

MANAGEMENT REPORT



Date: January 20, 2016
Author: Jacqueline van Dyk – Director, Library Services

Meeting date: January 28, 2016
To: Library Board
From: Jacqueline van Dyk – Director, Library Services

Subject: **DIRECTOR'S REPORT – 4th QUARTER STRATEGIC UPDATE**

SUMMARY

This report provides a strategic update of library operations and highlights the accomplishments of the fourth quarter of 2015. It includes a progress update on the 2015 work plan to support the success of the Strategic Framework, and a summary of the full year's staff activities.

This report shows strong evidence of progress on many of the strategic directions identified in the Board's Strategic Framework. Departmental and individual staff work plans, guided by the Strategic Framework, guided the focus of work throughout the year to support this achievement.

Throughout all of these accomplishments, our philosophical approach to leadership has been to support and strengthen the capacity of our staff to engage in new ways with our community and with each other. We hold dear the values of being welcoming, inclusive, compassionate, responsive and accountable. We are successfully engaging with our staff and community in entirely new ways.

Throughout 2015, we reported extensively on progress made on initiatives included in the organization's 2015 Work Plan, providing progress updates or adaptations made. As a living document, the Work Plan required ongoing re-evaluation in light of unforeseen capacity issues or unanticipated work.

Evidence of progress on strategic directions, the development of specific strategies, and the work we are doing to foster a culture of learning and innovation amongst our staff represent strong and solid foundations for the Library's transformation.

PURPOSE

This report is for information.

ATTACHMENTS

This report includes the following attachments:

- I. Q4 2015 Library Accomplishments
- II. Q4 Statistical Analysis
- III. 2015 Library Work Plan – Q4 REVISIONS
- IV. 2015 Report on Policies Refresh Project
- V. Year End Summary Report, written for, and by, staff

Q4 ACCOMPLISHMENTS

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

POLICY WORK

As a core body of work for 2015, the Board launched a wholesale policy refresh. By the end of 2015, 41 Board Policies and 45 Management Guidelines were created and adopted/endorsed.

A full listing of policies developed or refreshed in 2015 is provided in Appendix IV.

2015 WORK PLAN

Overall, the 2015 Work Plan (Appendix III) served us reasonably well in 2015 – it kept us on track and holding steady to the strategic vision. That said, as the year progressed, the specificity of the plan was a little constraining when it came to reporting on progress. Relevant work and progress wasn't well captured and initiatives occasionally shifted in how they were original conceived.

In the spirit of continuous learning and improvement, I propose a different, less constrained, approach for 2016. More broadly articulated work goals for 2016 will allow for more comprehensive and appropriate reporting on progress with organizational development and delivery on the Strategic Framework. Underlying the broad goals, staff work plans would still be in place, and yet progress reports would be more meaningful and strategic.

As a further note regarding operational capacity, 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. 2015 work focused on the necessary building blocks; foundational work which continues into 2016.

OPERATIONAL UPDATE

In December 2015, all staff gathered together for a workshop to celebrate the year, including recognizing milestone anniversaries and major accomplishments, and to look ahead to 2016. Building on what's working well as sources of inspiration, we focused on developing our organizational culture and opportunities for greater service excellence for the coming year. Following the workshop, a summary

report of the year was created for staff, with staff input. This report is being shared with the Board in Appendix V.

FINAL REMARKS

Much has been accomplished in 2015, and we have ambitious work ahead of us. We look forward to building on firm foundations and continuing to demonstrate our commitment to community collaboration and service.

2015 LIBRARY ACCOMPLISHMENTS

organised within our Strategic Framework

4th QUARTER

STRATEGIC AREA

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

Special programs and events

- Library Month Proclamation with the Mayor of the DNV was held on Tuesday, October 6.
- Drop Everything and Read Day (DEAR) was celebrated on October 26 at all branches with social media and dedicated reading chairs.
- Teen Advisory group under the direction of Outreach coordinator, Alison Campbell, visited Indigo Books, to make a one-time 'buy' for the library collection.
- Journeys: An Evening of Community Storytelling was held at Parkgate Library on Friday, November 6. The well attended event showcased the art of visual, oral, and written storytelling.
- The North Shore Giller Prize Viewing Party was a great success bringing together over 50 attendees to celebrate Canadian literature and raise funds for the 2016 North Shore Writers Festival.

