

NOTICE OF MEETING

Okanagan Regional Library Board

Wednesday, February 17, 2016

**Library Headquarters
1430 KLO Road, Kelowna
Okanagan Board Room**

**In-Camera Meeting
9:30 AM – 9:45 AM**

**Regular Meeting
10:00 AM – 12:00 PM**

**~ Lunch will be served ~
12:00 PM**

AGENDA

**LIBRARY BOARD MEETING
HELD AT LIBRARY HEADQUARTERS
1430 K.L.O. ROAD, KELOWNA, BC
WEDNESDAY, FEBRUARY 17, 2016
Time: 10:00 AM – 12:00 PM**

The purposes of this (Library Act) are...to encourage the extension and use of public library service throughout British Columbia...to enable the delivery of public service in British Columbia...to support improvements in Public Library service.

CALL TO ORDER

Outgoing Chair's Remarks - Introduction of Guests

10:00 AM

1. AGENDA REVIEW

10:01 – 10:02

2. APPROVAL OF PREVIOUS MINUTES – October 21, 2015 (pgs. 5 – 9)

10:02 – 10:03

3. BC LIBRARY TRUSTEES ASSOCIATION REPORT – BCLTA Director Carol Zanon (pg. 11)

10:03 – 10:10

4. OUTGOING CHAIR REPORT

10:10 – 10:20

5. ELECTIONS

10:20 – 10:30

5.1. Nominations Committee Report (pg. 13)

A Committee Sign-up Sheet will be distributed.

5.2. Election of Board Officers

- a) Chair
- b) Vice Chair
- c) Finance Committee Chair
- d) Personnel Committee Chair
- e) Policy and Planning Committee Chair

6. APPOINTMENT OF BCLTA LIASION

10:30 – 10:33

7. APPOINTMENT OF SIGNING OFFICERS

10:33 – 10:35

Motion to appoint as signing officers:

Board Chair

Finance Committee Chair

Secretary to the Board

Chief Financial Officer

Public Services Manager

Public Services Manager

Stephanie Hall

Don Nettleton

Georgia McKay

Monica Gaucher

8. POLICY AND PLANNING REPORT – Chair Karla Kozakevich

10:35 – 11:05

8.1. Permissive Tax Exemption

10:35 – 10:40

Motion:

That staff send letters to municipalities and regional districts that currently assess property tax on properties the ORL leases privately, to ask whether the ORL would be eligible for a permissive tax exemption, and that staff continue to work with the province on determining what avenues there are for a shift in provincial legislation to include libraries in privately leased space.

8.2. New (Kids) Library Cards

10:40 – 10:45

Motion:

That the Board approve waiving the library card replacement fee during a six month initiative around distribution of special look and promotion cards, to be rolled out in early 2016.

8.3. Endowment Funds/Community Foundations

10:45 – 10:50

Motion:

That the ORL invest \$5,000 in the Shuswap Community Foundation.

8.4. Access (Low Barrier) Card - Staff presentation

10:50 – 11:05

Motion:

That the ORL initiate the Access Card one year pilot as outlined by staff, with reporting at six months and a full evaluation after one year.

9. STAFF REPORTS

11:10 – 11:50

9.1. FACILITIES REPORT – Don Nettleton, CFO

11:10 – 11:15

- **Summerland Branch**

a) Memo from D. Nettleton dated 2/11/2016 (pgs. 15 – 16)

b) Spreadsheet: Summerland Building Cost Summary and ORL Building Reserve Costs to February 11, 2016 (pg. 17)

9.2. COMMUNICATIONS REPORT - Marla O'Brien, Communications Manager

11:15 – 11:20

9.3. CEO REPORT – Stephanie Hall

11:20 – 11:50

- Penticton Indian Band

- Attendance at BCLTA Conference (May 22 -23)

- Strategic Plan and Draft Operational Plan (draft operational plan to follow)

10. CHAIR AND TRUSTEE REPORTS

Board members will sometimes speak about branch visits or other Library related events in their munity

11:50 – 11:55

11. NEXT MEETING – Wednesday, May 18, 2016

12. ADJOURNMENT

12:00 PM

~ Lunch will be served at noon for those who wish to stay ~

DRAFT MINUTES

LIBRARY BOARD MEETING
HELD AT LIBRARY HEADQUARTERS
1430 K.L.O. ROAD, KELOWNA, BC
WEDNESDAY, OCTOBER 21, 2015
9:15 AM – 10:00 AM

NOTE
These Minutes Have Not
Yet Been Adopted by the
Library Board

"The purposes of this (Library Act) are...to encourage the extension and use of public library service throughout British Columbia...to enable the delivery of public service in British Columbia...to support improvements in Public Library service."

