

## **REVISED\***

**Report to / Rapport au:**

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

**December 11, 2018 / 11 décembre 2018**

**Submitted by / Soumis par:**

**Danielle McDonald, Chief Executive Officer / Directrice générale**

*Contact Person / Personne ressource: Anna Basile, Division Manager, Governance, Communications, and Strategic Services / Directrice, Gouvernance, communications et services stratégiques (613) 580-2424 x32335, Anna.Basile@BiblioOttawaLibrary.ca*

**File Number: OPLB-2018-1205**

**SUBJECT: 2015-2018 Term of Board Key Achievements and Legacy Report**

**OBJET: Rapport du bilan historique et résultats clés du mandat du Conseil d'administration : 2015-2018**

### **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 à titre d'information.**

### **BACKGROUND**

This report has been prepared to provide the Board with a summary of its key achievements during its 2015 – 2018 term, and identifies key considerations for the incoming Board. The report is not intended to be an exhaustive recording of the Board's activities, but rather to highlight the key achievements and legacy.

The Board approaches its role using a policy or strategy model of governance that focuses on setting strategic direction and objectives, making decisions on major

projects and monitoring library and CEO performance. The Board's focus is primarily on the long-term needs and goals for the library, not the administrative or operational details.

## **DISCUSSION**

The 2015 – 2018 OPL Board was appointed by Ottawa City Council in January 2015, for a four-year term. During its tenure, the OPL Board guided the organization in the achievement of significant advancements in key areas related to: Board Governance, Advocacy, Strategic Frameworks, Ottawa Central Library, Community Recognition, and OPL Accolades.

The governance term was characterized by changes in environmental context, specifically increasing pressure to deliver on a long-standing legacy project, and a shift in community expectations regarding civic engagement practices and overall governance and accountability.

As a volunteer Board without remuneration, Trustee time commitment over the term exceeded normal expectations, especially when considering community celebrations, regular meetings, and ad-hoc committee meetings. The OPL Board's demonstrated agility, vision, ethical approach to governing, and commitment to make the strategic decisions expected of a public Board have resulted in solid achievements.

## **BOARD GOVERNANCE**

- During the term, the appointments to Ad hoc Committees included:
  - o Alternative Services Delivery: Pamela Sweet and Marianne Wilkinson
  - o CEO Performance Review: André Bergeron, Kathy Fisher, and Tim Tierney
  - o Facilities Growth Investment Planning: Pamela Sweet and Marianne Wilkinson
  - o Governance: Steven Begg and Allan Higdon
  - o Hours of Operation: Kathy Fisher and Allan Higdon
  - o Intellectual Freedom Framework: Steven Begg and Pamela Sweet
  - o Order of Friendship: Steven Begg and Allan Higdon
  - o Ottawa 2017: André Bergeron and Kathy Fisher
  - o Ottawa Central Library: Allan Higdon, Catherine McKenney, and Pamela Sweet
  - o Technology Framework: Steven Begg and Kathy Fisher
- Approved the revisions to the Rules of Procedure By-law that govern the proceedings of the Board.

- Approved revised Position Statement framework, and related statements on Intellectual Freedom.
- Adopted revised Policy Framework, and related policies.
- Approved the Governance Action Plan and based on findings from the questionnaires, interviews and observations, a number of improvements were implemented by the Board:
  - o Expanded the Board's involvement in strategic planning workshops/use generative governance discussions to explore the future of libraries and how this could impact the OPL;
  - o Developed a policy and process for the Board to ensure an effective succession planning process for the CEO is in place;
  - o Ensured an emergency succession plan was developed for the senior executives of the Library;
  - o Further enhanced ongoing training for Trustees;
  - o Developed a method for the Board to communicate to City Council any recommendations or suggestions regarding succession planning for the Trustees and the Board Chair; and,
  - o Assessed and adjusted the new Central Library decision-making process to ensure it yielded the best results.
- Adopted the Board Governance policy on CEO Succession Planning and CEO Emergency Succession Plan.
- Adopted the City's Election-Related Resources Policy.
- Directed staff to develop a position statement on Indigenous services and to work with the City of Ottawa to develop protocols for the Board's consideration regarding land acknowledgement in library locations and library events.
- Memorandum of Understanding (Signing Ceremony) with the Friends of the Ottawa Public Library Association (FOPLA).
- Participated in a Strategic Planning process to guide the development of the new Strategic Directions and Priorities.

