

MANAGEMENT REPORT



Date: April 21, 2015
Author: Jacqueline van Dyk – Director, Library Services

Meeting date: April 23, 2015
To: Library Board
From: Jacqueline van Dyk – Director, Library Services

Subject: **DIRECTOR'S REPORT – 1ST QUARTER STRATEGIC UPDATE**

SUMMARY

Other recent Board reports have highlighted work on the development of collections issues, financial policies, HR policies, the Collaboration Agreement, InterLINK, the Provincial Grants Report, professional development opportunities, and the library activities and media reports.

This report provides a strategic update of library operations and highlights accomplishments of the first quarter of 2015, including the development of the 2015 work plan to support the success of the Strategic Framework.

PURPOSE

This report is for information.

ATTACHMENTS

This report includes the following attachments:

- I. Q1 2015 Accomplishments
- II. 2015 Library Work Plan

Q1 ACCOMPLISHMENTS

Guided by the Strategic Framework, accomplishments from the first quarter of 2015 are provided in Appendix I. A few highlights are detailed below:

POLICY FRAMEWORK

The recent completion of the Collaboration Agreement between the Library and the District of North Vancouver represents a significant accomplishment and a highly productive step in "getting our house in order". During a time of transition and turnover, the Board stepped solidly into its governance role by engaging in a thoughtful and thorough process to develop the agreement and to ensure it is well understood. Through iterative and collaborative rounds of developing the document, the agreement was shaped to address the concerns of the District as well as honour and support the essential work of the Library.

This landmark document sets the stage not only for the policy work ahead for the Library but also for an effective, cohesive and clearly understood relationship with the District.

And the next step is now well underway: the first batch of financial policies is being put through the established collaborative process. A modest first batch of HR policies has already been adopted, and the collaborative process has begun for the rest of the HR policies. We are gifted with a whole body of draft policy, which was created for the Library by a consultant in 2013, providing a very strong starting point. A process that starts with these policies, and is then informed and refined by District of North Vancouver policies and expertise and comparison with policies of other libraries where appropriate, ensures thoughtful consideration in developing the strongest policy suite possible.

We have also developed a new policy template that will help us to organize, monitor and use the Library policy manual. Given the care we are taking in establishing a sound policy framework, we might see other libraries borrowing heavily from our policies once they're completed - as would be fitting given that libraries are all about sharing and supporting the creation of knowledge!

2015 WORK PLAN

We recently observed the process of replacing the aging sidewalk at the entrance of our Capilano library, which had cracked and become a safety concern. It required: identification of issues, planning, liaison, excavation, the experience of a wall falling down which led to the discovery that the existing concrete had no rebar so would have to be rebuilt, and then adjusting the plan on the fly, building the formworks, pouring the concrete, polishing, correcting and ensuring it's all more stable and functional than what we started with. Our leadership work is engaged in a similar process to explore, assess, plan, create, adapt and evaluate our basic structures.

The Strategic Leadership Team (SLT) members have been engaged in co-creating annual work plans for their portfolio areas, in collaboration with their staff. This represents a new development for the organization: developing collective and inclusive plans, often supported by individual learning plans, using a variety of digital tools and strategies. Facilitating working in this way helps foster an adaptive

and inclusive learning organization and supports the culture shift that's well underway. It's rewarding and exciting work that sets us up well for the future.

The Strategic Framework inspires many exciting possibilities for NVDPL's future, and yet foundational pieces must be in place to support our ability to deliver on those possibilities. The team is still very new and has been necessarily focused on establishing the starting benchmark: where we are now, what we are capable of delivering, what's already in place and what's needed. We're working on the necessary building blocks.

In the 2015 work plan (Appendix II), you will see foundational projects underway in all areas of the operation. Based on the Strategic Framework, the work plan includes goals and initiatives for each of the five strategic directions, and an additional category of "foundational strategic areas". Once the foundations are in place, we'll be able to leap into the more aspirational vision!

STRATEGIC LEADERSHIP TEAM

The Strategic Leadership Team (SLT), which includes the five managers and the director, is the point of intersection of all areas of the organization and meets weekly to work through both strategic and operational issues. The managers are currently involved in providing the background information to support the Job Evaluation process.

