



MANAGEMENT REPORT

Date: February 19, 2016
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Meeting Date: February 24, 2016

TO: Library Board
FROM: Amanda Pitre-Hayes, Director of Planning & Projects
SUBJECT: 2016 Operating Plan

SUMMARY

This report provides Vancouver Public Library's (VPL's) annual Operating Plan provides a high-level overview of the operational projects that will be delivered in the coming year in service of the organization's strategic goals.

PURPOSE

This report is for information.

RECOMMENDATION

That the Board receive this report for information.

POLICY

In 2012, the Board's decided to extend its 2013-2015 Strategic Plan to 2016 in order to allow staff to work with the Board over the course of 2016 on a renewed Strategic Plan.

BACKGROUND

2016 is a strategic planning year for the Vancouver Public Library. Because of this, VPL's 2016 Operating Plan is focused on completing outstanding items from VPLs 2013-2015 Strategic Plan

that are still necessary and relevant, and delivering out on a limited set of new opportunities that are aligned with existing strategic priorities and goals.

DISCUSSION

The Directors Group and the Managers Team reviewed the initiatives in the 2015 Operating Plan to determine: if any items were completed or have largely achieved their strategic goal; if there were opportunities to streamline (merge) initiatives with similar objectives; and to discuss the possibility of adding new initiatives in 2016.

Of the 42 initiatives reviewed:

- a) 23 were identified as complete and not included in the 2016 operational plan
- b) 4 were identified as low effort in 2016 and removed from the plan

Note: these were removed as the effort was minimal and did not merit the extent of reporting required of strategic plan initiatives.

- c) 3 were determined to be best completed after the 2017-2019 Strategic Plan development concluded and were therefore not included in the 2016 Operating Plan

Note: These were items related to developing operational strategies for specific communities (e.g., seniors and multilingual communities). It was agreed that the community engagement process for the strategic plan development would provide an excellent starting point for further in-depth exploration of the needs of specific communities.

- d) 21 new initiatives aligned with existing strategic goals were identified and subsequently added to the plan.

The attached 2016 Operating Plan is the product of this process and is provided for the Board's information.

During the year, timeline adjustments to operational items may be made, as required, to balance resources and ensure the work is complete within the 2016 timeframe.

FINAL REMARKS

The 2016 Operating Plan aligns the organization's effort with existing strategic goals in this interim period where VPL's 2017-2019 Strategic Plan is being developed. 2017 Operating Plan initiatives will be aligned to the revised set of strategic goals that emerge through the development of the 2017-2019 Strategic Plan.

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KEY:

NEW = a new Initiative added to the Operational Plan in 2016

Items without “NEW” or “NEW phase” are Initiatives carried over from the previous 2015 Operational Plan

Missing numbers are initiatives that were already completed (majority), merged with other initiatives (some), or removed entirely (few)

Goal 1: Support a sense of belonging for Vancouver residents and foster social cohesion through learning, sharing, and having fun.

INITIATIVE	PHASE TO BE COMPLETED (TBC) IN 2016	DGR SPONSOR	INITIATIVE LEAD	PARTICIPATING DEPARTMENTS
1.8 Update Programming & Learning Delivery Model Reorganize VPL’s program planning and delivery model to ensure our ability to plan and deliver meaningful and strategically relevant programming and training system-wide. This builds on work done in 2015 which confirmed strategic programming priorities.	Complete	Shelagh Flaherty	Anne O’Shea	Programming & Learning

Goal 2: Implement more flexible, patron-centred service models to inspire and support a community of learning and a culture of reading.

