

## MANAGEMENT REPORT

Date: November 6, 2023  
Author: Patricia Chong, Manager, Policy & Planning  
VanDocs#: DOC/2023/256620  
Meeting Date: November 22, 2023

TO: Library Board  
FROM: Carol Nelson, Director, Planning & Communications  
**SUBJECT: Strategic Plan Reporting – Q3 2023**

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### **SUMMARY**

This report provides an overview of progress related to the Library's 2020-2025 Strategic Plan as of Q3 2023.

### **PURPOSE**

This report is for information.

### **RECOMMENDATIONS**

That the Board receive the report for information.

### **POLICY**

The Vancouver Public Library's Strategic Plan is a policy that is developed and approved by the Board.

### **INDIGENOUS CONSIDERATIONS**

VPL's 2020-2025 Strategic Plan prioritizes Truth and Reconciliation. Stakeholder engagement highlighted the need to bring Indigenous history, languages, cultures, and voices into library spaces and services. Through quarterly reporting, staff will provide ongoing updates on VPL's activities to support Truth and Reconciliation, including progress made on goal 2.1 "Reflect and celebrate Indigenous cultures and history" and goal 3.2 "Enhance understanding and appreciation of Indigenous ways of knowing, being, and doing." VPL's Indigenous Rights and Reconciliation Strategy was approved by the Board in November 2022.

## **DISCUSSION**

The Q3 2023 report is designed to show progress made on the priorities and goals outlined in the 2020-2025 Strategic Plan. Components include quarterly and annual performance measures, strategic initiative progress updates, activities supporting Indigenous Rights and Reconciliation, a spotlight on key library activities, and a sampling of patron appreciation and engagement.

## **FINANCIAL IMPLICATIONS**

The financial implications of implementing activities outlined in VPL's strategic and operating plans are captured in quarterly financial reporting and in separate project updates to the Board.



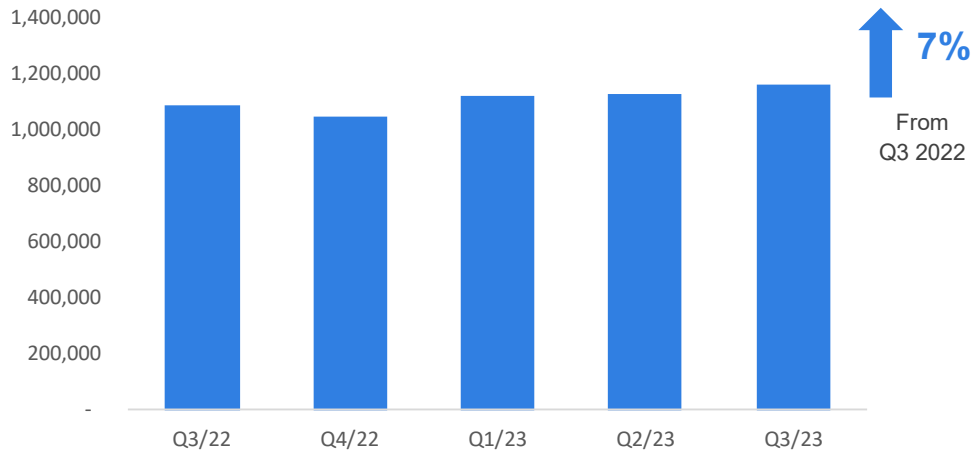
VANCOUVER  
PUBLIC  
LIBRARY

# QUARTERLY REPORT

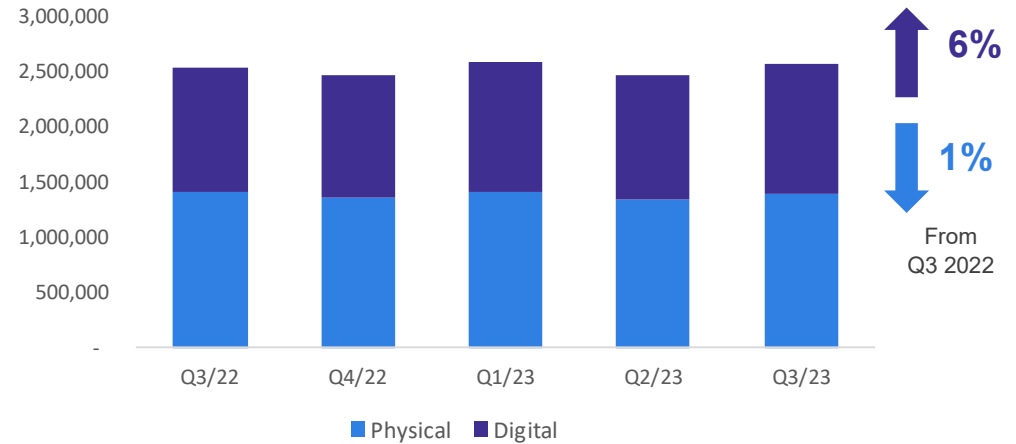
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# QUARTERLY PERFORMANCE MEASURES

