



*building communities together*

## **2019 Business Plan Library (1660)**

*Wanda Davis, Manager of Library Services*

***Working in partnership with communities, large and small, to make the Cariboo Chilcotin a socially, economically and environmentally desirable region to live, work and play.***

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### **Department/Function Services**

The Cariboo Regional District Library (CRDL) was established in 1994 after the agreement between the Thompson Nicola Regional District and the Cariboo Regional District for the provision of public library service to the residents of both regions came to an end.

As defined by the Library Act, the Cariboo Regional District Library is an integrated public library system that provides library services, via its fifteen branches, to residents of the Cariboo Regional District. With their library card residents may, in addition to borrowing materials from any Cariboo branch, visit and borrow materials from any public library in BC through the BC OneCard agreement.

CRDL's primary public services include: region-wide lending of print, audio, and video materials; online lending of e-books and e-audiobooks; free access to a variety of digital resources available via the library's website; resource sharing with other libraries; provision of free internet access via public internet stations and wireless local area networks; free meeting space for nonprofit groups; free story time programs for children and special interest programs for adults, some of which involve collaborating with other organizations. Centralized technical services for library branches include ordering, cataloguing, processing and distributing materials, and interlibrary loan support.

The Library was established by the Cariboo Regional District Library – Local Service Establishment Bylaw No. 2466. Bylaw No. 2466 stipulates that the requisition for the service cannot exceed the greater of \$1,574,604 or a tax rate of \$0.81508/\$1,000 of assessment. Property owners in rural areas pay on the basis of improvement assessment only, whereas those in municipalities pay on land and improvements.

All directors on the Cariboo Regional District Board are responsible for the governance of the library function. Library services are provided throughout the district, in all electoral areas.

Significant capital projects:

- 2009 completion of the Quesnel Library building
- 2010 completion of the new 100 Mile House Library building
- 2017 replacement of the McLeese Lake Library building
- 2018 re-location of the Bridge Lake Library from rented space in Bridge Lake to a new CRD-owned building located in Interlakes. The branch was re-named Interlakes Library.

## **Business Plan Goals, Rationale & Strategies**

### **2019 Goals**

- 1. Goal:** Complete the Strategic Plan for the Cariboo Regional District Library.

**Rationale:** Develop a plan to help the library respond to the changing needs of the region and the communities it serves; and to meet directives from the Province's Libraries Branch that all public libraries have an up-to-date Strategic Plan.

**Strategy:** Analyze data collected in 2018 during staff and public consultation, an environmental scan, and the identification of trends in the public library sector to determine the direction and focus of Library Services over the next 5 years. Present findings to library staff, the CRD Board of Directors, and the public. Use the finalized Strategic Plan to develop future Business Plans.
- 2. Goal:** Provide facility/equipment improvements to Area and Community Library Branches.

**Rationale:** Maintain library buildings and ensure essential equipment is replaced/updated as needed; ensure facilities continue to meet the needs of the communities they serve; and support new services.

**Strategy:** Prioritize viable projects that focus on access, safety, comfort, energy conservation, building aesthetics and which meet service delivery requirements. Priorities for 2019 include: landscaping/parking lot stabilizing of the leased land on which the McLeese Lake Library stands.
- 3. Goal:** Provide Cariboo-Chilcotin residents with improved access to digital content, including e-books, e-audiobooks, e-magazines, and video.

**Rationale:** The Library's website is the access point for all of its digital services and is the 'face of the Library' to the digital world. The existing website, while still functional on a basic level, is outdated and no longer offers the best access to the Library's digital services, which are growing. In 2016, an RFP search for a website design company resulted in responses that were too variant in project scope and pricing. It was obvious that the scope of the project needed to be better

defined. Since then, time commitments to other projects have overshadowed this one. However, the overall goal remains the same - turn the out-of-date, mediocre CRDL website into an excellent, high-functioning, modern library website.

**Strategy:** Establish a committee of staff from various levels to specifically identify the basic requirements for a new library website and the possibilities for additional components that will provide access to the Library's digital services into the future. This information will define the scope of the website project which will be outlined in an RFP to hire a web design company to undertake the 2020 task of re-designing the website so it is modern, easily updated, and more useable.

4. **Goal:** Improve staff access to training in multiple formats.

**Rationale:** With library branches widely spread throughout the Cariboo Region, on-going training for library staff in the District in an efficient manner has always been a challenge. However, it has become increasingly common for library training to be offered using a variety of technologies, including YouTube, webinars, teleconferencing, and online courses.

