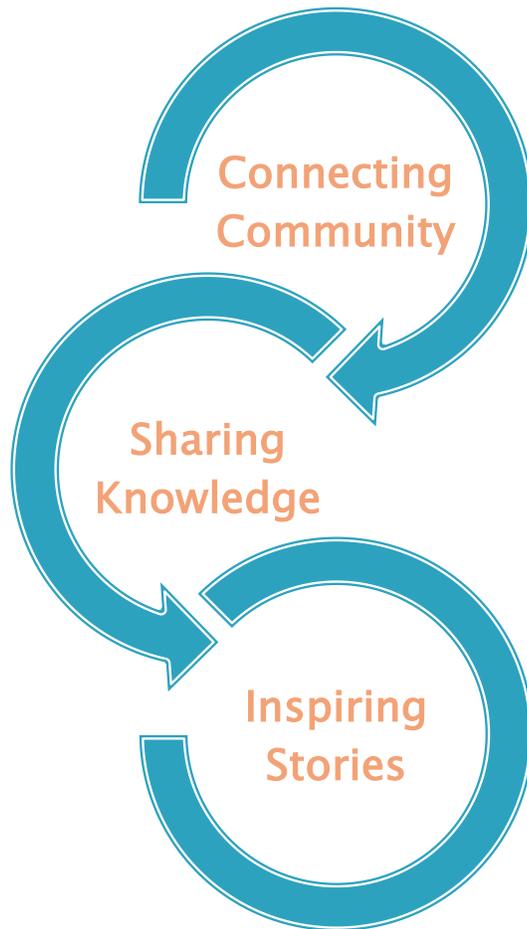


# North Vancouver District Public Library 2017 – 2019 Strategic Plan



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## MESSAGE FROM THE MAYOR

At the heart of our thriving community lies an integrated network of organizations that work efficiently and resourcefully to expand and enhance recreational, cultural, and intellectual activities for our residents. Our libraries are one of these foundational resources that help support our intellectual and social health—a key component of the District’s Official Community Plan.

Our libraries are spaces for community gathering and cultural expression, connective hubs that propel social well-being and serve as informal learning centres. You’ll find a carefully curated collection books at NVDPL, but also eBooks, audiobooks, accessible formats, diverse and unique programming, and a variety of inclusive activities—all of which are vital components to an engaged, informed, and healthy community.

On behalf of the District of North Vancouver Council, we commend the North Vancouver District Public Library on its new Strategic Plan.

Richard Walton,  
*Mayor, District of North Vancouver*

## MESSAGE FROM THE BOARD CHAIR

The North Vancouver District Public Library Board is thrilled to present its new Strategic Plan that will guide our decisions throughout 2017-2019. It reflects NVDPL's guiding principles, engages our strengths, and encourages action in our areas of opportunity. It comprises bold, achievable, and carefully considered opportunities, and we are eager and excited to deliver on these commitments to residents and stakeholders in the District of North Vancouver.

The document is the outcome of a dedicated, attentive process; we've undertaken collaborative strategic workshops, consulted data and research from patron satisfaction surveys, sought counsel from organizations and colleagues, consulted organizational strategy leaders, and collected thoughts from our accomplished NVDPL management team. The NVDPL will be a connected, current, and leading learning hub.

On behalf of the North Vancouver District Public Library Board I would like to thank all those who have contributed to the creation of this guiding document. In particular, I would like to thank the District of North Vancouver, as well as North Vancouver District Public Library Trustees and staff. We are confident the operational changes implemented will enrich the lives of current and future patrons and we are excited to facilitate the collective success of our community.

David Porter,  
*Board Chair*

## EXECUTIVE SUMMARY:

### MESSAGE FROM JACQUELINE VAN DYK

The North Vancouver District Public Library is proud to support a culture of learning and a love of reading in our diverse community of almost 90,000 residents. Since the adoption of a transformative Strategic Framework in 2014, NVDPL has reoriented its programming and services to be more community-focused, connecting and partnering in new ways. This reorientation lays the groundwork for success—success that we will build upon in the next three years.

We know that a rapidly evolving knowledge economy demands more of learners, and learners demand more of the library. A new strategic plan will inspire service initiatives that support local residents and NVDPL's refreshed vision: to shape the District of North Vancouver's future by inspiring learning, discovery, creativity, and collaboration in local residents.

As we progress, we will honour fundamental library services while embracing emerging technologies and trends to enhance our future Library. Engaging with our community, we'll continue to build a comprehensive collection of physical titles and offer a diverse range of programs and events. We will facilitate lifelong learning and literacy. We will build on a culture of community collaboration. We'll connect our community to the tools and resources required to navigate and succeed in the digital world, to expand and grow our community's knowledge base. These are some of the goals we will work to fulfil throughout the next three years.

Our new plan is informed by current needs identified by our community, inspired by changing digital landscapes, and remains adaptive to accommodate future trends. On behalf of the Strategic Leadership Team and all Library staff, I would like to commend the hard work of everyone involved in bringing this vision document to life.

We welcome our revitalized framework with enthusiasm and we look forward to implementing performance-oriented work plans that will ensure our continued success in years to come.

Jacqueline van Dyk,  
*Director of Library Services*

## INTRODUCTION

A Strategic Plan provides the high-level direction needed by an organization to successfully pursue its Vision and Mission. This Strategic Plan is the primary expression of the direction that the North Vancouver District Public Library (NVDPL) intends to pursue and will provide guidance to the Board and staff.

Building on our successes of the past 52 years, this Strategic Plan will guide NVDPL's day-to-day management for the next three. Things will change over this time frame and the plan will be reviewed and revised as necessary.

To be effective, a Strategic Plan needs to be reflected in an organization's other planning and monitoring documents including Operational Work Plans, Budgets, Risk Management Plans and Individual Performance Plans. NVDPL is committed to doing this.

## NORTH VANCOUVER DISTRICT PUBLIC LIBRARY

### 1.1 *Organizational Overview – How we operate*

Over the past 52 years, NVDPL has grown from a small, largely voluntary library run by a small group of women in the Capilano Highlands and operating from private homes or a spare room in a fire hall, to become a comprehensive, full-service public library providing service to all residents of the District of North Vancouver. When NVDPL was formally established in 1964 it was serving a population of about 45,000 housed in 5 locations with a collection of approximately 28,000 items and a workforce of 3 full-time and 12 part-time staff <sup>1</sup>.

A municipality establishes a municipal library through a bylaw in accordance with the Community Charter and the Library Act. The Library is an independent legal entity within the powers given to it under the Library Act and is managed by a Library Board appointed by District Council. The Library is committed to its growth and evolution to continue serving the residents of the District in a client-centered, cost-effective manner.

