

Report to/Rapport au :

**OTTAWA PUBLIC LIBRARY BOARD  
CONSEIL D'ADMINISTRATION DE LA BIBLIOTHÈQUE PUBLIQUE D'OTTAWA**

**November 17, 2014  
17 novembre 2014**

**Submitted by/Soumis par :  
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**SUBJECT: 2011-2014 Term of Board Key Achievements**

**OBJET : Résultats clés du mandat du conseil d'administration :2011-2014**

**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 de ce rapport.**

**BACKGROUND**

This report has been prepared to provide the Board with a summary of its key achievements during its 2011-2014 term. Information is presented by year under the following sections: Governance, Services, Spaces, and Success.

## DISCUSSION

### **GOVERNANCE**

#### 2011

- 2011–2014 Board appointed by Ottawa City Council. Trustees are:
  - o Citizens: Amelita Armit, Jim Bennett, André Bergeron, Patrick Gauch, David Gourlay, Christine Langlois, Danielle Lussier-Meek, Rose Zeidan
  - o Councillors: Keith Egli, Jan Harder, Shad Qadri, Tim Tierney, Doug Thompson, Marianne Wilkinson
- First meeting held on February 14. Elections and appointments included:
  - o Chair (2011-2012): Jan Harder
  - o Vice-Chair (2011-2012): Jim Bennett
  - o Governance and Audit Committee: Amelita Armit, Jim Bennett, Patrick Gauch (Chair), Rose Zeidan
  - o Finance and Budget Committee: André Bergeron (Chair), Patrick Gauch, Jan Harder, Christine Langlois
  - o Facilities Planning Committee: Jim Bennett, David Gourlay (Chair), Christine Langlois, Doug Thompson, Marianne Wilkinson, Rose Zeidan
  - o Order of Friendship: André Bergeron, Rose Zeidan
  - o OPL Foundation: Amelita Armit
  - o Canadian Library Trustees Association: Jan Harder
  - o Ontario Public Library Board Trustee Association: Christine Langlois
  - o SOLS Trustee Council: Danielle Lussier-Meek
  - o Federation of Ontario Public Libraries: Jim Bennett: President, Chair 2010, 2011, 2012 and Past President, Past Chair 2013
  - o Urban Libraries Council: Jan Harder: Board member 2011, 2012, 2013, Secretary/Treasurer 2014
- Chief Executive Officer: Barbara Clubb, City Librarian retired in December. Board launched a nation-wide competition for the CEO position. Elaine Condos, appointed Acting City Librarian/CEO effective December 31.
- Strategic Planning: Board approved the 2012-2015 Strategic Plan on December 12. Highlights include:
  - o Mission: To build a strong Ottawa community by supporting life-long learning and 21<sup>st</sup> century literacies, fostering inspiration and enjoyment and connecting people to each other and the world.

- Values: Access and Inclusion, Accountability, Bilingualism, Dynamic Workforce, Innovation, Intellectual Freedom, Love of Reading, Right to Privacy, Service Excellence, and Informed Community
- Strategic Directions:
  - A. Services that are Relevant, Accessible and Customer-Centric,
  - B. Places and Spaces that are Vital, Welcoming Community Hubs,
  - C. Engagement of Customers, Communities, Partners, Employees and Volunteers,
  - D. Innovation through Technology and Continuous Improvement, and
  - E. Excellence in Governance, Accountability and Financial Sustainability
- Advocacy: Board urged the Federation of Canadian Municipalities to strongly request that the Government of Canada maintain current funding for the Library Settlement Partnership Program.
- Approved the 2011 Draft Operating and Capital Budget estimates for submission to Ottawa City Council.
- Approved the 2012-2014 OPL Budget Strategy on June 30 identifying the implementation of Radio Frequency Identification (RFID) technology as its highest priority.
- 2010 Audited Financial Statements received.
- Approved the 2012 OPL Draft Operating and Capital Budget Estimates for forwarding to Council for consideration and final approval.

