2017 CORPORATE WORK PLAN

A.	**SERVICES** that are customer centric
i.	**Act as a catalyst for exploration and discovery**
	a) Innovation Spaces & Program Development Standards
	Description: Develop a proposal for innovation spaces and programming in existing facilities across OPL, including focus areas, criteria / standards, and implementation plan for roll out.
	Objective: Meet increased demand for creation spaces across OPL, and ensure a streamlined and consistent approach to innovation spaces and programming.
ii.	**Provide physical and digital collections that are responsive to customer demands and community needs**
	a) Collection Management Framework Update
	Description: Review and revise the Collection Management Framework in order to maintain our strategic direction with regards to our library collections.
	Objective: Maintain focus during the ongoing transition with print and digital collections.
	b) New Digital Content
	Description: Recommendations and implementation plan to introduce new digital platforms and collections.
	Objective: Provide additional Canadian eContent, express eBooks, and online newspapers.
	c) Small Collections Analysis
	Description: Review and develop collection management and item circulation models that are suitable and targeted for smaller collections and branches.
	Objective: Improve operational key performance indicators such as circulation and turnover rates and the quality and interest of collections at small branches.

A.	**SERVICES** that are customer centric

iii.	**Enhance the customer experience by leveraging best practices and technology**

a) Wireless Hotspot Lending

Description: Investigate the lending of the internet to customers via wireless internet-enabled hotspots.

Objective: Address the digital divide and reduce barriers in accessing information.

b) Contact Centre Software: InfoService

Description: Review call centre technology and prepare recommendations regarding purchase and implementation, or investigation of alternate options.

Objective: Ensure a sustainable client relationship management system to enhance the overall customer experience.

c) Public Network Audit

Description: Audit and recommendations to address Public network gaps.

Objective: Ensure OPL has the network capacity to maintain and enhance future technological requirements.

d) Public PC booking / Public Printing - System Replacement

Description: Explore the marketplace for a suitable replacement and develop an implementation plan.

Objective: Improve the customer experience by replacing the end-of-life PC booking system.

e) Technology Framework

Description: Develop a long-range technology plan, which identifies the framework for lifecycle maintenance, innovation, and growth.

Objective: Ensure OPL has the capacity and funding to maintain and enhance future technology requirements.

f) Inter-library Loans Module Upgrade

Description: Upgrade of the Integrated Library System (Symphony) Inter-library Loans Module.

Objective: Streamline processes used to manage and record Inter-library loans.

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

i. Develop an inclusive, dynamic Central Library, enabling creation and learning

a) Ottawa Public Library - Library and Archives Canada Joint Facility Project

Description: Complete the project planning phase, including development of a formalized relationship agreement. Pending approval, development of a funding and marketing strategy; to include the design and launch of a joint OPL / LAC website.

Objective: To obtain final authority to proceed to design and construction for a Joint Facility with Library and Archives Canada.

b) Service Philosophy Initiative

Description: Development of a Service Philosophy and accompanying transition / implementation plan that will translate the concepts and principles integrated into the Central Library Functional Building Program to a service delivery plan.

Objective: To ensure that the delivery of customer service at the Ottawa Central Library reflects the vision of the new facility as of opening day.

ii. Sustain collaborative and flexible physical spaces across the Library system

a) Branch Improvements

Description: Undertake a series of investments in building collaborative and flexible physical spaces.

Objective: To improve functionality, customer experience, and sightlines at a number of library branches by replacing shelving or service hubs, or both, in the following candidate branches: Alta Vista; Blackburn Hamlet; Carlingwood; Centennial; Nepean Centrepointe; North Gloucester; Ruth E. Dickinson; St-Laurent; and, Sunnyside.

b) Rosemount Renovation

Description: Investigation and the analysis of options for the renewal or new build of the Rosemount branch, a Carnegie Library opened in the early 1900's. Given this is a 100 year-old facility, it is prudent to pause and conduct a comprehensive business case.