NVDPL currently operates out of three locations that span the District of North Vancouver and house a physical collection of over 280,000 items and a growing selection of digital resources. The Library offers a full range of information services and learning opportunities.

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<sup>1</sup> For a history of the NVDPL see – cite Obee, Dave. Fifty! With a Fabulous Future: a History of the North Vancouver District Public Library. 2014.

The following provides a high-level overview of the current structure of the NVDPL:

### Organizational Structure<sup>2</sup>



### 1.2 *How we serve our patrons*

**Programs:** Operating with a budget under \$6m, the NVDPL provides library service to a population base of approximately 84,412 living in the District.<sup>2</sup> Operating 333 days per year at each branch, the NVDPL had 1,556,921 visits in 2015 and delivered 1,150 programs which were attended by 34,381 people in the same year. Programs reflect the needs and interests of the District’s population, and include storytimes, book clubs, author readings, and workshops. A few highlights for 2015/2016 include:

- Summer Reading Club: NVDPL consistently registers high numbers of children in the annual Summer Reading Club (In 2016, NVDPL registered 4,000 children; 36% of the local public elementary school population in our service area)
- TED Live-streaming: the Library provided community space for viewing and discussing ideas
- An Evening in Honour of Reconciliation: opportunity for community members to hear stories from the Truth & Reconciliation Commission and talk about what reconciliation means on a personal level; partnered with Reconciliation Canada

<sup>2</sup> Comprehensive 2011 Census data is available from Statistics Canada: <https://www12.statcan.gc.ca/census-recensement/2011/as-sa/fogs-spg/Facts-csd-eng.cfm?LANG=Eng&GK=CSD&GC=5915046>

- One on One Technology Training and Tech Tutors: librarians and teen volunteers helped patrons navigate their electronic devices and build digital literacy skills
- The North Shore Writers Festival: hosted the festival at the Lynn Valley library; co-sponsored by all three North Shore libraries
- Networking with Local Businesses event: chance for newcomers who had participated in a Job Search and Networking Club to meet with local employers; co-sponsored with North Shore Multicultural Resources
- Introduction to Philosophy: life-long learning and digital literacy; group viewing and discussion for MOOC (Massive Open Online Course)

**Collections:** A key service the Library provides is access to a broad collection of materials to interest a diverse population. The collection includes:

- Books – hard cover, large print, paperbacks, readers, picture books, encyclopaedias, dictionaries, foreign language books, government reports, etc.
- Periodicals - magazines, newspapers, consumer reports
- Digital collections – ebooks, downloadable audiobook, digital magazines and scholarly journals, streaming movies, downloadable books for the print or visually disabled, online databases, full-text daily newspapers
- Alternative formats – English language learning collections, large print, talking books on cassette or CD, MP3 and Daisy format, downloadable books for the print or visually disabled
- Audiovisual and Media – DVDs (films, TV, instructional and documentary), Blu-Ray, music and audiobook CDs, language-learning kits and games

Collection content is curated by our professional librarians whose selections are informed by publishing trends, patrons' ideas and staff suggestions, the Library's Collection Policy and the Strategic Framework.

The Library purchases extra copies to meet demand for hot items, within limits and budget constraints. We list everything in the online catalogue so that people can see what's available where, and can manage their holds and see when materials are due back.

**Services:** Qualified librarians are available by phone, email or in our branches to assist visitors with the library collection, spaces and programs. They also conduct programs like storytimes, recommend books and other materials, troubleshoot people's electronic devices, and provide training on a range of topics.

The online catalogue and website allow patrons to access the library remotely to use our digital resources and to manage their patron records. Other services that expand our reach include the email newsletter, social media channels, the email and telephone holds notification and interlibrary loan service and the Home Library Service.

## PLANNING CONTEXT

Public libraries face increasing pressure to provide programs and services to their communities, and do so with little or no extra funding. Public libraries have responded to this new reality with an innovative and collaborative programming. Similar to other public libraries there are a number of common themes that consistently arise at NVDPL: the need for new ways to use our spaces, staff development, robust technology and effective use of collections.

A major aspect of any strategic planning process is to undertake an environmental scan to better understand the needs of the community an organization serves. NVDPL's community is primarily the District of North Vancouver. NVDPL also provides services to other communities on the North Shore, and, to a much lesser extent, through its membership in InterLINK to other communities across the region.

NVDPL referred to its mission and values throughout the strategic planning process to ensure that the Library's strategic directions and goals support those foundational statements.

The Library also has a Strategic Planning policy (B-GOV-08), which states:

*"In order to ensure the Library Board is setting and communicating its direction for the Library, the Library Board develops, publishes and monitors a Strategic Plan. The Library Board will ensure that the establishment of annual work plans, budgets, performance measures and objectives are in alignment with its established Strategic Plan.*

*The Library Board is also responsible to develop, communicate and keep current the Library's statements on its vision, mission and values.*

*The Library's Strategic Plan is reviewed periodically to ensure it is on track, and is refreshed as required."*

### 2.1 *Changes in the Library Sector*

Public libraries face increasing pressure to adapt to change. These include technological change, change in how the public makes use of libraries, and change in the level of accountability demanded by funders and key stakeholders. There is also an evolving need to engage staff at all levels of our libraries to best prepare them to provide high level library

service in the face of those changes. These changes are not unique to NVDPL libraries.

A number of significant trends in the library sector apply to NVDPL:

- Libraries operate in three ways – the traditional role, providing access to physical collections; the modern role, providing digital resources both on and off site; and the community hub role, providing public spaces that support people and experiences.
- There has been a dramatic change over the past ten years. Digital collections and traffic are increasing and demand for printed books has slowed. Libraries are still relevant, still providing information, entertainment and enlightenment, it's just that the choice of medium has expanded and options have increased.
- Just as the digital collections and their use have grown during the past 10 years, digital visits to the libraries have increased enormously too. We're seeing a more than 100% increase in virtual visits to NVDPL over the past 10 years.
- Demand for library services is being reshaped by the digital landscape – and the digital landscape is itself being reshaped by societal, economic, market and technological forces. Today's consumers want information wherever they are, and they don't want to have to wait for it. Their online connections might have no obvious human element, but it takes real people working behind the scenes to make them happen.
- In-person library visits have remained consistent over the last ten years. We're seeing more patrons use our library in new ways and for longer periods of time.
- Today's librarian is a facilitator, a connector, a co-creator and a co-learner. In the age of Wikipedia and Google, a library's most valuable asset is the skilled librarian.
- The theory that information is power has never been truer than it is today. The public library is a key to providing access to that information. It helps us to bridge the digital divide, offering access to participation, entertainment, employment, and quality of life.
- Google, mobile technologies, Cloud computing and telecommuting are ubiquitous.
- The Internet is changing the function of everything. Advances in materials technology are changing the shape of everything and artificial intelligence is changing the job of everyone. Disruptive technologies have begun to change the global economy dramatically. The next 15 years are predicted to be even more transformational.

