**DEPARTMENT:** PEOPLE SERVICES  
**BRANCH:** OTTAWA PUBLIC LIBRARY/BIBLIOTHEQUE PUBLIQUE D’OTTAWA

**VISION/MISSION:**

The Ottawa Public Library/Bibliothèque publique d’Ottawa links the people of Ottawa to resources and information for life-long learning and the creative use of leisure time, in the context of both official languages. In the pursuit of stored human knowledge, the Library is a gateway to global communications and information networks.

**OBJECTIVES:**

- To deliver public library services for Ottawa residents of all ages in accordance with community needs for life-long learning, education, culture and leisure.
- To provide timely access to accurate and useful information in a variety of formats and technologies.
- To support intellectual freedom as the prerequisite for an informed, democratic society.
- To add to the sense of community within the new City of Ottawa.
- To provide an electronic gateway to the world of the Internet and beyond.
- To provide efficient, effective and equitable public library service

**CORE VALUES:**

The Ottawa Public Library/Bibliothèque publique d’Ottawa:

- Offers basic support through public funding without additional charge.
- Supports intellectual freedom.
- Supports intellectual curiosity and inquiry.
- Encourages all ages to love reading.
- Reaches out to people for whom education, language, disability, economic circumstances, disability or age are a barrier to use.
- Provides outstanding customer service in a cost-effective and responsible manner.
- Provides facilities that are welcoming, convenient and accessible, and which act as a community-gathering place.
- Consults with the community to provide targeted services responding to identified community needs.
- Seeks mutually beneficial partnerships and links with the community and encourages opportunities for volunteer service.
- Promotes a stimulating work environment that recognizes and rewards staff creativity in serving the people of Ottawa.
MEMBERS OF THE BOARD OF TRUSTEES OF THE OTTAWA PUBLIC LIBRARY

Councillor Rick Chiarelli, Chair
Alayne McGregor, Vice-Chair

Aly Alibhai
Councillor Elisabeth Arnold
Lyse Champagne
Jim Cooper
Councillor Diane Deans
Royal Galipeau
Ian Hunter
Councillor Jacques Legendre
Councillor Phil McNeely
Beverly Rix
Karen Shiller
Councillor Janet Stavinga
Terri White Lobsinger
<table>
<thead>
<tr>
<th>SERVICES:</th>
<th>SERVICE OUTCOMES:</th>
<th>SERVICE LEVELS:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Circulation Services</td>
<td>Speedy, courteous loaning and retrieval of materials.</td>
<td>Increased efficiencies due to implementation of ILS (integrated library system) including automated voice notification of overdues and reserves; receipt printers and access to more circulation services provided via Internet.</td>
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<tr>
<td></td>
<td></td>
<td>Self check-out units available in four branches.</td>
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<td></td>
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<td>Items circulated to users annually = 7 million, or 9 items for every citizen.</td>
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<td>Additional items used in-library = 2.2 million.</td>
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<td>Material moved between branches per year = 1300 tonnes.</td>
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<td>Hours open per week = 1600 hours in 33 facilities and one mobile unit.</td>
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<td></td>
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<td>Person visits per year = 5 million.</td>
</tr>
<tr>
<td>Information and Reference Services</td>
<td>Connecting citizens with the information they need to facilitate life-long learning; developing information literacy by fostering research skills and promoting reading as fundamental to qualify of life.</td>
<td>Questions answered per year = 963,000.</td>
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<tr>
<td></td>
<td></td>
<td>Public Internet access stations available in all 33 locations = 260 +</td>
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<td></td>
<td></td>
<td>Participants in Internet workshops at training labs = 2500.</td>
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<td></td>
<td>Ontario Business Connects (Partnership with Ministry of Consumer and Business Services)</td>
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<td></td>
<td></td>
<td>New business registrations = 1,000</td>
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<tr>
<td></td>
<td></td>
<td>Business Name Searches = 500</td>
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<tr>
<td></td>
<td></td>
<td>Software installed to manage and analyze call traffic on InfoService Line (236-0303)</td>
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<tr>
<td></td>
<td></td>
<td>E-Reference service implemented (via Internet).</td>
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<td></td>
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<td>Digitization pilot project of local resources commenced.</td>
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</table>
## 2002 Operating Budget

