

**Report to / Rapport au:**

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

**June 11, 2019 / 11 juin 2019**

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**File Number: OPLB-2019-0601**

**SUBJECT: 2020-2023 Strategic Plan**

**OBJET: Plan stratégique 2020-2023**

## **REPORT RECOMMENDATIONS**

**That the Ottawa Public Library Board:**

- 1. Approve the OPL Values of Intellectual Freedom, Inclusion, Community, Literacy, and Integrity, as further described in this report; and,**
- 2. Approve the 2020 – 2023 Strategic Plan, specifically the Strategic Statement, Directions, and Priorities, as further described in this report.**

## **RECOMMANDATIONS DU RAPPORT**

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

- 1. Approuve les valeurs de liberté intellectuelle, d'inclusion, de communauté, de littératie et d'intégrité de la BPO décrit dans le présent rapport;**
- 2. Approuve le plan stratégique 2020-2023, en particulier l'énoncé stratégique, les orientations et les priorités décrits dans le présent rapport.**

## BACKGROUND

In March 2016, the Ottawa Public Library Board (OPLB) approved a revised Board Policy OPLB-010, OPL Board Evaluations and Governance Reviews. The adopted policy included a requirement to complete a self-evaluation of the Board's performance. OPL staff led the Board through the self-evaluation survey in 2016, subsequently engaging the services of Transform Management Consulting to complete confidential interviews with Trustees and to provide a series of recommendations to improve governance of the OPL Board.

In November 2016, the OPL Board approved the creation of an Ad-Hoc Committee on Governance to receive the consultant's report and work with staff to develop actions to address the recommendations emanating from the review.

In April 2017, the OPL Board received Report #OPLB-2017-0403, Governance Evaluation Report and Action Plan. The report outlined feedback received as part of an overarching governance review, and included recommendations in six key areas. Recommendation #1 was to "...modify or expand the Board's involvement in strategic planning workshops or use generative governance<sup>1</sup> discussions to explore the future of libraries and how this could impact the OPL." In response, staff recommended, and the Board approved, a process to occur May 2017 through October 2018.

Led by external support, the process included community engagement with the goal of establishing a Strategic Plan along with a set of Directions and Priorities for the 2019 - 2022 term of the Board. Proposed elements were as follows:

- **Strategic Planning session with OPL Board and Management and Employee Engagement:** Provide high-level insights into current states of governance and library markets; conversation around future states and drivers of change; facilitation of generative discussions regarding the value of the library; and co-creation of vision of success. Engage employees using a creative design-thinking approach.
- **Community Engagement:** Obtain qualitative data from the public regarding their needs and wants from a public library. Through a variety of activities, gather

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<sup>1</sup> Richard Chait, William Ryan, and Barbara Taylor, (2004). Governance as Leadership: Reframing the Work of Nonprofit Boards. Wiley. *Governance as Leadership* offers trustees and executives a new and practical framework to govern nonprofit organizations more effectively.

information to help determine how best OPL can position itself to respond to customer needs and wants.

- **Strategic Planning session with OPL Board:** Facilitated session to include insights derived from the community engagement activities, refreshing of drivers of change for the future, and facilitated conversation. The result of this phase would be concepts to develop the Strategic Directions and Priorities, and may include action plans to support the Priorities.
- **Report to OPL Board:** The final Strategic Plan including Directions and Priorities to the Board for review and approval.

OPL's Strategic Plan is comprised of a Vision, Mission, and Values, all developed with a long-term focus, along with the Directions and Priorities established for each term. In 2014 as part of a previous strategic direction-setting process, OPL reviewed the organization's Vision and Mission. Working with employees, the new vision – to build community and transform lives – and the new mission – to inspire learning, spark curiosity, and connect people – were developed. At that time, it was intended that a review of the values would follow, which did not occur due to limited organizational capacity and other priorities. As OPL progressed through the strategic planning process in 2017, the need to review OPL's Values was raised. Following discussions at the June 2018 Board workshop, this review was added to the scope of the Strategic Directions and Priorities initiative.

This report provides the Board with details of all four phases and reports back on a proposed Strategic Plan for the term, including new organizational values.

