Report to / Rapport au:

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

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File Number: OPLB-2018-0303

SUBJECT: **Technology Framework**

OBJET: **Cadre de la technologie**

REPORT RECOMMENDATIONS

That the Ottawa Public Library Board:

1.   **Approve the Technology Framework (Document 1);**

2.   **Approve the Technology Framework review period of once per Board term; and,**

3.   **Disband the Technology Framework Ad Hoc Committee.**

RECOMMANDATIONS DU RAPPORT

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

1.   **Adopte le cadre de la technologie (Document 1);**

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2.   **Adopte la période de révision du cadre de la technologie, étant une fois par mandat du Conseil d'administration;**

3.   **Dissous le groupe du Comité spécial du cadre de la technologie.**

BACKGROUND

In accordance with the Public Libraries Act, RSO 1990, c.P.44, the Ottawa Public Library Board (the Board) has accountability for the full range of decisions affecting the organization. The Board uses a model that focuses Trustee attention on strategic elements, while delegating general supervision and direction to the CEO. Further, in accordance with Board policy OPLB-002 Delegation of Authority item #19, the Board is responsible to approve strategic frameworks for key Ottawa Public Library (OPL) services.

On April 11, 2017, the Board approved its 2017 Work Plan (Report OPLB-2017-0404). The development of a Technology Framework was one of the plan's nine key action items, aligning with the strategic direction of Services that are customer centric, specifically the priority: "Enhance the customer experience by leveraging best practices and technology." As part of the work plan, the Board approved the creation of an Ad Hoc Committee composed of Chair Tierney, Trustee Fisher, and Trustee Begg in order to assist with the development of a technology framework.

In light of the rapid pace of advancements in technology, and the increasing use of technology in libraries, it is prudent to establish a framework that will inform decision-making regarding future technology investments (new initiatives and lifecycle activities) at OPL. The OPL Technology Framework (the Framework) applies specifically to technology that is under OPL governance (i.e. OPL website, public network, library-specific applications), and does not apply to technology that is governed by the City of Ottawa Information Technology Services (e.g. staff network, enterprise applications such as email, VOIP, etc.)

DISCUSSION

OPL approaches technology strategically and holistically to meet community needs and deliver core services. In broad terms, this entails leveraging technology to support identified strategic goals and assessing how technology enhances existing priorities, rather than defining technology as a separate set of activities.

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A technology framework is intended to inform decision-making and will be used to:

- give OPL the opportunity to relate technology to the OPL's vision, mission, values, and strategic directions and priorities, i.e. used to develop a mechanism for identifying the systems (hardware and software) required to support OPL priorities;
- acknowledge and support operational requirements;
- recognize changes in staffing patterns and capital budget allocations necessary to implement new technologies;
- be flexible enough to acknowledge that opportunities may arise or that some needs might change and therefore priorities within the plan should also change;
- help to manage risks and costs to renew existing technology; and,
- provide for periodic review of needs and plans.

The OPL Technology Framework (Document 1) provides an approach to developing and prioritizing objectives that incorporates: A) key assumptions and guiding principles; B) inputs / drivers for identifying potential initiatives; and, C) prioritization criteria.

A) **Key assumptions / guiding principles** of the Framework are:
1. **Customer centrality** - OPL will give preference to customer-centric technology services and design, and ensure that identified public-facing solutions are bilingual and are compliant with the Accessibility for Ontarians with Disabilities Act (AODA).
2. **Project management** - OPL will employ project management discipline in implementing new technology, including project proposals, business cases, charters, and other planning documents. OPL will also ensure that sound change management practices are built into all project plans.
3. **Pilots / innovation** - OPL will undertake pilot projects (where applicable) as a means of enabling innovation, and ensuring agility and responsiveness to changes in the industry. In these cases, project rigour will be scaled to fit with the size and scope of the pilot until a decision is made regarding program adoption or expansion. OPL will also prioritize the practice of evaluating open source software as part of new technology projects.
4. **Resource alignment** - OPL will ensure that training and hiring practices support increases and changes in technology, so that OPL has the right skills available to deliver on technology priorities.

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5. **Shared Services** - OPL will continue to use City of Ottawa Information Technology Services (ITS) shared services for support (enterprise applications, systems in City data centres, desktop / printer), internal hardware/software ordering, network infrastructure/connectivity and data support (including backups), network account management, technology security controls, standards and policies, threat and risk assessments, and security incident response.

6. **Library technology system reviews** - OPL will undertake a review of major library automated systems (e.g. integrated library system, public networking) on a four-year cycle, in order to evaluate the changing market, determine whether the systems continue to meet OPL's needs, and whether OPL needs to explore options to ensure best value for money. OPL will continue its practice of reviewing public desktop PCs on an annual basis, reducing and consolidating devices where possible, and in light of wireless upgrades and ongoing use of portable mobile devices (e.g. Chromebooks).

7. **Lifecycle** - OPL will continue to take an "evergreening" approach (i.e. replacing technology on a scheduled plan) to lifecycle activities for any equipment/systems that are still deemed relevant.

8. **Collaboration & partnerships** - OPL will continue to foster collaboration with external partners where applicable, especially when seeking to address common problems, costs, and lessons learned across similarly positioned library systems.