## 2.2 *Changes in Government Policy, Legislation or Regulatory Perspective*

As NVDPL began this strategic planning process, the Provincial Government had just initiated its own strategic planning process for public libraries across the Province. This will result in the first comprehensive plan for the Province since 2004 when the *Libraries Without Walls: The World Within Reach* was released. NVDPL will have to keep in mind the outcome of the Province's planning process.

The Province has stated its intention to release a strategic plan on libraries at the UBCM conference in the Fall of 2016.

An early insight into a working draft of the Province of British Columbia's new strategic vision document indicates the NVDPL and the Province of British Columbia's strategic goals are mutually supportive.

Draft strategies outlined in this draft document include: "Enabling Inspiring Libraries," by supporting initiatives to build local and regional capacity within the BC library community; "Fostering Connected Communities," focusing on the economic impacts of an integrated BC library ecosystem, where increasing library connections and shared access to resources may better support all communities, including under-served regions; "Creating Lasting and Sustainable Partnerships," focuses on building strong partnerships with local organizations that have related objectives to leverage resources; and finally, "Sharing the Story," which builds on previous goals to develop system-wide performance metrics and improve governance through data informed decisions.

While NVDPL concentrates on the importance of the human connection—a Library beyond the information trade—the Province of British Columbia's strategic directions underpin specific goals-based action items for NVDPL.

## 2.3 *Environmental Factors (See Appendix I)*

All strategic plans need to consider the world in which the organization operates. As part of building this plan, we reviewed the current environment in a number of areas.

The factors listed in the appendix are seen as those that will most directly influence the direction that NVDPL takes.

## NVDPL VISION, MISSION AND VALUE STATEMENTS

As NVDPL works toward meeting the needs of our patrons and our commitment to support our partners, who we are, what we provide and the values that guide our actions remain key to our success. The vision, mission and values have been reviewed to ensure they reflect the evolving direction of the NVDPL.

### 3.1 *Vision: Where we are going*

A vision statement identifies what an organization is hoping to achieve through its actions. Importantly vision statements look to a broad social outcome the achievement of which is neither the sole responsibility of nor within the capacity of the individual organization.

**Shaping the District of North Vancouver's future by inspiring learning, discovery, creativity, and collaboration.**

### 3.2 *Mission: What we do*

A mission statement guides an organization's actions, spells out its overall goal, provides direction, and focuses decision-making at all levels. It provides the context within which an organization's strategies are formulated.

**Connecting community. Sharing knowledge. Inspiring stories.**

### 3.3 *Values: Who we are*

Values are the building blocks of human behaviour. They provide a focus for how we approach our work. They can inspire behaviour that creates a dynamic and performance-oriented organization. We will strive to achieve the following in everything we do:

#### ***We believe in***

- Supporting human potential and enabling excellence
- Building community and relationships
- Nurturing innovation while honouring tradition
- Embracing exploration, creativity and fun

#### ***Our guiding principles***

- Intellectual freedom
- Lifelong learning and the love of reading
- Equitable access for all
- Sustainability

#### ***Our strengths***

- Welcoming and inclusive place for all
- Diverse collections, programs and services that are responsive to community needs
- Current, relevant and adaptable technology
- Workplace culture of supported and empowered staff

## FRAMEWORK FOR OUR STRATEGIC DIRECTION

At the core of the strategic plan are **three** key strategic goals that have been chosen to best focus our energies over the next three years:

**Strategic Priority #1: COLLABORATE WITH OUR COMMUNITY**

*Build on a culture of community collaboration. We will be deeply embedded in our community, growing our relationships and championing community-led practices.*

**Strategic Priority #2: TRANSFORM OUR DIGITAL ENVIRONMENT**

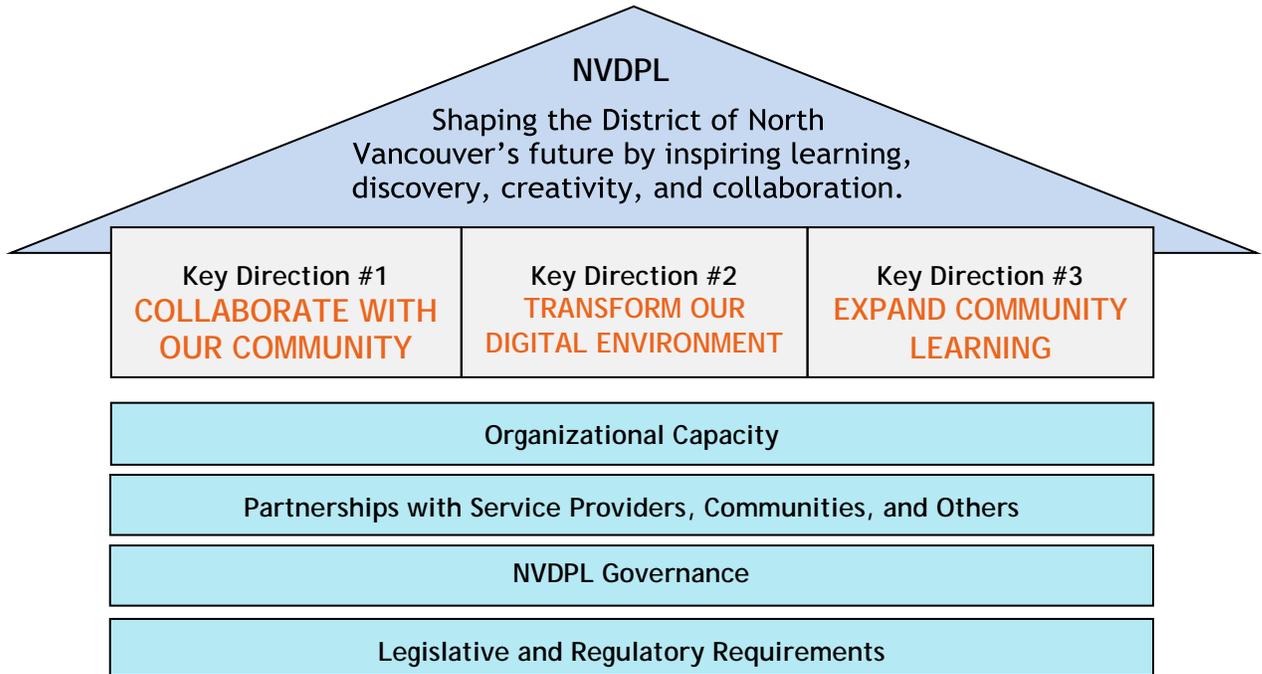
*Support our community's ability to navigate the digital world by providing programs and resources to nurture digital literacy and creation skills. We will be the voice for increased connectivity, advancing initiatives that support our community to innovate.*

**Strategic Priority #3: EXPAND COMMUNITY LEARNING**

*Act as a catalyst to inspire and support a community of learning and culture of reading. We will be the informal learning centre for the District, delighting and engaging our community with incredible content, resources, tools, spaces and programs.*

In the next section each of these key goals will be outlined in more detail but in this section the four foundation layers will be described. The foundation layers shape, inform, and position an organization to successfully execute its strategic plan – weakness or inadequacy in any level will mitigate success.