### Foot Traffic



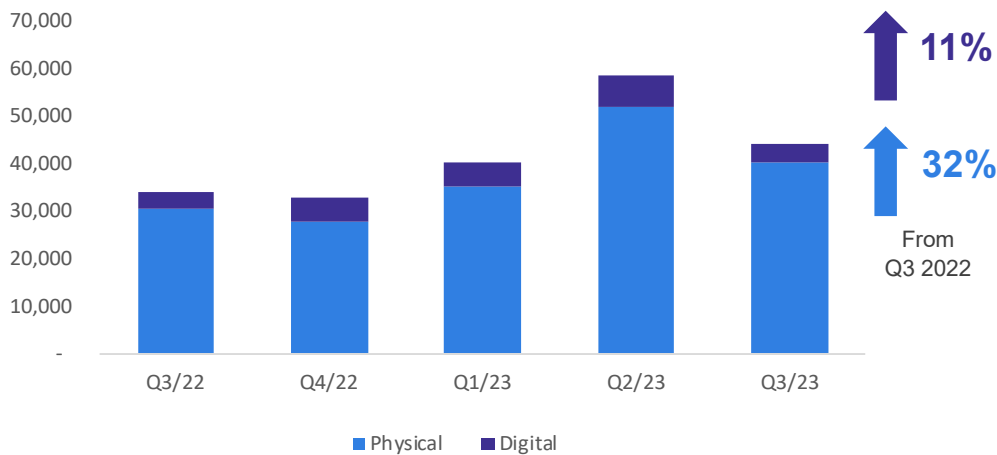
### Collection Use



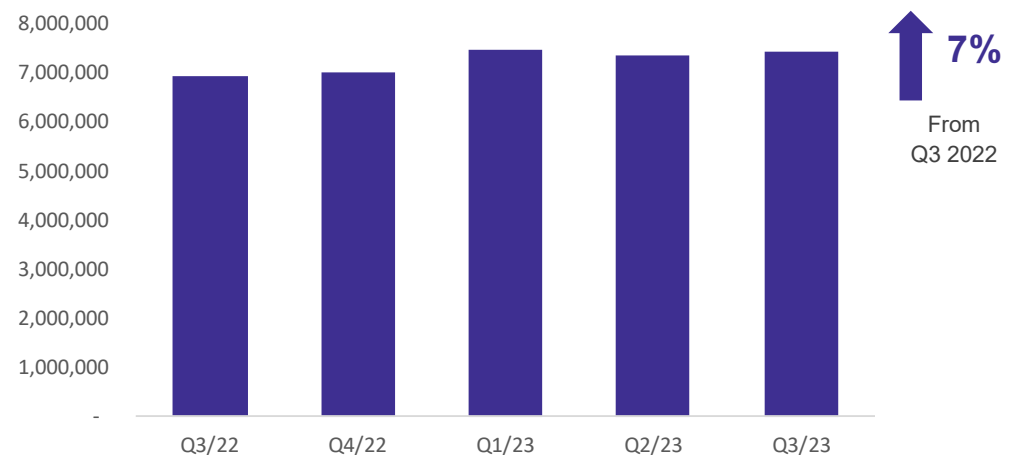
After its closure during the COVID-19 pandemic, OAK reopened in Q4 2021 in a smaller location while construction of the new branch is underway.

Digital collection reporting methodology changed Q1 2023. All 2022 data recalculated to align with new methodology.

### Program Participation



### Wired Internet Minutes Used



Digital Participation is Digital Live Attendance plus Digital Recording peak views. Peak views are all views within 30 days of posting the recording online.

