



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

A large, thick, green abstract graphic element that forms a wide, open loop, framing the central text. It starts from the left, curves around the bottom and right, and ends with a thin tail pointing towards the top left.

Annual Report 2014 - 2015

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Message from the 2014-2015 Chairperson and CEO

OLS - North continues to find innovative ways of providing services to its clients within the fiscal restraints it faces. Staff resources were focused this year on strategies which will move Northern libraries forward.



Left to Right: The Honourable Michael Coteau, Minister of Tourism, Culture and Sport; Joyce Cunningham, Board Chairperson; Leanne Clendening, CEO

Partnerships

Progress on the strategies emerging from 2020 continued, while planning for the April 30, 2015 event Libraries 2025 is underway. OLA continues to offer their Annual Institute on Library as Place. The Federation continued work on the Branding Initiative and Southern Ontario Library Service (SOLS), OLS – North, and Ontario Library Association continue work on implementing LearnHQ, a learning management system and portal for Ontario's public library. OLS - North staff are planning for the transition of training events to this environment.

Partner organizations (FOPL, OLA, SOLS and OLS - North) participated in the planning of Libraries 2025 where new strategies were discussed. These will be announced in 2015.

Leadership Development

In its continued commitment to leadership development, OLS - North offered a Leadership Summit I for its clients this year. Twelve librarians attended. We will be migrating Leadership Summit II and III and these will be offered virtually through LearnHQ over the next two to three years. The intention is to create a learning cohort in the introductory course and to have those relationships continue in the virtual environment.

JASI

JASI continues to be a major project for OLS - North and its clients. This year involved the negotiation of a vendor contract with SIRSIDynix for the next five years and the migration to software as a service (SaaS) environment. Data previously stored on our own servers in Toronto are now stored on SIRSIDynix's servers in Montreal.

Strategic Planning

OLS - North's new Strategic Plan launched on April 1, 2015. This was the culmination of several months of research, a survey of clients and a review of our services. We expect this new strategic plan to direct us through a time of transition. This transition includes changes in how we use technology, in which training methodologies are used and in the services we are able to provide within our operating budget.

The financial pressures facing the agency continue. In a time when our major funder, the Government of Ontario, is facing restraint, we must be truly innovative and diligent in our planning. In our efforts to continue core service delivery this past year, we eliminated our Director of Services position. The Board is doing everything it can to minimize any negative impact on our client services and staffing. We are continuing to use technology to enhance the services we can provide. Look for our virtual collaborative spaces and changes to our virtual consulting and training services in the coming year.

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.

Governance Review

Board Structure

Appointments are staggered four year terms.

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

Governance

Northern Ontario Library Service Board

*Ministerial Appointments

Board Member	Appointed	Term Expires
Cunningham, Joyce	June 2005	March 2018
Ryan, Frances	October 2006	March 2018
*Moore, Irene	October 2008	June 2017
Wasacase, Maureen	June 2008	March 2016
Rous, Christopher	June 2008	March 2016
Enright, Sylviane	June 2009	March 2018
Manitowabi, Margaret	June 2009	March 2018
Bishop, Elizabeth	April 2012	March 2016

Advisory Structure

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.

Financial Review

Revenue

Category	2013 - 2014	2014 - 2015
Provincial grants	1,672,946	1,674,118
One time operating	-	-
Provincial Investment	89,221	92,200
Conference	25,836	13,708
Pool fees	7,350	12,231
Other	72,571	96,361
Amortization of deferred capital contributions	57,559	47,965
Deferred contributions, beginning of year	278,916	-
Deferred contributions, end of year	-	(30,412)
Transfer of deferred contributions to deferred capital contributions	-	-
Government deposit of Capital Assets	-	-
Total revenues	2,204,399	1,906,171

Expenditures

Category	2013 - 2014	2014 - 2015
Programs and Services (a)	554,625	477,709
Administration and Salaries (b)	1,598,524	1,494,557
Amortization	85,677	77,897
Total	2,238,826	2,050,163
Excess / Deficiency*	(34,427)	(143,992)

* Deficiency covered by contingencies. Contingencies will be depleted in 2014-2015.

