



# MANAGEMENT REPORT

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**DATE:** October 19, 2016  
**AUTHOR:** Jacqueline van Dyk – *Director, Library Services*  
**MEETING DATE:** October 27, 2016  
**TO:** NVDPL Board  
**FROM:** Jacqueline van Dyk – *Director, Library Services*  
**SUBJECT:** **THIRD QUARTER REPORT**

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## **SUMMARY**

This report provides an update of library operations and highlights the significant accomplishments of the third quarter of 2016.

## **PURPOSE**

This report is for information.

## **ATTACHMENTS**

This report includes the following appendices:

- I. Q3 2016 Accomplishments*
- II. Q3 2016 Statistical Summary*
- III. 2016 Library Work Plan – progress and status updates*

## **Q3 ACCOMPLISHMENTS**

Guided by the Strategic Framework, accomplishments from the third quarter of 2016 are provided in Appendix I. Additionally, priority highlights are detailed below.

### ***FUNDING PARTNERS AND COMMUNITY***

NVDPL participated in a number of community engagement events including the District of North Vancouver's 125<sup>th</sup> Anniversary celebration, Party in the Park, on September 17. At that event, the Library

highlight was the Summer Reading Club medal ceremony in which several dignitaries bestowed medals upon over 200 children. As well, the Library had a presence at the Canada Day celebrations at Waterfront Park, which was a fantastic partnership opportunity between NVDPL and NVCL.

The Friends of the Library held their Annual General Meeting wherein they reviewed 2015/2016, discussed goals for the future, and held nominations for a new executive committee. The Friends of the Library are reinvigorated under new leadership and have even hosted a pop-up book sale at Capilano Library, which generated over \$100 in funds in just under three hours.

The Library Director was fortunate enough to be interviewed for two Shaw TV segments, which are due to come out in the coming months. These two interviews focused on building community through various art displays—like the partnership with the North Vancouver Community Arts Council, and the recent gift of three Clancy Dennehy artworks from local donor Dave Perfitt.

We worked with the District's new DNV Social Squad to help facilitate the fee-free rental of the Lynn Valley Boardroom & Balcony for District Staff to hold a licenced dinner and "night of summer fun", watching the Lynn Valley Outdoor Summer Concert "Disco Funk" on Friday July 22<sup>nd</sup>. It was great to be able to support the DNV Social Squad in this way – sharing the Library's unique spaces, and enabling a memorable summer event for our partner staff.

#### ***ORGANIZATIONAL DEVELOPMENT***

The most significant accomplishment of the Board and staff in the third quarter is the development and completion of the 2017-2019 Strategic Plan, which started conceptually at the NVDPL Board Retreat in November 2015, in a full-day session facilitated by Consultant Michael Shoop. In the Spring of 2016 a second session was scheduled, and Michael Shoop was hired to construct a draft strategic plan from existing materials. The Strategic Leadership Team then brought the written sections of the draft plan together with comments and directions from Michael Shoop and the NVDPL Board Members, and created a renewed draft strategic plan for further Board review, as well as a newly revised Strategic Framework.

NVDPL also added 12 new and updated policies to its refreshed policy suite, totalling 52 for 2016.

#### ***SERVICE TRANSFORMATION***

Design and planning work continues for the Lynn Valley Circulation area. The considerable staff engagement in this project continues to nurture our new collaborative Library culture, and helps ensure the best possible solutions will be in place. We anticipate that the renovation will open up new possibilities for advancing our public service model.

Staff were kept up-to-date throughout the strategic planning process, which lays groundwork to support the successful implementation of the new Strategic Plan. To assist with comprehension, new materials are in the process of being created that will amalgamate the Strategic Framework, which has been instrumental in the service and culture transformation over the last several years, with the new priority areas for 2017-2019 into one convenient communication piece. The areas of focus that have been

identified will be highlighted in strategic leadership team work plans and filter down to guide staff as they make decisions on services, programs, and more. Service transformation work continues to strengthen the organizational foundations, building a more responsive and adaptive NVDPL.

#### ***CORNERSTONE CONTRIBUTIONS OF PUBLIC LIBRARIES***

Representing a significant body of collaborative work between District and Library staff, the Collection Asset Management Plan is now completed. Its aim is to protect and continue to develop an excellent public library collection for now and for the future.

In focussing on children's literacy, NVDPL heavily activated and promoted children's participation in the Summer Reading Club. Data submitted to the Library at the sign-up process has been analyzed and there are some interesting points:

- 36% of the local school population signed up to participate in this year's Club
- The lowest participation rates for schools appear to correspond with the Library's ability to present and promote SRC in person, socio-economic conditions in the surrounding school areas, schools farther away in proximity to any NVDPL location.

