



Ottawa Public Library Board

Minutes

Meeting #: 18
Date: December 3, 2024
Time: 5 pm
Location: Champlain Room, 110 Laurier Avenue West, and by electronic participation

Present: Chair Matthew Luloff, Vice-Chair Kathy Fisher, Trustee Jessica Bradley, Trustee Mary-Rose Brown, Trustee Alison Crawford, Trustee Rawlson King, Trustee Catherine Kitts, Trustee Harvey A. Slack

Absent: Trustee Adam Smith

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1. Notices and meeting information for meeting participants and the public
Notices and meeting information are attached to the agenda and minutes, including: availability of simultaneous interpretation and accessibility accommodations; *in camera* meeting procedures; information items not subject to discussion; personal information disclaimer for correspondents and public speakers; notices regarding minutes; and remote participation details.
Note:
 1. The meeting began at 5:00 pm.The Board moved Item 11.1 - 2025 Draft Operating and Capital Budget Estimates and Four-Year Capital Forecast as the first item of business, then proceeded to the decision items and Ādisōke - Building Project Update presentation.
 2. Recognition of the Territory of the Anishinābe Algonquin Nation

Chair Luloff welcomed member and attendees to the Ottawa Public Library Board meeting and delivered the Indigenous land acknowledgment statement.

3. Roll Call

The Chair proceeded with roll call by voice in random order.

4. Regrets

Trustee Smith sent his regrets.

5. Declarations of Interest

No Declarations of Interest were filed.

6. Confirmation of Minutes

6.1 Minutes 17 - Tuesday, 5 November 2024

Results: Carried

7. Communications

There were no communications.

8. Chair's Verbal Update

Riverside South Branch

Chair Luloff noted that 2022 the Board approved the development of a library branch to serve the Riverside South community in 2022. The library branch will be co-located with a City of Ottawa (“City”) community centre, and staff have been working collaboratively on the project planning. He indicated that the Finance and Corporate Services Committee of the City recently approved the acquisition of land for this project, and the report will be going to Council for consideration on December 11. Chair Luloff expressed his excitement that this project is now one step closer to reality. More information will follow as the project progresses.

Library Month Highlights

Noting the celebratory theme of “The Joy of Reading” this year, the Chair summarized recent Canadian Library Month activities at OPL, including two flagship events, the Golden Ticket giveaway, and active engagement on social media. In closing, Chair Luloff announced that during the month of October, 4,481 new cardholders joined OPL.

Fund Development

Chair Luloff announced a significant donation to the Unlock Potential fundraising campaign for the new Central branch at Ādisōke. OPL received a \$1.5M donation from the RBC Foundation's Community Infrastructure Fund, which supports the enhancement of public spaces to increase accessibility, inclusion, and environmental sustainability. Chair Luloff noted this funding will help enhance a welcoming, barrier-free experience at the Central branch of Ādisōke with a focus on accessibility. Chair Luloff expressed deep gratitude to the RBC Foundation for the transformative gift, on behalf of the Board.

Hours of Operation during the holidays

Chair Luloff reminded members and attendees that branches will be closed December 25 and 26 for Christmas and Boxing Day, as well as January 1 for New Year's. He wished fellow trustees, OPL employees, and clients very happy holidays.

MOTION OPL 20241203/1

That the Ottawa Public Library Board receive the Chair's verbal update for information.

Results: Received

9. Chief Librarian/Chief Executive Officer's Report

Fund Development

Sonia Bebbington, Chief Librarian and CEO announced another recent donation of \$100K from an anonymous donor to the Unlock Potential campaign. She noted the donor expressed their support for what the public library represents in the community, as well as their excitement for what the Central branch at Ādisōke will offer in terms of access to spaces, programs, and services for all. On behalf of OPL and representing the campaign, Ms. Bebbington thanked both the anonymous donor, and the RBC Foundation, for their belief in and support for public libraries, and for their incredibly generous gifts.

Awesome Authors

Ms. Bebbington announced the book launch for the annual Pot-pourri anthology on December 7, which will celebrate the success of young writers who participated in the Awesome Authors writing contest, organized by OPL with the support of the Friends of the Ottawa Public Library Association (FOPLA). Participants will also receive a copy of the book.