## ANNUAL PERFORMANCE MEASURES

### Active Cardholders\*

2022 **214,095** ↑ 15%  
2021 **185,601**

### Patron Satisfaction\*\*

2022 **92%** ↔ 0%  
2021 **92%**

### Importance to the Community\*\*\*

2022 **96%** ↑ 1%  
2019 **95%**

### Belonging and Connection\*\*\*

- **95%** of VPL patrons feel welcome in the Library
- **91%** of VPL patrons feel included at the Library
- **85%** of VPL patrons believe the Library helps them connect with their community

### Relations with Indigenous Peoples and Communities\*\*\*

- **76%** of VPL patrons report the Library has helped increase their understanding and respect for Indigenous peoples' histories, cultures, and rights

### Outcomes-based evaluation for the following areas to be implemented beginning 2023

- Community Partnerships
- Staff Inclusivity and Support

\* Active Cardholders includes patrons who borrowed physical materials, used digital collections, and/or used technology services within the 12 months of the reported year.

\*\*Data from City of Vancouver Civic Service Satisfaction Survey conducted January 2023.

\*\*\* Data from 2022 VPL Public Survey .

# STRATEGIC INITIATIVES PROGRESS

As a result of the strategic plan extension, initiative timelines have been updated.

## 1. LEARNING & CREATIVITY

GOAL	INITIATIVE	TIMELINE	STATUS	COMMENT/UPDATE
Champion early literacy and opportunities for lifelong learning	1.1 Virtual Children's Programming	Q4 2020 to Q4 2021		Initiative completed: Virtual programming now operational.
Bridge the digital divide and support creativity through accessible technology	1.2 Technology Lending	Q2 2024 to Q4 2025		In-branch laptop lending program to pilot at new Oakridge branch.
Provide relevant physical and digital collections in diverse formats and languages	1.3 Lending Kits (STEM/STEAM)	Q3 2023 to Q2 2024		Pilot planning underway to develop in-library STEM kits for children, to support computational thinking and problem solving skills.



Not Started



Completed



On Track



At Risk



Late

# STRATEGIC INITIATIVES PROGRESS





## 2. SHARED SPACES & EXPERIENCES

GOAL	INITIATIVE	TIMELINE	STATUS	COMMENT/UPDATE	
Reflect and celebrate Indigenous cultures and history	2.1	Language and art in VPL spaces	Q2 2023 to Q4 2025		VPL and COV continue to work with Musqueam on receiving a name for the Oakridge Civic Centre.
	Develop welcoming, accessible, and sustainable facilities that meet current and future needs and expectations	2.2.1	Children's Library Revitalization	Q3 2020 to Q2 2025	
2.2.2		Branch Revitalizations	Q1 2020 to Q4 2025		Accessibility improvements at KIT and FHL; improved HVAC in sound booth at NCS.
Provide Patron Centred Experiences and make it easy to use VPL's services	2.3.1	Controlled Digital Lending	Q1 2022 to Q4 2023		Staff are finalizing internal processes and preparing for scanning of public document to begin in October.
	2.3.2	The Palace Project	Q4 2022 to Q4 2023		Technical implementation complete. Public launch pushed to Q1 2024 to ensure access to Audible Exclusive titles.

Not Started
 Completed
 On Track
 At Risk
 Late

# STRATEGIC INITIATIVES PROGRESS

## 3. BELONGING & CONNECTION

GOAL	INITIATIVE	TIMELINE	STATUS	COMMENT/UPDATE
Reduce social isolation and provide affordable access	3.1 Fine Free Service	Q1 2020 to Q3 2022		Initiative completed: VPL eliminated overdue fines June 2022. Now operational.
Enhance understanding and appreciation of Indigenous ways of knowing, being, and doing	3.2 Reconciliation Capacity Building	Q1 2021 to Q4 2022		Initiative completed: Indigenous Rights and Reconciliation strategy developed. Now operational.
Engage and celebrate the diverse cultures and languages of Vancouver	3.3 Multicultural Capacity Building	Q4 2023 to Q3 2025		Scheduled to start in Q4.
Establish the library as a forum for civic conversation and understanding	3.4 Equity and Inclusion Framework	Q4 2023 to Q3 2025		Scheduled to start in Q4.

