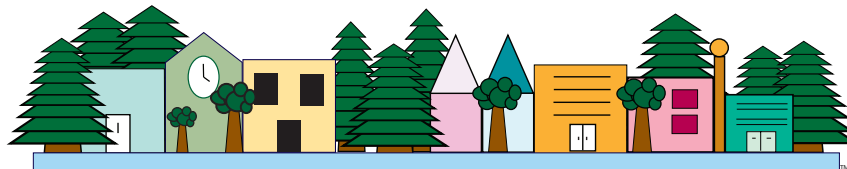




Ontario Library Service – North
Service des bibliothèques de l'Ontario – Nord

Annual Report 2013-2014

It Takes A Library to Raise a Community



Une bibliothèque est requise pour hausser la communauté

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Message from the 2013-2014 Chairperson and CEO

OLS - North continued to move forward in 2013-2014 in close collaboration with its partners and its clients. Strategic work with Southern Ontario Library Service, the Federation of Ontario Public Libraries and Ontario Library Association continue. Quarterly meetings with the directors of these organizations have resulted from the work on collaborative initiatives, stemming from Libraries 2020. (See, *Emerging from the Symposium: Libraries 2020 and province-wide consulting*)

Work on the initiatives mentioned in the above publication continues: OLA continues to offer the Facilities Boot Camp, the Federation is developing a business plan for the branding strategy and SOLS, OLS - North and their partners are working on the implementation of a Learning Management System. Networking meetings were combined in 2013 to allow clients to participate in workshops and consultations conducted by Intrafinity, the company chosen for the learning management system project. This project will dynamically change the way in which library staff will find, receive, and track professional development opportunities. It will create one place to look for training opportunities.

OLS - North offered two new face to face summits this year, one for technology and one for policy. Both were very well received and allowed librarians to make immediate changes in their libraries. This face to face training methodology has been very successful with the clients who were able to attend. We will continue to explore this kind of training where funding permits. OLS - North continued to offer a variety of webinars this past year.

JASI continues to be a major commitment for OLS - North. Staff members have been working with the Steering Committee and the users on next steps regarding software. This software selection project continues into the summer of 2014. During this time, libraries who wish to join have been asked to wait for a final determination of fees. Therefore, there was no increase to library participants in 2013-2014. Several libraries have expressed an interest in joining in the coming year.

A new communication plan for the Client Service Input Committees was put in place to encourage input from all clients. It will be evaluated next year.

The Provincial ILS feasibility study concluded this year. No immediate action to create a provincial catalogue was recommended. Further partnership and collaboration was recommended, as the idea of encouraging libraries to join a consortium.

The Study of Northern Public Libraries was released in early 2014. Although it identified some data problems it also provided some insights into issues facing northern public libraries. A client survey conducted in April 2014 corroborates some of the things we learned.

Three toolkits were published this year. The *Establishing a Public Library in a First Nation Community Toolkit* has been released to First Nation communities and the *Creating and Operating a Repository in a First Nation Public Library Toolkit* will be released with information regarding a joint software project soon. The *New Librarians Toolkit* was circulated to all libraries in the Province.

2014-2015 brings the planning work for our next strategic plan and the final implementation of strategies of our 2011-2015 strategic plan. We continue to plan opportunities for feedback and participation by our libraries.

The pressures on our operating funds continue. For many years, OLS - North has supplemented its operating funds with contingencies caused by staff absences in previous years. In the coming years, serious decisions will need to be made to allow the organization to operate within its transfer payment. We appreciate the increase to our transfer payment this year that allowed us to continue the conference.

Leanne Clendening
CEO

Joyce Cunningham
Board Chairperson

Our Vision

Ontario Library Service-North (OLS - North) contributes to building strong northern libraries.

Our organization:

- promotes equitable access to library services throughout Northern Ontario.
- accepts the unique challenge of supporting library development in remote communities, First Nation, and francophone communities.
- understands the changing needs of libraries and works with library clients and partners to build a strong and stable foundation for service delivery.

