

2010 Ottawa Public Library Achievement Highlights (as of April 2011)

The Top Ten:

All of the Strategic Work Program priorities and supporting strategies respond to the OPL's five strategic directions either directly or indirectly. The top ten accomplishments of the 2010 SWP included:

- ✿ Service strategy for Teens and Business and Career Services, and Position Statement on Services for Seniors approved
- ✿ New website launched
- ✿ Migration to an new system platform (Symphony) completed
- ✿ Three Infrastructure Stimulus projects were completed and the remaining four are all on target for completion in early 2011; an additional \$700K in ISF funding was approved in 2010 for a total of almost \$5.5M
- ✿ Council approved additional funding for collections and external funding for collections was also received from Citizenship and Immigration Canada and the Friends of the Ottawa Public Library
- ✿ Two major planning studies on the new central library were completed; unfortunately negotiations for the land were terminated by the primary vendor
- ✿ A new more streamlined management structure was implemented
- ✿ More than \$850K in external non-tax funding was raised/received by the OPL, Friends and Foundation to enhance and strengthen services and facilities (for Friends and Foundation this is net of administration costs and contributions to endowments)
- ✿ OPL Safety Plan was completed and approved
- ✿ First experimental self-service kiosk was installed at the Riverside/Hunt-Club Community Centre; Premier Dalton McGuinty officiated at the launch

Strategic Direction A: Provide Responsive Service 2010

- ✓ Developed a draft services strategy for newcomers
- ✓ Approved the teen services strategy and strengthened teen collections
- ✓ Improved services to small business, entrepreneurs and approved the job seekers strategy
- ✓ Approved position statement on Services to Seniors
- ✓ Created permanent DVD Express collections to satisfy popular demand
- ✓ Completed migration to SirsiDynix Symphony platform
- ✓ Launched staff blogging strategy
- ✓ Installed self-serve checkout machines at Sunnyside and Cumberland branches
- ✓ Installed first experimental self-serve kiosk in Canada in HuntClub Riverside Community Centre
- ✓ Launched the new library website

- ✓ Completed the online database advocacy project funded by Province of Ontario
- ✓ Completed the strategy document on the impact of E-books on future of library service
- ✓ Extended Sunday hours in select branches
- ✓ Secured funding for the development of new Rural Library Service Strategy in 2011

Strategic Direction B: Build Partnerships for Accessible and Efficient Service 2010

- ✓ Completed and signed the MOU between Ottawa Public Library and OPL Foundation
- ✓ Four new policies on fundraising approved by both OPL Board and OPL-F board
- ✓ Hosted first joint meeting of boards of Library, OPL Friends and OPL Foundation
- ✓ Strengthened relations with following partner agencies: Algonguin College Library and Technician Program; Business Services agencies; Centre 507; CNIB Library Board; key Children and Youth Services agencies; OC Transpo; Sm@rtLibrary members; Ottawa Citizen; University of Ottawa School of Information Studies.
- ✓ Successfully piloted new financial process between OPL and FOPLA
- ✓ Partnered with OC Transpo to become sales distribution locations for ODSP bus passes in designated branches
- ✓ Inaugurated new ski pass partnership with National Capital Commission
- ✓ OPL Foundation hosted Great Cities, Great Libraries, the premier fundraiser event with world renowned architect Moshe Safdie who previously designed the National Gallery and the former Ottawa City Hall on Sussex Drive
- ✓ Rosemount partnered with Connaught School in a Living Library project

Strategic Direction C: Improve our Places and Spaces 2010

- ✓ Completed OPL *Library Facilities Investment and Growth Planning Study* as required by Development Charge Bylaw
- ✓ Completed ISF projects for renovations of Sunnyside, Vanier and Cumberland
- ✓ ISF projects for Alta Vista, Greely, Ruth E Dickinson and Vernon in progress and on target for completion in early 2011
- ✓ Design guidelines for Early Literacy Spaces in branches completed in draft
- ✓ Installed first of five "Reading Bronzes" in Carp Branch library in memory of volunteer extraordinaire Doug McNab; planning completed for four additional installations in 2011 in Manotick, Cumberland, Greely and Rockcliffe Park branches
- ✓ Board approved site for new West District library on site of existing Beaverbrook branch
- ✓ Successfully implemented first ever Library Depot which served Old Ottawa South residents during Sunnyside branch renovations
- ✓ OPL fully compliant with AODA customer service standards released to date
- ✓ Implemented accessibility upgrades in: ISF project libraries; Emerald Plaza and Vernon; Centennial; Ruth E Dickinson (elevator); and Main
- ✓ Installed accessible/tactile signage in 16 branches; all branches will be completed in early 2011
- ✓ Installed ten new assistive technology workstations
- ✓ Launched assistive listening devices pilot at Main Library
- ✓ Finalized *Go Green* implementation report and presented to Board