## 2012

- Chief Executive Officer (CEO), Danielle McDonald appointed effective March 5
- Approved the Memorandum of Settlement between CUPE 503 Library Group and the Management Bargaining Team as the 2012-2015 Collective Agreement (first ever four-year agreement).
- 2011 Audited Financial Statements received.
- Approved the 2013 OPL Draft Operating and Capital Budget Estimates, and forwarded to City Council for consideration and final approval.
- Mid-term Board self-evaluation and governance review completed. Result was a Nine-Point Action Plan that the Board received on November 19
  - Two items immediately approved:

- Disband standing committees (Governance and Audit, Finance and Budget, Facilities Planning).
- Recommend to Council that the Board be reduced in size from 14 to 9 members effective with the 2015 trustee appointments.
- Remaining action items were:
  - Revise the Strategic Plan to ensure the library remains relevant in the future, establishes longer term objectives and provides a financial assessment of the resources required and the means to obtain them.
  - Develop a comprehensive Delegation of Authority policy.
  - Develop improved indicators of organizational performance, including objectives and metrics.
  - Review and modify information provided for Board meetings to support a strategic focus.
  - Develop a comprehensive risk management process.
  - Develop a senior staff succession plan and continue to enhance the development of individuals.
  - Continue to improve the ongoing development of trustees.

## 2013

- Elections held for the positions of Chair and Vice-Chair for 2013-2014: Jan Harder, Chair, and André Bergeron, Vice-Chair.
- Board Workshop – Transforming OPL – Multi-year program based on three pillars (Building Blocks, Customer Experience and Library of the Future) developed to address Board's action plan and related organization requirements.
- March CEO Executive Performance Review report approved for 2012, along with proposed goals for 2013.
- Board Workshop - Library of the Future. Presented the Imagine campaign which was developed and implemented to connect with library customers. This crowd sourcing initiative included a public engagement and advocacy campaign that ran mid-May to mid-June; the Board received the final report in December. The online ideas campaign provided information used in refreshing the OPL Board Strategic Plan.
  - More than 2,000 ideas/comments received; 22,000 votes; and, more than 12,000 users visited the Imagine website.
- Key Performance Indicators and a Performance Measurement Framework approved (Nine-Point Action Plan).

- Delegation of Authority Policy approved (Nine-Point Action Plan).
- Approved City's criteria and process for commemoratively naming OPL buildings or spaces within buildings.
- Identified a chartered bank and financial institution for OPL, extending access privileges to the City of Ottawa for the management of funds on the Board's behalf.
- 2012 Audited Financial Statements received.
- Approved 2014 draft operating and capital budget estimates tabled for review and consideration by Council.
- Established an Ad-Hoc Safety and Security group as part of Main Library Risk Mitigation.
- Approval given for a refresh of the strategic plan in 2014 for implementation in 2015 (Nine-Point Action Plan) .
- Development of revised Board procedural by-laws initiated (Nine-Point Action Plan)
- Several Ad Hoc Groups created to assist with key Board deliverables:
  - o Delegation of Authority (May) = Trustees Bennett and Gauch
  - o Safety and Security (September) = Trustees Bergeron and Langlois
  - o Draft Board By-laws (September) = Trustees Armit, Bennett, and Gauch
  - o Strategic Plan Refresh (December) = Trustees Armit, Bennett, and Lussier-Meek

## 2014

- Ad Hoc Group for Development Charges struck in January = Chair Harder; Trustees Bergeron, Qadri, and Wilkinson.
- Digital content advocacy initiatives undertaken by the Board at the provincial, national, and international levels.
- Received results of Marketing and Communications project undertaken by Algonquin College marketing students.
- City of Ottawa Enhanced Risk Management Framework approved for OPL (Nine-Point Action Plan).
- City Corporate Sponsorship and Advertising Policy adopted for OPL use.
- Adopted the revised 2014-2016 Strategic Plan (Nine-Point Action Plan):
  - o Vision: Build community and transform lives
  - o Mission: Inspire learning, Spark curiosity, and Connect people

- Values: Access and Inclusion, Accountability, Bilingualism, Dynamic Workforce, Innovation, Intellectual Freedom, Love of Reading, Right to Privacy, Service Excellence, and Informed Community
- Strategic Directions:
  - I) Services that are customer centric,
  - II) Spaces for community, collections and creation,
  - III) Success through learning, literacy and innovation
- Approved a new Rules of Procedure By-law to govern the proceedings of the Board to take effect January 1, 2015 (Nine-Point Action Plan).
- Approved a proposed Policy Framework for Board governance and operations policies (Nine-Point Action Plan).
- Approved the Executive Performance report 2013 for the CEO including 2014 proposed goals and objectives Development Charges strategic framework, including project listings for period of 2015 – 2024, approved within maximum allowable service level cap of \$35 million.
- 2013 Audited Financial Statements received.