Collections

- A Collection Strategy Report was completed for presentation at the Board Retreat.

2) PROVIDE ENGAGING SPACES TO CREATE KNOWLEDGE AND SHARE STORIES

Welcoming spaces/initiatives

- Customer service philosophy working group is creating draft philosophy statements to share with staff across the organisation for feedback.
- Lynn Valley Circulation Renovation – compiled the results of an extensive staff feedback process and presented to the architects, who then created a revised floor plan.
- Added a protective glass cover to the donor board at Lynn Valley to protect the names from vandalism.
- Purchased a new display unit for Parkgate to consolidate book displays into 1 location and to increase the attractiveness of the front entry.
- Created 2 unique Christmas tree displays at Lynn Valley (for Parade of Trees) and at Parkgate.
- Rolled out decals to support patron use of the self check-out machines.
- Purchased new sign holders to increase ability to display materials and to increase the attractiveness of our current displays and signs.

- Engaging in interviews with Capilano patrons about their use of the 2nd floor spaces (group study, quiet study and magazine area). This is part of our larger conversation about what shifts we can make on the 2nd floor next year.

3) SUPPORT THE DEVELOPMENT OF DIGITAL LITERACY AND DIGITAL CREATIVITY

Programs for youth

- The NVDPL hosted a teen short film competition to facilitate digital learning through the production of videos. The theme was Community and Connection; finalists and winner—and guests— were invited to a screening and award ceremony at the Capilano Library on October 24.
- The very popular Lego Robotics program filled to capacity well in advance of program start-date! Children get to learn digital literacy skills while creatively building robots.

Programs for adults

- Tech Tutors and One on One Technology Training programs were held throughout Q4 at Capilano Library. These programs help residents develop digital skills, including help with devices, programs, the internet, and more.

4) FOSTER A CULTURE OF COMMUNITY COLLABORATION

Programs offered in partnership

- The Democracy Café, planned in part by the NVDPL, North Shore Community Resources, North Shore Multicultural Society, My Parkgate Break, the North Van City Library and the West Vancouver Memorial Library, was held at Capilano Library and Lynn Valley Library throughout September and October. NVDPL provided program support, acted as a host of the events, as well as did all of the marketing collateral and communications of the events.
- 2015 Vancouver Coastal Health Breastfeeding Challenge was held at the Lynn Valley Library on October 3.
- **The Philosophers’ Café series took place at Lynn Valley Library throughout Q4, planned in partnership with Simon Fraser University.**
- The Community Unconference, otherwise known as an Edcamp, on the topic of **“connection, acceptance, and community” was held on Saturday, October 24 and** planned in partnership with School District #44. This program was developed with consultation from several local organizations, including the North Shore Immigrant Inclusion Partnership, NVRC, and the North Shore Community Resources.
- Training and Innovations BC, with support from the NVDPL, have developed the regular program: Job Search Skills and Networking Club. The popular monthly event helps newcomers find job, access resources, and learn about what local employers are looking for in an employee.

5) NURTURE AN ENGAGED, ADAPTIVE ORGANIZATION

Organizational support	<ul style="list-style-type: none"> Launched program to introduce library employees to new Policies and Guidelines recently adopted.
Professional Development	<ul style="list-style-type: none"> 2 Circulation Supervisors attended leadership training at the Justice Institute. Manager, Welcoming Initiatives applied and accepted into LLEAD leadership program Supported the integration and development of 7 Student Librarians. Engaged in performance dialogues with staff; the additional aim is to improve this process and form in 2016.