OLS - North is recognized as a leader and encourages libraries to be leaders in their communities.

Mission and Mandate

Ontario Library Service - North is a non-scheduled agency of the Ontario Ministry of Tourism, Culture and Sport. The agency is governed by a nine-member board, which receives its authority from the Public Libraries Act, the Corporations Act and its Letters Patent. Operating at an arm's length from the Ministry, the Board conducts itself according to a Memorandum of Understanding.

The purpose of the Ontario Library Service is to provide programs and services on behalf of the Ministry by:

1. Increasing cooperation and coordination among public library boards and other information providers in order to promote the provision of library services to the public.
2. Assisting public library boards by providing them with services and programs that reflect their needs, including consultation, training and development services.

Services

All OLS - North services are available to public libraries across the North. Services of OLS - North are directed towards developing equitable and maximum access to library services and resources for the residents of Ontario. In addition OLS - North provides some services on a province-wide basis such as JASI (Joint Automation Server Initiative) and material pools.

The agency facilitates the improvement of local library services through training and education, as well as providing assistance to libraries as entry points to a worldwide library and information service. OLS - North has a mandate to provide direct services to local libraries to supplement local service and encourage partnering opportunities.

Highlights of 2013-2014

- Study of Northern Public Libraries completed
- Study of Provincial ILS completed and posted to website
- Hosting of Technology Summit (17 participants) and Policy Summit (18 participants)
- Participated in selection of a learning management system and library consultations with vendor
- Meeting of SOLS and OLS - North advisors in March 2014 to promote collaboration
- Technology staff created or re-designed 56 library websites to make them AODA compliant
- Publication of three toolkits
- Facilitated work of the First Nation Public Library Week; commissioned artwork and designed poster
- Facilitated delivery of material for TD Summer Reading Program
- Launched new Large Print Material Pool
- Provided administration for Ontario Guidelines, Monitoring and Accreditation Council (8 accreditations granted including 19 branches)

Organizational Review A: Governance Review

Northern Ontario Library Service Board

*Ministerial Appointments

Board Member	Appointed	Term Expires
Cunningham, Joyce	June 2005	March 2014
Ryan, Frances	October 2006	March 2014
*Moore, Irene	October 2008	June 2017
Wasacase, Maureen	June 2008	March 2016
Rous, Christopher	June 2008	March 2016
Enright, Sylviane	June 2009	March 2014
Manitowabi, Margaret	June 2009	March 2014
Bishop, Elizabeth	April 2012	March 2016
Gagnon, Maurice	October 2008	May 2013 (resigned)

Organizational Review B: Board Structure

Geographic Area	Number of Representatives
Northwest Thunder Bay - Superior North, Thunder Bay - Atikokan, Kenora - Rainy River	2
North Central Algoma - Manitoulin, Sault Ste. Marie, Sudbury, Nickel Belt, Parry Sound - Muskoka	2
Northeast Timmins - James Bay, Timiskaming - Cochrane, Nipissing	2
First Nations - All of Northern Ontario	1
Ministerial Appointees	2

Appointments are staggered four year terms.