### Department: People Services

### Branch: Ottawa Public Library/Bibliothèque publique d’Ottawa

<table>
<thead>
<tr>
<th>Services: Collections Development and Management Services</th>
<th>Service Outcomes: Building and maintenance of a comprehensive collection of materials and resources for both adults and children in a wide range of formats and languages.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services: Virtual Library Services</td>
<td>Service Outcomes: Organized and convenient access to electronic, on-line and Internet information and services accessible both in the library and geographically remote areas.</td>
</tr>
<tr>
<td></td>
<td>Service Levels: Department centralized Branch collections rationalized and harmonized New collections initiated in DVD, E-Book and books-on-CD formats Per/capita invested in collections = $5.02 per citizen New titles added to collection in all formats = 85,000 % book and resource budget allocated to French language materials = 17% % book and resource budget allocated to Children’s materials = 20% Estimated size of combined collections of former library systems = 2.2 million items New ILS (Integrated Library System) launched Website revised and re-launched Hits on OPL website = 27.9 million/year Leadership of SmartLibrary (Part of OCRI’s SmartCapital Demonstration Project); partners include U of Ottawa library, Carleton U library, National Library of Canada and CISTI - Canada Institute for Scientific and Technical Information) Licensed data bases available on website for in-house and remote access by users = 19 Public internet access workstations available = 260 + Fully equipped computer training labs for public and staff = 3</td>
</tr>
<tr>
<td>SERVICES:</td>
<td>SERVICE OUTCOMES:</td>
</tr>
<tr>
<td>----------</td>
<td>------------------</td>
</tr>
<tr>
<td>Programs and Special Needs Services</td>
<td>Connecting users, especially children, with library resources and community reading and literacy experts; providing library services to the homebound, users with special needs and those in geographically remote areas.</td>
</tr>
<tr>
<td>Technical Services</td>
<td>Efficient and effective acquisition, processing and management of the collections, enabling access for all users to all multi-format collections through the integrated library system both in the Library and beyond the library walls.</td>
</tr>
<tr>
<td>SERVICES:</td>
<td>SERVICE OUTCOMES:</td>
</tr>
<tr>
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<td>----------------------------------------------------------------------------------</td>
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</tbody>
</table>
| Library Board               | Strategic support and management services to the 15 member governing board of the Library. | 8 month operating plan implemented  
Community needs assessment and user satisfaction research in progress to support new strategic agenda and plan (2003-2005)  
Ottawa Public Library Foundation established in process of being established.  
Governance model implemented by Library Board and related policies developed  
Long-term marketing and communications strategy in progress.  
First collective agreement with CUPE 503-Library Group in progress.  
Planning for South Central District Library completed, including needs assessment, feasibility study and site selection  
Capital campaign for South Central District Library initiated  
Planning for new Main Library as part of civic cultural complex initiated  
Planning for new mobile library services unit completed and ordered  
Renovations to 4th and 5th floors to centralize and harmonize central services completed  
Life cycle and condition audits completed for all 33 library facilities  
Threat and risk reviews completed for designated branches |
DEPARTMENT: **PEOPLE SERVICES**

BRANCH: **OTTAWA PUBLIC LIBRARY/BIBLIOTHEQUE PUBLIQUE D’OTTAWA**

**ISSUES / OPPORTUNITIES / CHALLENGES 2002-2003**

**Issues and Challenges**

- Developing a strong effective Board of Trustees
- Implementing new staffing structure
  - Negotiate new collective agreement
  - Complete employee matching process
  - Implement staff training, development and retention strategy
- Developing strategic capital facilities plan as part of Growth Summit Strategy
- Expanding Information Technology and Communications service and infrastructure
- Implementing rural services strategy to address the unique challenges of distance and size
- Moving 25+ tons of library materials weekly between locations – quickly and efficiently
- Maintaining involvement of more than 500 volunteers
- Establishing harmonized services, standards and policies
- Monitoring service level agreements with Centres of Expertise and revising where required
- Ensuring strong, responsive, vibrant collection in all areas of the city and available in both official languages
- Launching the Ottawa Public Library Foundation to expand fundraising capacity

**Opportunities**

- The Ottawa Public Library will provide better access to broader and deeper collections and services to all residents of the City of Ottawa
- One ILS (integrated automated library system) will drive service equity and efficiency
- Economies of scale will result in strengthened purchasing ability (e.g. Electric Library-and electronic database of full-text articles from hundreds of periodicals)
- Increased partnership opportunities with People Services Department (e.g. 1,2,3 Read with Me/ 1,2,3 Lis avec moi; Youth Agenda, shared studies), the private sector, the Friends of Libraries and other levels of government.
- A larger, stronger “Friends of the Library” group(s) better able to assist the OPL in fundraising initiatives.
- Better positioning with the City to develop and implement a comprehensive capital strategy
The Ottawa Public Library operating plan, approved by the Board in August 2001 is designed to focus the organization on the actions required to launch the Library in its critical years of transition. The plan contains strategies in five year areas: Focusing on the Public; Growing our People; Enhancing our Services; Strengthening our Organization and Fostering our Partnerships and Community Alliances. Each strategy is linked to one or more of the Board’s approved objectives and core values. The operating plan also incorporates the main elements of the Library’s business case as presented in submissions to the Transition Board in 2000 and to City Council in 2001.

