



Libraries for Ottawa

Bibliothèques pour Ottawa

Strategic Work Program
Programme de travail stratégique

2011

High Level Version
Version de niveau supérieur
To March 31, 2011 / à 31 mars, 2011

April 26, 2011 /26 avril, 2011

The Board of the Ottawa Public Library has a Strategic Plan for the years 2008-2011. The Strategic Plan guides the development of the Library and its services. Implementation of this plan will ensure that the Library can support the emerging library and information needs in Ottawa and advance civic priorities.

OPL Mission Statement

To build 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 to 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, believe, 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 throughout their lifetime.

The Ottawa Public Library Strategic Plan 2008-2011 has five linked strategic goals or directions. Each strategic direction has between one and five related key priorities.

Goal A Provide Responsive Services

- A1 Focus on our future leaders: engage and support key groups who will influence Ottawa's future success: youth, newcomers, seniors, job seekers, entrepreneurs and small business owners
- 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

Goal B Create 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

Goal 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

Goal 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

Goal 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 Support OPL Board Governance and Priority Setting

- Appendix A Acronyms
- Appendix B OPL Board Members and Senior Staff
- Appendix C Statistics

The Top Priorities Focus for 2011:

Following are the top linked strategies that have been identified as being mission critical to the Library's success in 2011 and on into the future:

STRATEGY	GOAL
* Strengthened collection through the implementation of Collections HQ technology and the expansion of e-resources.	A
* Leveraging technology for better and more efficient service through the use of social media, new statistical gathering tools, website update, Symphony software upgrade, e-payment solutions and planning for RFID (radio frequency identification technology)	A/E
* Places and Spaces improvement through the development of the Capital Investment Strategy, completion of ISF renovation projects, progress on West District Library, expansion of Early Literacy Spaces, Long Range Financial Plan, and the move to the Central Archives and OPL Materials Distribution Centre	C
* Continue planning towards a New Central Library through the completion of the Business Case, re-scoping of the Functional Building Program and development of a community engagement plan	
* New Board orientation and development	E
* Organizational Transformation through the 2012-2015 Strategic Plan, Wave 2 of the Strategic Organizational Review, the development of the Balanced Score Card planning program, and beginning the Rural Service Strategy	E
* Employee Engagement and Service Excellence Plans including succession and retention planning	E
* Strengthening our ability to tell our story	E
* Strengthening OPL's fiscal framework	E

The OPL is an external agency of the City but is linked to the management structure of the City through City Librarian's membership on the City's Senior Management Team, through use of various City services under formal Shared Services Agreements, and through participation in City-wide service strategies.

Goal A: Provide Responsive Services

A1	Focus on our future leaders: engage and support key groups who will influence Ottawa's future success: youth, newcomers, entrepreneurs and small business	Core Value	Status to March 31, 2011
A1.01	Focus on newcomers	1,7,9,10	
	<ul style="list-style-type: none"> Develop a multi-year service strategy, including costing Enter into negotiations with CIC for new long term contract effective April 1, 2011 		Completed
A1.02	Focus on Teens	1,7,9,10	
	<ul style="list-style-type: none"> Launch and begin to implement the Teen Services Strategy Complete evaluation of teen gaming kiosk pilot program Develop Teen Services Team and create 2011/12 work plan 		
A1.03	Improve service to small business and entrepreneurs	1,7,9,10	
	<ul style="list-style-type: none"> Implement the strategy approved in 2010 		
A1.04	Improve service to job seekers	1,7,9,10	
	<ul style="list-style-type: none"> Implement the strategy approved in 2010 Offer additional related programs at Main and target branches 		

A2	Catch-up: build the Library's print and electronic collections to address the gap between growing demand and current supply	Core Value	Status to March 31, 2011
A2.01	Build collections for new facilities	1,2,7,9,10	
A2.02	Investigate the future of the public library in the digital future	1,2,7,9,10	