Chart a)

Programs and Services	2013 - 2014	2014 - 2015
First Nation Consulting Service	204,520	195,296
First Nation Salary Subsidy	-	-
Virtual Services	-	-
Programs and Operations	218,712	181,889
Joint Automation Server Initiative	129,331	110,524
Provincial Investment	2,062	-
Total Programs and Services	554,625	477,709

Chart b)

Administration and Salaries	2013 - 2014	2014 - 2015
Wages and Benefits	1,308,975	1,233,286
Administration and General	67,798	78,838
Repairs and Maintenance	62,815	83,937
Personnel Support	90,851	39,775
Communications and Marketing	23,338	23,892
Travel	44,747	34,829
Total Administration and Salaries	1,598,524	1,494,557

Services

Skills Development

Our Skills Development Team continues to take the lead on our consulting and training services related to the library and management skills required by librarians and the governance skills required by board members.

Early in 2015, the team began scheduling board training sessions for the new board members who took office following the municipal election last fall. Two Boards have already received training, the rest will occur in 2015.

The team planned and implemented the Leadership Summit I which was offered last year and worked with our Conference and Training Committee to plan for spring workshops and the fall conference. Last year's spring workshops were on technology planning.

The Skills Development Advisor and Team Lead of Skills Development worked with several libraries on strategic planning this year.

Strategic Plans	14
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Six regional spring workshops on cataloguing were offered across Northern Ontario, with 55 attendees.

The First Nation advisors conducted an evaluation of First Nation public library week, planned this year's First Nation public library week and planned a successful spring gathering which included technology training funded by a grant from the Ministry of Tourism, Culture and Sport through SOLS.

Team members continued to assist with questions regarding the Annual Survey of Public Libraries in addition to other consulting questions.

Annual Surveys	52
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Members of this team participating in committees working on the migration and testing of the LearnHQ system.

Provided administration for Ontario Guidelines, Monitoring and Accreditation Council (9 accreditations granted)

Prepared and distributed the Board Recruitment Toolkit and revised Municipal Councillor's Handbook.

Library Visits	60
Facility Plans	4
Environmental Scans / User Studies	5

Policy Development	18
General Advice	114
Cataloguing	43

Technology and Innovation

Team members were involved in maintaining the hosted JASI service while preparing for the migration to the SaaS environment.

Total JASI Memberships	97
JASI Circulation	1,406,695
JASI Holdings / Items	1,589,696
JASI Holdings / Titles	739,940

Members of this team conducted research on technology to support virtual collaboration.

Technology and Innovation staff continues to design and update library websites.

Websites / New and Updates	303
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Members of this team participated in a committee working on the testing of the LearnHQ system.

Library Visits	61
Clear Helpdesk Requests	1899

Northern “Lit” Award Winners 2014

Northern “Lit” Award winners were selected by panels of judges representing Northern Ontario Public Libraries.

English Fiction

The Bear by Claire Cameron

Louise de Kiriline Lawrence (English Nonfiction) Award

Indigenous Healing: Exploring Traditional Paths by Rupert Ross

Other OLS - North Services

Several staff were involved in the planning of Libraries 2025 scheduled for April 30, 2015.

Social media continues to grow as a means of communicating with clients.

Finance staff introduced two new pools with sixteen participating libraries and prepared contracts for two other pool groups.

	Participants	Blocks	Articles
Large Print	16	18	288
Graphic Novel	12	12	168
Book Club	14	15	150

The annual conference was a success. Changes to the registration process were introduced.

Conference Attendance	148
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Fewer webinars were offered this year as we migrate our training offerings to LearnHQ.