**Strategy:** Produce and implement a training plan for library staff to increase knowledge of all existing services. Actively encourage all staff to access a select list of pre-recorded library training sessions available through YouTube (such as those produced by SITKA on how to use the Library's Evergreen software), to listen to webinars related to the services they offer or may offer in the future, and to attend in-person training when available, as the budget permits.

5. **Goal:** Update the job description for the Cataloguer.

**Rationale:** Over time, technological changes have led to the automation of more and more cataloguing tasks. These tasks are no longer at the skill level of a Library Technician. At the same time, tasks are available that are at the proper skill level but are not currently part of this job description. Those tasks involve tackling special projects under the supervision of the Manager of Library Services, including training of Community Library staff.

**Strategy:** The current Cataloguer will retire in mid-2019, creating the perfect timing for an update to the job description and a re-assigning of tasks. At that time, re-write the job description to remove lower-level tasks and replace them with higher level work that is appropriate to this position.

**2020-2023 Goals** – Specific goals for 2020 and beyond will correspond directly with the goals prioritized in the soon to be completed CRDL Strategic Plan. However, it is anticipated that the following areas will continue to be important: staff training, hours of service requirements, evidence-based evaluation of services, partnerships, and facility/equipment improvements.

## 2020 Goal

**Goal:** Provide Cariboo/Chilcotin residents with improved access to digital content, including e-books, e-audiobooks, e-magazines, and video.

**Rationale:** The Library's website is the access point for all of its digital services and is the 'face of the Library' to the digital world. The existing website, while still functional on a basic level, is outdated and no longer offers the best access to the Library's digital services, which are growing.

**Strategy:** Based on results of an RFP, hire a website design company to modernize the Library's website so that access to the Library's digital services is easy and convenient for users; and so that the website presents the best possible face of the CRD Library to the digital world.

## 2021 Goal

**Goal:** Continue with long-term goals set in previous years that are in step with the Strategic Plan and that will move services forward by taking advantage of advancements in technology, as resources permit.

**Rationale:** New technology will continue to change the way library services are delivered and what those services will be.

**Strategy:** Encourage library staff to remain aware of changes and new developments in library services so CRDL services remain up-to-date and continue to offer residents high quality public library services by drawing their attention to forward-looking resources such as webinars, articles, online courses and conference sessions. Continue to work with regional, provincial, and federal library partners to make these advances available and affordable.

## 2022 Goal

**Goal:** Continue to upgrade library facilities to provide a comfortable, welcoming environment for public library users.

**Rationale:** Maintaining library buildings and ensuring essential equipment is replaced/updated as needed will ensure facilities continue to meet the needs of the communities they serve.

**Strategy:** Prioritize viable projects that focus on access, safety, comfort, energy conservation, building aesthetics and which meet service delivery requirements. A specific project scheduled for 2022 is the cleaning and re-finishing of the logs at 100 Mile House Branch, according to the 5-year schedule set in 2017.

## 2023 Goal

**Goal:** Continue with long-term goals set in previous years. Continue to move library services forward in step with advancements in technology and user services in the larger library community, as resources permit.

**Rationale:** New technology will continue to change the way library services are delivered and what those services will be.

**Strategy:** Encourage library managers to remain aware of changes and new developments in library services so CRDL services remain up-to-date and continue to offer residents high quality public library services by drawing their attention to forward-looking resources such as webinars, articles, online courses and conference sessions. Continue to work with regional, provincial, and federal library partners to make these advances available and affordable.

## **Overall Financial Impact**

The requisition level for 2019 is an increase of 1% above the 2018 requisition.

Prior to 2019, Library Services remained at the same requisition level for many years. However, general costs have risen during that time and budgeted surpluses are becoming lower every year. Of note are rising costs for staffing, travel, and building maintenance. The rising cost of digital resources has been mostly offset by a decrease in the number of print resources that are purchased each year. To offset inflationary costs, the requisition level for 2020 and beyond is expected to require an increase of approximately 4%. This percentage may be lower depending on actual costs and other funding sources that might be identified each year.

Funds for initial landscaping at two Community Branch sites will be accounted for in the 2019 budget. Some of these projects were completed in 2018 and funds were expended at that time.

The website upgrade project will require the help of a website design firm and will result in funds being added to the 2020 budget. A better understanding of the exact cost will become apparent by the end of 2019.