Strategic Direction D: Build a New Central Library 2010

- ✓ Completed New Central Library Critical Path Study
- ✓ Completed New Central Library Conceptual Planning and Massing Study
- ✓ Negotiations for site acquisition for New Central Library undertaken; negotiations terminated at request of primary vendor
- ✓ Initiated Business Plan study by OPL Foundation in cooperation with Ottawa Public Library
- ✓ Completed \$38.6M Central Archives and OPL Materials Handling Centre on time and within budget for preparation of occupancy in Q1/2 2011

Strategic Direction E: Be an Accountable and Efficient Organization 2010

- ✓ Finalized first OPL Student co-op program and secured funding for implementation in 2011
- ✓ Submitted six successful applications for SOLS individual education grants totaling \$13,465
- ✓ Completed and implemented the designation of bilingual positions program
- ✓ Implemented Strategic Organization Review (SOR) Plan-Wave 1 for management restructuring
- ✓ Completed SOR review of Main Library and System-Wide Services
- ✓ Developed Service Excellence Vision and standards; developed training module for all employees; implemented staff engagement survey and employed idea generation tool to solicit staff feedback
- ✓ Completed OPL Safety Plan and presented to Board; implementation begun in partnership with City Corporate Security
- ✓ Completed response to Auditor General's Report on Library Governance and Budget Development Audits and implemented most recommendations
- ✓ Negotiated and signed first Shared Service Agreement with City's Infrastructure Services Department
- ✓ Completed Board composition report and legacy reports
- ✓ Completed Borrower Services Review and implemented recommendations
- ✓ Developed holds label solution business case and launched pilot project
- ✓ Completed Risk Management Review and commenced implementation of recommendations
- ✓ Limited progress on development of new Performance Measurement framework
- ✓ Rolled out Library Awareness campaign in cooperation with OPL Friends and Foundation
- ✓ Celebrated OPL milestones: launch of Library Kiosk at Huntclub Riverside Community Centre; reopening for Cumberland, Sunnyside; Ground breaking for new Greely branch; re-opening of Vanier; 15th Anniversary of Orléans; 30th Anniversary of Ruth E Dickinson
- ✓ More than \$850K in external non-tax funding was raised/received by the OPL, Friends and Foundation to enhance and strengthen services and facilities (for Friends and Foundation this is net of administration costs and contributions to endowments)

Board Governance and Leadership 2010

- Individual achievements:
 - ✓ Jan Harder and Pamela Sweet served the final year of a two year term as Chair and Vice-Chair respectively
 - ✓ Chair Harder continued as President of the Canadian Library Trustees Association and continued in a two year term as a member of the Urban Libraries Council executive board
 - ✓ Trustee Sweet served as chair of Facilities Planning Committee
 - ✓ Trustee Bernard Clavel served as chair of Governance and Audit Committee
 - ✓ Trustee André Bergeron as served as chair of Finance and Budget Committee
 - ✓ Trustee Clavel served as liaison to the SOLS Trustee Council
 - ✓ Trustee Bergeron served as liaison to the Ontario Library Boards Association
 - ✓ Trustee Jim Bennett served as chair of Performance Measurement Committee
 - ✓ Trustee Peggy Feltmate served as liaison to and member of the OPL Foundation Board
 - ✓ Trustee Jim Bennett was elected chair of the Board of the Federation of Ontario Public Libraries
- Governance: final reports were completed and approved on the Auditor General's Governance and Budget Development Audits; all recommendations have been addressed
- Training and Development: board education sessions/presentations held on OPL's business and career services strategy, Library Settlement Partnership Program for Newcomers, City of Ottawa Central Archives and OPL Materials Distribution Centre, CNIB Library Services, New OPL Website; OPL technology
- Budget: the Board requested the City Librarian to take measures to ensure there would be no operating deficit in 2010; the Board actively participated in the 2011 budget process with positive results
- Advocacy: board made submission or representations on National Consultation on Digital Economy; Copyright legislation; Community Access Program; Library Book Rate; CNIB library program; two Resolutions for 2010 OLA and FOPL annual conference on a Capital Program for Public Libraries and Support for Knowledge Ontario
- Planning and Policies: approved position statement on Service for Seniors, and strategy for Business and Career Services; approved reports on West District Library Site, Fundraising Priorities for 2011-12, Board Composition Report to Council for 2011-2014, OPL Safety Plan , Naming of Central Archives and OPL Materials Distribution Centre; reports received on, Risk Management, Greening of the OPL, Symphony Migration; Board Policy Manual completely revised.
- Monitoring Reports: received and reviewed 23 reports on compliance with board policy