Organizational Review C: Advisory Structure Review

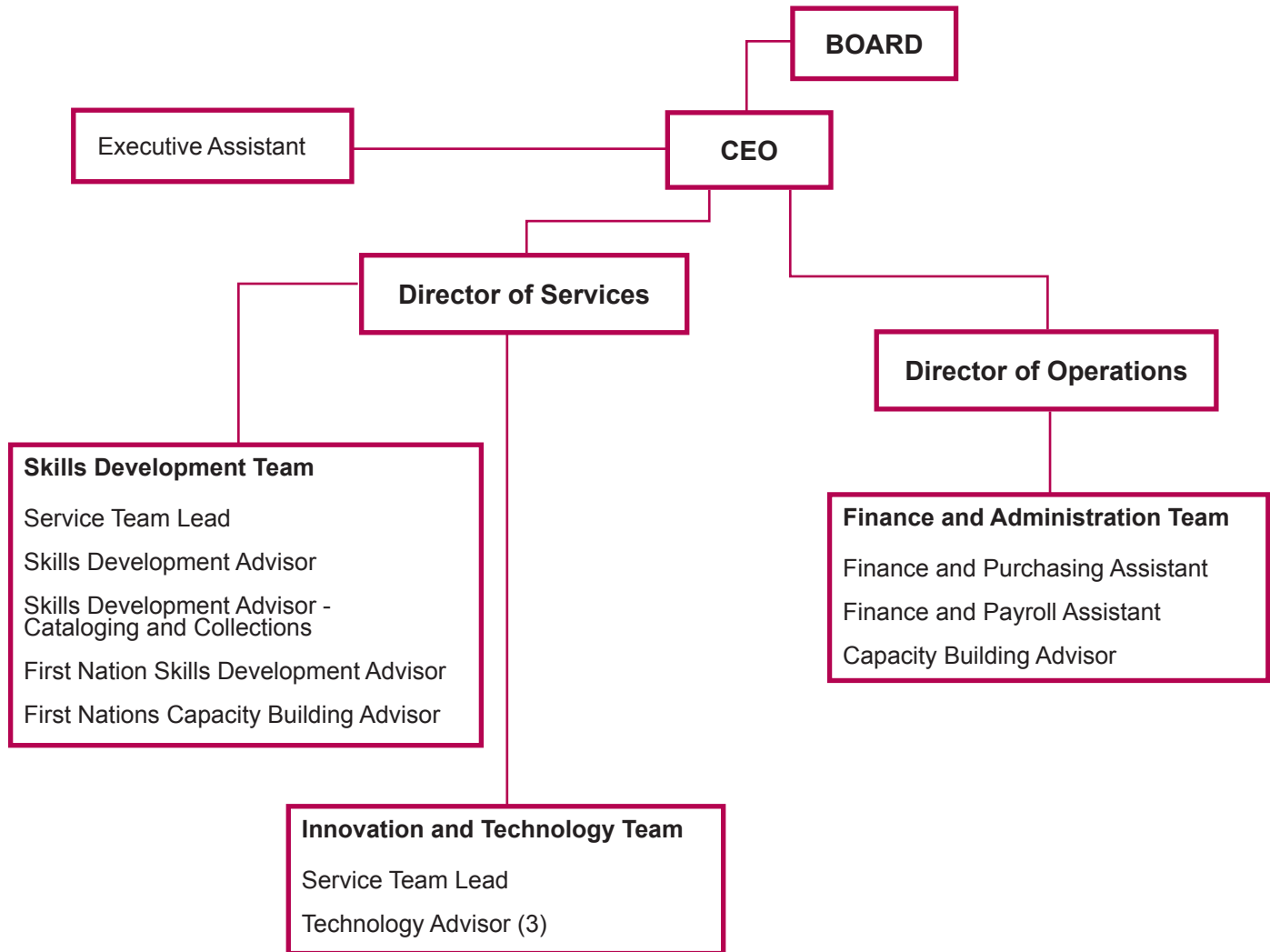
Client Advisory committees are in place to advise on the following service areas:

- Skills Development
- Technology
- Pools
- Conference and Training

These committees include representatives from the Northwest, Northeast, First Nation and Francophone libraries.

Organizational Review D: Staff Organizational Review

Staff Structure January 2014



Outcomes for 2013-2014 and Plan for 2014-2015

1. Build awareness of OLS - North services

Activity	2013-2014 Outcome/Progress	2014-2015 Expectations
Develop Marketing Plan	Plan delayed due to loss of key staff member	Plan in place by September 2014, one training session by December 2014 Marketing Strategies for each service in place
Maximize the use of library visits Create team portfolios outlining services which are available Create resource kit for new librarians and board members to provide an orientation to OLS - North services and other public library resources.	Portfolios in place New Librarian Toolkit completed Board member and librarian packages under development	Develop feedback mechanisms Implement virtual library consulting recommendations Finalize toolkit and develop package Create board package
Increase social virtual presence	Staff Guidelines in place by June 2013 Training plan implemented	Success monitored through quarterly report
Identify opportunities to share OLS - North successes through library conferences, professional journals, etc.	Commitment identified to staff One staff application	Two applications submitted

