



MANAGEMENT REPORT

Date: May 17, 2016
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TO: Library Board
FROM: Sandra Singh, Chief Librarian
SUBJECT: **VPL 2020 Strategic Plan Outline**

SUMMARY

This report is to seek Board approval of Vancouver Public Library's 2020 Strategic Plan Outline.

PURPOSE

This report is for decision.

RECOMMENDATION

That the Board approve the VPL 2020 Strategic Plan Outline.

COMMITTEE DISCUSSION

Trustee Epstein recommended that the Mayor be approached for a message for inclusion in the Plan. The CRPD Committee recommended that the Board approve the outline.

BACKGROUND

The project to develop the Vancouver Public Library 2017-2019 Strategic Plan (referred to commonly as: 'VPL 2020' kicked off in February, 2016. The project is co-led by the Director of Planning & Projects and an external consultancy (Prime Strategic Planning). The project team includes four managers from across the organization, and an analyst.

Research and analysis to support the plan began in March. The research program includes a current state analysis (internal and external environment analyses and competitive landscape scan), trend research (to support the definition of the future state vision) and a gap analysis (to support the development of a Strategic Framework). Research and analysis continues through August with two interim deliverables coming to the Board for information: A Strategic Assessment (to be received in June) and a Gap Analysis (to be received in July).

Consultation on the strategic plan kicked-off on April 15th and ran until May 13th. The first wave of consultation included: Board and Management Retreats; 30 in-person sessions; a survey; and targeted engagement sessions with groups of strategic interest (Newcomers to Canada, Homeless, Aboriginals, and Teens). Over 2,000 people were reached in the first wave of engagement. Two more waves of engagement are planned – the next in June and the final in August through September.

The Strategic Outline attached in Appendix A for approval illustrates the elements intended for inclusion in the final Strategic Plan. Approval of the Outline by the Board at this stage ensures that the ongoing research, analysis, and engagement is focused appropriately and that it directly supports the development of the required elements of the Plan.

TIMELINE

A summary of key dates is provided (for more detail, please refer to the VPL2020 project calendar):

- **March:** Project Kick-off
- **March:** Research & Analysis began
- **April:** First wave of engagement
- **May:** Strategic Plan Outline submitted for approval
- **June:** Second wave of engagement
- **July:** Strategic Framework submitted for approval
- **August:** Third wave of engagement
- **September:** Strategic Overview submitted for approval
- **December:** Strategic Plan submitted for approval

FINAL REMARKS

The development of the Vancouver Public Library 2020 Strategic Plan will provide critical direction for the organization in its ongoing evolution in a rapidly changing environment. The outline as proposed ensures that the Plan includes the elements necessary to define a compelling, comprehensive, and evidence-based roadmap to guide the organization's work to 2020.

APPENDIX A

Vancouver Public Library 2020 Strategic Plan Outline

1. **Welcome/Introduction from Board Chair and Chief Librarian**
2. **Vancouver Public Library – who we are**
 - Mission – what we do
 - Vision – what we want to be
 - Values – what we believe, and how we work
 - Context – who we serve / our unique environment / our history / successes / day in the life or year in the life of the VPL
3. **Plan Development**
 - Timeline and process overview
 - Who we talked to (numbers) and how we engaged with our communities
4. **Where we are now – our present environment**
 - What we see happening in our world and the world around us
 - What we heard from our communities (key findings)
5. **Where we are going and how we will know we are getting there**
 - Direction – description of the desired Future State (linked to Vision)
 - Strategic Framework
 - Priorities, KPIs, Goals, and Objectives
6. **Implementation**
 - Prioritization – how we will prioritize to sequence our implementation efforts
 - Annual cycle of feedback, implementation, and reporting
7. **Conclusion**
 - Brief statement about the importance of this work to the city's future
8. **Thank You / Acknowledgements**

Thanks to everyone that participated in the planning process (names)