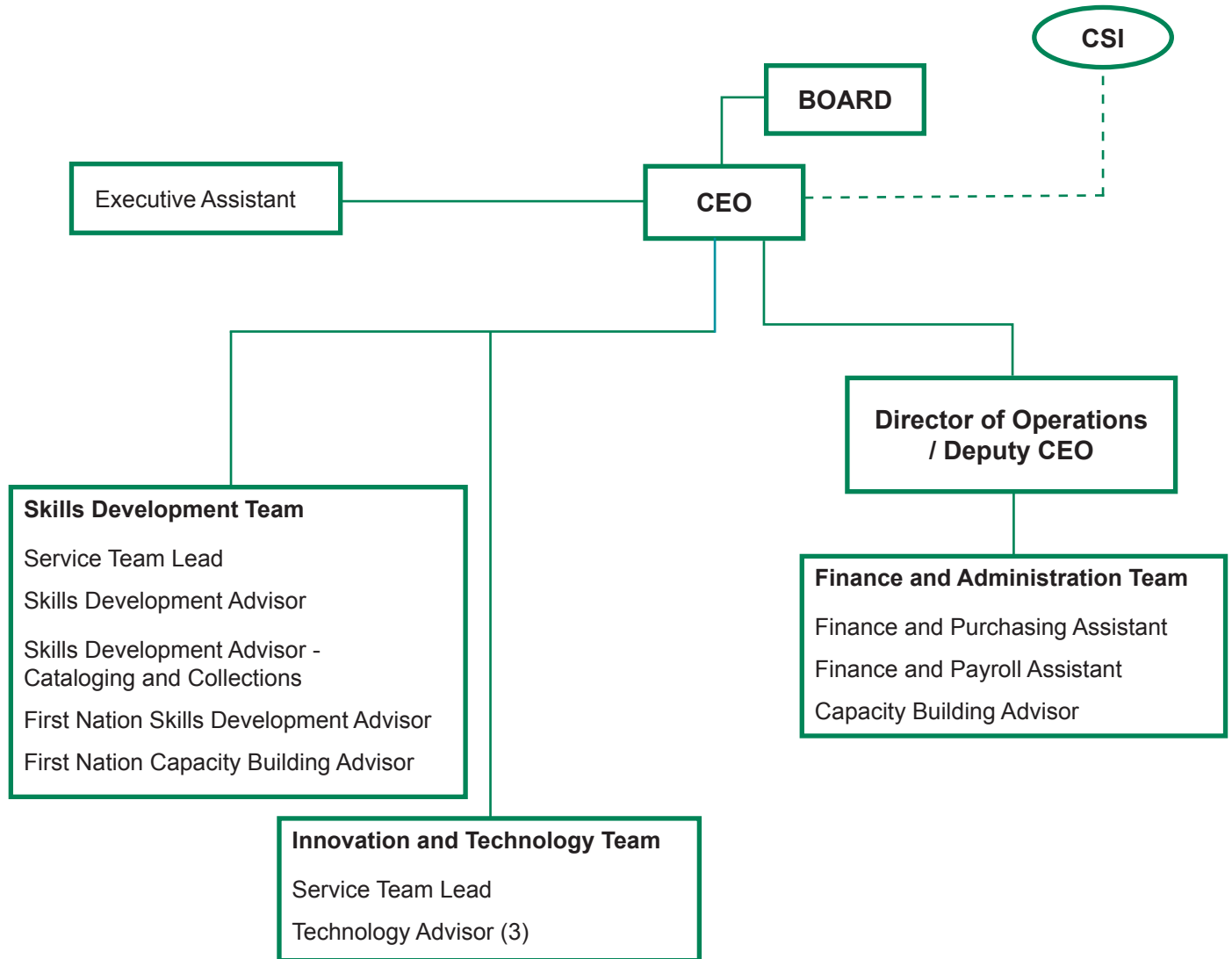
Webinars	5
Attendance	51
Online Views	35

Booth-in-a-Box Requests	7
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TD Summer Reading Program Promotional Items	32
Labels / Library Cards	20

Organizational Chart

Staff Structure July 2014



Operational Plan

Review of Year 3

Build awareness of OLS - North services

1. *Implement OLS - North marketing plan*

The finishing touches are being put on the plan which will be introduced to staff early in 2015.

2. *Maximize the use of library visits*

Staff continue to use the service portfolios when visiting clients.