The graphic below illustrates how the various components of the strategic plan are linked:



**4.1 Provincial Government Direction – Legislative and Regulatory Requirements**

NVDPL, like all public libraries in British Columbia, is created under the Library Act (the Act), a separate and standalone piece of legislation. Specifically, NVDPL is a municipal library consistent with Part 2 of the Act. The Act establishes the broad roles and responsibilities of the Board and the Library Director as well as setting out expectations and responsibilities of public libraries.

In addition to the provisions found in the Act, the Provincial Government also provides an annual grant to all BC public libraries. The Ministry of Education (responsible for public libraries) issues an annual letter setting out priorities and expectations.

**4.2 NVDPL Governance**

The North Vancouver District Public Library Board comprises eight community-minded volunteers who are appointed by the District of North Vancouver Council plus one elected Councillor, pursuant to the British Columbia *Library Act*. The Director of Library Services is ex-officio and Secretary to the Board. There are four committees that Trustees and Board members sit on: Advocacy, Finance and Infrastructure, Governance, and Human Resources.

The Board represents the community's interests and board members are passionate advocates of the Library. The Board is also responsible for setting strategic priorities, developing policies and preparing a library budget for District Council's approval.

Both the District of North Vancouver and the Library work co-operatively to ensure that District residents enjoy outstanding Library services. The District provides funding, as well as support and services, for economy and efficiency. In April 2015, an interim collaboration agreement was signed between the District of North Vancouver and the NVDPL Board. This agreement followed from a decision made by the Board in 2012 to delegate responsibility to the District's General Manager of Finance and Technology to act as the library's Chief Financial Officer (CFO).

The Board has been working to strengthen its policy framework. During 2015-16, the Board refreshed its policy suite, updating and expanding policies and guidelines to provide improved governance and risk management environment.

#### **4.3 *Partnerships and Shared Services***

The NVDPL partners with numerous community agencies to maximize the benefits of taxpayer dollars. As community expectations and technology change, it becomes more important than ever to work creatively and collaboratively, which partnering allows. Over the past several years, the Library has strengthened its partnerships with North Vancouver School District 44, North Vancouver Recreation and Culture Commission, North Shore Multicultural Society, North Shore Immigrant Inclusion Partnership, the North Vancouver Community Arts Council, North Shore Community Resources, Reconciliation Canada, North Vancouver Museum and Archives, and more.

NVDPL works with the two additional library systems on the North Shore: West Vancouver Memorial Library and North Vancouver City Library. NVDPL is especially proud of its close partnership with the North Vancouver City Library, as many District residents regularly use the City Library, and many City residents regularly use the District Library. Our combined collections serve to collectively meet the needs of the entire North Vancouver community.

Working with local organizations and individual community members strengthens the fabric of our community and aids in the development of collaborative, efficient, and cost-effective programs for our community members.

Sharing services is also crucial to leveraging funds and maximizing use of a fixed budget; NVDPL is happy to share services with our funding partner, the District of North Vancouver. Shared services provided by the District of North Vancouver include Finance, Human

Resources, Commodity IT, and facilities.

The library ecosystem connects library systems from across British Columbia; our services have an impact and conversely other libraries have an impact on our services. There is a well-established practice of sharing resources amongst libraries (e.g. InterLINK's resource sharing programs, Inter-Library Loan, and the BC OneCard program) along with consortium purchasing initiatives created by InterLINK and the BC Libraries Cooperative. Additionally, the BC Summer Reading Club is sponsored by the British Columbia Library Association and public libraries throughout British Columbia, with support from the Province of British Columbia, through the Libraries Branch, Ministry of Education, and the RBC Foundation—individual libraries alone would not be able to support resources of a similar calibre.

NVDPL is proud to share services with the BC Library Community, including InterLINK, Inter Library Loan (I.L.L) and the BC Libraries Cooperative, to efficiently provide shared services that benefit the entire BC Library and ensure the productive use of public funds.

#### **4.4 *Organizational Capacity (See Appendix II)***

The North Vancouver District Public Library's organizational capacity is influenced by four essential components: facilities, technology, staff, and collections. These components are explored in detail in the following sections, and are informed by four recent reports: NVDPL 2017-2019 Interior Spaces Background Report; NVDPL Communications Plan, NVDPL Stakeholder Engagement Plan; and Collection Strategy for the NVDPL 2016-2020: The Digital/Physical Balance.

## STRATEGIC PRIORITIES

At the core of the strategic plan are **three** key strategic goals that have been chosen to best focus on over the next three years. The tables below set out the key goals and actions for each of our three strategic priorities:

### **Strategic Priority #1: COLLABORATE WITH OUR COMMUNITY**

***Build on a culture of community collaboration.*** We will be deeply embedded in our community, growing our relationships and championing community-led initiatives and practices.

Developing meaningful and successful partnerships with other local organizations is paramount to leveraging community resources and expanding the Library's reach and effects on our community. By providing our expertise in learning and literacy, as well as by opening up our spaces for the community, NVDPL can create more civic engagement opportunities for our residents. Pursuing joint programming opportunities is conducive to community learning, sharing, and establishing a feeling of connection.

North Vancouver District Public Library is an expert in literacy and learning, and will seek to build on a culture of community collaboration through exploring meaningful partnerships with local organizations.

<b>Goals and Actions 2017-2019</b>	
<b>COLLABORATE WITH OUR COMMUNITY</b> <i>Build on a culture of community collaboration.</i>	
<b>GOAL</b>	<b>PROJECTS</b>
<b>Nurture and develop ongoing partnerships with the District and other community partners to guide service priorities and decision-making</b>	<ul style="list-style-type: none"> <li>■ Explore opportunities to engage community members in decision-making</li> <li>■ Develop inclusive engagement and retention strategies targeting key demographic shifts</li> <li>■ Tell the Library story by implementing the Communications Strategy and expanding advocacy</li> </ul>
<b>Develop a strategy to support individuals who want to contribute to their community through the Library</b>	<ul style="list-style-type: none"> <li>■ Facilitate more opportunities for people to volunteer to share their knowledge or gain work experience</li> <li>■ Expand the role of the Friends of the Library</li> </ul>
<b>Focus on the Library's readiness to respond to local development and growth</b>	<ul style="list-style-type: none"> <li>■ Plan and deliver a library presence in District town centres/villages</li> <li>■ Develop a service excellence strategy to guide our customer service priorities</li> </ul>
<b>Engage in conversations</b>	<ul style="list-style-type: none"> <li>■ Optimize patron feedback system to drive decision-making</li> <li>■ Develop the NVDPL online persona</li> <li>■ Hold in-person conversations with our community</li> </ul>

**Strategic Priority #2: TRANSFORM OUR DIGITAL ENVIRONMENT**

***Support our community’s ability to navigate the digital world by providing programs and resources to nurture digital literacy and creation skills.*** We will be a voice for increased connectivity, advancing initiatives that support our community to participate and innovate.

