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**Report to / Rapport au:**

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

**April 11, 2023 / 11 avril 2023**

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**File Number: OPLB-2023-0411-12.1**

**SUBJECT: 2023 Ottawa Public Library Board Work Plan**

**OBJET: Plan de travail 2023 du Conseil d'administration de la Bibliothèque  
publique d'Ottawa**

## **REPORT RECOMMENDATIONS**

**That the Ottawa Public Library Board:**

- 1. Receive the report for information;**
- 2. Approve the 2023 Board Work Plan items in Document 1; and,**
- 3. Receive the 2023 Corporate Work Plan items in Document 1 for  
information.**

## **RECOMMANDATIONS DU RAPPORT**

**Que le Conseil d'administration de la Bibliothèque publique d'Ottawa :**

- 1. Prenne connaissance du présent rapport à titre d'information;**

2. **Adopte les éléments du plan de travail 2023 du Conseil d'administration dans l'Annexe 1;**
3. **Prenne connaissance des éléments du plan de travail 2023 de la corporation dans l'Annexe 1 à titre d'information.**

## **BACKGROUND**

In keeping with the *Public Libraries Act, RSO 1990, c.P.44* ("the Act"), other relevant statutes, laws, and good governance practices, the Ottawa Public Library ("OPL" or "the Library") Board (the "Board" or "OPLB") holds accountability for the full range of decisions affecting the organization. The Board approaches its role using a strategic model of governance that focuses on setting directions and objectives, making decisions on major projects, and monitoring library and CEO performance. Trustees' attention primarily focuses on the long-term needs and goals for the library.

On June 11, 2019, the Board approved the 2020-2023 Strategic Plan (OPLB-2019-0601), including the Strategic Statement, Directions, and Priorities. The Board also approved the OPL values of Community, Inclusion, Integrity, Intellectual Freedom, and Literacy. The Strategic Plan was developed after a multi-step process that involved an external consultant and an Ad hoc Committee on Governance, included an environmental scan, analysis of trends and drivers, strategic planning sessions with the Board, management, employees, and the community, culminating in the June 2019 Board report.

The Strategic Priorities provide OPL with the strategic direction to inform the development of annual work plans for both the Board and staff. As per Board Policy 001 – Roles and Responsibilities of the Board and Trustees ("Board Roles and Responsibilities Policy"), the Board's "attention shall primarily be on the long-term needs and goals for OPL."

The purpose of this report is to seek the Board's approval of the 2023 Board Work Plan, inform the Board of the 2023 Corporate Work Plan, and provide a brief update regarding the Strategic Plan. A report providing a more fulsome update on the Strategic Plan will be presented to the Board later in 2023.

## **DISCUSSION**

### **Strategic Plan Update**

OPL is currently in the final year of the Strategic Plan period, as outlined in the Strategic Directions and Priorities 2020-2023. As noted in the 2022 Board Work Plan report (OPLB-2022-0204), both OPL and the broader community have faced significant social change and challenges over the past three years. As in 2020 and 2021, OPL revisited planned activities for 2022 and 2023 during the year in light of operational resources available and the broader social perspective at the time. While the Strategic Directions and Priorities remain the same, OPL's approach to achieving them continues to evolve considering both internal and external factors. In 2019, the OPL Board committed to increasing the number of active card holders by 25% by improving OPL's community relevance; an update regarding this strategic statement will be provided in Q2 2023 as part of the Semi-Annual Performance Measurement report for January – June 2022.

The approval of the OPL Service Delivery Framework (SDF) in May 2022 influences several items on both the Board and Corporate Work Plans for 2023, as further described in this report. The SDF, particularly the definition of three service channels (virtual, facility, and mobile) and five service categories (collections, expertise, programs, spaces, and tools), and the Board direction to develop the appropriate frameworks (for channels) and strategies (for categories) associated with the SDF in the coming years, has an impact on both Board and Corporate Work Plan items for 2023 and beyond.

In summary, the Board and Corporate Work Plans (Document 1) are based on the Strategic Plan. Consequently, there are numerous areas of intersection on the work plans, and some areas of operational focus on the Corporate Work Plan that are associated with strategic priorities. Details are outlined below.

### **The 2023 Board Work Plan**

The 2023 Board Work Plan (the third column from the left in Document 1) includes key action items involving the Board's stewardship, strategic direction, and active participation. The items are both legacy (related to activities initiated in 2019, 2020, 2021, and 2022) and future-focused activities that will strategically advance the organization. Activities and initiatives for 2023 align with each of the approved Priorities.

Board Work Plan items require Board authority to approve, as per OPL Board Policy 002-OPLB Delegation of Authority (“the DOA”).

The 2023 plan shows significant progress and some new activity since the 2022 plan. Seven items have been completed or removed as they have been addressed via other 2022 or 2023 items; three new items support work related to the SDF implementation and the creation of a brand identity.

The following items on the 2022 Board Work Plan are now complete and are not included on the 2023 plan:

- Approve Service Delivery Framework;
- Serve on Ad hoc to guide OPL’s COVID-19 Response Plan;
- Serve on Ad- hoc to guide development of financial framework; and,
- “Serve on ad hoc committee to guide development of revised Intellectual Freedom Framework.” The revised Board Position Statement was approved by the Board in June 2022 (OPLB-2022-0601) and Board training will occur on May 11, 2023; outstanding implementation tasks (administrative policy updates, staff training) are included in the 2023 Corporate Work Plan.