2010 Honours, Awards and Recognition

- Chair Jan Harder won the 2011 Ontario Public Libraries Association James Bain Medallion awarded to a public library board member who has demonstrated outstanding leadership in the advancement of public library service in Ontario
- OPL staff member Marina O'Grady Lamont won the 2011 Le Prix Micheline Persaud awarded by the ABO-Franco, the French language division of the Ontario Library Association, recognizing outstanding work in the development and promotion of French language library services in Ontario
- Trustee Jim Bennett was elected as Chair of the Board of the Federation of Ontario Public Libraries (FOPL)
- Four branches (Blackburn Hamlet, Centennial, Metcalfe and Rosemount) earned Waste Diversion Achievement Awards from the City of Ottawa's Environmental Services Department
- OPL's Collection Access department won the Canadian Library Association/3M Award for Achievement in Technical Services under the leadership of Manager Nelly Beylouni-Zamat

- 4e Salon du livre jeunesse d'Orléans : une plaque a été remise à Suzanne Delisle, coordonnatrice de la succursale Cumberland, pour remercier la BPO pour son implication et sa contribution à la communauté francophone d'Orléans.
- New OPL library professionals Tara Wong and Alexandra Yarrow were selected for participation in the national Northern Exposure to Leadership Institute (NELI) program for future library leaders
- City Librarian served on the boards of the Canadian Writers Foundation and the Ottawa Citizen Literacy Foundation (2007-2010)
- OPL Managers Elaine Condos and Tony Westenbroek graduated from the Masters Certificate in Municipal Leadership Program offered by the City of Ottawa through the Schulich Executive Education Program, York University
- Six OPL Order of Friendship Awards were presented by the Board to:
 - ✓ Elinor Montgomery honouring 41 years of developing Kanata history resources housed at the Beaverbrook Branch
 - ✓ Volunteer Lori Nash for her long time commitment to service and advocacy
 - ✓ Michel Lavoie, JC Sulzenko, Brenda Chapman and Ian Roy for their work as judges for the Awesome Authors contest
- Employee Recognition Awards:
 - ✓ 13 employees received Peer Recognition Awards
 - ✓ 75 employees in two teams received Team Achievement Awards
 - ✓ 1 employee received an Individual Achievement award
 - ✓ 97 employees received OPL service pins
 - ✓ 17 employees were honoured with City of Ottawa Long Service Awards for more than 25 years of service
 - ✓ 10 retired employees were honoured by the City of Ottawa
- Volunteer Recognition:
 - ✓ 16 volunteers received long-service gifts
 - ✓ 26 Library volunteers received long service awards from the Ontario Ministry of Citizenship and Immigration

Ottawa Public Library Statistics for 2010 (April 2011)

Item	2008	2009	2010	↑ Trend ↓
Population City of Ottawa	888,853	908,390	917,570	↑
Total library uses	25,234,978	27,616,918	33,644,929	↑
Items borrowed *	10,453,343	10,693,958	10,559,495	↓
Library visits in person	4,802,150	5,005,050	5,254,500	↑
Library visits electronically	5,783,839	6,309,886	12,468,060	↑
Books and materials in the collection	2.24 mil	2.25 mil	2.4 mil	↑
Reference and information questions	663,750	637,000	681,750	↑
Electronic databases available for use	85	84	89	↑
Number of public workstation sessions *	947,499	937,294	900,046	↓
Programs	9,687	9,950	10,165	↑
Program attendance *	199,409	195,317	194,956	↓
Volunteer hours *	47,586	43,856	43,527	↓

*Downward trending numbers can be attributed to branch closures. In 2010, four branches of the Ottawa Public Library were closed to allow for renovations:

- The Sunnyside branch closed November 30, 2009 and reopened August 16, 2010. During the renovation, a basic library service was provided at the Coliseum Building at Lansdowne Park through a Library Depot.
- The Cumberland branch closed on January 19, 2010 and reopened June 8, 2010.
- The Vanier branch closed on June 28, 2010 and reopened on November 20, 2010.
- The Alta Vista branch closed on September 7, 2010 and reopened on Friday, January 21, 2011

OMBI Ontario Municipal Benchmark Initiative Results	2007	2008	2009	↑ Trend ↓
Library uses per capita	25.8	28.1	30.4	↑
Circulations of items per capita	11.3	11.6	11.7	↑
Library holdings per capita	2.61	2.50	2.50	-
Number of square feet per capita	0.48	0.48	0.47	↓
Amount spent on library materials per capita	4.86	4.84	5.39	↑
Operating \$ expended per capita	43.85	45.66	49.77	↑
Library cost per use	1.70	1.63	1.64	↑
Number of service hours per capita	0.09	0.09	0.09	-

The Board of the Ottawa Public Library has a Strategic Plan for the years 2008-2011. This plan ensures that the Library can respond to emerging library service needs in Ottawa and advance civic priorities. The Strategic Plan guides the development of the Library and its services over the period 2008-2011.

