

COMMUNICATION & COUNSEL

Subject: Monthly Report (Special Summer Release)
Prepared by: Danielle McDonald, Chief Executive Officer
Prepared for: Ottawa Public Library Board
Meeting of: September 10, 2012
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OPL Mission Statement: *Building 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.*
(See Appendix A for 2012-2015 Strategic Directions)

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

Bookmobile: A note of sincere appreciation for the services offered by the bookmobile: "On behalf of the Michele Heights Tenant Association and the Michele Heights Community House, I would like to extend our deepest gratitude and appreciation for your generous efforts in providing us with a bookmobile and story time at our Canada Day event at Michele Heights Park on June 29, 2012. This has greatly enhanced our efforts to provide the community's first BBQ of the year while at the same time connecting children and parents to services and resources at the Public Library. It is through partnerships such as these that we are able to continue having a positive impact on the quality of lives of families living in low-income neighbourhoods such as Michele Heights and neighboring communities. We have acknowledged your contribution in our monthly newsletter and our website under "Community Corner" (www.micheleheights.com). Once again, thank you from all of us here at Michele Heights!"

Carlingwood: Customer comment card submitted at the Carlingwood Branch: “First, all staff at Carlingwood and elsewhere are very pleasant and professional. Thank you for all of the services available at OPL. I really like the DVD tower on the first floor of Carlingwood. It makes choosing a DVD easier and the ones displayed give one food for thought – in other words, suggestions for future loans. Thank you everyone! As always, great work.”

Greenboro: A thank you note was delivered to Jessica Green, Supervising Librarian and Lise Dumas, Children’s Programming & Public Service Assistant from a teacher at Blossom Park Public School: “Thank you very much for the library presentation that you and Lise provided the students of Blossom Park with this week. The students LOVED it and the teachers were thrilled with it too. I hope many of the students at Blossom Park will visit the public library this summer and participate in some of the wonderful activities that the library has planned.”

Main: A patron commenting on the exceptional service she received at the Main Branch: “I wish to compliment the great team at the Main Branch. They are friendly, competent, and always ready to assist with an extremely professional disposition. The suggestions for reading material based on my checked out items have given me a lot of food for thought and introduced me to a repertoire of authors and subject matter I would otherwise been aware of. Thank you for offering such fantastic service and excellent client care.”

Manotick: A message was left on the paved entrance way to Manotick Branch following a school visit from St. Leonard’s Catholic Elementary School. Approximately 60 children from the first grade, including 12-15 adults/teachers visited the branch on June 21. The children expressed their admiration for the library by writing “YOU ARE LOVED” on the pavement.



Nepean Centrepointe: Lending a helping hand: “Just wanted to comment on the excellent customer service I received today. I found Sherri to be so helpful in every way and she answered all of my questions. Look forward to coming back for a visit soon.”

Nepean Centrepointe: A comment received, signed by a regular patron regarding the branch’s 2nd floor displays: “The Librarian picks are always excellent – on the 2nd floor.”

Rosemount: A message from the Rosemount Branch Information Desk: “A young girl approached the Information Desk and submitted an envelope. It contained \$35, which she raised at a lemonade stand at a neighbourhood party on Canada Day. Her Mom said that it was good lemonade, but that people were particularly generous knowing that she wanted to donate the money to buy books for the Rosemount Branch.

Ruth E. Dickinson: Expressing true appreciation of Amanda Spargo, Children’s Programming & Public Service Assistant from Barrhaven Public School: “Dear Mr. Westenbroek, I just wanted to send you an email on behalf of Barrhaven Public School (BPS) saying how very much BPS has appreciated Amanda Spargo's visits to our school (JK-gr.5) this year. In fact, each year her book talks, summer programs publicity, highlighting of the various OPL library media resources, and upcoming workshops are highly anticipated. In all seriousness I can say that staff clamour to have her speak to their students. And, whether she is explaining about a library card, how the summer programs work, what clubs or services are available, or showing off some great new reads, she holds the children's attention, no matter what sex/level. Her presentations are dynamic and engaging, and the staff really appreciate her expertise as well. Indeed it is hard to get the classes to leave as each session ends, as so many have questions or comments for her. She makes the students so eager to explore the library and the wonderful resources she's told them about. Our sincere thanks to the OPL for allowing her to do this vital outreach work.”