Rapidly advancing and emerging technologies shape the 21<sup>st</sup> century world we live in and NVDPL plays a vital role in bringing current and emerging technologies to our residents. By providing open access to digital resources and an affordable means to exploring technologies, as well access to programs to learn digital literacy skills, our community will thrive in navigating the 21<sup>st</sup> century learning environment. NVDPL harnesses new technologies and partnerships to connect the community to new opportunities in digital learning and literacy skills.

North Vancouver District Public Library will support our community’s ability to navigate the digital world by providing programs and resources to nurture digital literacy and creation skills.

Goals and Actions 2017-2019	
TRANSFORM OUR DIGITAL ENVIRONMENT	
<i>Support our community’s ability to navigate the digital world by providing programs and resources to nurture digital literacy and creation skills.</i>	
GOAL	PROJECTS
<p><b>Improve technology infrastructure and workspaces</b></p>	<ul style="list-style-type: none"> <li>■ Pursue broadband as an underpinning resource for the Library and the North Shore</li> <li>■ Design and launch a digital creation lab space</li> <li>■ Develop programmatic approach to technology asset management</li> <li>■ Meet patron expectations for improved Library WIFI</li> <li>■ Advocate for access improvements to digital resources in collaboration with vendors, library partners and other stakeholders</li> </ul>
<p><b>Expand digital resources and digital skills for all learners</b></p>	<ul style="list-style-type: none"> <li>■ Conduct a staff skills inventory to identify areas for professional development</li> <li>■ Conduct community assessment on digital/technology needs</li> <li>■ Offer relevant, meaningful, and professional programming and digital creation tools like self-publishing for the public related to digital/technology literacy</li> <li>■ Add learning modules and resources based on assessment results</li> </ul>

**Strategic Priority #3: EXPAND COMMUNITY LEARNING**

***Act as a catalyst to inspire and support a community of learning and culture of reading.*** We will be the informal learning centre for the District, delighting and engaging our community with incredible content, resources, tools, spaces, and programs.

Stories and resources have the ability to enrich lives, expand horizons and reduce isolation—and the NVDPL has the ability to provide our community with the learning materials they want and need to live meaningful, connected lives. Through feedback, outcomes and evidence, the NVDPL can mould and adapt our professional practices to meet the needs of our community in a rapidly evolving learning environment. Library staff have the technology, skills, and resources to guide our community in finding what they need and creating knowledge. We also have specialized skills for working with children, teens, adults, and seniors. By utilizing staff skills and discovering how our community wants to explore information, we can activate our current and potential patron’s desires to learn and read.

North Vancouver District Public Library will act as a catalyst to inspire and support a community of learning and culture of reading.

<b>Goals and Actions 2017-2019</b>	
<b>EXPAND COMMUNITY LEARNING</b>	
<i>Act as a catalyst to inspire and support a community of learning and culture of reading.</i>	
<b>GOAL</b>	<b>PROJECTS</b>
<b>Develop a reputation as a social leisure reading locus</b>	<ul style="list-style-type: none"> <li>■ Ensure collection availability meets community growth</li> <li>■ Implement book club innovations to increase library book club options for more users</li> <li>■ Launch Librarians’ blog site to promote reading</li> <li>■ Support local authors</li> </ul>
<b>Expand the range of blended learning opportunities</b>	<ul style="list-style-type: none"> <li>■ Expand the selection and range of digital resources to support a community of learning</li> <li>■ Develop and promote library programming with a learning focus</li> <li>■ Provide community-led programming and responsive learning opportunities</li> </ul>
<b>Establish a staff learning and coaching culture</b>	<ul style="list-style-type: none"> <li>■ Create a staff development and coaching strategy, to support organizational capacity</li> <li>■ Nurture Library staff facilitated community conversations</li> <li>■ Foster a culture of experimentation, guided by professional skills and experience</li> <li>■ Support and encourage staff readiness to work with increased mobility</li> </ul>
<b>Develop and increase spaces that support a community of learning</b>	<ul style="list-style-type: none"> <li>■ Complete and implement the Interior Spaces Plan</li> <li>■ Acquire flexible furniture that supports a variety of learning needs and collaboration</li> <li>■ Build a flexible multi-use social space designed by and for teens</li> <li>■ Showcase the Library collection more</li> <li>■ Explore increasing the Library’s presence throughout the District, particularly through the development of the Express Library</li> </ul>

## IMPLEMENTING THE STRATEGIC PLAN

NVDPL is committed to the following steps to achieve the goals and actions contained in this plan.

We will:

1. Refresh our strategic plan annually to ensure its continued relevance and make any necessary changes.
2. Renew our operational plan, budget and other planning documents annually to ensure they all reflect the three key directions set out in this strategic plan.
3. Work with our partners to ensure this strategic plan is pursued in a meaningful and productive manner.
4. Communicate our three directions widely, including issuing annual progress reports.

## TOWARD 2020 NEXT STEPS

As the 2017-2019 Strategic Plan is implemented, NVDPL will keep an active watch on how this plan will position the Library to advance and succeed in 2020 and beyond. NVDPL will establish a flexible approach and process for evaluation, consultation, and adaptation to collaboratively build a future-oriented Vision for library services within the District of North Vancouver.

## **APPENDIX I (Section 2): Environmental Factors and Trends**

### **2.3.1 Demographic and Population Trends**

#### **At a Glance**

- The District is home to ~ 84,412 people
- Between 2006 and 2011, the population increased by 2.2%
- 60% of District residents earn over \$80,000/year
- 19% earn under \$40,000/year
- 72% have post-secondary education
- 67% are employed; 29% are not in the labour force; 3% are unemployed
- 81% are Caucasian
- 1,700 identified Aboriginals live in North Vancouver
- Each year, approximately 2,100 immigrants move to the North Shore, mostly from Iran, the Philippines, China, Korea and the UK
- 1 in 4 residents is under 19 years old and 1 in 4 is over 60 years old
- Our homeless population has tripled from 44 in 2002 to 127 in 2008
- 8,000 people in the District are self-employed

The District of North Vancouver covers an area of 160.76 km<sup>2</sup> and includes the traditional lands of the Tsleil-Waututh and Squamish Nations. According to the 2011 Statistics Canada National Household Survey, the District of North Vancouver is home to about 84,412 people.<sup>3</sup>

The population of the District is relatively stable. The District saw a moderate increase in its population of 2.2% between 2006 and 2011, slightly more than West Vancouver, and less than the City of North Vancouver.