The nature of SLT decisions is highly diverse and not straightforward. We have policies to follow, but often the guidelines and precedents are either not available or have not yet been created. The SLT members work together to develop solutions to problems, initiate and lead projects, monitor resources and support organizational development.

Guided and informed by the Strategic Framework, vision and Board policy, the SLT is creating a new way of doing our work together, and a new way of working in, and with, the community we serve.

OPERATIONAL UPDATES

A recent Management Report focused on the issues and challenges that are being monitored and responded to in the area of Collections. Other recent reports were focused on financial policies and statements and other related work. And while those foundational areas are a focus, the rest of the library is actively nurturing engagement and doing our most important work, in service with our community.

To give you a sense of what's going on in these other areas of the operation, managers for Learning and Innovation, Welcoming Initiatives and Community Engagement provide updates on their portfolio areas below.

TECHNOLOGY: DREW JACKSON

Self-checkout machines: In March we started the implementation of new self-checkout machines purchased with 2014 capital funds. The Library's first generation self-checkout machines were now 6 to 8 years old, well past the recommended 5 year lifespan for self-checkout machines, and were increasingly failing and requiring maintenance. One new self-checkout machine was installed at each library at the beginning of March, and feedback gathered from patrons in comment books has been very positive. On April 1, we added the ability for patrons to pay fines at the new self-checkouts by credit or debit. We will be rolling out the remaining five self-checkout machines in the second half of April.

Bandwidth in the Library: In preparation to serve as a livestreaming site for the TED 2015 conference, we liaised with the District to optimize our bandwidth allocations for streaming events. The TED livestreaming was very successful, much improved from previous experiences streaming live events. As well, the District fine-tuned our public wireless setup, and subsequent speed tests and a reduction in patron complaints about our wireless service suggest that the public wireless experience has improved.

District server transition: In March, we delivered planning documents to the District in support of discussions to transition Library servers to being hosted by the District. The documents identify candidate servers for a first phase of servers that could be transitioned to the District. Our Systems team also met with the District for a demo of the HelpDesk software used by the District, to further discussions of the Library adopting the same HelpDesk software.

Expanding the Digital Team

Digital is a priority for the Library, and we recognize that this area needs additional support. We're posting a Digital Services Librarian position, adapted from the Branch Librarian position at Lynn Valley that is currently vacant. The Digital Services Librarian will:

- *Support the development of new digital initiatives*
- *Contribute to the operation and support for the integrated library system and digital collections (providing depth at these key areas for the Library)*
- *Support patrons and staff in gaining digital skills*
- *Provide public service on the information desk (which will help integrate digital with public service)*

One of our goals is to integrate the digital and systems teams more deeply into the fabric of the Library, so that digital skills for all staff are strengthened, and our digital initiatives are more deeply informed by community needs.

We're also posting for the position that Scott Robarts recently left. This position, "Systems Technician – Digital and Web Initiatives" brings forward aspects of the position that Scott had increasingly stepped into – playing a key role in developing new digital initiatives, technology-enriched learning, and

developing the Library website and intranet, while also reflecting a role in maintaining the servers and computers in conjunction with our District IT partner.

Shifting Gears

“I wanted to share that I’ve come to the very difficult decision to leave the Library. As many of you know, I had a challenging winter on the health front. Over the last month, my health problems have been showing signs of returning; it’s like my body is sending me a message that I feel I have to listen to. So I’ve decided to return to a realm that I’ve worked in before, public legal education, and will be joining People’s Law School as their new Executive Director next month.

I’m quite devastated to be leaving the Library, as I so believe in the work we are doing and I’m in awe of the wonderful people who work here. It’s truly a great team serving a great community, and I’m saddened to not be part of the future that lies ahead.

We will be posting right away for a new Manager of Innovation & Learning, and I’ll be here through the next three weeks until May 8 to assist in the transition.”

- Drew Jackson

WELCOMING INITIATIVES: ANDREA FREEMAN

What Does “A Welcoming Library” Mean?

