



# Creating a Learning and Literate Community

OTTAWA PUBLIC LIBRARY BOARD

Legacy Report 2007-2010

**Final** June 2011

## Table of Contents

<b>Foreword</b>	<b>Page</b>
1. About the Ottawa Public Library	4
2. Strategic Directions and Priorities 2008-2011	5
3. Highlights 2007 – 2010	7
4. Achievements	8
5. Recommendations	15
<b>Appendices</b>	
A Board Members and Senior Staff	18
B Statistics 2007-2010	19
C Honours, Awards and Recognition 2007 – 2010	21
D Detailed list of achievements by year	25
<b>Resources</b>	35

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## Foreword

*“The amalgamation of library services has been a great boon in a city that prides itself as the cutting edge of the knowledge economy. The combined resources, budget and computer system have made Ottawa’s library a leader. That’s a huge asset in a smart community.”*

*Ottawa Citizen Editorial – A Qualified Success January 7, 2011*

As the final Ottawa Public Library (OPL) Board report for the term 2007-2010, this document reviews the Library’s achievements over the past four years, and recommends future priorities for the OPL.

The 2007-2010 OPL Board was appointed by Council in 2007 for a four-year term. Since then, the Board has provided oversight and direction to enable the Library to make significant contributions to the Ottawa community.

In 2007 the Board undertook a major strategic planning process. It reviewed demographic changes and projections, municipal priorities, emerging trends and issues in library service, and the current state of OPL. Next, it undertook planning workshops involving the Board and senior management to draft future directions. It further consulted with target groups and provided opportunities for public feedback. Through this planning process and ongoing customer feedback mechanisms, the Board developed a sound understanding of where the Library needed to focus in the future.

The Board established an ambitious agenda to guide its work in partnership with the City and other key community partners. The results achieved are a reflection of the hard work and dedication of the Board members, the talented OPL staff and support from Ottawa City Council and many partners, particularly the Friends of the OPL Association and the OPL Foundation.

*Ottawa Public Library Board 2007-2010*

*January 2011*

# 1. About the Ottawa Public Library

For over 100 years, OPL and its predecessor libraries have served the residents of Ottawa, connecting people and communities. The Library always strives to provide efficient, effective and equitable library and information services to the citizens of Ottawa.

In the decade following municipal amalgamation in 2001, OPL has evolved into a library system with a rich heritage of 33 rural, suburban and urban library facilities, two bookmobiles, outreach services, an experimental self-serve library kiosk, and a growing array of digital services including downloadable materials from the library website [BiblioOttawaLibrary.ca](http://BiblioOttawaLibrary.ca).

Appointed by City Council and operating under the authority of the Ontario Public Libraries Act, the OPL Board is composed of 14 trustees: six councillors and eight members of the public, who serve a four-year term, concurrent with that of Council and until Council appoints the next board.

Using a policy governance model, the Board:

- Ensures that the Library meets the community's needs, as well as its stated goals and City Council's budgetary directions
- Defines the Library's purpose and direction
- Sets policies under which the City Librarian/CEO is delegated authority and resources to run the library
- Acts as a bridge between the Library and the community, and the Library and City Council
- Reports on the Library's effectiveness
- Practices good governance

## 2. Strategic Directions and Priorities 2008-2011

In 2007, the OPL Board approved its *Strategic Directions and Priorities 2008-2011*. This strategic plan has guided the development of the Library and its services during the last three years of the term of this board. Its implementation has helped ensure that the Library supports Ottawa's emerging library and information needs and advances civic priorities. Following are the major components of the four-year strategic plan:

**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:** OPL 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.

### 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, newcomers and entrepreneurs and small business, seniors and job seekers
- 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

#### *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

### 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

## Our Core Values

**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.

**Accountability:** we are responsible for meeting the library service needs of the community in an efficient, effective and fiscally responsive manner.

**Bilingualism:** we provide a strong bilingual context in English and in French for our resources and services.

**Dynamic workforce:** we promote a stimulating work environment that recognizes and rewards staff creativity in serving the people of Ottawa.

**Innovation:** we continuously review current practices, make improvements, leverage technology and create new standards of performance to drive service improvements.

**Intellectual Freedom:** we defend the rights of library users to freedom of thought, belief, opinion and expression as the basis of a democratic society.

**Love of reading:** we nurture the joy of reading in people of all ages.

**Right to privacy:** we respect and protect the privacy of our users.

**Service orientation:** we excel in customer-driven service and respond to the diverse needs of the population of Ottawa.

**Smart community:** we believe that Ottawa's future economic and social prosperity depends on ensuring that all of our citizens are well informed and supported in their aspirations to learn throughout their lifetimes.

### 3. Highlights 2007 – 2010: The Top Ten

Over the past four years, the OPL Board and Library made progress on many fronts in its mission to serve the citizens of Ottawa. This has included:

- ☀ Strengthened collections and more targeted services
- ☀ New Strategic Plan for 2008-2011
- ☀ Facilities improved
- ☀ Planning for a new downtown library advanced
- ☀ Technology leveraged to improve customer service and achieve efficiencies
- ☀ Customer satisfaction tops City ratings
- ☀ Strategic partnerships expanded
- ☀ Governance strengthened
- ☀ Financial accountability and efficiency improved
- ☀ Staff development and training strengthened

The next sections and appendices contain a more in-depth account of these achievements and improvements.

## 4. ACHIEVEMENTS 2007 - 2010

During its tenure, the Board oversaw the achievement of significant advances toward its goal to build a learning and literate community by improving library and information service for the citizens of Ottawa. The following are highlights of the progress toward the OPL's strategic priorities to provide good governance and responsive services, create partnerships for accessible and efficient services, develop our places and spaces, build a new central library, and be an accountable and innovative organization.

### BOARD GOVERNANCE AND LEADERSHIP

### Achievements

- Governance: Council accepted the Board's recommendation that it report directly to Council rather than through a standing committee and that the Chair and Vice-Chair be members of the selection committee for citizen members of the successor board; the board received a very favourable governance audit from the City's Auditor General and the majority of recommendations have been acted upon including the establishment of four new standing committees: Finance and Budget; Facilities Planning; Governance and Audit and Performance Measures.
- Planning and Operations: four year strategic plan approved; board workplan approved each year for board and each standing committee; board agendas, meetings and documentation streamlined; quarterly performance framework approved and implemented; 65 reports on compliance with board policy
- Training and Development: a mid-term evaluation and review of strategic plan implementation was completed; board educations were held on such topics as copyright, Teen Services, Risk Assessment, OPL technology, Information Services, Business Services, CNIB library services, etc.
- Budget and Finance: the board participated actively in the City's budget process resulting in the following: 2008-4.2% increase in the operating budget including four new positions for teen, business, rural and digital services, plus \$1M increase to the PAYG capital budget; in 2008 Council approved Board's request for \$38.6M for the building of the Central Municipal Archives and OPL Materials Distribution Centre 2009- 2.4% increase including a \$465K increase to the materials budget and two new positions: Library web administrator and Beaverbrook PSA; 2010 - 5.7% increase on gross operating budget including 3.02 FTE positions for digital and French language services, AODA and accessibility services and expanded Sunday hours.
- Policy Development: new policies on global ends; materials selection; protection of branches, library facilities, link between CEO and City of Ottawa Management, strategic planning, public consultation, fundraising, safety and security, and public network access; position statements/service strategies approved on Life Long Learning, Literacy and Reading; Teen Services; Accessibility; Business and Career Services; Service for Seniors; special reports received on Designation of bilingual positions; Greening of OPL; Early Literacy Spaces in OPL Branches; Aboriginal Services; OPL Talent Plan; OPL Technology Updates; New Central Library site boundaries, project parameters, synergy and co-location with municipal archives, site review and analysis, functional requirements