The 100 Mile House Branch, completed in 2010, is a log structure and as such requires specific, regular maintenance including the re-staining of the logs. This will be a major expense of approximately \$40,000 which will be included in the budget on a 5-year rotation beginning in 2017. That amount is included in the projected budget for 2022.

No major capital projects are planned for 2019 as the Library completes the fine details of the McLeese Lake and Interlakes building projects and gets back on track with projects delayed by the 2017 and 2018 wildfire seasons.

Improvements to the 100 Mile House Branch mezzanine are on hold indefinitely. Major structural changes would be required for this project to proceed, including an expensive upgrade to the elevator and the addition of a staircase for public access that would result in a decrease in public space on the main floor. If this project is undertaken at a future date, it will require a significant amount of funding, including costs for architectural drawings, and consultants in addition to construction. Before this project goes forward, an assessment of the existing HVAC system will be required to ensure it can handle the

additional strain of making a non-public space into a public space. Funds will be drawn from Capital Reserves for this project.

Major repairs to the Williams Lake Branch, including dealing with tree roots growing into the sewer lines may soon be required. In addition, the Branch is aging and soon will require repairs and updates to the interior. When undertaken, these repairs and updates will draw on Capital Reserves.

Debt obligations relating to the library's Area Library building projects ended in 2017.

Library Services had \$783,537 in capital reserves at the beginning of 2018.

## **Significant Issues & Trends**

### Carbon Neutral Commitment

The Cariboo Regional District is a signatory on the Province of BC/UBCM Climate Action Charter, and has committed to continuing work towards carbon neutrality in respect of corporate operations.

The Cariboo Regional District Library's contribution to the Carbon Neutral Commitment will be to review proposed projects, activities and services to identify and pursue, to a reasonable extent, approaches that enable the Library to minimize greenhouse gas emissions.

### Access to Services

Remote access to the Library's public catalogue, online circulation services, and digital resources is growing in popularity as society shows increased interest in self-service from wherever they happen to be. People want to place holds, renew checked-out material, pay fines, download digital content, update their contact information, etc. without needing to visit the library. The library needs to recognize and accommodate this trend with a website that is up to date, interactive, and easy to use from a variety of devices with screens of varying sizes.

At the same time as interest in digital content and remote access is growing, many people continue to choose to visit library branches in person. The library needs to maintain staff with a high level of knowledge and experience in order to provide relevant and excellent service to both groups. Ongoing training for new services, and new ways of offering training for existing services, is crucial as changes are frequent and constant.

### Technology

Access to reliable, high-speed internet remains a challenge for rural areas across Canada while demand for it continues to grow. In some areas of the region, internet access in resident's homes is a challenge or, in some areas, an impossibility. This, and the fact that

access to many necessary government services are increasingly available only online, makes centralized internet access in remote communities a necessity. The non-commercial nature of the public library makes it the perfect location in a community for this service, which includes access to internet stations and printers within our branches, and wireless connectivity for those with laptops, tablets, and smart phones. However, some of the digital services the Library now offers are better accessed through an internet connection at home. It is a challenge to library staff whose responsibility it is to introduce new and exciting digital services to remember that a large number of the population they serve will not have access to these services.

Public libraries are increasingly challenged to be at the forefront of emerging information technologies, which either support the delivery of desired services and products (e.g. a top-notch website, social media, and electronic bulletin boards) or which are the desired service/product (e.g. internet wireless services, access to internet stations, advances in internet communications and search capabilities, e-books & e-audiobooks).

While recognizing the need for the library to remain aware of evolving information and communication technologies that have application for current and potential services, the library also recognizes that training opportunities are needed for those who are less familiar with the technologies it employs or will introduce. It is imperative for many that they learn to use and adapt to the applications of such technology in their day-to-day lives. The library, with its free services and training opportunities, can serve to help people cross the digital divide in which they find themselves. In order to do this, library staff must keep their own knowledge of digital technology up-to-date.

In addition, public libraries are places for people of all ages to experience new technologies through programming offered at the library. In recent years, funding from regional and provincial library partners has made this kind of programming available to Cariboo residents.

### Partnerships and Collaboration

Working in collaboration with other libraries and with local community groups and agencies has been an ongoing trend for some years now. Practice has shown that cost savings can be significant when libraries that consume similar products and offer similar services band together to negotiate better prices. This has been proven time and again as the library works with other public libraries at the national, provincial and regional level to negotiate prices for such things as Canada Post shipping, digital content, author visits, and technology programming. Similarly, it is more efficient and benefits the community when local agencies offering similar programs and services to the public work together. This is why library staff attend planning meetings of local community agencies and offer the library as a venue for community-based programs; and why professional staff attend meetings of regional and provincial library partners.

