

**Oakville Public Library Board
Regular Meeting**

AGENDA

Date: Thursday, February 15, 2024
Time: 7:00 p.m.
Location: Council Chamber

Town Hall is open to the public and live streaming video is available on <https://opl.ca/About-OPL/Library-Board/Board-Agendas-and-Minutes> or at the town's YouTube channel at <https://www.youtube.com/user/TownofOakvilleTV>. For further information go to <https://opl.ca/About-OPL/Library-Board>.

Pages

- 1. Territory Acknowledgement**
- 2. Regrets**
- 3. Declarations of Pecuniary Interest**
- 4. Confirmation of Minutes of the Previous Regular Meeting of the Board**

Item 4.2 see confidential agenda.

4.1 Minutes of the Regular Meeting of the Board, JANUARY 18, 2024

4 - 13

Recommendation:

That the minutes of the regular meeting of the Oakville Public Library Board dated January 18, 2024, be approved.

4.2 Confidential Minutes of the Closed Session of the Board, JANUARY 18, 2024

Recommendation:

That the minutes of the closed session meeting of the Oakville Public Library Board dated January 18, 2024, be approved.

5. Consent Item(s)

5.1 2024 Oakville Public Library (OPL) Board Key Agenda Items – February 15, 2024 **14 - 15**

Recommendation:

That the 2024 OPL Board Key Agenda Items report be received for information.

5.2 Health and Safety Report – February 15, 2024 **16 - 17**

Recommendation:

That the Health and Safety report be received for information.

5.3 Proposed Parks and Open Spaces Service Level Agreement – February 15, 2024 **18 - 28**

Recommendation:

That the draft Parks and Open Space Service Level Agreement be approved.

5.4 Cyber Security Addition to Information Technology Solution Service Level Agreement - February 15, 2024 **29 - 48**

Recommendation:

That the updated Oakville Public Library (OPL) Information Technology Solutions (ITS) Service Level Agreement be approved.

6. Confidential Consent Item(s)

There are no confidential consent items.

7. Discussion Item(s)

7.1 Comprehensive Financial Report at December 31, 2023 – February 15, 2024. **49 - 55**

Recommendation:

That the Comprehensive Financial Report at December 31, 2023 be received for information.

7.2 Human Resources Policies – February 15, 2024 **56 - 75**

Recommendation:

That the following Human Resources policies be received for feedback.

7.3 Performance and Measures Report Q4 2023 - February 15, 2024 76 - 89

Recommendation:

That that Performance and Measures Report Q4 2023 be received for information.

7.4 2023 CEO Goals Q4 Update – February 15, 2024 90 - 106

Recommendation:

That the 2023 CEO Goals Q4 Update report be received for information.

7.5 CEO Update – February 15, 2024 107 - 108

Recommendation:

That CEO Update report be received for information.

8. Confidential Discussion Item(s)

Item 8.1 see confidential agenda.

8.1 CEO Evaluation - February 15, 2024

Verbal report from Commissioner of Community Services

9. New Business

10. Date and Time of Next Meeting

Thursday, March 21, 2024
Oakville Municipal Building
Council Chamber - 7:00 p.m.

11. Adjournment

Oakville Public Library Board

MINUTES

Date: January 18, 2024

Time: 7:00 p.m.

Location: Virtual Meeting

Board Members Councillor Knoll, Chair

Present:

Andrew Cashman, Vice-Chair

Councillor Chisholm

Meredith Burke

Avis Maher (As of 7:13 p.m.)

Celso Mello (As of 7:10 p.m.)

Bill Smith

Roderick Sawyer

Regrets: Rebecca Mayville

Staff Present: Collen Bell, Commissioner of Community Services

Tara Wong, CEO of Oakville Public Library

Tricia Agnew, Manager of Human Resources

Caitlyn Hicks, Director of Customer Experience

Joseph Moncada, Director of Innovation and Integration

Sam Zurzolo, Director of Information Technology Solutions

Monica Socol, Manager of Technology & Projects

Jill Marcovecchio, Council and Committee Coordinator

Others: Rob Mill, Manager of Application Support

Khoa Pham, Manager of IT Security

A virtual meeting of the Oakville Public Library Board was held on January 18, 2024, in the Council Chamber at the Oakville Municipal Building, 1225 Trafalgar Road, commencing at 7:00 p.m.

1. Territory Acknowledgement

2. Regrets

As noted above.

3. Declarations of Pecuniary Interest

No declarations of pecuniary interest were declared.

