

Report to / Rapport au:

**Ottawa Public Library Board
Conseil d'administration de la Bibliothèque publique d'Ottawa**

November 8, 2022 / 8 novembre 2022

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File Number: OPLB-2022-1108-10.4

SUBJECT: 2019-2022 Term of Board Key Achievements and Legacy Report

**OBJET: Rapport du bilan historique et résultats clés du mandat du Conseil
d'administration : 2019-2022**

REPORT RECOMMENDATIONS

That the Ottawa Public Library (OPL) Board:

- 1. Receive this report for information; and,**
- 2. Disband the COVID-19 and Intellectual Freedom Ad hoc Committees.**

RECOMMANDATIONS DU RAPPORT

Que le Conseil d'administration de la Bibliothèque publique d'Ottawa (BPO):

- 1. Prenne connaissance de ce rapport à titre d'information; et,**
- 2. Dissout les comités spéciaux de la COVID-19 et de la liberté intellectuelle.**

BACKGROUND

The Ottawa Public Library (OPL) Board (“the Board”) approaches its role using a strategic model of governance that focuses on setting strategic direction and objectives, making decisions on major projects and monitoring library and Chief Executive Officer (CEO) performance. The Board’s focus is primarily on the long-term needs and goals for the library, not the administrative or operational details.

The purpose of this report is to provide a summary of key achievements during the 2019 – 2022 term of the Board and identify key considerations for incoming trustees for the new term of 2023 – 2026. The report is not intended to be an exhaustive recording of the Board’s activities, but rather to highlight strategic accomplishments.

DISCUSSION

The 2019 – 2022 OPL Board was appointed by Ottawa City Council in January 2019 for a four-year term. During their tenure, trustees guided several significant advancements within the organization in key areas including governance, strategic frameworks, emergency response, the Ādisōke project (Ottawa Central Library), fundraising, advocacy, and partnerships.

This term was characterized by a significant amount of change. This included a change in the Chair in Year 2, two new trustees mid-term, provincial restrictions on services during the pandemic which resulted in new ways of doing library and Board business (curbside and contactless holds pickup, virtual programs and meetings), staffing shortages, as well as financial pressures on Ādisōke resulting from escalation in the Ottawa construction market due to pandemic impacts. In the broader social context, the public discourse around unmarked graves at residential schools and anti-Black racism, and the increased exposure of social inequalities and the rise of misinformation during the pandemic, also affected employees and customers, and shaped services, most recently the Library’s programming for the National Day for Truth and Reconciliation and the theme for Canadian Library Month, “Read between the lines.”

Good governance played a critical role in being able to rapidly respond to many of these changing conditions, and trustees’ oversight of the organization during this time was invaluable. Trustees made a significant contribution to OPL over the last four years. Considering that a global pandemic was declared fifteen months into the four-year term, trustees’ investments in the organization exceeded normal expectations. The benefits of

a highly engaged board were made more clearly evident in these stressful conditions: the work of the Board, including Board meetings, ad hoc committee meetings, education and training, and celebrations, was notably (and unexpectedly) conducted in a largely virtual setting, and trustees continued to support advocacy efforts through their participation in virtual events and speaking opportunities, which helped to further relationships with key stakeholders seamlessly throughout the term.

Annual Board surveys provided insight into trustees' perspectives. Again, trustees were very engaged: survey response rates varied between 80-90%, and the majority of trustees reviewed their own contributions, and those of other trustees, positively. Trustees reported that the Board holds productive meetings, trustees have excellent camaraderie, and that discussion is always respected and fostered. Comments provided on surveys this term included:

- "It is a pleasure to be able to work alongside such a great group of folks."
- "It has been an honour and privilege to serve the citizens of Ottawa. I have very much enjoyed working with my fellow trustees, the CEO and the Senior Management Team who are all professionals."
- "I appreciated the extent of work and effort of staff and advisory committees which resulted in reports with relevant background, analysis, insight, and recommendations to facilitate board decision making."
- "I appreciate the mutual respect amongst Trustees, CEO and staff at board meetings and ad hoc meetings."

Lastly, and most significantly, trustees' demonstrated vision, agility, commitment, and ethical approach to governance have resulted in significant strategic advances on key policy files for the Library this term, such as service delivery, intellectual freedom, facilities, fundraising, and finances. This work will help shape and support OPL in the next term and beyond.