### Evolving Library Collections

The Library, like all libraries, is experiencing a gradual decline in or leveling off of use of its physical collections. This can be attributed to the increasing popularity of digital media across all demographic sectors. School students who once flocked to the public library to consult print resources to complete assignments now consult online resources. Funds once spent on these print resources now need to be re-directed to online resources.

DVD collections continue to be highly used in all CRDL branches, even as their popularity decreases in society generally. This is due, primarily, to the current trend of publishing full seasons of popular television shows, the decline of commercial video rental outlets, and the inability of many Cariboo residents to access video streaming services via high-speed internet. Although the CRDL has yet to subscribe to a digital video streaming service, many other public libraries have gone this route and have seen a steady decline in the use of their DVD collections.

The library's local/regional history collections, including information on First Nations culture and history, continue to be very popular. Supporting the continued growth and quality of these collections, in all formats, is a priority.

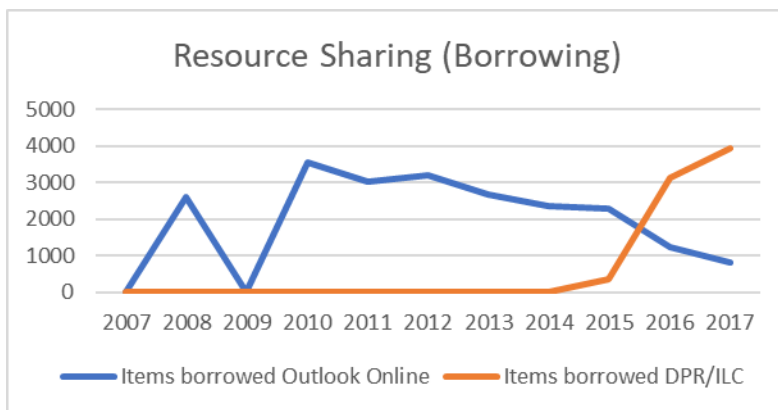
While the library's print newspaper and magazine collections are still well-used, e-journals and e-magazines are an appealing option for active users of smart phones and tablets. The library currently subscribes to an online database which provides full-text articles from over 190 Canadian newspapers and to a database that specializes in e-magazines.

### Resource Sharing (Interlibrary Loan vs. Interlibrary Connect)

There have been significant changes to resource sharing on a province-wide basis. As predicted, the Interlibrary Connect service that was launched in 2015 has become the resource sharing service of choice for most people due to its simplicity of use and the quick turnaround of requested material. People can now place holds on books held in any of the more than 50 libraries currently offering Interlibrary Connect without going through the more cumbersome provincial interlibrary loan system. It was predicted that as this kind of resource sharing grew in popularity throughout the province, use of the traditional interlibrary loan system would wane. This has indeed come to pass. Traditional interlibrary loans now represent only a small fraction of the total number of items shared between BC libraries.

The way the new service works has significantly impacted how staff tasks related to this service are distributed. Work that was once centralized at the Network Office is now being done in each branch. Funds for increased postage and other materials have been directed to branches to accommodate the increased number of packages being mailed. This bears watching over the next few years as the popularity and use of Interlibrary Connect continues to grow beyond any historic levels of traditional Interlibrary Loan use. Changes in staffing allocation may be required throughout the region if this trend continues.





Outlook Online = Traditional Inter-Library Loan System (centralized service operating at Network Office)  
 DPR/ILC = Inter-library Connect (de-centralized service operating at each branch)

### Services to Specific Groups

Pre-school literacy programs remain very popular. Area Branches have computers available, exclusively to children, which are loaded with educational games that are extremely popular. As these computers age, staff are researching replacements that use more up to date technology.

There is a gap in programming, aimed at middle school aged children and at teens, that is common among public libraries. This is a challenging area that CRDL staff needs to work on going into the future.

Seniors continue to be active users of the library, but not all are able to visit their local branch. While Area Branch Outreach Services deliver materials to seniors living in care facilities, hospices and retirement facilities, they do not presently offer services to seniors and others on their own, who cannot otherwise make it to their local library. As the number of seniors grows and the number of residential units for seniors remains the same, it is anticipated that more people will remain in their homes as they age. Expanding Outreach Services by including these groups is a potential goal of the library.