## DISCUSSION

### Methodology

#### Phase 1: Environmental Scan

An environmental scan was conducted in 2017 to report on issues and trends which impact planning at OPL. The environmental scan considered key indicators in Ottawa, descriptions of significant trends influencing long-term library planning, as seen through the lens of local trends and issues, and the context via a literature review of public library industry norms and smart practices. As the environmental scan was completed in 2017, the following represents patterns and trends from that time.

Ottawa is the fourth largest city in Canada and the second largest city in Ontario, based on a population of almost 980,000. According to the City of Ottawa's Official Plan, population growth of approximately 20 percent is expected over the next 15 years (2016-2031) for an anticipated population of 1.2 million in 2021, and 1.274 million by 2031. Immigration is a major reason Ottawa's population continues to grow faster than that of Ontario or Canada.<sup>2</sup> Some quick facts about Ottawa include:

- Ottawa has the highest number of residents with a post-secondary education in Canada, a bilingual rate of 44 percent, and more engineers, scientists, and PhDs per capita than any other city in the country<sup>3</sup>.
- The unemployment rate is 7 percent as compared to that of Ontario (7.5%) and the national average (7.3%).<sup>4</sup>
- Most common language(s) spoken in homes: English (79%); French (10%); combined non-official languages (11%).<sup>5</sup> The top three languages spoken at home other than English or French are: Arabic (3.54%); Chinese (2.92% when Cantonese, Mandarin, and other Chinese languages are combined); and Spanish (1.25%).
- According to the 2006 census, Ottawa continues to reflect a growing diversity with 25 percent of its residents born outside of Canada, 4 percent of whom have immigrated to Canada within the past five years.<sup>6</sup>
- In 2017, Ottawa was ranked by students as the best University City in the world and as Canada's best place to live.<sup>7</sup>

Specific to Ottawa, the environmental scan reviewed trends in four areas: socio-economic, technological and environmental, cultural and recreational, and political.

#### Socio-economic trends

- Aging Population: The proportion of seniors is expected to almost double from 12.4 percent in 2001 to 20.3 percent in 2031.<sup>8</sup> On the other hand, the number of

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<sup>2</sup> Source: 2006 and 2011 Census, and Official Plan Projections – [www.ottawa.ca](http://www.ottawa.ca)

<sup>3</sup> Source: CMHC website accessed June 2017.

<sup>4</sup> Source: State of Ottawa's Health 2014 Report

<sup>5</sup> Source: State of Ottawa's Health 2014 Report

<sup>6</sup> Source: State of Ottawa's Health 2014 Report

<sup>7</sup> QS Limited, *Best Student Cities* (February, 2017); *MoneySense Magazine*, *Canada's Best Places to Live 2017* (July, 2017). Source: Cited in internal document by BP&M Consulting, July, 2017.

<sup>8</sup> Source: State of Ottawa's Health 2014 Report

children aged 0-19 is expected to decline from 23.4 percent in 2011 to about 19.7 percent in 2031.<sup>9</sup>

- Indigenous Population: According to Federal census data (2011), 20,590 Indigenous peoples live in Ottawa (2% of the population). From 2001 to 2006, the population increased by 67 percent, nearly six times faster than the non-Indigenous population. The Indigenous population in Ottawa is 56.3 percent First Nations, 38.5 percent Métis, 5 percent Inuit.<sup>10</sup> In addition, Ottawa is home to the largest Inuit population outside of the North.
- Economic Inequity: The average household income is relatively high due to an increasing number of high-income earners. This has the effect of skewing the average income and tends to overshadow the 15.2 percent of residents on low incomes.<sup>11</sup> In addition, one in five children lives in poverty, with 40 percent of visible minority children living in poverty.<sup>12</sup>

#### Technological and Environmental trends:

The rate of technological development and the range of new products and services impose rapid and often unforeseen consequences.

- Technological Infrastructure: OPL provides necessary connectivity across the City, with infrastructure that extends free high-speed internet access to those who wish to stay connected socially, apply for jobs, fill out government program registrations, and other online functions. OPL fosters digital readiness, providing fixed and mobile tools, as well as free Wi-Fi access, to Ottawa residents.
- Transportation infrastructure: “Holds” account for 1/3 of all circulation at OPL, a proportion that is trending upward. Expediting holds in a timely fashion city-wide remains a significant challenge. In addition, demand continues to increase for OPL’s variety of alternative services. Acquiring and maintaining OPL’s fleet, including the technologies to support both public and staff activities, requires serious operational investment.