- *Consistent, friendly and warm customer service across all 3 libraries*
- *Lovely spaces that you want to spend time in and that meet your needs*
- *Adaptable and flexible spaces that encourage exploration, creativity and fun*
- *Furniture, lighting and technology that supports your work, regardless of age, accessibility needs, or ability level*
- *Policies and guidelines that are inclusive, make sense and are easy to understand*
- *Warm and friendly signs that tell you what you can do rather than what you can’t do*
- *Engaging displays that teach, inspire, and delight*

What’s Underway?

We have been engaged in a number of “welcoming initiatives” to enhance our spaces and to nurture an engaged organization. At each of the libraries, initiatives are underway that were identified as major “pain points” by patrons and staff alike. At Parkgate, we are changing the way posters are displayed and eliminating unnecessary clutter from the front entry; at Capilano, we are refreshing a second floor space from a traditional Reference section to a community study space (now our patrons don’t have to sit on the floor to study together!); and at Lynn Valley, we are moving shelving around and getting new furniture to create more “living room” like spaces for our community to enjoy.

Working on these initiatives is building capacity amongst our staff. They are being asked to bring forward their ideas, collaborate with each other, and measure outcomes and impact. In the area of Welcoming Initiatives, we are starting to develop a language around “user experience analysis” – essentially, we are keeping our community in mind when making decisions.

For many of our staff, engaging in initiatives like these is a new thing. In the past, particularly staff from Circulation were not invited to participate in activities outside of their department. I’ve lost count of how many times we’ve heard staff say, “We were always told that we’re not supposed to leave Circulation,” or “We were always told that we shouldn’t answer that question, that’s for the librarians.” These old beliefs will take a while to shift, but as we continue to nurture our staff by providing them with learning opportunities, they will. In this quarter, our staff attended first aid and ergonomics courses.

There are also foundational elements we are focusing on to support our daily work. Because we aim to be a highly collaborative, mobile and flexible work force, we regularly ask ourselves “how can we move this from paper-based to electronic?” Work calendars, vacation requests, and incident reporting forms are all examples of documents that were previously paper-based only and that are in process of being moved to electronic formats. Other foundational projects we have started include creating a training manual for our new Auxiliaries in Circulation. There has never been a shared training manual across the system, and this will ensure that our new hires receive consistent training no matter where they are.

What’s Next?

Over the next few months, I will continue to engage staff in regular conversations, shifting our cultural understanding and priorities one conversation at a time. One of my main priorities will be to communicate very clearly about what “welcoming” means to us, and engage staff in creating a shared understanding of how this impacts our interactions with our community. I will then use this process to jump start into a conversation around our customer service philosophy, and begin developing a formal document for board review. Another major priority will be using the LEAN process to evaluate our work flow in Circulation and create more efficiencies and less waste of our time and our spaces. We will also continue to identify “pain points” around the libraries by engaging in user experience analysis. Finally, I will be working closely with Circulation supervisors and staff to support their identification of 2015 learning goals.

COMMUNITY ENGAGEMENT: BARBARA KELLY

During the first quarter of this year we made great strides in demonstrating our commitment to fostering a culture of community collaboration. We have been involved with planning an October EdCamp with the School District, a multi-agency Literacy Now research initiative (report later this year), a Lower Capilano Partnership program (Farsi computer training for seniors), programming with the Elders Council for Parks, a Health and Wellness month of programming and information awareness with the NVRCC, and we have provided a myriad of information and display support for local cultural and civic projects such as for the Deep Cove Theatre and the Lynn Valley Town Centre Public Realm Design.

In February for White Cane Week we joined our community partners for an open house at Park Royal South and we invited the print-disabled and their supporters to the Library for an information session and afternoon tea. We were thrilled to be joined by library colleagues from other Metro-Vancouver libraries who were also interested in how we are serving the print-disabled community.



We have continued to be very involved with the North Shore Immigrant Inclusion Partnership (NSIIP) and are proud of the NSIIP's new website, <http://nsiip.ca/>. The website is a great resource for upcoming events, updates from North Shore immigrant service providers, relevant news, and high-value reports about our community and the newcomer experience. As an active partner in NSIIP we recently leveraged the NSIIP Creating More Inclusive North Shore Communities & Workplaces survey as a way to connect with local businesses. As well, we have been co-managing a New-to-BC grant with the North Vancouver City Library, that has funded Community Conversations (Harwood approach to community dialogues) across the North Shore between community service providers, such as ourselves, North Shore Multi-Cultural Society, and the NVRCC, and newcomers. We look forward to sharing an outcomes report this summer.