A3	Be Virtual: enhance technology based access and services	Core Value	Status to March 31, 2011
A3.01	Upgrade SirsiDynix Symphony platform	1,2,5,10	
A3.02	Maximize online service applications for improved effectiveness and efficiency including:	1,2,5,10	
	<ul style="list-style-type: none"> Investigate and implement Overdrive Call Migration as required Implement automated materials handling system Improve Intranet experience for staff with collaborative software 		

A3.03	Expand and increase customer service through technology	1,2,5,10	
	<ul style="list-style-type: none"> E-payment solution for fees and fines 		
	<ul style="list-style-type: none"> Self-checkout at Alta Vista, Greely and Hazeldean branches 		
	<ul style="list-style-type: none"> Smart Library upgrade 		
A3.04	Support and expand the OPL website including:	1,2,5,10	
	<ul style="list-style-type: none"> Mobile strategy for handheld devices for OPL content 		
	<ul style="list-style-type: none"> Develop Teen website strategy 		
A3.05	Participate in the City of Ottawa VOIP project (voice over Internet protocol)	2,4,5	
A3.06	Implement and monitor OPL social networking strategy	2,4,5	
A3.07	Complete final report on online database advocacy project	1,6,7,9	
A3.08	Enhance and promote digital offerings	1,6,7,9	

A4	Good reads and the right information: support life-long learning, literacy and reading for all	Core Value	Status to March 31, 2011
A4.01	Improve French language services for children	1,5,7,9	
A4.02	Review effectiveness of children's programs in supporting literacy objectives	1,5,7,9	
A4.03	Implement design guidelines for key children's literacy initiatives	1,5,7,9	
	<ul style="list-style-type: none"> Every Child Ready To Read (ECRR) 		
	<ul style="list-style-type: none"> 123 Read With Me 		
A4.04	Implement the 2011 Collection Development Plan	2,3,7	
A4.05	Develop the 2012 Collection Development Plan	2,3,7	
A4.06	Strengthen adult programming	1,3,7	
A4.07	Implement the Birthday Party pilot project	5,9	

A5	Stay "open" for our citizens: provide more and better hours of service	Core Value	Status to March 31, 2011
A5.01	Begin the development of a Rural Service Strategy	1,2,9,10	

Goal B: Create Partnerships for Accessible and Efficient Service

B1	Add value: leverage public investment by working with other City departments and other partners on key initiatives	Core Value	Status to March 31, 2011
B1.01	Strengthen relations with Friends of the Ottawa Public Library Association (FOPLA) and the OPL Foundation (OPL-F) including:	1,6,9	
	<ul style="list-style-type: none"> • Complete policies on donor recognition for OPL-F and OPL • Assist in development of investment policy for the Foundation • Facilitate joint meeting of Boards of OPL, FOPLA, and OPL-F • Ensure managers and staff understand the purpose and programs of the OPL-Foundation and FOPLA • Ensure promotional material is available at each branch for FOPLA and OPL-F 		
B1.02	Maintain and/or strengthen relationships with key community groups/organizations, provincial and/or national initiatives	1,5,7,9,10	
B1.03	Continue to build upon relationships with City of Ottawa Shared Services and other City partners	1,2,10	
B1.04	Improve financial processes between OPL, FOPLA and OPL-F	1,2,5,7,9,10	
B1.05	Expand Francophone residents' usage of OPL materials and services	1,5,7,9,10	

B2	Improve and streamline OPL's business models and processes	Core Value	Status to March 31, 2011
B2.01	Maintain and/or strengthen relationships with City Advisory Committees and groups including:	2,5	
	<ul style="list-style-type: none"> • French language services advisory committee (FLSA) • Archives and Library Technical Facility Advisory Committee • Business Advisory Committee • Agriculture and Rural Affairs Committee (ARAC) • Accessibility Working Group • Seniors Steering Committee • Information Technology sub-committee of Council 		Presentation made to Committee
B2.02	Improve information services to Ottawa elected officials	1,2,7,9,10	

