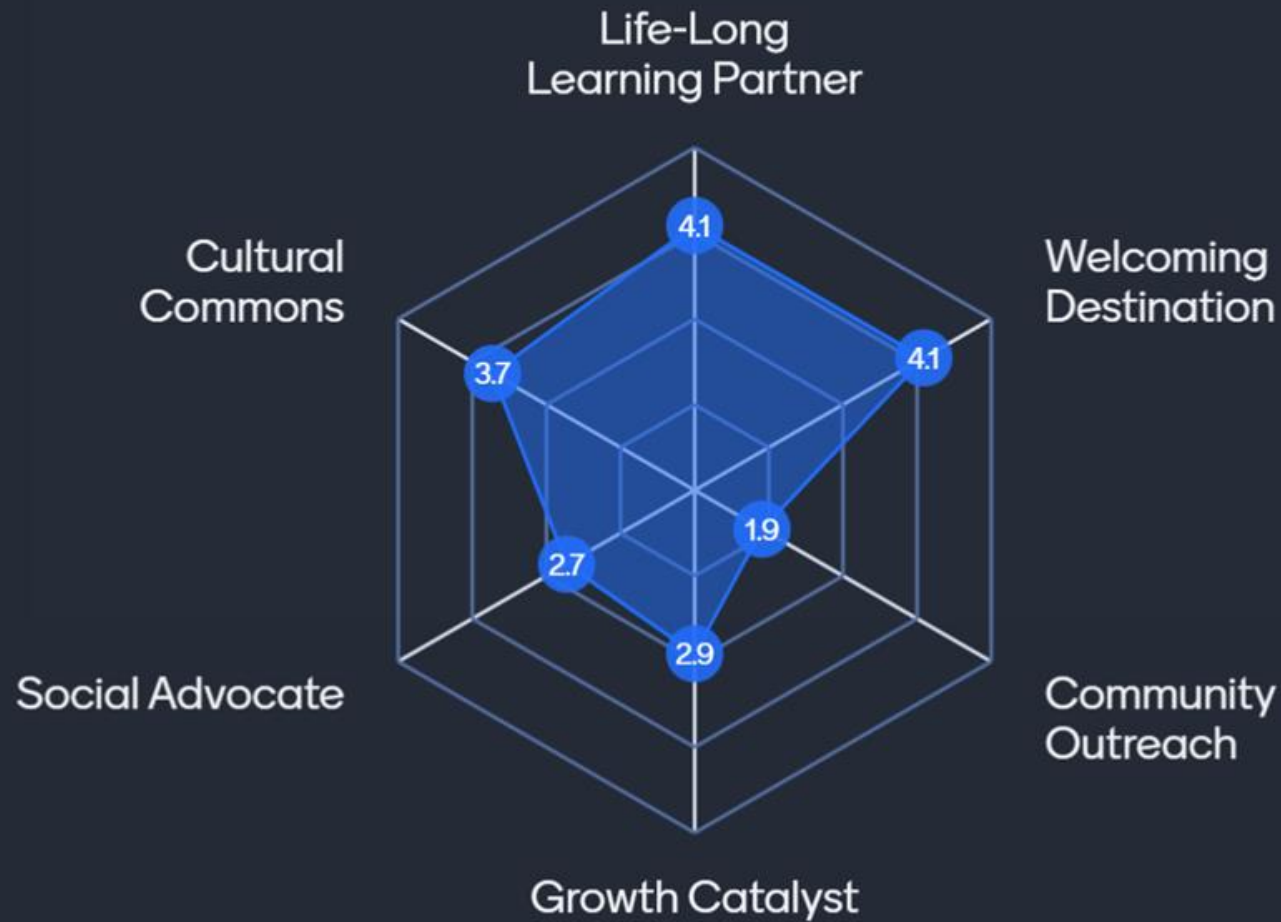


*ALL DATA IS MERELY ILLUSTRATIVE*

# Future Impact: How impactful would each of these priorities be to the communities BPL serves?