INITIATIVES	PHASE TBC IN 2016	DGR SPONSOR	INITIATIVE LEAD	PARTICIPATING DEPARTMENTS
2.1 Information Services Review (Central & Branches) and Branch Collaborative Service Points Examine public service at Central and the Branch Libraries. Use the information gathered to ensure that patrons are receiving assistance when and where they need it and that staff have the training, competence, and understanding to conduct their work. Create a priority list for implementing collaborative service point in branches.	Complete	Diana Guinn	Megan Langley / Alyssa Green/Liz Simon	Neighbourhood Services Managers / Information Services/Facilities/ Policy & Planning
2.10 NEW: Overall Digital Literacy Offerings Research frameworks and standards for digital literacy and review digital literacy training programs to ensure the Library is offering a robust suite of programs to support Vancouver’s residents’ digital literacy skills.	Complete	Shelagh Flaherty	Anne O’Shea	Programming & Learning

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2.11 NEW: Branch Staffing Model Review WMC consultants have been retained to consult with staff and outside organizations, conduct research and develop scenarios branch staffing models for consideration and implementation by library management.	Complete	Diana Guinn	Megan Langley and Julie Iannacone	Neighbourhood Services
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Goal 3: Support the development of Vancouver residents' technology, information, and digital literacy skills so they can participate more effectively in the digital world.

INITIATIVE	PHASE TBC IN 2016	DGR SPONSOR	INITIATIVE LEAD	PARTICIPATING DEPARTMENTS
3.5 Partnerships, Programs & Operational Plan for the Inspiration Lab Recruit and Inspiration Lab Technician staff and continue to develop operational plan. Develop programming working with current and new partners.	Complete	Shelagh Flaherty	Erin Rickbeil	Programming & Learning

Goal 4: Offer a suite of resources, tools, and services to support the creativity and imagination of Vancouver residents.

INITIATIVES	PHASE TBC IN 2016	DGR SPONSOR	INITIATIVE LEAD	PARTICIPATING DEPARTMENTS
4.4 Vancouver Stories Through Community Digital Projects (Islandora) Launch Digital Vancouver, a digital repository that will showcase community history and stories through curated collections of images, sound recordings, and videos.	Complete	Kay Cahill	Kay Cahill	Digital Services
4.7 NEW: Self-published Digital Content platform Launch a platform that will enable us to offer self-published eBook content as part of VPL's digital collections.	Complete	Kay Cahill	Julie Douglas/Erin Ziegenfuss	Digital Services
4.8 NEW: Musical Instruments Introduce a musical instrument lending program to enhance VPL's role as a sharing institution and support the creativity and imagination of Vancouver residents.	Plan and Begin	Shelagh Flaherty	Dawn Ibey	Circulation Services

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Goal 5: Expand the Library's commitment to children, teens, and families so that all are inspired by diverse opportunities for learning, creativity, and community engagement.

INITIATIVE	PHASE TBC IN 2016	DGR SPONSOR	INITIATIVE LEAD	PARTICIPATING DEPARTMENTS
5.6 Early Literacy/School Readiness Publication VPL is developing a picture book which will be distributed to families with young children and select early childhood professionals. It will include an original story for families to read together and tips which highlight easy ways for caregivers to support early literacy development.	Complete	Diana Guinn	Julie Iannacone	Children & Teen Services

Goal 6: Expand the Library's presence in non-traditional spaces so that all Vancouver residents have access to the Library's resources and services.

INITIATIVE	PHASE TBC IN 2016	DGR SPONSOR	INITIATIVE LEAD	PARTICIPATING DEPARTMENTS
6.7 Develop Audio Recording/Editing Programs through Community Programming Grant Select VPL's first resident audio expert, funded for 2016 through a TELUS Community Programming grant. Work with expert who will deliver in-depth sound recording and audio editing programs in the first half of 2016. Evaluate program and develop plans for future funding and needs.	Plan & Begin	Shelagh Flaherty	Anne O'Shea	Programming & Learning

Goal 7: Improve our branch environment, appeal, and hours to maximize the library's usefulness and community access.