BOARD MEMBERS PRESENT:

Linda Werner, Armstrong
Gyula Kiss, Coldstream
Tundra Baird, Enderby
Tracy Gray, Kelowna
Owen Dickie, Lake Country
Lori Mindnich, Lumby
Carol Youngberg, Osoyoos
Rosemary Doughty, Princeton
Linda Nixon, Revelstoke

Tim Lavery, Salmon Arm
Jeff Mallmes, Sicamous
Andrew Casson, Spallumcheen
Erin Carlson, Summerland (Alt)
Catherine Lord, Vernon
Bryden Winsby, West Kelowna (Alt)
Larry Morgan, CSRD
Mike Macnabb, NORD
Karla Kozakevich, OSRD

BOARD MEMBERS ABSENT:

Caleb Moss, Golden
Sherry Philpott-Adhikary, Keremeos
Maureen Doerr, Oliver
Mario Vucinovic, Peachland

Wayne Carson, CORD
Joseph Pierre, Penticton Indian Band
Christopher Derickson, WFN

STAFF PRESENT:

CEO/Secretary to the Board Stephanie Hall; Financial Manager Don Nettleton; Public Services Manager – Customer Experience Georgia McKay; Public Services Manager – Programs & Partnerships Monica Gaucher; Information Technology Manager Jeff Campbell; Administrative Services Manager/Recording Secretary Leah Samson; Public Relations/Fundraising Manager Marla O'Brien.

AND:

Rose Jurkic, CUPE Representative

CALL TO ORDER

The meeting was called to order at 9:25 AM. Board Chair Catherine Lord introduced the guests.

1. ADOPTION OF AGENDA

MOTION 1

*Moved by Karla Kozakevich, seconded by Lori Mindnich,
THAT the agenda be adopted.*

Additions:

- Discussion re dates and times was added under Item 7 Next Meeting.
- Discussion re distribution of spreadsheets was added under Item 6 New Business.

With this change, the agenda was adopted.

2. APPROVAL OF PREVIOUS MINUTES**MOTION 2**

Moved by Larry Moran, seconded by Lori Mindnich,

THAT the minutes of the meeting held September 16, 2015 be approved as circulated.

Carried

3. FINANCE COMMITTEE REPORT – Chair Lori Mindnich**3.1. Budget Related Policy Items:****a) Property Tax Exemption Policy: Discussion – Steph Hall & Don Nettleton**

- Memo from Don Nettleton dated 10/6/2015

Recommendation from Policy and Planning Committee to the Board:

THAT the ORL move forward to discussions at the provincial level.

Stephanie Hall reported that this item had been reviewed by the Policy and Planning Committee. She reviewed the highlights of the memo and noted that Salmon Arm council would like to see the matter of leased property tax exemptions come through as a formal ORL policy. The Policy and Planning Committee recommended approaching the province to see if they can clarify ORL's classification in relation to the permissive tax exemption. Following a discussion on options, there was general consensus to support the Committee's recommendation.

MOTION 3

Moved by Larry Morgan, seconded by Gulya Kiss,

To direct staff to move forward with a discussion at the provincial level to request clarification and the level of support around property tax exemptions for leased library space, and to report back.

Carried

b) Revised Furnishings Policy – Don Nettleton

At the May 2015 board meeting, the board passed a motion for a new policy that would bring the cost of ongoing furnishing replacement into the budget with a pooled reserve for ongoing furniture replacement. The estimated cost of \$100,000 is included in the 2016 budget proposal, to be voted on under Item 3.2 as part of the budget vote. The Committee had incorporated input from board members and proposed policy language was presented.

MOTION 4

*Moved by Lori Mindnich, seconded by Linda Nixon,
THAT the draft revised furnishings policy be approved as presented.
Carried unanimously.*

**c) Population Figures for ORL Levy Distribution
2016 Member Assessment Levy Spreadsheet
Revised Weighted Votes 2015/2016 – Steph Hall & Don Nettleton**

- Memo from Don Nettleton (distributed)
- Draft 2016 Member Assessment Levy Spreadsheet
- Spreadsheet re population figures

Stephanie Hall reported on substantial fluctuations over the past several years with the Westbank First Nations and the Central Okanagan Regional District population figures from BC Statistics. With such unstable numbers, staff and the Committee put forth a recommendation for a reasonable methodology, by using the overall growth of the RDCO from the census year until now and applying that average percentage to the WFN and RDCO areas, equal to a 6.4% population growth. This would be reassessed at the next census. WFN and RDCO expressed support of the proposal as a fair solution.

Concern was raised as to why this provincial operational issue would be the board's responsibility, and how this matter affects all the municipalities in the ORL service area. Staff reported that the BC stats numbers, now that they have been adjusted for the 2011 census, seem to be tracking correctly in pretty much every other area. The unincorporated areas of the RDCO and WFN lands appear to be the outlier.