<sup>3</sup> Census Profile. (2011). Retrieved June 24, 2016, from <http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E>

**Table: North Shore Population Comparisons: 2006 – 2011**

	2006 Population	2011 Population	Percentage change 2006-2011
<b>District of North Vancouver</b>	82,562	84,412	+ 2.2%
<b>City of North Vancouver</b>	45,165	48,196	+ 6.7%
<b>West Vancouver</b>	42,131	42,694	+ 1.3%

2011 census data reveals that our District residents are comprised mostly of professionals, families and retirees, 60% of whom earn over \$80,000/year. The District is primarily made up of single-family residential housing (31,741 in 2011).

At the same time, there is an increasing number (about 12%) who are living in low-income households and for whom the high housing costs due to inflated real estate prices is a real burden. According to the North Shore Homelessness Task Force, our homeless population tripled from 44 in 2002 to 127 in 2008.<sup>4</sup>

District residents are mostly educated with post-secondary education (72%), and employed (67%), but a large percentage is not in the labour force (29%). According to the 2011 census, a large number of people in the District are self-employed (around 8,000), with the most home-based businesses in all of BC.<sup>5</sup>

**Table: North Shore Resident Comparisons – Education & Employment**

	Employed	Unemployed	Not in Labour Force	Below High School	High School Diploma	Post-Secondary
<b>District of North Vancouver<sup>6</sup></b>	67%	3%	29%	3%	25%	72%
<b>City of North Vancouver<sup>7</sup></b>	64%	10%	26%	5%	25%	70%
<b>West Vancouver<sup>8</sup></b>	56%	4%	40%	-	21%	78%

<sup>4</sup> North Shore Homelessness Task Force 10 Year Work Plan. (nd). Retrieved June 24, 2016 from <https://northshorehomelessness.org/about/10-year-work-plan/>

<sup>5</sup> Community Guide: District of North Vancouver (nd). Retrieved June 20, 2016 from <http://www.communityguide.ca/communities/north-vancouver-bc/community-profile>

<sup>6</sup> District of North Vancouver Community Health Profile (2013). Retrieved June 20 from [https://www.myhealthmycommunity.org/Portals/0/Documents/Community%20Profiles/DistrictofNorthVan\\_final.pdf](https://www.myhealthmycommunity.org/Portals/0/Documents/Community%20Profiles/DistrictofNorthVan_final.pdf)

<sup>7</sup> City of North Vancouver Community Health Profile (2013). Ibid. [https://www.myhealthmycommunity.org/Portals/0/Documents/Community%20Profiles/CityofNorthVan\\_final.pdf](https://www.myhealthmycommunity.org/Portals/0/Documents/Community%20Profiles/CityofNorthVan_final.pdf)

<sup>8</sup> District of West Vancouver Community Health Profile (2013). Ibid. [https://www.myhealthmycommunity.org/Portals/0/Documents/Community%20Profiles/DistrictofWestVanLionsBay\\_final.pdf](https://www.myhealthmycommunity.org/Portals/0/Documents/Community%20Profiles/DistrictofWestVanLionsBay_final.pdf)

There is a population of approximately 1,700 identified Aboriginals living in North Vancouver, according to the 2006 Statistics Canada Census.<sup>9</sup> The majority of District residents are Caucasian (81%), although approximately 2,100 immigrants move to the North Shore each year, mostly from Iran, the Philippines, China, Korea, and the UK. Despite these numbers, the immigrant population is on the decline in the District, going down - 3.9% between 2006 and 2011.

**Table: North Shore Resident Comparisons – Household Composition & Income**

	Median Age 2011	Average # of People in Private Households	Ethnicity	% Income under \$40,000	% Income \$40,000 - \$79,999	% Income \$80,000 +
<b>District of North Vancouver</b>	43.4	2.7	Caucasian – 81% Chinese – 5% Aboriginal – 4% South Asian – 1% Other – 9%	19%	22%	60%
<b>City of North Vancouver</b>	41.2	2.1	Caucasian – 72% Aboriginal – 10% Chinese – 7% Other – 10%	35%	24%	41%
<b>West Vancouver</b>	49.9	2.5	Caucasian – 76% Chinese – 6% Aboriginal – 4% Other – 12%	25%	18%	57%

A majority of District residents fall into the age category of 40-60 years. 22% are over 60 years old.

**Table: North Shore Resident Comparisons – Gender<sup>10</sup> and Age (Years)<sup>11</sup>**

	% Female	% Male	0–19 Years	20–39 Years	40–59 Years	60–79 Years	80+ Years
<b>District of North Vancouver</b>	52%	48%	25%	20%	33%	18%	4%
<b>City of North Vancouver</b>	52%	48%	18%	28%	31%	19%	4%
<b>West Vancouver</b>	57%	43%	21%	15%	31%	24%	9%

<sup>9</sup> Census\_Profile. Ibid.

<sup>10</sup> Community Health Profile. Ibid. <https://www.myhealthmycommunity.org/>

<sup>11</sup> Census\_Profile. Ibid. <http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E>

There is also a significant student population in the District – School District 44 has 38 schools, and Capilano University attracts students with a variety of degree and career programs. 25% of our population is under 20 years old.

*“While most North Vancouver students demonstrate strong literacy skills overall, provincial test scores, report card results, and classroom assessments indicate that some students at each grade level struggle with oral language development, reading fluency and comprehension, and writing skills.”<sup>12</sup>*

There continues to be an important role for the Library to play in assisting school readiness for young children, reading success in schools, and literacy for adults.

### ***How will our District population change in the years to come?***

#### ***At a Glance***

- 2015 population projections estimate a -1.1% decrease in our population
- The immigration population is estimated to increase by 1,000 each year
- The median age at death is estimated to increase from 79.6 in 2015 to 82.4 in 2030

The demographic profile of the North Shore is changing. But exactly how it is changing is yet to be seen. The 2016 Census will provide much needed data on the current state, and more accurate forecasts of what’s to come.

According to census projections from Statistics Canada, the District will see a -1.1% decrease in its population between 2014 and 2015. This decrease is slightly less than West Vancouver. The City of North Vancouver is projected to see an increase in its population, although at a slower rate than was reported in 2011.