- **Advocacy:** increased advocacy with provincial and federal partners including resolutions to provincial organizations FOPL, OLBA, and OPLA on provincial funding, French language services and collections, targeted funding for newcomer and Aboriginal services and the need for a bigger provincial investment in public library facilities and Knowledge Ontario; in 2010 the Board’s provincial funding resolution led to a major FOPL proposal to the Provincial Government to improve the provincial operating grant; in addition the Board formally advocated on such topics as copyright legislation, the Library Book Rate, the national consultation on a digital economic strategy; the Community Access Program funding; funding for the CNIB library program.
- **Community Recognition:** the OPL Order of Friendship was conferred on Jane Dobell, Elinor Montgomery, David Daubney, Maureen Boyd, club Optimist de Vanier, Lori Nash, in recognition of service to the OPL. JC Sulzenko, Ian Roy, and Brenda Chapman were also awarded the Order for their work as judges in the Awesome Authors contest.
- **Trustee Leadership:**
  - Trustee Jan Harder and Trustee Pam Sweet led the board as chair and vice-chair respectively; Trustee Bernard Clavel chaired the Governance Committee; Trustee André Bergeron chaired the Finance and Budget Committee and Trustee Jim Bennett chaired the Performance Measures Committee; Trustee Sweet chaired the New Central Library and Facilities Planning Committee
  - Trustee Harder was elected as President of the Canadian Library Trustees Association and member of the Executive Board of the Urban Libraries Council (USA)
  - Trustee Bennett was elected Vice-Chair and Chair of the Federation of Ontario Public Libraries in 2008-2010; Trustee Bergeron was elected to the Board in 2007 for a one year term
  - Trustee Clavel served as OPL Liaison to the SOLS Trustee Council
  - Trustee Peggy Feltmate served as a board member of the OPL Foundation
  - Trustee Clavel served as trustee volunteer with IFLA Quebec conference in 2008

## **A. PROVIDE RESPONSIVE SERVICES**

## **Achievements**

OPL improved its services, focusing on the needs of Ottawa’s future leaders by engaging and supporting key groups, including youth, newcomers, seniors, and entrepreneurs. Ongoing development of OPL’s print and electronic collections helped address the gap between growing demand and current supply. Support for literacy and lifelong learning included investigation and enhancement of technology-based access and services, and provision of more and better hours of service. Following are the details:

### ***Directed more OPL resources to support services to teens, newcomers, entrepreneurs, seniors, and rural residents***

- Strengthened service delivery to teens through strategy including dedicated staff, spaces, collection enhancement

- Launched Library Settlement Workers program at ten branches in partnership with Canada Immigration and Citizenship and local settlement agencies
- Service strategy approved and services improved for businesses and entrepreneurs including consultations, workshops, e-newsletter
- Approved position statement for seniors, began the development of a strategy for improved service delivery
- Enhanced rural services by extending library hours, enhancing library programming including the use of summer students

#### ***Applied technology to improve service***

- Introduced a social catalogue (BiblioCommons) to enhance user engagement with collections
- Introduced public wireless service and fibre network connectivity upgrades at all 33 locations and Bookmobiles
- Launched the first experimental library kiosk in Canada at the Riverside/Hunt-Club Community Centre
- Extended self-checkout technology to total of 10 locations with more planned
- Established a gaming collection and expanded gaming consoles to 10 branches
- Introduced online registration for adult and teen programs through bilingual database
- Introduced email advance notification of materials due date

#### ***Completed and implemented a long-range Collection Development Plan and Strategy***

- Increased materials budget by 14.5% resulting in more print and digital material available to children, teens, newcomers, Francophones and lifelong learners
- Began a digital media collection including e-Books and downloadable audio books.
- Greatly increased collections of English and French second-language materials, adding more workbooks, audio courses, and bilingual books.
- Enhanced the Express collection by adding material in other formats, increasing the availability of popular material for the walk-in customer

## **B. CREATE PARTNERSHIPS FOR ACCESSIBLE AND EFFICIENT SERVICE    Achievements**

OPL leveraged public investment, working with new and continuing partners and City departments on key initiatives, to expand and enhance services to the public. Following are the details:

- Increased support for OPL programs and services through Memoranda of Understanding with the Friends of the Ottawa Public Library Association and the OPL Foundation
- Contributed bilingual expertise to Knowledge Ontario's AskOn/On demand province-wide virtual reference service
- Recognized as community leader in services to children and teens through participation in the City of Ottawa's Children and Youth Agenda, Ottawa Network for Children, the Coalition for Children and Youth, and Family Literacy Days, and outreach on OPL's early literacy program *Every Child Ready to Read*

- Developed Library's role as community leader in adult learning and literacy working in partnership with such agencies including Ottawa Coalition for Community Literacy, People Words and Change, ALSO and the Ottawa Citizen Literacy Foundation
- Collaborated with Ottawa Public Health on initiatives including:
  - *123 Read with me*
  - *Prenatal Express*
  - *I Love to Play and Read in Summertime*
  - Early Literacy
  - Pedometer lending program
- Supported music, dance and theatre programs at the National Arts Centre and the Great Canadian Theatre Company with pre-concert activities, reading lists, and education programs
- Collaborated with Ottawa Writers' Festival to launch first-ever Teen Author Week programs, writing workshops
- Celebrated 10 years of Kids Lit Galas in collaboration with the Children's Literature Round Table and other partners
- With support from Citizenship and Immigration Canada, partnered with five settlement agencies to provide Library Settlement Workers program to newcomers in 10 branches
- Strengthened the *Sm@rtLibrary* partnership with postsecondary libraries in the National Capital Region, including: the University of Ottawa, Carleton University, Algonquin College and Dominican College
- Through innovative Partnership Pass Program, expanded access to 26 museum, historic sites and NCC ski trails
- Friends of OPL now operate used 18 book sales outlets in 13 OPL locations

## C. DEVELOP OUR PLACES AND SPACES

## Achievements

To serve a population dispersed over an area of 2,760 square kilometres - 4 times the size of Toronto, OPL completed numerous upgrades and improvements to its 420,000 square feet of branches and facilities across the city. The Library acted as a community builder by planning and building new library branches to support Ottawa's growth, to address service gaps, and to reduce barriers to library facilities and services. Through its new *Go Green* strategy, the Library demonstrated environmental stewardship, particularly with regard to facility developments and initiatives. Following are the details:

- Completed the *2010 Ottawa Public Library Facilities Investment and Growth Planning Study* to guide branch development to 2031.
- Developed plan for optimal investment of City Council's 2008 \$1M increase to OPL's annual capital base budget (PAYG-Pay as You Go)
- Successfully competed for \$5.5M in Infrastructure Stimulus Funding for seven projects
- Obtained Development Charge funding for the planning and building of the new West District Library

- Began construction of:
  - Greely Branch (opening 2011)
  - City of Ottawa Central Archives and the OPL Materials Handling Centre (opening 2011)
  - West District Branch (opening 2012-13)
- Completed (or substantially completed) nine major renovations at Alta Vista, Carlingwood, Cumberland, Nepean CentrepoinTE, Rideau, Ruth E. Dickinson, Sunnyside, Vanier and Vernon branches
- Improved the Main Library by upgrading Ottawa Room, creating better space for newcomer services, and relocating the public computer training room
- Piloted the first library depot to provide basic library services during the renovations and extended closure of the Sunnyside branch
- Opened the first experimental Library kiosk (materials ‘vending’ machine) in Canada, in the expanded Hunt Club/Riverside Community Centre
- Created four new Teen Zones and upgraded 16 others to better serve the needs of our youth
- Installed assistive technology for persons with disabilities in 11 branches
- White paper on Early Literacy Spaces in branches approved and design guidelines developed
- Significantly improved or updated internal and external signage in ten branches
- Installed Braille tactile signage in majority of branches; remaining branches to be completed in early 2011
- Posted directional road signs for all branches
- Completed the OPL *Go Green* report and implementation strategy
- Demonstrated the Library’s community role in sustainability efforts by launching battery-recycling program at eight branches
- Initiated innovative Kill-a-Watt meter loan program to help citizens measure electrical consumption rates in the home

## **D. BUILD A NEW CENTRAL LIBRARY**

## **Achievements**

A new downtown library is required and has been identified by the City as a legacy project. The current Main Library is undersized and aging infrastructure presents serious accessibility challenges. Built in 1974, the building’s design does not support new technologies. It can no longer provide the required services and spaces for library users (approximately 3,000 visitors per day). The city served by the downtown library has expanded significantly since this building opened as a result of both amalgamation and population growth. Space for the library’s public use, programs and services is cramped and overcrowded, and the building can expand neither up nor out. Centrally offered and coordinated services need to be enlarged and upgraded.

