



Ottawa Bibliothèque
Public publique
Library d'Ottawa

11.2

Report to / Rapport au:

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

April 14, 2026 / 14 avril 2026

Submitted by / Soumis par:

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File Number/Numéro du dossier: OPLB-2026-0414-11.2

SUBJECT: 2026 Ottawa Public Library Board Work Plan

**OBJET: Plan de travail 2026 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 2026 Board Work Plan items in Document 1; and,**
- 3. Receive the 2026 Corporate Work Plan items in Document 1 for
information.**

RECOMMANDATION DU RAPPORT

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

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

2. **Adopte les éléments du plan de travail 2026 du C.A. dans l'annexe 1;**
3. **Prene connaissance des éléments du plan de travail 2026 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 the long-term needs, goals, and objectives of the organization, making decisions about major projects, and monitoring library and CEO performance, in line with the OPLB Delegation of Authority Policy (“the DOA Policy”).

In October 2023, the Board approved the 2023-2028 Strategic Plan (OPLB-2023-1010-10.2). The Strategic Plan is multi-year and intended to capture both long-term vision and flexible, actionable objectives. The strategic directions and priorities inform the development of the annual work plans for the Board through the Board Work Plan, and for staff through the Corporate Work Plan, wherein items reflect both in-year activities and show ongoing progress on multi-year initiatives.

The purpose of this report is to seek the Board’s approval of the Board Work Plan items in the 2026 Board and Corporate Work Plan (“the Plan,” Document 1), which includes key items requiring the Board’s stewardship and active participation, and to inform the Board of related Corporate Work Plan items in the same document.

DISCUSSION

The 2025 Board and Corporate Work Plan – Progress and Close-Out

In 2025, staff committed to advancing seven (7) Board Work Plan items with the Board. Details are as follows, with additional information in Document 1.

At year end, three (3) items were completed, and four (4) multi-year initiatives remain in progress or held for carry-forward to 2026.

1. Guide development of the Facilities Master Plan (FMP): Approved by the Board on September 9, 2025 (OPLB-2025-0909-10.2).
2. Guide development of Service Strategies: Approved by the Board on April 8, 2025 (OPLB-2025-0408-11.2).
3. Advise staff on distinct and compelling brand identity: The Board Work Plan actions related to this item were completed with the approval of Phase 3 of the Brand Strategy in June 2025 (OPLB-2025-0610-10.2). The Corporate Work Plan actions related to this item remain in progress and will be completed in 2026 (see below).

Four (4) multi-year initiatives remain in progress for 2026:

1. Receive a Technology Roadmap (previously called “Approve a revised Technology Plan”): Developing a Technology Plan was on the OPLB Work Plan prior to the development of the Service Delivery Framework (SDF) (OPLB-2022-0503). This item was intended to replace a Board-approved Technology Framework from 2018 that included both client and infrastructure needs (OPLB-2018-0303). The SDF includes the requirement to develop a Virtual Framework, expected in 2026 for Board approval. The Virtual Framework will define how services are delivered to clients in a virtual or remote environment and will be supported by the Technology Roadmap. The Roadmap will outline what technologies will be adopted, upgraded, or retired over time to support OPL's services and guide operational decisions about technology infrastructure and resources without the need for an additional “Technology Plan.” The Board work plan item is thus revised to “Receive a Technology Roadmap” and continues to remain “in progress.”
2. Guide the development of the Service Channel Frameworks: The Board approved the Mobile Framework on February 10, 2026 (OPLB-2026-0210-10.2) and implementation will occur through 2026-2028 with updates and a close-out report to the Board for information. Work on the Virtual Framework has begun and a draft is expected to rise to the Board in 2026 for approval.
3. Approve written agreement between OPLB and City Council: Work to formally articulate the relationship between OPLB and Council will occur in 2026. Additional information about the associated Corporate Work Plan item is included below.

4. Support implementation of fund development strategy by monitoring progress against approved goals, receiving regular updates, and providing strategic direction as required.