Hazeldean: Received from a customer through Feedback: “I attended "Toddler Time" at the Hazeldean Branch over the past year and would just like to pass on that Tracey Facchin, Children’s Programming & Public Service Assistant does an absolutely amazing job. She greets each child and learns the names of the regulars. She is able to accurately judge the mood of the children and modifies the stories/songs to appropriately entertain them. She has very high energy and a cheery and upbeat personality. The children and

parents love her. More and more people show up as word goes around about how wonderful "Toddler Time" is with Tracey."

Rideau: Received from a customer through Feedback: "I like the Rideau Branch of the Ottawa Public Library, it is convenient for me and find that I make frequent trips to the library, when I am looking for information. Without the library it becomes harder for me to find another location."

Rosemount: Congratulation to staff at Rosemount Branch who have recently been "unofficially" nominated for the Stars of the City Customer Service program. A soon-to-be resident of Ottawa visited the library as she was house hunting in the Hintonburg area, and took advantage of many of OPL's services. "I visited the Hintonburg neighbourhood for the first time searching for internet as I was house hunting. Each time I had a need (temporary internet access, short clarification phone call, if internet is available for newcomers, even directions to my destination in the neighbourhood!) EACH of the desk staff went out of their way to help me. Five people assisted me in the space of 15 minutes and it made me really want to live in the area. Ottawa suddenly felt very welcoming; I'm here to stay. They are all stars!" As Rosemount Branch staff were recognized as a team, the nomination cannot officially be submitted as teams do not qualify. However, it is genuine recognition that branch staff are Stars in, and for, their community.

Ottawa Tourism established and manages the Stars of the City program to educate and encourage customer service excellence – and to recognize those who deliver it! The recognition part of the program is completely driven by customers – visitors and residents of the Capital – who appreciate the service they have received and take the next step to nominate the person(s) who provided it. All nominees receive a Stars of the City pin and certificate of recognition, and many are featured on www.starsofthecity.ca each month. Once per year, nominations are reviewed by an independent panel of judges, which decides on the winners across a range of categories. Nominees and winners are honoured at the annual Recognition Evening, where one truly exceptional winner is named Ottawa Tourism Star of the City, and walks away with a beautiful award and valuable prizes.

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

Update City of Ottawa's New Smoke-Free Regulations: Since the approval of OPL Board motion #027-12-City of Ottawa's New Smoke-Free Regulations on April 16, 2012, a report endorsing the amendment of the Parks and Facility By-law 2004-276 was submitted to Ottawa City Council at its meeting of June 13, 2012. These smoke-free regulations are part of a strategy that is designed to protect children and non-smokers from second-hand smoke, while reducing smoke rates. With the OPL Board's support, all properties owned by the Ottawa Public Library are now in line with the City of Ottawa's new outdoor smoking ban. All Local Boards, including the Ottawa Police Services Board, the Ottawa Municipal Campground Authority, and the Ottawa Public Library have supported the City's stance on the new smoke-free regulations.

Hazeldean: On June 14, 2012 the Hazeldean Branch re-opened after six months of renovations. The branch closed in January to receive a number of physical improvements including enhanced access for customers with accessibility needs, and re-designed public spaces. In addition, there are now two major changes that were implemented at Hazeldean. First, the branch re-opened with Radio Frequency Identification (RFID) technology. With RFID, the OPL is now offering customers an enhanced self-check in and out, and improvements to the way materials are processed and moved within the branch. Second, a new service model was adopted at the branch. The branch re-opened with a single service point model for information, and cards and accounts, similar to the model currently used in OPL's rural branches. Essentially, a customer's request is handled at the first point of contact (one person, one step). A customer who visits Hazeldean can obtain a library card, learn about OPL services, and have their information needs addressed in one place from the same staff member. After visiting the Hazeldean Branch, most customers have left with a much better understanding of the goals of RFID and are able to appreciate the long term benefits to library service in Ottawa. Both adults and children have been fascinated with the sorting system and have taken advantage of watching it work through the window that was designed for this very purpose. The implementation of RFID combined with the service model will enable employees to spend more time delivering valued services to customers. The improvements made to the

branch were celebrated at an official ceremony held on Saturday July 7, with the presence of Councillor Allan Hubley, Trustees Amelita Armit, Jim Bennett, Patrick Gauch, David Gourlay, and Marianne Wilkinson.