From 2007 to 2010, the OPL Board took significant steps toward the eventual creation of a new Central Library. This directly supports the City’s goals of being inclusive, creative, innovative, proud and livable. The first significant step was the decision to move the collection development and materials distribution function out of the downtown core.

### ***OPL Materials Distribution Centre***

- Responded to a 2007 City Council request to investigate synergy and co-location with the City of Ottawa Central Archives and OPL Materials Distribution Centre
- Completed two major planning studies – the Central Archives Functional Building Program and the Central Archives and Library Synergy and Co-location Study
- Received \$38.6 million from Council to fund an 80,000 square foot facility housing the central archives and key centralized library support functions, including: collection development, technical services and materials delivery
- Obtained a \$20 million grant (to help offset the \$38.6M) through the Ontario Municipal Infrastructure Investment Fund for the City of Ottawa Central Archives and OPL Materials Distribution Centre
- Completion of the building by the end of December 2010, when the Ottawa Central Archives is scheduled to move in. OPL services will move in February 2011.

### ***Toward more appropriate housing for downtown library***

- Defined the boundaries for the new central library: Bronson, Wellington, Gloucester and Nicholas/Canal
- Completed site identification, analysis and review for the New Central Library and approved the recommended site for the new central library
- Received approval from City Council for funding of up to \$26 million to acquire the site; unfortunately in July 2010 negotiations to acquire the approved site were terminated at the request of the primary vendor
- Completed planning studies for the New Central Library including: the Functional Building Program; City of Ottawa Central Archives and OPL Synergy and Co-location Study; the Project Critical Path Study; the Conceptual Plan and Massing Study. The OPL Foundation, with the OPL, has also initiated a business case study, the first phase which is scheduled for completion in early 2011.

## **E. BE AN ACCOUNTABLE AND INNOVATIVE ORGANIZATION Achievements**

OPL worked to ensure effective development of staff and volunteers including Board members, Friends and the Foundation staff. Using technology wisely, the Library facilitated the expansion of library services, achieved efficiencies and made connections with the citizens of Ottawa.

Measuring what mattered, the Library implemented a new approach to performance measurement that reports on its continuous improvement and more accurately reflects the value-added roles the Library plays. The Performance Measurement Framework requires further development in the next term.

The Board built increased awareness of its offerings and value to the community, reported annually on its work to the public and taxpayers, and responded to Council's Strategic and Long Range Financial Plans. Board documents are routinely posted on the library's website prior to monthly board meeting.

- Approved a new quarterly performance framework
- OPL recognized by Mayor's 2008 task force on E-Government as most advanced group in City for exploiting new technology and having a citizen centered focus
- OPL ranked first in City of Ottawa 2009-10 citizen satisfaction survey
- In co-operation with the Friends and Foundation launched a library awareness and library giving campaign
- Achieved three-year productivity and efficiency target of \$860K in two years
- Implemented the OPL Strategic Organizational Review – Wave 1
- Completed the Borrower Services Process Review
- Increased employee opportunities for and participation in system-wide training
- Introduced an OPL Bursary Program to support OPL staff in furthering their library education studies; OPL Friends created a complementary bursary program at University of Ottawa
- Completed a Talent Plan to support succession planning and leadership development
- Completed OPL's first comprehensive Safety Plan
- Designed OPL student co-op program for implementation in 2011
- Completed an OPL needs assessment survey
- Amount of external funding raised by OPL, Friends and Foundation increased year after year to more than \$850K in 2010
- Maintained and/or strengthened linkages with external bodies, including:
  - Citizenship and Immigration Canada (CIC)
  - Canadian Library Trustees Association (CLTA)
  - Federation of Ontario Public Libraries (FOPL)
  - Southern Ontario Library Service (SOLS)
  - Canadian Urban Libraries Council (CULC)
  - Ontario Library Boards Association (OLBA)
  - Urban Libraries Council, USA (ULC)
  - Museums of the National Capital Region

## 5. RECOMMENDATIONS

The 2007-2010 OPL Board makes the following recommendations to ensure the continuous improvement of governance practices, fulfillment of the Library's mission and achievements towards the OPL's goals to provide good governance and responsive services, create partnerships for accessible and efficient services, develop our places and spaces, build a new central library, and be an accountable and innovative organization. These recommendations are designed to help the Ottawa Public Library meet the challenges of the public library in the digital age.

### **BOARD GOVERNANCE AND LEADERSHIP**

### **Recommendations**

- Ensure a robust orientation and ongoing education program for the library board members appointed for the term 2011 to 2014
- Review the roles, responsibilities and mandate for the Board's standing committees, including number, composition and terms of reference

### **PROVIDE RESPONSIVE SERVICES**

### **Recommendations**

- Increase hours of operation to provide more choice and convenience for users including expanded hours:
  - on Sunday: hours per day, number of open Sundays, more locations
  - on Friday mornings in those branches not currently open those hours
  - in Stittsville, Manotick, Rockcliffe Park branches, and the new Greely branch
  - on select statutory holidays (similar to City of Ottawa recreation centres)
- Continue to strengthen the OPL collection in all formats to better meet citizen expectations/consumer demand
- In particular, continue to build the Library's digital collections and services including:
  - More user friendly and seamless access to more digital materials
  - The implementation of RFID (radio frequency identification tagging) for increased efficiencies and effectiveness and opportunities for reinvestment in priority service
- Investigate extension of service to non-traditional locations
- Newcomer services:
  - Continue the development and implementation of the service strategy
  - Continue to strengthen and stabilize funding for services including outreach, programs and collections
- Implement the new business and careers service strategy including:
  - Securing additional resources for job seekers including specialist staffing
  - Strengthening collections
- Continue the implementation of the Teen Services Strategy
- Complete the development and implementation of a seniors service strategy
- Increase citizen engagement through the expanded use of social media

- Expand customer self-service using technology including self check-in/check-out and vend-card service; e-payment for fees, fines and monetary donations (the latter in cooperation with the Friends and Foundation)
- Implement the new automated materials handling system

## **CREATE PARTNERSHIPS FOR ACCESSIBLE AND EFFICIENT SERVICE**

### **Recommendations**

- Maintain strong relationships with the OPL Foundation and the Friends of the OPL Association to support improved library programs and services
- Maintain and strengthen relationships with the University of Ottawa and Carleton University, with particular emphasis on sharing collections (via Sm@rt Library), library education (via the University of Ottawa School of Information Studies), and physical facilities
- Orient the new City Council to OPL and ensure that the Library contributes to the City's major programs of Sustainability, Integrated Planning, Service Excellence and Employee Engagement
- Complete the development of agreements, services and protocols between OPL and the City of Ottawa Shared Services including Finance, Human Resources, Information Technology Services, Public Works, etc.
- Maintain and develop relationships with those City Advisory Committees whose work intersects with that of OPL especially French Languages Services; Seniors; Business; Poverty Issues; Agriculture and Rural Affairs; Arts Heritage and Culture; Accessibility; and Crime Prevention Ottawa
- Maintain and strengthen provision of information services for mayor, councillors and their staff