GOVERNANCE

- **Composition of the Board:** As mentioned earlier in this report, the composition of the Board, on the part of Council representatives, changed during this term. In February 2020, the Chair of the Board, Tim Tierney, announced his resignation. At the March 2020 meeting, the Board elected a new chair, Matthew Luloff. Council subsequently appointed Councillor Rawlson King to the vacant trustee position in

February 2021. In March 2022, Trustee Carol Anne Meehan announced her resignation from the Board. Council appointed Councillor Catherine Kitts to the vacant trustee position in April 2022.

- **Ad hoc committees:** The *OPL Board Rules of Procedure By Law* (“the By law”) provides for committees of the board. As per Section 42.2 of the *By Law*, “the Board may establish ad hoc committees of limited duration to advise, inquire and report on a particular matter of concern [...]. Ad hoc committees dissolve automatically upon the submission of a report to the Board on the work of the matter or concern.” Trustees provided guidance to staff and shared their expertise on eight ad hoc committees this term. These committees met more frequently than most committees in previous terms in general. While meetings were made more convenient in some ways by being held virtually, the input required of trustees was significant, and many committees focused on large, complex initiatives. Note that the Chair Matthew Luloff is ex-officio on all Ad hoc committees and has been an active participant in all during this term.
 - **Disbanding ad hocs:** To date, two Ad hoc committees have not yet been disbanded: the COVID-19 Ad hoc Committee, and the Intellectual Freedom Ad hoc Committee. This report recommends that these two committees be disbanded at this time. All others shall be reconstituted as part of the next term of Board, noting that several Committees are required every term of Board, including CEO Performance, Order of Friendship, and Governance. To support strategic initiatives in the new term of Board, staff will require trustee guidance and input regarding several other files, including the subjects indicated earlier in this report (Ad hoc committees to be re-constituted) as well as: service design governance (including *Adisōke*), and branding.
 - **Key accomplishments:**
 - **Alternative Services Delivery** (Vice-Chair Kathy Fisher and Trustee Mary-Rose Brown): This committee aligned the data points used to analyse service areas with other existing Frameworks at the Library, validated the temporary schedule (“COVID hours”), and agreed to the need for public engagement related to mobile services in 2023. In the next term, work will continue on analysing best practices, reviewing homebound services, advising staff regarding the engagement strategy for the revised Framework, and ensuring the Framework is aligned with service planning and design work.

- **CEO Performance Review** (Vice Chair Kathy Fisher, Steven Begg, and Tim Tierney / Matthew Luloff): There is an ongoing need for this committee.
- **COVID-19** (Vice Chair Kathy Fisher, Riley Brockington): This committee assisted staff in planning the phased-in resumption of services, and the branch reopening “waves,” that aligned with provincial restrictions in 2020-2022. More information is available in the Emergency Response and Recovery Planning section of this report.
- **Finance and Facilities** (Steven Begg and Allan Higdon): This committee guided the development of two key frameworks – the Financial Framework approved by the Board in February 2021 (OPLB-2021-0102) and the draft Facilities Framework received and tabled by the Board in June 2022 (OPLB-2022-0603). In the next term, pending approval of the Facilities Framework, work will focus on Asset Management priorities and producing the Facilities Master Plan.
- **Fundraising** (Riley Brockington (until October 2021), Rawlson King, and Harvey A. Slack): This committee provided advice regarding the overall fundraising strategy and the development of the Fundraising policy framework. In the next term, pending the environmental scan, work will focus on providing ongoing support for the capital campaign for Ādisōke as well as the annual giving campaign.
- **Governance** (Allan Higdon and Harvey A. Slack): This committee advised staff regarding Board workshops, supported the move to virtual Board meetings, supported OPL's commitment to the Truth and Reconciliation Committees' Calls to Action¹ via 4 Seasons of Reconciliation training for trustees, guided staff in developing a Governance Action Plan, and assisted in revising Board Position Statements and Policies. In the next term, this committee will focus on providing guidance regarding the resumption of in-person Board meetings and assist in developing new Ad hoc memberships.
- **Intellectual Freedom Framework** (Steven Begg, Catherine Kitts, and Carol Anne Meehan (until March 2022): This committee provided guidance regarding the draft Guiding Principles and advised staff

¹ Truth and Reconciliation Commission of Canada: Calls to Action (PDF)
https://ehprnh2mwo3.exactdn.com/wp-content/uploads/2021/01/Calls_to_Action_English2.pdf

regarding the implementation plan for the revised intellectual freedom position statement.