INITIATIVES	PHASE TBC IN 2016	DGR SPONSOR	INITIATIVE LEAD	PARTICIPATING DEPARTMENTS
7.1 Signage & Way-finding Across all VPL Branches Implement consistent interior and exterior signage in all locations across the system.	Complete	Eric Smith	Liz Simon	Facilities

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7.4 Merchandising Concepts for Library Collections Develop a suite of resources, practices and framework to merchandising VPL's physical and digital collections that can be rolled out system-wide to support increased user/reader awareness, circulation and usage;	Complete	Stephen Barrington	Stephanie Hurst	Marketing + Communications, Technical Services, branch staff and central staff
7.7 L8/9 Design Phase The design team for levels 8/9 of the Central Library will translate the functional plan into a design plan and complete the preparatory work required prior to the construction phase for these floors.	Complete	Shelagh Flaherty	Dawn Ibey	All Central Departments

Goal 8: Increase awareness of the library's resources and programming so that more people in the community can benefit from our services.

INITIATIVE	PHASE TBC IN 2016	DGR SPONSOR	INITIATIVE LEAD	PARTICIPATING DEPARTMENTS
8.5 Digital Signage Advertising Library Programs & Service Establish digital signage at VPL locations, including through the interactive kiosks funded by Telus.	Complete	Stephen Barrington	Stephen Barrington	Marketing + Communications, Systems, Digital Services and Information Services

Goal 9: Increase donor engagement to enhance the library's offerings.

INITIATIVE	PHASE TBC IN 2016	DGR SPONSOR	INITIATIVE LEAD	PARTICIPATING DEPARTMENTS
9.3 VPL Foundation's Capital Campaign for L8/9 Provide senior leadership support to the VPLF Board and Campaign Cabinet.	Ongoing	Sandra Singh	Sandra Singh	Chief Librarian Marketing + Communications

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Goal 11: Implement improved methods for measuring and demonstrating value so that the impacts and outcomes of library services are better understood by stakeholders.

INITIATIVES	PHASE TBC IN 2016	DGR SPONSOR	INITIATIVE LEAD	PARTICIPATING DEPARTMENTS
11.1 Outcomes Based Measurement Framework for Adult Programs & Program Attendance Tracking Develop a “Tool Kit” for evaluation of effectiveness of adult programs to measure performance outcomes against the objectives that the program teams set to achieve.	Plan and Begin	Amanda Pitre-Hayes	Wing Wong	Policy & Planning
11.6 NEW: Develop and implement the library’s response to the Truth and Reconciliation Commission Recommendations In consultation with community members and working committee, develop, identify and plan programs, services, and collections in response to the VPL identified TRC calls to actions.	Plan and Begin	Diana Guinn	Megan Langley	Neighbourhood Services
11.7 NEW: Strategic Plan and Public Consultation Develop VPL’s 2017-2019 Strategic Plan in consultation with Board, Staff, and the community.	Complete	Sandra Singh	Amanda Pitre-Hayes	All

Goal 12: Maintain and enhance approaches to sustainability so that the Library can reduce its environmental impact.

INITIATIVE	PHASE TBC IN 2016	DGR SPONSOR	INITIATIVE LEAD	PARTICIPATING DEPARTMENTS
12.4 Energy/Green Efficiency Upgrades As maintenance needs arise, replace with energy/green efficient models/products as feasible.	On-going	Eric Smith	Liz Simon	Facilities

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Foundational – Skilled and resilient staff who meet changing community needs with confidence

