### **COMMUNICATION & COUNSEL**

Subject: Monthly Report

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Prepared for: Ottawa Public Library Board

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OPL Mission Statement: Building a strong Ottawa community by supporting life-long learning and 21<sup>st</sup> century literacies, fostering inspiration and enjoyment and connecting people to each other and the world.

(See Appendix A for 2012-2015 Strategic Directions)

#### 1. Goal A: SERVICES that are Relevant, Accessible and Customer-Centric

<u>Carlingwood:</u> Happy comment card: "Paul (in the Adult Section) went above and beyond to help me find both online and print sources of critical essays to use in my annotated bibliography. He was so friendly and helpful. I will now ace my summative on The Catcher in the Rye. Thank you so much!"

<u>Carlingwood:</u> Happy comment card: "I am frequently in the Carlingwood Branch of the public library and a gentleman named Nigel serves me most days when I am in. Nigel always puts a smile on my face and I leave in a cheerful mood. I would just like to let you know what a pleasant experience I have at this branch and would like you to mass this message on to him."

<u>E-Book Services:</u> An e-mail received from grateful OPL patrons: "My wife and I often travel and we are absolutely thrilled with the ebook services provided by the OPL!! We have been reading selections from the ebook collection since we first got our ereaders. The request, email notification, and download functions work well. Please keep up the good work."

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Hazeldean Depot: "Thank you for keeping the Hazeldean depot open! Although the original plan was to go to Beaverbrook and it's not that far from me, I much prefer the Hazeldean depot! The service is great as usual, and the staff are always friendly and welcoming. I also love the email reminder of when my items are due - saves paper too! Keep up the great work and I look forward to the branch re-opening in June."

North Gloucester, St-Laurent, and Vanier: « J'apprécie beaucoup le service offert dans les différentes succursales de la BPO. Je fréquente les succursales Vanier, St-Laurent, Gloucester Nord, et le service y est toujours à la hauteur de mes attentes. Merci beaucoup! »

<u>Orléans:</u> Regards from a happy customer: "I am happy to say that I love the Orléans Library! The employees are friendly and helpful, the atmosphere is awesome and the level of customer service meets my expectations. Keep up the GREAT WORK!"

Rideau: A message from an appreciative customer: "I want to commend Cathie Bergeron at the Rideau Branch for her great help in tracking down materials about teen development. (I requested this for use in an adult literacy programme. 'My' adult learner, who is learning to read, is also keen to deal well with parenting challenges.) Not only was Cathie able to locate some useful references, she kept me in touch with her persistent search as it developed. Many thanks to her!"

Rideau and Vanier: A patron commenting on the exceptional service at both Rideau and Vanier branches: "Although we happen to live in the area of the Rideau (excellent) branch, we dog walk at the White Fathers in Vanier, and so often use the SUPER library there! We have had nothing but FANTASTIC service there...Nice, nice people, bilingual, kind, intelligent and thoughtful, professional and caring...We cannot thank you enough, and congratulations to ALL involved! SO MANY dog walkers talk about how totally user-friendly that library is...They go out of their way to accommodate needs, are warm, friendly, kind, bilingual, professional... we are all so impressed, and many use the library, though they come from another district! Can't tell you what an excellent job your people are all doing! MANY THANKS!!! We tell everyone we see!"

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Rockcliffe Park: A customer commented about the service received from Steven Rogers, Public Service Assistant. She told me that "the new guy" was great. When she mentioned that all her holds came in at the same time, he explained to her about suspending her holds, and offered to show her how to do it. She said that he was very friendly, helpful and full of enthusiasm.

St-Laurent: An e-mail received from an avid patron: "I have had computer training sessions at the St-Laurent branch with Michel K. and he is great. I have learned so much from Michel and I do suggest to my friends that they also sign up for computer tutoring sessions with Michel K. too. Thanks to Michel, I can now download my resumé onto my little memory stick and I am applying for part-time work and volunteer work in our city.....All the staff at the St-Laurent branch of the OPL is kind and very eager to help everyone. They are always working, yet when someone approaches their desk, they immediately acknowledge us to offer any sort of assistance that they can. I do appreciate this and the OPL staff in so many locations have helped me along my pathway. My journey the past few years has been much better because of the Ottawa Public Library staff."