## **DEVELOP OUR PLACES AND SPACES**

### **Recommendations**

- Complete all the Infrastructure Stimulus Funding (ISF) projects by October 31, 2011 and investigate additional ISF funding that may be available as a result of deadline extension
- Finalize the OPL Facilities Master Plan
- Seek strengthened City of Ottawa funding commitment for the rehabilitation, renovation and/or replacement of existing facilities for the next four years (2011-2014) and beyond and as identified in the OPL Facilities Master Plan
- Improve and harmonize all internal signage including general directional signage both print and digital, signage for persons with disabilities, Teen Zones, Early Literacy Spaces and Express Service
- Review, upgrade and harmonize all external signage including the system of directional signage on Ottawa streets
- Continue the development of Teen Zones and Early literacy spaces
- Continue the program to enhance accessibility to services through technical and physical upgrades including compliance with AODA (Accessibility for Ontarians with Disabilities Act) legislated standards, installation of assistive technology workstations and technology and related facility renovations

- Develop a long term program for a “green” OPL through the implementation of the Library’s *Go Green Report* and related action strategy

**TOWARD A NEW CENTRAL LIBRARY**

**Recommendations**

- Ensure that the replacement of the Main Library is included in the 2011 update of the City’s Long-Range Financial Plan
- Seek citizen and user input through public information programs and community consultation

**BE AN ACCOUNTABLE AND INNOVATIVE ORGANIZATION**

**Recommendations**

- Develop a new OPL Strategic Plan for 2012-2015 with a recommended focus on improving customer satisfaction, ensuring long range sustainability and considering the impact the expanding digital environment and e-books and materials will have on the future of public library service delivery
- Complete the development of the new OPL Performance Measurement Framework working in concert with the City of Ottawa’s new Integrated Corporate Planning and Performance Management Framework (ICPPMF) and the focus on the introduction of the Balanced Score Card approach to planning. This includes determining what performance measures and metrics are important, what defines success of the library and shows what difference it makes in the lives of customers.
- Continue the development and implementation of the Service Excellence and Employee Engagement programs in cooperation with the City of Ottawa
- Implement online staff scheduling
- Build stronger awareness of what the Library has to offer
- Strengthen reporting on progress to the public, taxpayers and elected and appointed officials.

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Appendices

- A. Members of the Board and Senior Staff
- B. Statistics and Financial Statements
- C. Honours, Awards and Recognition, by year
- D. Detailed List of Achievements, by year

# Appendix A

## Members of the OPL Board 2007-2010

Jan Harder*	Chair 2007-2010
Pamela Sweet	Vice Chair 2007-2010, Chair Facilities Planning Committee 2007-2010
Paula Agulnik	
Michel Bellemare*	
James Bennett	Chair Performance Measures Committee 2009-2010
André Bergeron	Chair Finance and Budget Committee 2009-2010
Bernard Clavel	Chair Governance and Audit Committee 2007-2010
Peggy Feltmate*	(to November 30, 2010)
Diane Holmes*	
Murray MacLean	
Tony Manera	
Vicki Metcalfe	
Shad Qadri*	
Marianne Wilkinson *	

\* = Member of City Council

## OPL Senior Management Team

Barbara Clubb, City Librarian and CEO  
Elaine Condos, Division Manager, System Wide Services and Innovation  
Monique Désormeaux, Division Manager, Service Excellence  
Danielle McDonald, Division Manager, Facilities and Business Services (from January 2009)  
Barbara Herd, Division Manager, Public Services (to November 2009)  
George Skarzynski, Division Manager, Facilities and Operations (to December 2007)

### And

Donna Clark, Manager, Strategic Coordination (from January 2010)  
Vickie Piamonte, Library Board Assistant

## Appendix B - OPL Statistics for 2007-2010

as of February 05, 2011

Item	2007	2008	2009	2010
<b>Population City of Ottawa</b>	877,300	888,853	908,390	917,570
<b>Total library uses**</b>	22,974,751	25,234,978	27,616,918	33.6 Mil
<b>Items borrowed***</b>	10,099,173	10,453,343	10,693,958	10,559,495
<b>Library visits in person</b>	4,286,900	4,802,150	5,005,050	5,254,500
<b>Library visits electronically</b>	5,054,551	5,783,839	6,309,886	12,468,060
<b>Books and materials in the collection****</b>	2.34 mil	2.24 mil	2.25 mil	2.4Mil
<b>Reference and information questions</b>	602,950	663,750	637,000	681,750
<b>Electronic databases available for use</b>	69	85	84	89
<b>Number of database uses</b>	127,862	111,826	100,084	100,147
<b>Number of public workstation sessions*</b>	926,325	947,499	937,294	900,046
<b>Programs</b>	8,485	9,687	9,950	10,299
<b>Program attendance*</b>	195,569	199,409	195,317	194,956
<b>Volunteer hours</b>	44,000	47,586	43,856	43,527

\* for 2009 Downward trending numbers can be attributed to the OC Transpo strike (51 days); the implementation of wireless access in branches (55k sessions which takes load off the Library's public access computers but reduces the OPL session count) the loss of public service hours due to higher than usual mechanical, electrical and vandalism problems with the Bookmobile; the restriction in parking at Nepean Centrepointe and branch closures for renovations. This included: Rideau Branch: closed December 28/08 to May 19/09; Nepean Centrepointe closed from April 16 to May 22/09; Cumberland Branch closed from July 27/09 to September 24/09; Sunnyside branch closed from November 30/09 to Spring 2010.

\*\* Total library use total revised, now includes database search figures.

\*\*\*Annual circulation total revised, now includes digital downloads.

\*\*\*\*Books and materials in the collection total revised for 2009, now includes digital copies of circulating materials.

OMBI Ontario Municipal Benchmark Initiative Results	2006	2007	2008	2009	↑ Trend ↓
<b>Library uses per capita</b>	25.7	25.8	28.1	30.4	↑
<b>Circulations of items per capita</b>	11.1	11.3	11.6	11.7	↑
<b>Library holdings per capita</b>	2.74	2.61	2.50	2.50	-
<b>Number of square feet per capita</b>	NA	0.48	0.48	0.47	↓
<b>Amount spent on library materials per capita</b>	4.92	4.86	4.84	5.39	↑
<b>Operating \$ expended per capita</b>	44.07	43.85	45.66	49.77	↑
<b>Library cost per use</b>	1.71	1.70	1.63	1.64	↑
<b>Number of service hours per capita</b>	0.09	0.09	0.09	0.09	-

## Appendix B - OPL Financial Statements for 2007-2009

Revenues (in dollars)	2007	2008	2009
<b>City of Ottawa</b>	32,380,944	34,652,138	35,980,949
<b>Fines and Other Fees</b>	1,660,820	1,642,344	1,706,305
<b>Province Of Ontario</b>	1,495,697	1,438,457	1,500,042
<b>Other</b>	531,271	689,838	580,355
<b>Rental Income</b>	389,482	522,657	492,828
<b>Government of Canada</b>	21,335	134,660	210,751
<b>Interest Income</b>	(4,000)	0	9,000
<b>Surplus (Deficit) of Revenue over Expenditures</b>	(340,366)	181,629	(152,063)
<b>Total Revenues</b>	<b>36,135,183</b>	<b>39,261,723</b>	<b>40,328,167</b>

Expenditures	2007	2008	2009
<b>Salaries and Benefits</b>	25,880,026	27,201,588	27,972,956
<b>Library Materials</b>	4,318,425	4,501,714	4,897,164
<b>Purchased Services</b>	784,796	957,907	886,231
<b>Materials and Supplies</b>	533,945	413,825	631,814
<b>Program Facility Costs</b>	3,154,991	3,453,661	3,383,002
<b>Transfer of Capital Reserves</b>	1,463,000	2,471,000	2,557,000
<b>Total Expenditures</b>	<b>36,135,183</b>	<b>39,261,723</b>	<b>40,328,167</b>