6) FOUNDATIONAL STRATEGIC AREAS

Board support	<ul style="list-style-type: none"> Organized a retreat for the Board to review its strategic framework. Introduced additional Finance, Human Resources, Operating and Board policies in the ongoing process of revising and updating the entire Library Policy manual, now totalling 85 completed in 2015. Introduced a draft Communications Strategic Framework to guide brand messaging and communication with the public.
Friends of the Library	<ul style="list-style-type: none"> Most financially successful Book Sale of 2015 was held in October 2015.
Finance	<ul style="list-style-type: none"> With support of Board & CFO, increased threshold for internally issued Library POs from \$500 to \$2,000. Will result in significant operational and staff efficiency while still providing adequate approval controls over purchasing.
Facilities	<ul style="list-style-type: none"> Installed fob reader access to permit internal stair access between the 2nd & 3rd floors of LV. LV re-lamping project resulted in increased light output with reduced energy consumption – win-win!
Health & Safety	<ul style="list-style-type: none"> With participation from staff, revised the First Aid Record to follow updated standards. 2 Occupational First Aid (OFA) courses were taught, bringing us to a total of 43 staff who are now OFA certified, including Auxiliaries and Student Librarians for the first time. We have reached our goal of having at least 1 staff member on every shift who has first aid training. Updated the First Safety plans for all 3 libraries, and conducted a staff Fire Drill at Lynn Valley to go over the revised plan. Conducted a branch safety inspection at Capilano to identify potential risks. Managed the outcomes and action items from the Violence in the workplace assessments.

	<ul style="list-style-type: none">• Rolled out hand sanitation stations across all 3 libraries to help keep our patrons and staff healthy and decrease the amount of sick days we take.
Technology	<ul style="list-style-type: none">• Tech-Logic Auto-sorter dismantled and removed from the Lynn Valley branch.• Internet redundancy at the Capilano branch: An internet failover connection was installed at Capilano Branch to ensure that the staff network and the phones remain operational in the event the fibre optic connection is disrupted.• Server Migration: NVDPL is working with DNV IT to virtualize the library's servers where possible. NVDPL has successfully migrated 9 of the 13 potential servers to the DNV IT server infrastructure. The logistics of the remaining 4 servers are actively being worked on between NVDPL and DNV IT. This creates better redundancy, performance, and reduces overhead and maintenance for NVDPL.

COLLECTION USE

<i>CIRCULATION</i>		Q4	YTD
Total	2015	322,031	1,426,945
	2014	359,472	1,499,343
	% change	-10.4%	-4.8%
DIGITAL CIRCULATION <i>(eBooks, digital streaming/downloads)</i>			
ALL BRANCHES	2015	20,821	79,175
	2014	19,517	73,055
	% change	6.7%	8.4%
DATABASE SEARCHES			
ALL BRANCHES	2015	6,785	31,786
	2014	13,782	46,264
	% change	-50.8%	-43.5%



SUMMARY OF STATISTICS

- **Circulation:** Print circulation decreased 4.8% in 2015 YTD, when compared to 2014.
- **Digital Circulation:** The increase in digital circulation continues to be a trend. YTD totals saw an overall increase of 8.4%.
- **Total Circulation per hour:** Overall circulation (including print and digital items across all locations) per hour in 2015 was 150 items/hr. The total 2014 total circulation per hour was 155 items/hr.
- **Database searches:** YTD 2015 database search rates have decreased by 43%. This is attributed to the removal of the following database products: EBSCO Consumer Health, Freegal and CPIQ.

TRAFFIC

<i>WALK-IN TRAFFIC *data not yet available</i>		Q4	YTD
Total	2015		
	2014		
	% change		
VIRTUAL VISITS			
WEBSITE	2015	104,240	338,729
	2014	82,38,	417,310
	% change	26.5%	-18%
BIBLIOCOMMONS	2015	173,030	639,563
	2014	140,722	545,784
	% change	23%	17.2%
TOTAL	2015	277,270	978,292
	2014	223,103	963,094
	% change	24.3%	1.6%



SUMMARY OF STATISTICS

- ***Traffic (measured by gate counts):** YTD totals for 2014 and 2015 are currently being evaluated for consistency and accuracy. No data available at this time.
- **Virtual Visits:** Bibliocommons usage continues to increase. Website usage, while increasing steadily since the 2014 website-relaunch, remains down 18% in YTD 2015 vs 2014.