<u>Sunnyside</u>: An excerpt from "Great Places in Canada" <a href="http://www.cip-icu.ca/greatplaces/en/place.asp?id=6028">http://www.cip-icu.ca/greatplaces/en/place.asp?id=6028</a>: "The Sunnyside Branch of the Ottawa Public Library is one of the most active in the city and has very enriching educational programs—it recently expanded to include meeting rooms and more. Great staff, outstanding services."

<u>Vernon:</u> Kind words from a frequent branch user: "I wanted to compliment the staff at the Vernon location. They are always friendly and helpful, serve their customers with professionalism, and do a great job. I have become a frequent user of this branch since September, and I have always had a great experience in dealing with these folks. Well done!"

## OPL TWEETS

(devoted OPL users tweeting away)



"Have I mentioned how much I love the OPL iPhone app? Because I do. It's really, really useful."

"Despite the wait times, the OPL is the best music, dvd, book store there is!"

"I just wanted to thank the Ottawa Public Library for offering to hunt down books and offer inter-library-loans. So awesome."

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# 2. Goal B: PLACES and SPACES that are Vital, Welcoming Community Hubs

And the Winner is...: The Ottawa Public Library and the City of Ottawa will be put in the spotlight this year. A 2012 Ontario Association of Architects (OAA) award for Design Excellence will be presented for the James Bartleman Archives and Library Materials Centre. Along with its architectural richness, the building incorporates sustainable design features, which reduces energy consumption, use of natural resources, impact on the environment, and improves the indoor environment. Designed by Ontario architects, 15 new built projects across Ontario and across the world have been distinguished in the 'Design Excellence' category. More than 160 submissions were reviewed by a jury of peers from the design community on a variety of criteria including; sustainability, creativity, legacy, good design/good business and overall context, showcasing the significance of architecture. Congratulations to the staff of Shoalts and Zaback Architects and Barry J. Hobin and Associates Architects for a magnificent building. More than 30 winners in nine categories will be recognized at a formal awards ceremony in Ottawa this May.

Commemorative Naming Ceremony for the James Bartleman Archives and Materials Delivery Centre: A lovely event was held on April 2 to unveil the official plaque and celebrate the new James Bartleman Archives and Materials Delivery Centre. The ceremony was attended by Chair Harder and Trustees Egli, Wilkinson, Gauch and Gourlay. Mr. Bartleman gave a wonderful speech and spoke with passion about the value and importance of public libraries.

Bookmobile on the Move: When Councilor Stephen Blais requested to move the Carlsbad Springs bookmobile stop closer to the new community centre, OPL staff proceeded to evaluate the proposed new location. The new location seemed promising in terms of increasing traffic and usage at the stop. OPL staff immediately set things in motion. The new location proved to be very successful as both circulation statistics and visits have doubled.

The location of the OPL's Carlsbad Springs Bookmobile stop has also moved from 6479 Russell Road to 6020 Eighth Line. This change came into effect March 13. The stop will still take place on Tuesdays, from 3:30 p.m. to 5 p.m.

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<u>Hazeldean Renovation:</u> The Hazeldean renovation continues to remain on schedule. The following Change Orders have been approved and invoiced against this renovation project since the last update in the City Librarian's Monthly Report for March 5, 2012:

Ref	<u>Amount</u>	<u>Description</u>		
A-5	-\$856.00	Credit for voice data allowance.		
A-6	\$548.63	Graphics for bulkhead banners.		
A-7	\$16,569.63	Ceiling dry wall replacement at remediation locations.		
A-8	\$3,527.95	Dry walling repairs for lights, air diffusers and hot water		
		tank requirements.		
A-9	\$1,757.97	Security mirrors; sink blocking; water barrier; security		
		gate trenching; room 101 patch and paint credit.		
M-1	\$2,069.44	Air diffusers, toilet flanges and hot water tank		
		relocations.		
S-1	\$3,053.82	Structural bracing of steel lintel above mechanical		
		room duct.		

This project remains on budget with the total approved change order expenditures to date: \$35,305.86.

<u>Vernon Branch Improvements:</u> The Vernon branch was closed for a few days in the month of March to complete minor renovations. The improvements now include a reconfiguration of the Borrower Services and Information Services area and a new accessible service counter.