 Not Started
  Completed
  On Track
  At Risk
  Late



# STRATEGIC INITIATIVES PROGRESS

## 4. ORGANIZATIONAL STRENGTH

GOAL	INITIATIVE	TIMELINE	STATUS	COMMENT/UPDATE
Ensure VPL staff have the support and resources to adapt to a transformed work environment	4.1 Healthy Workplace Program	Q1 2021 to Q1 2023		Initiative completed: Not Myself Today program has concluded. Consultative and emotional support with planning for future programming underway.
Foster an inclusive workplace that reflects the diversity of our community	4.2 Increase VPL's Equity and Diversity	Q4 2020 to Q4 2023		Received consultants' draft report on findings and recommendations. Rollout and initial stage of EDI action planning to begin in Q4.
Increase public awareness and usage of VPL services	4.3 Targeted Communications	Q1 2021 to Q4 2025		2023 targeted email campaign in planning stages for November execution.

Not Started
 Completed
 On Track
 At Risk
 Late

## INDIGENOUS RIGHTS AND RECONCILIATION

In August VPL welcomed our new Indigenous Planner, Rick Ouellet. Rick comes to VPL with 15 years of experience managing Indigenous programming and teaching at Canadian post-secondary institutions.

On September 15, VPL was invited to present to MST Development Corporation about the potential for a branch on the Jericho Lands. Christina de Castell presented to the group, supported by Maryn Ashdown and Rick Ouellet. The presentation was well received and future discussions are planned.

On September 22, the Joint MMIWG2S Advisory Committee and Director's Table Meeting was attended by Maryn Ashdown and Rick Ouellet. This impactful event illustrated the City's commitment to the work of the MMIWG2S committee. VPL was given a plaque by the committee to recognize our partnership.

In addition to VPL led initiatives, VPL is involved in two of the City's UNDRIP Action Groups tasked with developing and implementing specific initiatives over 2024-25:



**Action Group 2 “Urban Indigenous Engagement”:** In consultation with Musqueam, Squamish and Tsleil-Waututh (MST), create processes for the diverse Indigenous populations living in the city to be represented in decisions which impact their lives, including access to services, quality of life, and reflection in community.

- This group held its first workshop with MST; CoV reps included VPL, Parks, Engineering, ACCS, and CEC. The focus is on developing protocols with MST for Urban Indigenous engagement objectives.

**Action Group 12 “Institutional Representation”:** Promote meaningful involvement of Musqueam, Squamish, and Tsleil-Waututh within major arts and culture organizations/institutions, especially where the City provides land grants, funding, etc. Set policy to require that Musqueam, Squamish, and Tsleil-Waututh are engaged and represented in these spaces and programs.

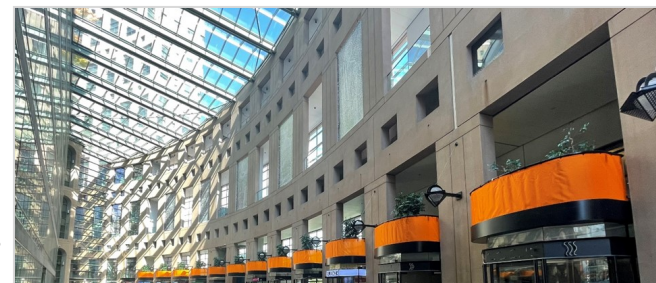
- This group also met with MST; dialogue with VPL focused on our unique spaces and governance. MST reps plan to tour Central before developing specific actions later in the fall.

VPL's Reciprocity Gifts Fund Sub-committee identified an opportunity to present branded VPL gifts to Indigenous people who provide programming or other benefit to VPL. The committee is currently creating handmade VPL cardholders as a meaningful interim gift.

## SPOTLIGHT

### National Day for Truth and Reconciliation / Orange Shirt Day

To recognize National Day for Truth and Reconciliation and Orange Shirt Day, VPL undertook several initiatives. These included the distribution of “Every Child Matters” buttons to library staff, the wearing of orange shirts on September 29th, and draping the atrium balconies at Central with orange banners to bring attention to and increase awareness of these important commemorations. As well, through digital channels, the Library provided both staff and patrons with enhanced Truth and Reconciliation information resources with an emphasis on Indigenous support and healing.