## SERVICES

### 2011

- Approved funding to implement a rural branch safety plan.
- Approved adding a bookmobile stop in the Bridlewood area of Kanata beginning in 2012.
- Kiosk project evaluation report received.
- RFID Plan received .
- Approved contract for BiblioCommons “Suggestion to Purchase” module.
- Board received Francophone Needs Assessment Research Report.

### 2012

- Citizenship and Immigration Canada funding confirmed for 2012/2013 to support library settlement partners program.
- Bookmobile service in Bridlewood launched.
- Enhanced e-book customer support implemented.

- RFID tenders approved to support purchase of RFID tags, tagging of all library materials, and RFID and related equipment for the Hazeldean branch.

### 2013

- Approved circulation policy parameters to respond to changing patterns in materials usage, including support for iPad lending.
- Holds Analysis Project Initial report of findings approved.
- Initiation of the process to replace Bookmobile Unit 1 approved; support for a smaller bookmobile unit in 2014 to ensure service continuity of the fleet confirmed.
- Approved purchase of RFID tags for new materials.
- Tagging of all materials in OPL collections completed in February
- E-payment for library fines launched in May.
- Approved purchase of sorting and RFID equipment purchases for Alta Vista, Emerald Plaza, and Nepean CentrepoinTE branches.
- Full Service Maintenance agreement for the Automated Materials Handling System approved for 2014.
- Board received first ever video of OPL's services.

### 2014

- Revised Customer Code of Conduct approved.
- Collection Management Framework for 2014-2016 approved
- Tendering process for the supply and delivery of a bookmobile approved.
- Approved purchase of RFID tags for new materials.
- Digital Content Strategy and Advocacy multi-pronged plan approved including letters to Minister of Canadian Heritage; Ontario Minister of Tourism, Culture and Sport; and Competition Bureau.
- Implemented holds lockers to enhance services at the Hunt Club Riverside-Park Community Centre kiosks.
- RFID technology implemented at Carlingwood, Greely, Greenboro, Rockcliffe Park, Cumberland, and Main branches.

## **SPACES**

### 2011

- Infrastructure Stimulus Funding (ISF) (\$5.5 million ) projects completed:
  - o Alta Vista branch renewal officially opened in April

- Ruth E. Dickinson Branch renewal project officially opened in August
  - Greely branch new build officially opened in June
  - Vanier branch renewal officially opened in February
  - Vernon branch access ramp officially opened in June
- Growth
  - West District Library (Beaverbrook Branch) public consultation held
  - Approval of professional architectural services contract to Moriyama and Teshima Architects
- Main Library
  - Approved undertaking a detailed building condition assessment to examine expansion potential, building flexibility, end of life, and structural soundness
- OPL Collection Management and Materials Delivery functions moved into the new City of Ottawa Archives and OPL Materials Distribution Centre.

## 2012

- Hazeldean branch renovation completed. A small depot service was offered during the closure. Branch officially reopened in July.
- Vernon branch improvements completed in March.
- Commemorative naming ceremony held in April for the James Bartleman Archives and Library Materials Centre.
- Board approved the first-ever facilities renewal priorities for future planning and incorporation into the nine-year capital forecast: Main, Rosemount, Constance Bay, Centennial, Emerald Plaza, Elmvale Acres, North Gower, and Orléans.
- West District Library schematic design presented to the Board in June.
- In September the Board received the Main Library Building Condition Audit and Structural Assessment report (Morrison-Hershfield) as well as the Nanos Research Public Opinion Survey on the OPL's Main Branch.
- Option 2: Modernize approved as the recommended option for renewal, redesign and refreshing of the current Main Library.