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<sup>9</sup> Source: 2006 and 2011 Census, and Official Plan Projections

<sup>10</sup> City of Ottawa (2010) Diversity Snapshot: Aboriginal Peoples: First Nations, Inuit, and Métis. Accessed May, 2017 at: [http://documents.ottawa.ca/sites/documents.ottawa.ca/files/documents/aboriginal\\_en.pdf](http://documents.ottawa.ca/sites/documents.ottawa.ca/files/documents/aboriginal_en.pdf)

<sup>11</sup> City of Ottawa (2010) Diversity Snapshot: People Living in Poverty. Accessed May, 2017 at: <http://www.cawii.vtf.org/sites/default/files/pdf/publications/EI-Lens/DS-poverty.pdf>

<sup>12</sup> The most common measure of poverty is the Low Income Cut Off (LICO), defined by Statistics Canada..

- Environmental impacts of both fleet and facilities: Significant environmental consequences imply a need for careful adherence to environmental regulations and consideration of the impacts of climate change.

#### Cultural/Recreational trends

Cultural aspects of the library bring residents to OPL for programs and social interaction. OPL spaces provide refuge, opportunities for personal improvement, and volunteer experiences.

- Literacy: Four out of ten adults in Canada have low reading literacy levels, and within this cohort more than one third has difficulty with simple reading tasks.<sup>13</sup> This overlaps with socio-economic issues as many people living with income inequity also have trouble accessing available information and services. Even when personal computing stations are freely available in libraries, access still requires a degree of proficiency and time. Many public libraries have recognized that the term “literacy” extends beyond the ability to read and write fluently and have developed programs addressing the need for digital and financial literacy, legal and small business information, and consumer health and wellness.
- Lifelong Learning and Creativity: “Do-it-yourselfers”, “tinkerers”, “hackers”, entrepreneurs, and interested learners are finding opportunities to make what they want and determine their own creative paths. Known as “makers,” they take advantage of new technology and traditional craft tools, improved communication between community members, and new pathways to the marketplace (sharing economies, e-commerce, and crowdsourcing). Makerspaces provide customers, with opportunities to further technological innovation and entrepreneurship.
- Sports: Cultural trends are not confined to those associated with reading, education, and the arts but should also include access to sports and recreation as opportunities for adding value and increasing the library’s market base of active card-holders. Engagement with sports contributes to health and wellness at all ages, creates connection at the grassroots level, and promotes social inclusion.

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<sup>13</sup> Environmental Scan for Ontario Public Libraries (March, 2017); ACRL Research Planning and Review Committee. Accessed, May 2017 at:  
<http://www.ala.org/acrl/sites/ala.org.acrl/files/content/publications/whitepapers/EnvironmentalScan2017.pdf>

### Political Trends

OPL has a Board and senior management team who are committed to ensuring that the public library is seen and valued as a Public Good. Many trends provide opportunities for the Library's strategic directions and priorities to dovetail with the City's strategic priorities.

- Political and Fiduciary Constraints and Opportunities: Funding is necessarily constrained by the need to meet basic operational requirements. This has encouraged the building of relationships with community partners and increasingly productive collaboration with other community services within the City of Ottawa. Additionally, OPL continually explores grant opportunities that may be available via other levels of government, corporations, and non-profit organizations.

Following the Ottawa-specific scan, OPL conducted a scan of the library industry. A key resource for the library-specific environmental scan was research conducted by the American Library Association's Centre for the Future of Libraries. Established in 2014, the center "...works to identify emerging trends relevant to libraries and the communities they serve; promote futuring and innovation technique....and build connections with experts and innovative thinkers to help libraries address emerging issues." Further information on ALA's Future of Public Libraries project and trend data, is available on their website at [www.ala.org](http://www.ala.org).

The Ottawa specific and broader library industry environmental scan served as the basis of the discussion in Phase 2.

