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SUBJECT: Service Delivery Framework – Update

OBJET: Cadre décisionnel sur la prestation des services – Mise à jour

REPORT RECOMMENDATION:

That the Ottawa Public Library Board receive this report for information.

RECOMMANDATION DU RAPPORT:

Que le Conseil d'administration de la Bibliothèque publique d'Ottawa prenne connaissance du présent rapport à titre d'information.

BACKGROUND

In keeping with the *Public Libraries Act, RSO 1990, c.P.44* ("the PLA"), other relevant statutes, laws, and good governance practices, the Ottawa Public Library ("OPL") Board ("the Board") retains accountability for the full range of decisions affecting the organization. According to Section 15 of the PLA, the Chief Executive Officer ("the CEO") shall have general supervision over, and direction of, the operations of the public library and its staff, and shall have the other powers and duties that the Board assigns to them from time to time.

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The Board uses a policy or strategic model of governance that focuses most of the attention of trustees on setting strategic direction and objectives, making decisions on major projects and monitoring performance. As such, the Board has approved Policy 002 – Delegation of Authority ("the DOA"). As part of that policy, the Board has maintained authority over the approval of strategic frameworks for key OPL services and has delegated the implementation and management of strategic frameworks to the CEO.

The Board approved the Service Delivery Framework ("the SDF") at its meeting on May 10, 2022 (OPLB-2022-0503). As part of that report, an implementation phase, called "Phase 6," was proposed, and approved. During a discussion regarding that phase at the May Board meeting, staff were further directed to reach out to trustees to determine their expectations regarding community engagement.

The purpose of this report is to provide the Board with an update on the implementation of the SDF (Phase 6).

DISCUSSION

As described in the May 2022 SDF report to the Board (OPLB-2022-0503), although OPL had a previous service delivery framework in place dating from 2002, the SDF is much more comprehensive and will put in place a structure through which staff will be able to consider, plan, and implement new and expanded services.

To that end, there are two distinct phases to this work:

1. The initial work is comprised of the tasks identified in Phase 6, and which is outlined in Table 1: Phase 6 (Implementation).
2. Once the activities of Phase 6 are completed, staff will implement the SDF and operationalize service development at OPL

As such, the timelines identified below reflect the depth of work required, as well as the development of the staff team who will oversee the complex work.

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Table 1: Phase 6 (Implementation)

Activity	Progress to date	Next steps
• Establish a service planning and design department that will lead and implement the SDF.	• Environmental scan of other libraries and research into best practices. • Identification of overall team lead and sponsor.	• Continue to develop the team and supporting structure required to produce the remaining SDF documents and operationalize service design.
• Complete the three (3) Service Channel Frameworks and bring these Frameworks to the Board for approval.	• Facilities Framework public engagement was conducted in summer 2022. • Initial work on Mobile Framework began earlier in 2022, with input from the Alternative Services Ad hoc Committee. • Initial work on the Virtual Framework has begun.	• Facilities Framework to Board for approval in Q4 2022. • Mobile and Virtual Frameworks to Board for approval in 2023.
• Develop the five (5) Service Strategies, incorporating public engagement where applicable, and bring these Strategies to the Board for information.	• Initial planning has begun.	• Develop outcome statements in Q4 2022. • Service Strategies to Board for approval in 2023.
• Ensure new frameworks, and revisions to existing frameworks, align with the new SDF.	• Identification of Content Services Framework and Alternative Services Framework as targets for 2023.	• Content Services Framework to be reviewed as the Collections Strategy is developed in 2023. • Alternative Services Framework to be renamed "Mobile Framework".
• Keep the Board appraised of progress of SDF implementation.	• This report presents an update.	• Next update in Q1 2023.

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• Amend OPL Board Policy 10 to reflect reporting out on the SDF at least once per term of Board.	• Amendments brought to the Governance Ad hoc Committee on July 15, 2022.	• Recommended changes will be brought forward as part of the end-of-term policy review in Q4 2022.
• Connect with trustees regarding community engagement.	• 1-on-1 meetings completed in August 2022, and feedback incorporated into planning documents.	• No further action required. • Staff will continue to provide updates to the Board as frameworks and strategies are developed per above.

Public Engagement

The Facilities Framework underwent a public engagement process over the summer months. The two (2) remaining Channel Frameworks (mobile and virtual) will incorporate public engagement processes that will be consistent with the approach used for the Facilities Framework and will also incorporate lessons learned and suggested modifications to improve the process going forward.

The five (5) Service Strategies will undergo public engagement in 2023, following a similar method as the Framework (while still incorporating lessons learned, best practices, and modifications for their unique needs) to ensure consistency.

As service planning for the new Central Library at Ādisōke will be completed over the next few years, opportunities for synergies and collaboration will be investigated and incorporated whenever possible, as the Service Design unit will be working closely with the Special Projects team.

Trustee Engagement

To ensure ongoing trustee engagement opportunities over the coming years, the Board's end-of-term legacy report (expected at the November Board meeting) will include recommendations for the creation of an Ad hoc Committee on service design governance, effective for the new term of the Board.

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CONSULTATION

The development of this report incorporated feedback received through consultation with Board trustees, which was collected over the course of Summer 2022.

ACCESSIBILITY IMPACTS

OPL complies with the *Accessibility for Ontarians with Disabilities Act, (2005)* in its operations. OPL is committed to providing inclusive and barrier-free access to information, documentation, programs, and services. There are no accessibility impacts associated with this report.

BOARD PRIORITIES

This report, and the SDF supports the OPL value of *Integrity*: "We embody the principles of public stewardship, transparency, and accountability in our operations and interactions."

The SDF is also aligned with the Strategic Priority *Build Organizational Capacity*, specifically: "Develop data-driven decision-making".

BUSINESS ANALYSIS IMPLICATIONS

The development of the Service Strategies may include guidelines and performance measurement metrics, which will need to be collated and identified by staff.

FINANCIAL IMPLICATIONS

The creation of the service design and planning team may have financial implications. Management will seek to staff this new department through internal restructuring; however, one additional full-time equivalent (FTE) may be required. Staff will report back to the Board on the status of the department creation, and any new FTEs will be requested through the annual budget process.

LEGAL IMPLICATIONS

There are no legal implications associated with this report.

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INDIGENOUS AND GENDER EQUITY IMPLICATIONS

While there are no gender and equity implications associated with this report, there are implications with regards to Ottawa's Indigenous communities and Host Nations, as these communities will be consulted as part of the public engagement process for the development of the Service Strategies.

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications associated with this report.

TECHNOLOGY IMPLICATIONS

There are no technology implications associated with this report.

DISPOSITION

Upon approval of this report, staff will:

1. Continue to implement Phase 6:
   a. Continue to develop the team and structure to support service planning and design;
   b. Complete the remaining three (3) Service Channel Frameworks, and bring these Frameworks to the Board for approval;
   c. Develop the five (5) Service Strategies, and bring these Strategies to the Board for approval; and,
   d. Ensure new frameworks, and revisions to existing frameworks, align with the new SDF.
2. Keep the Board appraised of progress of SDF implementation.