9. **Fiscal responsibility** - OPL will continue to consider total cost of ownership (i.e. upfront capital and operating impact) as part of technology evaluation. OPL will seek to negotiate contracts in Canadian dollars wherever possible, regardless of vendors' country of provenance, as a means of reducing financial risk.

B) **Inputs / drivers** for identifying potential technology initiatives include:

1. **Lifecycle requirements** – technology that requires replacement due to end-of-life status.

2. **Recommendations from technology audits / assessments** – previous technology assessments have identified areas for future technology investment.

3. **Benchmarks** – there are various library technology benchmarking tools, including Library Edge, which highlight best practices in library technology.

4. **Risk Register** – this includes technology items that may require investment due to a specific identified risk.

5. **Previously approved strategic initiatives** – technology requirements for approved projects (e.g. Central Library Development project).
6. **New system-wide strategies** – potential technology investments related to system-wide initiatives.
7. **Feedback from employees** – identification of potential technology investments based on staff knowledge and feedback.
8. **Survey data** – Surveys often include technology recommendations or help to identify potential technology investments, whether directly or indirectly.
9. **Other feedback** - from the public, partners, and other community contacts.

C) **Prioritization criteria** are based on best practices (tailored to the OPL environment) and fall into two broad categories: organizational value and implementation complexity.
   1. **Organizational Value** –includes the rating of value to OPL customers, in addition to the value to OPL as an organization.
   2. **Implementation Complexity** – includes the difficulty of deploying, maintaining, and supporting the initiative.

Table 1: Prioritization criteria

Organizational Value	Customer Benefit ✓ Importance to customers ✓ Customer satisfaction ✓ % of customers impacted ✓ Level of urgency
	Partnership Potential ✓ Availability of partners ✓ Cost offset
	Positioning ✓ Best practices ✓ Trends / Innovation

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	Strategic Alignment ✓ Alignment to OPL Directions/Priorities ✓ Importance ✓ Impact
Implementation Complexity	Planning & Development ✓ Resources (including ITS) ✓ Confidence ✓ Risk ✓ Leverage
	Deployment and Implementation ✓ Resources/Sustainability (including ITS) ✓ Ease of implementation ✓ Costs ✓ Support impact

The Framework will position OPL to meet challenges, such as digital inclusion, and optimize opportunities brought about by technological change, balancing customer service with financial accountability, and helping to ensure that OPL has the capacity and funding to maintain and enhance future technology requirements.

Additional information considered in developing the Framework, including strategic context, as well as key challenges and trends in public libraries can be found in Document 1.

Once approved, the CEO has delegated authority to implement the Framework as per Board policy OPLB-002 Delegation of Authority item #21, and will approve weightings for each criterion in concert with OPL senior management. This will be done on a four-year cycle to reflect the approved Board Strategic Directions and Priorities, or as required to reflect changes in the environment.

OPL staff will use the prioritization criteria and associated weightings to finalize the development of a tool and process for technology selection and implementation. A staff committee will use the tool to assign scores to potential initiatives. The scored list of

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initiatives will be used to prioritize budget requests and to develop a roadmap and annual work plans.

At this time, staff recommend that the Technology Framework Board Ad Hoc Committee be disbanded, with sincere appreciation to Chair Tierney, Trustee Fisher, and Trustee Begg who provided excellent guidance toward the development of the OPL Technology Framework.

CONSULTATION

The Framework was developed in consultation with various internal stakeholders across OPL and a Board Ad Hoc Committee comprised of Chair Tierney, Trustee Fisher, and Trustee Begg, along with several members of the Library's Senior Management Team. Best practices in other North American libraries were analyzed and considered, but OPL's approach in developing a framework of this nature is leading edge among its peers. A copy of this report and the proposed Technology Framework (Document 1) was also provided to City ITS.

LEGAL IMPLICATIONS

There are no legal implications associated with this report.

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications associated with this report. Risk management and mitigation is a consideration in all technology planning and activities.

FINANCIAL IMPLICATIONS

There are no financial implications associated with the approval of this report. The Technology Framework will drive the annual review of technology investments, ensuring the library's technology-based services are responsive to customer needs.

ACCESSIBILITY IMPACTS

There are no accessibility impacts associated with approval of this report. Accessibility goals, as set out by the Accessibility for Ontarians with Disabilities Act (AODA) and the Board's Accessibility Policy, are included in all decision-making and will be used to assess potential accessibility impacts of proposed initiatives.

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TECHNOLOGY IMPLICATIONS

Approval of the Technology Framework will have an impact on Technology Services at OPL, in that it will provide a blueprint for making technology investment decisions in the years to come. This could include hardware, software, and licensing and maintenance.

BOARD PRIORITIES

This report aligns with several of the OPL Board's Strategic Directions and Priorities, most notably Services that are customer centric: Enhance the customer experience by leveraging best practices and technology.

SUPPORTING DOCUMENTATION

Document 1: Technology Framework

DISPOSITION

Upon approval, staff will implement the Technology Framework (Document 1), which will guide future decision-making around technology investments and lifecycle activities.

The Framework will be reviewed once per term of the Board.

Upon approval of the staff recommendation, the Technology Framework Board Ad Hoc Committee will be disbanded.