

Report to / Rapport au:

**Ottawa Public Library Board
Conseil d'administration de la Bibliothèque publique d'Ottawa**

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File Number: OPLB-2020-0903

SUBJECT: 2020 Ottawa Public Library Board Work Plan

OBJET: Plan de travail 2020 du Conseil d'administration de la Bibliothèque publique d'Ottawa

REPORT RECOMMENDATIONS

That the Ottawa Public Library Board:

- 1. Approve the 2020 Board Work Plan (Appendix 1);**
- 2. Approve the creation of a Governance Ad hoc Committee of the 2019 – 2022 OPL Board, composed of two trustees, Allan Higdon and Harvey A. Slack; and,**
- 3. Receive the 2018 Corporate Work Plan (Appendix 2) for information.**

RECOMMANDATIONS DU RAPPORT

Que le Conseil d'administration de la Bibliothèque publique d'Ottawa :

- 1. Adopte le plan de travail 2020 du Conseil d'administration (Annexe 1);**

2. **Adopte la création d'un Comité spécial, composé de deux administrateurs : Allan Higdon et Harvey A. Slack;**
3. **Prenne connaissance du plan de travail 2020 de la corporation pour information (Annexe 2).**

BACKGROUND

On June 11, 2019, the Ottawa Public Library Board approved the 2020-2023 Strategic Plan (OPLB-2019-0601), including the Strategic Statement, Directions, and Priorities. The Board also approved the OPL values of Community, Inclusion, Integrity, Intellectual Freedom, and Literacy. The Strategic Plan was developed after a multi-step process that involved an external consultant and an Ad hoc Committee on Governance, included an environmental scan, analysis of trends and drivers, strategic planning sessions with the Board, management, employees, and the community, culminating in the June 2019 Board report. Traditionally, the annual Board and Corporate Work Plans are presented to the Board for their approval in Q1 annually; however, due to the COVID-19 pandemic (discussed in more detail below), the development of the 2020 work plans was delayed.

OPL Board Strategic Plan for 2020 – 2023

Strategic Statement: By 2023, we will increase the number of active cardholders by 25 percent by improving OPL's community relevance.

Strategic Directions and Priorities:

1. Redesign the Library Experience
 - a. Conduct a programming review
 - b. Define the ideal experience across physical and virtual channels
 - c. Create the destination experience for the OPL component of the Ottawa Public Library - Library and Archives Canada Joint Facility.
 - d. Assess the impact of barriers to service
 - e. Develop the physical space experience
2. Build Organizational Capacity
 - a. Redesign the employee experience
 - b. Renew leadership accountability
 - c. Develop data-driven decision-making

3. Promote OPL's value
 - a. Develop and implement a brand strategy
 - b. Develop and implement a fundraising plan
 - c. Strengthen stakeholder relationships and advocacy
 - d. Strengthen the Intellectual Freedom program

The Priorities provide OPL with the strategic direction to inform the development of annual work plans for both the Board and staff. As per Board Policy 001 – Roles and Responsibilities of the Board and Trustees (“Board Roles and Responsibilities Policy”), the Board’s “...attention shall primarily be on the long-term needs and goals for OPL.” The purpose of this report is to seek the Board’s approval of the 2020 Board Work Plan, including the members of the Governance Ad hoc Committee, and inform the Board of the 2020 Corporate Work Plan.

DISCUSSION

The COVID-19 Pandemic in Ottawa

Prior to the COVID-19 pandemic, staff had already begun work on the draft 2020 workplans. The pandemic, the provincial and municipal states of emergency, and the resulting operational impact on OPL affected the implementation of both workplans significantly. OPL is not working within normal operations in 2020. Operations focused on responding to the situation, sustaining services, including virtual services, during the pandemic, and, as mentioned in the OPL COVID-19 Recovery Priority 2-5 Plan (OPLB OPLB-2020-0601), planning for the recovery of operations in all its complexity. This work involved all divisions within OPL, and a significant portion of the total OPL workforce. It required OPL to redesign many, if not all, services, consider which services can no longer be offered, and develop new services.

