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virl.bc.ca



Strategic Plan 2016-2020



Your Voice. Your Library.

virl.bc.ca



YOU SPOKE.

Stakeholder Consultations by the Numbers



160

Community Consultation Questions Created

41

Sessions

507

Attendees

120

Stakeholder Survey Responses

1220

Public Survey Responses

131

Staff Survey Responses



WE LISTENED!

The results of the community consultations are available on our website at www.virl.bc.ca/community-consultation-sessions-your-communities-results

In April 2015,

Vancouver Island Regional Library engaged ReWerx Consulting of Victoria to guide us through creating our 2016-2020 Strategic Plan. The method used by ReWerx consisted of the following components:

1

Staff Training Session

How to facilitate an effective community consultation

2

Community Inventory

Comprehensive lists of community stakeholders

3

Stakeholder Survey

Input from community resulting in community-specific questions

4

Community Consultations

A chance for stakeholders to collaboratively work through the four questions leading to action items

5

Public Survey

Another opportunity for community input

6

Staff Survey

An opportunity for staff to add their input to the process

Message from the Chair and Executive Director

"Your Voice. Your Library."

We listened....the Board of Trustees and the staff of Vancouver Island Regional Library (VIRL) want to thank all the individuals who aided in the development of our course for the next five years. *Your Voice, Your Library* builds upon our past achievements to successfully position VIRL for continued growth and leadership.

VIRL supports the people in our communities to pursue lifelong learning through responsive collections, electronic resources, innovative programming and services. Our libraries are the cornerstones of our diverse communities where children and adults can experience personal enrichment and collaboration with one another. For over 80 years, VIRL has built strong relationships with customers and community partners to ensure each community receives a library service that meets their needs and expectations. VIRL is an essential partner in assisting our communities to succeed thanks to the collaboration and strength from the communities we serve.

As our communities evolve, VIRL is positioned to respond. We will deliver our mission through the implementation of *Your Voice, Your Library*. We will continue to enrich lives through universal access to knowledge, lifelong learning and literacy. Together, we are building strong libraries and strong communities!



Bruce Jolliffe
Chair of the Board



Rosemary Bonanno
Executive Director





Our Mission:

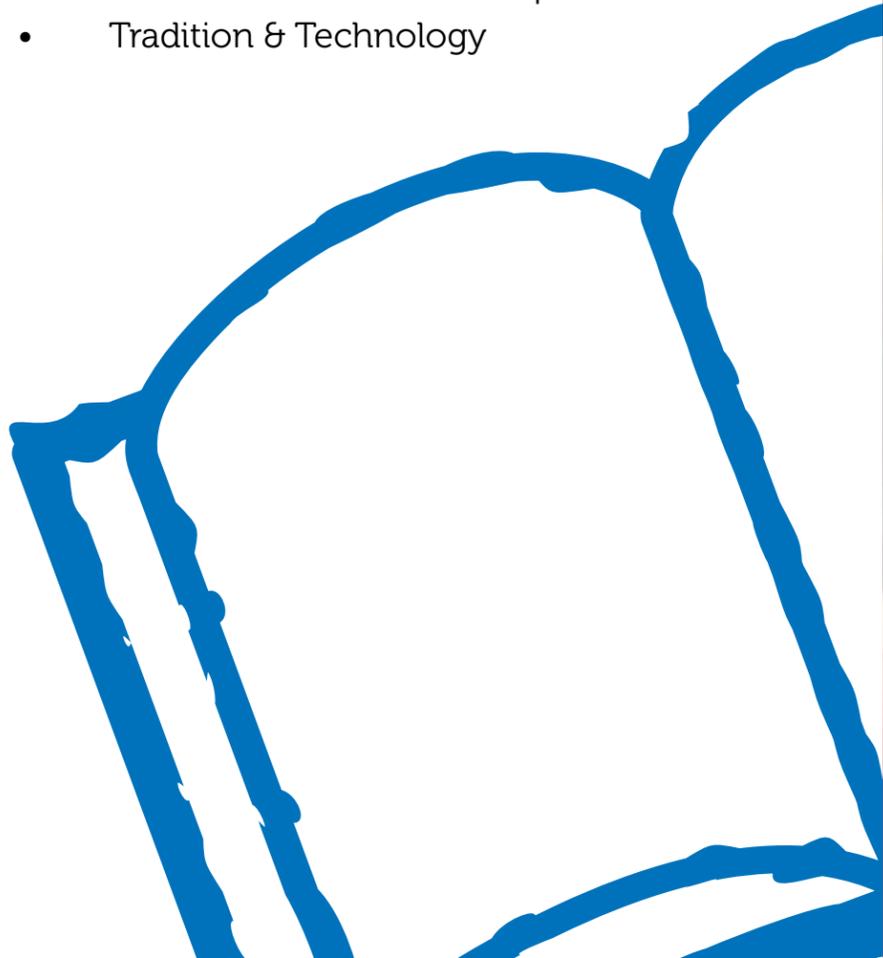
To enrich lives and communities through universal access to knowledge, lifelong learning and literacy.