## **ADVOCACY**

- Participated on Provincial and Library Associations and Boards including:
  - o Federation of Ontario Public Libraries (FOPL): Kathy Fisher
  - o Southern Ontario Library Service (SOLS): Pamela Sweet
  - o Ontario Library Boards' Association (OLBA): Pamela Sweet\*

- Received a presentation from FOPLA regarding their efforts to support OPL.
- Received the Canada 150 programming presentation.
- Received the Economic Benefit Study that showed that for every dollar invested in OPL in 2015, the community benefitted from a \$5.17 return on investment.
- As a member of Canadian Public Libraries for Fair eBook Pricing, a coalition made up of the Canadian Urban Libraries Council, Edmonton Public Library, Toronto Public Library, and others, OPL advocated on the issue of eBook pricing.
- The decision to support was moved by Councillor Tim Tierney, Chair of the OPL Board and Councillor for Beacon Hill-Cyrville, on behalf of the City of Ottawa.
- The resolution called on the Department of Canadian Heritage and the Department of Innovation, Science and Economic Development to investigate restrictive eBook prices to public libraries.
- Continued advocacy will ensure OPL collaborates in efforts with other Canadian libraries to make eBooks a sustainable option for readers.
- Helped launch the coalition website “fairpricingforlibraries.ca” and participated in a coordinated social media campaign that brought attention to the issue of digital pricing of eBooks among library customers, supporters, industry watchers, and government representatives. Ottawa City Council, the Mayor sent a letter to the federal ministers of Canadian Heritage, and of Science, Innovation, and Economic Development requesting an examination of restrictive practices and higher pricing for libraries in the publishing industry for these materials.
- Led a national social media campaign during library month with more than 25 public library systems to raise awareness across Canada about the value of public libraries.
- Participated in OPL events and programming to mark the sesquicentennial of Canadian Confederation, thereby increasing awareness about OPL, and enhancing OPL’s profile, reach, and value. OPL hosted four (4) marquee events:
  - o A large concert featuring *Alan Doyle and the Beautiful Gypsies*, an evening of music, stories, and songs for all ages;
  - o The Mayor’s Poetry Contest invited students to capture a Canadian moment or image by writing a short poem to celebrate Storytelling through Poetry;
  - o First-ever family fun day at Ben Franklin Place, complete with live entertainment, games, programs, storytime, displays, crafts, educational activities, technology demonstrations, roving entertainers, and a tranquil reading nook; and,

- Chris Hadfield's *Canada 150 Show* at CentrepoinTE Theatre (now Meridian), looked at the history and future of Canada through its people and the land itself.

## STRATEGIC FRAMEWORKS

- Approved the 2015-2018 Strategic Priorities. Highlights of the strategic directions and priorities are:
  - A. SERVICES that are customer centric;
  - B. SPACES for community, collections, and creation; and,
  - C. SUCCESS through learning, literacy, and innovation.
- Approved the Alternative Services Delivery (ASD) Framework 2016-2020.
- Approved the Bookmobile stops 2016-2020.
- Approved the 10 revised Key Performance Indicators (KPI's).
- Approved the Library Facilities Framework and Investment and Growth Planning Study, a road map for managing OPL's facility assets.
- Approved the Collection Management Framework.
- Approved the Memorandum of Settlement between CUPE 503 Library Group and the Management Bargaining Team as the 2016-2019 Collective Agreement, governing working conditions for unionized library employees.
- Approved the introduction of the Communications measure as a Key Performance Indicator in the Performance Measurement framework.
- Received the Business Case: OPL Rosemount branch and directed staff to include the renewal of the Rosemount branch in the capital budget submission for 2018.
- Approved the Technology Framework.
- Approved waiving of fees associated with the lending of Wi-Fi hotspot pilot project.
- Directed staff to provide three open hours of service in Ward 20 on Fridays, and include the financial pressure in the 2019 operating budget.
- Identified a new branch priority: Riverside South Community Centre, Library branch and District Park.
- Approved \$2M for the revitalization of the Rosemount branch.
- Received recommendations for a Fundraising Feasibility Study.
- Received the Rosemount branch Revitalization Project Update, with an option to enhance revitalization.

## **OTTAWA CENTRAL LIBRARY**

- Approved the Central Library Development Project as a strategic initiative for the term 2015-2018.
- Identified Ottawa Central Library as OPL's key priority initiative for recommendation for inclusion in the City of Ottawa's 2015 – 2018 Term of Council priorities.
- Approved issuing a Request for Expressions of Interest (REOI) to explore options for potential partners in this citywide-initiative.
- Received the Central Library Development Project: Public Opinion Research report.
- Directed staff to undertake a concurrent planning process for both a stand-alone Central Library and an OPL-LAC joint facility.
- Approved the initiation of the site selection process for the Central Library Development Project, including a call-out for potential sites.
- Approved the Central Library Public Engagement Framework.
- Heard from more than 4K people as part of a robust and comprehensive public engagement plan, with the public sharing what is important to them in where the Central Library will be located and what kinds of spaces and services it will offer.
- Approved the site evaluation criteria including associated weightings for the Central Library Development Project.
- Approved the Central Library Development Project short-list of sites.
- Approved the Implementation plan for the new Ottawa Central Library, specifically that the library will be a joint facility between Ottawa Public Library and Library and Archives Canada at 557 Wellington Street, with a budget of \$174.8M, of which \$104.2M to be funded by the City of Ottawa and OPL.