Another Extraordinary Year at OPL

Ms. Bebbington highlighted key 2024 achievements within the five service categories at OPL.

In terms of spaces, the Library celebrated two branch anniversaries: Cumberland's 25th anniversary, and Stittsville's 50th anniversary. OPL invested more than \$400K toward various branch improvements this year. The construction of the Central branch at Ādisōke began the year with the installation of the steel on the exterior façade and ended with the installation of all exterior windows and the completion of the wood roof.

In programming, OPL also organized many thought-provoking and creative programs in 2024, celebrating events such as Family Literacy Day and Freedom to Read Week, highlighting the Ādisōke Indigenous Public Art with the Brascoupé sisters, and hosting many authors including Mary-Céline Agnant, Alyssa Delle Palme, Marie-Louise Gay, Charlotte Gray, Faith Erin Hicks, Lawrence Hill, Beverley McLachlin, Dimitri Nasrallah, Blaise Ndala, Tanya Talaga, Kai Thomas, Kai Cheng Thom, Kim Thù, and Joshua Whitehead.

Collections continue to be incredibly important to clients, and in addition to ongoing selection of new materials, OPL joined the international Book Sanctuary movement this year, becoming a sanctuary location for challenged titles. The holds pickup lockers at the Hunt Club-Riverside Park Community Centre Kiosk Services location were replaced to provide continued convenient access to requested items for that community.

In terms of tools, Ms. Bebbington highlighted that significant barrier to accessing public WiFi was removed this year, in that clients and visitors no longer need to log in with their library card number to access the WiFi in OPL locations (in branches and on or near the bookmobiles), and that the Imagine Space continues to be popular and to provide staff with inspiration for similar services at the Central branch at Ādisōke.

Highlighting OPL's expertise, Ms. Bebbington noted that citizens rely on Library staff as a trusted resource for early literacy support, reading recommendations, and knowledge of OPL resources. She added that staff expertise in designing services and programs responsive to community interests and needs is also key, using a community development approach, a lens applied to service design. Ms. Bebbington underscored how relationships are crucial to building expertise, noting the valued relationship staff have with Centre 507, recognized in 2024 with the Board Order of Friendship. Noting the tremendous amount of work behind the scenes to facilitate public service delivery and support and improve the employee

experience, Ms. Bebbington announced that in 2024, OPL launched a long-awaited project related to the staff scheduling process, and staff shared their expertise with the leaders of tomorrow via the Youth Futures program. Ms. Bebbington noted trustees also supported staff expertise during the year, by providing input on key strategic topics at Board meetings, or by attending library industry events

In closing, Ms. Bebbington thanked the Board for their guidance, wisdom, and support for the Library, noting their commitment helps to keep our system strong and vibrant. She looked forward to working with the Board in 2025.

MOTION OPL 20241203/2

That the Ottawa Public Library Board receive the Chief Librarian/CEO's report for information.

Results: Received

10. Presentations

10.1 Ādisōke – Building Project Update

Craig Ginther, Division Manager, Service Planning, and Tara Blasioli, Manager, Design and Construction, Buildings, Infrastructure and Water Services Department, City of Ottawa provided a presentation regarding the Ādisōke project, including an update regarding construction and operational planning, future building milestones and anticipated dates, and construction activities planned for 2025. *(Held on file with the Chief Librarian and CEO).*

Chair Luloff thanked staff for their enthusiasm for the project and the wonderful management of the project.

In response to Trustee Slack's question as to when the first lights will be turned on within the Ādisōke facility, Ms. Blasioli indicated that estimated timing was towards the end of 2025 and that further specifics could be confirmed at a later time.

There being no further discussion, the report was RECEIVED as presented.

MOTION OPL 20241203/3

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

Results: Received

11. Reports

11.1 2025 Draft Operating and Capital Budget Estimates and Four-Year Capital Forecast

Please refer to the 5 November 2024 OPL Board meeting for the documents (Item 11.2)

Chair Luloff provided introductory remarks and thanked staff and City colleagues for their work on this budget.