Vanier: The Vanier Branch was closed on Monday June 18 to allow for routine maintenance work. The book drop was available during the closure.

West District Library: A Public Information Session was held at the John G. Mlacak Community Centre on June 20 to show the public the schematic design for the new West District Branch. Staff from the OPL and the City were in attendance along with OPL Board trustees Marianne Wilkinson, Patrick Gauch, David Gourlay, and Jim Bennett.

The session started with a presentation by architects Emmanuelle van Rutten and Ajon Moriyama from the firm of Moriyama and Teshima. Afterwards the session was opened up to public discussion.

Parking was a topic that was raised several times. OPL confirmed that investigation had occurred with key partners to try to find other resources to create more parking but were unable to do so. It was also confirmed that the new parking lot was being fully funded by the library project budget. The five new parking spots, in addition to all the relocated spots, complied with the City by-law requirements.

Questions were raised about building aspects such as window size, lighting, and views. The City “art in public places” policy was outlined. The size and budget for the building were confirmed as well. Questions were asked about the book drop location and access to it from stopped vehicles. The location of specific services in the building, such as holds pickup were raised and discussed. The architects noted that the design was trying to balance the natural light without the glare of direct sunlight with a need to balance north and south light in the facility. Other ideas and suggestions were put forward which will be examined for possible inclusion in the design.

Lastly, there was also some discussion around the type of landscaping that would be placed around the building. It was noted that a pond feature would not be used as it would require a lot of maintenance. Community issues were raised and specific questions around access to the Kanata Art Gallery were addressed following the meeting with a group of Kanata Civic Art Gallery volunteers. Though at times the audience had some very pointed questions primarily around site parking, overall the meeting ended on a positive note with positive feedback and interest in the project.

Metcalfe: The Metcalfe Branch will be closed from August 20 to 25 to allow for the replacement of the flooring. Staff will be moving the items off shelves on Monday August 20 so that flooring may be installed by August 24. Staff will then re-shelve materials on Saturday and Monday (if needed) so that the branch may be reopened to the public that evening. Regular hours that day are 5:30 p.m. to 8:30 p.m. The book drop will be available during the closure. The nearest alternate service locations are the Greely (1448 Meadow), Osgoode (5630 Osgoode Main) and Vernon (8682 Bank) branches.

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

TD Summer Reading Club: The OPL is thrilled to report that almost 10,000 kids have participated in the TD Summer Reading Club (TDSRC) so far this summer. Ottawa participants have read over 23,000 books! This year's theme is *Imagine!* Kids can set their imaginations free this summer with books, reading and programs from the fantastic to the wonderful. Kids participating in the TDSRC receive a free poster, an activity book and stickers with secret codes. These codes unlock rewards online. All summer, branches across the city offer programming about knights, robots, myths, gothic worlds and steampunk, where kids can come discover them through stories, activities, games, martial arts and dance.

TD Summer Reading Club /CLA Awards Ceremony: The St. Laurent Branch was given an honourable mention at the 2012 CLA TD Summer Reading Club Awards Ceremony. The rollerblading program, developed in partnership with the Don Gamble Recreation Centre's "Rollerblading Camp", included a rollerblading tour of the library offered before opening hours. The program was mentioned in the presenter's speech and a photo of it was shown during the slideshow. CLA also surprised branch staff by sending a \$100 cheque, which will help provide additional supplies for the branch's 2012 SRC programs.

Entre nous: Julie Desmarais, Children Librarian, made two television appearances on May 24 and June 21 on Rogers TV show "Entre nous". First, she suggested cooking and craft activity books to do with children over the summer and promoted the TD Summer Reading Club @ OPL. Second, she suggested and promoted the board book collection encouraging early

literacy and talked about the *Every Child Ready to Read* program in partnership with Public Health nurses and mid-wives.

La Roche Park Community Barbeque: The Rosemount Branch had a presence at the La Roche Park Community Barbeque on Sunday June 3. The La Roche field house is the location of After-4 and youth programming operated by the Somerset West Community Health Centre. Librarian visits were held at intervals during the school year to showcase materials from the library collection and to explain library services. These programs serve children and youth from the neighbourhood, but also from the family shelter, which includes many newcomers. The celebration day began in rain, making the library display and iPads very popular. It ended in sunshine and the sight of the children running and playing in the park with their prizes won at the potato sack race and tug-of-war, from kites to ribbon sticks.

