Vancouver Public Library

MANAGEMENT REPORT

Date:	March 14, 2017
Author:	Amanda Pitre-Hayes, Director, Planning & Projects
Phone No.:	604-331-4006
VanDocs#:	DOC/2017/072441
Meeting Date:	March 22, 2017

TO:	Library Board
FROM:	Amanda Pitre-Hayes
SUBJECT:	**VPL 2020 Strategic Plan Quarterly Report Template**

SUMMARY

The launch of Vancouver Public Library's new strategic plan, VPL 2020, provides an opportunity to refresh the way in which quarterly progress toward achieving the strategy is reported to VPL Trustees. A scan of best practices was conducted and results were presented to Trustees in January. Based on feedback received, the attached draft VPL 2020 Strategic Plan Quarterly Board Report Template was developed and is being brought forward for approval.

PURPOSE

This report is for decision.

RECOMMENDATION

That the Board approve the revised Strategic Plan Quarterly Report template.

POLICY

The revised report template will be used to report to the VPL Board quarterly on progress toward implementing Vancouver Public Library's new strategic plan: VPL 2020.

STRATEGIC IMPLICATIONS

The revised report template is designed to ensure that Trustees receive timely and relevant data with which they can monitor Vancouver Public Library's progress toward achieving its strategic plan.

COMMITTEE DISCUSSION

The Committee discussed the proposed template, noting their appreciation for staff's presentation of diverse types of information as well as the succinctness of the format. There were some suggestions around appearance, such as use of graphics, ensuring that colours have other associated codes in the event that a reader has colour blindness, an acronym guide, the VPL logo, and that the Chief Librarian's comments include some formatting to enable reading. These changes have been incorporated into the attached, with the exception of the acronym guide; this will be added and updated quarterly as required. The Committee recommended that the template be approved with suggested changes noted.

CHIEF LIBRARIAN'S COMMENTS

The Chief Librarian recommends that the revised Strategic Plan Quarterly Report Template be approved as presented.

BACKGROUND

Vancouver Public Library's new strategic plan, VPL 2020, launched at Vancouver City Council in February, 2017. As implementation begins, there is an opportunity to refresh the way in which quarterly progress toward achieving the strategy is reported to VPL Trustees.

In January, VPL staff conducted a scan of best practices with respect to strategic plan board reporting in government and near-government organizations. The best practices (which are attached in Appendix A) were presented to VPL Trustees for discussion.

Trustee feedback (which is presented in Appendix B) was used to inform the draft VPL 2020 Strategic Plan Quarterly Report Template (attached in Appendix C).

DISCUSSION

The new draft VPL 2020 Strategic Plan Quarterly Report Template is organized by Strategic Plan Outcome. The reporting on each outcome is organized into three sections:

1. **Indicators**
   Key Performance Indicator (KPI) data is presented. Where quarterly data is not available for a KPI, data for Supporting Indicators (a.k.a. proxy indicators) is presented. Key trends

are illustrated through charts and relevant analysis is presented. The final Supporting Indicators are still being confirmed and may be altered from as presented in this report.

2. **Initiatives**
   Top line status for all strategic plan operating initiatives is presented.

3. **Impact**
   Stories illustrating outcomes achieved in support of the strategic plan are presented.

The proposed format responds directly to Trustee feedback on the strategic plan board reporting best practice scan.

<u>FINAL REMARKS</u>

The refreshed Strategic Plan Quarterly Report Template is designed to provide Trustees with relevant, timely, data with which to monitor the progress toward implementing the VPL 2020 Strategic Plan. Upon Board approval of the new report template, VPL staff will develop the data collection processes required to support the new reporting elements. VPL will deploy the new report template starting in Q2, 2017.

Appendix A: Best Practice Reporting Scan

Vancouver Public Library

VPL 2020 STRATEGIC REPORTING
BEST PRACTICE EXAMPLES
FOR DISCUSSION

1/25/17

OPPORTUNITY

- The completion of Vancouver Public Library's 2020 Strategic Plan (VPL 2020) provides an opportunity to reassess how the organization is reporting out on progress toward the achievement of strategic outcomes and goals.
- While the reporting from the previous strategy thoroughly detailed progress toward the completion of strategic initiatives (i.e. quarterly project status), and presented activity data (through quarterly metrics reports and activity reports), it was difficult for Trustees to answer key questions: Are we achieving the Strategic Goals we set out for the organization? In what strategic areas is our performance strong? In which is more attention needed?
- The introduction of Key Performance Indicators (KPIs) in the VPL 2020 Strategic Plan presents a related opportunity and challenge. Because some of the VPL 2020 KPIs can be measured and reported out on only annually, how will Trustees receive more timely quantitative information regarding the organization's progress related to these KPIs? There is an opportunity to include quantitative results on supporting indicators quarterly to ensure Trustees are able to provide appropriate oversight of the organization's progress toward achieving the goals and objectives in the strategy.

OBJECTIVE

- The objective of this best practice scan is to illustrate examples of ways in which other government and near-government organizations report out on progress toward the achievement of their strategic outcomes and goals.
- These examples are presented with the intention of sparking a discussion among key stakeholders about how VPL might evolve its non-financial reporting to provide Trustees with the information necessary to support effective oversight of the implementation of the VPL 2020 Strategic Plan

QUESTIONS FOR CONSIDERATION

1. What do you like about the following examples?
2. Are there particular elements within the examples that you find particularly strong?
3. Are there particular elements within the examples that you find superfluous or unnecessary?

NEXT STEPS

- Based on outcomes of this discussion with Trustees and similar conversations with VPL Management, draft templates will be developed to illustrate a potential new reporting framework and related reports. These will be presented to Trustees for feedback at the VPL Board's February meeting.