Sonia Bebbington, Chief Librarian/Chief Executive Officer (CEO) and Anna Basile, Deputy CEO and Division Manager, Corporate Services presented the Board with a high-level summary of the draft budget including information regarding operating pressures, the recommended 2025 capital initiatives, and feedback received during the consultation period (held on file with the Chief Librarian/CEO). Ms. Bebbington noted single largest investment in 2025 relates to operational requirements for the Central branch at Ādisōke, set to open in 2026. In this upcoming final year of planning, attention is focused on operationalization of both the library services element, and support services, such as facilities maintenance.

As mentioned when the budget was tabled at the November 5 meeting, OPL was directed by the City to produce a budget aligning with the Council-directed target of an increase of \$2.715M dollars. These budget directions are based on an increase to the city-wide tax levy of no more than 2.9 per cent for 2025. Ms. Bebbington noted that, if approved, the OPL total budget will be \$64.895M (including provincial contributions and revenues), representing an increase of approximately \$2.55 annually for the average residential household, and with the average annual taxpayer contribution of just over \$90 to support library services.

Ms. Basile indicated the \$2.715M dollars for operating pressures represent \$1.130M for compensation adjustment for OPL's Cost of Living Allowance (COLA), \$150K Facility Operations adjustment for facilities maintenance and building operating costs, \$1.895M for Central branch at Ādisōke, and a \$460K decrease for financial adjustments.

Ms. Basile outlined \$9M dollars in capital allocations for 2025, predominantly focused on new initiatives, including the use of Reserves

and Development Charge Fund. Initiatives include renewal of assets including lifecycle and accessibility (\$850K and \$1.065M) and strategic initiatives (\$2.250M, including a \$2M contribution from the Library Reserve for Furniture, Fixtures, and Equipment (FF&E) for Central branch at Ādisōke. Additionally, growth funds are allocated for the new Barrhaven branch (\$4.940M).

Ms. Basile indicated that staff received one budget request for an increase to security services at the Rideau branch, specifically to add a guard permanently stationed outside the branch. Currently there are two security personnel that provide service during all open hours (indoors and outdoors on OPL property); they work directly with staff to address issues, and if needed, law enforcement or other emergency services. Ms. Basile said staff have implemented some changes to practice, such as reporting drug activity to the police to allow better resource allocation in the neighbourhood based on activity patterns. Staff also work closely with community partners to ensure a proactive approach to addressing security concerns. Ms. Basile noted the total number of incidents per year at the branch is less than an average of one per day. As a result, staff do not recommend that more funding be allocated to security personnel at the Rideau branch at this time.

Ms. Basile mentioned that OPL presence at Councillor-led budget consultations was not required, and that staff are not proposing any funding changes in the 2025 budget before the Board.

Matthew Pritz, Program Manager, Finance and Business Services and Diana Adjarska-Litzanova, City of Ottawa, Financial Services were in attendance to respond to questions.

The Board heard from the following delegations. Written submission or presentation were not filed with the Chief Librarian and CEO.

Riley Brockington, Councillor, Ward 16 (River) noted that Ottawa Public Library does phenomenal work by positively impacting lives daily. He reiterated his continued support and advocacy for access to the library and his support for the free choice of clients using library materials. Councillor Brockington noted his work as an OPL trustee in the previous term, including advocating for access to services during pandemic

recovery and securing additional resources for library services in priority neighbourhoods. He felt that more could be done across the city, specifically collaborating with working groups in areas without a local branch to identify programming and service gaps as these groups can assist in promoting, supporting, and sharing feedback about library services. Councillor Brockington suggested that the Board invest in communities across Ottawa who do not have access to OPL services. He applauded the Board's recent investments in rural communities, in the Central branch at Ādisōke, and in the construction of new suburban branches. He urged the Board to not forget those most at risk populations (including those who struggle to succeed, single-parent households, racialized populations, and communities with below average car ownership) who could most benefit from an investment. He noted that client feedback in River Ward working groups regarding current investments in programming and services in the community have consistently been well received. Councillor Brockington underlined he was not asking for the construction of a new branch, or for a ward-specific investment, rather he was asking that funds be allocated to communities across the city without library services. He felt that there were sufficient funds in the Library Reserve to support a one-time investment of \$250K in 2025. He noted that he and other Council colleagues heard during Councillor-led budget sessions that library services are important and further investment is needed. He felt that the proposed budget is serving the overall city well, but pockets within the city remain that need to be better served.