Management staff have been designated to contact clients for feedback on visits

Total # of Library Visits	121
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3. *Increase social/virtual presence*

Social media continues to grow as a means of communicating with clients.

Facebook Page Likes	116
Twitter Followers	161

4. *Identify opportunities to share OLS - North success through library conferences, professional journals etc.*

Two requests to present at conference were submitted. A co-presentation with SOLS at OLA on LearnHQ took place. One staff member left our employ before her presentation was scheduled.

Develop creative and innovative ways to deliver training

The implementation of this strategy has been effected by the implementation of LearnHQ.

1. Training by Request will be incorporated into LearnHQ

2. OLS - North training videos will be made and incorporated into training on learnHQ

3. We continue to work collaboratively with SOLS on LearnHQ. The planning and leadership team met in January 2015 to plan our training for the coming three years and decided that henceforth, all training will be designed so that it can be delivered virtually

Support client libraries in providing equitable access

1. *AODA compliant websites.*

Technology staff have created 36 websites which are both AODA compliant and accessible from mobile devices. In addition, updates continue.

2. *Strategies for using Northern Ontario library study-*This project was delayed due to the organization's involvement in Libraries 2025. We have now begun reviewing client needs as a first step of this project.

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

1. *Support and evaluate a virtual meeting place*

We are currently preparing to launch the use of Google Hangouts for this purpose. Training took place for clients in spring 2015.

2. *Mentorship program*

The evaluation of this program indicated that both mentors and mentees found it useful. Suggested changes have been incorporated into this year's program. To date, twelve people have participated as mentees.

3. *Plan for leadership summits*

Although this was not completed until early 2015-2016, a plan is now in place for Summit I to be provided face to face while Summit II and III will be provided virtually over a two to three year period.

Strategic Plan 2015 - 2018

Our new Strategic Plan came into effect on April 1, 2015. The Board identified the following four strategic thrusts for the organization:

1. Collaboration – To encourage library collaboration to build library capacity
2. Technology – To enable client libraries to implement technologies
3. Training – To provide training that addresses the skills requirements of client libraries, delivered by the most effective means
4. Client Engagement – To engage CEOs, staff, and boards in the identification and evaluation of their skill sets, roles and responsibilities

Provincial Investments - Funded by the \$15 Million

Ongoing Projects

Sixty-three libraries were originally approved from seventy-two applications totaling \$581,789. Libraries have requested a number of changes to their requests over the last three years resulting in revised commitments of just over \$480,000. Post project reports are due within three months of completing the training.

Sixty projects have been completed, three were cancelled and nine are still underway. SOLS has received fifty-one post projects reports from libraries indicating that staff members have completed 55,342 hours of training. The primary focus is on degree, diploma or certificate programs in library and information studies, followed by leadership, public administration and various other programs. A total of fifty-six staff members have completed a diploma or certificate, three have completed a Bachelor's degree and another eleven have completed a Master's degree. We have reimbursed \$457,393 (95%) to date. The Education Fund will continue to receive claims through 2015 as staff work through some in-depth study programs.

Future Plans

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 implementing the recommendations from two of the completed business plans, continuing to work on a branding initiative, and planning for a follow-up symposium to Libraries 2020 called, of course, Libraries 2025.

Integrated Training Strategies

The Collaborative Initiatives Report recommended the development of a training portal to provide seamless access for discovering training opportunities offered by partner organizations. In 2014-15, SOLS & OLS – North worked closely with OLA on Phase One of this project, which included the definition of business requirements, site design, migrating courses to the LMS (Learning Management System), site testing, and roll-out to the libraries April 1, 2015. Called “LearnHQ/ Réseau d'apprentissage”. The portal is searchable by keyword and is organized using the SOLS Competencies Index for Public Libraries, so that staff can identify training that will help them learn the skills, abilities and knowledge necessary to achieve both personal and organizational outcomes.

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

Provincial Integrated Library System (ILS)

In November 2014, a follow-up to the feasibility study conducted in 2013-14, OLS – North led a Summit of ILS Consortia looking for opportunities to share resources and services amongst consortia. Those present concluded that there is currently not enough interest in pursuing a provincial ILS but that OLS – North will touch base on occasion with these consortia to maintain awareness of developments, opportunities for future savings, and best practices.