OPL Mission Statement

Building a strong Ottawa community by supporting literacy and life-long learning, fostering inspiration and enjoyment and connecting people to each other and the world.

OPL Global End Statement: The Ottawa Public Library exists so that the people of Ottawa enrich their personal, professional and civic lives through equal access to information, resources and ideas in a trusted, bilingual, physical and virtual setting that serves as community gathering space and in a sustainable, cost efficient and optimal manner.

OPL Core Values

1. **Access for All:** We are committed to providing basic services to every person in Ottawa free of charge, and to providing barrier-free facilities, resources and services.
2. **Accountability:** We are responsible for meeting the library service needs of the community in an efficient, effective and fiscally responsible manner.
3. **Bilingualism:** We provide a strong bilingual context in English and in French for our resources and services.
4. **Dynamic Workforce:** We promote a stimulating work environment that recognizes and rewards staff creativity in serving the people of Ottawa.
5. **Innovation:** We continuously review current practices, make improvements, leverage technology and create new standards of performance to drive service improvements.
6. **Intellectual Freedom:** We defend the right of library users to freedom of thought, belief, opinion and expression as the basis of a democratic society.
7. **Love of Reading:** We nurture the joy of reading in people of all ages.
8. **Right to Privacy:** We respect and protect the privacy of our users.
9. **Service Orientation:** We excel in customer-driven service and respond to the diverse needs of the population of Ottawa.
10. **Smart Community:** We believe that Ottawa's future economic and social prosperity depends on ensuring that all our citizens are well informed and supported in their aspirations to learn through out their lifetime.

The Ottawa Public Library Strategic Plan 2008-2011 has five strategic goals or directions. Each strategic direction has between one and five related key priorities. The major strategies of the City of Ottawa departments to support Council's agenda are: service excellence, customer satisfaction, employee engagement and financial sustainability. These were well represented in the Library's 2010 Strategic Work Program.

Following are the Library's five strategic directions with key priorities and strategies to address each direction in 2010. Some strategies extend into 2010.

- Strategic Directions/Goals:**
- A. Provide Responsive Services
 - B. Create Partnerships for Accessible and Efficient Service
 - C. Develop Our Places and Spaces
 - D. Build a New Central Library
 - E. Be an Accountable and Innovative Organization

Following are the five strategic directions, with key priorities, strategies and initiatives to address each direction in 2009.

Strategic Direction A Provide Responsive Services

- A1 Focus on our future leaders: engage and support key groups who will influence Ottawa's future success: youth, seniors, job seekers, newcomers and entrepreneurs and small business
- A2 Catch up: build our print and electronic collections to address the gap between growing demand and current supply
- A3 Be virtual: enhance technology-based access and services
- A4 Good reads and the right information: support life-long learning, literacy and reading for all
- A5 Stay 'open' for our citizens: provide more and better hours of service

Strategic Direction B Develop partnerships for accessible and efficient service

- B1 Add value: leverage public investment by working with other city departments and partners on key initiatives
- B2 Be a window to the City: extend public access to City information and services through the Library's 33 branches, mobile services and website

Strategic Direction C Develop our places and spaces

- C1 Care for what we have: implement upgrades and improvements in existing branches

- C2 Build community – fill the ‘holes’: develop new branches to support growth and address service gaps
- C3 Reduce the barriers: enhance accessibility to our services through physical and technology upgrades
- C4 Go green: Demonstrate environmental leadership in all future facility development

Strategic Direction D Build a New Central Library

- D1 Transform our future and preserve our past: Develop a new Central Library as a civic and cultural focal point, which supports the City’s goals of being inclusive, creative, innovative, proud and liveable

Strategic Direction E Be an Accountable and Innovative Organization

- E1 Develop our people: ensure effective staff and volunteer development, including the Board, the Friends and the Foundation
- E2 Use technology wisely: Utilize the power of technology to extend our services, make connections with our citizens, and realize ongoing efficiencies
- E3 Measure what matters: implement a new approach to performance measurement that informs our continuous improvement and more accurately reflects the value-added roles the Library is playing
- E4 Tell our story: build increased awareness of what the Library has to offer and report on progress to the public and taxpayers
- E5 Respond to Council’s Strategic and Long Range Financial Plans

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