MOTION 5

*Moved by Mike Macnabb, seconded by Tracy Gray,
To direct staff to write a letter on behalf of the board to the province to express concerns
with the inaccuracies of the BC statistics population figures.
Carried unanimously*

MOTION 6

*Moved by Lori Mindnich, seconded by Mike Macnabb,
To use the BC Stats population figures as provided by the Ministry, showing the adjusted
figures for CORD and WFN using the average population growth of all of the Central
Okanagan since the last census.
Carried unanimously by weighted vote.*

3.2. Budget Year 2016 – Lori Mindnich

The draft budget had been presented at the last meeting. There was no further discussion.

a) Receipts and Disbursements summary spreadsheet (Budget Worksheet)*MOTION 7*

Moved by Lori Mindnich, seconded by Larry Morgan

THAT the 2016 budget, with an overall net increase of \$351,818 (1.98%) or total expenditures of \$18,247,446 be approved.

Carried unanimously by weighted vote

Roughly half of the 1.98% increase will fund negotiated staff wage increases. Other increases include the change in furnishings policy, inflationary rent, utilities, book and e-Resource costs as well as the effect of the lower Canadian dollar.

b) Working Reserve Spending Plan Change Summaries*MOTION 8*

Moved by Lori Mindnich, seconded by Larry Morgan

THAT the 2016 working reserve spending plan, as per the summary worksheet presented at the September 16, 2015 board meeting, be approved.

None opposed.

Carried unanimously by weighted vote

4. POLICY AND PLANNING COMMITTEE – Chair Karla Kozakevich**4.1. Draft Policy: Low Barrier Card - Memo “Barriers to Access” Staff Recommendations**

Karla Kozakevich reported that the draft policy had been previously reviewed by the board with a directive to report back with loss rates. Staff had provided information from Vancouver Public Library and Edmonton Public Library and from this data had provided a rough guess of \$7500 annually, however, this is only an estimate and the value would have to be tracked in any pilot to give accurate numbers for our area. Regular cards also have a loss rate, which tends to be lower. The policy recommendation is not yet ready for formal consideration, but will likely involve a one year pilot. The committee members wanted to provide an early preview to get a sense of the board’s thoughts and concerns.

Board members will provide any feedback on the draft policy to Leah Samson and Karla Kozakevich and the Committee will report back.

4.2. Wi-Fi

Karla Kozakevich reported that some branches have experienced public issues with the 24/7 Wi-Fi hours of operation. Stephanie Hall reported that service will be shut down overnight for those specific branches.

4.3. Endowment Funds | Community Foundations – Memo from Marla O'Brien

Karla Kozakevich reported that the Committee is recommending a policy where funds would remain in each community until they reach \$10,000, at which time they would be reinvested, and that funds would be used in each of their local regions. Marla O'Brien reported that her memo provides an answer to the options that could be available for a foundation that would be best for the Columbia Shuswap region.

4.4. New Library Cards

Karla Kozakevich reported that the Committee has approved a staff proposal to waive the library card replacement fee during a six month initiative around distribution of special look and promotion cards, which would be rolled out in the New Year. The Committee will report back.

5. BOARD CHAIR REPORT

Catherine Lord reported on her recent meeting at UBCM with BC Education Minister Mike Bernier. Discussion included how regional libraries have been excluded from additional funding which has been granted to library cooperatives and federations. Also discussed was joint service provision and partnerships with the province. She expressed that the province is paying more attention to public libraries. She will forward a more detailed memo and report to the board.

6. NEW BUSINESS

Concern was raised around the lack of readability of financial spreadsheets. Don Nettleton and Leah Samson will discuss options for improvement.

7. NEXT MEETING – Wednesday, November 18, 2015 (+ Strategic Planning Session #3)

Options for meeting dates and times were discussed but no consensus was reached. Staff will administer a poll.

8. ADJOURNMENT

MOTION 9

*Moved by Jeff Malmes, seconded by Gyula Kiss,
THAT the meeting be adjourned.*

Carried

The meeting adjourned at 10:20 AM.

BCLTA REPORT TO THE ORL BOARD

February, 2016

To refresh everyone's memory, the BCLTA represents boards and trustees of public libraries in BC. Its mission is "to support and represent trustees in advancing public libraries." The association strives to provide a range of services to the members while also presenting organized representation to local, provincial and federal governments on behalf of library trustees.

The board of 12 meets twice a year in person and monthly by teleconference. The new executive director, Barbara Kelly came on board in December. While she is working on the many tasks that are in process, she has been a great help in preparing for the **AGM and Conference to be held on May 13 and 14 at the Sheraton Vancouver Airport Hotel in Richmond**. The conference offers a good opportunity to reach out to partners, colleagues and community and to promote professional development

The working title is, "Libraries Connect." At this time the program is in development and a conference communication plan is in process. Pre-conference working sessions include a TOP seminar and "Chairing the Board," followed by a reception Friday evening with "Lightening Talks" (quick anecdotes) and entertainment. The program starts on the Saturday and Regional Libraries session is tentatively scheduled for early afternoon.

As a follow-up to the meetings held with Minister Bernier during UBCM, later this month representatives from the BCLTA, ABCPLD, BCLA, BCLC and Libraries Branch will gather to prepare for a meeting with the Deputy Minister in March. As some may recall, the September meeting was held to ask assistance to aid government and library resources to work together with a goal of finding better ways to establish dialogue and cooperation on education and jobs programs.