We are particularly pleased with re-introducing the Mother Goose early literacy program to the community in partnership with the North Shore Community Resource Society. We are co-delivering this program at the I Hope Family Centre at Maplewood and at the Lynn Valley Library (bilingual Spanish/English). The success of this partnership has brought forward an opportunity for us to co-host a Circle of Care program at Lynn Valley. The Circle of Care program is a drop in program for informal child care providers and the children in their care such as nannies, grandparents, etc. The purpose of the program is to model appropriate early childhood activities, provide resources and information on activities, and to connect the care providers with community resources and each other. The ultimate goal is to enhance the caliber of care for children and support the child care providers.

Upcoming, for the next quarter, is a return of the Library Champions. We are working with the New-to-BC Library Champions Project Facilitator and the North Vancouver City Library to host two sessions at our Capilano Library. We are also forming a strong partnership with the CIC funded organization Training and Innovations to deliver resume writing and job interview workshops. These workshops will be followed by an evening networking event for employers and newcomers. We are very fortunate that one of our Sunday Student Librarians offered our Library the opportunity to oversee her First Nations Curriculum Concentration project; we can expect a report early this summer on best practices and recommendations for library engagement with First Nation communities.

What's Next?

The Friends of the Library are again generously providing \$150 for Adult Summer Reading Club prizes and \$5,000 for Children's Summer Reading Club book prizes. The theme for this year's Summer Reading Club is "Build it!" We are very excited about how this theme lends itself to a variety of programming

such as building with words (we will have a two week comic book writing workshop), building in collaborative teams (recyclables become an imagination city), and building in celebration (Build it Fair).

While we are still in the planning phase, I would like to share what we are imagining for SRC.

- Participate in the May 30th Lynn Valley Days parade to promote SRC and the “Build it!” theme. We invite Board members and others in the community to join us in the parade where we will be sporting tool-belts, hard-hats, robotic wear or anything else that promotes SRC and “Build it!”
- Outreach in the schools in June
- Invite the Mayor and MLAs to launch the first day for in-Library sign-up (June 13th)
- Weekly programs throughout the months of July and August
- SRC “Build it Fair” on August 15th. This will take place in the Community Room at Lynn Valley and weather permitting, out on the plaza. There will be brief opening remarks, an entertainer, a mass read-in, and then visits to the Build it Fair stations where children and families can build with imagination and celebration (stilts, masks, wands, space ships...). We hope that Board members and others in the community will be able to join us on this day as we encourage our readers to keep up their good work as they enter into the final stretch of Summer Reading
- End of August through September we will be awarding medals and prizes



FINAL REMARKS

Much has been accomplished in the first quarter of the year, and we have an ambitious work plan ahead of us. We look forward to establishing firm foundations and continuing to demonstrate our commitment to community collaboration and service.

STRATEGIC AREA	2015 LIBRARY ACCOMPLISHMENTS <i>organised within our Strategic Framework</i> 1ST QUARTER	
1) INSPIRE AND SUPPORT A COMMUNITY OF LEARNING AND CULTURE OF READING		
Special programs and events	<ul style="list-style-type: none"> • Family Literacy Day • White Cane Week • Freedom to Read Week (Banned Book Café) • Government of Canada Grant Funding Announcement • Transportation Referendum Public Information Session – Liveable Cities • TED Livestreaming 	
Collections	<ul style="list-style-type: none"> • Established Persian Book Club sets • Introduced Great Courses Kits: best of the best college-level courses on CD, DVD or digital formats • Conducted research in advance of initiating a Collections Strategy (“Print is back, baby!”) • Developed a Hoopla cost containment strategy • Planning to respond to the footprint reduction of magazines and periodicals 	
2) PROVIDE ENGAGING SPACES TO CREATE KNOWLEDGE AND SHARE STORIES		
Welcoming spaces/initiatives	<ul style="list-style-type: none"> • “Friends of the CBC” broadcast an interview with Tom Mulcair at Parkgate • Initial implementation of new self-checkout machines – more reliable and user-friendly using up-to-date technology • Community Connection Boards – nice example of an initiative that started as engagement and has transitioned to welcoming and will eventually move into the digital realm • Created a welcoming community experience for special events such as TED, White Cane • Hosted a federal government announcement event 	
3) SUPPORT THE DEVELOPMENT OF DIGITAL LITERACY AND DIGITAL CREATIVITY		
Programs for youth	<ul style="list-style-type: none"> • 3 teen volunteer programs: Book Buddies, Tech Tutors, Lego Robotics • Young Writers’ Workshop: Create your Own eBook • Lego Robotics 	