Trustee Crawford asked the delegate for details regarding his proposed \$250K investment. Councillor Brockington noted that the investment would be similar to the Board-approved motion made in the last term for community development funding, noting the proposed one-year timeline was suggested due to staff capacity.

In response to a question from Trustee Slack regarding the specific suggested use of the funds, Councillor Brockington deferred to the discretion of staff regarding the best use of funds for the priority neighbourhoods.

Trustee Slack inquired whether the Councillor was delegating at other committees or boards with similar funding requests. Councillor

Brockington replied that he is appearing before the Board for additional funds for library services and Council will consider whatever recommendation the Board approves.

Trustee Slack commented that the Board should have additional documentation and time to review before deciding. Councillor Brockington felt that his messages in the past have been consistent with his suggestion and Trustee Slack endorsed similar funding last term when they served on the Board together.

The Chair agreed that the Councillor's delegations to the Board have been consistent in the nature of the request. Given the Service Delivery Framework and the identification of equity gaps, the Chair asked, hypothetically, if an additional investment above and beyond what is budgeted for was available, would Councillor Brockington be prepared to see the investment go to neighbourhoods that rank higher than the ones he represents in River Ward. Councillor Brockington replied that he would be prepared to accept that decision; the Board and staff should allocate resources where they believe need to be greatest.

The Chair thanked the Councillor for his remarks and for being a strong voice for his community and a supporter of library services.

John D. Reid, resident of River Ward, spoke regarding equity issues affecting residents inside the city's Greenbelt. He noted that the average distance to a library branch in Ottawa is higher than in several other Canadian cities, and commented that, based on this analysis, citizens in Ottawa are not getting the standard level of library service that is common across the country. He felt that this disparity places a substantial burden on communities with limited transportation options, particularly those with high densities of Ottawa Community Housing and co-operative housing. Mr. Reid noted it is crucial to ensure that all neighbourhoods in the city benefit from access to library services. In his opinion, resources have been allocated to the Central branch while neighbourhood branches, which he felt could serve more people directly, remain overlooked. Mr. Reid felt leveraging resources to establish smaller, community-focused branches, such as in leased locations, staffed with existing personnel would be beneficial. He urged the Board to reconsider the approval of the Facilities Framework, which he felt appears to overlook underserved

areas. He felt that the Board should consider an unbiased reassessment or a professional arm's length study or audit, adding that comparing Ottawa's library performance with other cities could provide valuable insights. He added that improving transparency and equity in resource allocation will strengthen public confidence in the Board's decision-making process. He urged the Board to ensure that all residents, regardless of their postal code, have equitable access to the resources that libraries provide.

Chair Luloff clarified that the Facilities Framework Gap Analysis, released in 2023, has identified a gap in the Hunt Club-Riverside Park area. He noted that it will take some time to address these gaps as the focus will be primarily on the opening of the Central branch Ādisōke, and on high growth areas, for which there are different sources of funding. The Chair highlighted the importance of considering population density and other variables when comparing municipalities and thanked the delegate.

There being no further questions to delegations, the Board proceeded to questions of staff.

Trustee Crawford commented that the \$250K suggestion was a significant investment to consider at this time and added that she would like to learn more about some future alternative service delivery possibilities from staff. She thanked Councillor Brockington for focusing on creative service delivery opportunities.

Ms. Bebbington also thanked Councillor Brockington for his support of library services and advocacy for his community. Applying the community development lens, and building on relationships the Councillor has supported, she noted the nearly 50 OPL early literacy programs offered in community centres in River Ward in 2024. In terms of the request for funds to support community development work, she highlighted the proposed budget efficiencies that have been leveraged to create a dedicated position supporting community development in Overbrook, located at the St-Laurent branch. She further highlighted the parallels between this investment and what the delegate was requesting. While it does not match the delegation's request for city-wide investment, it includes some of the most high-needs communities in the city. Ms. Bebbington noted that this pilot project will provide valuable lessons that will allow staff to expand and

apply the community development approach more consistently across the city, in a responsible and sustainable manner.