This data allows NVDPL to strategically focus efforts in 2017 and beyond, on opportunity schools wherein participation rates were low.

Also in inspiring children's literacy in our community, NVDPL launched a pilot project called "Ready 2 Read Kits." These items are take-home packages of themed introductory reader books—they are a fun way for children to get excited about a particular topic and learning to read.

#### ***STRATEGIC LEADERSHIP TEAM***

Deborah Hudson began the position of Business Manager at the beginning of July. Given the long period of time this position was vacant, she faces a very long "to-do" list and a steep learning curve. Our partners at the District have been very supportive, arranging for special training sessions with various staff in the Finance Department, and generally providing a helpful orientation for Deborah in her new role.

With sadness, we said good-bye to Andrea Freeman, Manager of Welcoming Initiatives, as she moved on to a position at Vancouver Public Library. Her impact in nurturing a reframing of the role of circulation services marks an important shift in our service transformation work; she will indeed be missed. However, we congratulate her on advancing her career in a larger organization.

The SLT was led in a full-day facilitated session on team-building and participated in a "Coaching Ourselves" session. Team development initiatives are currently paused until we are back at full management capacity.

Third Quarter operational updates from the SLT members follow:

### *Business Manager – Deborah Hudson*

An early focus in Q3 was to co-ordinate the work of the Strategic Leadership Team to crystalize the written content of the NVDPL 2017-2019 Strategic Plan and drive it toward a comprehensive final draft before it was passed back to Consultant Michael Shoop for further review.

Working with Communications Coordinator Meghan Crowe as a NVDPL representative to the Friends of the Library board meetings, a request from staff at the Capilano Branch for a pop-up book sale was brought forward. The Friends were pleased to take on the additional event, and are looking forward to holding many more!

The top priority over the Q3 period was to develop the NVDPL's 2017 Capital Budget Requests, working individually with members of the Strategic Leadership Team to identify and prioritize projects, and to formulate effective business plans according to the DNV guidelines, including providing the financial rationale for each of the business cases. Working together with Library Director Jacqueline van Dyk, and Manager, Innovation & Learning Adam Farrell, research was undertaken toward an exciting potential 2017 capital project - the Digital Creation Lab.

With the resignation of the Manager of Welcoming Initiatives Andrea Freeman, her portfolio was distributed amongst the SLT team, with responsibility for two 2016 capital projects: updating furnishings in the Lynn Valley Teen Area, and the Capilano Second Floor Reading Area, being taken up under business management.

Leading up to the development of the 2017 Operating Budget in October, further work has been accomplished with the support of Administrative Assistants Jane Dew and Sarah Parsons to identify coding issues related to the Library's new Chart of Accounts (first introduced in the Spring of 2016) and to begin to resolve these issues with the assistance of DNV Staff.

### *Welcoming Initiatives – Jacqueline van Dyk*

During Q3, the Manger of Welcoming Initiatives, Andrea Freeman, resigned her position, taking up a new role at the Vancouver Public Library. The position was posted, however, it currently remains unfilled.

Meanwhile, Managers Corinne McConchie and Alison Campbell are backfilling some of the mission-critical aspects of that role in addition to their regular positions. Also, Director Jacqueline van Dyk has stepped in to take the lead role in the Lynn Valley Circulation Renovation project.

Measures are being taken to develop a strategy to complete the recruitment as expeditiously as possible. However, it is not likely the recruitment will be completed for a month or longer because the position is currently being job evaluated.

A key staff in the Welcoming Initiatives area, circulation supervisor Rebecca Marquardt, retired in September after 23 years with NVDPL! Her position has been filled by Library Assistant Sabina Burnett.

A service enhancement that makes our shelves more inviting, in October—Library month—we launched new Shelf talkers – Read-a-likes. Instead of reviews of specific books, these point to authors that they also might want to read.

### *Learning & Innovation – Adam Farrell*

Q3 saw several key advances for NVDPL in regards to technology updates. These included the installation and activation of a new public multifunction device (MFD) at the Lynn Valley Library. This new machine is high performance, allows patrons to print and photocopy in colour and black/white on a variety of paper sizes, scan to email and USB, and faxing options. The public have been very happy with this new machine and the upgraded payment device. The new payment device allows patrons to pay with coins, bills, and credit card. The public printing at the Lynn Valley branch has been an ongoing pain point for the public and staff.