This September, VPL organized several programs and learning opportunities to highlight Indigenous voices and experiences, including:

- Squamish Elder Sam George presented his new memoir about surviving residential school, titled *The Fire Still Burns*.
- The Explore Indigenous Genealogy program was presented in partnership with Library and Archives Canada to introduce collections and digitized genealogy records about First Nations, Inuit and the Métis Nation.
- A virtual field trip for 600 students, teachers, and general public with the legendary BC artist duo Roy Henry Vickers and Robert Lucky Budd where they shared a story from one of their titles, and described their life journeys to becoming professional artists.
- A film screening at Carnegie branch showing “We Were Children” by Tim Wolochatiuk and “Honour to Senator Murray Sinclair” by Alanis Obomsawin. Following the screenings, several residential school survivors from the audience stayed and shared some of their stories.
- Film screenings at Central included films by Inuit filmmakers Germaine Arnattaquq, Ossie Michelin, Jennie Williams and Nyla Innuksuk, plus animation and documentary work by other Indigenous filmmakers and activists.
- In support of teen participation, graphic artist Michael Nicoll Yahgulanaas presented his latest graphic novel, *JAJ: a Haida Manga*. He also discussed his life as an artist and politician, and reminded the audience that Reconciliation involves respecting Aboriginal Rights and Title, as enshrined in the Constitution.
- Governor General's Literary Award winner Darrel McLeod presented his first novel, *A Season in Chezgh'un*.



In the weeks leading up to September 30th, Children and Teen Services added new Indigenous book sections to VPL Storytime Shelves, ensuring that staff at every library have the resources needed to highlight Indigenous authors and illustrators during weekly Storytimes. These new program resources support Indigenous learning outcomes for very young children as they develop the awareness that, to quote Ginger Gosnell-Myers, “Canada is an Indigenous place. Vancouver is no exception”.

## SPOTLIGHT

### Teen Summer Challenge: Hot Book Summer



VPL's Teen Advisory Groups played a strong role in developing this year's Challenge which included Book Bingo, Creative Challenges and programs across the city.

Programs included The Last of Us: Library Edition, which promoted resiliency skills in the

face of disaster, perennial favourite Dungeons and Dragons, and a virtual Bake-Along with 22yo Lauren Tjoe, winner of the Great Canadian Baking Show.

Book Bingo got teens reading a variety of genres, formats, and perspectives while Creative Challenges encouraged teens to try new things, including visits to the Inspiration Lab.

Many programs were at capacity, with 95 total participants. Participation in Book Bingo increased over last year, and Creative Challenge participation nearly tripled.

"Thanks so much to VPL for creating the bingo! I haven't read this much (or enjoyed reading this much) in a while, and it was fun to try lots of different types of books and genres while completing the challenge. I'll probably keep reading for the rest of the summer, and hopefully also into the school year if I can make some time."

### Updated Branch Hours

On September 5th, branches updated their hours to better serve our patrons. This was accomplished within the existing budget, and involved substantial reorganization of staff. Improvements include more consistent opening and closing times, and full Sundays in all branches. Changes were based on extensive research, consultation, and analysis of branch usage data.

In addition to improved patron service, these changes offer more regular hours with benefits to staff, improving schedule stability, and access to training and leadership support. Positions previously doing exclusively materials handling have expanded into more robust public service roles to prevent injury and respond to evolving community needs. VPL branch staff demonstrated strong resilience during this project, which involved significant change.

### West Point Grey Opening Event

West Point Grey branch celebrated with the community to honour the relocated space this September.

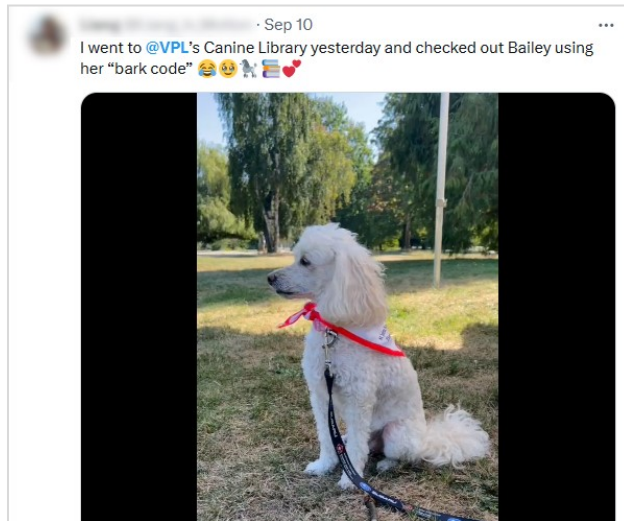
Several esteemed guests spoke at the event including Elder Kwes' Kwestin from xʷməθkʷəy̓əm (Musqueam), Premier David Eby, Councillor Peter Meiszner, and board vice-chair Raji Mangat. Branch head, Gladys Chen, gave our guests a tour before they spoke with the community. Over 30 patrons listened to remarks; that number grew to close to 40+ once the cupcakes arrived. A standout moment was during his speech, a steady stream of kids arrived at the branch and snuck past the Premier on tiptoes to get access to the children's collection. Our patrons know what they want!