EXAMPLE A:
CITY OF VANCOUVER

Downtown Eastside Plan Implementation
Quarterly update to CMT – January 2017

CITY OF
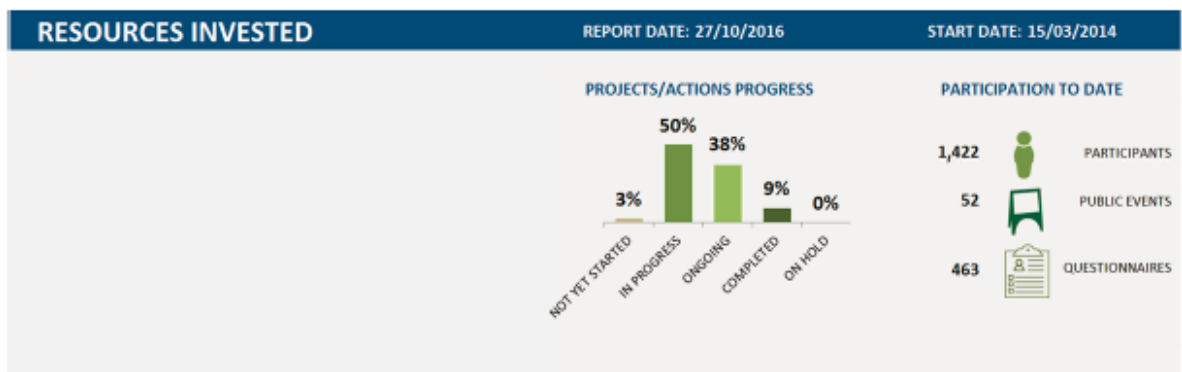**VANCOUVER**
Downtown Eastside Plan

DTES VISION

"...a neighbourhood of communities providing sustainable, safe and healthy places for everyone to live and work. These communities will continue to value and cherish unique characteristics, including diversity, economic mix, culture and heritage. The neighbourhood will be made up of mixed-income communities with a range of affordable housing options (including social housing) for all residents, local serving commerce, social services and cultural activities where all feel welcome, valued and at home."

PLAN PRIORITIES

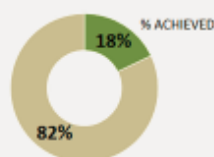|		
IMPROVED WELL-BEING FOR ALL	IMPROVED TRANSPORTATION INFRASTRUCTURE AND SAFETY	IMPROVED SAFE AND ACCESSIBLE PARKS OPEN SPACE
HEALTHY HOMES FOR ALL	ARTS & CULTURE OPPORTUNITIES	COMMUNITY PLACE-MAKING
VIBRANT INCLUSIVE LOCAL ECONOMY	CELEBRATION OF HERITAGE	WELL-MANAGED GROWTH AND DEVELOPMENT

DASHBOARD (Updated Quarterly)

The dashboard provides a snapshot of the plan's implementation. It tracks the City's investments into the area, progress of implementation actions, and progress in achieving 30 year targets. Since the dashboard is designed to be updated quarterly, four of the total fourteen 30-year targets are selected for the dashboard. The remaining of the targets will be updated annually (see overpage for Three Year Summary).

RESOURCES INVESTED	REPORT DATE: 27/10/2016	START DATE: 15/03/2014

PROJECTS/ACTIONS PROGRESS

3% NOT YET STARTED
50% IN PROGRESS
38% ONGOING
9% COMPLETED
0% ON HOLD

PARTICIPATION TO DATE

1,422 PARTICIPANTS
52 PUBLIC EVENTS
463 QUESTIONNAIRES

30-YEAR TARGETS

NEW SOCIAL HOUSING UNITS (IN THE DTES)		NEW SOCIAL HOUSING UNITS (OUTSIDE THE DTES)		EMPLOYMENT OPPORTUNITIES		CHILDCARE SPACES	
TARGET	4,400	TARGET	3,000	TARGET	3,500	TARGET	292
ACHIEVED	789	ACHIEVED	524	ACHIEVED	1,708	ACHIEVED	37
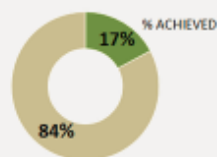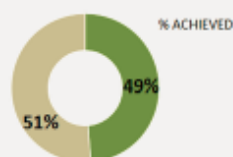
18% % ACHIEVED / 82% % REMAINING	17% % ACHIEVED / 84% % REMAINING	49% % ACHIEVED / 51% % REMAINING	13% % ACHIEVED / 87% % REMAINING
Note: 2010-present	Note: 2010-present	Source: Dun & Bradstreet	
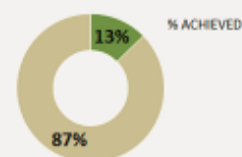
THREE YEAR SUMMARY

Improved Well-being for All

- Planning work underway for a new childcare project at Gastown parkade. Construction is expected to begin in late 2017.

Healthy Homes for All

- Progress made in meeting secured market rental and new social housing units targets.
- $1.26 million in Council-approved SRA grants to upgrade 251 SRA-designated rooms across 4 buildings.
- Funding to First United ($40,000) and 390 Main St. ($2,000/year x 5 years) for tenant advocacy.
- SRA Bylaw amended to increase amount Council can require for a conversion or demolition permit from $15,000 to $125,000 per room.
- Update and reset of Housing and Homelessness Strategy 2012-2021 through launch of Housing Reset process. SRO Task Force re-established to engage stakeholders (SRO owners, advocates, tenants, workers, and non-profits) to build on the DTES Plan objectives and inform Housing Reset process and recommendations.

Vibrant and Inclusive Local Economy

- Work started on the CED Strategy. The strategy, which is co-created with the community, was presented to Council in November 2016.
- A new commercial leasing non-profit (a "lease trust") has been formed with BC Housing, the City and VanCity Community Foundation as the principal directors. 57 commercial units will be acquired by the non-profit. City might participate by adding City-owned commercial units to the portfolio.
- DTES Street Market relocated to 501 Powell, operating Saturday and Sunday.

Improved Transportation

- Completed multiple upgrades for crossings, curb ramps, bike lanes, crosswalk, surface treatment and lighting to improve safety.
- Transportation planning for Water Street underway.

EXAMPLE B:
FRASER HEALTH

Introduction

Information presented in this report is driven by the 10 priorities identified in the *Plan* for Fraser Health (June 2014) and organized to be consistent with *Our Health Care Report Card (November 2014 edition)*. For each of the performance measures, this report identifies the performance level relative to the target performance level and then highlights progress in recent initiatives, along with initiatives that are expected during the next quarter. Additional measures are included in some sections as they were identified in the Review and are important to the overall improvement efforts.

The performance measures presented in this report are based on the most up-to-date information available. While Period 9 (December 4, 2014) fiscal measures have closed because of the holiday period, some measures could not be calculated in time for this report. Therefore, the latest analyzed measures at the time of report preparation are included.

Priorities

Improving Access to Care Across All Sectors

Capacity to support growth and aging of the Fraser Health population will be increased by developing efficiencies throughout the acute and community sectors and increasing investment in primary and community care[1]. Optimized use of non-hospital resources will liberate resources to be used elsewhere and help ensure clients, patients and residents receive the right care, in the right place, at the right time.

It is important to note there is no one strategy to improve a specific measure of access to care; rather, multiple best practices, in combination, improve the patient journey and Fraser Health's indicator performance.