Source: OPL Annual Reports for 2007, 2008, 2009

## Appendix C – Honours, Awards and Recognition

### 2010 Honours, Awards and Recognition

- Chair Jan Harder has 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 has 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 : A plaque was awarded to Suzanne Delisle, Cumberland Branch Coordinator, to thank the OPL for its involvement and its dedication towards the francophone community of 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 UniversitySix 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

## **2009 Honours, Awards and Recognition**

- City Librarian Barbara Clubb was awarded the Allie Beth Martin Award from the American Public Library Association, and the Outstanding Contribution to Librarianship Award from the Canadian Library Association
- Monique Désormeaux, Division Manager, was appointed adjunct professor at the University of Ottawa School of Information Studies and taught her first course in management
- Marcia Aronson, now Manager of Diversity and Accessibility Services, joined the CNIB Library Board
- OPL won Overdrive's Training Month contest for September 2009
- OPL was runner-up for Crime Prevention Ottawa's annual Community Safety Awards in the City of Ottawa category
- OPL won a *Change the World Youth Volunteer Challenge* Grand Prize from Volunteer Ottawa
- Employee Rob Christie was on the shortlist for a *Celebration of People* award honouring achievements by persons with disabilities
- Main security guard Yoannes Birrou and Line Gravelle, Manager, Main Library, received certificates of appreciation from the Centre 507 Association for their openness to Ottawa's marginalized population
- Melody Andrews, Homebound Services volunteer, was the recipient of the Civic Appreciation Award for Community Activism (Youth)
- Friends of the OPL Association won three "Friends" awards:
  - Association of Library Trustees, Advocates, Friends and Foundations (USA) for their newsletter, membership brochure and special publicity project
  - Gabriele Schreiber award from the Friends of Canadian Libraries
- Employee Recognition Awards:
  - 4 employees received Peer Recognition Awards
  - 71 employees in five teams received Team Achievement Awards
  - 2 employees received Individual Achievement Awards
  - 77 employees received OPL service pins
  - 10 employees were honoured with City of Ottawa Long Service Awards for more than 25 years of service
  - 7 retired/retiring employees were honoured by the City of Ottawa
- Volunteer Recognition:
  - 24 volunteers received long-service awards
  - 35 volunteers received the Ontario Ministry of Citizenship and Immigration Volunteer Service Awards

## 2008 Honours, Awards and Recognition

- Marcia Aronson, Manager of Adult and Readers' Advisory Services, won the first OPLA (Ontario Public Library Association) Leadership in Readers' Advisory Services Award
- OPL was short listed for the 2008-09 Minister of Culture's Award for Innovation for its bullying prevention kit
- OPL won the Canadian Library Trustees Association Stan Heath Achievement in Literacy Award
- OPL Kids' website was an Official Honouree for the Youth Category in the 12<sup>th</sup> Annual Webby Awards (for a score in the top 15% of 10,000 entries from 50 states and 60 countries)
- OPL's *Getting to Know the Library* manual and its author, Chris Harwood, received the Canada Post Literacy Award for Educators
- Friends of the OPL Association received five awards:
  - June Callwood Award for Volunteerism
  - Brodart/FOCAL Award
  - The Friends of Libraries USA/Baker and Taylor Award
  - City of Ottawa citation for the volunteer work of FOPLA President
  - United Way Community Builder Award for the work of volunteer Delores Dufresne
- OPL awarded its Order of Friendship to:
  - David Daubney, founding OPL Foundation president
  - Le Club optimiste de Vanier
- The City Librarian chaired jury for the Urban Players' Award for the Urban Libraries Council ULC, USA
- The City Librarian was invited to be a member of the Institute of Canadian Citizenship-Ottawa chapter, established by past Governor General Adrienne Clarkson
- Employee Recognition Awards:
  - 6 employees received Peer Recognition Awards
  - 118 employees received Team Achievement Awards
  - 118 employees received OPL service pins
  - 14 employees were honoured at the City of Ottawa Long Service Awards for more than 25 years of service
  - 4 retired/retiring employees were honoured at the City of Ottawa Retirement Ceremony
  - 17 Library volunteers received long-service awards
  - 22 Library volunteers received the Ontario Ministry of Citizenship and Immigration Volunteer Service Award

## **2007 Honours, Awards and Recognition**

- Jane Venus, Manager of Children and Teen Services, won the Ontario Library Association Children's Services Librarian of the Year Award
- Barbara Clubb, City Librarian, and Marcia Aronson, Manager of Adult and Readers' Advisory Services, received Innovation Champion Awards from CPS for their support and leadership in *Building and Learning and Literate Community* CPS strategic initiative
- OPL received a United Way Community Builders Award for Homebound Services
- OPL received a Certificate of Recognition from Hydro Ottawa for leadership and commitment in the development of an "electricity conservation culture"
- Employee Recognition Awards:
  - 12 Peer Recognition Awards were given out to employees for client service, community service, personal achievement, leadership and teamwork and cooperation
  - 59 employees received Team Achievement Awards
  - 114 employees received Long Service Awards
  - 8 employees received nominations for the City Manager's Excellence Award for the Greenboro District Library

# Appendix D – Detailed List of Achievements by year

## 2010

### The Top Ten Highlights for 2010

- ✿ Service strategy for Teens and Business and Career Services, and Position Statement on Services for Seniors approved
- ✿ New website launched
- ✿ Migration to a 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 addition \$750K in ISF funding was approved for a total of \$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, leaner 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 completed
- ✿ First experimental self-service kiosk installed at the Riverside/Hunt-Club Community Centre; Premier McGuinty officiated at launch

### 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 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 and results will be known in Q1 2011.
- 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

**Strategic Direction A: Provide Responsive Service 2010**

- Draft services strategy for newcomers in development
- Teen services strategy approved; teen collections strengthened
- Services to small business, entrepreneurs and job seekers strategy approved
- Position statement on services to seniors approved by board
- Permanent DVD Express collections were created to satisfy popular demand
- Completed migration to SirsiDynix Symphony platform
- Launched staff blogging strategy
- Self-serve checkout kiosks installed at Sunnyside and Cumberland branches
- First experimental self-serve kiosk in Canada installed in HuntClub Riverside Community Centre
- New OPL website launched
- Online database advocacy project funded by Province of Ontario completed
- Strategy document on the impact of E-books on future of library service completed
- Sunday hours extended
- Funding secured for the development of new Rural Library Service Strategy in 2011

**Strategic Direction B: Create Partnerships for Accessible and Efficient Service 2010**

- MOU between Ottawa Public Library and OPL Foundation completed and signed
- 4 new policies on fundraising jointly approved by OPL Board and OPL-F board
- Board hosted first joint meeting of boards of Library, OPL Friends and OPL Foundation
- Relations strengthened with following partner agencies: Algonquin 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.
- New financial process between OPL and FOPLA successfully piloted
- OPL partnered with OC Transpo to become sales distribution locations for ODSP bus passes in designated branches
- New ski pass partnership inaugurated with National Capital Commission
- OPL Foundation hosted *Great Cities, Great Libraries*, the premier fundraiser event world renowned architect Moshe Safdie who also designed the Nation Gallery and the former Ottawa City Hall on Sussex Drive
- Rosemount partnered with Connaught School in a Living Library project