# 3. Goal C: ENGAGEMENT of Customers, Communities, Partners, Employees and Volunteers

<u>Biblio-forum:</u> Lors du premier Biblio-forum de la BPO le 2 avril 2012, administratrice Christine Langlois et les membres du groupe de travail sur les services en français ont rencontré 15 représentants d'organismes œuvrant auprès de francophones/francophiles de la ville d'Ottawa. Ethel Côté du Centre canadien pour le renouveau communautaire a animé la session avec grand succès, assurant une participation enthousiaste et proactive de tous ceux présents. Nous continuons à récolter des idées provenant d'autres organismes par l'entremise d'un sondage en ligne. Un rapport détaillant le Biblio-forum et les idées acquises sera présenté à une réunion du conseil d'administration plus tard cette année.

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Canadian Federation of University Women (CFUW) (Kanata Chapter): On March 14, Linda Standing, Manager, West District, Beaverbrook, Hazeldean and Materials Delivery spoke to the Kanata Chapter of CFUW on "What's New Out West: Library Service in the 21<sup>st</sup> Century. The presentation covered how the use of libraries was changing and how OPL was responding in particular regarding the renovations at Hazeldean, and the building of the new West District facility. There were approximately 30 people in attendance. CFUW members found it a very interesting and informative session.

Canadians in Conversation: A lovely letter of thanks was sent to Yvonne van Lith, Coordinator, Sunnyside from Gail Stewart, Facilitator for the Canadians in Conversation discussion group: Dear Ms. van Lith, I write to thank you for the wonderful hospitality and encouragement Tracy Morey and I have had from the Sunnyside library and specifically from you, Anna Baccin and Helene Merritt (also Sue Townley, in our passing through the children's section). Such support has very much strengthened what we have been trying to do. As you know, our planned January-February program, Canadians in Conversation, has ended. We are currently taking stock and talking with some of the participants who have already indicated they would like to continue. It seems possible at this point that we will be coming back to you soon, perhaps as early as later this week, to enquire whether the library would be willing to continue to host us. In the meantime though we are taking a break, immensely grateful for the reception our initiative has received from the library to date.

<u>Career Programs at the OPL:</u> The OPL's Career Services team has partnered with local industry experts to offer special programming during March and April. Job hunters are invited to attend free programs to get tips on finding employment. All programs are being held at the Main branch. Upcoming sessions include a program on "Creating and improving resumés and cover letters", and a program on "Improving job interview skills".

<u>Celebrating St. Patrick's @ OPL:</u> On Saturday March 10, the annual St. Patrick's Day Parade passed by the Main branch. Staff in the Children's Department offered a craft program and hot chocolate for parade goers. OPL staff also handed out flyers to people along the parade route in the blocks near the Library.

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<u>Digital Literacy Skills Development:</u> An e-mail from the *Media Awareness Network* thanking Paul Taillefer, President, Canadian Teachers' Federation and Jane Venus, Manager, Lifelong Learning and Literacy for their participation and support: "Dear Paul and Jane, thank you both once again for joining us this morning. As we mentioned, having library and education representation was so important in stressing the importance of digital literacy skills development to Canadians. You are great friends to MNet and we really appreciated you being there."

In Memory of the Great Disaster: The Centennial Teen Advisory Group recently embarked on a project to make 1,000 origami cranes in memory of the earthquake and tsunami that devastated Japan one year ago. Some help came from a grade 5/6 class at St. Rita Elementary School -- their teacher is one of OPL's regular customers and he thought it would be a great project to get them involved with as well. The cranes are now hanging in the foyer of the branch. So far, branch staff received many positive comments about the project and the display itself.



Launch of the Kanata Chinese Seniors Support Centre (KCSSC): On March 31, approximately 70 people attended the official launch of the KCSSC. It is a not-for-profit corporation formed to establish, develop, and maintain a support hub for Chinese seniors in Kanata and surrounding areas. It promotes wellness of the seniors, and facilitates their timely integration into the Canadian mainstream society. Among the guest speakers at the launch were:

- Jack MacLaren, MPP Carleton-Mississippi Mills
- Message from Mayor Watson
- Councillors Marianne Wilkinson and Alan Hubley
- Cathy Jordan, Executive Director Western Ottawa Resource Centre
- Sharon Kan, Executive Director Ottawa Chinese Community Service Centre
- Linda Standing, Ottawa Public Library

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Money Smarts Series: A customer was very pleased with part 4 of the "Money Smarts" series held at Greenboro, and they provided the following feedback to Andrea Trudel, Coordinator: I really enjoyed Saturday's session with Alice. It was a fantastic session which I found very useful. Alice is a good speaker and very knowledgeable about the subject matter she presented. I would like to thank you and the Greenboro library for organizing and holding this session for us. 1.50 hours flew by way too fast but Alice was very kind in offering to meet us one on one to answer all of our questions.