During Q3, the patrons at the Library experienced below average Wi-Fi speeds. After collaboration and support from the District's IT department, who provide the Library's internet, setting changes were made which improved speeds for the public. NVDPL and DNV IT are actively collaborating on initiatives that will improve and sustain the public internet speeds and access on an ongoing basis.

Through capital funding, NVDPL purchased new PCs and monitors that are being rolled out across the system. The new PCs operate on Windows 10. These new PCs are the first phase of computer replacements across the library system. Staff have been very happy with the new PCs.

An Information Technology Asset Management Plan has been completed for NVDPL to ensure technology is kept current and in reliable working order throughout the library system.

The District implemented timed pay parking at Lynn Valley Center which affected Lynn Valley Library in Q2. One of the reasons that prompted this action was to address people from parking and leaving the area e.g. park and riders, taking up parking spots for library patrons and visitors to Lynn Valley Center. Capilano Library has been experiencing pressures on its parking facilities resulting in patrons and staff not being able to find parking in or around the library. NVDPL is in consultation with community partners, including DNV Facilities, Transportation, and Bylaws to put a recommended solution forward to help serve the library and community. We anticipate that a recommendation will be available for the November 2016 Board meeting.

### *Community Connections – Alison Campbell*

As the 3<sup>rd</sup> quarter generally slows down for regular programming due to summer vacations, our summer focus was to inspire reading and learning at any opportunity available to patrons. We supported this through hands-off programming like the Adult Summer Reading Club Bingo and the Summer Book Selfie Photo Contest, which encouraged reading “wherever your book takes you.”

Additionally, it was a great opportunity to re-evaluate programming needs and goals alongside the new Strategic Plan for 2017-2019.

We're in the process of strategically discussing longer-term planning for regular programming, which will allow us greater freedoms for "pop-up" and time sensitive programs. In this way, NVDPL can be responsive and adaptive to community needs, while also focussing on our long-term goals to collaborate with our community and expand community learning. Over the summer we had a chance to put this into practice by holding a Book Club dialogue session—where staff met patrons about book club models that were accessible to a greater variety of readers. This community collaboration allows us to meet work towards our goal of community learning, staff developed a diverse range of themed book clubs in response to feedback. Some book clubs will be patron-led, allowing staff to divert energy to new learning opportunities.

### *Collection Services – Corinne McConchie*

Q3 for collections was rich with learning new methods and approaches with the guidance of DNV Finance staff. Finance policies relating to collections were examined and some brought forward for adoption. Staff also prepared a Collection Asset Management Plan, which aims to chart the direction of collection spending and goals for the next few years. It included a risk assessment component which revealed that out-dated, inaccurate and insufficient materials and insufficient digital resources are the two High Risk events because the consequences to the Library's reputation are rated Moderate and they are Likely to occur. In the summer, Finance staff also visited the Library's operations to learn more about purchasing as it is done at the Library.

August was the busiest month in terms of catalogued output in 5 years, meaning an exceptional amount of new items arrived in the branches! This is great news for the branches as it keeps new materials front and centre for our patrons, and staff worked very hard indeed to get such a quantity out at a busy time.

### **FINAL REMARKS**

Much has been accomplished so far this year. We look forward to continuing to demonstrate our commitment to community collaboration, responsible management, and excellent service.

**2016 LIBRARY ACCOMPLISHMENTS***organised within our Strategic Framework***3<sup>rd</sup> QUARTER**

STRATEGIC AREA

**1) INSPIRE AND SUPPORT A COMMUNITY OF LEARNING AND CULTURE OF READING****Special programs and events**

- Summer Reading Club Season for Adults, Teens and Children!
- Participated in Canada Day celebrations at Waterfront Park
- Over 4000 children participated in Summer Reading Club
- Summer Reading Club medal award ceremony, as part of the District's 125<sup>th</sup> Anniversary party: dignitaries handed out over 200 medals
- Hosted an art reception to celebrate the generous donation of three works of art, one of which was commissioned especially for the Library

**Collections**

- Board approval of the Procurement: Library Collection Materials and Resources Management Guideline
- Review of the Library's collection procurement and purchasing processes by DNV Purchasing staff

**2) PROVIDE ENGAGING SPACES TO CREATE KNOWLEDGE AND SHARE STORIES****Welcoming spaces/initiatives**

- Conducted triennial "Library Experience" customer satisfaction survey. Nearly 500 responses from the community were received