The Strategic Plan working group is now focussing on the implementation of tasks for the planning period 2016-2018. The board is also working with Libraries Branch for funding a special project that has three components: assessment of trustee training needs and delivery options, a needs assessment of Specific and Regional requirements for TOP, and development of pilot approaches and materials.

I am stepping aside from my BCLTA role to request that this board actively encourage participation in the AGM and Conference. There are 71 boards and over 700 trustees represented, and although we have over 90 libraries and over 100 plus trustees in the regional system, there is no provision for a regional library seat on the BCLTA board. I believe that it is imperative that we continue our representation, and furthermore, that it would be reassuring to see a trustee from ORL, FVRL and/or VURL run for this position on May 14, and be elected to the BCLTA Board. The Board strives to meet the needs of the very diverse members and communities it serves, from small rural to large municipal and regional libraries.

Thank you for the opportunity to have served on this provincial board.

Respectfully submitted,
Carol Zanon

2016 Nominations Committee Report

Nominations

1. **CHAIR**
Catherine Lord
2. **VICE CHAIR**
Catherine Lord
Lori Mindnich
3. **FINANCE**
Catherine Lord
Lori Mindnich
4. **POLICY AND PLANNING**
Catherine Lord
Karla Kozakevich
5. **PERSONNEL**
Catherine Lord
Tundra Baird
6. **BCLTA LIAISON**
Catherine Lord

Would like to sit on a committee:

Finance

Catherine Lord (VE)
Wayne Carson (CORD)
Lori Mindnich (LU)
Larry Morgan (CSRSD)
Linda Nixon (RE) - if needed
Gyula Kiss (CO)
Tracy Gray (KL)

Personnel

Catherine Lord (VE)
Wayne Carson (CORD)
Lori Mindnich (LU)

Policy & Planning

Catherine Lord (VE)
Wayne Carson (CORD)

Larry Morgan (CSRSD)
Linda Nixon (RE) – if needed

Special thanks to all who have put their names forward.

Memorandum

To: ORL Board Members
CC: Stephanie Hall
From: Don Nettleton, CFO
Date: 2/11/2016
Re: Draft Interim Financial Report on Summerland Building Project

The new Summerland Library opened to the public in early October 2015. This building not only is a very beautiful addition to Main Street, but has also proven to be very functional. We are noting that many of the uses that were envisioned during the design charrette, and that are part of the future of libraries as envisioned in our new strategic plan, are starting to take place. Local staff also report that circulation and visits are up about 15% so far, and that they continue to see new users and issue new library cards each week. The overall verbal feedback that we are getting from the local community is the facility is bright, exciting, very inviting and a wonderful addition to the community and long over-due.

Costs:

Attached is a spreadsheet including the costs to date for the Summerland Project, and also a summary of the Building Reserve Balance. There are still a couple of minor holdback payments and costs related to work that is awaiting warm weather that still are outstanding but they are quite small (should be under \$25K). The local community are also still fund raising for installing fencing around the readers terrace which we hope can go ahead in the next few months.

The total project cost to date is \$4,827,119 of which the ORL funding is \$4,574,839. The Board had approved the expenditure of \$4,250,000 from the Building Reserve Fund toward this project which means that the project currently sits about \$325,000 above the approved Board funding. This shortfall will be covered from a drawdown of accumulated surplus.

Background to the Overage:

We have been reporting since the early stages of planning and construction that the budget was proving to be very challenging and we anticipated being over budget. Early QS estimates that we received in the fall of 2014, after design was completed but fast track construction was underway, indicated that we could be \$5-600,000 over budget. In addition to the building itself the project had very significant on and offsite development costs due to being in the heart of downtown and having 3 sides of frontage.

After this QS report was received, the project team worked to redesign some of the mechanical, electrical, and other architectural features, which were still not tendered or possibly able to be changed, to try to bring costs back closer to budget. After redesign we were in the neighborhood of \$225,000 above budget including a very small remaining contingency of around \$200,000 and this information was reported to the Board and building committee at that time. We had no choice but to proceed while hoping for some good tendering results and minimal changes so that we might be fortunate enough not to need all of the contingency. Unfortunately, we ran into some construction issues which required us to fully utilize the contingency and a bit beyond. Key issues included:

- Replacement of a major subcontractor which not only resulted in the additional costs to remove them and hire a replacement but also cost us through the loss of 6-7 weeks of time
- Time loss noted above, causing some firms to drop out of later bidding as our timelines became inflexible and they found other work while waiting.
- Size, location, and timelines of the project resulted in a thinner pool of tenders, and resulting higher costs.
- Escalation of construction costs over the period.