In the larger picture, the District of North Vancouver and West Vancouver are the only municipalities in the Lower Mainland that are projected to see declines in their population growth. Every other municipality is anticipated to see population growth.<sup>13</sup>

Census projections also guess that our District residents will live longer. The median age at death will increase from 79.6 years in 2015, to 80.7 in 2020, and 82.4 in 2030. The immigrant population is estimated to increase by around 1,000 each year.

<sup>12</sup> North Vancouver School District: District Literacy Plan. (2014). Retrieved June 24, 2016 from [http://www.sd44.ca/Board/Literacy/Documents/DistrictLiteracyPlan2014\\_15.pdf](http://www.sd44.ca/Board/Literacy/Documents/DistrictLiteracyPlan2014_15.pdf)

<sup>13</sup> BC Stats: Population Estimates. (2015). Retrieved June 20, 2016 from <http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationEstimates.aspx>

**Table: North Shore Population Comparisons: 2014 – 2015 estimate**

	2014 Population estimate	2015 Population estimate	Estimate of Percentage change between 2014-2015
<b>District of North Vancouver</b>	86,902	85,974	-1.1%
<b>City of North Vancouver</b>	52,600	54,258	+ 3.2%
<b>West Vancouver</b>	42,233	41,728	-1.2%

In terms of literacy, a number of gaps in service have been identified for the North Shore.<sup>14</sup> The Library has the opportunity to play a role in meeting a number of these gaps:

- The number of people who struggle to learn English as a second language continues to grow
- Parents in some North Shore schools have low literacy levels
- Isolated seniors are unable to access health information
- Health information is complex and challenging for the average person to understand
- Practitioners are unable to deliver health information in plain language
- Many low income families have difficulty navigating the system
- First Nations literacy needs are only minimally met

### 2.3.2 *Economic Trends*

NVDPL faces many of the same economic challenges as other libraries and public sector institutions. These include relatively static budgets, rising costs, and the challenges of a fluctuating Canadian dollar against its U.S. counterpart. In addition, there is increasing pressure by funders to see a return on their investments.

We are in an age of technological and economic upheaval. Most future employment will come from new enterprises - ones that don't even exist today – while the older enterprises – including government – “batten down their hatches”. Today's focus on innovation and enterprise is powered by the unprecedented speed of technological advancement, and the successful Library will keep one step ahead of the changes to provide its community

<sup>14</sup> West Vancouver School District: District Literacy Plan. (2014). Retrieved June 23, 2016 from <http://westvancouver.schools.ca/wp-content/uploads/2015/07/DistrictLiteracyPlan2014.pdf>

with access to the essential sources of information, techniques, and expertise associated with cutting edge creativity, innovation, and enterprise. This is not the library of fifty years ago – or even ten years ago. The Library of Today is an active participant in the support and creation of our community’s economic future. It assists the community in keeping up with the information and technology required to function and to succeed, and offers a supportive learning environment for a community deeply interested in ongoing, life-long learning. The Library of Today is in the forefront of technology and service, providing individuals with the opportunity to access information, learn new skills, and enjoy learning from others, as they increase their capacity to make smarter and more nimble decisions, to adapt to and to excel in the current climate of technological and economic upheaval. Most importantly, the Library of Today is supported by a strong philosophical commitment to providing level access and opportunity to all, thus multiplying the potential positive impact of its resources within the community.

### **2.3.3 Technological Trends**

The rapid pace of technology also generates challenges and opportunities. Patrons have increased technology expectations of what they expect from their library. These expectations include the speed, reliability, ease of use, accessibility, and features of the technology. How do libraries meet these increased expectations? NVDPL recognizes and embraces that technology has changed the face of libraries, and is continuing to change how we work and how we deliver services to our patrons. Some considerations to keep in mind include, how can libraries keep up to the pace of change? How do libraries take advantage of emerging technologies? How do these changes impact the privacy of our patrons? How do we prepare our staff to meet these challenges and take advantage of opportunities?

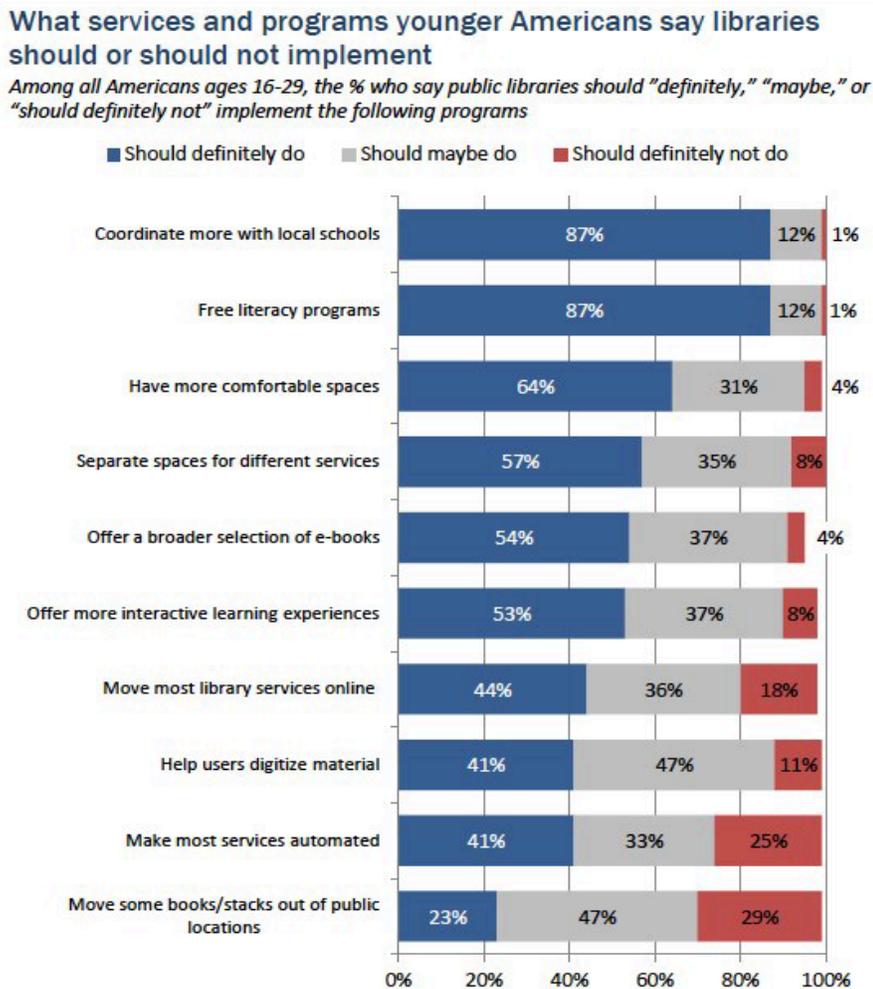
It is clear that NVDPL will face challenges keeping relevant and current in relationship to the rapidly changing technology landscape. We are currently looking to improving our high speed connectivity through CANARIE and overall internet speed/access for the public and staff. Digitization, including digital creation, is a major trend to be embraced and NVDPL needs to be a leader. In tandem with the updating of our technology equipment, we need to ensure our facilities, services, and learning environment keep pace with the technology trends. This will require a strong, close, and healthy working relationship between NVDPL departments, the District, and partner agencies.