---

[1] Primary care includes a variety of community-based clinics such as Diabetes, Respiratory, Cardiac, Aboriginal Health, and Mental Health and Substance Use, and may have the services of a nurse practitioner and/or family physician and members of an interdisciplinary team. Primary care also includes the 10 Divisions of Family Practice. Community care includes Home Health, End of Life, Mental Health and Substance Use (MHSU), Residential and Assisted Living, and Acquired Brain Injury care, clinics and services.

Average Length of Stay (ALOS) and ALOS compared to Expected Length of Stay (ALOS:ELOS)

Highlights

Average Length of Stay (ALOS) was 8.2 days this period, unchanged compared to the previous period. Year to date ALOS is 8.3 days, higher than the three-year target of 7.8 days. The numerator for ALOS has two components – acute days and ALC days. Continued focus on reducing both components is required. Many ALC patients have complex clinical, social and housing needs.

Every hospital has a customized ALOS target, reflecting the different range of services offered at each site. For example, some hospitals have surgical patients or maternity patients who have low ALOS and other hospitals have patients in rehabilitation who are expected to have longer hospital stays. Adjustments have been made to site-based targets to better reflect differences in the 'service mix' at the hospital level.

An ALOS that is higher than the expected length of stay (ELOS) may reflect delays in the timely transition of patients from the hospital to home or residential care. Simply stated, more discharges need to be done on a more timely basis. This measure informs quality improvements in both the acute and community settings.

Strategies initiated in the previous quarter to increase structure, accountability and focus on daily hospital operations are being maintained and enhanced. Site-based administrative and medical leaders are working with Hospital Operations Management Committees (HOMC) to monitor site performance against targets and to act on initiatives and process changes aimed at ensuring timely and appropriate discharges.

In order to increase the adoption of best practices, three high-priority clinical protocols (48/6, Catheter Associated Urinary Tract Infection (CAUTI) and Mobility) are being audited and actions are underway to ensure each protocol is fully implemented for all patients. All sites have shown an increase in compliance between the first and second audits, and strategies are underway to achieve full compliance by January. These protocols will improve quality of care while decreasing length of hospital stay.

Progress has been made on physician-led initiatives to increase the use of an estimated date of discharge (EDD). Development of a toolkit to support care team application of an estimated date of discharge has been completed and is available for use. A phased roll-out and education plan for 12 hospitals is underway.

Next Quarter

Individual Hospital Operations and Management Committees (HOMC) action plans include: compliance with three priority clinical care protocols; initiatives to support the use of best practices in patient flow; and tools, education and audits to support the use of estimated date of discharge. Community investments described under the next measure will contribute to improved ALOS and ALOS: ELOS.

Service and process redesign initiatives in the primary and community sector are underway to decrease transition times between care and to transition patients to the appropriate service as quickly as possible.

Long Stay Patients Staying Over 30 Days and Alternate Level of Care (ALC) Patient Days in Acute Care Beds
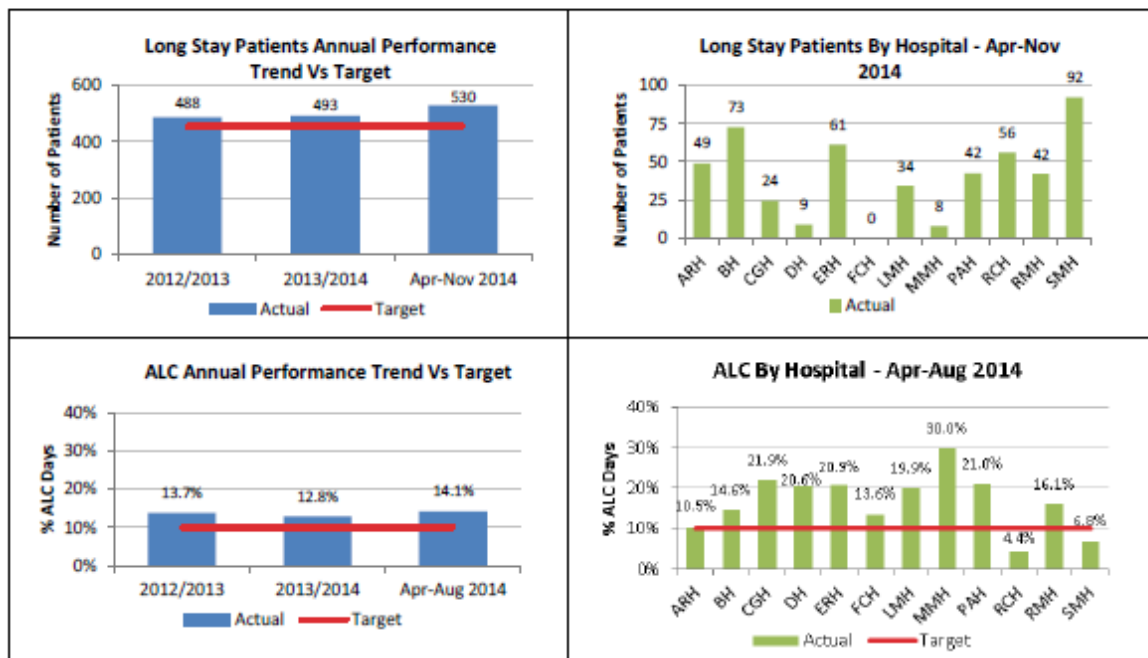
EXAMPLE C:
FULTON COUNTY GOVERNMENT

Priority Area Objectives, Measures & Progress

Creating a healthy community depends on three key factors — the adoption of healthy behaviours by county residents, the availability and quality of the health care services that those residents receive, and the physical environment in which those individuals live, work and play. The County plays an important role in all three aspects. As part of our commitment to ensuring all people are healthy, Fulton County established a number of specific objectives and related key performance indicators as a way to measure our success over time. The progress indicators inform as to the change in performance since the last time measured and is not meant to represent overall performance of that measure.