**3) SUPPORT THE DEVELOPMENT OF DIGITAL LITERACY AND DIGITAL CREATIVITY****Programs for youth**

- Begin program research and obtain quotes toward the development of a Digital Creation Lab, one of the capital budget requests for 2017

**Programs for adults**

- Successful MOOC continuing at Parkgate
- One-on-one technology training at Capilano

**4) FOSTER A CULTURE OF COMMUNITY COLLABORATION****Programs offered in partnership**

- Started a Mother Goose program at the Lynn Valley Care Centre in partnership with North Shore Community Resources
- Storytime on the Trail in partnership with North Shore Mountain Biking Association

<b>DNV Partnership</b>	<ul style="list-style-type: none"> <li>Supported DNV request for special fee-free rental of Lynn Valley Library Boardroom and Balcony to hold District “Social Squad” staff after-hours licenced party coinciding with Lynn Valley Village outdoor concert “Disco Funk”</li> </ul>
<b>5) NURTURE AN ENGAGED, ADAPTIVE ORGANIZATION</b>	
<b>Organizational support</b>	<ul style="list-style-type: none"> <li>Business Manager recruitment concludes with appointment of Deborah Hudson to the role</li> <li>Hired 7 Library School students to work Sundays, and get professional experience</li> <li>Hosted a practicum student from UBC’s Library School</li> </ul>
<b>Professional Development</b>	<ul style="list-style-type: none"> <li>Staff training program updates: new forms, updated staff training management guidelines, and instituted a training survey to collect data and for program evaluation purposes</li> <li>Management attended monthly “Coaching Ourselves” teambuilding and management skills workshop</li> </ul>
<b>6) FOUNDATIONAL STRATEGIC AREAS</b>	
<b>Board support</b>	<ul style="list-style-type: none"> <li>Supported the development and finalizing of the 2017-2019 Strategic Plan</li> <li>Hosted an Open House for prospective trustees</li> <li>NVDPL added 12 new and updated policies to its refreshed policy suite, totalling 52 for 2016</li> </ul>
<b>Friends of the Library</b>	<ul style="list-style-type: none"> <li>Staff attended the Friends of the Library AGM in July</li> <li>Supported Friends request to meet at the Library during business hours, with staff attending regular meeting in September</li> <li>Supported the Friends in running pop-up book sales, a new endeavour</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>Completed the Asset Management Plans for Collections and Information Technology in time for its inclusion in the capital budget processes</li> <li>Completed the Asset Management Plan for Collections for the capital budget processes.</li> <li>Completed the 2017 Capital Budget Requests, including in-depth business cases in support of seven projects</li> <li>Ongoing work with DNV staff to finesse implementation of new Chart of Accounts</li> </ul>

<b>Facilities</b>	<ul style="list-style-type: none"> <li>• Participated in LionsGate Community Centre development design meetings (for Lower Capilano community centre), for inclusion of an ‘Express Library’</li> </ul>
<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>• Issued updated and expanded staff Emergency and Security Procedures Manual</li> <li>• New OH&amp;S committee member attended training for committee members</li> </ul>
<b>Technology</b>	<ul style="list-style-type: none"> <li>• Installation and activation of a new public multifunction device (MFD) “photocopier” at the Lynn Valley Library. This new machine is high performance, allows patrons to print and photocopy in colour and black/white on a variety of paper sizes, scan to email and USB, and faxing options.</li> <li>• Modifications by DNV IT to the public Wi-Fi settings have improved Wi-Fi speeds across NVDPL for better speeds. Longer term projects currently in the works to address public internet speeds on a long term basis.</li> <li>• Configuration and roll out of new staff PCs across the library system.</li> </ul>



## 3<sup>rd</sup> Quarter Statistical Analysis | July—September 2016

### ITEMS BORROWED

<i>PHYSICAL ITEMS BORROWED</i>		Q3
	<b>2016</b>	354,655
	<b>2015</b>	384,091
	<b>2014</b>	391,327
	<b>% change</b>	-9%
<i>DIGITAL CIRCULATION (eBooks, digital streaming/downloads)</i>		
	<b>2016</b>	21,305
	<b>2015</b>	20,239
	<b>2014</b>	19,433
	<b>% change</b>	10%



### SUMMARY OF STATISTICS

- **Physical Items Borrowed:** Lending of physical items in Q3 shows a decrease of 9 percent when compared to Q3 2014.
- **Digital Items Borrowed:** Digital material popularity continues to grow year over year. Q3 totals for 2016 show a 10 percent increase when compared to Q3 of 2014.
- **Total Items Borrowed per Hour:** YTD totals up to Q3 for items borrowed per hour (including print and digital items across all locations) is 148, which is consistent with 149 items borrowed per hour for Q1 to Q3 in 2015.