### **Phase 2 – Part A: Strategic Planning Session – Trends and Drivers**

An overarching Strategic Fore-sighting session was held with OPL Board and Senior Management in June 2017. Using generative discussions, the future of libraries and how this could impact OPL was explored. The session elicited high-level insights into current states of governance and library markets; future states and drivers of change; the value of the library; and co-creation of vision(s) of success for the future. In addition, information was gathered from all employees across the organization seeking their input into the Strategic Planning process.

Trends – or emergent patterns – were identified as follows:

- Connected Learning – Learning that is “highly social, interest-driven, and oriented toward educational, economic, or civic opportunity” specifically the role of digital access and digital literacy.
- Transport Changes – New technologies redefining movement, specifically a shift in attitudes towards transportation.
- Working Future – People are increasingly opting for more flexible work schedules. Role of technology in creating new opportunities and subsequent impacts on government supports.
- Print Prevails – Continued preference for paper books despite increase in digital reading.
- Connected World – Availability of data offers greater control of, and connectivity between, objects. Pace of technology change may complicate privacy and freedom, as more connected objects enter the public arena.
- Borrow-ship – Traditional models of ownership are changing resulting in a rethinking of the value of ownership and seeking out of more collaborative models of use.
- Social Innovation – New approaches to navigate the need for large scale impact across multiple areas of need, addressing increased gaps between the issues we seek to solve and the resources we have to achieve solutions.
- Bots are People Too (not really) – Increased use of “human-like” experience (e.g. support online engagement, to drive service support, or for people to share thoughts).
- Virtual Places as Public Spaces – Online Games and Virtual Reality environments support engagement in virtual spaces, decreasing the time spent in real physical spaces.
- Hive Minds – The power of integrated networks allows people to connect directly through various platforms, accessing services and thereby more knowledge.
- Ethics of Data – Social Computing gives rise to new concerns about privacy and ethics and the complexities surrounding them.
- Rapid Urbanization – Movement away from rural living for a more populous area that offers more opportunity. Includes impacts such as intensification.

Drivers – larger indicators of change that can be applied over a wider area of impact and have multiple areas of influence – were identified as follows:



- Being Well by Default (Social Focus on Well-Being) – A wholistic approach to health and wellness, this movement seeks balance in life, time in nature, and a more mindful way of living.
- Redefining Community – Finding more ways to connect face to face. Increased drive for meaningful connection with like-minded people, supports the building of social groups with highly specific areas of interest.
- Aging World – Global population is changing and the world is getting older. Marks significant social, economical, cultural, technological, and political change.
- Demanding Data – Access to more data leads to more data-informed processes. Organizations have more access to longitudinal data and are better able to detect changes over time.
- Robotic Everything – Ever-increasing technological automation has changed how we spend our time.
- Instant Experts – Technology-enabled expertise, results in a decreased need for skills as the “expertise” is readily available elsewhere.

The planning session allowed OPL Board and Senior Management to challenge commonly held beliefs about the evolution of libraries. Despite potential changes, it was apparent that the need for literacy (in all forms), opportunity, and access to support a better future will remain constant. OPL’s commitment to innovation, service, and to making a difference in the community will help to ensure relevancy and adaptability into the future.

The full report detailing the key trends and drivers, future context, uncertainties, and scenarios is held on file with the CEO.

## **Phase 2 – Part B: Employee Engagement**

In May / June 2017, employees were engaged in a creative endeavor to imagine OPL in 2027 (10 years out). Employees across the organization were invited to participate in a “Letter to myself” exercise, where employees wrote postcards to their future selves, describing how they saw themselves working at OPL in 2027.

Inspirational post-cards were developed and distributed, with 124 submissions from across the organization, representing approximately 20% of the total employee count). The cards were reviewed and categorized, with common themes regarding the future

identified. The common themes from the employee engagement activity were as follows:

- Sense of community – Be it in the OPL's approach to community development, the programs offered, or the space provided, OPL employees continue to see OPL as a vital part of the community.
- Materials – In spite of all the activity regarding digital technology and literacies, print materials remain a priority, and a large part of the raison d'être of libraries.
- Technology – Access to technology, new and innovative technology, digital literacy, and the role of technology in the organization (both for internal processes and external service) were all identified as important components of OPL in the future.
- Barrier-Free – Increasing access to OPL collections, spaces, resources, and expertise is key to remaining relevant. Employees see a future OPL that removes late fees, improves access to WIFI, and creates an inclusive physical space.
- Environmental Sustainability – A growing concern across society, employees envisioned ways OPL can lead environmental sustainability in daily operations.
- Relevancy – Above all, employees see the OPL as an organization that will continue to evolve with the community it serves.