**Strategic Direction C: Develop our Places and Spaces 2010**

- *OPL Library Facilities Investment and Growth Planning Study* completed as required by Development Charge Bylaw
- ISF projects for renovations of Sunnyside, Vanier and Cumberland completed
- 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
- First of five "Reading Bronzes" installed in Carp Branch library in memory of volunteer extraordinaire Doug McNab; planning completed for four additional installations in 2011 in Manotick, Cumberland, Carp and Rockcliffe Park branches
- Board approved site for new West District library on site of existing Beaverbrook branch
- Sunnyside Library Depot (first ever implemented) successfully served Old Ottawa South residents during branch renovation
- OPL fully compliant with AODA customer service standards
- Accessibility upgrades implemented in: ISF project libraries; Emerald Plaza and Vernon; Centennial; Ruth E. Dickinson (elevator); Main;
- Accessible/tactile signage installed in 16 branches; all branches will be completed in 2011
- Ten new assistive technology workstations installed
- Assistive listening devices pilot launched at Main Library
- *Go Green* implementation report finalized and presented to Board

**Strategic Direction D: Build a New Central Library****2010**

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

**Strategic Direction E: Be an Accountable and Efficient Organization****2010**

- First OPL Student co-op program finalized and funded secured for implementation in 2011
- Six successful applications for SOLS individual education grants totaling \$13,465
- Designation of bilingual positions program completed and implemented
- Strategic Organization Review (SOR) Plan-Wave 1 for management restructuring implemented
- SOR review of Main Library and System-Wide Services completed
- Service Excellence Vision and standards developed; training module for all employees developed; staff engagement survey implemented and idea generation tool employed to solicit staff feedback
- OPL Safety Plan completed and presented to Board; implementation begun in partnership with City Corporate Security
- Response to Auditor General's Report on Library Governance completed and most recommendations implemented
- First Shared Service Agreement negotiated with City's Infrastructure Services Department
- Board composition report and legacy reports completed
- Borrower Services Review completed and recommendations implemented
- Holds label solution business case developed and pilot project launched
- Risk Management Review completed and implementation of recommendations commenced
- Limited progress on development of new Performance Measurement framework
- Library Awareness campaign rolled out in cooperation with OPL Friends and Foundation
- OPL milestones celebrated: launch of Library Kiosk at Huntclub Riverside Community Centre; reopening for Cumberland, Sunnyside; Ground breaking for new Greely branch; re-opening of Vanier; 15<sup>th</sup> Anniversary of Orléans; 30<sup>th</sup> 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)

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**2009****The Top Ten Highlights 2009**

- ✿ Strategic Organizational Review completed
- ✿ New Central Library: location and funding for site acquisition approved by Council; functional program completed
- ✿ \$4.725M in Infrastructure Stimulus Funding received for one new branch and four renovations; four previously initiated renovations were completed
- ✿ BiblioCommons catalogue launched and planning for new OPL and Kids' website and major migration to Symphony platform completed for launching in 2010
- ✿ Three-year collective agreement successfully negotiated with CUPE 503-Library Group
- ✿ Use, circulation, visits, and program attendance all up: cost per use continued to decline
- ✿ Productivity target of \$618K successfully met
- ✿ Friends, Foundation and the OPL raised more than \$750K to enhance and expand resources and services
- ✿ Board completed formal review of Strategic Plan and Board Governance and Operations, and established four new standing committees
- ✿ Wireless access for the public extended to all library facilities

## Board Governance and Leadership

2009

- Individual achievements
  - Jan Harder and Pamela Sweet re-elected for two year term as chair and vice-chair respectively
  - Chair Harder continued as President of the Canadian Library Trustees Association and was elected for a two year term as a member of the Urban Libraries Council executive board
  - Trustee Sweet served as Chair of Facilities Planning
  - Trustee Bernard Clavel served as chair of Governance and Audit
  - Trustee Clavel served as liaison to the SOLS Trustee Council
  - Trustee André Bergeron served as chair of Finance and Budget
  - Trustee Bergeron served as liaison to the Ontario Library Boards Association
  - Trustee Jim Bennett served as chair of Performance Measurement
  - Trustee Peggy Feltmate served as OPL liaison to and member of the OPL Foundation Board
  - Trustee Jim Bennett was elected as vice-chair of the Federation of Ontario Public Libraries
- Governance: following Council's review of City governance, OPL Board now reports directly to Council and will have input into the appointment of next board (2011-2014); three progress reports were submitted to the Office of the Auditor General on the 2008 Governance and Budget Development Audit
- Structure: four new standing committees were established; detailed work plans for the Board and each committee were approved and implemented
- Training and Development: mid-term board evaluation and review of strategic plan completed; board education sessions held on Copyright, Teen Services and Risk Assessment
- Budget: the Board actively participated in the City's 2010 budget process resulting in a 5.7% increase to the gross operating budget
- New Central Library: functional building program received; Council approved site and established a \$26M funding authority to proceed with land acquisition
- Advocacy: five resolutions were presented to FOPL, OLBA and OPLA on provincial funding, French language services and collections, and targeted funding for newcomer and Aboriginal services in public libraries
- Community Recognition: OPL Order of Friendship certificates awarded to Jane Dobell, Maureen Boyd and Elinor Montgomery
- Planning and policies: new global ends policy adopted; new Board policies approved for Materials Selection, Protection of Branch Services; position statements approved on Life Long Learning Literacy and Reading, Teen Services, and Accessibility; special reports received on Business Services Strategy, Teen Services Strategy, Designation of Bilingual Positions, Greening of OPL, Early Literacy Spaces in OPL Branches, Aboriginal Services, OPL Talent Plan, OPL Technology Update
- Monitoring Reports: received and reviewed 23 reports on compliance to board policy

## Strategic Direction A: Provide Responsive Service

2009

- Plan for major migration from Horizon to Symphony integrated library system completed for implementation in 2010
- Browse-aloud software on all public desktops added
- Created new business services kiosk at Ruth E. Dickinson branch in partnership with OCRI (Ottawa Centre for Research and Innovation)
- Created a Newcomers Centre and expanded public computer training lab at the Main Library
- Library settlement workers extended to 10 locations
- Developed a comprehensive users' guide to owning a library card for new patrons; guide available in 13 languages
- Expanded the digital media collection with downloadable e-Books, audio books and music
- Introduced DVDs to the Express Collection improving customer service by reducing length of request lists
- Reviewed all facilities in preparation for making them meet the needs of library users with disabilities as per requirements of AODA (Accessibility for Ontarians with Disabilities Act)
- Transferred half of all Museum Passes to the Express Collection to provide faster access to the public and added two new museums to the program
- Launched the *Getting to Know the Library DVD* – an aid for those using American Sign Language
- Improved OPL's loan policies for non-fiction DVDs, music CDs and magazines

- Established a gaming collection, expanded gaming consoles to 10 branches and purchased gaming kiosks for library Teen Zones at Main Library and St-Laurent branch
- Extended the implementation of self-check equipment to two more branches (Cumberland and OrLéans) and expanded the number of self-check machines at four branches (Nepean Centrepointe, Main, Carlingwood and Ruth E. Dickinson)
- Materials Delivery Services now moves 60 tons of materials per week or 4 million items per year among library branches

#### **Strategic Direction B: Create Partnerships for Accessible and Efficient Service**

**2009**

- Bookmobile now operates with Horizon which improved service to patrons
- Developed an information package for expecting parents called Prenatal Xpress in partnership with Ottawa Public Health Nurses
- City Librarian sat on the Canadian Writers' Foundation Board of Directors
- Enabled wireless services at all 33 locations and provided wireless access to the Bookmobile
- Implemented a new bilingual online events database
- Introduced online program registration for adults and teen programming
- Introduced BiblioCommons - an enhanced catalogue and account management system
- OPL joined with the OPL Friends and the OPL Foundation in developing an awareness campaign for 2010 and a giving campaign (*I got it at the Library*) launched in Fall '09
- Centennial Teen Advisory Group (TAG) received a \$2,500 United Way grant for the project "Express Yourself @ the Library"
- OPL Foundation hosted *Explore the North*, the premier fundraiser event featuring Charlotte Gray, Ken McGoogan and Elizabeth Hay
- OPL Foundation established memorial funds to honour library pioneer Ruth E. Dickinson, volunteer Doug McNab and Rockcliffe Park branch founding librarian Barbara Mirsky