- Focus on our public
  - Community consultation on service and capital needs
  - Completing and implementing marketing and communications strategy

- Growing our people
  - Ensure a healthy and equitable workplace
  - Ensure human resources policies, training and promotion opportunities support the hiring, location and retention of knowledgeable staff
  - Negotiate first contract with CUPE 503 Library Group
  - Implement system wide-training plan
  - Complete workforce alignment
  - Strengthen Friends of the Library and volunteer corps

- Enhancing our services
  - Complete implementation of service delivery model, end state design
  - Establish service standards
  - Establish and monitor key performance indicators
  - Complete implementation of Integrated Library System by June 2002
  - Continue to expand databases and virtual library services for 24/7 library access
  - Implement digitization of critical local resources including community newspapers
  - Automate self-check-out and check-in of materials
  - Provide E-books and E-reference services
  - Implement E-business applications permitting payment of fees and fines electronically
  - Implement accessible, convenient services that are measurable and provide value for money
  - Launching of Children and Youth Agenda
DEPARTMENT: People Services

BRANCH: Ottawa Public Library/Bibliothèque Publique d’Ottawa

STRATEGIES 2002-2003

- Strengthen our organization
  - Complete the transition to one library
  - Develop long-range capital plan with priority on New Main Library and South-Central district branch and encompassing all facilities and mobile services
  - Continue to develop strong governing Board within a policy framework
  - Develop policies, procedures and guidelines to support one library
  - Participate in corporate E-Service opportunities
  - Leverage technology to enhance delivery of services and/or reduce costs
    - Use integrated technology for library materials purchasing, including sending, monitoring and invoicing electronically
    - Use Web X39.50 ISO communications protocol for acquiring free cataloguing records
  - Develop final agreements and good working relationship with Centres of Expertise
  - Develop and implement capital and operating budgets
  - Participate in building the City’s Official Plan and Ottawa as a Smart
  - Partnership with People Services in developing and implementing a Corporate Human Services Development Strategy
  - Develop joint programming and marketing opportunities in conjunction with People Services

- Foster Partnerships and Community Alliances
  - Develop and launch the Ottawa Public Library Foundation
  - Expand public and private partnerships in support of reading and education
  - In conjunction with City of Ottawa, develop private/public partnerships related to the new main library
  - Maintain leadership in SmartLibrary and SmartCapital development projects

See also the 2001-2002 Operating Plan approved by the Ottawa Public Library Board, August 7, 2001 for additional details.
DEPARTMENT: PEOPLE SERVICES

BRANCH: OTTAWA PUBLIC LIBRARY/BIBLIOTHEQUE PUBLIQUE D’OTTAWA

2001 ACHIEVEMENTS:

- Improved public access from January 1 through the introduction of a common library card
- Provided City-wide access to library materials in 33 locations supported by a materials delivery system which is moving 25 tonnes of material weekly between branches
- Common communications vehicle/OPL quarterly program guide Preview / En Prímeur in place for January 1
- Managers down to Level 5 hired
- Over 98% of staff confirmed in their positions
- Library Board has approved mission, objectives, core values, Board by-laws and 2001-2002 Library operating plan
- Circulation of library materials has increased; Library web-site has 27.8 million hits to end of October
- Council-approved additional $1 million for library materials used to enhance collections in all 33 locations with emphasis placed on small and rural branches
- Integrated Library System implementation project on target for June 2002 completion
- Harmonization of circulation fees, charges and loan periods approved by Board for implementation in 2002
- Over $300,000 raised in 2001 through grant programs, sponsorships and special events; preliminary steps taken to establish a Foundation in 2002
- Very successful City-wide children’s summer reading program, youth and adult writing contests established
- 1st Employment Development Day held in December; theme was “Getting to know you / Journée de perfectionnement des employés”
2002 OPERATING BUDGET