As a result of the pandemic, the 2020 Board Work Plan and 2020 Corporate Work Plan were revised; new work plan items were created, and some items will be deferred to 2021 and beyond. The amendments to the original plans have resulted in fewer overall items, focusing on those items that are key to OPL strategic and operational matters, and the addition of the COVID-19 Framework to both work plans. Further details of these revisions are included below.

It is also expected that the pandemic will continue to affect OPL beyond 2020: as such, staff expect that adjustments will be required to the Strategic Plan. This has been

identified for further discussion in Q4 2020 and added to the 2020 Corporate Work Plan as a result. Staff will bring forward an update on the Strategic Plan, as normally done, and provide any recommendations regarding adjustments at that time.

The 2020 Board Work Plan

The 2020 Board Work Plan (Document 1) includes key action items involving the Board's stewardship, strategic direction, and active participation. The items are both legacy and future-focused activities. Activities and initiatives for 2020 align with each of the approved Priorities. Key action items were determined by considering activities initiated in 2019 with continued efforts in 2020, as well as new activities that will strategically advance the organization. Items appearing on this list require Board authority to approve, as per OPL Board Policy 002-OPLB Delegation of Authority ("the DOA").

Of note, staff recommended at the May 12, 2020 Board meeting the creation of the COVID-19 Ad hoc Committee (comprised of Vice-Chair Fisher and Trustee Brockington), to support staff in creating a Framework that will guide the development, implementation, and resumption of all OPL operations, and in light of the role of Board members under the Delegation of Authority Policy to approve strategic frameworks for key OPL services. This new item has been added to the workplan.

The Governance Ad hoc Committee

In the Board Roles and Responsibilities Policy, the role of the Board members to regularly update the governance policies for the organization is clear. As such, an important part of the Board Work Plan this year is striking the Governance Ad hoc Committee, and this forms a separate recommendation in this report. Staff recommend the creation of the Governance Ad hoc Committee (comprised of Trustees Allan Higdon and Harvey A. Slack), to review Board policies and position statements. Members of this Ad hoc Committee will serve as advisors to staff.

The 2020 Corporate Work Plan

The 2020 Corporate Work Plan (Document 2) includes key action items that are operational in nature, complementing the items on the Board Work Plan. The Corporate Work Plan recognizes that significant staff involvement will occur in implementing the aforementioned items of the Board Work Plan, as well as items that advance the

organization in several key areas. Items on Corporate Work Plan fall within the CEO's delegated authority under the DOA.

While strategic priorities exist for the term of the Board, the work plans are not exhaustive listings of the activities to be undertaken by the Board and staff. Work plans are focused on the key action items for 2020, given the time, scope, and effort required for some of the files. Approval of the work plan herein does not preclude the addition of items that may arise during the year for which the Board directs staff to complete, or other work carried out during the normal course of operations.

Of note, staff undertook several new workplan items as a result of the pandemic, including developing a response plan to the pandemic, increasing virtual offerings, and enabling enhanced communications with customers. These new items have been added to the workplan.

CONSULTATION

Several sources informed the planning discussions for the 2020 Board Work Plan. The Ottawa Public Library Management Team developed the annual Corporate Work Plan with input from management and other staff. Board Trustees were engaged in the strategic planning process in 2019; the majority of workplan items relate directly to the OPL Board Strategic Plan for 2020 – 2023.

LEGAL IMPLICATIONS

There are no legal implications associated with this report.

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications associated with this report.

FINANCIAL IMPLICATIONS

Funding for all activities within this report are covered by the approved 2020 OPL Capital and Operating budgets.

ACCESSIBILITY IMPACTS

There are no accessibility impacts associated with this report.

TECHNOLOGY IMPLICATIONS

There are no technology implications associated with this report.

BOARD PRIORITIES

If approved, this report confirms the Ottawa Public Library Board's 2020 Work Plan.

SUPPORTING DOCUMENTATION

Appendix 1 2020 Board Work Plan

Appendix 2 2020 Corporate Work Plan

DISPOSITION

If approved, staff will facilitate the creation of the Governance Ad hoc Committee.