In summary, we were able to manage the original QS estimate of \$5-600,000 shortfall, which we received mid project, to end up being only half of that estimate, but we were unable to eliminate it entirely. As noted, current receipts put the project at \$325,000 over budget, with an estimated \$20,000-\$25,000 in additional receipts yet to be received. The project was completed in a fast timeframe of 14 months and the building is performing well thus far, with high community satisfaction reported to date.

Draft Interim Report - Summerland Building Cost summary and ORL Building Reserve Costs to February 11, 2015

ITEM 9.1 b)

Summerland building Cost and Building reserve account

2014

Additions to reserve in 2014
 Cost of Land in 2014
 Building under construction 2014

Less SU project costs taken out in 2014

2015

Additions to reserve in 2015

Less SU project costs to be taken from reserve in 2015

FOSSIL furniture items on Dec 9 invoice of ORL
 Fossil October 23 billing items
 DOS Dec 14 furnishing items
 Estimated cost of benches and install

Adj entry to A/C 090310hq for remaining cost of building

Total SU project Costs to Date

Less Contributions from other sources

District of Summerland

Reimbursement of cost of electrical offsite burying charges
 Wider sidewalks and upgrade to matching pavers
 Anticipated reallocation of \$60K budgeted by DOS for utility moving
 Furnishing invoice Dec 14

Other donations re benches and misc in donation rev acct

FOSSIL reimbursements for additional furnishing and building enhancements

October 23 invoice payment
 December 9 invoice

Total contributions from other sources above

Net ORL Funding that was used on the SU project to date

ORL Costs to date Over ORL approved budget amount

	SU Building Costs	SU Land Costs	Total Project Cost	Furnishing Costs	Building Reserve acct 090310-hq reconciliation		
					charges to acct	contributions	Balance
Balance of Building reserve Dec 31 2013							\$ 4,524,193.00
		\$ 957,470.00			\$ 957,470.00	\$ 50,000.00	
	\$ 816,587.00				\$ 816,587.00		
Vernon flood related costs taken from reserve					\$ 2,024.00		
					\$ 1,776,081.00	-\$ 1,776,081.00	
Balance of Building reserve Dec 31 2014							\$ 2,798,112.00
							\$ 50,000.00
Less SU project costs to be taken from reserve in 2015	\$ 2,475,943.00					-\$ 2,475,943.00	
						-\$ 4,250,000.00	
Balance Building reserve Dec 31, 2015 should be							\$ 372,169.00
FOSSIL furniture items on Dec 9 invoice of ORL				\$ 14,303.08			
Fossil October 23 billing items				\$ 16,534.65			
DOS Dec 14 furnishing items				\$ 128,766.16			
Estimated cost of benches and install				\$ 7,500.00			
Balance of reserve, after adj for DOS and FOSSIL contr removed (13876.95-32000-28547-43280-115000)							-\$ 204,950.05
Adj entry to A/C 090310hq for remaining cost of building	\$ 577,119.05						\$ 577,119.05
Balance Building reserve Dec 31, 2015							\$ 372,169.00
Total SU project Costs to Date	\$ 3,869,649.05	\$ 957,470.00	\$ 4,827,119.05	\$ 167,103.89			
Less Contributions from other sources							
<i>District of Summerland</i>							
Reimbursement of cost of electrical offsite burying charges			\$ 115,000.00				
Wider sidewalks and upgrade to matching pavers			\$ 32,000.00				
Anticipated reallocation of \$60K budgeted by DOS for utility moving			\$ 60,000.00				
Furnishing invoice Dec 14				\$ 128,766.16			
<i>Other donations re benches and misc in donation rev acct</i>			\$ 2,000.00	\$ 7,500.00			
<i>FOSSIL reimbursements for additional furnishing and building enhancements</i>							
October 23 invoice payment				\$ 16,534.65			
December 9 invoice			\$ 43,280.00	\$ 14,303.08			
Total contributions from other sources above			\$ 252,280.00	\$ 167,103.89			
Net ORL Funding that was used on the SU project to date			\$ 4,574,839.05				
ORL Costs to date Over ORL approved budget amount							-\$ 324,839.05

ORL Strategic Plan – Preliminary Draft

January 28, 2016

Mission

Connecting curious minds

Vision

People throughout the Southern Interior enjoy lifelong learning, creativity and transformation through free access to their library

Values

Learning and Discovery

We are here to help you learn, discover, create, and connect. This is our highest and best purpose, and everything we do is in the service of this function.

Equity

To the best of our ability, we provide equity of access to the tools of discovery, learning, creation, and connection. Regardless of ethnicity, religion, age, gender, sexual orientation, ability, wealth, or social status, you are welcome within our doors.

Intellectual Freedom

We champion access to information and exposure to diverse points of view. The library as a public institution supports the free exchange of ideas as a fundamental part of democratic society.

Community

We are here to connect people and to serve the needs of our communities. We are a gathering place, and a welcoming space for the lively exchange of ideas.

Innovation and Responsiveness

We value innovation and fresh thinking. We work to understand the needs of the people we serve, and we embrace change in order to meet those needs.