Objective: To fully investigate the advantages and disadvantages of investing in the current facility versus the feasibility of relocating to a new site. In order to inform the 2018 budget and the Board with respect to a decision on go forward.

c) Riverside South Preliminary Design Planning

Description: Development of a pre-architectural design for a new branch in the Riverside South Ward, to be built in conjunction with the City of Ottawa's Parks, Recreation and Culture department.

Objective: To inform critical decisions regarding architectural design of the new facility.

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

ii.	**Sustain collaborative and flexible physical spaces across the Library system**

> **d) Beaverbrook Rooftop Terrace**
> **Description:** Design and construction of a rooftop terrace, as envisioned in the building plans.
> **Objective:** To provide outdoor programming and leisure reading space for customers of the Beaverbrook branch.

iii.	**Design virtual spaces for creation and sharing**

> **a) Children Website Redesign**
> **Description:** To develop a new design for a children's area on the website as a replacement for the loss of the BiblioCommons book club site.
> **Objective:** To improve the customer experience and to provide an engaging and visually appealing area of the website targeted at children.

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

i.	**Strengthen and promote the Library's reach and value**

> **a) Canada 150**
> **Description:** Develop and implement an event and programming plan for Canada's 150th birthday celebration.
> **Objective:** To raise awareness for OPL and celebrate with the community.

> **b) Accessible Programming**
> **Description:** Review and expansion of select library programs to a virtual and accessible platform made available in the OPL collection after the event.
> **Objective:** Increase access of OPL services and programs, reduce barriers, and reduce isolation of residents by increasing participation in community programming.

> **c) Food Literacy Project**
> **Description:** Implementation of the Food Literacy Initiative Grant submission.
> **Objective:** Raise awareness of food literacy, engage community, and enhance OPL's role as a community hub.

C.	**SUCCESS** through learning, literacy, and innovation
i.	**Strengthen and promote the Library's reach and value**

d) **Social Impact Study**

Description: Development of a methodology to capture data relation to OPL's impact on the City of Ottawa and its residents.

Objective: To capture the broader social impact OPL has on Ottawa and its residents using both quantitative and qualitative measures.

ii.	**Foster community partnerships**

a) **Community Development**

Description: Recommendation of a multi-year implementation plan for community development.

Objective: Enhance community engagement, define barriers to library service, and implement new initiatives to address gaps.

iii.	**Align Library services in support of customer needs**

a) **Hours of Operation Optimization**

Description: Conduct customer assessment and analysis in order to prepare recommendations on reallocation.

Objective: Ensure OPL offers the optimal hours of operation to meet customer requirements while respecting the fiscal envelope.

b) **Alternative Services Long-Term Plan**

Description: Recommendation of a multi-year service plan for Alternative Services (Bookmobile, homebound, kiosk).

Objective: Review current and future customer needs with regards to alternative services to determine future service delivery modalities, including total cost of ownership. Ensure sustainable funding of alternative services.

c) **Service Delivery Plan for Program Development**

Description: Recommendation of a service delivery model for system-wide program development.

Objective: Ensure programs meet customer demands. Ensure OPL has the appropriate staff to support the revised service delivery model.

BEST PRACTICES AND GOVERNANCE

a) **Emergency Planning**

Description: Finalize the OPL Emergency Management Plan and Develop a Continuity of Business Operations Plan.

Objective: Ensure OPL is equipped to mitigate, prepare for, respond to, and recover from emergency situations.

b) **OPL Board Training and Development**

Description: Formalize a development program for Trustees (types of development opportunities, guidelines, etc.).

Objective: Ensure Trustees are informed and knowledgeable about library-related matters in order to make informed decisions.

c) **Board Evaluation and Governance Action Plan**

Description: Develop an action plan to address the improvement recommendations identified in the Board Governance Evaluation, including Strategic Planning and Succession Planning.

Objective: Demonstrate continuous improvement in Board performance and overall governance of the Library.