OBJECTIVES	MEASURES	PROGRESS
Residents prevent illness by engaging in healthier behavior.	% of adult residents who smoke	🟢
	% of residents who have a BMI of 30 or less	🟡
	% of pregnant women who make prenatal care visits	🟡
	% of residents 19-35 months of age who are adequately immunized	Coming Soon
The rates of disease and unhealthy medical conditions are reduced.	% of residents with Diabetes	🔴
	% of residents with cardiovascular disease	🟡
	Rate of HIV Infection	🟡
	Suicide rate	🟢
Residents have better access to care	Ratio of primary care physician to # residents	🟢
	# of adult residents with access to health care coverage	🟢
	Average emergency room wait times	Coming Soon
	Average cost of Health Care	🟡
Residents live in healthier environments	# of days with poor air quality	🔴
	# of health based violations of drinking water	🟢
	# of sanitary sewage spills	🟡
	% of residents who have access to a park or bike trail	🟡
Residents have better access to healthy foods	% of residents with access to healthy foods	🟢
	% of residents living in a community with low density of fast food restaurants, convenience stores, and liquor stores	Coming Soon
	% of restaurants that pass health inspections	🟢
	# of restaurant inspections completed on time	🟡

I. HB 885: Health Department
Description: Repealed a statute relating to the option for certain counties to create a county board of health and wellness by ordinance. Top administrative positions will now become State employees in as of July 2017.

May > June > July > August > September > October > November > December > January > February > March > April > May > June

Milestone	Target	Progress	Notes and Issue log
Identify Transition Team/Gov. Signs Bill	5/16/16	⬤	
1st Transition Mtg. - Define Work Streams/Leads	5/30/16	⬤	
Transition Mtg. - Acct., Finance, Audits,	6/30/16		
Transition Mtg. - Communication	7/30/16		
Transition Mtg. - Facilities, Properties, Assets	8/30/16		
Transition Mtg. - Human Resources	9/30/16		
Transition Mtg. - Information Technology	10/30/16		
Transition Mtg. - Legal and Regulatory	11/30/16		
Transition Mtg. - Procurement	12/20/16		
Transition Mtg. - By-Laws /Service Level Terms	1/30/16		
Transition Mtg. - Confirm Service Level Agreement	2//30/16		
Appointment of Board of Health	3/30/17		
Board of Health Training	5/30/17		
First Board Meeting	6/30/17		

I. Behavioral Health Initiative
Description: Source behavioral health services to a network of providers through performance based contracts managed in partnership with the State. This initiative to source services EXCLUDES Developmental Disabilities programs provided by the

May > June > July > August > September > October > November > December

Milestone	Target	Progress	Issue log
Develop business case	2/10/16	⬤	
BOC presentation and approval	3/16/16	⬤	*All People are Health agenda items moved to April BOC meeting*
RFP for transition support	5/30/16	⬤	
Stakeholder input/feedback	6/15/16		
Provider network assessment	6/30/16		
Organizational structure design	6/30/16		
Budget development	7/15/16		
Finalize transition plan document	7/30/16		
Provider RFP development	7/30/16		
Recruitment and staffing of positions	9/1/16		
BOC approval of provider selection	9/30/16		
Client transition	11/30/16		
Transition evaluation	12/15/16		

17

2016 KEY PERFORMANCE MEASURES AND TARGETS

Strategic Priority Area:	Strategic Objective:	Program Name and Measure:	2015	2016	Progress					
			Actual	Target	1st Q	2nd Q	3rd Q	4th Q	Total
Healthy	Healthy: Residents prevent illness by engaging in healthier behavior	Behavioral Health - Percentage of individuals scheduled to be seen by a licensed or credentialed professional within 2 business days from the initial request for services.	*	90%	71%				
Healthy	Healthy: Residents have better access to care	Behavioral Health - Percentage of individuals scheduled to be seen by a MD within fourteen (14) business days from the date of intake.	*	90%	21%				
Healthy	Healthy: Residents prevent illness by engaging in healthier behavior	Behavioral Health - Percentage of No show rate for Initial Intake Behavioral Health Assessment	*	<25%	37%				
Healthy	Healthy: Residents prevent illness by engaging in healthier behavior	Behavioral Health – Percentage of No show rate for Initial Psychiatric Assessment	*	<25%	44%				
Adjustments taken or issues to be addressed to ensure targets are reached for FY2016:									

2016 KEY INITIATIVES AND UPDATES

Initiative	Budget	Impact Statement	Progress/Status Update (Please briefly describe)
Contracting of Adult BH services	$2,621,532	Potential increase in clients served as well as development of "safety net" services	Approved by the BOC on April 20, 2016
Child and Adolescent BH services	$548,692	Potential increase in clients served as well as development of "safety net" services	Approved by the BOC on April 20, 2016
Contracting Jail Diversion	$$610,479	Potential increase in clients served as well as development of "safety net" services	Approved by the BOC on April 20, 2016
Contracting PSR (Peer support)	$413,466	Potential increase in clients served as well as development of "safety net" services	Approved by the BOC on April 20, 2016
Addictive Disease Services	$490,636	Potential increase in clients served as well as development of "safety net" services	Approved by the BOC on April 20, 2016

19

EXAMPLE D:
CALGARY PUBLIC LIBRARY

Strategic Scorecard

Transforming the Library

Strengthen Neighbourhoods in a Growing City

- **BA** **BROAD_AIM** The Library is a great public space
  - **O** **OBJECTIVE** 01 - Revitalize and expand the community library network
  - **O** **OBJECTIVE** 02 - Plan and implement service approaches based on community need

- **BA** **BROAD_AIM** The Library promotes community cohesion
  - **O** **OBJECTIVE** 03 - Provide opportunities for engagement and help foster a sense of belonging

Bring the Library into More People's Lives

- **BA** **BROAD_AIM** The Library is easy to use
  - **O** **OBJECTIVE** 04 - Offer virtual service experiences as robust as in-person experiences
  - **O** **OBJECTIVE** 05 - Improve how resources are displayed and accessed

- **BA** **BROAD_AIM** The Library is a worthy investment
  - **O** **OBJECTIVE** 06 - Increase community support for the Library

Focus on Services that Make a Difference

- **BA** **BROAD_AIM** The Library prioritizes its efforts
  - **O** **OBJECTIVE** 07 - Design and deliver programs and services to improve the literacy levels of Calgarians
  - **O** **OBJECTIVE** 08 - Design and deliver programs and services to improve the lives of priority populations

Strategic Scorecard

Transforming the Library

Strengthen Neighbourhoods in a Growing City

BA BROAD_AIM **The Library is a great public space**

Why Is This Important? Strategy

Why Is This Important?

The Library aims to "play a unique and pivotal role in the planning and design of Calgary communities that positions the Library as a significant public place."

Strategy

Actions completed to date

BA BROAD_AIM **The Library promotes community cohesion**

Why Is This Important? Strategy

Why Is This Important?

The Library aims to "contribute to the social fabric of Calgary neighbourhoods by building community identity, interaction, and cohesion."

