5

COMMUNICATION & COUNSEL

Subject:	**2012 OPL Strategic Work Program**
Prepared by:	**Danielle McDonald, Chief Executive Officer**
Prepared for:	**Ottawa Public Library Board**
Meeting of:	**May 14, 2012**
Date of preparation:	**April 24, 2012**

1. OPL Strategic Plan 2012-2015:

The Board approved its Strategic Directions and Priorities for 2012-2015 in December 2011. This plan defines OPL's mission, values and five key strategic directions:

- Goal A: SERVICES that are Relevant, Accessible and Customer-centric;

- Goal B: PLACES and SPACES that are Vital, Welcoming Community Hubs;

- Goal C: ENGAGEMENT of Customers, Communities, Partners, Employees and Volunteers;

- Goal D: INNOVATION through Technology and Continuous Improvement; and,

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

To support the implementation of this plan, OPL management and staff have worked to develop a work program that will serve as the OPL business plan for 2012.

2. Strategic Work Program 2012:

To support the first year of implementation of the strategic plan, OPL managers have developed a 2012 Strategic Work Program (SWP). The 2012 SWP is designed to both support the Board's 2012 Work Plan as adopted April 16, 2012, as well as identify key strategic initiatives for this year that will focus on customer service, operational effectiveness and employee engagement.

The attached plan in Appendix A differs slightly from what has been provided in previous years. The SWP is guided by the five pillars in the Strategic Plan but the focus of the SWP has been simplified so that all management and staff can find ways in which to relate and partake in its implementation. For example, the program is divided into four main categories: customer experience; employee engagement; operational effectiveness and Board support. Each category contains key deliverables, a link to the Strategic Plan, and a timeframe for the completion of each item.

To assist in navigating the SWP along with the OPL Strategic Plan, Appendix B includes a crosswalk table.

A progress report against SWP deliverables is provided to the Board as follows: Mid-Year report through to June 30 (September) and Year-End through to December 31 (March). The 2011 Year-End SWP Report was received at the March 2012 meeting.

3. Employee Accountability:

Each year, OPL managers, including the Chief Executive Officer prepare and complete Individual Contribution Agreements (ICAs) as part of the annual performance review process. It should be noted that professional exempt and unionized staff also prepare performance related documents. All performance documents contain operational key elements required for each position and also include deliverables contained in the Strategic Work Program.

The first quarter is the time when managers report on the previous year and develop, modify and adjust their proposals for final approval by senior managers. In the second quarter, managers will build their 2012 ICAs and input the key strategic initiatives for which they are responsible.

4. OPL's 2012 Priorities:

RFID
This is a top priority for OPL that will assist OPL in continuing to offer excellent and value added customer services, reduce labour intensive activities and fund future growth requirements.

Labour Relations
OPL's collective agreement expired at the end of 2011. This year OPL will work with the CUPE 503 Library to negotiate a new agreement for 2012 and beyond.

Facilities
There are several key projects that are currently in the works for OPL: Renovations to both Vernon and Hazledean branches; Construction of a new West District Branch; and Building Condition Assessment for Main.

Employee Engagement
Development and completion of a succession plan for both Union and non-Union positions and development and delivery on an action plan regarding the employee engagement survey.

E-Books
Improve the customer e-book experience and development of better communications protocols.

Technology Improvements – Customer Facing
Two key changes being planned for 2012 are: implement approved fines payment solution and advance virtual desktop infrastructure (VDI).

Advocacy
Ensure OPL is well placed to "tell its story", leverage partnerships and communicate our successes and services.

Financial Management

Continue to manage and review OPL finances in a timely manner, ensuring OPL operates within budget and derives good value for monies spent.