2. Develop creative and innovative ways to deliver training

Activity	2013-2014 Outcome/Progress	2014-2015 Expectations
Create training by request	6 modules in draft form for review; request form created	Evaluation Plan in place
Develop OLS - North training videos	5 videos created for Policy Summit	Additional videos created Evaluation plan in place
Continue to work collaboratively with other library organizations on a joint training platform/portal	Continue to attend meetings and participate in committee's work	Participate on committees

Outcomes for 2013-2014 and Plan for 2014-2015 con't

3. Support client libraries in providing equitable access

Activity	2013-2014 Outcome/Progress	2014-2015 Expectations
Develop new OLS - North website which meets AODA standards Include mobile device applications	Training completed	Website complete by December 2014
Create AODA compliant template for client websites	56 library compliant websites created/updated All 56 websites accessible with mobile devices	
Review findings of the Northern Ontario Library study and share as appropriate	Findings communicated (available on OLS - North website)	
Investigate means of enhancing service delivery in small libraries including use of technology and collaboration between libraries and other partners	Consultations underway	Implement strategies for enhancing service delivery in small libraries.

4. Encourage libraries to be leaders in adopting creative and innovative approaches to service delivery

Activity	2013-2014 Outcome/Progress	2014-2015 Expectations
Support and evaluate a virtual meeting place	Implementation plan in place	Evaluation by January 2015
Evaluate mentorship program	Implemented	Evaluation by September 2015
Create a plan for implementation of a Leadership Summit III and repeat of levels I & II	Curriculum reviewed	Implementation plan in place

Report on Provincial Investments

OLS – North continues to work collaboratively with Southern Ontario Library Service (SOLS) on the various provincial investments made in public libraries over the last few years including the purchase of e-resources and the remaining projects under the \$15 million investments.

The investment's Future Plans budget was established to address recommendations arising from the Library Technology Trends Study and the Collaborative Initiatives Report. This year, we have focused on the development of business plans for three key projects.

Provincial Integrated Library System (ILS)

The Library Technology Trends Study recommended that a provincial e-network be built on a single ILS incorporating libraries serving populations under 50,000. OLS - North retained an ILS consultant to investigate the feasibility of a province-wide ILS and develop a business plan. To assess the marketplace, the consultants issued a request for information (RFI) which was sent to sixteen proprietary and Open Source ILS vendors; eleven responded. Libraries also were asked to complete an online needs assessment survey. The survey was sent to all public libraries in Ontario and responses were received from 162 libraries (51%) representing all sizes. The results of the survey indicated that there are insufficient numbers of Ontario public libraries ready to move forward today in order to justify the creation of a consortium. However, the results also show that the vast majority of respondents, irrespective of their lack of immediate interest in the consortium, are not opposed to the idea itself. The RFI revealed that there are vendors capable of providing a product/service that can fulfil the requirements of a provincial ILS. The consultant found that economic sustainability, collaboration and a common vision are key factors in determining the success of a province-wide ILS.

OLS - North is working to build on existing interest in a provincial ILS via a Summit of Consortia planned for the fall of 2014 where participants will look for opportunities to share resources and services amongst consortia.

Integrated Training Strategy

The Collaborative Initiatives Report recommended the development of a training portal to provide seamless access for discovering training opportunities offered by partner organizations. The portal would be searchable by various means (e.g. keyword, media, provider, competency, etc.) and provide a link for registration. It would also allow users to track their training and progress via an ePortfolio. A future phase foresees the addition of a learning management system (to host training and manage students) and e-learning software (for content creation) as well as links to an information portal.