## 2013

- Carlingwood branch received accessibility upgrades funded through the City of Ottawa's Older Adult Plan.
- Beaverbrook branch closed in February for a major renovation and expansion. Depot service provided in a small rental location was very popular. Construction



tender totalling \$6.924 million approved in March; construction began in April.  
Building top-off occurred in September.

- Emerald Plaza branch construction contract awarded in April with construction starting in May and completed in September.
- Retrofits to support implementation of RFID technology at Alta Vista and Nepean CentrepoinTE branches completed.

## 2014

- Purchase of shelving for the expanded Beaverbrook branch approved and delegated spending authority approved for the CEO for remaining project purchases within the approved \$10 million budget.
- Renewal of the 4<sup>th</sup> and 5<sup>th</sup> lease, 191 Laurier Avenue, approved for a ten-year term beginning July 1, 2014.
- Main Library Facility Planning report outlined three options for modernization, preliminary conceptual design, and Class D estimates. The Board directed staff to develop a further option analysis for a full 130,000 square foot functional program requirement for the Main Library at a new site reporting back in 2015.
- Retrofits to support implementation of RFID technology at Greely, Rockcliffe Park, Carlingwood, Greenboro, and Cumberland branches completed; Main to be completed in December.
- Beaverbrook branch expansion completed on time and in budget. Officially opened in August.

## **SUCCESS**

### 2011

- Jan Harder awarded Ontario Public Library Association James Bain Medallion.
- Doors Open Ottawa in June included Vernon Branch.
- Jan Harder Charity Golf Tournament raises \$45,000 for the new central library.
- Hazeldean branch 30<sup>th</sup> anniversary celebrated in October.
- North Gower branch 120<sup>th</sup> anniversary celebrated in November.
- Commemorative Naming: Meeting room at the Cumberland branch named after Lori Nash, Friend of the Library.

- Order of Friendship: John Curry, editor of the Stittsville New, Howard Whittaker, Chair of the Ottawa Public Library Foundation, and the Diefenbooker Steering Committee awarded the OPL Order of Friendship.
- OPL Foundation held a fund-raising Literary Evening with Alberto Manguel.

## 2012

- The first Human Library event held in January in partnership with CBC and the Canadian War Museum.
- Jan Harder Charity Golf Tournament raises \$45,000 for the new central library.
- The Children's Room at the St-Laurent branch renamed in honour of Claude B. Aubry, former Chief Librarian of the Ottawa Public Library (1953-1979).
- The Innes Family and Jana Folta were recipients of the OPL Order of Friendship.

## 2013

- Second Human Library event held in January in partnership with CBC.
- OPL partnered with Comic Con in May under the theme "Librarians are information superheroes."
- James Bartleman Archives and Library Materials Centre included in Doors Open Ottawa.
- Raised more than \$14,000 through the Board's Fundraising Comedy event.
- Elmvale Acres branch 50<sup>th</sup> anniversary celebrated in November.
- Emerald Plaza branch official opening of expanded facility and 25<sup>th</sup> anniversary celebrated in November.
- Rosemount branch 95<sup>th</sup> anniversary celebrated in November.
- Bookmobile service celebrated its 60<sup>th</sup> anniversary.
- OPL announced a partnership with the US Embassy to create the first OPL Maker Space at the Nepean CentrepoinTE branch.
- A meeting room at the Orléans branch renamed in honour of Patricia Leduc.

## 2014

- Third Human Library event expanded to include 40 human books at five branches.
- Maker Space officially launched in April.
- OPL participated in the 2014 Comic Con event.

- James Bartleman Archives and Library Materials Centre included in Doors Open Ottawa.

### CONSULTATION

OPL Board reports and minutes from 2011-2014 were used in preparing the details of this report.

### LEGAL IMPLICATIONS

There are no legal implications associated with this report.

### RISK MANAGEMENT IMPLICATIONS

There are no legal implications associated with this report.

### ACCESSIBILITY IMPACTS

There are no accessibility impacts associated with this report.

### TECHNOLOGY IMPACTS

There are no technology impacts associated with this report.

### FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

### BOARD PRIORITIES

The term of Board key achievements align with the Board's approved strategic priorities.

### SUPPORTING DOCUMENTATION

There is no supporting documentation.

### DISPOSITION

This report is being received for information.