Programs for adults	<ul style="list-style-type: none"> • Get the Most out of Your Toys (using your tablet) • One-on-one technology assistance • E-magazines are easy; Ease into Ebooks • Internet Security • Introduction to Philosophy and other Massive Online Courses
4) FOSTER A CULTURE OF COMMUNITY COLLABORATION	
Programs offered in partnership	<ul style="list-style-type: none"> • Co-facilitated Parent-Child Mother Goose at the I Hope Centre with Family Services of the North Shore • Health & Wellness programs, in partnership with NSRC • PCMG with IPALS (SD44 & NSMS) • Capilano Universe Lecture series • Library Champions program, in partnership with North Van City Library and New-to-BC initiative
5) NURTURE AN ENGAGED, ADAPTIVE ORGANIZATION	
Organizational support	<ul style="list-style-type: none"> • Established practice of developing staff work and learning plans throughout the organization • Creation of new and improved Emergency Manual • Creation of an Incident Reporting Form • Phone installed in LV receiving room to support staff working alone in case of emergency • Incorporated Health and Safety topics in regular staff meeting agendas • Conducted Violence in the Workplace staff survey • Established procedures on cleaning of body fluids, instituted safety equipment and trained staff
6) FOUNDATIONAL STRATEGIC AREAS	
Board support	<ul style="list-style-type: none"> • Development of DNV/NVDPL Collaboration Agreement • Workshops (Board orientation, Advocacy, Finance) • Created Board orientation package and NVDPL briefing book • Library Orientation Tours (Collections, Circulation) • Coordinated and participated in BCLTA Trustee Orientation Program (TOP) workshop

	<ul style="list-style-type: none"> • Provided committee support (FIC, HR, Governance and Advocacy agenda packages) • Draft policy development (developed policy template, Occupational Health & Safety policies, Library Operations policy, initial draft financial policies, and full set draft HR policies and management guidelines) • Enhanced support and roles of Board Committees, including Terms of Reference revisions • Liaison with NVCL to support a joint board meeting
Finance	<ul style="list-style-type: none"> • Established cash recording procedures for Circulation • Established new procedures for tracking and recording donations and grants, in consultation with DNV Finance • Developed the first “batch” of financial policies for the CFO’s review, following the completion of the Collaboration Agreement and the revision of the FIC’s Terms of Reference
Facilities	<ul style="list-style-type: none"> • Facilitated patron access throughout the sidewalk/entry reconstruction work at Capilano • Established open door guidelines for “nice weather days” at Parkgate in response to feedback from a member of the public • Capilano 2nd floor reference area space refresh • Investigate next steps for moving the Lynn Valley book drop • Active participation in two DNV Task Forces: Facilities Management, and Sustainability • Explored expansion of rental of library spaces by arranging for rentals of LV Boardroom • Worked with DNV Facilities to diagnose and repair Lynn Valley roof leak
Technology	<ul style="list-style-type: none"> • District IT Transition: identified a set of servers that would serve as good candidates for a first phase of migration this year • WiFi and bandwidth upgrade for TED Talks • Encouraging progress with the District on improving WiFi at Capilano • Self-checkout implementation – began phase 1 • Email filtering issue – education and strategy for dealing with consequences

This page has been left blank intentionally.



2015 LIBRARY WORK PLAN

1) INSPIRE AND SUPPORT A COMMUNITY OF LEARNING AND CULTURE OF READING

GOALS

- The Library is known as a supporter of local writers and spoken word artists in the community.
- Our public services and our website inspire and support learning and reading.
- Our collections development strategy is driven by evidence of how our community uses our libraries and informed analysis of trends and technologies.