Overlap Associates Inc. was retained to develop a business plan for the training portal. Overlap surveyed libraries and conducted workshops throughout Ontario to assess and prioritize needs and develop solutions. They also issued an RFI to potential vendors to assess the marketplace. The business plan discussed the feasibility of proceeding with the portal and recommended that a request for proposals (RFP) be issued to more finely assess possible solutions and costs. Completed in autumn 2013, this RFP led to the selection of a preferred vendor, Intrafinity. We completed contract negotiations and have begun the envisioning and planning phases of the project as of April 1, 2014. The portal is expected to go live in January 2015.

The project is under the direction of an advisory committee with representatives from SOLS, OLS - North, OLA (Ontario Library Association), OALT (Ontario Associations of Library Technicians) and public libraries.

Library Branding and Promotion

The Collaborative Initiatives Report also recommended the creation of a distinct identity for public libraries with local and provincial messaging. As with the other two projects, we identified funds to be used for the development of a business plan. Federation of Ontario Public Libraries (Federation) submitted a proposal to OLS - North, as the lead for this project, to take on this initiative but subsequently reduced its staffing and lost its CEO. In the fall 2013, under the direction of a new CEO, FOPL submitted a proposal to develop and brand strategy for Ontario public libraries. The Federation is scheduled to submit a final report to OLS - North.

E-resources

OLS - North works in collaboration with SOLS on the provision of e-resources as part of funding provided by the Ontario Ministry of Tourism, Culture and Sport to ensure equitable access to information for all Ontarians through their public libraries. The following are the Tier 1 resources purchased for all libraries in Ontario. This year OLS - North continued to work with libraries on making these resources available through their websites.

Vendor	Products
Career Cruising	Career Cruising
EBSCO	Canadian Points of View Consumer Health Complete Multilingual Health – French Novelist Novelist K-8
EDURef	PebbleGo
Gale Cengage	ChiltonLibrary CPI.Q General OneFile with InfoTrac Collections Kids InfoBits Literature Resource Center Virtual Reference Library
Micromedia Proquest	Ancestry Library Edition
Rosen	Teen Health and Wellness
Tumbleweed	Tumblebooks (including Library, Unplugged, Cloud, Cloud Junior and Audio Cloud)

In addition libraries can purchase into two additional tiers of resources. Tier 2 resources are offered at a discounted rate from these vendors as part of an aggregate order. Additional Tier 3 resources may be purchased from certain vendors at a discounted rate twice a year.

Statistical Review 2013-2014

Conference Attendance

	2013 - 2014		14/15
	Target	Actual	Target
Joint Conference	190	159	160

Skills Development

	2013 - 2014		14/15
	Target	Actual	Target
Library Visits	68	60	68
Strategic Plans	9	21	15
Annual Surveys	350	206	200
Facility Plans	10	10	10
Environmental Scans / User Studies	19	15	15
Policy Development	40	52	50
General Advice	185	130	135

Capacity Building

	2013 - 2014		14/15
	Target	Actual	Target
Marketing Products (service discontinued December 2013)	78	48	0
Library Visits (service unit disbanded December 2013)	35	25	0
Grant Applications*	45	20	20
Marketing Plans **	2	1	1
Booth-in-a-Box*	15	7	8

* moved to Finance & Administration
 ** moved to Skills Development

Web Based Training

	2013 - 2014		14/15
	Target	Actual	Target
Webinars	15	12	12
Attendance	200	130	200
Online Views	100	93	100

Consortium Purchasing Participation

	2013 - 2014		14/15
	Target	Actual	Target
Follet Maintenance*	0	1	0
TD Summer Reading Program Promotional Items	100	71	100
Labels / Library Cards	27	27	35
Computer Equipment	5	5	5

* Migration to JASI and other projects

Resource Sharing Transaction

	2013 - 2014		14/15
	Target	Actual	Target
Number of Material Pools	105	57	100
Rotations	200	268	250
ILLO (Requested and Received)	29,000	27,003	28,000

Technology

	2013 - 2014		14/15
	Target	Actual	Target
Training Visits	45	52	52
Clear Helpdesk Requests	2,150	2,230	2,230
Websites / New and Updates	575	610	610
Total JASI Memberships	90	84	89