Celebrating early literacy with local babies: The OPL hosted a special program at the Nepean CentrepoinTE branch for the babies who participated in the *1,2,3 Read with Me* program during the past year. *1,2,3, Read with Me* bags, delivered by Ottawa Public Health nurses to families welcoming a new child, contained a coupon for a free book, an invitation to the baby to get their own library card, and other literacy resources. At the same time, OPL launched its newest early literacy space as well as the new *Every Child Ready to Read* materials, made possible by a \$50,000 grant from Ottawa Public Health.

Community Coffee Programs: In June, the Carlingwood Branch launched a series of Community Coffee programs. The branch offered coffee with Councillor Mark Taylor

(Ward 7 - Bay) on Wednesday June 20, by partnering with Second Cup in the Carlingwood Mall to provide coffee, scones and muffins for free.

Approximately 14 people attended the one-hour event, asking questions about parks, pets, transit and more. Branch staff received feedback that this was "A great idea! Very convenient, too," that "Mr. Taylor was open to all questions," and that "this is the type of councillor we voted for. A person who goes out to meet the residents, one-on-one." People also shared kind words with Councillor Taylor about the Carlingwood Branch and its staff. The branch also offered "Coffee with a police officer" later in June, and hope to run more of the Community Coffee programs in the 2012 fall season.

Cafés citoyens : La BPO a organisé deux cafés citoyens en lien avec les États généraux de la francophonie d'Ottawa. Les discussions ont eu lieu durant la dernière semaine de juin dans deux succursales, soit Ruth E. Dickinson et Cumberland, et sondait les citoyens sur leur engagement envers la communauté francophone d'Ottawa, des idées pour mettre en valeur le fait français et pour faire avancer les intérêts des francophones et francophiles d'Ottawa.

Teen Summer Reading: The OPL held a summer-long program for avid teen readers. Teens between the ages of 13 and 18 were invited to post reviews or comments of any of OPL's materials online. In doing so, they were eligible to win prizes by weekly draw. The program started on June 22 and ended on August 31. Teens had to log in using their OPL card to participate. Winners were announced each and every week on the teen blog.

Michele Heights Community House: On Friday June 29, Carlingwood staff members along with Bookmobile staff celebrated an early Canada Day with the Michele Heights Community House. Michele Heights serves around 130 family units with approximately 500 people. Many are children and youth, single parents, and new immigrants. Janet Leak, Children's Programming & Public Service Assistant delivered a storytime to seven eager kids between the ages of 4-8 years of age. Each child left with a free picture book from donations. Courtney Mellor, Librarian set up shop under a tree but close enough to direct people onto the bookmobile. She spoke to 80-100 people, mostly all newcomers, about OPL services and encouraged them to get a library card made on the Bookmobile, sign up for the Summer Reading Club, and discussed the library settlement workers and their services. Courtney reported that "the highlight for me was discussing Carlingwood's Babytime to a teen mom who was looking for places to go with her eight month old. She was really eager to try this program out and to borrow board books and music CDs. Overall, it was a good outreach opportunity. Many of these newcomer families did not approach me. Instead I had to make myself visible by going around and introducing myself. Next year I would wear an OPL T-shirt."

Summer Heat Poetry Workshop: Carlingwood's Public Service Assistant and published poet Paul Tyler (*A Short History of Forgetting*) coordinated the "Summer Heat Poetry Workshop" with local poet Stephen Brockwell. A private website was established for the registered poets to submit and share their work before the event. Twelve poets came to Carlingwood on Saturday,

July 7th for three hours to discuss and workshop their poems with Stephen. Feedback was overwhelmingly positive for the event.

Cumberland in the Spotlight: Members of the community were invited to partake in the launch of the vernissage of local teen artists. The event was held on July 12 in the Teen Zone of the Cumberland branch. The artists are all recent East end winners of the City of Ottawa's Young at Art - the citywide artist juried exhibition for youth. The exhibition at the Library will run until September 14.