Strategy

Actions completed to date

Bring the Library into More People's Lives

BA BROAD_AIM **The Library is easy to use**

Why Is This Important? Strategy

Why Is This Important?

The Library aims to "improve the experience, ease and convenience of using the Library."

Strategy

Actions completed to date

BA BROAD_AIM **The Library is a worthy investment**

Why Is This Important? Strategy

Why Is This Important?

The Library aims to "reposition the Library as a relevant and essential community resource supported by all Calgarians."

Strategy

Actions completed to date

16

Strategic Scorecard

Transforming the Library

Strengthen Neighbourhoods in a Growing City

	Time Period	Actual Value	Target Value	Current Trend	Baseline % Change
BA BROAD_AIM The Library is a great public space	Time Period	Actual Value	Target Value	Current Trend	Baseline % Change
HM HEADLINE Member perception of the quality of Library spaces	HY2 2016	85.6%	75.0%	↗ 1	29% ↗
HM HEADLINE Members	Q4 2016	543,852	—	↗ 3	9% ↗
O OBJECTIVE 01 - Revitalize and expand the community library network	Time Period	Actual Value	Target Value	Current Trend	Baseline % Change
PM LEADING Facility Quality Rating	2016	3.00	3.75	→ 0	0% →
PM LAGGING Community library space (square feet per capita)	2016	0.23	0.30	→ 0	0% →
PM LAGGING Facility service area alignment	2016	58.8%	100.0%	→ 0	0% →
O OBJECTIVE 02 - Plan and implement service approaches based on community need	Time Period	Actual Value	Target Value	Current Trend	Baseline % Change
PM LEADING Outreach activities	Q4 2016	733	760	↗ 1	63% ↗
PM LEADING Book Truck stops	Q4 2016	127	120	↗ 1	202% ↗
PM LAGGING In-person visit counts	Q4 2016	1.57Mil	1.58Mil	↘ 3	17% ↗
BA BROAD_AIM The Library promotes community cohesion	Time Period	Actual Value	Target Value	Current Trend	Baseline % Change
HM HEADLINE Members' sense of pride in the Library	2016	91.7%	90.0%	→ 0	0% →
O OBJECTIVE 03 - Provide opportunities for engagement and help foster a sense of belonging	Time Period	Actual Value	Target Value	Current Trend	Baseline % Change
PM LAGGING Community room bookings	Q4 2016	971	520	↗ 1	139% ↗
PM LEADING Community-building programs	Q4 2016	1,164	1,259	↗ 1	0% →
PM LAGGING Library volunteer hours	2015	53,000	50,500	↗ 1	5% ↗

Bring the Library into More People's Lives

	Time Period	Actual Value	Target Value	Current Trend	Baseline % Change
BA BROAD_AIM The Library is easy to use	Time Period	Actual Value	Target Value	Current Trend	Baseline % Change
HM HEADLINE Member rating of online Library experiences	HY2 2016	90.7%	80.0%	↗ 1	21% ↗
HM HEADLINE Member rating of in-person Library experiences	HY2 2016	93.3%	80.0%	↗ 1	18% ↗
O OBJECTIVE 04 - Offer virtual service experiences as robust as in-person experiences	Time Period	Actual Value	Target Value	Current Trend	Baseline % Change
PM LAGGING Electronic resource checkouts	Q4 2016	609,081	622,410	↘ 1	71% ↗
PM LAGGING Registration in online courses	Q4 2016	16,381	16,000	↗ 1	63% ↗
PM LAGGING Member rating of staff-recommended content on website	HY2 2016	78.1%	80.0%	→ 0	0% →
O OBJECTIVE 05 - Improve how resources are displayed and accessed	Time Period	Actual Value	Target Value	Current Trend	Baseline % Change
PM LAGGING Physical resource checkouts	Q4 2016	3.15Mil	3.38Mil	↘ 1	-18% ↘
PM LAGGING Member rating of collections	HY2 2016	82.1%	80.0%	↗ 1	32% ↗
PM LAGGING Performance of curated collections	Q4 2016	2.02	1.50	↗ 1	18% ↗
PM LAGGING Member perception of staff	HY2 2016	95.9%	90.0%	↗ 1	14% ↗
BA BROAD_AIM The Library is a worthy investment	Time Period	Actual Value	Target Value	Current Trend	Baseline % Change
HM HEADLINE Library interactions with members	Q4 2016	4.19Mil	4.40Mil	↘ 1	-7% ↘
O OBJECTIVE 06 - Increase community support for the Library	Time Period	Actual Value	Target Value	Current Trend	Baseline % Change
PM LAGGING New members	Q4 2016	152,502	25,150	↗ 2	856% ↗
PM LAGGING Social media followers	Q4 2016	33,398	33,958	↗ 7	39% ↗
PM LAGGING Net Promoter Score (NPS)	HY2 2016	63.4	30.0	→ 0	0% →

Focus on Services that Make a Difference

	Time Period	Actual Value	Target Value	Current Trend	Baseline % Change
BA BROAD_AIM The Library prioritizes its efforts	Time Period	Actual Value	Target Value	Current Trend	Baseline % Change
HM HEADLINE Attendance at literacy programs	Q4 2016	43,216	47,347	↗ 1	12% ↗
HM HEADLINE Attendance at population-targeted programs and services	Q4 2016	51,389	49,270	↗ 2	26% ↗

Strategic Scorecard
Transforming the Library

Strengthen Neighbourhoods in a Growing City

	Time Period	Actual Value	Target Value	Current Trend	Baseline % Change
BA BROAD_AIM The Library is a great public space					

Why Is This Important? | **Strategy**

Why Is This Important?

The Library aims to "play a unique and pivotal role in the planning and design of Calgary communities that positions the Library as a significant public place."