Trustee Crawford thanked staff for the response, noting she lives in the ward in which this pilot project will be initiated, and is aware of the high needs in that community. She looked forward to the lessons learned from this project, which may be applied to similar initiatives in additional communities. Ms. Bebbington reiterated that existing offsite programming would continue in tandem with increased use of the community development lens to inform services.

Trustee Brown noted that staff are using efficiencies to fund a role for public engagement and asked staff to explain the difference in that role versus community development. Ms. Basile underscored that when OPL staff refer to public engagement, they are speaking about a specific formal engagement around strategic initiatives, which require significant resources. Ms. Basile noted the Board has received feedback in the past regarding opportunities for better engagement (e.g. the Facilities Framework) and where the library has engaged the public very well (e.g. the Central Library project). She noted that OPL does not have internal staff capacity for this work, and have been engaging external resources, citing the current work in developing the Service Strategies. She noted upcoming public engagement needs (such as for the Riverside South and Barrhaven projects) and indicated the cost efficiency associated with dedicated internal resources.

Trustee Brown asked for an explanation of the increase in the Expenditures by Type: Transfers/Grants/Financial Charges operating category. After conferring with Financial Services colleagues, Ms. Basile confirmed that the \$1.540 million amount in this line is an internal transfer made to fund capital programs.

Chair Luloff inquired about potential funding sources for urban gap areas, noting that development charges and partnership opportunities are often available for growth areas. Ms. Basile noted the potential for infrastructure grant funding for new builds, and confirmed that historically, access to this funding is why libraries have focused on growth areas/projects. She further underscored the importance of incorporating a distance metric (of three kilometres) in the Facilities Framework, as it allowed staff to prioritize

the needs of legacy gap neighbourhoods. Ms. Basile confirmed that, in line with the Framework, staff will bring forward to the Board the second part of the Asset Management Plan with a more comprehensive state of existing library assets, then develop a Facilities Master Plan that integrates both types of gaps (legacy and growth), as well as asset management needs. In response to the Chair's question, she indicated that funding sources for urban gaps can be limited, and these projects are typically funded through operating budgets. Ms. Basile noted that this is one of the reasons for cultivating a healthy Library Reserve Fund, as well as for strengthening relationships with community organizations for potential facility partnerships.

In response to a question from Chair Luloff regarding whether key community partners such as the City Recreation, Cultural, and Facility Services (RCFS) department were also addressing legacy gap areas or were focused on growth areas, Ms. Basile noted that discussions with RCFS to date have focused on growth areas, and added that the process over the next year will be to bring to the Board the second part of the Asset Management Plan, and once there is a more comprehensive state of our existing assets, develop an integrated Facilities Master Plan that looks at both those gaps, the legacy gaps and the growth gaps, as well as asset management needs.

The Chair inquired regarding other potential partners, and Ms. Basile provided the example of Ottawa Community Housing. Ms. Bebbington further noted that leased spaces, as mentioned by the second delegate, are already a model that OPL uses and continues to be an option in the future.

Trustee King inquired regarding the plan for Library Reserves, given the anticipated future pressures. Ms. Bebbington noted that the \$2M proposed withdrawal from Reserves brings the total in line with the City's Ottawa Library Reserve Fund By-law, noting that \$850K is also designated within the Reserve for future staffing needs. Ms. Basile added staff will be reporting to the Board in March 2025 regarding plans to utilize funding from the Reserves or the anticipated surplus (depending on 2024 end-of-year financials) for a replacement Bookmobile unit. Noting that this unit is scheduled for replacement in 2027, a year in which staff are expecting significant financial pressures. Ms. Basile stated that securing the funds in

advance would reduce that pressure and ensure continuity of the Bookmobile service.

Trustee King inquired about other potential strategies to address future financial pressures, and Ms. Basile replied that the draft budget includes a four-year operating forecast that outlines anticipated pressures for the years 2026 to 2029. She noted that, if the budget remains steady, 2026 and 2027 will be intense years with a levelling out of pressures in 2028 and 2029. Staff continually implement smaller internal efficiencies and conduct broader service reviews as part of ongoing strategies to mitigate pressures. Trustee King thanked staff for their forward-thinking approach in terms of capital investments and ensuring that they result in efficiencies and cost savings.