New residents and visitors to the Cariboo bring their experience of public library service with them, with the expectation that library service in our communities will be similar to what they are used to. For this, and many other reasons, the CRDL needs to continually adjust and update its services so they remain up-to-date and relevant.

Services have been developed on both the federal and provincial library levels as the CNIB (Canadian Institute for the Blind) has now stopped accepting new customers and refers them to their local public library instead. In 2015, the CRDL began to offer services through NNELS (National Network for Equitable Library Service), a provincially funded alternative to CNIB services, to local residents with visual, physical and cognitive impairment. The other alternative, CELA (Centre for Equitable Library Access) is a similar service that the Province of BC has declined to fund. Any libraries

that wish to subscribe to this service must fund the subscription fee on their own. At this point in time, the CRDL has decided to offer the provincially-funded NNELS service.

### Library Facilities

Over time, the library's branches will transition to meet the changing needs of the communities they serve. Public libraries will likely require less space for storage of physical collections and more "people" space for community meetings, for independent/small group meetings between friends and peers, for programs presented by the library or in partnership with other groups and institutions, or for training sessions held by the library or other agencies. In addition, curated spaces that encourage the exercise of creativity and imagination (Maker Spaces) are a growing trend in public libraries. Currently, there are no Maker Spaces in any CRDL facilities. That could certainly change as space becomes available.

The library's Area Branches are experiencing more incidents of vandalism. Damage to the buildings has included graffiti, broken windows, damaged drywall, blocked toilets and flooding. As evidenced by the increased number of used needles being found, the washrooms in the Area Branches are being used as drug injection sites. Staff training in 'violence in the workplace' has become more important than ever. Vandalism costs to the library, as well as natural wear and tear of facilities, has led to increased costs in building maintenance.

The Library's newest facility, 100 Mile House Branch, recently experienced a surprising and unexpected number of building maintenance issues that have challenged the library budget and taken funding and attention away from other projects. In addition, the Williams Lake Branch is now 20 years old and will soon require updating.

### Staffing

The Library continues to operate at minimal staffing levels while still offering a full range of library services to its customers. Maintaining a staff that is trained to a level where they can continue to offer optimal service during a time of rapid change in the library sector is a challenge. In some cases the way a service is delivered to the public has changed so much that staffing changes are inevitable.

This is the case with how centralized services in the Network Office are delivered. The number of hours required to deliver traditional Interlibrary Loans has steadily decreased, while the amount of time required by Branch staff to do the same work under the Inter-Library Connect program has increased. In addition, the tasks now done by the Cataloguer are requiring a lower skill level or have been eliminated or made more efficient by changes in technology. To address these two issues, the hours of work of the Interlibrary Loans Clerk have already been reduced, and may need to be reduced even further. The job description of the Cataloguer needs to be updated to eliminate lower level tasks and replaced with higher level tasks.

## Marketing

There is room for a stronger marketing presence from the CRDL. The Library needs to develop and implement a marketing and communications plan specific to the CRDL and what it has to offer. Such a plan could be included within the library's proposed Strategic Plan.

## Strategic Plan/Community Engagement

Public libraries are undergoing a transformation to meet the needs of a rapidly changing society. The challenge the CRDL faces, along with all public libraries, is to ensure that its facilities and services accommodate the past while anticipating the future. A good strategic plan will provide guidance and focused direction in the planning of future library services that will inform and work in conjunction with the Business Plan.

In this regard, community engagement remains an important trend in public libraries. The perfect opportunity for the community to engage with library staff, to express their views and contribute to the direction Library Services will take in the future, is during the strategic planning process.

## **Measuring Previous Years Performance**

**Goal:** Complete the evaluation of library programs in the Area Branches and set up ongoing evaluations with a focus on outcomes vs. outputs.

- Work on the Strategic Planning project took priority over this project in the earlier part of 2018. However, work in this area is scheduled to resume in November 2018. If not completed by the end of 2018, work will be continued into 2019.

**Goal:** Improve library staff access to training in multiple formats.

- The Library added an online training resource to its complement of digital resources in 2018. Gale Courses offers instructor-led online courses on a wide variety of topics, many of them relevant to the workplace. Staff have been encouraged to make use of this resource. So far, nine staff have completed or are in the process of completing 17 courses of their own choosing. This is an important step in developing a 'culture of learning' within the CRDL.