<u>Nat en parle:</u> Josée Tardif, French language selector for adult collections, made a television appearance on March 13<sup>th</sup> on Rogers TV show "Nat en parle". She reviewed three of OPL's recently acquired French-language novels and outlined some library services such as the holds process and the online renewal function.

<u>Visit from Author James Bartleman:</u> Author and former Lieutenant Governor of Ontario James Bartleman (OC, O. Ont.) visited the Ottawa Public Library to join the Carlingwood Branch Reading Group for a discussion of his book *Out of Muskoka*. The book traces Bartleman's journey from his childhood in Port Carling, Ontario, as the child of a white father and Chippewa mother, to a career in politics and diplomacy; *Out of Muskoka* won the Ontario Historical Society Joseph Brant Award in 2003. *Books In Canada* praised the "elegantly written" memoir from which "few readers will come away unmoved." The Reading Group welcomed visitors and new members to the special event. The event took place on April 4 at the Carlingwood branch.

<u>Visit to St. Andrew Catholic School:</u> A thoughtful note was received from St. Andrew Catholic School thanking Amanda Spargo, Children's Programs and Public Service Assistant for her school presentation: *Amanda, thanks again for coming to present to the Junior students at St. Andrew this morning.* You kept the students enthralled with your book talks. I was amazed at how quiet the students were as they listened to you. You have a great talent for riveting and entertaining presentations. Thank you as well for the summary notes on your books. These will be of great use to the students when they search for these books. I look forward to your next visit with us to present to the primary students.

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Winners of Awesome Authors Youth Writing Contest Announced: The winners of this year's Awesome Authors youth writing contest, which ran from October 2011 to February 2012, were announced on March 27 in The Chamber at Ben Franklin Place. The Board was represented by Trustees Armit, Bennett, Egli, and Wilkinson. Prizes were handed out to honour Ottawa-area youth between the ages of 9 and 17 who submitted poems and/or short stories in French and/or English. Local authors Brenda Chapman, Michel Lavoie and JC Sulzenko judged the submissions. The winners' works will be included this fall in *pot-pourri*, an anthology of short stories and poems published by the Friends of the Ottawa Public Library (FOPLA). Anyone may pre-order a copy of *pot-pourri* by calling 613-580-2424 ext.14383. The OPL holds the contest annually, with sponsorship from FOPLA. The OPL congratulates Ottawa's newest Awesome Authors for their writing excellence! The list of winners can be found on the OPL website.

### 4. Goal D: INNOVATION through Technology and Continuous Improvement

New iPads on Display: The Ottawa Public Library has added iPads to its shelves through a pilot project. Three Councillors and a Librarian met up on February 29 on Twitter to try them out. City Councillor Katherine Hobbs and recently-retired City Librarian Barbara Clubb were at the Rosemount branch. Councillor Tim Tierney was at the North Gloucester branch and at the Ruth E. Dickinson branch was Councillor and OPL Board Chair Jan Harder. This 'tweet-up' was held to recognize the contribution made by the councillors who recently gave iPads to their local branches. Local youth attended and helped the councillors get comfortable with this new technology. The donation of iPads was important to the councillors as a way to give back directly to their community through their local Library branch. iPads and other tablets have revolutionized the way people share and learn. Thanks to a huge collection of apps, customers can access information that may not be available on traditional computers and allow OPL to expand service into new areas. The event also launched the new Teen Zone at the Ruth E. Dickinson branch. To highlight this new feature in the branch, Staples Business Depot in Barrhaven teamed up with the OPL to offer a Kobo eReader for a special draw.

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The iPads have extended the accessibility of internet and digital services at our busy Rosemount branch where PC stations are fully subscribed at all times. This is a testimonial from Rosemount employees on the impacts that these have had on public service: "All public internet stations are in use, including the Express, with two men from one of the transition houses, doing a project about housing, on two of the iPads. Being able to extend access to the internet is such a bonus in a small branch, in particular, in this case, to people who are re-integrating into community life."