B2.03	Participate in City of Ottawa's Community Development Framework initiative as it relates to branch libraries in the following areas:	1,2,5,7,9,10	
	<ul style="list-style-type: none"> • Carlington (Emerald Plaza and Rosemount) 		
	<ul style="list-style-type: none"> • Bayshore (Bookmobile and Centennial) 		
	<ul style="list-style-type: none"> • Overbrook West – McArthur (Vanier and St-Laurent) 		
	<ul style="list-style-type: none"> • West Centre Town (Main Library, Rosemount and Bookmobile) 		
B2.04	Strengthen community linkages	1,2,5,7,9,10	

Goal C: Develop our Places and Spaces

C1	Care for what we have: implement upgrades and improvements in existing branches	Core Value	Status to March 31, 2011
C1.01	Develop plan for facilities investment and growth	2,5,9	
	<ul style="list-style-type: none"> • Bring forward Growth Study to FPC and Board 		
	<ul style="list-style-type: none"> • Bring Capital Investment Plan to Finance & Budget Committee and Board 		
	<ul style="list-style-type: none"> • Prepare submission for OPL inclusion in City's LRFP 		
C1.02	Ensure major renovations projects include applicable design elements and requirements	2,5,9	
C1.03	Manage, implement and complete major ISF projects including:	2,5,9	
	<ul style="list-style-type: none"> • Complete Alta Vista renovations 		Completed
	<ul style="list-style-type: none"> • Initiate and manage construction of new Greely library 		
	<ul style="list-style-type: none"> • Manage and complete Vernon renovation project 		
	<ul style="list-style-type: none"> • Manage and complete RED renovation project 		
C1.04	Implement 2011 major capital and lifecycle facilities projects	1,2,5,9	
	<ul style="list-style-type: none"> • Identify and prioritize all 2011 facilities projects 		
	<ul style="list-style-type: none"> • Prepare initial plans and high level budgets for approved projects 		
	<ul style="list-style-type: none"> • Begin design work and cost estimate planning for Hazeldean Branch renovations 		
	<ul style="list-style-type: none"> • Prepare design and add new millwork to Vernon interior 		
	<ul style="list-style-type: none"> • Carpet replacement lower floor for Nepean Centrepointe 		Completed
C1.05	Improve existing Main Library	1,2,3,9	
	<ul style="list-style-type: none"> • Plan for space changes in the Main Library and Nepean Centrepointe resulting from Collection Management and Materials Delivery relocation 		

C1	Care for what we have: implement upgrades and improvements in existing branches	Core Value	Status to March 31, 2011
	from 5th floor to Archives and MHC		
	<ul style="list-style-type: none"> Survey Main Library users 		
C1.06	Determine need, options and schedule to replace Bookmobile #1	1,2,3,9	
C1.07	Improve Ottawa Public Library signage	1,2,3,9	
C1.08	Implement early literacy spaces in designated branches	1,2,5,7,9	
C1.09	Create and/or improve branch reading gardens in designated branches	5,7,9	

C2	Build community-fill the holes: develop new branches to support growth and address service gaps	Core Value	Status to March 31, 2011
C2.01	Initiate development of the West District Library project	1,2,4,5,9	
	<ul style="list-style-type: none"> Develop project charter Develop stakeholder engagement strategy Develop and confirm project budget Develop Architect tender document Public consultation sessions Build partnerships with School Board, Parks and Recreation and seniors' centre Keep Facilities Planning Committee apprised of key developments 		
C2.02	Evaluate kiosk pilot project at Riverside/Hunt Club Community Centre	1,2,4,5,9	
C2.03	Complete evaluation of Sunnyside depot	1,2,4,5,9	

C3	Reduce the barriers to service	Core Value	Status to March 31, 2011
C3.01	Implement AODA (Accessibility for Ontarians Disability Act) provincial standards	1,2,5,7,9	
C3.02	Improve physical access to designated library facilities	1,2,5,9,10	
	<ul style="list-style-type: none"> ISF project libraries (SU, VA, AV, GR, RED, VE) New Library and Technical Archives Facility Centennial (accessible book drop) Richmond (ramp/parking lot) 		
C3.03	Improve access to services through enabling/assistive technology	1,2,5,7,9,10	

