

Report to / Rapport au:

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

February 8, 2022 / 8 février 2022

Submitted by / Soumis par:

Danielle McDonald, Chief Executive Officer / Directrice générale

Contact Person / Personne ressource:

*Sarah Macintyre, Program Manager, OPL Board & Strategic Services / Gestionnaire de programmes, Conseil d'administration de la BPO et services stratégiques
(613) 899-3539 Sarah.Macintyre@bibliooottawalibrary.ca*

File Number: OPLB-2022-0204

SUBJECT: 2022 Ottawa Public Library Board Work Plan

OBJET: Plan de travail 2022 du Conseil d'administration de la Bibliothèque publique d'Ottawa

REPORT RECOMMENDATIONS

That the Ottawa Public Library Board:

- 1. Receive the report for information;**
- 2. Approve the 2022 Board Work Plan (Document 1); and,**
- 3. Receive the 2022 Corporate Work Plan (Document 2) for information;**

RECOMMANDATIONS DU RAPPORT

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

- 1. Prenne connaissance du présent rapport à titre d'information;**
- 2. Adopte le plan de travail 2022 du Conseil d'administration (Annexe 1);**

3. Prenne connaissance du plan de travail 2022 de la corporation pour information (Annexe 2).

BACKGROUND

In keeping with the *Public Libraries Act, RSO 1990, c.P.44* (the Act), other relevant statutes, laws, and good governance practices, the Ottawa Public Library (OPL) Board (the “Board”) holds accountability for the full range of decisions affecting the organization. The OPL Board (OPLB) approaches its role using a policy or strategy model of governance that focuses on setting strategic directions and objectives, making decisions on major projects, and monitoring library and CEO performance. The OPL Board’s attention primarily focuses on the long-term needs and goals for the library, rather than the administrative or operational details.

On June 11, 2019, the Ottawa Public Library (OPL) Board approved the 2020-2023 Strategic Plan (OPLB-2019-0601), including the Strategic Statement, Directions, and Priorities. The Board also approved the OPL values of Community, Inclusion, Integrity, Intellectual Freedom, and Literacy. The Strategic Plan was developed after a multi-step process that involved an external consultant and an Ad hoc Committee on Governance, included an environmental scan, analysis of trends and drivers, strategic planning sessions with the Board, management, employees, and the community, culminating in the June 2019 Board report.

The Strategic Priorities provide OPL with the strategic direction to inform the development of annual work plans for both the Board and staff. As per Board Policy 001 – Roles and Responsibilities of the Board and Trustees (“Board Roles and Responsibilities Policy”), the Board’s “...attention shall primarily be on the long-term needs and goals for OPL.”

The purpose of this report is to seek the Board’s approval of the 2022 Board Work Plan and inform the Board of the 2022 Corporate Work Plan. In addition, this report will provide an overall update on the Strategic Plan, including an update on the approved strategic statement.

DISCUSSION

Strategic Plan Update

Entering 2022, OPL is now more than midway through the Strategic Plan period, which ends in 2023. Although significant progress has been made to-date, OPL has seen some challenges over the past few years, which has resulted in the need to revisit the

activities associated with priorities in the Strategic Plan. The COVID-19 pandemic, the provincial and municipal states of emergency, and the resulting operational impact on OPL affected the implementation of 2020 and 2021 work plans significantly, and more importantly have resulted in a significant environmental shift. As a result, while the Strategic Directions and Priorities remain the same, OPL's approach to achieving them has changed.

The attached work plans (Document 1 and Document 2) are based on the Strategic Plan, and upon review, staff are amending some of the projects associated with Strategic Priorities for the OPL Corporate Work Plan. Details are outlined below.

In 2019, the OPL Board committed to the following Strategic Statement: "By 2023, we will increase the number of active card holders by 25% by improving OPL's community relevance." Despite the above-mentioned challenges, OPL continues to make progress towards this goal, with 233,378 active cardholders on December 31, 2021. This number, while a decrease compared to 2019, does represent a 9% increase over 2020.

Several specific factors have impacted the delivery of this Strategic Statement: significant reduction in operating hours over the past 22 months, staffing resources being redirected to support OPL's virtual services during the pandemic, and a decrease in opportunities for ongoing, regular outreach and community partnership activities. Since March 2020, OPL has operated with normal open hours for only three months. Moreover, many community organizations and local partners adjusted their own service operations during this time, making regular outreach activities challenging. It is clear that the ongoing COVID-19 pandemic has had a significant impact not only on the Strategic Statement, but also on the Strategic Work Plan and Corporate Work Plans.

As a result of the impact of the pandemic, two items will be removed from the from the Corporate Work Plan for 2022 (items 1iii and 1iv). Both of these items were activities under the Strategic Priority "Define the ideal experience across physical and virtual channels". Staff have determined that these two items cannot be completed in an effective and meaningful way due to the ongoing COVID-19 pandemic. These two activities relate very closely to our physical spaces and the ways that our customers access our services, both of which have been significantly impacted by COVID-19.

Instead of items 1iii and 1iv, staff will focus on the development and implementation of the Service Delivery Framework (item 1i) in 2022. In 2019, the Service Delivery Framework was not identified on either the Strategic or Corporate Work Plans. The need for a Service Delivery Framework was identified as a gap when the library was faced with service disruption and began planning for resumption of services due to the

COVID-19 pandemic. Since 2020, the Service Delivery Framework project was added to both the Board Work Plan and the Corporate Work Plan and will be delivered to the OPL Board in 2022.