The Board approved other strategic items in 2025 that were not included in the work plans, such as the establishment of Board Standing Committees (OPLB-2025-0311-10.1), the conversion of the Content Services Framework to an administrative Collection Development Policy (OPLB-2025-0610-10.1), additions to the Collections budget (OPLB-2025-0909-10.4), and the Indigenous Membership Initiative (OPLB2025-1014-10.2).

In 2025, staff committed to 22 items on the Corporate Work Plan. At year end, four (4) were completed. Details are as follows, with additional information in the 2026 Board and Corporate Work Plan (Document 1).

Completed items:

1. Update Asset Management Plan (AMP) and develop Facilities Master Plan (FMP): The updated AMP was approved by the Board on May 13, 2025 (OPLB-2025-0513-10.1) and the FMP was approved on September 9, 2025 (OPLB-2025-0909-10.2).
2. Website migration to latest version of content management software: This project was completed in Q2 2025.
3. Develop service strategies: Approved by the Board on April 8, 2025 (OPLB-2025-0408-11.2).
4. Implement automated staff scheduling software: Implementation occurred in Q4 2025; ongoing support continues.

“In Progress” items: Significant headway was made on many items remaining in progress, as described in the “2025 actions” column in Document 1.

1. Plan for Ādisōke, including visitor experience principles and related strategies: Visitor experience principles were approved by the Board on October 8, 2024 (OPLB-2024-1008-10.2). 2026 plans include developing operational sub-strategies for components of the Central branch, opening plans, and plans for premium event spaces, the gift shop, café, and move management.
2. Develop an Accessibility Roadmap: In 2025, as planned, an audit of accessible public-facing services was completed. In 2026, an operational project list will be

developed with recommendations to improve accessibility for clients. The projects will be undertaken by a variety of departments in the coming years.

3. Audit privacy procedures and practices for public-facing services: The audit was initiated and completed in 2025. A summary of findings was provided to the Facilities, Finance, and Risk Standing Committee in January 2026; implementation is operational in nature and will occur in 2026.
4. Develop Human Resources (HR) Strategy: 2026 plans focus on strengthening recruitment and retention, ongoing implementation of collective bargaining decisions, and reviewing staffing needs.
5. Strengthen organizational culture: 2026 plans focus on developing an action plan for culture management
6. Formalize relationship between City of Ottawa and OPL: In 2025, staff made progress on negotiations and / or agreements between departments of OPL and City departments; work to formally articulate the relationship between OPLB and Council will occur in 2026.
7. Re-develop the use of Enhanced Risk Management: In 2025, a comprehensive review of risk register including tolerance assessment was completed and the Facilities, Finance, and Risk Standing Committee was briefed regarding progress. 2026 work will focus on resuming regular updates and annual assessments, updating / developing mitigation plans, and staff training.
8. Develop a brand strategy: While the new visual identity was approved by the Board on June 10, 2025 (OPLB-2025-0610-10.2), implementation spans 2026 and includes the external brand launch and advertising campaign.
9. Continue efforts to raise funds to support the *Unlock Potential* campaign: In 2026, the major gifts campaign continues, and both a planned giving and a public element will be incorporated into the campaign.
10. Conduct impact study: OPL collaborated with the Canadian Urban Libraries Council on a national study, including delivery of a country-wide report and a local report about the impact of OPL on clients and residents. The study was received by the Board in February 2026 (OPLB-2026-0210-10.6) and will be marked complete in the 2027 update to the Board about the 2026 Work Plans.
11. Integrate an ongoing commitment to intellectual freedom into all OPL activities: Work to raise public awareness continues on an ongoing basis.

Items marked “on hold” in 2025: Planning for the East Urban branch, the Metcalfe Village branch, and the Centennial branch was marked “on hold” in 2025, pending

completion of the Facilities Master Plan (FMP), approved by the Board in September 2025 (OPLB-2025-0909-10.2).