## PEOPLE WELCOMED

<i>WALK-IN TRAFFIC</i>		Q3
	<b>2016</b>	212,839
	<b>2015</b>	216,816
	<b>2014</b>	218,370
	<b>% change</b>	-3%
<i>VIRTUAL VISITS</i>		
<b>TOTAL</b>	<b>2016</b>	228,633
	<b>2015</b>	239,629
	<b>2014</b>	229,546
	<b>% change</b>	0%

## SUMMARY OF STATISTICS

- **People Welcomed (measured by gate counts):** 212,839 people were welcomed through our doors in Q3. The totals compared to Q3 of 2015 show a decrease of around 2 percent; however, YTD totals for 2016 so far suggest an increase of 1% when compared to Q1 thru Q3 in 2015.
- **Virtual Visits:** Website visits remain largely unchanged to 2014 Q3 totals, though show a decrease of 5% when compared to Q3 2015. YTD for 2016 and 2015 up to Q3 website visits remain consistent.

## SERVICES AND PROGRAMS FOR ADULTS AND ENGLISH LANGUAGE LEARNERS

<i>INFORMATION QUERIES</i>		Q3
	<b>2016</b>	53,215
	<b>2015</b>	32,525
	<b>2014</b>	31,388
	<b>% change</b>	70%
<i>ADULT PROGRAMS #</i>		
	<b>2016</b>	35
	<b>2015</b>	42
	<b>2014</b>	49
	<b>% change</b>	-29%
<i>ADULT PROGRAMS ATTENDANCE</i>		
	<b>2016</b>	833
	<b>2015</b>	1,157
	<b>2014</b>	1,268
	<b>% change</b>	-34%
<i>ENGLISH LANGUAGE PROGRAMS #</i>		
	<b>2016</b>	2
*started tracking April 2014	<b>2015</b>	14
	<b>2014</b>	7
	<b>% change</b>	-71%
<i>ENGLISH LANGUAGE PROGRAMS ATTENDANCE</i>		
	<b>2016</b>	13
*started tracking April 2014	<b>2015</b>	94
	<b>2014</b>	144
	<b>% change</b>	-91%



### SUMMARY OF STATISTICS

- **Information Queries:** NVDPL staff advised and interacted with patrons 53,215 times in Q3 of 2016. This equates to a total of 21 questions per hour for Q3 of 2016, compared to 13 questions per hour in Q3 of 2015.
- **Programs for Adults:** During Q3, 35 programs for adults were held with an attendance of 833 people. The average attendance per program for Q3 of 2016 was 24 people, compared to 27 in Q3 of 2015.
- **Programs for Newcomers and English Language Learners:** We held a total of 2 programs for English Language Learners in Q3 with an average attendance of 6 people, which suggests a significant decrease when compared to 2014 and 2015 totals for Q3. However, English Conversation Corner stopped for the summer in 2016, though continued in 2014 and 2015 at Parkgate. This explains why the 2016 decrease appears significant.

## SERVICES AND PROGRAMS FOR CHILDREN AND TEENS

<i>CHILDREN'S PROGRAMS #</i>		Q3
	<b>2016</b>	88
	<b>2015</b>	125
	<b>2014</b>	128
	<b>% change</b>	-31%
<i>CHILDREN'S PROGRAMS ATTENDANCE</i>		
	<b>2016</b>	4,421
	<b>2015</b>	5,147
	<b>2014</b>	4,428
	<b>% change</b>	0%
<i>TEEN PROGRAMS #</i>		
	<b>2016</b>	5
	<b>2015</b>	4
	<b>2014</b>	4
	<b>% change</b>	25%
<i>TEEN PROGRAMS ATTENDANCE</i>		
*started tracking April 2014. No data Q1/14.	<b>2016</b>	21
	<b>2015</b>	98
	<b>2014</b>	44
	<b>% change</b>	-52%



### SUMMARY OF SERVICE AND PROGRAMS STATISTICS

- **Programs for Children:** There were 88 programs held for children throughout Q3 of 2016, which were attended by 4,421 children and caregivers. These numbers exclude Summer Reading Club registrations, which include over 4,000 registered participants.
- **Programs for Teens:** Just 5 programs for teens were held throughout Q3 of 2015 with an average attendance of 4 teens per program.