	<ul style="list-style-type: none"> Complete installation of fourteen assistive technology workstations 		Completed
	<ul style="list-style-type: none"> Investigate Bell relay service for public service points 		

C4	Go green: demonstrate environmental leadership in all future facility development	Core Value	Status to March 31, 2011
C4.01	Implement recommendations from <i>Go Green</i> Report and develop long term strategy for existing library branches	1,2,5,9,10	

Goal 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 and livable	Core Value	Status to March 31, 2011
D1.01	Continue planning for a New Central Library	1,2,4,5,7,9,10	
	<ul style="list-style-type: none"> Complete the Business Case (phases 1 and 2) Develop community engagement plan Re-scope the NCL draft Functional Building Program Ensure the NCL included in the City of Ottawa's Long Range Financial Plan 		
D1.02	Complete the Central Archives and OPL Materials Distribution Centre	1,2,4,5,7,9,10	
	<ul style="list-style-type: none"> Plan move and work with OPL staff Assist FOPLA in its move to new space Assess operational process change requirements (route changes etc) Participate in facility naming process 		OPL staff move completed
D1.03	Develop plan for 5 th floor, Materials Delivery Space in B1 and West Wing (Nepean Centrepointe) spaces	1,2,4,5,7,9,10	

Goal E: Be an accountable and innovative organization

E1	Develop our people: ensure effective staff and volunteers including the Board, Friends and Foundation	Core Value	Status to March 31, 2011
E1.01	Develop and recognize our staff including:	2,4,5,7,9,10	
	<ul style="list-style-type: none"> Use Employee Engagement Survey results to plan and develop Employee Engagement initiatives of the SE (Service Excellence) program in 		

E1	Develop our people: ensure effective staff and volunteers including the Board, Friends and Foundation	Core Value	Status to March 31, 2011
	conjunction with the OPL Talent Plan		
	<ul style="list-style-type: none"> Review and revise OPL staff recognition program 		
	<ul style="list-style-type: none"> Implement first OPL co-op student program in Summer 2011 		Student hired
E1.02	Implement the Service Excellence training program	1,2,4,5,7,9,10	
E1.03	Implement the OPL Safety Plan	2,4	
E1.04	Improve the harmonization and coordination of employee training	1,2,4,5,7,9,10	
E1.05	Develop a new comprehensive corporate filing system and file structure	2	
E1.06	Action the 2011 Joint Occupational Health and Safety (JOHS) committee objectives	1,2,4,5,7,9,10	
E1.07	Develop a strategic communications plan for staff (internal)	2,5,9,10	

E2	Use technology wisely to extend services, make connections with citizens and realize ongoing efficiencies	Core Value	Status to March 31, 2011
E2.01	Implement and evaluate the Holds Solution pilot project	1,2,5,9,10	
E2.02	Implement and evaluate Pocket Circ Pilot project	2,5,9	
E2.03	Implement and evaluate Collections HQ technology	1-10	
E2.04	Initiate business case for staff scheduling software	1-10	
E2.05	Continue to plan for implementation of RFID (Radio Frequency Identification) technology	1-10	

E3	Measure What Matters: Performance Measures and Operational Standards	Core Value	Status to March 31, 2011
E3.01	Continue to develop a Performance Measurement Framework	1,2,5,9,10	
	<ul style="list-style-type: none"> Work with Governance and Audit committee to implement performance measures for Global Ends Policy 		
	<ul style="list-style-type: none"> Review usage performance measures in Board quarterly report and make recommendations for change or adjustment 		
	<ul style="list-style-type: none"> Research the concept of the Balanced Score Card (BSC) and report to Board 		
E3.02	Implement approved recommendations from the Risk Management pilot project	2,5,9	
E3.03	Continue Organizational Transformation	1-10	
	<ul style="list-style-type: none"> Complete Wave 2 of the Strategic Organizational Review 		
	<ul style="list-style-type: none"> Develop and implement Borrower Services operational standards 		