4. Confirmation of Minutes of the Previous Regular Meeting of the Board

4.1 Minutes of the Regular Meeting of the Board, November 16, 2023

Moved by Councillor Chisholm

Seconded by Roderick Sawyer

That the minutes of the regular meeting of the Oakville Public Library Board dated November 16, 2023, be approved.

CARRIED

Tara Wong, CEO OPL, introduced Caitlyn Hicks, Director of Customer Experience.

5. Consent Item(s)

5.1 2023 Year End Health and Safety report– January 18, 2024

Moved by Councillor Chisholm

Seconded by Roderick Sawyer

That the 2023 Year End Health and Safety report be received for information.

CARRIED

5.2 2024 Oakville Public Library (OPL) Board Key Agenda Items – January 18, 2024

The Board requested that CEO Board Evaluations be added as an annual OPL Board Key Agenda Item for November 2024. Tara Wong, Councillor Knoll, Board Chair, asked that the CEO include this on the listing for the February 15, 2024 Board meeting.

Moved by Councillor Chisholm

Seconded by Roderick Sawyer

That the 2024 OPL Board Key Agenda Items report be received for information.

CARRIED

5.3 OPL Board Governance policies – January 18, 2024

Councillor Knoll, Board Chair, thanked the Policy Review Ad-Hoc Committee chaired by Roderick Sawyer and members Andrew Cashman, Celso Mello, and Bill Smith for their work on Board governance policies.

Moved by Councillor Chisholm

Seconded by Roderick Sawyer

1. That the following board governance policies be approved:
 - a. Purpose of the Library Board policy;
 - b. Board Evaluation policy;
 - c. Board Orientation policy;
 - d. Board Training policy; and
 - e. Code of Conduct policy;
 - f. Duties and Responsibilities of Individual board members policy; and
 - g. Integrated Risk Management.
2. That following board governance policies are rescinded:
 - a. Reimbursement of Board Expenses policy; and
 - b. Public Notice of Meetings of the OPL Board policy.

CARRIED

5.4 Respectful Conduct Policy – January 18, 2024

Moved by Councillor Chisholm

Seconded by Roderick Sawyer

That the Respectful Conduct Policy be approved.

CARRIED

6. Confidential Consent Item(s)

There were no confidential consent items.

RECESS

The meeting recessed at 7:03 p.m. due to technical difficulties and reconvened at 7:12 p.m.

7. Discussion Item(s)**7.1 Proposed Parks and Open Spaces Service Level Agreement – January 18, 2024**

Tara Wong, CEO OPL, reviewed the services provided by the Parks and Open Space Department proposed under the service level agreement. The CEO advised that staff have been reviewing service level agreements as services have continued to expand with Town of Oakville departments.

Responding to a question from the Board, the CEO advised that she would follow up on the line item in the budget and internal chargebacks for what has been spent on the outside for library operations.

The Board commented on the challenge of internal chargebacks for services being provided to the library, and to consider the comparison in costs to the private sector if it is less expensive in the future.

Moved by Councillor Chisholm

Seconded by Bill Smith

That the draft Parks and Open Spaces Service Level Agreement be received for feedback.

CARRIED

7.2 2023 CEO Goals Q4 Update – January 18, 2024

Tara Wong, CEO OPL, presented the 2023 CEO Goals Q4 Update.

The CEO responded to questions from the Board regarding goals, metrics and numeric targets, and end results related to a percentage increase of diverse employees, increase in professional development requests, and survey results.

The Board asked additional questions regarding which CEO goals were completed and in progress, measuring success, and the information

contained in Appendix A - Diversity, Equity and Inclusion Strategic Framework to the staff report.

The CEO advised that the diverse employee goal could not be validated as a survey was not in place to do that, staff are looking at how it can be incorporated this or next year, and the timeline.

The CEO advised that the correct appendix to the report would be provided to the Board.

The Board requested that the CEO Goals be updated including changes, additions, and results for the February 15, 2024 Board Meeting.

Moved by Celso Mello

Seconded by Meredith Burke

1. That the 2023 CEO Goals Q4 Update report be received for information.
2. That the 2023 CEO Goals Q4 Update report be updated for the February 15, 2024 Board meeting.

CARRIED

7.3 2024 OPL Goals – January 18, 2024

Tara Wong, CEO OPL, presented the 2024 OPL Goals.

