Report to / Rapport au:

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

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File Number: OPLB-2023-1010-10.3

SUBJECT: Service Delivery Framework Implementation Update

OBJET: Mise à jour de la mise en oeuvre du cadre décisionnel sur la prestation des services

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

As per Ottawa Public Library ("OPL" or "the Library") Board ("the Board") policy OPLB-001, the Board has the responsibility to review and approve major strategies, plans, and decisions. This role is further refined within Board policy OPLB-002 Delegation of Authority, with the Board having the authority to approve strategic frameworks for key OPL services (Item #20), and to permanently close branches, modify bookmobile stops, or modify kiosk services (Item #24).

In May 2022, the Board approved the Service Delivery Framework ("SDF") (OPLB-2022 0503), which represents a broad strategic approach to determining and articulating service commitments to clients across five service areas (collections, programs,

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expertise, spaces, and tools) as delivered through three service channels (facility, mobile, and virtual). As part of that report, an implementation phase, called "Phase 6," was proposed, and approved. The purpose of this report is to provide the Board with an update on this phase.

DISCUSSION

As described in the last memo received by the Board on April 3, 2023 (redistributed as Information Previously Distributed item 14.2 at the meeting of April 11, 2023), there are two distinct phases to completing work on the SDF:

1. **Implementation**: the next steps are comprised of the tasks identified in Phase 6, and which are outlined in Table 1 below.
2. **Operationalization:** once the activities of Phase 6 are completed, staff will operationalize service development at OPL.

The timelines identified below reflect the depth of work undertaken and still required, as well as the development of the staff team who will oversee the work.

Table 1: Phase 6 (Implementation)

Activity	Recent Progress	Next steps
• **Establish a service planning and design department that will lead and implement the SDF.**	• Identification of overall team lead and sponsor. • Re-organization to solidify Service Design unit. • Budget approval for a temporary position to oversee the work. • Hire temporary manager.	• Complete.
• **Ensure new frameworks, and revisions to existing frameworks, align with the new SDF.**	• Identification of Content Services Framework and Alternative Services Framework as applicable existing frameworks.	• Alternative Services Framework to be renamed "Mobile Framework". • Content Services Framework to be reviewed as the Collections Strategy is developed.

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• **Complete the three (3) Service Channel Frameworks and bring these Frameworks to the Board for approval.**	• Approval of Facilities Framework and gap analysis. • Initial work on Mobile Framework • Approval of creation of Ad hoc committee of the Board	• Ad hoc committee to begin meeting in Q4 2023 • Plan for public engagement for each remaining Framework • Mobile Framework to be brought to the Board in Q3 2024. • Virtual Framework to be brought to the Board in Q1 2025.
• **Develop the five (5) Service Strategies, incorporating public engagement where applicable, and bring these Strategies to the Board for approval.**	• Approval of creation of Ad hoc committee of the Board • Finalized service inventory (as-is state) • Assembled strategy development teams	• Ad hoc committee to begin meeting in Q4 2023 • Plan for public engagement on outcomes statements and service level expectations. • Service Strategies to be brought to the Board in Q4 2024.
• **Keep the Board apprised of progress of SDF implementation.**	• This report provides an update on progress since Q1 2023	• Next update in Q1 2024

Frameworks Update

Mobile Framework:

Progress on the Mobile Framework to date has been tactical, focusing on emergent operational matters. A strategic review of the purpose, resourcing, support infrastructure, and delivery of mobile services is nonetheless required, and will be supported by the work of the Service Channel Frameworks Ad hoc Committee (OPLB-2023-0223-10.2), created by the Board in February 2023, and anticipated to begin work in Q4 2023.

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It has been eight years since the Board approved the Alternative Services Delivery Framework 2016-2020. Evolving client behaviors and needs, technology and service innovations, and broader global changes (such as environmental considerations) require that the Library review services on a regular basis, including mobile services. The pandemic has further reshaped many aspects of service delivery and introduced both challenges and opportunities to Library operations.

The Service Channel Frameworks Ad hoc Committee will commence work in Q4 2023, beginning with providing guidance to staff in undertaking a holistic review of mobile services, resulting in a new Mobile Framework.

Virtual Framework:
Progress on the Virtual Framework has not yet begun. Recruitment for a variety of new positions within the Client Experience and Community Development department is underway, and once those positions are filled, staff will begin work on the development of the Virtual Framework, under the guidance of the Service Channel Frameworks Ad hoc Committee.

Facilities Framework:
The Facilities Framework was approved by the Board in November 2022, and will be used to inform decisions going forward.

Strategies Update

Work has begun on the development of the five Strategies associated with the service categories previously identified in the SDF: Collections, Spaces, Tools, Programs and Expertise. In June 2023, a temporary Portfolio Manager, Service Design was hired to act as project lead for this work, reporting to the overall project sponsor (Division Manager, Service Planning). At the same time, five cross-functional Strategy Development teams, consisting of leaders from across the organization, were assembled to consult and bring both subject matter and public service expertise to the drafting of the Strategies.

The project lead has conducted initial meetings with the five Strategy Development Teams to analyze the data collected in the "as-is" service inventory developed in 2022. The project lead is now in the process of mapping out milestones, dependencies, and

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timelines in a project charter, refining the Strategy document outlines, and researching best practices in service design strategy among other Canadian public libraries.

The Board Ad Hoc Committee for Service Strategies (including Ādisōke), which was established in the Board report of February 23, 2023 (OPLB-2023-0223-10.2), will play a key consultative role in the development of the Strategies. This committee will begin meeting in Q4 of 2023 to provide guidance and input as the Strategy development process proceeds. In addition, plans are being formed to conduct public engagement on the Strategies in 2024, particularly on outcomes and service level expectations. The project team will be leveraging existing relationships and partnerships established through OPL's community development work to carry out this engagement with a particular focus on equity and inclusion. The team will also be looking to the Committee for feedback regarding engagement plans to ensure that residents' voices are heard and that these strategies reflect the service priorities of all Ottawans.

Throughout the Service Strategy development process, OPL will ensure alignment with the service planning process currently underway in preparation for the opening of the Central Branch at Ādisōke, and with the development of the channel frameworks that are completed (Facilities), in progress (Mobile) and to come (Virtual). The project process, including initial public engagement, drafting of the strategies, and regular updates to its review groups (Library Senior Management Team and the Board), is slated for completion in Q4 of 2024 with the deliverable of a report to the Board seeking approval of the service strategies.

CONSULTATION

The Library Senior Management Team and other subject matter experts were consulted in the development of this report.

The development of the frameworks and strategies will involve public engagement.

ACCESSIBILITY IMPACTS

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

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BOARD PRIORITIES

This report aligns with the OPL Values of Community ("We are an active part of our community, reaching beyond our spaces to build relationships that enrich Ottawa.") and Inclusion ("We are welcoming and open to all, and are committed to providing access to spaces, collections, programs, resources, and expertise."). It also aligns with the Strategic Direction to "Redesign the Library Experience."

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 next update to the Board in Q1 2024.