DEPARTMENT:  PEOPLE SERVICES

BRANCH:  OTTAWA PUBLIC LIBRARY/BIBLIOTHEQUE PUBLIQUE D’OTTAWA

2001 ACHIEVEMENTS:

Ottawa Public Library Board

• Completion of Board orientation and planning retreat
• Development of mission, objectives, core values and logo
• Establishment of operating by-laws
• Approval of 18-month operating plan to December 2002
• $1,136,130 addition secured from Council for book and materials budget
• Approval of policy governance framework for Board operations
• Community needs assessment and user satisfaction survey underway
• Concept approval of new central library as part of downtown cultural complex; approval of South Core District Branch as #1 facility development priority
• Approval in principle of the establishment of the Ottawa Public Library Foundation to facilitate major capital fundraising
• Establishment of liaison committee to work with the Ottawa area school boards
• $10 million in project funding to community agencies
## Department: Ottawa Public Library/Bibliothèque publique d’Ottawa

### Amalgamation Savings

<table>
<thead>
<tr>
<th>Description</th>
<th>$000</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2002 Amalgamation Savings Target ($000):</strong></td>
<td>(773)</td>
<td>(6.0)</td>
</tr>
<tr>
<td><strong>2002 Budget Submission ($000):</strong></td>
<td>(773)</td>
<td>(6.0)</td>
</tr>
<tr>
<td><strong>Variance From Target ($000):</strong></td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

### Savings Achieved

- Centralization of Technical Services: (240) (6.0)
- Materials Processing Efficiencies: (83) -
- Increased Income for facilities rentals: (60) -
- Non funding of Labour Relations position: (69) -
- Reducing staffing to complete service model: (321) -
### Resource Requirements:

<table>
<thead>
<tr>
<th>By Program / Branch</th>
<th>2001 Budget</th>
<th>2002 Budget</th>
<th>% Var.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$000</td>
<td>$000</td>
<td>%</td>
</tr>
<tr>
<td>Ottawa Public Library</td>
<td>21,386</td>
<td>21,033</td>
<td>(1.7)</td>
</tr>
<tr>
<td>Total Gross Expenditures</td>
<td>21,386</td>
<td>21,033</td>
<td>(1.7)</td>
</tr>
<tr>
<td>Recoveries</td>
<td>0</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>Total Net Expenditures</td>
<td>21,386</td>
<td>21,033</td>
<td>(1.7)</td>
</tr>
</tbody>
</table>

### Revenues

<table>
<thead>
<tr>
<th></th>
<th>2001 Budget</th>
<th>2002 Budget</th>
<th>% Var.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provincial Grant</td>
<td>(1,165)</td>
<td>(1,382)</td>
<td>18.6</td>
</tr>
<tr>
<td>Library Material - Municipal</td>
<td>(1,136)</td>
<td>0</td>
<td>(100.0)</td>
</tr>
<tr>
<td>Library Fines</td>
<td>(766)</td>
<td>(783)</td>
<td>2.2</td>
</tr>
<tr>
<td>Fess</td>
<td>(264)</td>
<td>(73)</td>
<td>(72.3)</td>
</tr>
<tr>
<td>Photocopying Revenue</td>
<td>(122)</td>
<td>(75)</td>
<td>(38.5)</td>
</tr>
<tr>
<td>Rental of Facilities</td>
<td>(37)</td>
<td>(134)</td>
<td>262.2</td>
</tr>
<tr>
<td>Lease - Parking Garage &amp; Tower</td>
<td>(376)</td>
<td>(376)</td>
<td>0.0</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>(126)</td>
<td>(132)</td>
<td>4.8</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>(3,992)</td>
<td>(2,955)</td>
<td>(26.0)</td>
</tr>
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</table>

### Net Requirement

<table>
<thead>
<tr>
<th></th>
<th>2001 Budget</th>
<th>2002 Budget</th>
<th>% Var.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>17,394</td>
<td>18,078</td>
<td>3.9</td>
</tr>
</tbody>
</table>

### By Expenditure Type

- **Salaries, Wages & Benefits**: 15,881 15,679 (1.3)
- **Purchased Services**: 194 122 (37.1)
- **Materials & Supplies**: 3,975 4,175 5.0
- **Fixed Assets**: 64 110 71.9
- **Transfer Payments**: 675 416 (38.4)
- **Financial Charges**: 316 250 (20.9)
- **Secondary Costs**: 281 281 0.0

**Total Gross Expenditures**: 21,386 21,033 (1.7)

### Full Time Equivalents

<table>
<thead>
<tr>
<th></th>
<th>2001 Budget</th>
<th>2002 Budget</th>
<th>% Var.</th>
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<tbody>
<tr>
<td></td>
<td>391.0</td>
<td>385.0</td>
<td>(1.5)</td>
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