2015 Initiatives

- *Develop a strategy for youth services*
- *Develop a strategy for collections*
- *Assess strategic partnerships and outcomes from programs that inspire and support our culture of reading, such as April poetry month, self-publishing event, and oral storytelling/spoken word event.*
- *Collaborate with other North Shore libraries and School District #44 on initiatives to support a reading community*

Future Initiatives

- *Increase engagement in Summer Reading Club*
- *Initiate new ways to deliver Readers' Advisory services that promote community participation*

2) PROVIDE ENGAGING SPACES TO CREATE KNOWLEDGE AND SHARE STORIES

GOALS

- Our library spaces are warm, welcoming and inviting.
- Our library spaces support our community in creating knowledge and sharing stories.
- Our space decisions are driven by evidence of how our community uses our libraries.

2015 Initiatives

- *Re-design elements of our existing spaces to meet community needs and to enhance welcoming environment:*
 - *Capilano: 2nd floor re-design into group study zone, bathroom renovation*
 - *Lynn Valley: Re-design magazine area and 1st floor lounge space, de-accession auto-sorter, plan for renovation of the Circulation area, new furniture (2015 capital budget)*
 - *Parkgate: Re-design of front entry and poster wall, new furniture (2015 capital budget)*
- *Assess clutter of: equipment, building entrances, brochures/pamphlets/newsletters, programs & events, signs*

- *Update self-checkout equipment (2014-15 capital budget)*
- *Implement replacement printer/copiers for patron use (2015 capital budget)*
- *Refresh half of our inventory of public & staff computers (2015 capital budget)*
- *Update patron Code of Conduct to support a welcoming environment*

Future Initiatives

- *Develop a spaces strategy in collaboration with our community (e.g., through forming a library spaces advisory group, conducting user experience observational studies & questionnaire)*
- *Create a physical space plan for the Furniture, Lighting, Cleanliness, Accessibility, Signage, and Displays, including the creation of noise and activity level zones*
- *Co-create spaces where our youth can curate their creativity and knowledge*
- *Assess usage and evaluate user experience of public computers, photocopiers/printers and scanners*
- *Enhance public Wi-Fi*
- *Ensure that physical layout of our spaces and signs encourage patron independence*
- *Experiment with increased mobility for staff*

3) SUPPORT THE DEVELOPMENT OF DIGITAL LITERACY AND DIGITAL CREATIVITY

GOALS

- We support our community members to build their digital literacy skills.
- We support our community members to explore their digital creativity.
- Our technology is relevant, useful and usable.

2015 Initiatives

- *Develop a digital strategy*
- *Strengthen skills of public service staff to support digital literacy and handle questions relating to digital devices*
- *Develop & deliver programming to support digital creativity (e.g., create an ebook workshop for teens)*
- *Develop strategies for engaging youth in co-development of digital learning and projects*
- *Improve ebook borrowing experience by integrating Overdrive records into the library catalogue*

Future Initiatives

- *Create a digital learning space that meets community needs*
- *Expand public programming that supports patrons in developing their digital creativity*
- *Strengthen inclusive access for the print disabled to digital services*
- *Increase opportunities for our community to learn digital literacy skills in outreach settings (e.g., those living in care facilities)*

4) FOSTER A CULTURE OF COMMUNITY COLLABORATION

GOALS

- Our library staff are known for their expertise in facilitating learning and connections with the community.
- We engage in community discussions and initiatives for serving the print disabled community, families, and youth.
- We support and appreciate our donors.

2015 Initiatives

- *Support and participate in community partnerships and events (eg 2015 Community Service Provider Forums, community festivals, NewToBC)*
- *Collaborate with key community partners to co-create initiatives: North Vancouver Recreation and Culture Commission (eg Health and Wellness Month, Culture Cram 2015), North Vancouver City Library, School District #44*
- *Increase attendance and participation in District of North Vancouver action tables*
- *Serve our print disabled community by supporting the success of InterLINK and NNELS' governance and programs*
- *Support families through early literacy development (eg define and articulate NVDPL's Mother Goose programming, and participate in community initiatives that are focused on improving the EDI and MDI results on the North Shore.)*
- *Develop the library's approach for programming that incorporates youth volunteers*

Future Initiatives

- *Develop toolkits to support community partnerships*
- *Build strong alliances and partnerships with other organizations, including community groups, First Nations, and other libraries and partners*
- *Develop a donor recognition/development plan*
- *Develop and support Friends of the Library*

5) NURTURE AN ENGAGED, ADAPTIVE ORGANIZATION

GOALS

- Strengthen staff capacity to engage effectively in service, space and workflow decisions.
- Develop staff competencies through individual learning plans and training and development opportunities.
- Strengthen a culture of collaboration and system-wide integration.

