

COMMUNICATION & COUNSEL

Subject: 2012 Strategic Work Program Mid-Year Review

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Prepared for: Ottawa Public Library Board

Meeting of: October 15, 2012

Date: October 2, 2011

Background

1. OPL 2012-2015 Strategic Plan: The Board approved the 2012-2015 Strategic Plan in December 2011.
2. Annual Work Plans: The Board approved the OPL Board of Trustees Work Plan in April 2012 and the 2012 OPL Employee Strategic Work Program in May 2012. These programs are designed to support the implementation of the Strategic Plan by identifying and monitoring initiatives in greater detail.
3. Management Accountability: Each year, OPL managers, including the Chief Executive Officer, complete Individual Contribution Agreements (ICA's) as part of the annual performance review process. The OPL 2012-2015 Strategic Plan is the foundation from which management builds their individual documents.
4. Trustee Accountability: In 2009, at the recommendation of the City Auditor the Board created an annual work plan, interrelated to the roles and mandate of the Board and the Strategic Plan.
5. Mid-Year Update 2012: The attached 2012 OPL Employee Strategic Work Program mid-year update offers a quick, concise overview of the progress to date. Initiative updates are communicated to the Board via various reports throughout the year.

Attachments

2012 OPL Strategic Work Program - mid-year update



Libraries for Ottawa

Bibliothèques pour Ottawa

Strategic Work Program – Mid Term Update
Programme de travail stratégique

2012

October 15, 2012 /15 octobre, 2012

OPL's 2012 Priorities:

RFID

The 2012-2015 Strategic Plan listed RFID as a top priority in supporting OPL in offering excellent and value added customer services, reducing labour intensive activities and funding future growth requirements. Hazeldean was the first branch to implement the technology in June 2012.

Labour Relations

The Board ratified a four year contract with CUPE 503 Library Group in September 2012; the first of such to extend beyond a three year period.

Facilities

2012 encompasses several key facilities projects. Vernon and Hazeldean branch renovations are complete, construction planning for the West District branch is underway, and the Main Library Building Condition Assessment and next steps in development have been tabled for Board consideration.

Employee Engagement

Develop and complete a succession plan for both Union and non-Union positions and deliver an action plan regarding the employee engagement survey.

E-Books

The OPL is a member of the Canadian Urban Libraries Council e-Books task force and is in the process of establishing communication protocols to enhance the customer e-book experience.

Technology Improvements – Customer Facing

Planning and implementation of the fines payment solution and the advance virtual desktop infrastructure (VDI) are in progress.

Advocacy

The OPL Board received the Engagement and Advocacy report in June 2012. The plan was developed to ensure OPL is equipped to “tell its story”, leverage partnerships and communicate its successes and services.

Financial Management

OPL will continue to effectively manage and review finances and ensure it operates within budget and derives good value for monies spent.

Strat Plan Initiative	SWP Number	Initiative / Milestone Description	Timeframe	Status
Customer Experience				
A2	CE1	Develop French language services strategy	Q4	Substantially Complete
A4	CE2	Improve the customer eBook user experience	Q4	Implementation Ongoing
A4	CE2.1	Evaluate alternative strategies to provide a simplified user experience for accessing e-Books and e-audio books	Q4	Implementation Ongoing
C1	CE.2.2	Develop better communications protocols for e-books	Q4	Complete
A5	CE3	Develop and implement framework for web content and processes	Q4	Implementation Ongoing
B1	CE4	Complete Hazeldean branch renewal project	Q2	Complete
B1	CE5	Complete Vernon renovations project	Q2	Complete
B1	CE6	Undertake Main Library user survey	Q2	Complete
B1	CE7	Refresh Bookmobile service delivery strategy	Q4	Implementation Ongoing
D3	CE8	Leverage technology to enhance customer experience	Q4	Implementation Ongoing
B2	CE8.1	Implement online meeting room booking software	Q4	Implementation Ongoing
B2	CE8.2	Investigate online card registration and renewal	Q4	Implementation Ongoing
D3	CE8.3	Implement approved fines payment solution	Q3	Implementation Ongoing
D3	CE8.4	Advance Virtual Desktop Infrastructure (VDI) Initiative	Q4	Implementation Ongoing
C1	CE9	Renew and deliver communications and marketing plan (e.g. Social Media, Digital Signage)	Q4	Substantially Complete
A2	CE10	Develop proposal for refreshed collections/materials development strategy	Q4	Implementation Ongoing
D1	CE11	Complete Nepean Centrepointe 2 nd floor renewal project	Q4	Implementation Ongoing
D4	CE12	Undertake evaluations of new, innovative and/or pilot projects	Q3	Implementation Ongoing
D4	CE13	Evaluate use of enhanced programs and services supported by Councillor donations	Q4	Implementation Ongoing
D4	CE14	Evaluate birthday party pilot	Q3	Complete
Employee Engagement				
A3	EE1	Train public services staff on popular technologies to support customer needs	Q4	Implementation Ongoing
C3	EE2	Complete succession planning studies for unionized / non-unionized positions	Q3	Substantially Complete
C3	EE3	Develop and deliver employee engagement survey action plan	Q2	Implementation Ongoing
D2	EE4	Develop and implement RFID change management strategy	Q2	Substantially Complete

Strat Plan Initiative	SWP Number	Initiative / Milestone Description	Timeframe	Status
Operational Effectiveness				
A3	OE1	Develop strategy for information and reference services	Q3	Delayed to 2013
B1	OE2	Establish branch facilities planning and renewal priorities	Q2	Complete
B1	OE3	Continue planning and development of the West District Library	Q4	Implementation Ongoing
B1	OE4	Review planning options for the Main Library	Q3	Implementation Ongoing
B1	OE4.1	Ensure completion of Main Library building condition assessment	Q3	Complete
B3	OE5	Investigate paperless meetings for staff	Q4	Substantially Complete
C3	OE6	Implement learning administration tool to support staff training and development	Q3	Substantially Complete
C3	OE7	Develop AODA integrated standards training program and rollout strategy	Q2	Implementation Ongoing
D2	OE8	Implement 2012 RFID deliverables	Q4	Implementation Ongoing
D2	OE8.1	Complete procurement processes for tags, tagging and equipment including Board approvals	Q2	Complete
D2	OE8.2	Design, implement and evaluate Hazeldean Branch pilot project	Q4	Implementation Ongoing
D2	OE8.3	Develop proposal for roll-out of RFID in conjunction with 2013 budget process	Q3	Complete
D2	OE9	Review materials distribution processes	Q3	Implementation Ongoing
E2	OE10	Develop Balanced Scorecard tool	Q4	Implementation Ongoing
E2	OE10.1	Evaluate and leverage existing performance measurement tools e.g Counting Opinions, Web Reporter, Collections HQ, Directors Station	Q4	Substantially Complete
E2	OE11	Develop Updated Branch Community Profiles	Q4	Implementation Ongoing
E3	OE12	Leverage partnerships with key City Departments including: Service Ottawa Older Adult Steering Committee Mayor's Youth Summit Ottawa Public Health OC Transpo	Q4	Implementation Ongoing
Board Support				
B3	BS1	Investigate paperless meetings for Board	Q4	Implementation Ongoing
E1	BS2	Review and refresh Board Governance Model	Q4	Implementation Ongoing
E1	BS3	Negotiate new Collective Agreement	Q3	Complete
E4	BS4	Review and update Board fundraising policies and priorities	Q3	Substantially Complete
C1	BS5	Update and implement Board's engagement and advocacy strategy	Q2	Complete



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
<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.

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

Acronyms

APPENDIX C

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		