## **COMMUNITY RECOGNITION**

- Recognized Elaine Condos' outstanding commitment, contribution, and leadership on the Central Library project.
- Celebrated the 10<sup>th</sup> anniversary of the Greenboro branch in June 2016.\*
- Celebrated the 50<sup>th</sup> anniversary of the Carlingwood branch in October 2016.\*
- Approved updating the signage for the Bériault room within the Orléans branch to include both Dolorès and Marcel Bériault.
- Presented a Certificate of Appreciation to a passionate seven year old for visiting all 33 OPL branches in one year.
- Approved the naming of a room in the Greely branch as the "Carol Parker Room."
- Celebrated the 100<sup>th</sup> anniversary of the Rosemount branch in April 2018.

- Celebrated the 125<sup>th</sup> anniversary of the North Gower branch in November 2016 – with funding largely from the FOPLA, the branch underwent a remarkable make-over for the occasion.
- Recognized Mr. Colin Plows with an OPL Board Order of Friendship for his outstanding commitment and contribution through his long-time volunteer role with FOPLA.
- Approved the naming of a room in the Stittsville branch as the “Grace Thompson Room.”
- Celebrated the 50<sup>th</sup> anniversary of the Centennial branch in September 2018.\*
- Recognized Mrs. Helen Tweddle (posthumously) with an OPL Board Order of Friendship for her devotion to volunteerism and outstanding commitment to the Ottawa Public Library via her work with FOPLA.
- Celebrated the 50<sup>th</sup> anniversary of the Orléans branch in November 2018.\*
- Celebrated the 25<sup>th</sup> anniversary of the Blackburn Hamlet branch in December 2018.\*

### **OPL ACCOLADES**

- Received the 2015 Ontario Library Association (OLA) Library Building Award for Library Architectural and Design Transformation, in recognition of architectural excellence of the Beaverbrook branch.
- Received the Silver LEED (Leadership in Energy Efficient Design) award for the Beaverbrook branch earning recognition as a “green building.”
- Received the Ministry of Tourism, Culture and Sport’s Award for Innovation – Large Library Category for the “À la Carte Food Literacy Project.”\*
- Received a ULC Innovation Award for the Express ebooks service offering.

### **GOING FORWARD: FUTURE INSIGHTS**

Libraries in general are facing a number of trends that may impact the way services are delivered in the future. As part of its work on new Strategic Directions and Priorities, the OPL Board foresighted areas that signal potential changes – that is, ideas, technologies, behaviours, influencers, or experiences that are likely to have an impact. The following represents trends and drivers for both libraries and OPL, as well as the city of Ottawa context within which OPL operates:

- Technology is changing how library services are delivered;
- Mobile access to library services is expanding and desired by customers;

- Growing demand for collections in multiple formats and languages;
- Need for collection funding to keep pace with growth;
- Libraries are community hubs critical to improving a community's quality of life;
- Evolving service delivery resulting in changing roles for employees, as well as changing skills and competencies required to deliver services;
- Movement towards Smart City approaches and the role of libraries' as catalysts of technology;
- Changing face of transit and transportation presents opportunities and challenges to access of OPL's physical spaces; and,
- Balancing service delivery with both urban intensification and suburban growth.

In particular, based on community engagement conducted as part of the Strategic Planning process, three key insights for the future for OPL are:

1. Physical Space as a Key Asset – OPL can strategically leverage its physical presence to design spaces that maximize the ideal experience for customers and non-customers.
2. Technology as an Enabler – As OPL's service offering includes both in-person and online service delivery, OPL should make efforts to provide a seamless customer journey from beginning to end via both physical and digital experiences.
3. The Core Offering – OPL will need to both identify its unique value proposition (books and more), and improve its ability to communicate and promote its impact on the community.

## **CONSULTATION**

The OPL Board reports and minutes from 2015-2018 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 risk management implications associated with this report.

### **FINANCIAL IMPLICATIONS**

There are no financial implications associated with this report.

### **ACCESSIBILITY IMPACTS**

There are no accessibility impacts associated with this report.

### **TECHNOLOGY IMPLICATIONS**

There are no technology impacts associated with this report.

### **BOARD PRIORITIES**

The term of Board key achievements align with the OPL Board approved strategic directions and priorities.