Our Vision:

To develop strong library branches that are vital community destinations for knowledge, inspiration, innovation and renewal.

Our values:

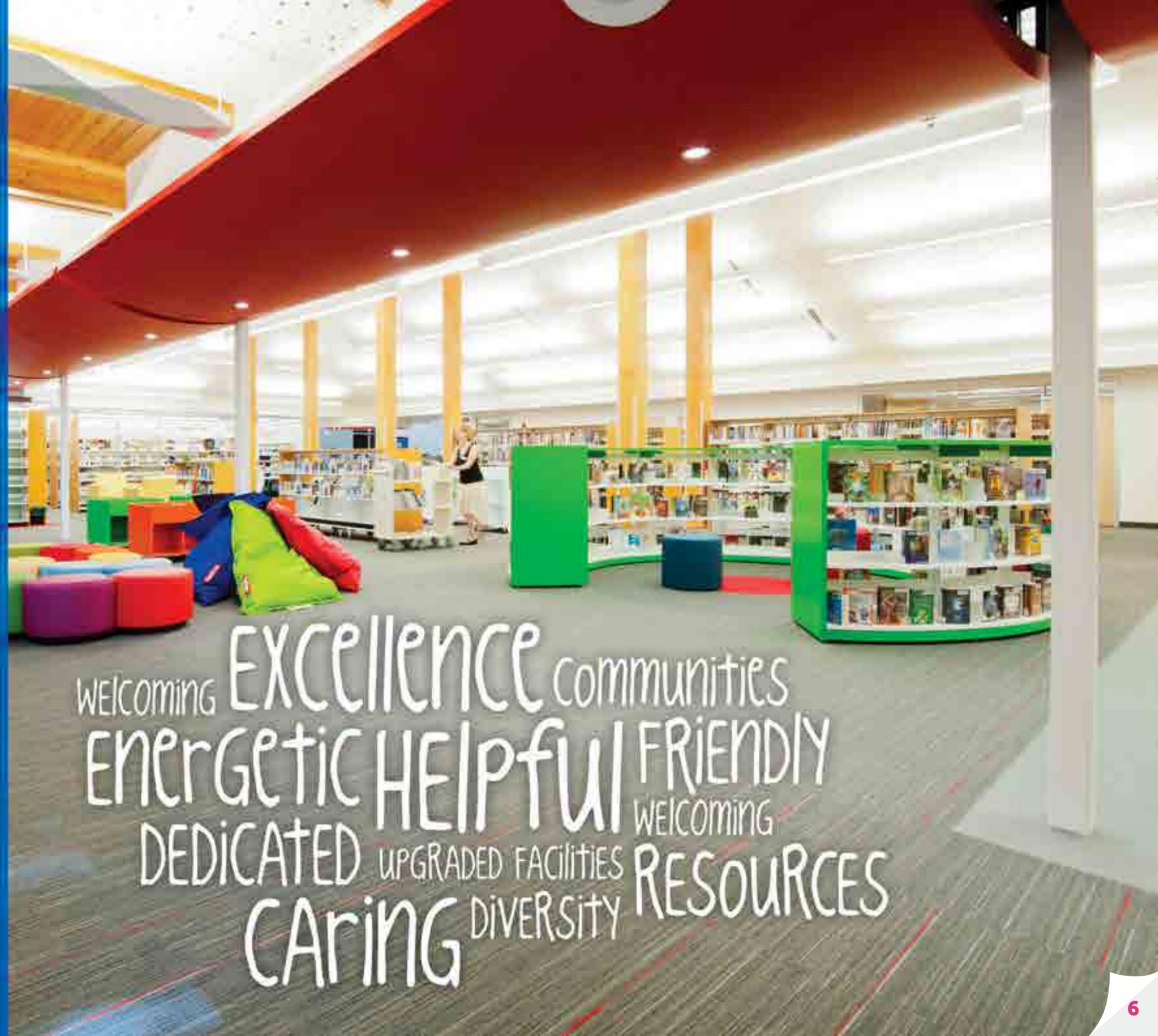
- Leadership & Innovation
- Stewardship & Accountability
- Information & Literacy
- Intellectual Freedom
- Collaboration & Partnerships
- Tradition & Technology



You Told Us (Core Strengths)

Input from our communities and staff indicates that Vancouver Island Regional Library's core strengths lie in the areas of:

- Excellence in customer service: Employees are described as energetic, enthusiastic, helpful, dedicated, caring and knowledgeable. The friendly service and willingness to assist customers is clearly appreciated by the communities served;
- New and upgraded facilities and the welcoming space these have created;
- The number of locations in both urban and rural centres, including some of the smallest communities on Vancouver Island and surrounding area where the library is a major hub;
- Strong children's programs, diversity of collections and the ability to share resources which provides greater access to information.



