



## MANAGEMENT REPORT

Date: February 20, 2019

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Meeting Date: February 27, 2019

TO: Library Board

FROM: Christina de Castell, Chief Librarian

**SUBJECT: 2020-2023 Strategic Plan Steering Committee**

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### **SUMMARY**

This report outlines a recommended approach for the development of the 2020-2023 VPL Strategic Plan.

### **PURPOSE**

This report is for decision.

### **RECOMMENDATION**

That the Board appoint the Community Relations, Planning and Development Committee as the Steering Committee for the 2020-2023 VPL Strategic Plan project.

### **COMMITTEE DISCUSSION**

The Community Relations, Planning and Development Committee agreed with the approach and deliverables as presented in the report, and agreed that in the role of steering committee, they would seek involvement in the selection of a consultant by participating in the interview process and providing feedback to staff. The steering committee role would include receiving regular updates and providing feedback on the approach, process and findings at Committee meetings. All trustees would participate in strategic planning workshops.

## **BACKGROUND**

The way people access information, and therefore how patrons use public libraries, continues to rapidly change. VPL undertook an extensive strategic planning process in 2012 that included the renewal of its vision, mission, and values. In 2016, VPL developed VPL 2020, a comprehensive strategic plan for the three-year period of 2017 to 2019, which is being implemented via strategic initiatives outlined in the annual operating plan. Quarterly reporting to the Board tracks progress against Key Performance Indicators.

The 2020 to 2023 Strategic Plan will build on the success of the current strategic plan, aspiring to further the existing vision, mission, and values, evolving some elements and identifying new elements that provide opportunity for VPL's continued and extended impact in Vancouver communities. It will also be a key platform for VPL to bring its brand blueprint to life. Developed in 2018, the brand blueprint is a strategic tool that outlines VPL's tone, essence and positioning and has yet to be fully implemented across the organization.

At its November 2018 meeting, the Community Relations, Planning and Development Committee discussed the approach for the next strategic plan. The key conclusions were that the four strategic outcomes developed in 2016 for the current strategic plan (Learning, Creativity & Innovation; Access & Equity; Sharing & Collaboration; Organizational Strength) are still relevant and meaningful but need to be tested, and potentially fine-tuned or adjusted, in light of the library's current and future context. New actions and deliverables will be developed based on VPL's strategic priorities and on Vancouver residents' most pressing needs and significant interests.

## **DISCUSSION**

The strategic planning process will require meaningful engagement with the Board, staff, key external stakeholders, and the general public. The project to develop VPL's next strategic plan will be sponsored by VPL's Chief Librarian with project leadership from the Planning and Communications department and support from an external consulting firm. It is proposed that the Community Relations, Planning and Development Committee serve as the project's Steering Committee.

The key deliverables for the strategic plan project are:

- Strategic planning roadmap – a high-level process to ensure successful project delivery
- Strategic assessment – an external landscape scan, assessment of library performance & evaluation of current strategic framework

- Engagement strategy – a dynamic engagement program with the Board, Library management, staff, the public, and key stakeholders to test the current strategic framework and generate/prioritize ideas for VPL actions to deliver on strategic goals
- Strategic plan development – writing the plan including: outcomes, goals, key initiatives, and supporting metrics
- Progress reporting – identifying a suite of performance indicators and reporting template to track VPL’s progress for the duration of the plan.

A Request for Proposals (RFP) will be issued on February 28<sup>th</sup> seeking an experienced consultant to work with VPL to develop the plan. The successful proponent will have: expertise in strategic planning; experience working with public libraries, other public service agencies, or not-for-profits; and the ability to develop and facilitate an inclusive process that engages and empowers VPL’s Board, staff, and patrons in the development of the plan.

Following is a high-level project timeline:

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|--|-----------------------|
| • RFP Issued                               | February 28           |
| • Proposals Due                            | March 18              |
| • Consultant Selection                     | April 3               |
| • Project Kick-Off                         | Week of April 8       |
| • Strategic Planning Roadmap               | April                 |
| • Strategic Assessment                     | April-May             |
| • Engagement Strategy                      | April-May             |
| • Engagement Delivery on direction & ideas | May-June              |
| • Draft Strategic Plan                     | July-August           |
| • Operational Planning (by VPL)            | July-September        |
| • Engagement Delivery on draft plan        | September             |
| • Final Strategic Plan                     | end of October        |
| • Approval by Board of Trustees            | end of November       |
| • Desktop publishing (by VPL)              | December-January 2020 |

### Questions for Discussion

1. Do the Committee members agree with the approach and deliverables?
2. Do the Committee members know of any strategic planning consulting firms who should be notified of the RFP?
3. What role and what level of involvement would the Committee members like to have in this project?

## **FINANCIAL IMPLICATIONS**

The budget for the consulting services related to the 2020-2023 Strategic Plan will be funded from reserves.

## **FINAL REMARKS**

Building on the solid foundation laid through the development and implementation of the 2017-2019 Strategic Plan, the 2020-2023 Strategic Plan will guide the ongoing evolution of the Library. VPL Management looks forward to taking on this essential piece of work.