Sustainability and Accountability

We are efficient stewards of our fiscal and environmental resources. We are accountable and avoid waste.

Themes

1. *Our library advances learning, creativity, and imagination*
2. *Our library is an integral part of life in our diverse communities*
3. *Our library branches are innovative, inviting and reflect their communities*
4. *Our library is focused on customer service, staffed by learners confident in their abilities*

1 Our library advances learning, creativity and imagination

Our priority has always been on reading and learning, but technology is changing the way people learn. The library is evolving to reflect that.

Strategies and objectives

We will

1. Advance learning and literacy

- Foster the joy of reading and learning
- Help people identify and build the skills they need
- Embrace technology
 - Help people learn about technology and how to apply it
 - Provide opportunities for people to use new technology

2. Spark imagination and creative connections

- Pilot new tools and services that support creativity, imagination, and entrepreneurship
 - Connect with creators, community groups and entrepreneurs to learn what tools and services they'd most like to see. This could include technology (laser cutters, 3d printers), software, use of space, educational workshops, or other services.
- Deliver opportunities for creative people to connect and create
- Identify and showcase local culture and expertise
 - Celebrate local Aboriginal culture and the diverse cultures of the Southern Interior
 - Invite talented local people to share what they know

2 Our library is an integral part of life in our diverse communities

Our communities are diverse, but we are stronger together. This Direction is about listening to those in our communities and addressing their unique needs. It is about making ORL a library system that represents the best of working cooperatively combined with the best of providing flexible service responses.

Strategies and objectives

We will

1. Engage with our communities

- Integrate the library into local planning processes and related community conversations
- Actively explore community and cultural needs, and tailor services accordingly while maintaining a baseline of service across the region
- Develop programs and partnerships that integrate the library into the community

2. Communicate

- Strengthen and broaden awareness of our services in our communities
- Align our communication reflects our changing role
- Improve our understanding of both patrons and non-patrons in order to better connect with both
- Assess our performance and the relevance of our services regularly

3 Our library branches are innovative, inviting and reflect their communities

Is the library a bit bland? Maybe. Does it need to be? No! We have the unique opportunity to refresh and reinvent in response to changing needs in our communities. Bring it on.

Strategies and objectives

We will

1. Reconfigure our facilities to focus on the services communities want

- Create welcoming, high quality spaces that are optimized for books, materials and technology
 - Make creative use of our window space, street presence, displays, and high visibility areas
 - Reflect cultural diversity, including Aboriginal culture, through the incorporation of local art and in the creation of culturally welcoming spaces
 - Reflect all kinds of diversity
 - Improve our infrastructure to support the flexible use of traditional materials and technology within our spaces
- Free up floorspace for alternative uses by ensuring our collections are space efficient and relevant
 - Alternative uses could include: community space, group and individual study space, technology labs, office away from home, playful children's spaces, etc.
- Create a flexible facilities plan that sets guidelines and creates long term priorities for re-imagining our spaces
- Use flexible elements to open up spaces.
- Design spaces that have a clear and appealing visual focus
- Invite the outside in – partner with outside agencies to bring in fresh programs and displays

2. Provide an excellent online and experience

- Audit the online and personal experience
- Simplify our processes to improve the library experience
- Improve virtual services

4 Our library is focused on customer service, staffed by learners confident in their abilities

ORL staff care about their patrons – we see it every day. We need to make structural changes to enable staff to provide effective services that continue to make a difference in peoples lives.

Strategies and objectives

We will

- 1. Develop our workforce to reflect changing service roles** (50 in total...)
 - Update job descriptions, required competencies, training and professional development offered to reflect the changing service roles of the ORL
 - Attract, develop, and retain staff who embrace co-learning and who are passionate about customer service
 - Find innovative ways for staff to train, interact, and share knowledge and build on successes
 - Liberate staff from the desk; integrate mobile tools and other technology into daily workflows

- 2. Foster a culture of innovation in service to library users** (30 in total)
 - Encourage our ORL team to look through the lens of the people using the library, providing more enjoyable, effective and efficient services.
 - Empower staff to resolve patron issues ('see a problem, fix a problem').
 - Give staff opportunities to pilot, to experiment, and to innovate in the service of the patron

2016 ORL Operational Plan

In 2015, the Board and staff of the Okanagan Regional Library embarked on a year of planning and consultation to create a new strategic plan that was truly based on community needs and input. The plan is ambitious and leads the ORL into new territory. Over the coming three to five years, this plan will determine priorities for the ORL. Each year, an operational plan update will be provided to the board to ensure the operational priorities continue to match the strategic plan’s goals, and progress will be reviewed bi-annually.

The four main strategic directions identified were:

1 Our library advances learning, creativity and imagination

2 Our library is an integral part of life in our diverse communities

3 Our library branches are innovative, inviting and reflect their communities

4 Our library is focused on customer service, staffed by learners confident in their abilities

Considering the scope of each of those four themes, the number of potential activities and initiatives is enormous. In prioritizing deliverables for year one, consideration was given to the input of the board and staff planning teams, and also to the logical progression of development in these areas (for example, creating a facilities master plan would normally come before rolling out a massive program of facilities changes).