WELCOMING EXCELLENCE communities
ENERGETIC HELPFUL FRIENDLY
DEDICATED UPGRADED FACILITIES WELCOMING
CARING DIVERSITY RESOURCES



Principles:

Strong organizations need strong pillars to build upon for long-term success. Based on the feedback generated during the planning process for the 2016 – 2020 Strategic Plan, four areas emerged as key priorities. These priorities, or principles, will ensure Vancouver Island Regional Library remains a leader in supplying library services to our communities and is recognized throughout North America as a leader in its field.

1

Principle 1: Community

2

**Principle 2: Collect. Connect.
Collaborate. Create.**

3

Principle 3: Places & Spaces

4

Principle 4: Life at Work



Principle 1: Community

Vancouver Island Regional Library serves dozens of unique communities up and down Vancouver Island, the Central Coast and Haida Gwaii. By engaging and listening to our diverse populations, we can create partnerships, understanding and excitement in our cities and towns.

Vancouver Island Regional Library will continue to expand engagement and partnership opportunities, as well as increase advertising and promotion to show that the library is a vibrant, welcoming place for people of all socio-economic groups, cultures and literacy levels.

We will accomplish this by:

- Creating opportunities to speak with and listen to communities on an ongoing basis;
- Developing and building current and new partnerships with organizations to position the library as a community hub;
- Reaching out to Aboriginal communities to address their unique needs;
- Increasing services and programs for our aging populations;
- Bringing library services outside the library walls to community-service locations and gathering places to engage our communities, increase our services and connect with customers and non-customers;
- Initiating better performance and outcome measures to ensure that we are meeting the needs of all our customers.



Principle 2: Collect. Connect. Collaborate. Create.

The library of the 21st century is a mix of the traditional physical space and of the digital, “always-on” world. Excellence in programming and collections (both print and digital) empowers our communities by providing services and resources that contribute to a more knowledgeable and connected society.

Vancouver Island Regional Library seeks to identify and address the educational and recreational needs of our customers. As well, we seek new ways to reach those who are not aware of the resources we have to offer.

The library is a place of lifelong learning and inspiration. We strive to provide our communities with access to the information they need – whenever or wherever that may be.

We will accomplish this by:

- Developing programs and resources that appeal to people from a broad range of demographics and cultures, as well as those with different learning styles and levels of literacy;
- Increasing awareness of our services and resources through multiple communication channels;
- Sparking imagination and collaboration by providing access to new technology and opportunities to create content;
- Reducing barriers to access and ensuring the resources we provide are user-friendly for all people;
- Providing information and entertainment in multiple formats and continually updating the titles in our collections to meet the changing and diverse needs of our customers.



Principle 3: Places & Spaces

Vancouver Island Regional Library branches are key gathering places within our communities. We must continue to improve both the facilities and technology throughout our system to ensure that our libraries are vibrant, welcoming and inclusive hubs.

Since 2011, we have renovated or built eleven branches across the Vancouver Island Regional Library service area. Assessing the needs of each unique community when renovating and building facilities is a crucial component of our ongoing success.

In addition, our online presence and information technology (IT) infrastructure needs continuous and consistent stewardship and development to ensure that we meet the current and future technological needs of our customers.

We will accomplish this by:

- Adhering to our Facilities Master Plan to address the ongoing facility and maintenance improvements required in all of our branches;
- Engaging with customers to ensure new and renovated facilities reflect the needs of each of our distinct communities;
- Creating library spaces that are flexible and adaptable to address current and future demands;
- Ensuring our branches are outfitted with the most up-to-date and robust technological hardware and software;
- Promoting digital literacy by identifying and diminishing barriers to access to the tools and information within our digital world.



Principle 4: Life at Work

Like many other large multi-generational public service sectors, we are experiencing workplace challenges and adjustments. Our workforce spans the full spectrum of age ranges and includes Baby Boomers, Gen Xers, and Millennials. Each generation collectively maintains different values, attitudes, behaviour and approaches to decision making. Additionally, we are experiencing a rise in retirements from long-serving staff members.

To succeed as an organization, Vancouver Island Regional Library recognizes that it needs to support staff (and ultimately library customers) by respecting the multiple perspectives our employees represent. To do this, we must continually promote positive employer/union relations and improve our methods of communication, decision making and project management to create an effective and productive workplace culture.

We will accomplish this by:

- Working to align our goals and priorities across the library system, within both our public service and support departments;
- Reconsidering the value of hierarchical decision making by exploring and implementing other models of organizational structure;
- Initiating a succession plan at all levels which includes recognizing and developing the skills and knowledge held by our existing staff, as well as recruiting and retaining the best new talent;
- Developing and maintaining robust staff training plans which incorporate staff input, annual reviews and the opportunity for customization at individual and regional levels to ensure our staff are empowered to deliver exceptional customer service;
- Strengthening internal communication so that all members of the organization are working collaboratively towards a common goal.