## PATRON FEEDBACK, STORIES, AND DIGITAL ENGAGEMENT

“The ‘Over the Rainbow: Pride Speed Friending program met and exceeded my expectations. While I expected the event to be welcoming, given that it was geared at the queer community, I was pleasantly surprised by how chill the atmosphere was. I was also happy to see that there were refreshments! My partner and I had an excellent time. While the event room was challenging to find, staff were very helpful and did an excellent job keeping an eye out for lost/confused attendees. I hope to attend other queer VPL events in the future and make more of an effort to get involved with Vancouver's queer community.”

*-Participant feedback from Over the Rainbow: Pride Speed Friending*



“Thank you for the additional information. It's not easy searching for a job when you've been retired for a year and also, when you have not needed to worry about a resume for decades!! I truly appreciate all your assistance today and the extra time you took to follow up with the additional links.”

*- Patron email to Digital Services team*

“Seniors' Morning at the Movies gives me an opportunity to connect to like-minded people, who loves classic movies. I feel good to see old faces and new faces. The program makes me feel welcomed and less isolated. I want to see movie every Thursday. Thank you very much.”

*-Patron feedback from Seniors' Morning at the Movies*

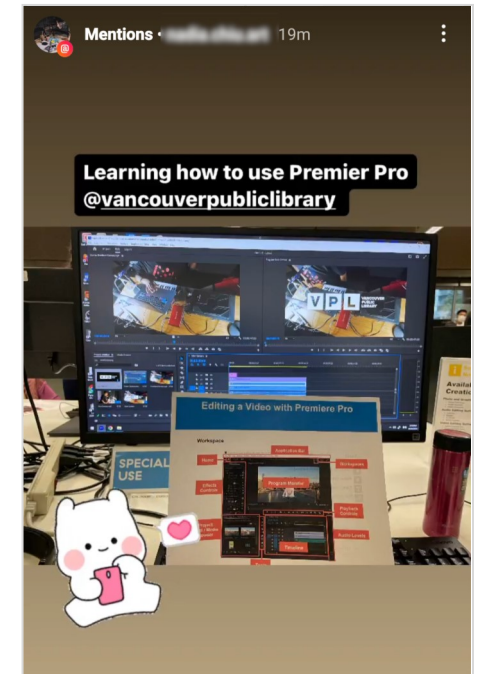
## PATRON FEEDBACK, STORIES, AND DIGITAL ENGAGEMENT

"Indigenous Considerations for Newcomers to Canada was a wonderful experience. It provided me with the knowledge of the Indigenous people and the responsibilities I have as a resident. Furthermore, it made easier for me to accommodate to the Canadian people and felt more welcomed to the society of a foreign land. I wish to attend future programs to increase my knowledge and potentially understand the various events and cultures that are held and followed in Canada."

- Participant feedback from *Indigenous Considerations for Newcomers to Canada*



Sep 6  
Seeing all these Summer Reading Club medals at @VPL Kensington library brings back lots of great memories of my years helping with the Summer Reading program at @ORLreads Westbank library.



Sep 1  
So delighted that the @VPL has a copy of this rather expensive cooking book I've been dying to read. Thank you libraries 🙏

"I have participated in the Teen Advisory Group (TAG) for the last two years and loved every minute of it. It helps me give back to the community and connect with others in a fun and kind and accessible way. I have made new friends through TAG and would love the chance to once again participate in the discussions, workshops, and helping run the Page by Page contest which was fantastic the last two years."

- Teen Advisory Group participant feedback

Jul 11  
Was lucky to get a tour through @VPL a few years back, and amazed at all the digital resources available to boost member creativity.

**PressReader** @PressReader · Jul 10  
In the digital age, libraries stand tall as spaces for in-person community engagement. Here's how some of the most renowned libraries in North America connect patrons with resources, and each other.  
[blog.pressreader.com/libraries-inst...](http://blog.pressreader.com/libraries-inst...)