Library Branding and Promotion

In the fall 2013, under the direction of a new CEO, FOPL submitted a proposal to develop a brand strategy for Ontario public libraries. FOPL submitted a final report to OLS – North in November 2014 which recommended we conduct an external review of the library brand and its position with the public. We will be discussing this recommendation and next steps in upcoming meetings.

Libraries 2025 Symposium

Led by OLS – North, Libraries 2025 was a joint initiative involving SOLS, OLA, FOPL and CULC. Using fund from the \$15 Million Investment's Future Plans budget, the group hosted Libraries 2025 Symposium on April 29-30, 2015 at the Royal York in Toronto. Like its predecessor (Libraries 2020) in 2009, the Symposium brought together representatives from the Ontario public library community to celebrate achievements like the Training Portal and the Library as Place Institute but to also look to the future and what it holds. Almost 300 people attended the event and feedback was overwhelmingly positive. The moderator for the day, Valerie Pringle, was uniformly praised for her enthusiasm, her understanding of the topics, and her ability to engage speakers and panelists alike.

The topics tackled included:

- Community based design
- Continuous improvement and innovation
- Proving our stories
- Staff evolution

OLS – North coordinated the event including hotel, registration and speaker contracts.

Remaining Funds

A total of \$14,541,840 (97%) of the \$15 million investment (excluding interest) has been spent to March 31, 2015. Accruing for the Education Fund, and initiatives such as LearnHQ, the Libraries 2025 Symposium and Library Branding, we currently have a balance of approximately \$380,000 (from interest) which is reserved for future provincial plans. The CEO's from SOLS, OLS – North, FOPL, OLA and CULC will discuss such potential opportunities.

E-Resources

Southern Ontario Library Service (SOLS), in collaboration with Ontario Library Service - North (OLSN), is administering the e-resources grants from the Ministry of Tourism, Culture and Sport (MTCs) “to ensure that all public libraries are able to participate in a consortium that will provide equitable access to electronic information resources for Ontarians”. With confirmation of \$1.8 million in e-resources funding for three years, we were able to license a revised core suite of seventeen products for 2013, 2014, and 2015.

SOLS has done an analysis of trends in the usage and purchasing of digital content, usage of products, usage by library, and barriers to usage. It notes the following changes.

Since the inception of a core suite of databases for public libraries in Ontario (Tier 1) in 2011, the nature of the digital content market has changed significantly. A review of the data from the MTCs’s Annual Survey of Public Libraries from 2011 - 2013 shows that:

- Database subscription purchases have increased by 37.3 %
- The number of libraries participating in consortial ebook purchasing increased by 8.4%
- The number of libraries participating in consortial database purchasing increased by 111.7%
- On average, libraries are spending upwards of 21% of their materials budget on digital materials

	2011	2012	2013
Total Database Subscriptions	5012	4631	7307
No. of libraries participating in consortial purchasing: ebooks	182	200	198
No. of Libraries Participating in Consortial Purchasing: Databases	51	67	180
Computer Readable Materials as % of Material Expenditure (AVG)	18%	19.80%	21.50%

These numbers show that libraries are purchasing more digital content each year, thereby providing their patrons with a wider variety of choices for online information. This provincial investment has played a significant role in this increase through its financial commitment, and consortial purchasing programs, and the educational component which assists libraries and vendors in seeing the benefits of participation.

In Northern Ontario, with limited budgets, the provincial investment has been crucial to continued involvement of libraries in the program. Still many Northern libraries cannot afford to participate in library purchased programs such as the Overdrive e-book initiative. The number of people participating in Overdrive fell when it became a library funded purchase, expanded again in part from client demand, and more with the availability of capacity building collections funds, and has begun to fall again. Only twenty-one libraries in Northern Ontario participate in Tier Two purchases. Twelve libraries participate in Archambault, a French resource collection. This number includes most of our libraries serving predominantly francophone collections and a handful of others.



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