INITIATIVES	PHASE TBC IN 2016	DGR SPONSOR	INITIATIVE LEAD	PARTICIPATING DEPARTMENTS
Staff.2 Employee Engagement Survey Action Items – 2015 Mini-Survey The 2015 Mini-Survey results identified a decrease in employee enablement. Manager and supervisors have identified both worksite and organizational barriers to enablement and are developing and implementing a plan with initiatives to address these barriers in the workplace	On-going	Samantha Pillay	Wendy Massine	Human Resources Policy & Planning
Staff.7 New – Respectful Workplace and Inclusivity Training A new on-line <i>Building Respectful and Inclusive Workplaces</i> course is in the process of being rolled out and one additional staff courses are to be developed and implemented: <i>Transgender Inclusion</i> .	Complete	Samantha Pillay	Kathy Payne	Human Resources
Staff.8 NEW: Collective Bargaining The current collective agreement expired on December 31, 2015 and the Union has provided notice to bargain; bargaining dates are yet to be scheduled for 2016	Plan and Begin	Sandra Singh	Samantha Pillay	Human Resources

Foundational – Diverse and accessible collections and programs

INITIATIVES	PHASE TBC IN 2016	DGR SPONSOR	INITIATIVE LEAD	PARTICIPATING DEPARTMENTS
Collections & Programs.7 NEW: Weeding Models for Central Develop a sustainable process and schedule for ongoing weeding of the Central adult collections.	Plan and Begin	Chris Middlemass	Chris Middlemass	Information Services, Circulation Services, Technical Services.
Collections & Programs.8 NEW: Collection Performance (Physical & Digital) System-wide Develop collection performance evaluation tools to assist units in collection maintenance activities.	Plan and Begin	Chris Middlemass	Chris Middlemass	Technical Services
Collections & Programs.9 NEW: Collection Inventory Complete collection inventory on select branches to test accuracy of holdings reflected in the database, to determine whether manual scanning is required.	Plan and Begin	Shelagh Flaherty	Dawn Ibey	Circulation Services

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Foundational – Current and adaptable technology for our staff and community

INITIATIVES	PHASE TBC IN 2016	DGR SPONSOR	INITIATIVE LEAD	PARTICIPATING DEPARTMENTS
Technology.1 Website Redesign Launch a new website, built with the Drupal content management system, featuring a responsive and adaptive design that will be easy to use for a wide range of audiences and across a broad range of devices.	Complete	Kay Cahill	Kay Cahill	Digital Services
Technology.6 NEW: PC Booking Replacement Research alternatives to the existing PC Booking system used for reserving and managing time on public wired computers. Depending on the findings, proceed to develop a funding request, RFP and implementation project for a replacement system.	Complete	Janet Horne	Janet Horne	Systems
Technology.7 NEW: Horizon Analytics Implement SirsiDynix WebAnalytics tool and begin developing statistical reports of ILS activities with this tool. Begin to explore the advanced features to provide more insights into the data.	Complete	Janet Horne	Janet Horne	Systems
Technology.8 NEW: Mobile Circulation Implement SirsiDynix mobile circ product on VPL tablets and investigate the possibilities of this tool to allow staff to have access to circulation functions (checkout, check-in, patron accounts) on a mobile platform. Develop a plan for integration of this tool into VPL.	Complete	Janet Horne	Janet Horne	Systems

Foundational – Comprehensive network of physical and virtual branches

INITIATIVES	PHASE TBC IN 2016	DGR SPONSOR	INITIATIVE LEAD	PARTICIPATING DEPARTMENTS
Branches.1 Open the nēca?mat ct Strathcona Branch Collaborate and work with City Spaces, architects and library staff to ensure branch is ready to open by fall 2016: staffing, collections, furniture and supplies and plan opening day.	Complete	Diana Guinn	Beth Davies	Neighbourhood Services

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Branches.5 Branch Refurbishment Plan. Develop a long term plan for branch maintenance and refurbishments that align with branch redevelopment priorities.	Complete	Eric Smith	Liz Simon	Facilities
Branches.9 NEW: Emergency Mgt. Plan Review for VPL Update the library’s emergency response and recovery plan	Complete	Eric Smith	Liz Simon	Facilities
Branches.10 NEW: Branch Location Strategy Develop principles and criteria to guide decisions about the location of new branches or relocation of existing branches.	Complete	Amanda Pitre-Hayes	Wing Wong	Policy & Planning