Priority 1: workforce

4. 1 Develop our workforce to reflect changing service roles

Deliverables in 2016:

- Create a roadmap for changes to staffing structure over the next 3-5 years
 - o we will see an increasing emphasis on technological and community building skills

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
HR Manager	Senior Management (planning and trends analysis assistance)	2016	<ul style="list-style-type: none">- staff, union, and management consultations completed- Research on patron needs and trends completed- Plan created, including transitional steps and timeline- CEO approval- Plan communicated & implementation begun

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- Update job descriptions and required competencies to reflect changing needs

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
HR Manager	Senior Management	2016/17	<ul style="list-style-type: none"> - Competencies articulated (goes hand in hand with the work of the staffing structure plan) - Job descriptions are updated and signed off - Recruitment and career path information updated

- Pilot new service models in branches

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
Georgia McKay	Monica Gaucher, Jeff Campbell, SCC	2016	<ul style="list-style-type: none"> - LEAP mobile circ pilot completed and evaluated (including patron evaluation) - Self-checkout use increased in pilot branches

- Develop and implement a training plan for ORL staff

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
HR Manager	Senior Management	2016	<ul style="list-style-type: none"> - Staff and management consultation complete - Training priorities for 2016 identified and tied to available budget - Plan complete, with CEO approval - Plan communicated

- Pilot youth services hub training model

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
Monica Gaucher	Youth Services team	2016	<ul style="list-style-type: none"> - Planning and logistics completed - Training delivered - Evaluation completed

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- Institute formal supervisory training

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
HR Manager	S. Hall in acting HR manager capacity, Karen Barrett	2016	<ul style="list-style-type: none"> - A key component of the training plan is the need for supervisory training (see plan deliverables above) - One session of supervisory training to be delivered in May, 2016

4.2 Foster a culture of innovation in service to library users

Deliverables in 2016:

- Conduct sessions with branch staff to do local area planning in alignment with the strategic plan (what does the plan mean for my branch? what will we be making a priority over the next 3-5 years)

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
PSMs	Steph Hall, branch staff	Spring, 2016	<ul style="list-style-type: none"> - Majority of permanent branch staff have personally engaged in strategic planning - Local area plans are completed and used in the branches to help determine priorities - Evaluation is completed (local plan deliverables, patron response, etc.) in late 2016/early 2017

- Articulate and promote the service ethic we wish to see. Communicate this through multiple channels throughout the year, including during training, during the branch by branch strategic planning roll-out sessions, and through in house communication channels

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
Steph Hall	Georgia McKay, Marla O'Brien, System Circulation Coordinator, Reference and Instruction Coordinator	2016	<ul style="list-style-type: none"> - Service ethic statement complete and is communicated in numerous ways - Service ethic is embedded in training and in public services manual, reference training materials, etc. - Year end evaluation is completed

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- Assess policy areas that are causing staff-patron friction

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
Georgia McKay	System Circulation Coordinator, frontline service committee, CEO	2016	<ul style="list-style-type: none"> - 'Today I bent a rule' initiative is completed (first half of 2016) and analysis complete - Analysis of patron complaints - Frontline Services Committee (to be formed) provides policy recommendations to the Board's policy and planning committee - Changes to policy and procedure are reflected in the public services manual and staff training

- Review workflows to free up staff time for higher priority activities and improve patron service

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
Georgia McKay, Steph Hall	System Circulation Supervisor, System Materials Handling Coordinator, Librarian lead (TBD)	2016	<ul style="list-style-type: none"> - Centralized review complete by April 15 - Circulation and Materials Handling reviews complete by year end, including floating collection and re-allocations - Information services review

- Celebrate staff successes that occur through the year

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
HR Manager	Senior Management, Supervisors, Marla O'Brien	2016	<ul style="list-style-type: none"> - Multiple acknowledgements occur through various channels - Re-examine service and retirement acknowledgements - Communities independently recognize the work / community impact of ORL staff

Priority 2: facilities, partnerships, communication, and services

1.1 Advance learning and literacy

1.2 Spark imagination and creative connections

Deliverables in 2016:

- Pilot new technology and technology based programs in branches, evaluate and report to the board

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
Steph Hall	PSMs, Jeff Campbell, Innovation team	2016	<ul style="list-style-type: none"> - Innovation team formed - Multiple programs and pilots conducted - Evaluation completed - Recommendations for public technology roll-out in 2017 completed

2.1 Engage with our communities

2.2 1.2 Spark imagination and creative connections (Identify and showcase local culture and expertise / Celebrate local Aboriginal culture and the diverse cultures of the Southern Interior)

Deliverables in 2016:

- As noted above, conduct local area planning sessions with branch staff to roll out the priorities of the plan and how they relate to local communities

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
PSMs	Steph Hall	Spring 2016	<ul style="list-style-type: none"> - As above