Greely Special Programming: The Greely Branch will host special programs in August thanks to Councillor Doug Thompson. The councillor gave \$5,000 to OPL and some of that money will be used for children's programs on Saturdays, August 11, 18 and 25. The hours of operation on these days will also be extended; the branch will be open 10:00 a.m. - 5:00 p.m. Thanks to these funds, four more children's programs and four adult programs will be held this fall. A listing of all special programs is available at www.BiblioOttawaLibrary.ca/DT.

The Art of It All: The Alta Vista Branch, specifically Sandra Michel (Librarian) and Evelyn Housch (Coordinator), have worked with fine arts students from Ridgemont High School to display self-portraits in the branch. The students greatly appreciate having an opportunity to display their works next to other works of art from the City collection.



Employee Development Profiles: Staff Development and Service Excellence is pleased to announce the creation of Employee Development Profiles for all positions, as well as a complete Training Course Catalogue. These profiles, used with Training Course Catalogue, will provide managers/supervisors and employees with tools to ensure that all necessary training is completed and that other opportunities for growth are identified. The profiles will indicate the type of training required for each position as well as other professional development opportunities available to enhance the abilities of the employee or assist in career development.

4. Goal D: INNOVATION through Technology and Continuous Improvement

E-books at the OPL: The OPL was featured in the Ottawa Citizen in June 2012. E-books have significantly increased in popularity over the past few years. The OPL started lending out e-books in 2010. Since then, the demand for e-books has almost tripled. As e-book lending has soared in Canada (and North America), libraries and publishers have been hard at work looking for a licensing solution beneficial to all parties involved. At present, some book publishers have sold e-books to libraries through OverDrive, the e-book and

e-audiobook vendor of choice at public libraries across North America. The OPL is continuing to work alongside with the Canadian Urban Libraries Council (CULC) to facilitate the availability of e-book content in Canadian libraries so as to meet customer demand for this popular service. Jennifer Stirling, Acting Division Manager, System-wide Services and Innovation currently serves as member of CULC's eBook taskforce.

RFID Update: Tagging began at Hazeldean on May 28, 2012. Once Hazeldean was converted, the tagging team moved their operations to west-end branches including Beaverbrook, Stittsville, Centennial, and Nepean Centreponte. The original plan called for a movement from west to central to east, and closing with rural branches. After seeing the team in action, however, it was decided to have the tagging team move to Main before continuing with other branches. Main holds about 450,000 items, nearly 20% of the Library's entire collection and is a major source of material used to fill holds at other locations. Tagging Main means that more material headed to other branches will arrive tagged, reducing the system-wide volume of

untagged materials. On July 12, 2012 the tagging team arrived at Main and Bibliotheca estimated it would take approximately 40 working days to complete. At that point, the tagging team will concentrate on smaller west and central branches such as Emerald Plaza, Rosemount, and Sunnyside. The tagging team will move east towards Cumberland, picking up branches such as North Gloucester, and St. Laurent along the way. Finally, Bibliotheca will make a sweep of the rural branches, starting with Greely and driving towards Constance Bay and Fitzroy Harbour.

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

Evaluation Plans for RFID and Service Model Changes at Hazeldean: As part of the RFID implementation plan and the testing of a different service model at Hazeldean, an evaluation of both the implementation and the service model is being undertaken. The first step of this evaluation will be to conduct a Business Process Review (BPR) study at the Hazeldean Branch, with the help of PGF Consultants. By conducting this study and learning as much about the Hazeldean experience, the OPL will be better positioned to plan future roll-outs for 2013 and beyond. This project will identify opportunities for process improvement in order to take full advantage of the RFID technology and service models to best serve OPL customers. The activities that are to be documented include: borrower services functions (including cards and accounts), processes relating to materials flow in the branch, and information service provision. Once the process maps are complete, the team of Managers and Hazeldean employees, with support from PGF Consultants, can identify opportunities for improvement or changes to a service model that is cost effective, while ensuring that the new technology is effectively leveraged.