SERVICE AND PROGRAMS

<i>INFORMATION QUERIES</i>		Q4	YTD	
ALL BRANCHES	2015	28,491	118,018	
	2014	27,327	117,502	
	% change	4.6%	.44%	
ADULT PROGRAMS #				
ALL BRANCHES	2015	66	292	
	2014	64	297	
	% change	3.1%	-1.7%	
ADULT PROGRAMS ATTENDANCE				
<u>ALL BRANCHES</u>	2015	1,141	5,991	
	2014	1,151	5,585	
	% change	-0.9%	7.3%	
CHILDREN'S PROGRAMS #				
<u>ALL BRANCHES</u>	2015	213	826	
	2014	173	698	
	% change	23.1%	18.3%	
CHILDREN'S PROGRAMS ATTENDANCE				
<u>ALL BRANCHES</u>	2015	6,586	31,929	
	2014	5,932	26,582	
	% change	11%	20.1%	
TEEN PROGRAMS #				
<u>ALL BRANCHES</u>	2015	2	25	
	2014	4	21	
	% change	-50%	19%	
TEEN PROGRAMS ATTENDANCE				
<u>ALL BRANCHES</u>	2015	71	328	
	2014	156	370	
	% change	-50.5%	-11.4%	
ELL PROGRAMS #				
<u>ALL BRANCHES</u>	2015	24	82	
*started recording in April 2014	2014	11	19	
	% change	118.2%	331.6%	
ELL ATTENDANCE				
<u>ALL BRANCHES</u>	2015	192	630	
*started recording in April 2014	2014	67	256	
	% change	186.6%	148.1%	

SUMMARY OF STATISTICS

- **Information Queries:** 118,018 questions were asked of NVDPL staff in 2015, which is an increase of 43 questions per month, when compared to 2014
- **Adult Programs:** The Library held 66 adult programs in the 4th quarter of 2015 and a total of 292 programs throughout the year. While the number of programs run remains largely unchanged, the attendance at these programs increased by 7% in 2015, when compared to YTD totals in 2014. This highlights that the NVDPL is offering more relevant programming and DNV residents are using the library as a place for information beyond books.
- **Children's Programs:** 213 children's programs were hosted in Q4, illustrating an increase in both programs run (23%) and attendance (11%). YTD 2015 totals close at an over 18% increase in programs run and a 20% in attendance. This trend seems to show the Library is engaging and connecting with youth and their families in the community.
- **Teen Programs:** We held 2 programs with a total attendance of 71 teens in Q4, which is a decrease of 50% when compared to 2014. Overall, in 2015 the NVDPL ran 19% more programs for teens but saw a slight decrease in attendance, by a total of 42 attendees.
- **Newcomer/ELL Programs:** The NVDPL ran a total of 82 English Language Learning programs and events for newcomers in 2015, which were attended by 630 participants. Records of these programs started in April 2014 so the large difference in YTD totals cannot be accurately measured; however, this metric continued to see an increase in attendance month after month in 2015.

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

- *DONE (Q4) Develop a strategy for youth services*
- *IN PROGRESS (Q4) Develop a strategy for collections*
- *DONE/ONGOING 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.*
- *DONE/ONGOING 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*
- *Update the Collection Policy*

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	<ul style="list-style-type: none"> ○ <i>Re-design elements of our existing spaces to meet community needs and to enhance welcoming environment:</i> <ul style="list-style-type: none"> - <i>Capilano: DONE (Q2) Pilot project of 2nd floor re-design into group study zone, bathroom renovation</i> - <i>Lynn Valley: DONE (Q3) Re-design magazine area and 1st floor lounge space, DONE (Q4) de-accession auto-sorter, DONE (Q4) plan for renovation of the Circulation area, DONE (Q2) new furniture (2015 capital budget)</i> - <i>DONE (Q2) Parkgate: Re-design of front entry and poster wall, DONE (Q2) new furniture (2015 capital budget)</i> ○ <i>DONE (Q2) Assess clutter of: equipment, building entrances, brochures/pamphlets/newsletters, programs & events, signs</i> ○ <i>DONE (Q2) Update self-checkout equipment (2014-15 capital budget)</i> ○ <i>NEW (Q3); SCHEDULED Q1-2016 Update security gates and open doorway to Delaney's coffee shop at LV</i> ○ <i>NEW/DONE (Q3) Working with DNV Facilities, upgrade lighting at LV to improve atmosphere and patron experience along with energy savings</i> ○ <i>DELAY TO 2016 (Q4) Implement replacement printer/copiers for patron use (2015 capital budget)</i> ○ <i>DELAY TO 2016 (Q4) Refresh half of our inventory of public & staff computers (2015 capital budget)</i>
Future Initiatives	<ul style="list-style-type: none"> ○ <i>Develop a spaces strategy in collaboration with our community (e.g., through forming a library spaces advisory group, conducting user experience observational studies & questionnaire)</i> ○ <i>IN PROGRESS (Q3) Co-create teen spaces where our youth can curate their creativity and knowledge</i> ○ <i>Create a physical space plan for the Furniture, Lighting, Cleanliness, Accessibility, Signage, and Displays, including the creation of noise and activity level zones</i> ○ <i>NEW (Q3); IN PROGRESS Research/plan optimal furniture and arrangements to support group study spaces</i> ○ <i>DELAY TO 2016 (Q3) Capilano bathroom renovation</i>

