

**Report to / Rapport au:**

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

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**Submitted by / Soumis par:**

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**File Number: OPLB-2015-0031**

**SUBJECT: 2015 – 2018 Ottawa Public Library Board Strategic Priorities and Work Plans**

**OBJET: Priorités stratégiques et plans de travail 2015-2018 de la corporation et du Conseil d'administration de la Bibliothèque publique d'Ottawa**

**REPORT RECOMMENDATIONS**

**That the Ottawa Public Library Board approve:**

- 1. The 2015 – 2018 Strategic Priorities; and,**
- 2. The 2015 Board and Corporate Work Plans; and,**
- 3. The Central Library as OPL's key priority initiative for recommendation for inclusion in the City of Ottawa's 2015 – 2018 Term of Council priorities.**

## **RECOMMANDATIONS DU RAPPORT**

**Que le Conseil d'administration de la Bibliothèque publique d'Ottawa approuve**

- 1. Les priorités stratégiques 2015-2018; et,**
- 2. Le plan de travail 2015 de la corporation et du conseil d'administration; et**
- 3. L'initiative de priorité de la BPO pour la Bibliothèque centrale pour la recommandation à l'inclusion dans les priorités du Conseil de la ville d'Ottawa de 2015-2018.**

## **BACKGROUND**

In November 2012, the 2011-2014 Ottawa Public Library Board ("the Board") developed a nine-point action plan as part of its mid-term governance review. One of the items assigned to the Chief Executive Officer was a Strategic Plan revision.

In July 2014, the Board approved a Strategic Plan Refresh ("Refresh") that included the creation of a vision statement, a revised mission statement, as well as the identification of new strategic directions. The Refresh provided updated direction for the Ottawa Public Library (OPL) given the changing environment in both technology and the library industry. It was expected that the Refresh would move OPL forward until the appointment of the 2015 – 2018 Board.

On January 28, 2015, Ottawa City Council appointed the new Board of Trustees for the 2015 – 2018 term. A strategic review of the refreshed plan was identified as an immediate priority to ensure alignment with the City of Ottawa's Strategic Planning process and timing, so that Board priorities, as necessary, could be considered for inclusion in the 2015 – 2018 City of Ottawa Strategic Plan. The purpose of this report is to outline the results of that review.

## **DISCUSSION**

In 2014, the OPL Board approved three strategic directions. The 2015-2018 Priorities are built on these strategic directions, and have been developed to ensure that OPL remains customer-focused and responsive to community needs:

SERVICES that are customer centric:

- Act as a catalyst for exploration and discovery
- Provide physical and digital collections that are responsive to customer demands and community needs

- Enhance the customer experience by leveraging best practices and technology.

**SPACES for community, collections, and creation**

- Develop an inclusive, dynamic Central Library enabling creation and learning
- Sustain collaborative and flexible physical spaces across the system
- Create virtual spaces that offer opportunities for creation and content sharing

**SUCCESS through learning, literacy, and innovation**

- Strengthen and promote the library's reach and value
- Foster community partnerships
- Align library services in support of community needs

The priorities are reflective of the changing landscape of public libraries which was validated through the 2013 IMAGINE campaign.

The recommended 2015-2018 Strategic Priorities ("the Priorities") will provide the CEO with direction that informs how services are structured and delivered, and how resources are allocated to support the Board's priorities.

The recommended Priorities provide OPL with the strategic direction to inform the development of annual work plans for both the Board and staff. While strategic priorities exist for the term of the Board, action items may not be included in each category in each year. The work plans are not exhaustive listings of the activities to be undertaken by the Board and staff, but focused on the key action items for 2015, given the time, scope, and effort required for some of the files (e.g. the Central Library initiative). Approval of the work plans herein does not preclude the addition of items that may arise during the year for which the Board directs staff to complete, or other work carried out during the normal course of operations.

The 2015 Board Work Plan (Appendix 2) includes five key action items in which the Board's stewardship involves strategic direction. The action items include both legacy and future-focused activities. Considerations in determining the key action items include: foundational work carried over from 2014 (such as succession planning and policy review) and driven from the Board's nine-point action plan, continued advocacy efforts with key stakeholders at various levels of government, as well as work that establishes the parameters regarding collective bargaining. In addition, advancing the Central Library remains the key priority of the Board, which is recommended for inclusion in the City of Ottawa's 2015 – 2018 Term of Council priorities.

The Corporate Work Plan (Appendix 3) 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 a number of key areas.

## **CONSULTATION**

Input from numerous sources informed the planning discussions. The Ottawa Public Library Management Team was guided through a facilitated process to develop proposed priorities for the term of the Board. The same process was completed with the Senior Management team as well as the Ottawa Public Library Board Trustees (through a workshop) to gather additional input.

## **LEGAL IMPLICATIONS**

There are no legal implications associated with this report.

## **RISK MANAGEMENT IMPLICATIONS**

There are no risk management implications associated with this report.

## **FINANCIAL IMPLICATIONS**

The Strategic Directions and Priorities, if approved, will serve to inform the annual budget allocations for 2016 through to 2018.