2016 Work Plan	Goal Statement	Milestones / Performance Targets	Q3	to Sep. 30
1 <b>STRATEGIC FRAMEWORK</b>	<ul style="list-style-type: none"> <li>◆Inspire and support a community of learning and a culture of reading</li> <li>◆Provide engaging spaces to create knowledge and share stories</li> <li>◆Support development of digital literacy and digital creativity</li> <li>◆Foster a culture of community collaboration</li> <li>◆Nurture an engaged, adaptive organization</li> </ul>	Continue to develop and support community connections and collaborative partnerships, and integrate Library services into community activities and events	<b>ONGOING</b>	<b>Partnership activity with:</b> <ul style="list-style-type: none"> <li>• District of North Vancouver's 125 events</li> <li>• Lynn Valley Care Centre</li> <li>• North Shore Mountain Biking Association</li> <li>• Elder Council Society for BC Parks</li> <li>• North Vancouver Recreation and Culture Commission</li> <li>• Baha'is North Shore</li> </ul> <b>138 programs run through summer with attendance of 5,288</b>
		Develop a Service Excellence strategy	<b>DELAYED TO 2017</b>	Staff capacity limitation at this time
		Establish a Communications Strategy that communicates and champions the cornerstone contributions of public libraries and their values	<b>100%</b>	Completed in Q2. Work ongoing.
		2 <b>FACILITIES</b>	◆Optimize physical spaces as per the capital plan	Lynn Valley Library circulation area redesign and renovation
Capilano Library bathroom renovation	<b>ON TRACK</b>			DNV Facilities lead this project; work is anticipated to begin in Oct/Nov 2016
Capilano Library furniture upgrade	<b>50%</b>			Q4 target for completion
Safety repairs and upgrades at Parkgate and Capilano	<b>PARTIALLY DELAYED TO 2017</b>			Staff capacity limitation at this time
Create activity zones and improve signage in Lynn Valley Library to enhance usability of public spaces and foster a more welcoming environment	<b>DELAYED TO 2017</b>			Staff capacity limitation at this time
3 <b>FINANCE, HUMAN RESOURCES, &amp; ADMINISTRATION</b>	<ul style="list-style-type: none"> <li>◆Ensure strong financial and administrative framework and policies</li> <li>◆Maximize employee performance and accountability through development and engagement</li> </ul>	Complete the refresh project of financial, human resources, and operating policies, to support robust Library governance	<b>90%</b>	12 Policies and Guidelines completed in Q3. NOTE: Remaining Finance policies are now beyond the scope of 2016 work.
		Create an Asset Management Plan for Library Collections	<b>100%</b>	Completed in Q3
		Establish enhanced staff development practices and learning opportunities	<b>ONGOING / PAUSED</b>	Team building projects paused due to Manager of Welcoming Initiatives vacancy; individual staff development ongoing; Updated the internal processes related to staff training

4			STATUS	NOTES
LIBRARY COLLECTIONS	♦Balance collections to ensure our community's reading, viewing and listening preferences are met, within the constraints of funding, space, and availability	Evaluate selected areas of the collection to focus their depth and breadth in response to community demands and changes in publishing	100%	Completed in Q1
		Balance the distribution of funds, reallocating to improve digital access	100%	Completed in Q3. New digital learning resource acquired.
5			STATUS	NOTES
DIGITAL SERVICES, INNOVATION, & LEARNING	♦Support and engage the community's lifelong learning and digital literacy by providing programs, training, and access to digital content  ♦Build staff and technological capacity	Continue to develop public training in digital literacy	ONGOING	<ul style="list-style-type: none"> <li>Tech Tutors and E-Support</li> <li>Provided 3 unique digital literacy events</li> </ul>
		Host relevant events and programming	ONGOING	<ul style="list-style-type: none"> <li>No events hosted over the summer months. Programming to resume Q4 &amp; Q1 2017</li> </ul>
		Conduct staff technology skills assessment	DELAYED TO 2017	Staff capacity limitation at this time
		Complete outstanding technology projects, including: server migration, public printer solution, and complete Year 3 of 3M technology implementation	70%	<ul style="list-style-type: none"> <li>New public coin-op and multifunction device Installed at Lynn Valley</li> <li>4/5 of NVDPL physical servers migrated to DNV IT</li> </ul>
		Explore public access Wi-Fi improvements	100%	<ul style="list-style-type: none"> <li>Wi-Fi heat map completed. Some setting adjustments made to improve speeds with current capacity. Business case prepared for 2017 capital investment to improve Wi-Fi.</li> </ul>