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	<ul style="list-style-type: none"> ○ <i>DELAY TO 2016 (Q2) Develop a digital strategy</i> ○ <i>DELAY TO 2016 (Q3) Strengthen skills of public service staff to support digital literacy and handle questions relating to digital devices NOTE (Q2): Waiting for recruits; may need to move to 2016</i> ○ <i>DELAY (Q3) Develop & deliver programming to support digital creativity (e.g., create an ebook workshop for teens)</i> ○ <i>DELAY (Q2) Develop strategies for engaging youth in co-development of digital learning and projects</i> ○ <i>DELAY (Q2) Improve ebook borrowing experience by integrating Overdrive records into the library catalogue</i>
Future Initiatives	<ul style="list-style-type: none"> ○ <i>Develop a digital strategy (Q2)</i> ○ <i>Create a digital learning space that meets community needs</i> ○ <i>Expand public programming that supports patrons in developing their digital creativity</i> ○ <i>Improve ebook borrowing experience by integrating Overdrive records into the library catalogue (under review)</i> ○ <i>Strengthen inclusive access for the print disabled to digital services</i> ○ <i>Enhance public wifi</i> ○ <i>Increase opportunities for our community to learn digital literacy skills in outreach settings (e.g., those living in care facilities)</i> ○ <i>Strengthen skills of public service staff to support digital literacy and handle questions relating to digital devices</i> ○ <i>Develop & deliver programming to support digital creativity (e.g., create an ebook workshop for teens)</i>

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	<ul style="list-style-type: none"> ○ <i>DONE/ONGOING (Q3) Support and participate in community partnerships and events (e.g. 2015 Community Service Provider Forums, community festivals, NewToBC)</i> ○ <i>DONE/ONGOING (Q3) Collaborate with key community partners to co-create initiatives: North Vancouver Recreation and Culture Commission (e.g. Health and Wellness Month, Culture Cram 2015), North Vancouver City Library, School District #44</i> ○ <i>DONE/ONGOING (Q3) Increase attendance and participation in District of North Vancouver action tables</i>
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- *DONE/ONGOING (Q3)* Serve our print disabled community by supporting the success of **InterLINK and NNELS' governance and programs**
- *DONE/ONGOING (Q3)* Support families through early literacy development (e.g 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.**)
- *NEW (Q2); DONE/ONGOING* Develop donor and community relations by hosting fundraising and social events to broaden community interaction with library spaces (e.g. Whisky Library fundraiser)
- *DELAY (Q2)* ~~Develop the library's approach for programming that incorporates youth volunteers~~
- *NEW (Q3) DONE/ONGOING* Develop and support Friends of the Library

- 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 the library's approach for programming that incorporates youth volunteers**
 - Develop a donor recognition/development plan
 - *ONGOING (Q4)* Continue to develop and support Friends of the Library

5) NURTURE AN ENGAGED, ADAPTIVE ORGANIZATION

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

- 2015 Initiatives
- *DONE/ONGOING (Q3)* Provide training for all staff in leading and participating in purposeful, action oriented meetings
 - *DONE/ONGOING (Q3)* 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
NOTE (Q2): May need to move to 2016
 - *IN PROGRESS (Q3); PARTIAL COMPLETION (Q4)* Develop a statement of competencies and expectations for youth services and a training development curriculum for children's programming
 - *DONE/ONGOING (Q3)* Assess service levels and current scheduling practices to make informed recommendations for scheduling
 - *DELAY (Q2)* ~~Implement the BCLA Disability Awareness Toolkit~~