2015 Initiatives

- *Provide training for all staff in leading and participating in purposeful, action oriented meetings*
- *Provide training to information services staff on conducting and applying action research and developing outcomes based programming*
- *Develop technical staff capacity to support public technologies and digital resources*

- *Develop a statement of competencies and expectations for youth services and a training development curriculum for children's programming*
- *Assess service levels and current scheduling practices to make informed recommendations for scheduling*
- *Implement the BCLA Disability Awareness Toolkit*
- *Trial a "mobile workstation" and gather observations into a pilot summary report*
- *Use LEAN process to assess and streamline circulation workflow*
- *Staff are supported in working on cross-system, cross-team initiatives*

- Future Initiatives**
- *Co-create a customer service philosophy*
 - *Develop new models for staff work spaces that foster creativity and collaboration*
 - *Create an organization-wide staff development plan*
 - *Analyze talent marketplace and develop staff succession plan*

6) FOUNDATIONAL STRATEGIC AREAS

LEADERSHIP GOALS

- Staff are supported in their success through culture, structure, policy, governance and leadership that strengthens competencies, develops capacity and empowers individuals to support the library's success.
- Refresh policy framework to ensure it is robust and supportive of the library's work.
- We establish a new story about the library's role in the community in the digital age.
- We ensure that our employees work in a library where health and safety are a priority.

- 2015 Initiatives**
- *Support Board development, including committee work and recruitment*
 - *Develop financial policies that meet the needs of reliable financial controls and clear policy direction, develop/refresh all Human Resources board policies and management guidelines, update all Health and safety related policies*
 - *Establish benchmarks for measuring success in implementing the strategic vision*
 - *Develop a communications strategy*
 - *Establish annual Violence in the Workplace risk assessment*
 - *Incorporate regular health & safety topics into regular staff meetings*
 - *Revise Emergency Manual*
 - *Develop a training manual for Circulation staff*

- Future Initiatives**
- *Update job descriptions to align with the changing work as opportunities arise*
 - *Establish the presence of at least one OFA certified staff member on every shift, at every library*
 - *Bold, inspiring initiatives that support the implementation of the strategic plan vision*

TECHNOLOGY GOALS

- Our technology foundation is current.
- Staff are supported with tools to enable sharing and collaboration.

2015 Initiatives

- *Transition servers into the DNV IT hosting environment*
- *Implement improved Helpdesk functionality*
- *Strengthen the intranet as a venue for staff to share knowledge and collaborate - including creating some structure, simple templates, staff training*

FINANCE / FACILITIES GOALS

- We maximize our resources and demonstrate financial stewardship.
- We establish and strengthen financial and governance stability and clarity.
- We ensure our buildings are adequately maintained to enable us to provide service to the community and to maximize our resources in caring for our spaces.

2015 Initiatives

- *Develop financial policies that meet the needs of reliable financial controls and clear policy direction*
- *Design, develop & implement internal procedures to support those policies*
- *Develop and communicate cost efficiency strategies for overhead costs, including consolidating or renegotiating any contracts if/as possible (e.g., elevator maintenance; alarms, janitorial supplies, etc.)*
- *Redesign, clarify and automate employee request forms (e.g., expense, reimbursement, time off, training requests, etc.) and resulting procedures to improve accountability and transparency*
- *Update and redesign employee reporting forms (e.g., mileage claims, expense reports, petty cash reports) and resulting procedures to improve accountability and transparency*
- *Develop an annual calendar/timeline for maintenance tasks*
- *Track fine waiving*
- *Liaise and plan regarding one time or ongoing purchases using funds in capital budget*
- *Implement and support capital projects*
- *Establish process for managers to receive monthly data reports to monitor finances and staffing*

Future Initiatives

- *Create a fund development strategy*
- *Create a facilities strategy*