- **Order of Friendship** (Catherine Kitts, Carol Anne Meehan (until March 2022), and Harvey A. Slack): This committee reviewed applications for 2020 and 2022 Order of Friendship and awarded 2020 Order of Friendship to The United Muslim Organizations of Ottawa-Gatineau (UMOOG) and 2022 to the Anishinābe Algonquin Host Nation communities of Pikwakanagan and Kitigan Zibi.
- **Continuing education:** Trustees attended relevant conferences, seminars, and workshops in-person or virtually, including the Urban Libraries Council (ULC) in 2019 (Tim Tierney), the American Library Association (ALA) in 2019 (Allan Higdon), the Ontario Library Association (OLA) Annual Conference (Allan Higdon and Kathy Fisher in 2020, Mary-Rose Brown in 2021, and Kathy Fisher and Rawlson King in 2022), the Public Libraries Association (PLA) in 2020 and 2022 (Riley Brockington), and the International Federation of Library Associations (IFLA) in 2022 (Chair Matthew Luloff). Trustees also participated in a wide variety of field opportunities at OPL locations and received several “Educational” presentations at Board meetings, including on the topics of Accessibility Services, Communications, Community Development, Materials Delivery, and Service OPL.
- **Policies:** Trustees adopted nine revised Board policies: Delegation of Authority, Fundraising and Donations, CEO Reporting and Board Monitoring, Commemorative Naming, Board Succession Planning, CEO Succession Planning, Election-Related Resources, and Sponsorship and Advertising. All Board policies were reviewed by the Governance Ad hoc committee this term (OPLB 2022-1108-10.3). Trustees also approved key revisions to the Board's *Rules of Procedure By-law* in order to allow electronic participation in meetings for trustees, staff, and members of the public.
- **Governance Action Plan:** In 2021, trustees approved the Governance Evaluation Action Plan recommended by the Governance Ad hoc committee (OPLB-2021-0604), including three key recommendations:
 - Recommendation 1: Engage a governance consultant to validate the results from the Performance Evaluation Form survey, clarify trustee concerns, and work with staff to propose any changes to Board policies
 - Completed in October 2021.

- Recommendation 2: Develop plans for one or more Board workshops, informed by survey results and consultant input, prioritized in consultation with the Governance Ad hoc Committee
 - Completed in June 2022.
- Recommendation 3: Conduct an inventory of staff partnerships at the executive level and key Board stakeholders, including plans for continuous monitoring
 - Completed September 2022.
- **Key operational initiatives:** During their term, trustees assisted in advancing OPL's strategic priorities, including:
 - **Redesigning the library experience: assessing the impact of barriers:**
 - Allowing customers to register for a temporary membership online in June 2021 was an immediate success, with 30% of all new cardholders in 2021 created online; and
 - Moving from an Overdue Fines Model to a Materials Recovery Model in October 2020 eliminated late fees and allowed OPL to take concrete action to advance its commitment to equity and reconciliation; and,
 - Expanded opening hours at branches.
 - **Redesigning the library experience: developing the physical space experience:**
 - Approving the development of new branches to serve the Riverside South and Barrhaven communities;
 - Undertaking a major renovation of the Rosemount branch;
 - Exploring potential library services in the Carlington community; and,
 - Undertaking numerous branch improvements (Alta Vista, North Gloucester, Metcalfe, Munster, North Gloucester, Orleans, Osgoode, and Rockcliffe Park).
 - **Building organizational capacity:**
 - Developing new Key Performance Indicators (KPIs), aligned with the 2020-2023 Strategic Directions;
 - Supporting succession management decisions at the management level, including within the Senior Management team; and,
 - Ratifying the 2020-2024 Collective Agreement, governing working conditions for unionized employees, and approving revisions to the Terms and Conditions for Management and Professional Exempt (MPE) staff.

- **Promoting the value of OPL:**

- Supported the launch of the OPL brand strategy, as well as branding for Ādisōke;
- As part of ongoing reconciliation work, opening branches for the second annual National Day for Truth and Reconciliation on September 30, 2022 allowed OPL to offer educational programs and resources for customers and staff; and,
- Led continued relationship-building with Host Nation representatives, including adopting a Recognition of Anishinābe Algonquin Territory Statement (land acknowledgement statement) at all Board meetings.