Attachment A: 2012 OPL Strategic Work Program

Attachment B: Crosswalk Table to Board Strategic Plan

Attachment C: Acronyms

Libraries for Ottawa
Bibliothèques pour Ottawa

Strategic Work Program
Programme de travail stratégique

2012

May 14, 2012 /14 mai, 2012

Strat Plan Initiative	SWP Number	Initiative Description	Lead	Timeframe	Shared Services
Customer Experience					
A2	**CE1**	**Develop French language services strategy**	**CS**	**Q4**	
A4	**CE2**	**Improve the customer eBook user experience**	**JS**	**Q4**	
A4	CE2.1	Evaluate alternative strategies to provide a simplified user experience for accessing e-Books and e-audio books	JS	Q4	
C1	CE.2.2	Develop better communications protocols for e-books	MM	Q4	
A5	**CE3**	**Develop and implement framework for web content and processes**	**MM**	**Q4**	
B1	**CE4**	**Complete Hazeldean branch renewal project**	**RS**	**Q2**	**IS**
B1	**CE5**	**Complete Vernon renovations project**	**RS**	**Q2**	**IS**
B1	**CE6**	**Undertake Main Library user survey**	**DC**	**Q2**	
B1	**CE7**	**Refresh Bookmobile service delivery strategy**	**NBZ**	**Q4**	
D3	**CE8**	**Leverage technology to enhance customer experience**	**JS/CG**	**Q4**	
B2	CE8.1	Implement online meeting room booking software	JS	Q4	ITS
B2	CE8.2	Investigate online card registration and renewal	JS	Q4	
D3	CE8.3	Implement approved fines payment solution	JS	Q3	
D3	CE8.4	Advance Virtual Desktop Infrastructure (VDI) Initiative	JS	Q4	ITS
C1	**CE9**	**Renew and deliver communications and marketing plan (e.g. Social Media, Digital Signage)**	**MM**	**Q4**	
A.2	**CE10**	**Develop proposal for refreshed collections/materials development strategy**	**MB**	**Q3**	
D1	**CE11**	**Complete Nepean Centrepointe 2nd floor renewal project**	**DD**	**Q4**	
D4	**CE12**	**Undertake evaluations of new, innovative and/or pilot projects**	**SC**	**Q3**	
D4	CE13	Evaluate use of enhanced programs and services supported by Councillor donations	MP	Q4	
D4	CE14	Evaluate birthday party pilot	JV	Q3	

		Employee Engagement			
A3	EE1	**Train public services staff on popular technologies to support customer needs**	**JV**	**Q4**	
C3	EE2	**Complete succession planning studies for unionized / non-unionized positions**	**AM**	**Q3**	**HR**
C3	EE3	**Develop and deliver employee engagement survey action plan**	**AM**	**Q2**	**SO**
D2	EE4	**Develop and implement RFID change management strategy**	**AM**	**Q2**	**SO**
		Operational Effectiveness			
A3	OE1	**Develop strategy for information and reference services**	**JV**	**Q3**	
B1	OE2	**Establish branch facilities planning and renewal priorities**	**RS**	**Q2**	
B1	OE3	**Continue planning and development of the West District Library**	**RS**	**Q4**	**IS**
B1	OE4	**Review planning options for the Main Library**	**EC**	**Q3**	**IS**
B1	OE4.1	Ensure completion of Main Library building condition assessment	EC	Q3	
B3	OE5	**Investigate paperless meetings for staff**	**JS**	**Q4**	**ES**
C3	OE6	**Implement learning administration tool to support staff training and development**	**AM**	**Q3**	**HR**
C3	OE7	**Develop AODA integrated standards training program and rollout strategy**	**AM**	**Q2**	
D2	OE8	**Implement 2012 RFID deliverables**	**CG**	**Q4**	**ITS**
D2	OE8.1	Complete procurement processes for tags, tagging and equipment including Board approvals	CG	Q2	
D2	OE8.2	Design, implement and evaluate Hazeldean Branch pilot project	CG	Q4	
D2	OE8.3	Develop proposal for roll-out of RFID in conjunction with 2013 budget process	CG	Q3	
D2	OE9	**Review materials distribution processes**	**LS**	**Q3**	
E2	OE10	**Develop Balanced Scorecard tool**	**MP**	**Q4**	
E2	OE10.1	Evaluate and leverage existing performance measurement tools e.g Counting Opinions, Web Reporter, Collections HQ, Directors Station	MP	Q4	
E2	OE11	**Develop updated Branch Community Profiles**	**MP**	**Q3**	

		Operational Effectiveness			
E3	OE12	Leverage partnerships with key City Departments including: • Service Ottawa; • Older Adult Steering Committee; • Mayor's Youth Summit; • Ottawa Public Health; • OC Transpo.	DM, EC, JV, LG, JS	Q4	
		Board Support			
B3	BS1	Investigate paperless meetings for Board	JS	Q4	ES
E1	BS2	Review and refresh Board Governance Model	EC	Q4	
E1	BS3	Negotiate new Collective Agreement	MD	Q3	
E4	BS4	Review and update Board fundraising policies and priorities	MD	Q3	
C1	BS5	Update and implement Board's engagement and advocacy strategy	MM	Q2	

A Strategic Plan for Ottawa Public Library 2012-2015

Mission
To build a strong Ottawa community by supporting life-long learning and 21st 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**
1. Inspire children and teens to read, and to discover the Library's range of resources, through innovative programs, services and collections; 2. 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; 3. Be a leader in supporting the development of 21st century literacies, including digital, civic, and financial literacies, through extended partnerships and programs; 4. Enable customers to easily explore and discover the best resources in both virtual and in-branch collections; and 5. Expand availability of e-books, e-materials and e-services.	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.	1. Implement new ways of effectively reaching out, engaging and communicating with customers and communities about services and future Library directions; 2. Develop and grow effective partnerships with community groups, service providers and other organizations; 3. Empower employees to provide service excellence by supporting further development of their technical and leadership skills; and 4. Engage and support volunteers from the Friends of the Ottawa Public Library Association, the Ottawa Public Library Foundation, and the community.	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.

