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Report to / Rapport au:

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

April 9, 2024 / 9 avril 2024

Submitted by / Soumis par:

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SUBJECT: 2024 Ottawa Public Library Board Work Plan

**OBJET: Plan de travail 2024 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 2024 Board Work Plan items in Document 1; and,**
- 3. Receive the 2024 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 2024 du Conseil d'administration dans l'Annexe 1;**
3. **Prenne connaissance des éléments du plan de travail 2024 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 October 10, 2023, the Board approved the 2023-2028 Strategic Plan (OPLB-2023-1010-10.2), including the values of Community, Inclusion, Integrity, Intellectual Freedom, and Literacy, and changes to the Strategic Directions and Priorities. These changes reflected strategic and operational changes, updated nomenclature to reflect current practices, and better reflected the work undertaken by staff in the last few years. The changes are reflected in the 2024 Board and Corporate Work Plans (Document 1).

The Strategic Priorities 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 2024 Board Work Plan, inform the Board of the 2024 Corporate Work Plan.

DISCUSSION

The 2024 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 2024 Board Work Plan

The 2024 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, 2022, and 2023) and future-focused activities that will strategically advance the organization. Activities and initiatives for 2024 align with each of the approved Priorities in the 2023-2028 Strategic Plan. Board Work Plan items require Board authority to approve, as per OPL Board Policy 002-OPLB Delegation of Authority ("the DOA").

The following items on the 2023 Board Work Plan are now complete and are not included on the 2024 plan:

- Implement security enhancement measures: The Board directed staff to explore additional security supports and to further explore developing partnerships to offer a variety of social services in library facilities, funded through partner agencies, in June 2023 ("Safety and Security" OPLB-2023-0613-10.1). Subsequently, staff identified four (4) branches that would benefit from having mobile security personnel support, based on incident trends and staff feedback, and the Board approved delegating authority to the CEO to finalize the procurement process (including awarding of contract) for these additional security services. ("Contracts Requiring Board Approval: Security Services and the Integrated Library System," OPLB-2023-1205-10.2). Partnerships to provide social services include with Centre 507 at Main and Sunnyside branches (pilot from October 2023 to January 2024) and the City of Ottawa's Community Engagement Team at Main and Rideau branches; collaborations with other partners (such as Ottawa Public Health) are also ongoing operationally..
- Review hours of operation 2022 survey results and update the Board: In November 2022, trustees received a report and presentation regarding the results of a public survey regarding OPL hours of operation. The Board approved no further expansion of hours of operation on public holidays in consideration of the survey results and directed staff to report back by Q3 2023 regarding any further recommended changes to hours of operation. Since then, urban and suburban branches have returned to their full complement of pre-pandemic hours (September 2023), and full-day hours of operation at the 10 branches already open on Sundays were also introduced (adding morning hours from 10:00 a.m. – 12:00 p.m. to the pre-existing afternoon hours), with an additional budget

adjustment approved in the 2024 operating budget. No further changes to operating hours are anticipated which would require additional funding beyond current confirmed budget envelopes. Adjustments to operating hours of individual branches within current confirmed budget envelopes may be undertaken as part of operational responsibilities.

The Facilities Master Plan item was revised to indicate that the Asset Management Plan is outstanding, but the Facilities Framework Gap Analysis & Prioritization has been completed.

One item on the 2023 Board Work Plan has been removed from the 2024 plan:

- Develop an inclusion and anti-racism action plan: With the input of the Governance Ad hoc Committee, staff will continue to consider activities that align with the Urban Libraries Council (ULC) Statement on Racial and Social Equity, of which OPL became a signatory in 2017. Recent initiatives to address systemic barriers such as the elimination of late fees within the Materials Recovery Model (REPORT OPLB-2020-1004), increased access for members of vulnerable communities (OPLB-2022-1011-11.1) and the prioritization of community development work via a new department in the Client Services Division, integrate this work into OPL operations.

The 2024 plan contains one new item (updating the OPL Emergency Plan, last updated in 2017 (OPLB-2017-0603)). Significant progress on items was made in 2023, and current items are multi-faceted, span several years, and occasionally dependent on elements outside of OPL's direct control.

The 2024 Corporate Work Plan

The 2024 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, supporting and 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 Policy.

26 items are listed on the 2024 Corporate Work Plan. Four new items have been added to the 2024 plan: these items support enhancing the client and employee experience, reducing barriers, and addressing risks. The remaining 22 items are carried over from 2023.

Three items were revised to more accurately reflect the work to be undertaken in 2024, relating to key employee training, brand strategy, and risk management. One 2023 item was completed in 2024: the development of a low-barrier membership card, for people facing barriers to providing identification, called the “Flex card.” Additionally, as noted earlier in this report, one item, the Asset Management Plan, will be completed in 2024: together with the Facilities Framework (and the subsequent Gap Analysis & Prioritization) that was completed and approved by the Board in September 2023, these items form the broader Facilities Master Plan.

The following items appear on hold on the 2024 Corporate Work Plan:

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

These items were on hold in 2023 as well: the Technology Plan is on hold pending the implementation of the Service Delivery Framework, specifically the various service strategies; plans for East Urban and Centennial branches are on hold Pending the outcome of the Facilities Master Plan.

Next steps

Staff efforts in 2024 will focus on implementing elements of the Plan that relate to their respective areas, including the identification of specific actions for each of the four years, and identification of budgets to support the actions, where required. In many cases, Board Ad hoc committees are well-established to help guide staff on key initiatives related to the priorities, and key documents will return to the Board for information or approval in alignment with responsibilities in the DOA Policy.

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 2024 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 2024 OPL Capital and Operating budgets.

LEGAL IMPLICATIONS

There are no legal impediments to approving 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 2024 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.