STRATEGIC FRAMEWORKS

This term of Board provided significant input into the development and revision of a number of key strategic frameworks at OPL. Trustees approved the following:

- **The 2020-2023 Strategic Plan**, with a strategic statement (“By 2023, we will increase the number of active card holders by 25% by improving OPL's community relevance”) and three strategic directions. This Plan provided the CEO and the organization direction to inform service delivery, allocation of resources, and, along with the Performance Measurement Key Performance Indicators, helps inform how success is measured;
- A revised **Content Services Framework 2020-2023**, which guides how staff invest the annual materials budget (approximately 10% of the total net OPL annual budget, and the second largest expenditure after compensation);
- A new **Fundraising Policy Framework**, designed to set the foundation for how fundraising is planned, managed, and reported back to the Board;
- A new **Financial Framework**, in order to provide consistent guidelines to minimize financial risk to the organization through informed financial decision-making;
- A revised **Library Code of Conduct Position Statement**, revised for plain language and based on an environmental scan, analysis of incident reports, an assessment of customer touchpoints, employee feedback, and an equity and inclusion review;
- A new **Service Delivery Framework**, a foundational document describing services offered and the ways the public can access those services, designed to

increase transparency in decision-making, and result in a more consistent and equitable service experience for customers;

- A revised **Intellectual Freedom Position Statement**, which marks the first step in completing a holistic review of all OPL's statements, policies, and practices related to intellectual freedom; and,
- A new draft **Facilities Framework**, for the Board's approval in November 2022 (OPLB-2022-1108-10.2).

ĀDISŌKE

Central Library Development was an approved 2015-2018 Strategic Priority for the Board, and a strategic priority for City Council during the 2014-2018 and 2018-2022 Terms of Council. The project continues to be an identified priority in the 2019-2023 Strategic Plan ("Create the destination experience for Ottawa Central Library"), and the Board is a full partner in the management and oversight of Ādisōke in keeping with the Governance Agreement, which guides how the project will proceed. The Board receives monthly project status update emails from the City, as well as quarterly reports.

During this term of Board, this historic project marked several milestones. Trustees provided valuable input into and support of the following:

- The Inspire555 public and national engagement campaign in 2019-2020, which attracted more than 1,300 attendees and 3,000 online participants;
- Initial design reveal at an event held at the Ottawa Art Gallery in January 2020.
- The building's final design, including endorsing the final design for the Ottawa Public Library portion in April 2021;
- Release of main tender for the construction and final design drawings in May 2021;
- Giving of the name Ādisōke to the facility — an Anishinābemowin word that refers to the telling of stories — in August 2021 at an event held on the site where the facility will be built;
- A request from the City to increase project funds to align with inflation, including a total of \$16 million from the Library Reserve Fund for Ādisōke, and to set a fundraising target of \$7 million to offset these costs; and,
- The celebration for the laying the foundation in June 2022, with City of Ottawa and Library and Archives Canada project partners and representatives from the Host Nation.

EMERGENCY RESPONSE AND RECOVERY PLANNING

While COVID-19 was certainly the most dominant emergency in the last three years, it was not the only one. This term of Board also supported staff during the 2019 Spring Freshet Flooding, the November 2020 bomb threat, the January-February 2022 truck demonstration, the May 2022 Canadian derecho storm, and the June 2022 Rogers network outage.

During the COVID-19 pandemic, trustees, and particularly the Chair and other members of the COVID-19 ad hoc committee, supported staff in making key decisions about resuming Library services gradually and safely, with an emphasis on employee and customer health, including:

- Collections: developing the “Isolation Recreation” portal to online Library collections and services;
- Expertise: developing virtual 1:1 appointments, eChat, and online memberships, re-opening locations and expanding hours of operation, and collaborating with community partners;
- Programs: developing virtual programming “from scratch;”
- Spaces: re-opening external book drops, and re-designing branch spaces for safety;
- Tools: re-opening meeting rooms and specialized spaces (Imagine Space, digital conversion lab), developing a new online print submission form, and developing various digital inclusion initiatives (outdoor WiFi, loaning tablets and WiFi hotspots, distributing Make-It-Kits for children).

Trustees also supported staff in facilitating Ottawa Public Health initiatives: Emerald Plaza, Greenboro, and Orleans branches served as influenza or COVID vaccination clinic locations for various periods of time in 2020-2022.

ADVOCACY

The 2019-2022 Board supported several key advocacy initiatives related to accessible digital content, including: a review of eBook copyright, the Canadian Urban Libraries Council’s (CULC) Stronger eContent for Libraries campaign, the Statement on Equitable Public Access to eBooks, and the requests for continued funding for the Centre for Equitable Library Access (CELA) and National Network for Equitable Library Service (NNELS).