Defending Professionalism: a resource for librarians, information specialists, knowledge managers, and archivists: Recently, OPL Librarian and Co-ordinator of Adult Collections Brenda Roberts published a paper in Defending Professionalism: a resource for librarians, information specialists, knowledge managers, and archivists. (Libraries Unlimited May 2012). Edited by Bill Crowley of Dominican University, the book provides managers, funding authorities, and educators with strategies that promote professional librarianship in the public interest. In her chapter, entitled *We Build Communities through Knowledge: Defending the value of professional public*

librarianship, Brenda demonstrates how rigorous standards of professional librarianship and successful public libraries go hand in hand. Brenda uses the Ottawa Public Library as her example of a system with professionals increasingly at the forefront of community outreach, lifelong learning and literacy programming. Kudos to Brenda for this accomplishment in professional publishing.

6. Friends of the Ottawa Public Library Association

Hazeldean Reopening Celebration: On July 7, the Hazeldean library branch celebrated recent improvements. FOPLA bookstore manager and Board member, Heather Murphy, took part in the reopening celebration, saying: "The Friends were very pleased to be able to contribute to these renovations. Here in the Hazeldean *Book Nook*, the community support has been tremendous. We have raised \$34,000 since we opened almost 5 years ago, in November 2007. This year, the Friends gifted \$30,000 for the Hazeldean renovations. With those funds, the Library purchased such things as the digital screen by the service desk and furniture. In previous years, Hazeldean has purchased such things as the benches out front, teen zone furniture, and display shelving with funds from the Friends. With your support, we will continue to fund improvements to our library in the future. The Friends are looking forward to being part of the Ottawa Public Library of the future and hope that you will join us in our efforts."

7. Upcoming Events

- August 26, 2012 Ottawa Pride Parade
- September 8, 2012 International Literacy Day
- September 10, 2012 – 5:00 p.m. Ottawa Public Library Board Meeting
(Ottawa City Hall, Colonel By Room)
- September 25, 2012 (TBC) Newcomer/Business Panel

Ben Franklin Place, 101
Centrepoinde Drive, Nepean
- September 27, 2012 Presentation by David Bouchard

Greenboro Branch, 363 Lorry
Greenberg, Ottawa

- October 2012 Canadian Library Month
- October 14-20, 2012 Ontario Library Week
- October 15, 2012 – 5:00 p.m. Ottawa Public Library Board Meeting
(Ottawa City Hall, Colonel By Room)
- November 19, 2012 – 5:00 p.m. Ottawa Public Library Board Meeting
(Ottawa City Hall, Colonel By Room)
- December 10, 2012 – 5:00 p.m. Ottawa Public Library Board Meeting
(Ottawa City Hall, Colonel By Room)

Original Signed

Danielle McDonald
Chief Executive Officer

Mission				
<i>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.</i>				

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 style="list-style-type: none"> Inspire children and teens to read, and to discover the Library's range of resources, through innovative programs, services and collections; 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; Be a leader in supporting the development of 21st century literacies, including digital, civic, and financial literacies, through extended partnerships and programs; Enable customers to easily explore and discover the best resources in both virtual and in-branch collections; and Expand availability of e-books, e-materials and e-services. 	<ol style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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; Enhance the Library's online community presence by incorporating flexible, robust technologies that optimize the customer's virtual experience including social media; and Demonstrate green leadership within the Library and act as a key partner in City sustainability initiatives. 	<ol style="list-style-type: none"> Implement new ways of effectively reaching out, engaging and communicating with customers and communities about services and future Library directions; Develop and grow effective partnerships with community groups, service providers and other organizations; Empower employees to provide service excellence by supporting further development of their technical and leadership skills; and Engage and support volunteers from the Friends of the Ottawa Public Library Association, the Ottawa Public Library Foundation, and the community. 	<ol style="list-style-type: none"> 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); Maximize efficiencies and streamline services through continuous improvement and implementation of new technologies including Radio Frequency Identification (RFID); Leverage technology to enhance services (technology is a key enabler of many of our strategic objectives.); and Foster a culture of innovation and adaptation to new and emerging technologies. 	<ol style="list-style-type: none"> Ensure Library structures and practices support excellence in governance and effective accountability; Strengthen performance evaluation, measurement and reporting systems including the development of a new strategic, balanced scorecard program; Maintain strong links and leverage partnerships with the City of Ottawa to ensure effective and seamless service for our citizens; and Work with the Ottawa Public Library Foundation, the Friends of the Ottawa Public Library Association, the City and others to ensure financial sustainability.