OPL 2012 Strategic Work Program Crosswalk Table to 2012 -2015 Strategic Plan

2012 OPL Business Plan (SWP)				
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**

1. Develop French language services strategy
 	
2. Improve the customer eBook user experience
 	
   Evaluate alternative strategies to provide a simplified user experience for accessing e-Books and e-audio books
 	
3. Develop and implement framework for web content and processes
 	
4. Train public services staff on popular technologies to support customer needs
 	
5. Develop proposal for refreshed collections/materials development strategy
 	
6. Develop strategy for information and reference services
	1. Complete Hazeldean branch renewal project
	
	2. Complete Vernon renovations project
	
	3. Undertake Main Library user survey
	
	4. Complete NC 2nd floor renewal projects
	
	5. Refresh Bookmobile service delivery strategy
	
	6. Leverage technology to enhance customer experience
	
	   Implement online meeting room booking software
	
	   Investigate online card registration and renewal
	
	7. Establish branch facilities planning and renewal priorities
	
	8. Continue planning and development of the West District Library
	
	9. Review planning options for the Main Library
	
	   Ensure completion of Main Library building condition assessment
	
	10. Investigate paperless meetings for staff
	
	11. Investigate paperless meetings for Board
		1. Develop better communications protocols for e-books
		
		2. Renew and deliver communications and marketing plan (e.g. Social Media, Digital Signage)
		
		3. Complete succession planning studies for unionized / non-unionized positions
		
		4. Develop and deliver employee engagement survey action plan
		
		5. Implement learning administration tool to support staff training and development
		
		6. Develop AODA integrated standards training program and rollout strategy
		
		7. Update and implement Board's engagement and advocacy strategy
			1. Implement approved fines payment solution
			
			2. Advance Virtual Desktop Infrastructure (VDI) Initiative
			
			3. Undertake evaluations of new, innovative and/or pilot projects
			
			   Evaluate use of enhanced programs and services supported by Councilor donations
			
			   Evaluate birthday party pilot
			
			4. Develop and implement RFID change management strategy
			
			5. Implement 2012 RFID deliverables
			
			   Complete procurement processes for tags, tagging and equipment including Board approvals
			
			   Design, implement and evaluate Hazeldean Branch pilot project
			
			   Develop proposal for roll-out of RFID in conjunction with 2013 budget process
			
			6. Review materials distribution processes
				1. Develop Balanced Scorecard tool
				
				   Evaluate and leverage existing performance measurement tools e.g Counting Opinions, Web Reporter, Collections HQ, Directors Station
				
				2. Develop updated Branch Community Profiles
				
				3. Leverage partnerships with key City Departments including: Service Ottawa, Older Adult Steering Committee, Mayor's Youth Summit, Ottawa Public Health and OC Transpo
				
				4. Review and refresh Board Governance Model
				
				5. Negotiate new Collective Agreement
				
				6. Review and update Board fundraising policies

Acronyms		Employee Acronyms	
ALA	American Library Association	**AA**	Ann Archer
AODA	Accessibility for Ontarians with Disabilities Act	**NBZ**	Nelly Beylouni-Zamat
ASD	Alternative Service Delivery	**MB**	Monique Brûlé
CLA	Canadian Library Association	**EC**	Elaine Condos
CEO	Chief Executive Office	**DC**	Donna Clark
CLTA	Canadian Library Trustees Association (Division of Canadian Library Association)	**DD**	Deborah Dearham
CULC	Canadian Urban Libraries Council	**MD**	Monique Désormeaux
CUPE	Canadian Union of Public Employees	**CG**	Craig Ginther
CIC	Citizenship and Immigration Canada	**LG**	Line Gravelle
EE	Employee Engagement	**DM**	Danielle McDonald
FOPLA	Friends of the Ottawa Public Library Association	**MM**	Maureen McEvoy
IS	Infrastructure Services (City of Ottawa)	**AM**	Anna Mould
LSMT	Library Senior Management Team	**MP**	Matthew Pritz
MOU	Memorandum of Understanding	**PR**	Philip Robert
OLA	Ontario Library Association	**LS**	Linda Standing
OLBA	Ontario Library Boards Association	**CS**	Catherine Seaman
OMBI	Ontario Municipal Benchmarking Initiative	**RS**	Richard Stark
OPL	Ottawa Public Library	**JS**	Jennifer Stirling
OPLF	Ottawa Public Library Foundation	**JV**	Jane Venus
PBG	Public Works Department (City of Ottawa)	**TW**	Tony Westenbroek
SE	Service Excellence		
SS	Shared Services		
SWP	Strategic Work Program		
ULC	Urban Libraries Council		