	<ul style="list-style-type: none"> ○ <i>DELAY (Q2) Trial a "mobile workstation" and gather observations into a pilot summary report</i> ○ <i>ONGOING Staff are supported in working on cross-system, cross-team initiatives</i>
Future Initiatives	<ul style="list-style-type: none"> ○ <i>IN PROGRESS Co-create a customer service philosophy</i> ○ <i>Develop new models for staff work spaces that foster creativity and collaboration</i> ○ <i>Create an organization-wide staff development plan</i> ○ <i>Implement learnings and applicable practices from the BCLA Disability Awareness Toolkit (Q2)</i> ○ <i>Analyze talent marketplace and develop staff succession plan</i> ○ <i>IN PROGRESS Trial a "mobile workstation" and gather observations into a pilot summary report</i>

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.**
- We refresh the 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	<ul style="list-style-type: none"> ○ <i>ONGOING Support Board development, including committee work and recruitment</i> ○ <i>IN PROGRESS; WILL CONTINUE INTO 2016 (Q3) Develop financial policies that meet the needs of reliable financial controls and clear policy direction; IN PROGRESS; WILL CONTINUE INTO 2016 (Q3) Develop/refresh all Human Resources board policies and management guidelines, update all Health and safety related policies</i> ○ <i>DELAY (Q2) Establish benchmarks for measuring success in implementing the strategic vision</i> ○ <i>IN PROGRESS (Q3); DONE (Q4) Develop a communications strategy</i> ○ <i>DONE (Q2, Q3) Establish annual Violence in the Workplace risk assessment</i> ○ <i>DONE (Q2) Incorporate regular health & safety topics into regular staff meetings</i> ○ <i>DONE (Q2) Revise Emergency Manual</i> ○ <i>IN PROGRESS; WILL CONTINUE INTO 2016 (Q4) Develop a training manual for Circulation staff</i> ○ <i>DONE (Q4) Establish the presence of at least one OFA certified staff member on every shift, at every library</i>
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Future Initiatives	<ul style="list-style-type: none"> ○ <i>Establish benchmarks for measuring success in implementing the strategic vision</i> ○ <i>Update job descriptions to align with the changing work as opportunities arise</i> ○ <i>Bold, inspiring initiatives that support the implementation of the strategic plan vision</i>
TECHNOLOGY GOALS	
<ul style="list-style-type: none"> • Our technology foundation is current. • Staff are supported with tools to enable sharing and collaboration. 	
2015 Initiatives	<ul style="list-style-type: none"> ○ <i>IN PROGRESS; MAY CONTINUE INTO 2016 (Q3) Transition servers into the DNV IT hosting environment NOTE (Q2): Current capacity issues in terms of ensuring its success; recruiting dedicated manager to support/lead from the library</i> ○ <i>DELAY (Q2) Implement improved Helpdesk functionality</i> <i>DELAY (Q2) Strengthen the intranet as a venue for staff to share knowledge and collaborate including creating some structure, simple templates, staff training</i>
Future Initiatives	<ul style="list-style-type: none"> ○ <i>Implement improved Helpdesk functionality</i> ○ <i>Strengthen the intranet as a venue for staff to share knowledge and collaborate including creating some structure, simple templates, staff training</i>
FINANCE / FACILITIES GOALS	
<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> ○ <i>IN PROGRESS; WILL CONTINUE INTO 2016 (Q3) Develop financial policies that meet the needs of reliable financial controls and clear policy direction</i> ○ <i>IN PROGRESS; WILL CONTINUE INTO 2016 (Q3) Design, develop & implement internal procedures to support those policies</i> ○ <i>IN PROGRESS; WILL CONTINUE INTO 2016 (Q3) 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.) (Note: elevator and fire safety inspection contracts are done, alarm contracts are in progress)</i> ○ <i>IN PROGRESS (Q3) Redesign, clarify and automate employee request forms (e.g., expense, reimbursement, time off, training requests, etc.) and resulting procedures to improve accountability and transparency</i> ○ <i>IN PROGRESS (Q3) Update and redesign employee reporting forms (e.g., mileage claims, expense reports, petty cash reports) and resulting procedures to improve</i>