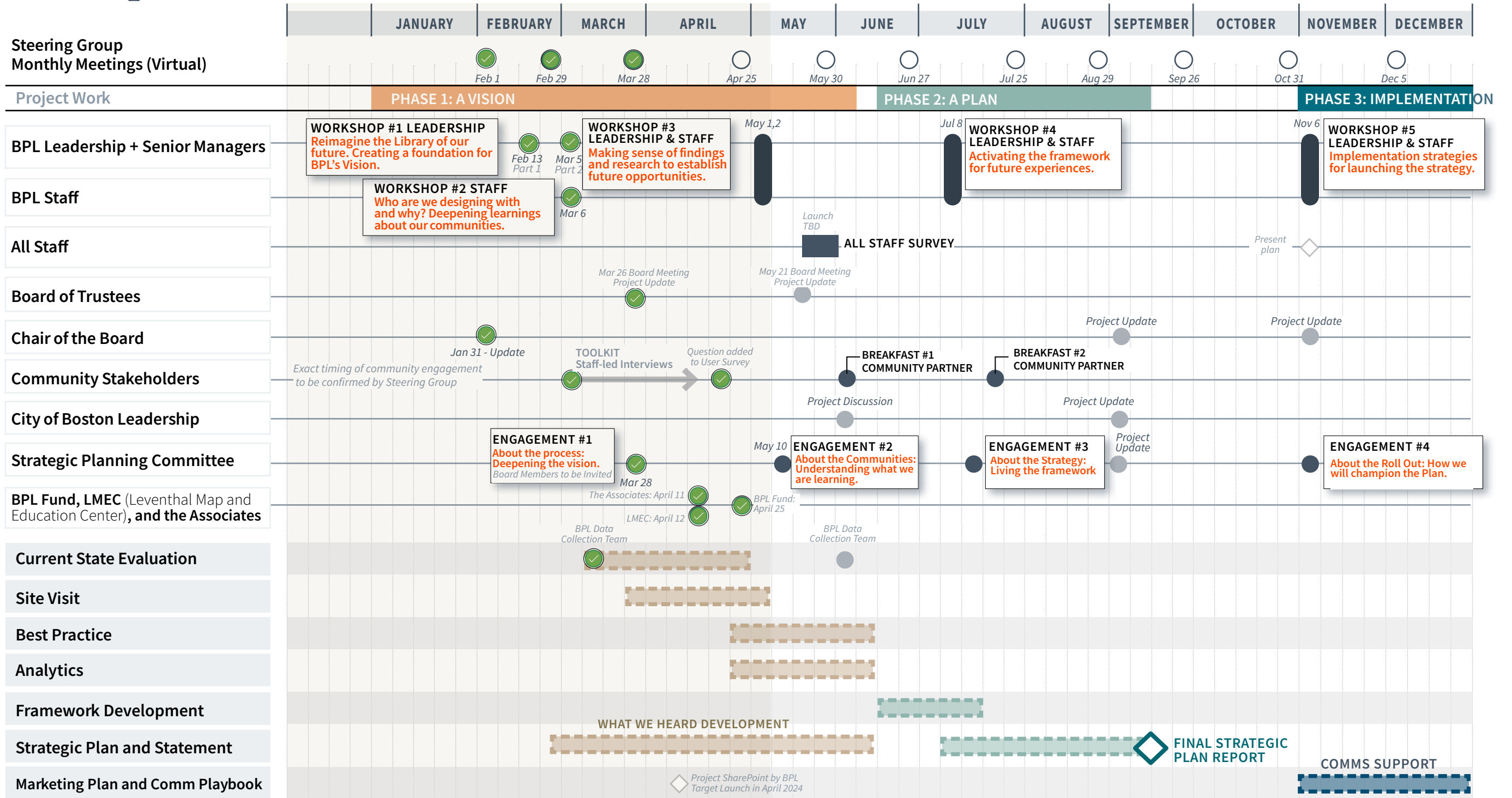
# Current State: How well does BPL deliver on these priorities across the communities it serves?