**Goal:** Review the hours of service requirements for Community Branches.

- Much of the data required for this report will be gathered during the community consultation phase of the Strategic Planning project. That data will not be available until early 2019.
- Until the analysis of that data is complete and internal service requirements have been added to the data, all opening hours at Community Branches will remain as they are.

**Goal:** Complete the establishment of the Sub-Regional Community Library Committees.

- Due to the importance of mandatory Occupational Health & Safety training sessions scheduled for late October in Williams Lake and the amount of travel involved for staff to attend, it was decided to postpone the Committee meetings for this year in favour of the OHS training sessions.

**Goal:** Continue to cultivate partnerships with community and library groups both within and outside the Cariboo.

- Library staff continue to do exceptionally well in this area; regularly partnering with a long list of local community groups. In 2018, the Library partnered with 39 community groups located in 100 Mile House, Quesnel, and Williams Lake.
- The Library regularly partners with 9 libraries from North Central BC through the North Central Library Federation, with all public libraries throughout BC through the Association of BC Public Library Directors; with libraries throughout BC and Manitoba through the BC Libraries Cooperative.
- Results from successful partnerships in 2018 included:
  - o Savings of \$2700 – the total cost to have the Shooting Stars Theatre Workshop for children visit Cariboo libraries as part of a tour of public libraries in Northern BC. The tour was organized and sponsored by the North Central Library Federation.
  - o Savings of \$1600 – the total cost to have the McMillan Space Centre add the Quesnel and Williams Lake Branches to their 2018 tour of Northern BC. This project was sponsored by the North Central Library Federation. NCLF libraries voted to have Cariboo library branches included in the tour because of hardships faced by residents during the 2017 wildfire season.
  - o A \$3000 in-kind donation of books and CDs for the Books for Babies project from the North Central Library Federation.
  - o A grant of \$1000 from the North Central Library Federation to offset expenses for library staff to attend library conferences in 2018.
  - o Significant price reductions in the cost of library cards negotiated on behalf of libraries by the NCLF and other BC library federations.
  - o Significant price reductions in the cost of processing supplies negotiated on behalf of libraries by the BC Libraries Cooperative.
  - o Significant price reductions in the cost of digital resources (e-books, etc.) and other online resources negotiated on behalf of libraries by the BC Libraries Cooperative.
  - o In-kind donations from local businesses of prizes, gift cards, pizzas, cake, etc. to make the wind-up parties of the Summer Reading Club a fantastic time for participating children and their parents.
  - o A Canada Summer Jobs grant from the Government of Canada for \$6458 to help offset the salaries of three students to run the Summer Reading Club in South, Central, and North Cariboo.
  - o Reimbursements from the North Central Library Federation to help offset most of the cost to travel to their Spring and Fall meetings.

**Goal:** Establish a Strategic Plan for the Cariboo Regional District Library.

- The goals for the Strategic Planning project in 2018 were to establish a committee to work on the project, have the committee members complete the coursework prepared by a consultant hired by the NCLF on how to complete a strategic planning project, and to begin to gather the data that will be used to develop the plan.
- Data collection is well underway and is expected to be complete by the end of the year.
- Staff consultation, which included interactive presentations to staff and a survey designed specifically to engage and seek input from staff, took place in August.
- A short survey to encourage input from the Board of Directors about issues that might have been brought to their attention by their constituents about library services in their area of the District, was distributed at the September Board meeting.
- The public engagement process is in the final planning stages, with public engagement set to begin in October.
- Data collection should be complete by the end of December.

**Goal:** Provide facility/equipment improvements to Area and Community Branches.

- In 2018, this area was dominated by expensive and unexpected repairs to equipment at the 100 Mile House Branch, including the elevator and the HVAC system. In addition, concerns by staff about air quality in the Branch were addressed. Air ducts in the building were cleaned following recommendations resulting from air quality testing by an outside contractor.
- Ongoing plumbing issues at the Williams Lake Branch continue to challenge staff at that branch, including regular rotoring of the sewer lines to remove tree roots that have been growing into the lines.
- The Manager of Procurement has been overseeing the planning of a major landscaping project at the new Interlakes Branch with work on the site set to begin by the end of September. The project will include stabilization of the parking lot as well as regular landscaping of the site.
- A similar project at the McLeese Lake Branch location has been delayed and will not be completed in 2018. While the CRD owns the land at Interlakes and can develop the site as it pleases, the land the McLeese Lake Branch sits on is leased from a private owner, somewhat complicating the development of the site. As with other planned projects, the activation of the EOC to deal with wildfires in the region for the second summer in a row delayed work on these projects.