To keep our technology current and relevant, we will be implementing a robust evergreening process to ensure our technology is refreshed on a regular basis through a new Asset Management Planning (AMP) process. We will have to be very good at

separating tech trends from tech fads. Fortunately, we will be able to work closely with our partner libraries and agencies, and the District to work through these challenges.

**2.3.4 Patron Expectations**

In addition to patrons’ technology expectations discussed above, they also have expectations around service delivery, quality of library spaces, actively developed collections with the latest works, and the desire that the library keep up with other libraries’ offerings. A 2013 Pew Research Center study provides additional insight into expectations for libraries.



Source: Pew Research Center Internet & American Life Project Library Services survey. October 15- November 10, 2012. N=2,252 Americans ages 16 and older. Interviews were conducted in English and Spanish and on landline and cell phones.

### **2.3.5 *Publishing and Related Industry Trends***

The publishing environment is complex and evolving. These are some of the trends and issues impacting public libraries:

- US dollar fluctuations impact libraries' buying power
- Self-publishing is on the rise and a growing force
- Canadian publishing has been on a decrease over the past few years: and the forecasted market value of the publishing industry in Canada from 2014 to 2019 continues to trend down
- Amazon continues to impact the industry
- Print periodical publishing has seen a decline due to digital formats
- Market share is drifting from the Big 5 US publishers to small press and self-publishing
- Audiobooks are outselling ebooks now
- Digital licensing and subscription models are still evolving
- Physical formats for music is rapidly declining and digital has taken over.
- Streaming wars continue: As consumers shift towards streaming, there is a battle in getting consumers to pay for, and stick with, a specific streaming service.

## **APPENDIX II (Section 4): Organizational Capacity**

### **4.4.1 Facilities Overview**

The Library's 2017-2019 Interior Spaces Background Report provides a snapshot view of the impact that changing demographic trends in the District of North Vancouver have on creating our library's welcoming spaces. The report identifies some of the immediate possibilities and deficiencies that need to be addressed, and a timeline for next steps in the planning process. High-level vision statements are proposed for our library spaces, establishing the foundation for future strategic development and goal setting. Our spaces need to welcome and support:

- our aging population
- our new immigrant residents
- our young families
- our community's home-based businesses
- our local businesses (including high tech and the television and film industry)

At its core, the creation of welcoming spaces able to address the special needs of all our library user groups translates to the need for more flexible spaces, given the current square footage of Library space available.

Our challenges include:

- The need to balance quiet spaces with meeting spaces.
- Finding creative ways to maximize space use efficiency.
- Increasing the availability of seating and tables for patron use while allowing for the ready conversion of space to open concept use.
- Retrofitting spaces with more electrical outlets to support patron use of Library-based technology, and to support patron needs related to personal technology devices, such as the need to create more tech charging spaces.
- Creating welcoming spaces appealing to teen and pre-teen use.

#### 4.4.2 *Technology Overview*

The Library contracts the District of North Vancouver to provide specific IT services such as hosting designated library servers, public and staff internet and Wi-Fi, email, and the phone system.

The Library offers a recently redesigned website and catalogue which receive hundreds of thousands of visits per year (708,376 avg. visits/year for the past 5 years – as reported to PLSB).

Due to staff capacity issues during 2014 through the end of 2015, NVDPL's technology projects languished. During this time, staff focused on keeping existing technology operational as best as possible. 2016-2017 is slated as a catch-up period to bring the library's technology forward to meet current needs. This affords the library the opportunity to develop and implement new innovative technology and programming for 2017 onwards. This scenario assumes that the current staffing and funding levels remain stable.

Our challenges include:

- Meeting the needs of the broadest spectrum of technology needs in history
- Adapting technology interactions for a very varied cross section of technology literacy levels
- Securing the appropriate funding from the District that aligns with NVDPL's community needs
- Having the autonomy to make technology decisions that are most appropriate to the needs of NVDPL
- Ensuring the physical building infrastructure can support the technology requirements of the public e.g. data and electrical outlets
- Having the dedicated space to house and deliver technology in its various formats. These spaces must allow for flexible and accessible use for the public.

As one of 3 North Shore library systems, NVDPL will collaborate with these libraries to strategically maximise technology and resources in the most cost effective manner possible. There is also a fraught environment for community partnership as it relates to innovation, technology, and learning. Possible partners include the school district, Capilano University, and private and commercial talents and resources.

#### **4.4.3 Staff Overview**

The North Vancouver District Public Library employs approximately 120 staff of which 32% are professional librarians, with the balance being support staff and students. Over 50% of NVDPL Staff work on an auxiliary basis.

The NVDPL has undergone many changes in recent years, including a number of staff changes, a reorganization of the management team, and the initiation of new ways to focus on communicating and working together.

In 2014, NVDPL introduced an all-staff training workshop which provided opportunities to honour the workforce and to launch the Library's commitment to the development of a new culture of working together. This event brought staff together, strengthened relationships system-wide, and bolstered the foundational elements of the NVDPL community. The all-staff workshop has since become an annual event.

By definition, "culture shift" is a work in progress. In brief, the culture shift we are evolving at the NVDPL can be characterized as:

- Empowering staff—resulting in staff-led initiatives, new leadership and training opportunities.
- Increasing staff engagement in collaborative programming and services.

Our challenges are:

- Employee attraction/retention due to high local housing costs.
- An aging workforce.
- Keeping our employees current with rapidly evolving technologies.

#### **4.4.4 Collection Overview**

Digital resources have increased the services provided by public libraries, extending their collections in new ways and finding new users. These resources also present challenges in managing, supporting and promoting.

NVDPL has taken a fairly conservative approach with digital resources. These resources should be one of a range of formats and options for users, and the correct balance is evolving as is the industry, availability and user uptake.

The Library should consider the merits of incorporating some digital resources that support and promote learning. Beyond the formats that mirror our physical collection such as

ebooks that are currently being provided, digital resources that support learning would allow the Library to meet its mission of “Fostering Knowledge” in new ways. In order to maintain the array of products given cost increases and to meet the need to bring moderate enhancements to the collection such as those alluded to above, NVDPL should anticipate increasing the budget allocation for this collection area. The forthcoming NVDPL Collection Asset Management Plan currently in development in partnership with DNV Finance will elucidate this need further and suggest anticipated budget requirements. That Plan is anticipated to be complete by Q3 of 2016.