	2013 - 2014		% increase from 2012-13
	Target	Actual	
JASI Circulation	1,131,800		18%
JASI Holdings / Items	1,135,336		3.5%
JASI Holdings / Titles	797,426		-24.66%*

*decrease in holdings due to data clean-up

Total Visits

	2013 - 2014		14/15
	Target	Actual	Target
Number of First Nation Library Visits	30	30	30
Number of Visits	165	167	167

Performance Measures 2013-2014

Goals	Measures	2013-2014 Accomplishments	2014-2015 Targets
1. Build awareness of OLS - North services.	<ul style="list-style-type: none"> # of visits using new service portfolios % of increase in Facebook reaches and Twitter followers 	<ul style="list-style-type: none"> 81 visits using new portfolios Facebook reaches increase by 58% Twitter followers increase by 50% 	<ul style="list-style-type: none"> 81 visits using new portfolios Facebook reaches increase by 10% Twitter followers increase by 10%
2. Develop creative and innovative ways to deliver training	<ul style="list-style-type: none"> # of standard training modules developed # of requests received through online request system for standardized training # of training videos # of conference sessions streamed % of clients who indicate knowledge has improved due to training # of clients using alternative training mechanism 	<ul style="list-style-type: none"> 6 standard training modules developed in draft 0 requests received through online request system for standardized training 4 videos completed 2 conference sessions streamed 68% of clients indicate knowledge has improved due to training 241 clients using alternative training mechanism 	<ul style="list-style-type: none"> 3 additional modules made available via web 5 requests received through online request system 2 training videos in place 3 conference or training sessions streamed 72% of clients indicate knowledge has improved due to training 300 clients using alternative training
3. Support client libraries in providing equitable access	<ul style="list-style-type: none"> # of recommendations for website changes due to AODA Report on status of northern libraries complete % increase in JASI membership 	<ul style="list-style-type: none"> 56 compliant library websites redesigned or created Report published JASI membership increased by 0% (due to extended vendor negotiations) 	<ul style="list-style-type: none"> JASI membership increased by 5%
4. Encourage libraries to be leaders in adopting creative and innovative approaches to service delivery	<ul style="list-style-type: none"> Twitter stream in place by May 2012 and baseline of usage in place by March 2013 	<ul style="list-style-type: none"> Twitter Stream compilation eliminated due to change in Twitter Application 	

Revenue 2013-2014

Category	2012 - 2013	2013 - 2014
Provincial grants	1,611,982	1,672,946
One time operating	-	-
Provincial Investment	64,661	89,221
Conference	27,233	25,836
Pool fees	-	7,350
Other	91,694	72,571
Amortization of deferred capital contributions	56,016	57,559
Deferred contributions, beginning of year	421,299	278,916
Deferred contributions, end of year	(278,316)	-
Transfer of deferred contributions to deferred capital contributions	-	-
Government deposit of Capital Assets	-	-
Total revenues	1,994,559	2,204,399

Expenditures 2013-2014 - Summary

Category	2012 - 2013	2013 - 2014
Programs and Services (a)	534,610	554,625
Administration and Salaries (b)	1,452,474	1,598,524
Amortization	90,543	85,677
Total	2,077,628	2,238,826
Excess / Deficiency	(83,069)	(34,427)

Chart a)

Programs and Services	2012 - 2013	2013 - 2014
First Nation Consulting Service	223,363	204,520
First Nation Salary Subsidy	-	-
Virtual Services	2,729	-
Programs and Operations	155,896	218,712
Joint Automation Server Initiative	107,222	129,331
Provincial Investment	45,400	2,062
Total Programs and Services	534,610	554,625

Chart b)

Administration and Salaries	2012 - 2013	2013 - 2014
Wages and Benefits	1,096,307	1,308,975
Administration and General	56,192	67,798
Repairs and Maintenance	71,453	62,815
Personnel Support	126,962	90,851
Communications and Marketing	36,167	23,338
Travel	65,393	44,747
Total Administration and Salaries	1,452,474	1,598,524



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