
To: Library Board of Trustees

From: Jennifer Jones, Acting Library Manager/CEO

Meeting Date: February 28, 2017

Subject: Report PPL17-009
Library Strategic Plan - Status Update

Purpose

A report to inform the Library Board of matters concerning the Library Strategic Planning process.

Recommendations

That the Library Board approve the recommendations in Report PPL17-009, dated February 28, 2017 of the Acting Library Manager/CEO, as follows:

- a) That the report of the acting Library Manager/CEO be received for information;
- b) That up to an additional \$25,000 be approved to be spent from library reserves to facilitate the rebranding of the Library in conjunction with the strategic planning process; and,
- c) That a Strategic Plan Steering Committee be formed consisting of two Board members, the Acting Library Manager/CEO, and up to three library staff members.

Budget and Financial Implications

The previous cost of hiring the necessary consultants to do the Strategic Plan was estimated at \$50,000. After further investigation, the addition of the rebranding element to the strategic planning process could potentially add an additional \$25,000 to the

project. Additional funding for this project would need to be approved by the Board to be taken out of reserve funds.

Background

At the September 26, 2016 meeting, the Board passed the following motion for report PPL16-036:

That the Acting Library Manager/CEO be directed to proceed with the RFP process to engage the services of a third party to complete a strategic plan and re-branding for the Library.

Due to unforeseen circumstances, the process was delayed and the RFP to engage a third party consultant for a strategic plan has not yet been completed. In an ideal situation we would have liked to have both the Library rebrand completed and a new strategic plan in place before the library re-opens at the Aylmer Street location in 2017.

Unfortunately, this will not be the case. An estimated timeline from this point onward could be:

- Mid to end of March 2017- RFP is issued for bids
- Mid to end of April 2017 - RFP closes and bids are received for consideration
- Mid May to end of June 2017 - steering committee evaluates and awards contract to consultant (may consist of an interview process if desired)
- June to August 2017 - consultant performs necessary background research
- September 2017 - consultant reports to Board on project status
- September to early December 2017- consultations with key stakeholders (e.g. Library Board, Library staff, City Council, etc) and the general community occur
- January 2018 - consultant reports to Board on project status
- March 2018 - Final report, strategic plan, and rebranding is delivered

The above timeline would need to be adjusted as steps are completed and a consultant is awarded the project. The summer of 2017 would provide the consultant with the necessary time to do background research as community consultations in the summer months are generally not as successful. Should it be an option, we would ask the consultant to deliver the rebranding result earlier in the timeline. However, we wish to avoid hosting two sets of community consultations and will defer to the successful consultant's expertise in this area.

An important element of this process not yet considered is the establishment of a steering committee; ideally consisting of two Board members, the Acting Library Manager/CEO and up to three staff members. The Board would also have the option of requesting the presence of a City staff member to sit on the steering committee to provide some expertise with this process.

The steering committee would be responsible for reviewing the terms of reference for the strategic planning and rebranding process before the RFP is issued. They would also evaluate and select the successful candidate in accordance with the RFP process.

Submitted by,

Jennifer Jones
Acting Library Manager/CEO

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