E3	Measure What Matters: Performance Measures and Operational Standards	Core Value	Status to March 31, 2011
	<ul style="list-style-type: none"> Recommend updating of the Service Delivery Framework 		
E3.04	Further develop OPL planning and development of financial systems	1-10	

E3	Measure What Matters: Performance Measures and Operational Standards	Core Value	Status to March 31, 2011
E3.05	Implement 2011 Budget Process	1-10	
	<ul style="list-style-type: none"> Develop capital and operating budget plan 		
	<ul style="list-style-type: none"> Develop the long range financial plan for OPL (LRFP) 		
	<ul style="list-style-type: none"> Increase multi-year capital budget 		
E3.06	Improve and implement 2012 Budget Process	1-10	

E4	Tell our story: build increased awareness of what the Library has to offer and report on progress to the public and taxpayers of the city of Ottawa	Core Value	Status to March 31, 2011
E4.01	Develop the Library's communications and awareness strategy including	1,8	
	<ul style="list-style-type: none"> Marketing strategies for newcomers, teens, small business, entrepreneurs and job seeker programs 		
	<ul style="list-style-type: none"> Tool kits for system-wide and branch program promotion 		
	<ul style="list-style-type: none"> Early engagement notification strategy 		Implemented
	<ul style="list-style-type: none"> Smart-Library upgrade 		
	<ul style="list-style-type: none"> Marketing strategy for digital products 		
E4.02	Celebrate OPL milestones including:	1,8	
	<ul style="list-style-type: none"> Lori Nash room naming at Cumberland 		Completed
	<ul style="list-style-type: none"> Re-opening of Alta Vista 		Completed
	<ul style="list-style-type: none"> Re-opening of Vanier 		Completed
	<ul style="list-style-type: none"> Funding announcement and ramp launch for Vernon 		Completed funding announcement
	<ul style="list-style-type: none"> Re-opening of Ruth E. Dickinson 		
	<ul style="list-style-type: none"> Opening of new Greely Branch 		
	<ul style="list-style-type: none"> Opening of Central Archives and OPL Materials Distribution Centre in collaboration with City Archives and City Communications department 		
	<ul style="list-style-type: none"> Greenboro District Library 5th Anniversary 		
	<ul style="list-style-type: none"> Vernon ramp inauguration 		

E5	Support OPL Board Governance and Priority Setting	Core Value	Status to March 31, 2011
E5.01	Provide planning and secretariat support to the Board and its Committees including work-plan development, policy review, regular reports, minutes and meeting coordination	2,5,9	<i>See also separate Board Work Plan 2011</i>
	<ul style="list-style-type: none"> • Order of Friendship Committee 		
	<ul style="list-style-type: none"> • Governance and Audit Standing Committee 		
	<ul style="list-style-type: none"> • Facilities Planning Standing Committee 		
	<ul style="list-style-type: none"> • Finance and Budget Standing Committee 		
	<ul style="list-style-type: none"> • Implement the Board's internet website 		Completed
E5.02	Provide support to new board	2,5	
	<ul style="list-style-type: none"> • Prepare and deliver program for orientation 		Completed
	<ul style="list-style-type: none"> • Recommend a program of educational events 		
	<ul style="list-style-type: none"> • Assist the board to undertake a review of committee structure, roles and responsibilities 		
E5.03	Support the Board in the development of the 2012-2015 OPL Strategic Plan	2,5	
E5.04	Support the Library Board's development of linkages to library external bodies:	2,5	
	<ul style="list-style-type: none"> • OPL Foundation Board; liaison Trustee Armit 		
	<ul style="list-style-type: none"> • FOPLA Liaisons; Chair Harder and City Librarian 		
	<ul style="list-style-type: none"> • CLTA Liaison; Chair Harder 		
	<ul style="list-style-type: none"> • OLBA Board liaison; Trustee Langlois 		
	<ul style="list-style-type: none"> • ULC Liaison; Chair Harder 		
	<ul style="list-style-type: none"> • SOLS Liaison; Trustee Lussier-Meek 		
	<ul style="list-style-type: none"> • FOPL: Liaison and Chair Trustee Bennett 		
E5.05	Support the strengthening of Board linkages to external non-library bodies	1,2,9,10	
	<ul style="list-style-type: none"> • City of Ottawa Council 		
	<ul style="list-style-type: none"> • Ministry of Culture and Tourism, and Ottawa area MPPs 		
	<ul style="list-style-type: none"> • Government of Canada and Ottawa area MPs 		
E5.06	Support the Board's review and approval process for the Board policies	1-10	<i>Section B-4: See also Board's detailed work-plan for 2011</i>
E5.07	Support the Board's presence at key library and community related events	1-10	<i>Section B-7: See also Board's detailed work-plan for 2011</i>
	<ul style="list-style-type: none"> • Ensure Board members receive advance notice of events on a regular and timely basis 		
	<ul style="list-style-type: none"> • Coordinate Board identification of key events and individuals for outreach contact in 2011 and 2012 		

