

Report to/Rapport au:

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

**July 7, 2014  
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**Submitted by/Soumis par:  
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Ref N°: OPLB-2014-0065

**SUBJECT: Strategic Plan Refresh**

**OBJET : L'actualisation du plan stratégique**

**REPORT RECOMMENDATION**

**That the Ottawa Public Library Board adopt the revised Strategic Plan 2014 – 2016 as recommended.**

**RECOMMANDATION DU RAPPORT**

**Que le C.A. de la Bibliothèque publique d'Ottawa adopte le Plan stratégique révisé pour la période 2014 – 2016, tel que recommandé.**

**BACKGROUND**

In November 2012, the Board developed a nine-point action plan as part of its governance review. One of the items under the CEO's leadership was the following:

*Develop and implement a process to revise the Strategic Plan, with Board input as appropriate, that ensures 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, for Board review and approval.*

In December 2013, the Board approved a refresh of the 2012-2015 Strategic Plan, to cover 2014 to 2016. Key steps taken in the refresh were as follows:

- Map the current strategic plan with key findings from the Library of the Future project to determine key areas of focus.
- Revise the current OPL mission statement.
- Develop a vision statement to be used to strengthen advocacy, fundraising, etc.
- Develop 3 to 5 targeted strategic directions aligned with the vision, to guide OPL through the next 2 years.
- Develop measurable outcomes for each strategic direction.
- Present option(s) for a refreshed strategic plan to the Board ad-hoc working group for review and discussion.
- Present a recommended option to the Ottawa Public Library Board for review and adoption.

The intended outcome of this initiative was to establish 3 to 5 focused longer-term objectives with fewer well-defined and measurable outcomes to guide the operational and financial decisions of the OPL for 2015-2016.

The proposed timing affords the newly constituted Board a one-year period in which to become familiar with the Ottawa Public Library organization before embarking on a comprehensive strategic planning process which will result in approved strategic directions for implementation in 2017. This timing is also aligned with the City of Ottawa Strategic Planning process.

## DISCUSSION

The OPL currently has five broad directions, each containing 3 to 5 goal statements.

- 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
- E. EXCELLENCE in Governance, Accountability, and Financial Sustainability.

In mapping the ten key findings from the Imagine Campaign, only strategic directions A, B, and D were aligned with customer statements (see below).

Library of the Future Key Finding	Strategic Direction	
1	B1	
2	A4	
3	A4, A5	
4	A5	
5	B1	
6	B1	
7	-	
8	B1	
9	B1	
10	D1, D3, D4	

  

	Focus Group Finding	Strategic Direction
	1	A2
	2	A3
	3	D3
	4	B1

Two of the OPL's existing strategic directions were not identified: C and E. These statements are fundamental citizen expectations of good governance and management for public organizations. Both of these directions are extensions of two of the OPL's existing values: accountability and service excellence (i.e. customer experience, operational performance, and employee engagement). As a result, the recommendation is to remove statements C and E, and their related goals, from the refreshed strategic plan.

The remaining three strategic directions were then reviewed and revised, to ensure alignment with the proposed vision and mission statements. The recommended components of the refreshed strategic plan are:

Change	Component	Description	Term
NEW	<b>OUR VISION</b> What we aspire to do	Build community and transform lives.	LONG-term
REVISED	<b>OUR MISSION</b> What we do	Inspire learning, Spark curiosity, and Connect people.	LONG-term
NO CHANGE	<b>VALUES</b> What we value, who we are	Access and Inclusion Accountability Bilingualism Dynamic Workforce Informed Community Innovation Intellectual Freedom Love of Reading Right to Privacy Service Excellence	LONG-term
REVISED	<b>STRATEGIC DIRECTIONS</b> What we are focusing on	<b>SERVICES</b> that are customer centric <b>SPACES</b> for community, collections, and creation <b>SUCCESS</b> through learning, literacy, and innovation	MEDIUM-term Term of Board
REVISED	<b>OUTCOMES</b>	Specifics under each direction that describe the expectations of the direction	MEDIUM-term Term of Board
NO CHANGE	<b>CORPORATE WORK PLAN</b> How we plan to get there	Projects / Actions that help realize the Strategic Directions	SHORT or MEDIUM-term Annual Operational Budget dependent
NEW	<b>MONITORING</b> How we know we got there	Alignment of Strategic Directions with Key Performance Indicators and identify targets	MEDIUM or LONG-term Annual Operational

Each strategic direction is further supported by 3 to 5 measureable outcomes. The recommended outcomes are:

- A. **SERVICES** that are customer-centric
  - i. Enable customers to easily explore and discover.
  - ii. Develop services that meet priority community needs.
  - iii. Balance physical and digital collections.
  - iv. Leverage technology to enhance services.
  
- B. **SPACES** for community, collections, and creation
  - i. Establish branches as multi-purpose community hubs.
  - ii. Expand the library's reach into the community.
  
- C. **SUCCESS** through learning, literacy, and innovation
  - i. Support the development of literacy (civic, technology, financial, etc.).
  - ii. Narrow the technology divide.
  - iii. Foster a culture of innovation and adaptation to new and emerging technologies.

Monitoring Plan Performance (how we know we got there)

Each of the above areas aligns with the Key Performance Indicators (KPIs) in OPL's new Performance Measurement Framework (PMF). The alignment is as follows:

A: cardholder penetration, program fill rate, material turnover rate, cost per use, circulation.

B: electronic visits, cardholder penetration, circulation.

C: program fill rate, employee training, employee turnover.

The new PMF was introduced in the fall of 2013, with the first KPIs released in April. As targets are established for the KPIs, they will have bearing on the Strategic Plan. As a result, the ad-hoc committee recommends that management establish targets for one measure in each of the three Strategic Directions, and use those measures as a means to demonstrate achievement or movement on strategic directions.

## CONSULTATION

As part of the consultation process, support was received from the Board Ad-Hoc Working Group. Members of the Working Group included Trustees Armit, Bennett, and Lussier-Meek.

A team of eight employees participated in a one-time facilitated session to develop proposed vision and mission statements. The same process was completed with a team of Managers, prior to soliciting OPL Senior Management 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.

## ACCESSIBILITY IMPACTS

There are no accessibility impacts.

## TECHNOLOGY IMPACTS

There are no technology impacts.

## FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

## BOARD PRIORITIES

The recommendation supports Action #3 from the Board's nine-point action plan developed out of the governance review.

## SUPPORTING DOCUMENTATION

1. OPL Strategic Plan 2012-2015
2. Board Governance Review, November 19, 2012
3. Board Report: Library of the Future Final Report and Strategic Plan Refresh–  
December 9, 2013

## DISPOSITION

If approved, the following actions will be taken:

1. The Manager, Planning and Board Support will develop a plan to communicate the refreshed strategic plan to both employees and customers.
2. Management will continue to develop annualized corporate work plans that include initiatives related to the advancement/achievement of the strategic plan that are funded through the operating and capital budgets.
3. Management will select one KPI per Strategic Direction and establish targets to measure the achievement or movement on strategic directions, presenting them to the new OPL Board in 2015.