#### **Strategic Direction C: Develop our Places and Spaces**

**2009**

- Completed major renovations at Ruth E. Dickinson (Phase 1), Rideau, Nepean Centrepointe and Cumberland (Phase 1) branches
- Initiated planning for a new library facility for Greely and major renovations at Sunnyside, Cumberland (Phase 2), Vanier and Alta Vista branches thanks to Infrastructure Stimulus Funding of \$4.725M
- Improved the Main Library with completion of a newcomers centre, computer training lab, renovated Ottawa Room, upgrade to elevators, replacement of seats and carpeting as well as creation of wheelchair spaces in the Auditorium and renovations to the parking garage
- Battery-recycling program commenced at eight library branches
- Completed the Teen Zone at the Beaverbrook branch for a total of 21 teen zones system-wide
- Launched and piloted the first library depot to provide basic library services during the renovations and extended closure of the Sunnyside branch
- Adopted the recommendations of the *Go Green Report* - an environmentally conscious approach and action plan for OPL
- Friends of the OPL opened new bookstores at the Beaverbrook, Blackburn Hamlet and Stittsville branches bringing total to five volunteer-staffed bookstores and 11 self-serve bookstores
- Ground breaking ceremony for the new Central Archives and Materials Distribution Centre officiated by Mayor, Chair, Ward Councillor and Provincial area MPPs
- The "Metcalfe incident" accelerated a review of safety and security for users, staff and volunteers and preparation to respond to Bill 168 (Violence in the Workplace)
- Purchased first experimental kiosk for installation at the Riverside/Hunt-Club Community Centre; Premier McGuinty officiated at ground breaking ceremonies

#### **Strategic Direction D: Build a New Central Library**

**2009**

- Reached a major milestone in the development of a new central library when Council approved site and established a \$26M funding authority to proceed with land acquisition

- New Central Library functional building program completed, received by Board; mounted on the OPL website and CD completed

### **Strategic Direction E: Be an Accountable and Efficient Organization**

**2009**

- Completed the OPL Strategic Organizational Review – Wave 1
- Completed the Borrower Services Process Review
- Negotiated a new three-year collective agreement with CUPE 503 Library Group
- Met the \$618K Productivity Improvement target (two year target achieved in one year)
- Developed an OPL Health Emergency Plan for H1N1 pandemic
- Celebrated the 25<sup>th</sup> anniversary of the Friends Bookshop at the Main Library and the 10<sup>th</sup> anniversary of the Friends Bookshop at the Cumberland branch
- Celebrated the 75th anniversary and re-opening of the Rideau branch; the 10th anniversary of the Cumberland branch; and the 3<sup>rd</sup> anniversary of the Greenboro District Library
- Friends, Foundation and OPL raised more than \$750K to enhance and expand resources and services

## **2008**

### **Board Governance and Leadership**

**2008**

- Individual achievements
  - Chair Jan Harder, Vice-Chair Pamela Sweet and Governance Committee Chair Bernard Clavel
  - Chair Harder elected as Chair of the Canadian Library Trustees Association and served on program committee of OLA '09 Super-conference
  - Trustee Jim Bennett elected to the FOPL urban caucus and was a member of the FOPL Board of directors
  - Trustee Feltmate as liaison to OPL Foundation
  - Trustee Clavel served as a volunteer with the IFLA Quebec Conference
  - Trustee MacLean as liaison to OPL Foundation Literary Gala
- Budget: Board successfully participated in the 2009 budget process resulting in a 2.4% increase in the operating budget including \$465k increase to the materials budget; 2 new positions were approved to support the Board's strategic directions
- Planning: Four year Strategic Plan (2008-2011) launched to Council, staff, community
- Impact and Influence: Increasingly OPL trustees and staff are being sought out as community and conference presenters, content experts and skilful and trusted service partners
- New Central Library: Under the leadership of Trustee Sweet, the site and synergy process was concluded; the building program completed to 95%; board workshop held and communications plan initiated
- Advocacy: Brief presented to Minister of Culture and area MPPs; representation made to SOLS consultation on expenditure of \$15M sectoral funding; Board resolutions presented to 2008 OLA conference and 5 resolutions prepared for 2009 OLA Conference
- Community recognition: two OPL Order of Friendship awards were conferred by the Board
- Audits: Board prepared response and action plan for draft Governance and Budget Development Process Audits by City's Auditor General
- Policies: three new policies approved
- Monitoring Reports: 19 reports were completed as per the board cycle
- Meetings: 3 board meetings were held in community branches

### **Strategic Direction A: Provide responsive service**

**2008**

- OPL broke the 25 million mark for library uses
- Newcomers were supported through Library Settlement and Adaptation program in place in 9 branches with grants of \$620k/3 years from Citizenship and Immigration Canada and \$21.7k from Ontario Ministry of Culture
- First OPL full-time teen services librarian hired
- Urbandale Corporation grant of \$30K received for establishment of two teen gaming centres

- Service strategy for businesses and entrepreneurs developed and being implemented
- Collection Development long range plan and strategy completed
- Cataloguing for music CDs and popular materials streamlined for faster public access
- Self-check technology extended to Beaverbrook branch
- E-mail notification of holds and over-dues implemented and very popular
- Greenboro District Library report completed
- CPS Learning and Literacy Strategic Initiative completed
- Literacy Awareness training delivered to 300 staff
- French language resources and services improved in west sector with \$40k grant from City's French Languages Services Department
- Rural services improved with more hours and increased staff hours and programming and staff participation in Rural Summit II

**Strategic Direction B: Create Partnerships for Accessible and Efficient Service**

**2008**

- Ottawa Fiction Authors Collection launched
- OPL now providing French capacity to Knowledge Ontario's AskOn/On demand virtual province-wide virtual reference service
- University of Ottawa's new School of Information Services approved with significant support from OPL over a 10 year development process
- OPL's participation in CPS Children and Youth Agenda opened more partnership doors for OPL
- OPL Foundation hired new Chief Development Officer, received its first major bequest, and held two successful literary evenings
- Information services initiated for City of Ottawa elected officials
- OPL Accessibility Position Statement approved
- 317 FOPL volunteers contributed 26,400 hours; 520 Library volunteers contributed 21,186 hours
- Friends of the OPL won three major awards and individual Friends received two major awards for volunteerism
- FOPLA is the highest grossing Friends group in Canada and provided \$286K worth of improvements to OPL in 2008
- The Governor General Michaëlle Jean selected the Library for her Reading Matters program and indicated she would like to work with us in the future

**Strategic Direction C: Develop our Places and Spaces**

**2008**

- Council increased OPL's capital base budget by \$1M
- Carlingwood renovations completed; Ruth E Dickinson and Rideau renovation tenders approved and projects underway; funding approved and planning initiated for Cumberland and Sunnyside renovations
- Teen Zones completed in four branches; initiated or upgraded in additional four branches
- Structural assessment of Main Library completed; funds secured for Ottawa Room upgrade, creation of newcomer centre and relocation of public computer training room; to be completed in 2009
- Internal signage completed in two branches; external signage completed for five branches; directional road signs completed for all branches
- White paper on Early Literacy Centres completed and approved
- Funding for planning and building of West District Library secured and planning initiated with City partners
- Physical access improved in 3 washroom locations; "Browse Aloud" audio function added to OPL website and staff info desk PCs; assistive technology installed in 3 new locations; with funding secured for six more locations in 2009
- Report on OPL *Go Green* options completed and approved for presentation to Board in 2009

**Strategic Direction D: Build a New Central Library**

**2008**

- New Central Library:
  - Board information workshop completed; site selection process completed
  - Detailed functional program which will include cost estimates, is 95% complete; communications plan in development (Phase 1)