Strategy

Actions completed to date

	Time Period	Actual Value	Target Value	Current Trend	Baseline % Change
HM HEADLINE Member perception of the quality of Library spaces	HY2 2016	85.6%	75.0%	↗ 1	29% ↗
HM HEADLINE Members	Q4 2016	543,852	—	↗ 3	9% ↗
O OBJECTIVE 01 – Revitalize and expand the community library network	Time Period	Actual Value	Target Value	Current Trend	Baseline % Change
PM LEADING Facility Quality Rating	2016	3.00	3.75	→ 0	0% →
PM LAGGING Community library space (square feet per capita)	2016	0.23	0.30	→ 0	0% →
PM LAGGING Facility service area alignment	2016	58.8%	100.0%	→ 0	0% →
O OBJECTIVE 02 – Plan and implement service approaches based on community need	Time Period	Actual Value	Target Value	Current Trend	Baseline % Change
PM LEADING Outreach activities	Q4 2016	733	760	↗ 1	63% ↗
	Q3 2016	540	730	↘ 1	20% ↑
	Q2 2016	1,054	1,500	↗ 1	134% ↑
	Q1 2016	673	630	↘ 1	49% ↑
	Q4 2015	822	480	↗ 1	82% ↑
	Q3 2015	638	500	↘ 1	41% ↑
	Q2 2015	1,321	1,060	↗ 2	193% ↑
	Q1 2015	603	440	↗ 1	34% ↑
	Q4 2014	451	420	↘ 2	0% →
	Q3 2014	538	440	↘ 1	19% ↑

Appendix B: Trustee Feedback on Best Practice Reporting Scan

VPL 2020 Board Reporting Best Practices: Feedback from Trustees

1. General Guidance

- Three elements would be helpful, I believe:

  - An introduction, from the Chief Librarian that sets the context for the report (what was going on for the Library over the past quarter including consideration of events/issues outside the Library that may influence our ability to achieve the three year plan). No more than one page.

  - A detailed review that charts progress on goals & key actions/initiatives and shows how they are tracking (green/yellow/red, or arrows) - this level should include summary commentary (key highlights and corrective actions) under each goal (not under each action, necessarily). Commentary is important (a look at the trees in the forest). This helps trustees understand the results and identify issues quickly.

  - Wrap it all together with a high level dashboard (organizational scorecard) that shows our progress on our 4 key outcomes with our KPIs - something like the City or Fraser Health examples (show the forest). One page.

- I would really love to do away with the Dashboard we get now. It is so hard to read/interpret, takes up so much space, etc. The wasted space in the monthly reports, ditto. I never read which goals a given activity meets. If that is helpful to the people who write up the reports, great; it is useless to me.

2. Strong Elements in the Best Practices Presented

CoV

- COV or Fulton County have examples of high level dashboards for the first level I note above. I prefer the COV one but the other works as well.

- I personally loved the City template. Loved the snapshot aspect of the COV one. The second example has a nice red/yellow/green stoplight concept but I still find the COV blows it out of the water. I am really attracted to a visually appealing and easily recognizable graphic - not a list, not a chart.

Fraser Health

- I like the commentary built into the Fraser Health report. This will give Trustees insights on what the results are telling us.

Fulton County Government

- I really like this dashboard and would be great as a cover page for each of the four Strategic Plan areas.

- Fulton County Key performance measures and targets chart is quite intuitive and easy to read.

- I really like the brevity and visuals of the FULTON COUNTY GOVERNMENT example. It is easy to understand and to digest.

- I like the traffic light approach. Simple, easy to understand.

VPL 2020 Board Reporting Best Practices: Feedback from Trustees

- Re: Key Performance Measures Progress Section: This is very helpful.

- My feeling is that from the perspective of building a dashboard that is quickly understandable examples A [CoV] and C [Fulton County Government] are the strongest. Given the need to convey qualitative data as well as pure quantitative I would lean toward something very similar to example C [Fulton County Government].

3. Unhelpful Elements in the Best Practices Presented

CoV

- While the COV is helpful example at the high level it does not include enough commentary or details (my 'trees' above) to allow a trustee to know where the challenges in the shorter term (quarter to quarter, for example). The commentary included is all achievements - doesn't clearly show where there may be roadblocks or challenges.

- Re: COV Example: I appreciate the dashboard elements but also feel like if there is all of this per strategic goal it will end up being too much. The overarching dashboard pieces (like 'plan priorities') don't need to be repeated in each strategic goal section.

Fraser Health

- The mix of narrative and quantitative is good here but would have to be in a much more attractive format with key points that are important for us to know to stand out much more. I'm not sure where they want the focus in this format.

- Too much unnecessary dialogue.

Fulton County Government

- I like the idea of a top [level] timeline of some kind but monthly seems a little much. Perhaps more a status line? Like started-in-progress-complete with a marker showing where this item is at?

Calgary Public Library

- I do not find the Calgary Library reports useful at all - it is difficult to see what the overall outcomes are - mostly just a list of initiatives. Their strategic scorecard is somewhat helpful but too busy to see the overall trends and little in the way of commentary - what are the results telling us?

- The third one [Calgary Public Library], great for policy wonks, visually so incredibly unappealing.

- I really want to like this and I think it could be great but it's visually difficult to interact with in this "paper" format.

- Example D [Calgary Public Library] is interesting but it suffers from information overload and is more suitable for an operational dashboard than a board dashboard.

Appendix C: Draft Report Template

Vancouver Public Library

VPL 2020 Strategic Plan
Quarterly Progress Report
Q2, 2017

- DRAFT TEMPLATE -

Chief Librarian Remarks

Summary

[An introduction from the Chief Librarian that sets the context for the report (what was going on for the Library over the past quarter including consideration of events/issues outside the Library that may influence our ability to achieve the three year plan).]

Learning, Creativity & Innovation: By 2020 VPL will be recognized as a go-to venue for learning, creativity, and innovation in Vancouver.

[Chief Librarian's remarks relevant to LCI]

Access & Equity: By 2020 VPL will be accessible and inviting to everyone

[Chief Librarian's remarks relevant to A&E]

Sharing & Collaboration: By 2020 VPL Will Be at the Centre of a Community That Shares Information, Ideas, & Stories

[Chief Librarian's remarks relevant to S&C]

Organizational Strength: By 2020 VPL Will Be Seen as a Vital Civic Service and Will be Adaptable in the Face of Change.
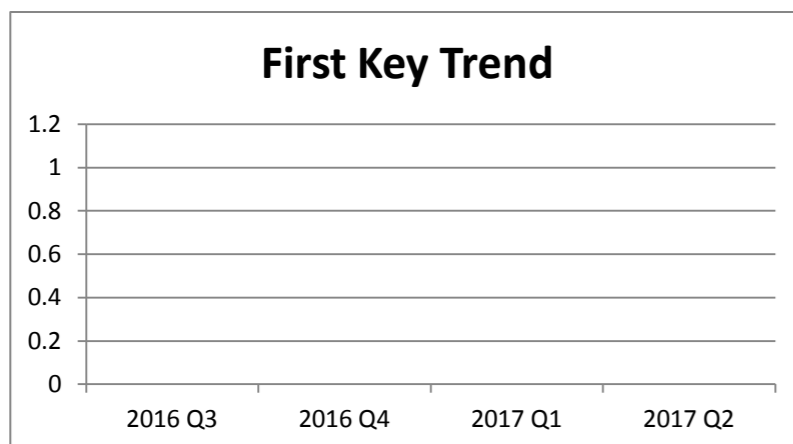
[Chief Librarian's remarks relevant to OS]