- Branch staff prepare a summary of community diversity and community needs prior to local planning activities

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
CLs and Branch Heads	CEO provides parameters, Leah Samson provides assistance to branches as needed	Spring, 2016	<ul style="list-style-type: none"> - Branches have conducted a mini-scan of the diversity of their communities and prepared a brief report for review by PSMs and CEO prior to branch planning - Branches use findings to inform local planning

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- Launch the Community Engagement Coordinator for the central region

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
Monica Gaucher	RDCO area branch heads and CLs, Reference and Instruction Coordinator, CEC	Spring 2016	<ul style="list-style-type: none"> - CEC commences work - Workplan for 2016 finalized - Meetings with all RDCO area branch heads and CLs

- Create and implement a strategy for connecting to intersectoral planning tables and local government cultural and related planning processes

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
Steph Hall	PSMS, CLs and Branch Heads, CEC, Leah Samson	2016	<ul style="list-style-type: none"> - Catalogue of key tables is completed - Plan completed - Requests to join key tables generated - Staff assigned and provided with deliverables

- Pursue partnerships with major institutional partners in the key areas of learning and technology

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
Steph Hall	Monica Gaucher, external partners (for example, KIG, UBC, OC)	2016	<ul style="list-style-type: none"> - Kelowna downtown branch partnerships formalized - Other key potential partnerships identified & a plan for investigation / making contact completed

2.2 Communicate

Deliverables in 2016:

- Finalize the first annual communications plan for the ORL in early 2016
- Fulfill the goals of the plan

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
Marla O'brien		2016	<ul style="list-style-type: none"> - Plan complete, with CEO approval - Plan will be barebones in 2016, due to staffing shortages

3.1 Reconfigure our facilities to focus on the services communities want

Deliverables in 2016:

- Create a functional facilities master plan for the ORL

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
Steph Hall and Don Nettleton	PSMs, Jeff Campbell, possible external consultant	2016	<ul style="list-style-type: none"> - Facilities survey completed - Functional plan for ORL facilities completed (includes major project prioritization, articulation of new space requirements, etc), and presented by staff to Board Policy and Planning committee or subcommittee.

- Renovate the downtown Kelowna branch

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
Don Nettleton	Georgia McKay, Steph Hall, branch staff, project manager	2016 (phase 1)	<ul style="list-style-type: none"> - Phase one deliverables finalized, after consultation with city and institutional partners, and taking into account public and staff feedback. - Project Manager hired and project schedule developed - Phase one complete in 2016

- Prepare a recommendation on the feasibility of an additional express branch on the Westside and create an implementation plan for service improvements

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
Steph Hall	Don Nettleton, Monica Gaucher, CEC, Elena Doebele	2016	<ul style="list-style-type: none"> - Consultation with Westbank First Nation, Westside residents, City of West Kelowna, and other appropriate groups complete - Recommendation is brought forward to the board along with implementation plan, if appropriate, by September meeting

3.2 Provide an excellent online and in person experience

Deliverables in 2016:

- Audit the patron experience and develop recommendations based on findings

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
Georgia McKay	System Circulation Coordinator, Virtual Branch Librarian, Assessment and Technical Services Coordinator, Frontline Services Committee	2016	<ul style="list-style-type: none"> - Measures and instruments developed by May 30 – should be able to be replicated in a future year - Assessment implemented by November 30 - Results and recommendations communicated to the board and staff - Recommendations incorporated where appropriate into 2017 workplans - Audit to be conducted again after a suitable interval (2018?)

- Improve virtual services
 - o Launch new website after conducting patron testing

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
Jeff Campbell (newly assigned)	Virtual Branch Librarian, Website committee, Graphically speaking	First half of 2016	<ul style="list-style-type: none"> - Website is finalized, tested (patron testing) and rolled out in concert with bibliocommons in the first half of 2016 - Evaluation conducted and bugs resolved

- o Launch the return of Bibliocommons

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
Jeff Campbell (newly assigned)	Virtual Branch Librarian, Assessment and Technical Services Coordinator, ILS group, vendor (bibliocommons)	First half of 2016	<ul style="list-style-type: none"> - Website is finalized, tested (patron testing) and rolled out in concert with bibliocommons in the first half of 2016 - Evaluation conducted and bugs resolved

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○ Implement e-commerce

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
Jeff Campbell	Don Nettleton	2016	<ul style="list-style-type: none">- Staff and patron requirements compiled- Options presented to CEO by June 15- Project implementation complete by end of 2016

○ Expand online offerings

<i>Lead person</i>	<i>Others involved</i>	<i>Timing</i>	<i>Success measure</i>
Virtual Branch Librarian	Georgia McKay, Jeff Campbell, collection team	2016	<ul style="list-style-type: none">- Launch PressReader and Lynda.com- Evaluate patron demand and new offerings- Provide a trend report tied to a budget ask for any new offerings planned for 2017 to Don Nettleton by April 30.