# Next Steps

# Roadmap



\* Community survey to be considered at a later date, removed from current scope.

● Interactive engagements (workshops, focus groups, etc.)

● Project update and other meetings

◇ Other project meetings / efforts led by BPL

# Iterating on the Framework:

## CURIOSITY

### Life-Long Learning Partner

Inspiring love of learning, research and scholarly exploration

## BELONGING

### Cultural Commons

Honoring our multiple heritages and cultures through collections and programs

## DELIGHT

### Welcoming Destination

Creating inclusive, safe places of belonging

## AGENCY

### Social Advocate

Connecting all people to resources and services to support their needs and well-being

## ENGAGEMENT

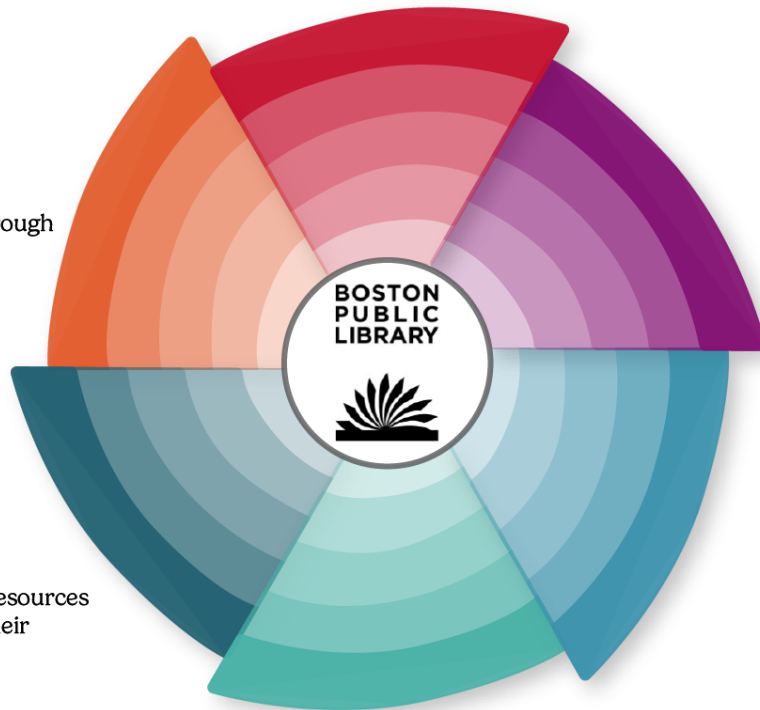
### Community Outreach

Driving bespoke outreach to each community, meeting them where they are

## FULFILLMENT

### Growth Catalyst

Propelling personal growth and fulfilling each individual's greatest potential



## Linking to Upcoming Engagements:

- All Staff Survey
- Connecting with the Mayor + City of Boston
- May 21 Board Meeting
- Engaging with Strategic Partners



# Next Meeting

## **Workshop 3**

About the Strategy:  
Living the Framework  
Note: Fully Virtual,  
date to be confirmed



# New Business

*Jose C. Masso III, Committee Vice Chair*

**BOSTON  
PUBLIC  
LIBRARY**



- Confirm July 15, 2024m 4-6pm Meeting  
Via Zoom

# Public Comment

**BOSTON  
PUBLIC  
LIBRARY**



- If follow up is required, please send your contact email or phone number to the Clerk of the Board at [pcarver@bpl.org](mailto:pcarver@bpl.org)
- People will be chosen in the order they were received and allowed 2 minutes to speak.
- The Moderator will unmute your mic when you are called on.
- Comments made in chat during meeting will not be acknowledged.

# Adjournment

**BOSTON  
PUBLIC  
LIBRARY**



*\*Meeting schedule will be posted on the BPL Website*