### **Phase 3: Community Engagement**

OPL, working with external consultants, developed an approach to engage the community to obtain qualitative data regarding their needs and wants from a public library. The approach and supporting materials / mechanisms were designed by the consultant, and implemented by OPL employees, using a design-thinking approach.

Over a two-month period, more than 125 individuals were engaged in one-on-one conversations sharing stories, emotions, and models of their world as they relate to life in general, and specifically a public library. Participants were both cardholders (63%) and non-cardholders (37%), that is both customers who do not have a card but who use OPL services, and non-customers. Participants represented a cross-section of the community with almost half (47%) of participants aged 18 years or younger, and 14 percent identifying a language other than English or French as their mother tongue. Input collected was organized into five common themes representing areas of alignment, and two contradictions representing areas of divergence. Highlights include:

Common themes:

- The Library Experience: A physical experience inside a library branch, including human interactions with staff, service and program experiences, and the feeling of being at “home”;
- A love of Learning: A love of learning characterized by the presence of physical books, a plethora of learning opportunities, and the potential for escape through content, physical space, and development of literacies.
- A Communal Space: A communal space defined by social interactions and passion for community;
- Values Embodied by the Library: A set of values embodied by the library such as affordability, equal and fair treatment of all people, and accessibility; and,
- OPL as a Part of Ottawa’s Ecosystem: Part of the fabric of Ottawa’s ecosystem, reflecting the importance of proximity in neighbourhoods, a multi-generational inclusiveness, and the diverse cultures, of Ottawa’s community.

Overall, customers and non-customers agree that OPL has a positive impact on life and in the community. People believe in the library providing basic services such as computer and Internet access for those who do not have it, affordability, accessibility, literacies development, and a love of learning. More intrinsically, there is a strong belief that libraries offer an experience of connection.

Contradictions:

- Role of Technology – The role of technology and the way customers see themselves engaging it, is contradictory. For many, access to technology and the manner in which OPL uses technology to improve effectiveness and efficiency, must be balanced with the desire for human interactions. On a broader level, participants expressed concerns about the growing use of technology and the fear that it will replace the traditional book and communal spaces at the heart of public libraries.
- Nature of the Library Space – Further to the changes in communal spaces, many recognized the evolving role of libraries in terms of community hubs. This was reflected not in discussions of whether libraries should be quiet versus social spaces, but how to meld the two together in a physical environment. Based on consultations, the library is seen as both a place for quiet reflection and social

interaction, depending on individual motives and needs for a particular experience, recognizing that the same individual may require both needs.

Following the interviews, social media engagement was launched on a selection of insights. This encouraged a broad group of OPL's digital community members to engage, discuss, and debate the future OPL. More than 360 interactions were collected.

One of the most popular digital conversations was on the topic of the "book lover's journey" – that is, how do digital citizens choose their next book, with most indicating that they refer to online lists and tools, followed by the library.

A second key conversation explored potential improvements to the library experience asking participants to identify if anything prevents them from using OPL. While the majority responded no (59%), the remaining answered yes (32%) or unsure (14%). Common barriers were hours of operations, singular locations for some services (e.g. 3D printers and laser cutters), public transit availability to branches, and the need for more programming for tweens (ages 12 – 15).

The community inputs and insights were used to help determine how best OPL can position itself to respond to customer needs / wants in Phase 4. The full report outlining the key findings, insights, and potential next steps can be found in Document 2.

#### **Phase 4 – Development of Options / Paths for the Future:**

Using information collected through phases 1 – 3, the OPL Board and Senior Management were engaged in a scenario planning exercise. The process identified a range of possibilities (paths / options), along with strengths / weaknesses, risks / rewards, and opportunity cost analysis to be used to develop specific Strategic Directions and Priorities for the 2020 – 2023 term of the Board.