Learning, Creativity & Innovation: By 2020 VPL will be recognized as a go-to venue for learning, creativity, and innovation in Vancouver.
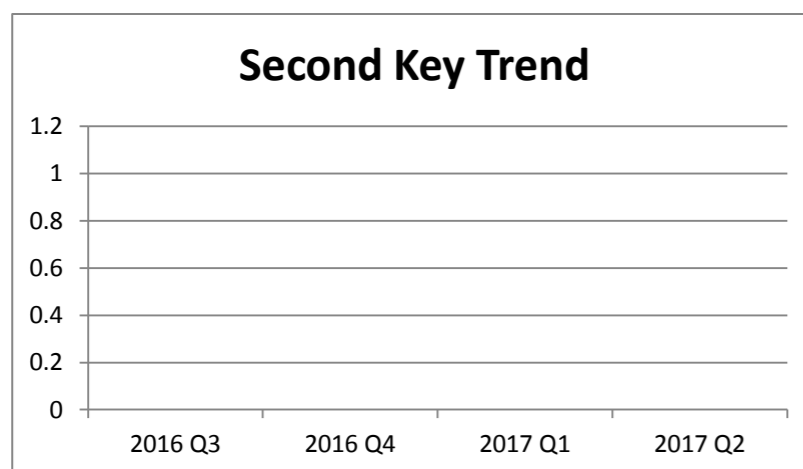
Part 1: Indicators

Dashboard

Indicator	Type	Annual Progress (2016 vs.Baseline)				Quarterly Progress (Current Quarter vs. Previous 4 Quarters)					
		Baseline Year	Baseline Number	2016	Trend	2016 Q2	2016 Q3	2016 Q4	2017 Q1	2017 Q2	Trend (Yr/Yr)
# of Visits (Physical & Digital)	KPI	2015	13,229,804								
# of Physical Visits	KPI	2015	6,811,877								
# of Digital Visits	KPI	2015	6,424,908								
% of Public Who Agree that VPL is a Go-To Venue for LCI	KPI	2016	65%								
# of Internet Sessions	SI										
Program Attendance (Content Creation)	SI										
Inspiration Lab Usage	SI										
Circulation: Local Indie Author	SI										

Key Trends

First Key Trend

[Management Analysis of Key Trend]

	2016 Q3	2016 Q4	2017 Q1	2017 Q2

(Chart y-axis: 0, 0.2, 0.4, 0.6, 0.8, 1, 1.2)

Second Key Trend

[Management Analysis of Key Trend]

	2016 Q3	2016 Q4	2017 Q1	2017 Q2

(Chart y-axis: 0, 0.2, 0.4, 0.6, 0.8, 1, 1.2)

Learning, Creativity & Innovation: By 2020 VPL will be recognized as a go-to venue for learning, creativity, and innovation in Vancouver.

Part 2: Initiatives

Goal & Initiative	Sponsor	Lead	Start Date	End Date	% Comple	On Time	On Budget	Next Milestone
21st Century Learning								
Renew Digital Divide Strategy								
Revamped Digital Literacy Program								
Fast Access to Most Desirable Materials								
Multilingual Collections Strategy								
Made@VPL								
Creation Space at NCS								
Mobile Creation Lab & Programming								
Self-published local author program								
Create Local Music Service and Platform								

Part 3: Impact

Impact Story #1

[Impact story (data taken from Activity Reports)]

Impact Story #2

[Impact story (data taken from Activity Reports)]

Access & Equity: By 2020 VPL will be accessible and inviting to everyone

Part 1: Indicators

Dashboard

Indicator	Type	Annual Progress (2016 vs. Baseline)				Quarterly Progress (Current Quarter vs. Previous 4 Quarters)					
		Baseline Year	Baseline Number	2016	Trend	2016 Q2	2016 Q3	2016 Q4	2017 Q1	2017 Q2	Trend (Yr/Yr)
Number of Active Cardholders											
Active in the last 12 months	KPI	2015	257,832	280,000	☺	260,000	270,000	280,000	290,000		☺
Active in the last 3 years (CULC comparable)	KPI	2015	432,355								
% of public who agree that VPL is accessible and inviting	KPI	2016	82%	81%	☺						
Number of New Cardholders	SI		65,000	40,000	☹	20,000	10,000	5,000	2,000		☹
% of patrons who are satisfied with VPL's services	KPI	2016	91%								
Number of visits (physical and digital)	SI										
Number of lapsed cardholders	SI										

Key Trends

Number of Cardholders Active in Last 12 months
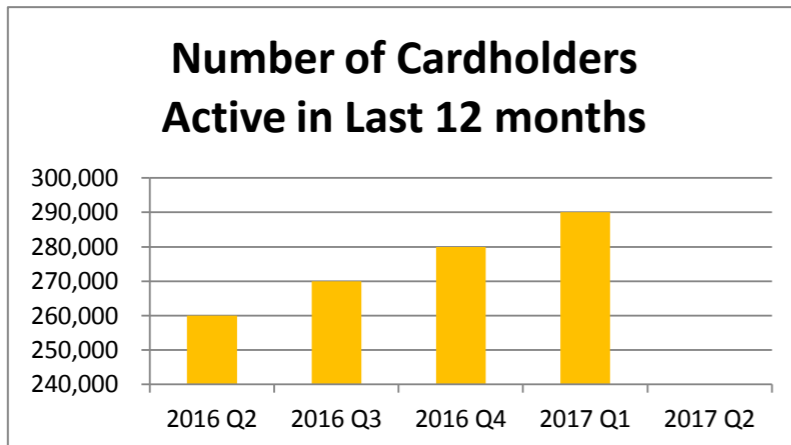
There is a steady, upward, trend in the number of cardholders active in the last 12 months. This can be attributed to three things. First, the opening of NCS, and related earned media, generated renewed and significant interest; both foot traffic and circulation numbers at this branch rose by 500% and 300% respectively compared with the same period in 2015. Second, the introduction of the Pet Lending collection at the beginning of 2016 saw a surge in activity system-wide. Third, the 'You Check it You Keep It' promotion, where patrons are allowed to keep materials they check out forever, has also been a main contributor. This trend is not expected to continue as the cancellation of the Pet Lending program, and the dwindling supply of materials in the stacks due to the current promotion prove to soon reverse the current trend.