1. East Urban and Centennial projects are now listed on the FMP which indicates priority projects for the next 20 years. The projected order and timing of these projects remain subject to change, based on various factors, including funding availability and type, operating costs and potential offsets, emerging opportunities, and staff capacity; ranking is reviewed regularly as new information becomes available. As such, these items are marked “closed” (rather than “completed”) and will be re-opened when new information about project timing is available, as applicable.
2. The Metcalfe Village branch is now located at the Old Township Hall and is projected to remain there. This item is complete.

The 2026 Board and Corporate Work Plan

The 2026 Board and Corporate Work Plan (Document 1) contains both strategic areas of focus and operational areas of focus associated with strategic priorities. The Plan includes legacy items related to activities initiated in earlier years, as noted above, and 11 future-focused (new) activities that will strategically advance the organization.

Items on the Corporate Work Plan (the fifth column from the left in Document 1) include 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. Details of the new items are outlined below.

Three (3) new items have been added to the Board Work Plan and have corresponding actions on the Corporate Work Plan:

1. Plan for Hunt Club branch: The Board approved the lease on February 10, 2026 (OPLB-2026-0210-10.4) and it was subsequently approved by City Council on [February 25, 2026](#). In 2026, staff will conduct public engagement, begin design work, and plan for 2027 construction.
2. Approve the revised Library Code of Conduct Position Statement: According to the PLA, Section 23 (4), the Board may make rules for “...the use of library services...”, “...the exclusion from the library of persons who behave in a

disruptive manner ..." and "...suspending library privileges for breaches of the rules...". Since amalgamation, the OPL Board has prepared a position statement regarding the code of conduct expected of the public. This position statement is reviewed once during each term of the Board, unless otherwise required, and was last reviewed in 2022. The revised Library Code of Conduct Position Statement was drafted by staff and approved by the Board in February 2026 (OPLB-2026-0210-10.1) and will be marked completed in the 2027 report on 2026 Work Plan items.

3. Update the Financial Framework: The Facilities, Finance, and Risk Standing Committee will review the draft before it rises to the Board for consideration in 2026.

Eight (8) new items have been added to the Corporate Work Plan (these items do not have corresponding actions on the Board Work Plan):

1. Implement use of new program registration and meeting room rental software: Staff will plan for the introduction of new software prior to end of year 2026.
2. Enhance client communications: Staff will develop a plan for a client newsletter for 2027 launch.
3. Develop corporate design standards: Staff will establish consistent guidelines for furniture, fixtures, equipment, and finishes, and select mechanical/electrical specifications across all facilities.
4. Develop a signage system that reflects new visual identity: Staff will develop key milestones for project that will ensure a complete system that reflects the new visual identity, enhances wayfinding, and ensures consistency across all library locations for implementation beginning in 2026 and continuing for several years.
5. Board meeting recordings: In alignment with the 2025 Board report, "2026 Board Meeting Schedule" (OPLB-2025-1014-10.4), staff will plan to launch recordings on the OPL website and YouTube account in 2026.
6. Central branch at Ādisōke: Employee Experience Plan: Staff will develop a plan for the experience of employees working in the Central branch, supported by a broader Human Resources (HR) Strategy.
7. Develop operational policies about appropriate use of AI: Staff will develop plans to validate and implement across divisions of the organization.

8. Children's literacy partner collaboration: Staff will initiate planning for 2027 initiatives to collaborate with community partners to strengthen early literacy outcomes.

Next Steps

Upon approval of the Plan, staff will integrate items into annual departmental planning, identify funding sources as required, and proceed with scheduling key milestones requiring Board oversight, decision-making, or engagement. Progress on both Board and Corporate Work Plan items will be monitored throughout the year, with regular updates provided to the relevant Standing Committee(s) to ensure transparency and to support Board members in fulfilling their stewardship responsibilities. Recommendations will rise to the Board via reports in alignment with responsibilities in the DOA Policy.

CONSULTATION

Staff presented draft Board and Corporate Work Plan items to the Governance Standing Committee for feedback and solicited input from management and other key employees.

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 2026 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 2026 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 2026 Board and Corporate Work Plan

DISPOSITION

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