Trustee King inquired about the significant work required to train more than 50 new employees for the Central branch at Ādisōke. Ms. Basile replied that staff were developing plans for this, and added that while not yet finalized, the plan includes onboarding these positions in late 2025, approximately six months before the facility opening. This timeline allows for both typical training as well as training while working in existing OPL locations. This practice will help employees familiarize themselves both with the services OPL provides and the various communities we serve, ensuring consistency of experience and a connection to all the different neighbourhoods across the system. She added that it is expected that some of the employees in these positions may also be internal candidates.

Trustee King thanked staff for the response and reiterated his excitement for the community development project at the St-Laurent branch, and its potential to inform future initiatives across the city.

Trustee Bradley inquired whether there is a specific budget line item that supports alternative services including outreach programming delivered by branch staff. Ms. Bebbington noted it is not a separate line item: this work is supported by compensation budgets associated with Branch Services. Specifically, she added that each branch has a catchment area assigned to it which includes multiple neighbourhoods. In response, Trustee Bradley inquired whether it was difficult to make a one-time allocation of \$250K because the work is done through employees not specific services, and Ms. Bebbington confirmed in the affirmative. She further noted the

importance of undertaking this work in a sustainable way, as proposed in the current draft budget, with the potential for expansion in the future.

Trustee Bradley noted that the passion and consistent messages shared by delegates to the Board and inquired whether there is a need for more services as they describe. Ms. Bebbington noted the offsite programming provided in River Ward, and the way staff are mindful to engage the community regarding their interests and needs, including for early literacy programming. She cited examples in which the type of programming was adjusted based on attendance and other community offerings and noted the positive current attendance numbers in programming in Hunt Club and Carlington specifically.

Trustee Bradley further inquired whether the needs exceeded the current program offerings, and Ms. Bebbington responded that while OPL always seeks to offer more services, it remains important to ensure that resources are made available to offer programming (for example) consistently across the city. She underlined that communities in River Ward currently have more off-site programming than other communities with similar barriers, and additional offerings must be considered only when offsite services can be offered more consistently in high-needs neighbourhoods across the city, citing the example of the pilot at St-Laurent branch as another area with several neighbourhoods with significant needs.

Trustee Kitts commented that programs and services have been enhanced in River Ward because of significant advocacy, and if there were hypothetical dollars available, perhaps River Ward would not be first on the list to receive them, which is an important consideration.

Trustee Kitts inquired about whether distance and equity were weighted equally in the Facilities Framework criteria for allocating resources, and Ms. Basile replied that the equity lens was weighted at three times, and distance at two times.

Trustee Kitts further inquired what data was incorporated into the equity criterion, and Ms. Basile replied that this criterion draws on the Neighbourhood Equity Index for data.

Chair Luloff asked staff to expand on the potential risks of not including the other costs for the Central branch at Ādisōke in the draft 2025 budget

(including the remaining FTEs and other anticipated expenditures). Ms. Bebbington replied that the proposed 2025 budget is sufficient to cover 2025 needs. Related to the Central branch, staff have undertaken strategies over several years to account for key positions, and the remaining positions can be onboarded closer to the opening of the Central branch, hence they are calendared toward the end of the 2025 fiscal year. She noted the risks of this approach are two-fold: firstly, it represents a significant intake of staff in a concentrated period. Mitigations include the fact that most of these positions are existing roles, and there is potential to both spread the steps in this process throughout the year (for example, job postings and interviews are conducted earlier in the year), and to share the onboarding work across the system. The second risk relates to the implications of the current approach for 2026, including pressures from the cost-of-living allowances, which will be approximately \$3M for the totality of OPL staff. Combined with operating requirements and ongoing capital allocations, the anticipated budget request for 2026 could be closer to \$5M. Ms. Bebbington said staff are mindful of how public money is managed and the approach taken for 2025 is prudent and follows general accounting principles.

In closing, Chair Luloff thanked staff for providing more information regarding the risks. He reiterated his trust in the support of his City colleagues for the proposed approach, noting this support is key to the successful opening of the Central branch at Ādisōke.

There being no further discussion, the OPL 2025 Draft budget was CARRIED as presented.