<u>Sm@rtLibrary Software Upgrade:</u> The Capital Sm@rtLibrary portal was recently re-launched with a new interface. Sm@rtLibrary brings together the collections available at 12 libraries in the National Capital Region in one searchable interface. It is being released to the public in two phases:

- 1) The soft launch on Monday, March 26 released the portal to the public through a link from each partner library's website. The "Latest News" tab on the Sm@rtLibrary home page features a brief announcement about the re-launch; and
- 2) A public launch event later in the year.

Sm@rtLibrary partners with lending privileges for active Adult OPL borrowers have also increased. OPL borrowers will now be able to physically borrow items from l'Université du Québec en Outaouais (UQO) the Canadian Museum of Civilization, as well as Carleton University and the University of Ottawa. For more details on lending partners, the Sm@rtLibrary website can be accessed at <a href="http://www.smartlib-bibliogen.ca/">http://www.smartlib-bibliogen.ca/</a>.

<u>Wii Gaming Acquisition:</u> Emerald Plaza Branch celebrated the acquisition of a Wii gaming centre courtesy of Councilor Keith Egli on February 28, 2012. Eighteen children enjoyed games and refreshments with Councilor Egli. The branch hosts regular gaming times during the week to encourage children and youth to come to the library.

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# 5. Goal E: EXCELLENCE in Governance, Accountability and Financial Sustainability

Health, Safety, and Wellness: Health and safety is everyone's concern. During the week of May 6 – 12<sup>th</sup>, North American Occupational Safety and Health (NAOSH) want individuals to focus on the importance of safety and health in the workplace, community, and home. This year's theme is "Making it Work." As part of NAOSH, the OPL will be awarding Peer Recognition Awards in the category of *Health, Safety, and Wellness* to recognize individuals for their health and safety contributions. OPL staff have been encouraged to nominate the colleague(s) for whom they believe have been leading by example in promoting safe work practices, actively contributing to the improvement of safety in their work unit, encouraging and inspiring the work team to think and be healthier, or advocating for system initiatives.

### 6. Friends of the Ottawa Public Library Association

Two successful book sales in one day!: On March 24<sup>th</sup>, volunteers at the Stittsville library branch raised \$664 for the Ottawa Public Library at their ½ price book sale! On the same day, volunteers at the mini-Mammoth book sale at 100 Tallwood raised \$1,096!!! We're so grateful to everyone who spent time preparing for, working at, and cleaning up after the sales. Thank you library Friends!

Awesome Authors Winners Selected: The Ottawa Public Library's contest for aspiring young poets and short story writers brought in 365 submissions this year! Judges made their way through all of the entries and awarded 41 winners who will see their words published in FOPLA's *pot-pourri 2012* anthology in October. We're very excited to be publishing these young writers' works.

Lori Nash: In Memoriam: In March, with heavy hearts, we said goodbye to Lori Nash, former Friends of the Ottawa Public Library (FOPLA) President and long-time Ottawa library advocate. Lori spearheaded campaigns to save eight threatened library branches and to share local politicians' attitudes about our libraries. Lori was one of the founding members of the Friends of the Cumberland Library and helped to create the city-wide FOPLA after Ottawa's libraries were amalgamated. She will be remembered fondly by Ottawa's

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library community, and her name has been memorialized with a room dedication at the Cumberland library.

### 7. Ottawa Public Library Foundation

Welcoming Vicken Koundakjian: The OPL Foundation welcomed Vicken Koundakjian as a member of the Board (Director) at its meeting of March 14. Mr. Koundakjian, a senior officer of the Department of Foreign Affairs, is a long-time supporter and user of the Ottawa Public Library (Sunnyside Branch). The Foundation Board is embarking on an initiative to find additional directors, to bring its complement to 12, the size specified in its By-laws.

<u>OPL Foundation Website:</u> The OPL Foundation website is undergoing a major facelift, thanks to the efforts initiated some time ago by Lori Nash and now continued by Barbara Clubb, volunteer. Emphasis is being placed on encouraging and facilitating donations, and informing site visitors about the needs of the Library and how they can help through the Foundation.

<u>2012 Literary Evening:</u> The Ottawa Public Library Foundation will celebrate its 10<sup>th</sup> anniversary Literary Evening on November 19, 2012. The theme will be "How Literacy and Hockey Score!" Planning is underway to have well-known authors and figures from the hockey world participate and highlight the importance of the Ottawa Public Library in combating illiteracy. The venue will be the Ottawa Convention Centre.