Four strategy scenarios were developed and used as a platform for discussion. Each strategy scenario centered on a driver of change and is expressed as a continuum capturing characteristics that form foundational elements of the Library experience. The two key drivers of change were Spaces and Services, with Spaces being subdivided into Collections Spaces, and Community Spaces. Services was subdivided into Technology-Enabled Services and People-Enabled Services. Combined, these produced four scenarios:

1. Classic Experience – focusing on the love of books, leveraging customers' enjoyment of the tactile nature of reading and the passion for literacy, and a love of learning.
2. Digital Experience – providing customers with the ability to access the best of the world's intellectual property, no matter the format.
3. Creative Experience – transforming the library into a community creativity hub where people gather, learn from each other, and turn ideas into creations.
4. Social Experience – focuses on creating vibrant and dynamic spaces for connection and meaningful engagement.

The result of this workshop provided three areas for consideration as part of the development of the Strategic Directions and Priorities:

1. Re-imagine the Classic Experience – explore how the “classic” experience that customers expect from a library can continue to evolve into the future.
2. The need for intelligence-driven decisions – use information already collected to improve customization of programs and services both to individuals, and based on branch service areas to better respond to customer needs.
3. Catalysts for creativity – explore ways to complement the classic experience, recognizing the opportunities for libraries to spark curiosity, foster mutual learning, and encourage creation.

A report summarizing the key findings, insights, and potential paths is available in Document 3.

## **Values**

Values represent organizational culture – codifying it for current employees, prospective employees, and customers. Culture is a primary driver for innovation. Values set the climate of the workplace and help determine how success is defined and measured.

As part of the Ottawa Public Library Board's Strategic Planning Workshop held in June 2018, members conducted a high-level review of OPL's 10 values, which were initially established following amalgamation. Overall, the group recognized that the values required review, and staff undertook a process to renew the organizational values.

Employees were invited to participate in sessions to lead the discovery of values as a first step in building a strong organizational culture. Rather than review the current set of

values, employees were asked to set those aside and instead, were guided through a series of questions to “discover” OPL’s values. Following employee input and the development of associated statements, the values were validated with OPL’s management team, and senior management team respectively, as well as with members of the Ad-Hoc Committee. To round out the process, employees who provided initial input were invited to a final review session regarding the values.

Staff recommend that the OPL Board adopt the following organizational values and associated statements (in no particular order):

- **Intellectual Freedom** - We defend the free and open exchange of lawful information and ideas in a democratic society, respecting individual’s rights to privacy and choice.
- **Inclusion** - We are welcoming and open to all, and are committed to providing access to spaces, collections, programs, resources, and expertise.
- **Community** - We are an active part of our community, reaching beyond our spaces to build relationships that enrich Ottawa.
- **Literacy** - We cultivate the joys of reading, learning, discovering, and creating.
- **Integrity** - We embody the principles of public stewardship, transparency, and accountability in our operations and interactions.

### **Strategic Plan: Statement, Directions, and Priorities**

The process to develop the Strategic Plan represents a departure from previous approaches. Rather than a top down approach, staff undertook a dynamic and engaging process involving OPL’s public, employees, and Board. The recommended Strategic Plan is reflective of the extensive research and input received over two years. It considers the trends and drivers, public input, and actions required so that OPL remains customer-focused and responsive to community needs. A criticism of past plans was the inability for employees and the public to see how their input helped to shape the plan, and how they respectively connect to the plan. It is anticipated that with the adoption of this Strategic Plan, this will be mitigated.

In addition, and further explained in the Next Steps section below, staff recommend that the Strategic Plan timeline be adjusted from 2019 – 2022 to 2020 – 2023. This will allow for a planned transition from the current Strategic Plan to the new one, aligned with the annual budget planning cycle.

In analyzing all the research gathered, it became clear that a singular focus on maintaining community relevance – that is, the quality or state of being closely connected – would encompass actions to address many of the ideas and issues raised. As such, OPL must focus on ways to ensure the library experience meets the needs of customers, that OPL has the organizational capacity to serve the community, and that there exists a broad level of awareness regarding the value OPL brings to Ottawa.

To capture this, staff have developed the Strategic Plan that encompasses a Strategic Statement, Directions, and Priorities. The development of a strategic statement, that is, an overarching goal for OPL, is new in this plan. This goal signifies what the Library intends to achieve over the next four years. Following the Strategic Statement are three Directions (the game plan), representing where resources will be focused to support the overarching goal. Finally, each Direction has a series of Priorities to guide OPL operations over the four years. For each priority, annual work plans will be established.