MOTION OPL 20241203/4

That the Ottawa Public Library Board:

- 1. Approve the 2025 Draft Budget for Ottawa Public Library, including a withdrawal of a total of \$2M from the Library Reserve Fund, and the repurposing of \$500K in existing capital orders, as further described in this report; and,**
- 2. Direct staff to forward the report to Ottawa City Council, for consideration on December 11, 2024, as part of the City Council's approval of the City of Ottawa 2025 Draft Operating and Capital budget.**

Results: Carried

11.2 Governance Evaluation Report and Action Plan

File Number: OPLB-2024-1203-11.2

Chair Luloff indicated his support for the governance evaluation process undertaken and the recommendations in the Governance Action Plan.

Jacques Levesque, President and CEO, Transform Management Consulting provided brief remarks regarding the findings of his governance evaluation (compiled from trustee questionnaire and one-on-one interview feedback). Mr. Levesque highlighted key findings, including the overwhelming nature of the orientation process as currently designed, and the risks of the current structure of Ad hoc Committees to the strategic governance model.

Trustee Brown thanked the consultant for a clear and thorough report.

Chair Luloff reiterated the Board's appreciation of the work done for mid-term governance and agreed with the findings regarding Ad hoc Committees. He added that he did feel that the committees serve an important purpose in receiving trustee feedback regarding key initiatives prior to a report appearing before the Board. Mr. Levesque clarified that his suggestions included that staff present plans in development at an early stage to obtain the guidance of the Board prior to finalizing their proposals to the Board (reports). This provides an opportunity for trustees to reflect on proposals, priorities, and alternatives, as applicable.

Trustee Crawford thanked the consultant for his work.

Chair Luloff thanked staff and the consultant again for their work and the insightful recommendations. In closing, the Chair noted the recommendations will provide ample subject matter for the first meeting of the Governance Standing Committee.

There being no further discussion, the report was RECEIVED and CARRIED as presented.

MOTION OPL 20241203/5

That the Ottawa Public Library Board:

- 1. Receive the 2024 Governance Evaluation Report (Document 1) for information, as described in this report; and,**

2. Approve the updated 2023-2026 OPL Governance Action Plan, as described in this report.

Results: Received and Carried

11.3 2025 Board Conference Attendance

File Number: OPLB-2024-1203-11.3

MOTION OPL 20241203/6

That the Ottawa Public Library Board approve the plan for 2025 conference participation of trustees, as further described in this report.

Results: Carried

12. In Camera Items

There were no *in camera* items.

13. Information Previously Distributed

13.1 Memo - Plans for Public Art at Main Branch

14. Notices of Motions (For Consideration at Subsequent Meeting)

There were no Notices of Motion.

15. Inquiries

There were no Inquiries.

16. Other Business

Jacque Levesque, President and CEO, Transform Management Inc. is reading ["Consent to Kill"](#), by Vince Flynn. Charlotte Van Walraven, Library Planning Consultant, Board and Strategic Services is reading ["The Bookshop of Yesterdays"](#), by Amy Meyerson and ["The Millicent Quibb School of Etiquette for Young Ladies of Mad Science"](#) by Kate McKinnon. Tara Blasioli, Manager, Design and Construction, Buildings, Infrastructure and Water Services Department, City of Ottawa is reading ["Demon Copperhead"](#), by Barbara Kingsolver. Trustee Mary-Rose Brown is reading ["The Idiot"](#), by Elif Batuman and ["The Polar Express"](#), by Chris Van Allsburg. Trustee Harvey A. Slack is reading ["Be Ready When the Luck Happens: A Memoir"](#), by Ina Garten. Trustee Bradley noted she is an avid reader of Ina Garten cookbooks. Trustee Alison Crawford is reading ["Heenan Blaikie: The Making and Unmaking of a Great Canadian Law"](#)

[Firm](#)” by Adam Dodek. Gale Galloway, Executive Assistant to the Chief Librarian/CEO is reading [“A Christmas Carol”](#), by Charles Dickens.

17. Adjournment

Be It Resolved that the Ottawa Public Library Board meeting be adjourned at 6:56 pm.

18. Next Meeting

Tuesday, January 14, 2025 (Held)

Original signed by Matthew Luloff,
Chair

Sonia Bebbington, Recording
Secretary