- Library and Archives Technical Facility
  - \$20M grant obtained from Ontario Municipal Investment Fund (MII) for \$38.6M project
  - Detailed functional plan completed
  - Architects hired (Barry J. Hobin with Shoalts and Zabak); design process underway
  - Exterior site sign unveiled with formal ceremony

**Strategic Direction E: Be an Accountable and Innovative Organization**

**2008**

- Technology innovation: Mayor’s task force on E-Government singled out OPL as most advanced group in City for exploiting technology and having a citizen centered focus; wireless access extended to all branches; staff intranet now managed internally
- OPL Needs Assessment survey completed and results supported the Board’s strategic directions; OPL ranked as one of the top three city services @78% (behind Police @80%, and Fire services @86%) in Harris-Decima citizen satisfaction survey of November ‘08
- All budget targets met including salary gapping (\$440K) productivity and efficiency (\$242K); ‘08 year end operating surplus of \$181K
- Successful 2009 budget presentation and participation including a new budget challenge process; resulted in 2.0% increase to ‘09 net operating budget and two new positions; OPL still has fewer positions than at the time of amalgamation in 2001
- More than 8,300 hours of training provided for staff
- Annual General staff meeting held
- 2<sup>nd</sup> New Librarians Forum held
- Professional Librarians Group initiated
- Staff Investment Committee (SIT) restructured with new steering committee and sub-committee to implement SIT recommendations
- Employee Participation in System-wide Training policy approved
- New OPL bursary program made inaugural awards; FOPLA bursary established at UO
- Talent Plan for Succession and Leadership Planning completed to final draft; for presentation to board in ‘09
- OPL participated at 4 job fairs
- Design completed for OPL student Co-Op program
- Designation of bilingual positions report completed; implementation and training to take place in 2009
- 1<sup>st</sup> Staff Training and Development officer hired; six month report completed
- Board and institutional linkages maintained and/or strengthened with external bodies including:
  - Ministry of Culture
  - Citizenship and Immigration Canada
  - Canadian Library Trustees Association
  - Federation of Ontario Public Libraries
  - Southern Ontario Library Service
  - Canadian Urban Libraries Council
  - Ontario Library Boards Association
- Strategic Plan 2008-2011 launched to Council, staff and community and distributed to library community world wide
- Four branch milestones celebrated with the community including Rosemount branch’s 90<sup>th</sup> birthday

**2007**

**Board Governance and Leadership**

**2007**

- Individual achievements
  - Councillor Jan Harder elected Chair of Board
  - Chair Harder elected Vice-Chair of Canadian Library Trustees Association
  - Chair Harder made presentation at CULC conference on serving diversity

- Trustee André Bergeron appointed to the Board of Directors of the Federation of Public Libraries of Ontario (FOPL); term ended January 2008; campaign to have Trustee Bennett elected successful
- Trustee Sweet elected Vice-chair and Chair of the New Central Library Committee
- Bernard Clavel elected Chair of Governance Committee
- Trustee Peggy Feltmate appointed Board representative on the OPL Foundation Board
- Trustee Clavel appointed representative to SOLS Trustee Council (Eastern Region)
- Trustee Murray McLean appointed liaison to Foundation Literary event series committee
- Board successfully participated in the City of Ottawa budget process: 4.2% increase in operating budget; 4 new positions approved to support board strategic directions; \$1M (71%) increase to PAYG capital budget; Council approval of \$38.6M Library and Archives Technical Facilities Building
- Four Year Strategic Plan (2008-2011) approved
- Under leadership of Trustee Sweet and the New Central Library Committee, three critical elements of the New Central Library planning process were approved: project parameters, Master Program, Ideal Site Selection Criteria
- City-commissioned Decima citizen satisfaction survey identified library services as second highest rated city services @80% (just behind Fire Services) and an increase of 4% from previous City survey
- Board orientation completed
- Preparation for OPL Governance audit completed
- Board Work Plan approved as a companion document from the Strategic Work Plan
- Governance committee under Trustee Clavel streamlined operations and reduced number of meetings required
- Meetings improved with change of document numbering, move to the Colonel By meeting room at City Hall and increased use of e-documents
- Board functioning harmoniously and efficiently; staff are deeply appreciative of the support and respect the Board demonstrates

#### **Strategic Direction A: Be a community driven organization**

**2007**

- Lifelong learning, literacy and reading for all policy statement completed including guidelines and identification of OPL current services and activities
- Settlement workers program in place in 9 branches; successful application to CIC (Citizenship and Immigration Canada) for \$452k/3years beginning in 2008
- *Getting to Know the Library* manual launched in both official languages to community acclaim and made available electronically to all who need it
- *Every Child Ready To Read* program launched with materials in both official languages and integrated into all OPL early literacy programs
- OPL website: now receives more hits per month than City website @500K; new kids' website launched (currently 7000 hits per month); Study Zone (formerly Homework Help) section redesigned; Taking Care of Business site redesigned
- Over 100 staff attended special merchandizing workshops
- Community Outreach and Development and policy, procedures and guidelines including identification of OPL current services and activities completed
- Bookmobile review completed and new schedule implemented
- Circulation hits 10 million for the first time; more than 45% increase since amalgamation

#### **Strategic Direction B: Be a resourceful, dynamic organization**

**2007**

- Technical Services review completed and key recommendations implemented
- Plan to move to new ILS platform underway with late-year general release of SirsiDynix's new *Symphony* platform
- Wireless roll-out plan approved for implementation following successful pilot project
- Self-check and vend card systems extended to more branches
- New collective agreement approved by Board and funded by Council
- Staff Investment Team report recommendations approved; implementation begun
- Recruitment and retention improved through special forums for all librarians and bursary program instituted; first three awards approved
- Plan to identify language requirement of all OPL positions approved for 2008 development

- Funding for Training Officer position found through restructuring; hiring in 2008
- Year-end operating surplus of \$490K

**Strategic Direction C:**

**2007**

**Be a welcoming community resource through our physical, virtual and travelling spaces**

- New Central Library: draft project parameters; master program and optimal site selection criteria completed and approved
- Council approved \$38.6M for Library and Archives Technical Facility
- Pay As You Go capital capacity increased by 71%; Comprehensive Asset Management (CAM) funding increased by 25%
- Carlingwood completed major renovation; funds secured from Council to initiate major renovations at Rideau branch in 2008; Vernon received major update
- Adaptive technology launched in seven branches with funding confirmed for three additional branches in 2008

**Strategic Direction D:**

**2007**

**Be recognized as an integral part of the community and a valued partner in Ottawa’s future**

- Quarterly performance report framework approved and implemented
- OMBI 2006 results that support case for increased civic support and demonstrate that OPL, Canada’s largest bilingual library, is lean and efficient with more than 22 million uses/year (2006)
- Value of library promoted through series of systematic communications campaigns including:
  - More than 60 staff presentations to community groups and events
  - Every Kid a Card
  - Business Promotion
  - TD Summer Reading Club
  - Kids new website
  - Adaptive technologies
  - Literacy products and services
  - Awesome authors
  - More than 50 media releases distributed
  - Over 120 mentions, letters and stories generated in media
  - Many staff appearances on TV and radio
- Strategic partnerships maintained and strengthened including:
  - FOPLA
  - OPL Foundation
  - [Sm@rtLibrary](#)
  - Ottawa Independent Writers
  - Citizenship and Immigration Canada
  - TD Summer Reading Club/Toronto Public Library
  - Aboriginal Services Working Committee of the City
  - CPS Children and Youth Agenda working group
- More than \$500K fundraised collectively through OPL, FOPLA and OPL Foundation

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## RESOURCES

- *OPL Annual Reports to the Community* for 2007, 2008, 2009
- *OPL Strategic Directions and Priorities 2008-2011*
- *OPL High Level Achievements* for 2007, 2008, 2009 and 2010 (to come)
- *OPL Strategic Work Program Year End Reports-High Level Version* for 2007, 2008, 2009 and 2010 (to come)