accountability and transparency

- *IN PROGRESS (Q3) Develop an annual calendar/timeline for maintenance tasks*
- *DONE (Q4) Track fine waiving*
- *IN PROGRESS/ONGOING (Q3) Liaise and plan regarding one time or ongoing purchases using funds in capital budget*
- *IN PROGRESS/ONGOING (Q3) Implement and support capital projects*
- *IN PROGRESS (Q3) 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*
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NORTH VANCOUVER DISTRICT PUBLIC LIBRARY POLICIES REFRESH PROJECT

YEAR-TO-DATE PROGRESS REPORT: OCTOBER 23, 2015

Board Policies

Management/Board Guidelines

FINANCE (FINANCE AND INFRASTRUCTURE COMMITTEE)

★ B-FIN-02	FINANCIAL STATEMENT AUDITORS		
★ B-FIN-03	BUDGET DEVELOPMENT AND APPROVAL		
B-FIN-05	STATEMENT OF FINANCIAL INFORMATION (SOFI)		
★ B-FIN-06	FINANCIAL REPORTING		
★ B-FIN-07	USE OF OPERATING SURPLUS		
B-FIN-08	EQUIPMENT REPLACEMENT RESERVE		
★ B-FIN-09	REPORTING OF FRAUDULENT OR RELATED DISHONEST ACTS		
★ B-FIN-10	INSURANCE		
★ B-FIN-12	PROCUREMENT, PURCHASING & PAYMENT APPROVAL (ACQUISITIONS)		
		MG-FIN-12.2	PROCUREMENT: OTHER THAN LIBRARY COLLECTION MATERIALS
		★ MG-FIN-12.4	PURCHASING & PAYMENT APPROVAL AUTHORITY – OTHER THAN LIBRARY COLLECTION MATERIALS
		MG-FIN-12.5	USE OF PURCHASING CARD
		MG-FIN-12.6	INVOICE APPROVAL
		MG-FIN-12.7	PETTY CASH
B-FIN-13	ENVIRONMENTAL PURCHASING		

★ Policies listed in initial policy benchmark guide in "Moving Forward" – An Interim Collaboration Agreement between The District of North Vancouver and The Library Board

HUMAN RESOURCES

(HUMAN RESOURCES COMMITTEE)

B-HR-01	FOSTERING A SUPPORTED & EMPOWERED STAFF	MG-HR-01.0	EMPLOYEE CODE OF CONDUCT
		★MG-HR-01.1	RECRUITING AND HIRING
		MG-HR-01.2	NEW EMPLOYEE ORIENTATION
		MG-HR-01.3	STAFF TRAINING AND PROFESSIONAL DEVELOPMENT
		MG-HR-01.4	SICK LEAVE
		★MG-HR-01.5	ATTENDANCE MANAGEMENT
		★MG-HR-01.6	UNPAID LEAVE OF ABSENCE
		★MG-HR-01.7	PERSONAL EMPLOYEE INFORMATION—ACCESS, USE, PRIVACY AND CONFIDENTIALITY
		MG-HR-01.8	SOCIAL MEDIA
★B-HR-02	EXEMPT STAFF COMPENSATION	★MG-HR-02	EXEMPT STAFF COMPENSATION
B-HR-03	EXEMPT STAFF ACTING IN A SENIOR CAPACITY	MG-HR-03	EXEMPT STAFF ACTING IN A SENIOR CAPACITY
★B-HR-04	EXEMPT STAFF – BENEFITS & WORKING CONDITIONS	★MG-HR-04	EXEMPT STAFF – BENEFITS & WORKING CONDITIONS
★B-HR-05	EXEMPT STAFF – OVERTIME	★MG-HR-05	EXEMPT STAFF – OVERTIME
B-HR-06	EXEMPT STAFF – VACATION	MG-HR-06	EXEMPT STAFF – VACATION
B-HR-07	COLLECTIVE BARGAINING	MG-HR-07	COLLECTIVE BARGAINING
★B-HR-08	STAFFING LEVELS AND AUTHORITY TO RECRUIT	★MG-HR-08	STAFFING LEVELS AND AUTHORITY TO RECRUIT
B-HR-09	APPOINTMENT OF DIRECTOR OF LIBRARY SERVICES	BG-HR-09	APPOINTMENT OF DIRECTOR OF LIBRARY SERVICES
B-HR-10	REVIEW OF DIRECTOR OF LIBRARY SERVICES		
B-HR-11	REVIEW OF EXEMPT STAFF – PERFORMANCE DIALOGUES	MG-HR-11	REVIEW OF EXEMPT STAFF – PERFORMANCE DIALOGUES
★B-HR-14	CONFLICT OF INTEREST	★MG-HR-14	CONFLICT OF INTEREST