Trustees also participated in industry associations, most notably with Vice Chair Fisher sitting on the Board of the Federation of Ontario Public Libraries (FOPL) and Trustee Brockington sitting on the Ontario Library Service (OLS) Board Assembly. Speaking of Vice Chair Fisher's work, Dina Stevens, the FOPL Executive Director, said "Kathy has been a committed and engaged member of FOPL for several years. She has supported the work and strategic direction of FOPL and represented Ottawa Public Library in their provincial advocacy interests. Kathy is always kind, personable and wanting the best for the library sector as a whole. It has been a pleasure working with her!"

Many of the Board's actions and decisions this term helped to strengthen stakeholder relationships. Community partners shared wonderful comments with trustees and staff about their relationship with OPL in recent years, including:

- "I applaud your efforts in moving to a more accessible model for our community." (Martine Doré, Director of Programs and Services, Cornerstone Housing for Women, writing in support of the Board's approval of the Materials Recovery Model in 2020).
- "We are always happy that OPL is an OCYI partner; they have the best book recommendations!" (Ottawa Child and Youth Initiative, commenting on the reading lists provided by OPL staff for the OCYI Cozy Reads Book Club).
- "Thank you for providing students access to devices and internet when it was so very much needed." (Banff Community House, referring to the wifi hotspot and tablet loaning program).

Lastly, trustees also often provided welcoming remarks at OPL programs; for example, Trustee Slack frequently joined staff in opening up exciting virtual events, including, for example, the OPL Cooking Series event "Memories from Japan" and the Ottawa Reads French author readings.

COMMUNITY RECOGNITION

The Board's role in celebrating the Ottawa community provides a number of wonderful opportunities to approve honouring individuals and groups in the City, including:

- Awarding the OPL Board Order of Friendship in 2020 to the United Muslim Organizations of Ottawa Gatineau UMO-OG) for their impact in the community and their partnership with OPL to support vulnerable children;

- Approving the naming of a room in the Cumberland branch as the “Helen Tweddle Room;” (posthumously) in 2021;
- Approving the naming of a room in the Rideau branch as the “Daniel Poliquin Room” in 2022;
- Awarding the OPL Board Order of Friendship in 2022 to the Anishinābe Algonquin Nation Kitigan-Zibi Anishnābeg and the Algonquins of Pikwakanagan First Nation for their instrumental input into shaping the design of Ādisōke, and for supporting OPL in advancing the organization’s reconciliation and decolonization efforts;

The Board also thanked Vlad Uher, outgoing Ottawa Public Library Association (FOPLA) President and Penelope Gould, a tireless and dedicated FOPLA volunteer.

OPL CELEBRATIONS AND ACCOLADES

The Board’s guidance and support helped OPL develop responsive and innovative services, some of which received accolades, including:

- The United Way’s Community Building of the Year Award for OPL’s participation at the COVID-19 Response table;
- The Ontario Library Association’s Technology Advancing Libraries Award for the Chromebook Lending Program; and,
- A community partnership award from the Assunnah Muslims Association, presented at their 2022 Annual Community Iftar event.

The Board also recognized Danielle McDonald, former CEO, who was chosen as the 2022 recipient of the Bissett Alumni Award for Distinctive Contribution to the Public Sector. The annual award acknowledges the professional contributions and achievements made by Carleton University’s School of Public Policy and Administration’s graduates.

Lastly, there were several other celebrations this term. In 2019 then-Chair Tierney and then-trustee Luloff celebrated the expansion of the Musical Instrument Lending Library at Cumberland branch. In 2020, the Board celebrated virtually with the community as Ruth E. Dickinson branch celebrated its 40th anniversary, Munster branch its 50th, and North Gower branch its 130th! In 2021, the Board celebrated (again virtually) as Rosemount branch, Ottawa’s Carnegie library, marked its centenary and Homebound Services marked its 50th anniversary.