The 2022 Board Work Plan

The 2022 Board Work Plan (Document 1) includes key action items involving the Board's stewardship, strategic direction, and active participation. The items are both legacy and future-focused activities. Activities and initiatives for 2022 align with each of the approved Priorities. Key action items were determined by considering activities initiated in 2019, 2020, and 2021 with continued efforts in 2022, as well as new activities that will strategically advance the organization. Items appearing in Document 1 require Board authority to approve, as per OPL Board Policy 002-OPLB Delegation of Authority ("the DOA").

The 2022 plan shows some progress and new activity over the 2021 plan. In the 2021 plan, the item to "revise the Alternative Services Framework" (item 1ii) was identified as *on hold* but is identified as *in progress* for 2022. As well, "approve new policy on CEO stakeholder relationships" (item 3iv) is new to the 2022 plan, with a deliverable for 2022 as well. Finally, 2021 saw the completion of "developing the financial framework" (item 2ii), and as such, this item appears as "complete" in the 2022 Board Work Plan.

Several items from the 2021 Board Work Plan were extended and have been included in the 2022 plan for completion. Examples of this include "Approving a service delivery framework" (1i), "Approve a revised Technology Plan" (item 1iv) and "Serve on Ad-Hoc to guide development of revised Intellectual Freedom Framework" (item 3iii).

Several items from the 2021 Board Work Plan were identified as ongoing projects, and as such, they continue to be included in the Plan for 2022. Such examples include the ongoing work of our OPL Board Ad hoc Committees to develop the Facilities Master Plan (item 1iii), guide the response to COVID-19 (item 1vi), guide the governance review process (item 2i), and develop a fundraising strategy (item 3ii).

It is worth noting that two items that were identified as *on hold* in 2021 continue to be identified as such for 2022: "Approve a revised Creation Roadmap: Innovation Model" (item 1v) and "Approve visual identity standards" (item 3i). In both cases, the increased operational workload during the pandemic has affected progress on these items, but deliverables are expected to be brought forward as part of the 2023 Board Work Plan.

Finally, although not reflected in Document 2, the board will work on end-of-term governance reports, as part of the regular activities of the final year of the board. While

this work is not captured in the Strategic Work Plan, it is nonetheless a significant project that the Ad hoc Committee on Governance will work focus on in 2022.

The 2022 Corporate Work Plan

The 2022 Corporate Work Plan (Document 2) includes key action items that are operational in nature, complementing the items on the Board Work Plan. The Corporate Work Plan recognizes that significant staff involvement will occur in implementing the aforementioned items of the Board Work Plan, as well as items that advance the organization in several key areas. Items on the Corporate Work Plan fall within the CEO's delegated authority under the DOA.

Several items from the 2021 Corporate Work Plan did move forward; however, they were not completed in the anticipated timeframe and have been put back onto the 2022 plan for completion. Examples of this include the Service Delivery Framework (item 1i) and the Intellectual Freedom Framework (item 3iv), among others.

2021 saw the completion of several items, including the implementation of online membership registration (item 1v), and the Rosemount renovation project (item 1x).

Most items on the 2021 Corporate Work Plan have been extended and are included in the 2022 plan for completion. Examples of this include "Develop Programming Strategy" (item 1ii), and "Develop revised Intellectual Freedom Framework" (item 3iv). As well, several items are multi-year projects, and remain on-track for completion by the end of 2023. Examples of this include "Continue development of service planning for Ādisōke" (item 1xiii) and "Develop inclusion and anti-racism action plan" (item 1xvi).

While strategic priorities exist for the term of the Board, the work plans are not exhaustive listings of the activities to be undertaken by the Board and staff. Work plans are focused on the key action items for 2022, given the time, scope, and effort required for some of the files. Approval of the work plan herein 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.

CONSULTATION

Several sources informed the planning discussions for the 2022 Board Work Plan. The Ottawa Public Library Senior Management Team developed the annual Corporate Work Plan with input from management and other staff. Board Trustees were engaged in the strategic planning process in 2019; as mentioned above, the majority of Work Plan items relate directly to the OPL Board Strategic Plan for 2020 – 2023.

ACCESSIBILITY IMPACTS

There are no accessibility impacts associated with this report.

BOARD PRIORITIES

This report is impacted significantly by the OPL Strategic Plan and speaks directly to each of the Board Strategic Priorities. If approved, this report confirms the Ottawa Public Library Board's 2022 Work Plan.

BUSINESS ANALYSIS IMPLICATIONS

The approved Strategic Statement relies on the collection and analysis of the approved key performance indicator "active card holders". This data continues to be collected and analyzed for the purpose of tracking progress made towards the Strategic Statement.

FINANCIAL IMPLICATIONS

Funding for all activities within this report are covered by the approved 2022 OPL Capital and Operating budgets.

LEGAL IMPLICATIONS

There are no legal implications associated with this report.

INDIGENOUS AND GENDER EQUITY IMPLICATIONS

This report includes a Corporate Work Plan item of "Develop inclusion and anti-racism action plan", which will work towards addressing barriers and closing gaps for equity-deserving individuals and groups.

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications associated with this report.

TECHNOLOGY IMPLICATIONS

There are no technology implications associated with this report

SUPPORTING DOCUMENTATION

Document 1 2022 Board Work Plan

Document 2 2022 Corporate Work Plan

DISPOSITION

If approved, staff will facilitate the completion of the Board Work Plan items and complete the Corporate Work Plan items.