### 8. Upcoming Events

April 15-April 21, 2012
 National Volunteer Week
 April 16, 2012
 5:00 p.m. Ottawa Public Library Ros

 April 16, 2012 – 5:00 p.m. Ottawa Public Library Board Meeting (Colonel By Room, Ottawa City Hall)

 April 19, 2012 – 7:30 p.m. Awards Night & Video Screening/Teen Video Contest

(Chamber, Ben Franklin Place, 101

Centrepointe Drive)

 May 14, 2012 – 5:00 p.m. Ottawa Public Library Board Meeting (Colonel By Room, Ottawa City Hall)

• May 30-June 2, 2012 CLA 2012 National Conference & Trade Show (Ottawa, ON)

• June 11, 2012 – 6:00 p.m. Ottawa Public Library Board Meeting (John G Mlacak Community Centre,

2500 Campeau, Kanata)

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Danielle McDonald Chief Executive Officer

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### A Strategic Plan for Ottawa Public Library 2012-2015 (Appendix A)

### Mission

To build a strong Ottawa community by supporting life-long learning and 21<sup>st</sup> century literacies, fostering inspiration and enjoyment and connecting people to each other and the world.

Values							
Access and Inclusion	Accountability	Bilingualism	Dynamic Workforce	Innovation			
Intellectual Freedom	Love of Reading	Right to Privacy	Service Excellence	Informed Community			

Strategic Directions 2012-2015								
A. SERVICES that are Relevant, Accessible and Customer- Centric	B. PLACES and SPACES that are Vital, Welcoming Community Hubs	C. ENGAGEMENT of Customers, Communities, Partners, Employees and Volunteers	D. INNOVATION through Technology and Continuous Improvement	E. EXCELLENCE in Governance, Accountability and Financial Sustainability				
<ol> <li>Inspire children and teens to read, and to discover the Library's range of resources, through innovative programs, services and collections;</li> <li>Develop targeted services, collections and outreach strategies to meet priority community needs, based on a deeper understanding of our communities, our aging and increasingly diverse customers, and the needs of marginalized populations;</li> <li>Be a leader in supporting the development of 21<sup>st</sup> century literacies, including digital, civic, and financial literacies, through extended partnerships and programs;</li> <li>Enable customers to easily explore and discover the best resources in both virtual and in-branch collections; and</li> <li>Expand availability of e-books, e-materials and e-services.</li> </ol>	1. Develop a master facilities strategy to inform library development priorities and to lay the foundation for 21st century library service. The strategy will guide the Library's work in:  • maintaining and renewing current facilities to support their role as vital, welcoming and safe community hubs, places to meet, study, connect and discover; and  • building new places and spaces to serve as vital and welcoming community hubs that meet the growing and changing needs of Ottawa's citizens;  2. Enhance the Library's online community presence by incorporating flexible, robust technologies that optimize the customer's virtual experience including social media; and  3. Demonstrate green leadership within the Library and act as a key partner in City sustainability initiatives.	<ol> <li>Implement new ways of effectively reaching out, engaging and communicating with customers and communities about services and future Library directions;</li> <li>Develop and grow effective partnerships with community groups, service providers and other organizations;</li> <li>Empower employees to provide service excellence by supporting further development of their technical and leadership skills; and</li> <li>Engage and support volunteers from the Friends of the Ottawa Public Library Association, the Ottawa Public Library Foundation, and the community.</li> </ol>	1. Deliver a digital strategy that narrows the technology divide (e.g. between experienced and novice users, and between those with access to technology and those without);  2. Maximize efficiencies and streamline services through continuous improvement and implementation of new technologies including Radio Frequency Identification (RFID);  3. Leverage technology to enhance services (technology is a key enabler of many of our strategic objectives.); and  4. Foster a culture of innovation and adaptation to new and emerging technologies.	1. Ensure Library structures and practices support excellence in governance and effective accountability;  2. Strengthen performance evaluation, measurement and reporting systems including the development of a new strategic, balanced scorecard program;  3. Maintain strong links and leverage partnerships with the City of Ottawa to ensure effective and seamless service for our citizens; and  4. Work with the Ottawa Public Library Foundation, the Friends of the Ottawa Public Library Association, the City and others to ensure financial sustainability.				

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