## **ACCESSIBILITY IMPACTS**

There are no accessibility impacts associated with this report.

## **TECHNOLOGY IMPLICATIONS**

There are no technology implications associated with this report.

## **BOARD PRIORITIES**

If approved, this report confirms the Ottawa Public Library Board's 2015-2018 Strategic Directions and Priorities.

## **SUPPORTING DOCUMENTATION**

Appendix 1 2015-2018 Strategic Directions and Priorities

Appendix 2 2015 Board Work Plan

Appendix 3 2015 Corporate Work Plan

**DISPOSITION**

Once approved, the Planning and Board Support team will initiate communications (internal and external) to reflect the new priorities, including advising the City of Ottawa's Corporate Business Services of the key priority for inclusion in the Term of Council priorities.



## 2015 – 2018 Strategic Directions & Priorities

### SERVICES that are customer centric


- Act as catalyst for exploration and discovery
- Provide physical and digital collections that are responsive to customer demands and community needs
- Enhance the customer experience by leveraging best practices and technology

### SPACES for community, collections, and creation

- Develop an inclusive, dynamic Central library enabling creation and learning
- Sustain collaborative and flexible physical spaces across the library system
- Design virtual spaces for creation and sharing

### SUCCESS through learning, literacy, and innovation

- Strengthen and promote the library's reach and value
- Foster community partnerships
- Align library services in support of customer needs

	<b>2015 Board Work Plan</b>
<b>SERVICES</b> that are customer centric	<b>Act as catalyst for exploration and discovery</b>  <b>Provide physical and digital collections that are responsive to customer demands and community needs</b> <ul style="list-style-type: none"><li>– eContent Advocacy</li></ul> <b>Enhance the customer experience by leveraging best practices and technology</b>
<b>SPACES</b> for community, collections, and creation	<b>Develop an inclusive, dynamic Central library enabling creation and learning</b> <ul style="list-style-type: none"><li>– Central Library</li></ul> <b>Sustain collaborative and flexible physical spaces across the library system</b>  <b>Design virtual spaces for creation and sharing</b>
<b>SUCCESS</b> through learning, literacy, and innovation	<b>Strengthen and promote the library's reach and value</b> <ul style="list-style-type: none"><li>– Succession Planning</li><li>– Collective Bargaining mandate</li><li>– Board Policy review</li></ul> <b>Foster community partnerships</b>  <b>Align library services in support of customer needs</b>



## 2015 Corporate Work Plan

Priority	Direction	Objective	Description
<b>SERVICES</b> that are customer centric	Act as catalyst for exploration and discovery		
	Provide physical and digital collections that are responsive to customer demands and community needs	– eContent Advocacy	Improve eContent access and experience for customers and ensure financial sustainability of eContent.
	Enhance the customer experience by leveraging best practices and technology	– Alternative Service Delivery	Develop a framework for alternative service provision to communities not currently served by a branch, including modalities, recommended locations, and costing.
		– Radio Frequency Identification (RFID) Implementation	Multi-year project; year 4 of 6 implementing RFID and Single Point of Service (SPOS) in the following branches: Carp, Constance Bay, Elmvale Acres, Fitzroy Harbour, Orléans, Ruth E. Dickinson.
		– Technology Plan Implementation	Review technology plan assessment and prioritize opportunities and challenges, making recommendations for implementation.



Priority	Direction	Objective	Description
<b>SPACES</b> for community, collections, and creation	<b>Develop an inclusive, dynamic Central library enabling creation and learning</b>	– Central Library Planning	Complete analysis on modernization versus relocation, which includes business case and program frameworks. Subsequent actions pending Board direction.
	<b>Sustain collaborative and flexible physical spaces across the library system</b>	– Constance Bay Expansion	Construction of community centre addition including a new expanded library branch with interior fit-up.
		– New South Urban Planning	Identification of potential site location, confirmation of branch size, development of preliminary functional program, and analysis of operational budget requirements.
		– Rosemount Feasibility Study	Complete a business case analysis on modernization versus relocation.
	<b>Design virtual spaces for creation and sharing</b>	– Virtual Customer Experience	Explore options for enhanced online services to allow customer to connect and create virtually.

Priority	Direction	Objective	Description
<b>SUCCESS</b> through learning, literacy, and innovation	<b>Strengthen and promote the library's reach and value</b>	– Awareness Campaign	Launch a communications / marketing campaign to promote OPL services and value.
		– HR Strategic Plan	Develop and begin to implement four-year strategic plan to address human resource challenge and opportunities.
		– Emergency Planning	Update Emergency and Business Continuity Plans, including linkages with City services.
	<b>Foster community partnerships</b>	– Support community-based initiatives	Evaluate opportunities to support community based initiatives.
		– City partnerships	Leverage existing and explore new partnerships to expand the Library's services into the community.
	<b>Align library services in support of customer needs</b>	– Community development initiative	Identify requirements and develop guidelines for community development, including a toolbox to support the guidelines.