LOOKING AHEAD

OPL is, and in many cases public libraries in general are, experiencing several key trends that may impact the way services are delivered in the future. Looking ahead to the next four years, the following areas should be of strategic importance for the next Board:

- **Changes in leadership and key stakeholders:** With a new term of Council beginning concurrent with the new term of the Board, with 11 new councillors and a new Mayor, a significant change-over will occur at the trustee and municipal government level. There are changes at the OPL senior executive level, as well, with the retirement of former OPL CEO Danielle McDonald earlier in November 2022, and the upcoming retirement of the Division Manager of Branch Operations later in the same month. As a result, a key focus for incoming 2023-2026 trustees will be supporting the CEO and senior leadership team, as well as assisting in building key stakeholder relationships for the continued success of OPL.
- **Fiscal climate:** Recognizing the current fiscal climate and projected state of the economy over the next few years, the Board will need to make strategic financial decisions to ensure that the organisation can continue to deliver and grow services, in particular in terms of operating costs for both the Central library and Riverside South branch.
- **Flexible services and new services:** The aftermath of the immediate emergency phase of the COVID-19 pandemic have significantly impacted many industries, including libraries.² There will be an ongoing need to provide flexible public services – and Board meetings – in a hybrid (physical and virtual) environment, noting with respect to the latter, comments from the 2021 survey of trustees: “While the OPL staff has clearly made every effort to ensure virtual meetings run well, I do look forward to in-person meetings again,” “I strongly miss personal contact,” and “Continue exploring the integration of virtual and face to face meetings post COVID to sustain the public’s participation and engagement.”

² New service delivery modes, mobile access, collections in many formats and languages, need for funding to keep pace with growth, libraries as community hubs, evolving service delivery and skills required, Smart Cities and libraries as a catalyst for technology, changes to transportation, and balancing both urban and suburban growth.

- **Strategic plans and frameworks:** Within OPL specifically, as noted earlier in the report, the current term of Board provided significant input into the development and revision of several key strategic frameworks at OPL. Additional frameworks and supporting strategies will be developed in the next four years.
- **The same data points, trends, and insights resonate differently:** OPL is entering the final year of its four-year (2020-2023) Strategic Plan. Some progress was made on achieving the ambitious target set with the strategic statement in this Plan: “By 2023, we will increase the number of active cardholders by 25 percent by improving OPL’s community relevance.”³ However, the COVID-19 pandemic, including the provincial and municipal states of emergency and the resulting operational impact on OPL affected the implementation of the 2020, 2021, and 2022 work plans significantly, and more importantly have resulted in a larger social shift that has not yet completely ended. As a result, while the Strategic Directions and Priorities remain the same, OPL’s approach to achieving them may change. The goal expressed in the Strategic Statement was predicated on a regular level of service, which was not possible over the past two and a half years. As shown in the most recent Semi-Annual Performance Measurement - January-June 2022 (OPLB-2022-1011-11.4), performance indicators are beginning to trend upwards again and OPL continues to see a steady increase of in-person customer activity as programs and outreach activities resume and branch hours are expanded. This underlines the importance of the library’s fundamental role as a community space for borrowing, attending programming, and connecting with others.
- **Information literacy and information equity:** The urgency of digital inclusion, fair access, and information equity issues, considering the rise of misinformation and increasing political polarization, continue to be crucially important. The role of public libraries as a source of trusted information, defender of intellectual freedom, and protector of personal privacy will take on increasing importance.
- **Reconciliation:** The urgency of inclusion, diversity, equity, and accessibility work, particularly reconciliation with Indigenous rights-holders including the Host

³ Prior to the approval of the Strategic Plan in June 2021, OPL had 237,567 active cardholders (as of May 6, 2019). At that time, a 25% increase represented an additional 59,400 cardholders, for a total of 297,000. While memberships decreased in the early days of the pandemic, dropping to 214, 241 by the end of the 2020 calendar year, they increased again in 2021, ending that calendar year at 233, 378 (a 9% increase). In the January-June 2022 reporting period, there were 188,827 twelve-month active cardholders.

Nation, building on the relationships developed for Ādisōke, will be fundamentally important.

CONSULTATION

The members of the Senior Management Team were instrumental in developing this report.

ACCESSIBILITY IMPACTS

Ottawa Public Library complies with the *Accessibility for Ontarians with Disabilities Act*, (2005) in its operations. There are no accessibility impacts associated with this report.

BOARD PRIORITIES

The term of Board Key Achievements align with the OPL Board approved strategic direction and priorities.

BUSINESS ANALYSIS IMPLICATIONS

There are no business analysis considerations associated with this report.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

LEGAL IMPLICATIONS

There are no legal implications associated with this report.

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

Staff will provide the 2019-2022 Term of Board Key Achievements and Legacy Report to the newly appointed 2023-2026 Board.