Several items on the 2022 Board Work Plan have been removed from the 2023 plan:

- “Approve a revised Creation Roadmap: Innovation Model” appeared “on hold” in 2022. It has now been removed as this work will be incorporated into upcoming Service Strategy for Tools, which is anticipated to return to the Board for consideration in 2024;
- “Serve on an ad hoc to guide development of a revised Alternative Services Framework” no longer appears as the work of this ad hoc committee will be incorporated into the broader Service Framework ad hoc this term;
- “Approve visual identity standards” appeared “on hold” in 2022. It has now been removed as this work will be incorporated into the overall brand identity. This work will be guided by a Board Ad hoc committee, and is anticipated to return to the Board for consideration in 2024;
- “Approve new policy on CEO stakeholder relationships” appeared as a new item in 2022. This item has been removed as the requirement to develop and maintain relationships at the CEO level was incorporated into Board Policy 009 – Role and Responsibilities of the CEO. Of note, the related Corporate Work Plan item with

respect to developing an inventory and plan for monitoring and maintaining key relationships and partnerships at the executive level has also been removed as this work is ongoing.

The following are new items on the 2023 Board Work Plan:

- “Serve on Ad hoc committee to guide development of service strategies”: guided by the SDF, this item will span 2023 and 2024;
- “Serve on Ad hoc committee to guide development of service frameworks”: guided by the SDF, this item will span 2023 and 2024; and,
- “Serve on Ad hoc committee to advise staff on distinct and compelling brand identity, including engagement components.”

### **The 2023 Corporate Work Plan**

The 2023 Corporate Work Plan (the fourth column from the left in Document 1) includes key action items (rather than an exhaustive list) that are operational in nature, complementing the items on the Board Work Plan. The Corporate Work Plan recognizes that significant staff involvement will occur in implementing the aforementioned items of the Board Work Plan, as well as items that advance the organization in several key areas. Items on the Corporate Work Plan fall within the CEO’s delegated authority under the DOA.

The 2023 plan shows some progress and significant new activity since the 2022 plan. Five items have been completed; thirteen new items support work related to the SDF implementation, the creation of a brand identity, removing barriers to service, and supporting facilities, community development work, the future of the workforce, and fund development.

The following items on the 2022 Corporate Work Plan are now complete and are not included on the 2023 plan:

- Service Delivery Framework;
- Develop COVID-19 Response Plan;
- Increase virtual offerings (this was part of the preceding item regarding the COVID-19 response plan);
- Collective bargaining; and,
- Complete the governance review process for the 2019-2022 Board.

The following items appear on hold on the 2023 Corporate Work Plan:

- Develop a revised Technology Plan;
- Plan for East Urban branch; and,
- Plan for Centennial branch renovations

The first item is on hold pending the implementation of the Service Delivery Framework. The final two items are on hold due to the upcoming development of the Asset Management Plan, as well as prioritization of new facilities in South Nepean, including the Barrhaven and Nepean South branches.

Lastly, an additional item was explored for the 2022 Corporate Work Plan related to both removing a potential barrier to service and increasing virtual offerings but was subsequently not undertaken: As part of the 2022 budget discussion at the November 30, 2021, meeting, then-Trustee Brockington suggested that staff provide an update on the potential to offer digital access passes (such as museum and ski passes) in the future. Staff have determined that this is not feasible at this time. OPL is one of many public libraries (including the Bibliothèque de Gatineau and Carleton Place Public Library, among many others) that circulates access passes as part of a partnership that also includes the museums and the National Capital Commission (NCC). The museums and NCC are the owners of their respective access pass programs and wish to only proceed with a solution that can be used by all distributors (all public libraries). At this point, not all are able to participate in a digital pass initiative, and no vendor is currently available who can provide a digital solution in bilingual format.

## **CONSULTATION**

The Ottawa Public Library Senior Management Team developed the annual Corporate Work Plan with input from management and other key staff.

## **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 the recommendations in this report.

## **BOARD PRIORITIES**

This report aligns with the Board Strategic Priorities. If approved, this report confirms the Ottawa Public Library Board's 2023 Work Plan.

## **BUSINESS ANALYSIS IMPLICATIONS**

There are no direct business analysis impacts associated with approving the recommendations in this report.

## **FINANCIAL IMPLICATIONS**

Funding for all activities within this report is covered by the approved 2023 OPL Capital and Operating budgets.

## **LEGAL IMPLICATIONS**

There are no legal impediments to implementing the recommendations in this report.

## **INDIGENOUS AND GENDER EQUITY IMPLICATIONS**

The ongoing work of addressing barriers to library service and closing gaps for equity-deserving individuals and groups will support relationships with and services for these populations.

## **RISK MANAGEMENT IMPLICATIONS**

There are no risk management implications associated with approving the recommendations in this report.

## **TECHNOLOGY IMPLICATIONS**

There are no technology implications associated with approving the recommendations in this report.

## **SUPPORTING DOCUMENTATION**

Document 1 2023 Board and Corporate Work Plan

## **DISPOSITION**

If approved, staff will facilitate the completion of the Board Work Plan items and complete the Corporate Work Plan items.