APPENDIX A: General Acronyms

ALA	American Library Association	LRCAP	Long Range Communications and Awareness Plan
AODA	Accessibility for Ontarians with Disabilities Act	LRFP	Long Range Financial Plan
ASD	Alternative Service Delivery	LSMT	Library Senior Management Team
CCR	Communications and Community Relations	MOU	Memorandum of Understanding
CIS	Centralized & Information Services Division	NCL	New Central Library
CLA	Canadian Library Association	ODP	Organizational Development and Performance Department
CLO	City Librarian's Office	OLA	Ontario Library Association
CLTA	Canadian Library Trustees Association (Division of Canadian Library Association)	OLBA	Ontario Library Boards Association
CMO	City Manager's Office (City of Ottawa)	OMBI	Ontario Municipal Benchmarking Initiative
CULC	Canadian Urban Libraries Council	OPL	Ottawa Public Library
CUPE	Canadian Union of Public Employees	OPLF	Ottawa Public Library Foundation
CIC	Citizenship and Immigration Canada	P3	Public Private Partnerships
ECRR	Every Child Ready to Read	PG	Planning and Governance Division
EE	Employee Engagement	PSS	Public and Support Service Division
FOPL	Federation of Ontario Public Libraries	PWD	Public Works Department (City of Ottawa)
FOPLA	Friends of the Ottawa Public Library Association	RFP	Request for Proposal
FSU	Financial Services Unit (City of Ottawa)	RFQ	Request for Qualifications
HRAC	Human Resources Advisory Committee (OPL)	SE	Service Excellence
IFLA	International Federation of Library Associations	SS	Shared Services
ILS	Integrated Library System	SIT	Staff Investment Team
IOI	Immigration Ottawa Initiative	SOLS	Southern Ontario Library Services (Agency of the Ontario Ministry of Culture)
IS	Infrastructure Services (City of Ottawa)	SOR	Strategic Organizational Review
ISF	Infrastructure Stimulus Funding	SWP	Strategic Work Program
L5MT	Library (Level) 5 Management Team	ULC	Urban Libraries Council
LOF	Library Operations and Facilities Division		

APPENDIX B: Board Members and Senior Staff

Members of the Ottawa Public Library Board 2011 – 2014

Amelita Armit

Jim Bennett

André Bergeron

Keith Egli*

Patrick Gauch

David Gourlay

Jan Harder*

Christine Langlois

Danielle Lussier-Meek

Shad Qadri*

Doug Thompson*

Tim Tierney*

Marianne Wilkinson*

Rose Zeidan

Member of City Council*

Senior Staff

Barbara Clubb, City Librarian/CEO and Secretary Treasurer to the Board

Elaine Condos, Division Manager, System-wide Services and Innovation

Monique Désormeaux, Division Manager, Service Excellence

Danielle McDonald, Division Manager, Facilities and Business Services

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Appendix C: Ottawa Public Library Statistics for 2010 (updated 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 and Symphony migration. In 2010, four branches of the Ottawa Public Library were closed to allow for renovations. Circulation decreased only -1.26 % in 2010 over 2009.

- 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	↔