The proposed OPL Board Strategic Plan for 2020 – 2023 is:

Strategic Statement:

By 2023, we will increase the number of active cardholders by 25 percent by improving OPL's community relevance.

Note: As of May 6, 2019, OPL has 237,567 12-month active cardholders. A 25% increase over the proposed term represents an additional 59,400 cardholders, for a total of 297,000.

Strategic Directions and Priorities:

1. Redesign the Library Experience
  - Conduct a programming review
  - Define the ideal experience across physical and virtual channels
  - Create the destination experience for the OPL component of the Ottawa Public Library - Library and Archives Canada Joint Facility.
  - Assess the impact of barriers to service
  - Develop the physical space experience
2. Build Organizational Capacity
  - Redesign the employee experience

- Renew leadership accountability
- Develop data-driven decision-making

3. Promote OPL's value

- Develop and implement a brand strategy
- Develop and implement a fundraising plan
- Strengthen stakeholder relationships and advocacy
- Strengthen the Intellectual Freedom program

Document 4 provides an overview of the various elements of the Strategic Plan.

Once approved, the Strategic Plan will provide the CEO with direction to inform how services are structured and delivered, how resources are allocated, and how success will be measured. The recommended priorities provide OPL with the information required to develop annual work plans to achieve the strategic statement by the end of the current term.

While strategic priorities exist for the four-year term, action items may not be included in each category in each year. In addition, annual workplans are not exhaustive listings of the activities to be undertaken, but focused on key action items for the year given the time, scope, and effort required. The establishment of annual workplans 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.

### **Next Steps**

Staff efforts through the remainder of 2019 will be on the implementation plan in each of the respective areas, including the identification of specific actions for each of the four years, and identification of budgets to support the actions. In many cases, Board ad hoc committees have been established to help guide staff on key initiatives related to the priorities.

Key success measures linked to strategic initiatives identified within OPL's new 2020 – 2023 Strategic Plan are needed. The goal is to develop a measurement framework that will improve role clarity and accountability across the organization and identify the right outcome measures for the new strategic plan. Staff will examine key performance indicators and operational measures used today to measure success and develop a new measurement accountability framework.



## **CONSULTATION**

Significant work was completed in terms of data collection and analysis for the development of the Strategic Plan. Throughout the Fall 2017, employees conducted more than 100 one-on-one interviews with customers and non-customers across the City. In early 2018, OPL undertook a process to validate the identified trends and constraints via social media. Employee and management input, including consultation with the Board, were completed at various points throughout the process.

## **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**

There are no immediate financial implications associated with this report. The Strategic Plan provides the CEO with direction to inform how services are structured and delivered, and how resources (financial and human) are allocated in 2020, 2021, 2022, and 2023. All such allocations are made within the guidelines of Board Policy 002, Delegation of Authority.

## **ACCESSIBILITY IMPACTS**

There are no accessibility impacts associated with this report.

## **TECHNOLOGY IMPLICATIONS**

There are no technology implications associated with this report.

## **BOARD PRIORITIES**

The report aligns with the Ottawa Public Library (OPL) Board Governance Action Plan.

## **SUPPORTING DOCUMENTATION**

Document 1 – OPL Foresight Phase 1 Final Report (*Held on file with the CEO*)

Document 2 – OPL Final Report (*Held on file with the CEO*)

Document 3 – OPL Outcomes Report (*Held on file with the CEO*)

Document 4 – OPL Strategic Plan Overview

## **DISPOSITION**

Pending Board approval, staff will undertake necessary actions to ensure communication of the Strategic Plan to respective stakeholders including employees, the public, and City Council. This includes ensuring alignment of activities, and that all future reports to the Board are reflective of the new Strategic Plan.

Staff efforts through the remainder of 2019 will be on the implementation plan in each of the respective areas, including the development of a measurement framework to monitor performance. Staff will provide progress updates related to the achievement of the Strategic Statement via the Annual Report. Where required over the course of the term, staff will recommend ad-hoc committees involving Board trustees be established to guide actions.