Number of New Cardholders
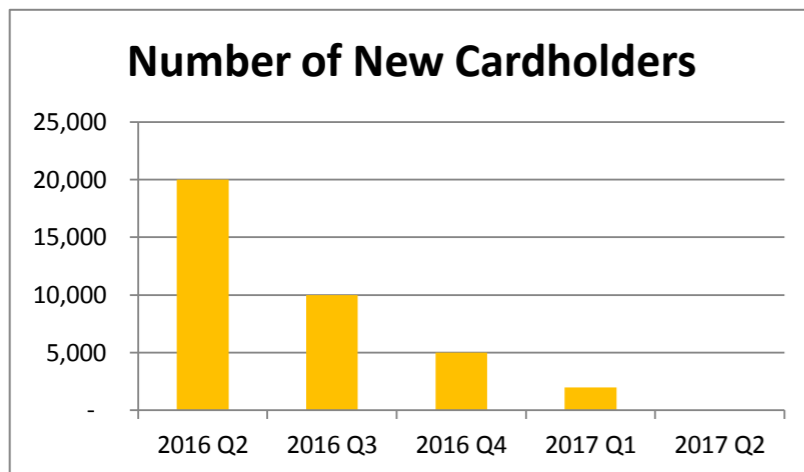
The number of new cardholders is in steady decline due to the Pets Are Lovely (PAL) campaign entitled: 'What the hell VPL?' calling for an end to our new Pet Lending Program. PAL is appealing to the public to boycott VPL through full page newspaper advertisements and by circulating literature with pictures of sad puppies outside VPL branches. Management plans to discontinue the practice of Pet Lending immediately.

Access & Equity: By 2020 VPL will be accessible and inviting to everyone

Part 2: Initiatives

Goal & Initiative	Sponsor	Lead	Start Date	End Date	% Complete	On Time	On Budget	Next Milestone
Patron Centred Experience								
New VPL.ca Website	CdC	KC	2016	2017 Q2	90%	🟩	🟩	Launch in Q2
NCS Branch								
Creative Approaches to Extend Opening Hours								
Branch Master Plan								
UX at VPL								
Welcoming Spaces								
Patron Segmentation to Inform Service Offerings								
Trans* Inclusion Strategy								
Accessible Adaptive Equipment								

Part 3: Impact

Impact Story From Central: Balloons for Everyone Initiative

Studies show that playing with balloons in childhood is key to developing strong spatial skills and manual dexterity, yet one in four children in Vancouver do not have access to balloons. To address this gap, VPL Childrens Librarians at Central developed the Balloons for Everyone Initiative. Once a month, children are invited to come and play with balloons at the Children's Library at Central. Initially developed as a pilot, the program has been enhanced based on early learnings. For example, the use of clowns to distribute the balloons has been discontinued because, well, clowns are creepy. 450 children have benefitted from this program to date and there is a substantial wait-list. VPL is investigating ways to expand the number of sessions offered in the future.

Impact Story #2

[Impact story (data taken from Activity Reports)]

Sharing & Collaboration: By 2020 VPL Will Be at the Centre of a Community That Shares Information, Ideas, & Stories

Part 1: Indicators

Dashboard

Annual Progress (2016 vs. Baseline) | **Quarterly Progress (Current Quarter vs. Previous 4 Quarters)**

Indicator	Type	Baseline Year	Baseline Number	2016	Trend	2016 Q2	2016 Q3	2016 Q4	2017 Q1	2017 Q2	Trend (Yr/Yr)
% of Public Agree VPL Connects to Info Needed to Thrive	KPI	2016	66%	66%	-						
Circulation (Physical & Digital)	SI										
Physical Circulation	SI										
Digital Circulation	SI										
Program Attendance	SI										
Program Attendance: Dialogue Based Programs	SI										
Research Questions	SI										

Key Trends

First Key Trend

[Management Analysis of Key Trend]

Second Key Trend

[Management Analysis of Key Trend]

Sharing & Collaboration: By 2020 VPL Will Be at the Centre of a Community That Shares Information, Ideas, & Stories

Part 2: Initiatives

Goal & Initiative	Sponsor	Lead	Start Date	End Date	% Comple	On Time	On Budge	Next Milestone
Community Connections								
Civic Dialogue Partnership								
Community Voices Film Festival								
City Wide Book Club on Social Issues								
Truth & Reconcilliation Calls to Action								
Platforms for Sharing								
Story City (Canada 150+)								
Define VPL's Role in Sharing Economy								
Day @ VPL for Organizations Pilot								
Connect with Community Group Networks to ID Needs								

Part 3: Impact

Impact Story #1

[Impact story (data taken from Activity Reports)]

Impact Story #2

[Impact story (data taken from Activity Reports)]

Organizational Strength: By 2020 VPL Will Be Seen as a Vital Civic Service and Will be Adaptable in the Face of Change.

Part 1: Indicators

Dashboard		Annual Progress (2016 vs.Baseline)				Quarterly Progress (Current Quarter vs. Previous 4 Quarters)					
Indicator	Type	Baseline Year	Baseline Number	2016	Trend	2016 Q2	2016 Q3	2016 Q4	2017 Q1	2017 Q2	Trend (Yr/Yr)
Employee Engagement	KPI	2016	66%	66%	-						
% of Staff Who Have Completed Training in Past Year	SI										
Absenteeism	SI										
Median Public Awareness of VPL Services	KPI	2016	15%	15%	-						
% Patrons Who Would Recommend Our Services	SI										
% Vancouver Residents Believe VPL is Important to Communit	KPI	2016	91%	91%	-						
Average # of Services Per Patron	SI										

Key Trends

First Key Trend

[Management Analysis of Key Trend]

Second Key Trend

[Management Analysis of Key Trend]

Organizational Strength: By 2020 VPL Will Be Seen as a Vital Civic Service and Will be Adaptable in the Face of Change.

Part 2: Initiatives

Goal & Initiative	Sponsor	Lead	Start Date	End Date	% Compl	On Time	On Budge	Next Milestone
People & Culture								
Refresh Community-led Training						🟩	🟩	
Innovation Program								
New Staff Orientation Training Review & Implementation								
Support to Advance (career pathing; supervisor developme								
Branch Staffing Model								
Central Public Service Model								
Value & Impact								
Reporting & Data Management								
Project Outcome for Evaluation								
Create a new member experience strategy								
Expand Activities to Promote VPL Services								

Part 3: Impact

Impact Story #1

[Impact story (data taken from Activity Reports)]

Impact Story #2

[Impact story (data taken from Activity Reports)]