★ Policies listed in initial policy benchmark guide in “Moving Forward” – An Interim Collaboration Agreement between The District of North Vancouver and The Library Board

OCCUPATIONAL HEALTH AND SAFETY (HUMAN RESOURCES COMMITTEE)

B-OHS-01 OCCUPATIONAL HEALTH AND SAFETY

MG-OHS-01.1 ALCOHOL AND DRUGS

MG-OHS-01.3 CRITICAL INCIDENT STRESS MANAGEMENT

MG-OHS-01.4 TRANSPORTATION AND TRAVELING FOR LIBRARY BUSINESS

B-OHS-02 PREVENTION OF VIOLENCE IN THE WORKPLACE

★B-OHS-03 POSITIVE WORKPLACE ENVIRONMENT:
ANTI-BULLYING AND HARASSMENT

★MG-OHS-03 POSITIVE WORKPLACE ENVIRONMENT: ANTI-BULLYING
AND HARASSMENT

OPERATING (LIBRARY BOARD)

B-OP-01	MEMBERSHIP		
B-OP-02	PATRON FEEDBACK AND CONCERNS		
B-OP-03	REQUESTION FOR RECONSIDERATION OF LIBRARY MATERIALS		
B-OP-04	CHILDREN UNATTENDED IN THE LIBRARY		
B-OP-05	CO-SPONSORSHIP OF PUBLIC PROGRAMS		
B-OP-06	USE OF PUBLIC SPACES	MG-OP-06.1	MANAGEMENT OF PATRON CONDUCT
		MG-OP-06.2	ART DISPLAY
		MG-OP-06.3	EXHIBITS AND DISPLAYS
B-OP-08	COMMUNITY INFORMATION	MG-OP-08.1	DISTRIBUTION AND POSTING OF FREE MATERIAL
		MG-OP-08.2	THIRD PARTY WEBSITES
B-OP-09	LIBRARY GIFTS IN KIND DONATIONS	MG-OP-09	LIBRARY GIFTS IN KIND DONATIONS
B-OP-10	PUBLIC INTERNET ACCESS AND COMPUTER USE	MG-OP-10.1	PUBLIC INTERNET USAGE LIMITS AND TIME-OUT SOFTWARE
B-OP-11	PROTECTION OF PRIVACY AND CONFIDENTIALITY	MG-OP-11.1	PROTECTION OF PRIVACY AND CONFIDENTIALITY
B-OP-12	ACCEPTABLE USE OF INFORMATION AND COMMUNICATION TECHNOLOGY		
B-OP-13	REGULATION OF BORROWING PRIVILEGES	MG-OP-13.1	REGULATION OF BORROWING PRIVILEGES

BOARD (GOVERNANCE COMMITTEE)

B-BD-01	LIBRARY BOARD	BG-BD-01.1	OPERATION OF THE BOARD
		BG-BD-01.2	IN CAMERA MEETINGS
		BG-BD-01.3	LIBRARY BOARD CHARTER
B-BD-02	BOARD COMMITTEES	BG-BD-02-1	TERMS OF REFERENCE: FINANCE AND INFRASTRUCTURE COMMITTEE
		BG-BD-02.2	TERMS OF REFERENCE: GOVERNANCE COMMITTEE
		BG-BD-02.3	TERMS OF REFERENCE: HUMAN RESOURCES COMMITTEE
		BG-BD-02.4	TERMS OF REFERENCE: ADVOCACY COMMITTEE
B-BD-06	TRUSTEE DEVELOPMENT POLICY		