The CEO advised that the Board provided feedback and wanted some clarity on goals regarding cardholder growth and inclusion at the November 16, 2023 Board meeting. The CEO advised of the tie in to the pillar about investing in staff, continuing to grow, and commitment to Diversity, Equity, and Inclusion (DEI), which has been included and in year two of the DEI framework. The CEO further advised about tying in one of the staff goals about building and onboarding and launching modules for three of the key branch positions which make up the majority of staff, and flushing out the goal as part of library cardholder growth to better tie it to promoting digital discovery.

The CEO responded to questions from the Board and discussed the following:

- the use of funds for the capital campaign to raise funds for the new Central Library Branch;

- enhancements to the Central Branch building, and potentially having a small indigenous space that would highlight some of Oakville's indigenous history, which could be something that we could take out and look at fundraising to support;
- a general purpose fund for enhancements, and identify specific examples of enhancements to advertise the campaign;
- conversations with Calgary, Halifax, and Edmonton who have ran really strong capital campaigns around their flagship branches about how to do different approaches;
- tracking library cardholder growth as percentage rather than a direct number and metrics, and tracking what people use it for and activity and different types of activities;
- retaining customers and growing particular cardholders, and how we can get cardholders to take advantage of more of the different offerings that we offer and those we represent as part of activity points;
- customer satisfaction and survey for OPL resonance and metrics gathered to identify areas of improvement;
- development of the survey, how we validate the specific questions, what's the sort of the reach and the frequency of the survey, are you pulling the same people multiple times, and how frequently are you attempting to reach a certain percentage of households?
- planning well in order to have useful information at the end;
- staff are working with Counting Opinions who are a library standard and libraries all over Canada and North America have been using them for over a decade, and they have well established questions already and three different types of surveys, which are short, medium, and long form and people can opt into which one they want;
- staff plan to update the Board at the February 15, 2024 meeting with the timeline of the survey and are hoping to launch it in March and to do a really strong push for it and to do two pushes annually in March and October, and to look at the results quarterly to be really be able to associate what that is and comparative metrics;

- staff are talking with other libraries who have surveys in place, and what kind of structure they have in order to address issues;
- promoting the survey and talking with the public, and rolling out the survey;
- staff growth and engagement;
- onboarding programs for the three core Customer Experience positions, challenges of filling certain positions with the specific education and experience requirements, and reviewing the requirements;
- staff have made some educational adjustments to a number of positions and have strong recruitment processes, and are creating consistency across library branches for training;
- metrics and tracking DEI framework, and using a numeric target in terms of communication internally, and also tracking how well you're doing;
- percentage increase in use of benefits;
- the consultation process for Central Branch development to ensure a good cross section in Oakville;
- staff are building in community consultation into the RFP for detailed design for Central Branch, and will do a variety of different pieces and it will be run as part of the whole detailed design;
- staff are looking at the strategy on fundraising for Central Branch and will report back to the Board and how they can be involved to help get there;
- be specific on what the money is going to be used for fundraising and tie it down to what the money is associated with, and setting some goals financially;
- staff are in process of sorting through the timeline of the campaigns related to Central Branch and digitization project, which is pretty specific for digitization and creating the best target audience, and Central Branch tends to be a little bit broader and to talk with more potential corporate partners or others; and

- staff are looking at the recent turnover and vacancies in the Fundraising department, and reviewing what staffing is needed to temporarily assist in that area, and will report back to the Board.,

Moved by Andrew Cashman

Seconded by Celso Mello

That the 2024 OPL Goals be approved.

CARRIED

7.4 Staff Development Day – January 18, 2024

Tara Wong, CEO OPL, advised that the OPL is hosting a staff development day on September 20, 2024 at Queen Elizabeth Park Community & Cultural Centre (QEPCCC).

Councillor Knoll, Board Chair, asked that staff give notice of the library branch closures in lots of time and have a communications plan.

Moved by Andrew Cashman

Seconded by Avis Maher

1. That the Staff Development Day report be received for information.
2. That the request to close all library branches on Friday, September 20, 2024 to support a Library Staff Development Day be approved.

CARRIED

7.5 2023 Year-End Employee Retention and Turnover Metrics Report – January 18, 2024

Tara Wong, CEO OPL, presented the 2023 year-end Employee Retention and Turnover Metrics.

The Board asked staff for metrics on training and orientation as part of the costs and time spent on hiring and recruiting employees.

The CEO advised of onboarding as part of the 2024 goals, including recorded sessions quarterly or as needed, training three staff at a time, creating videos, and that staff are actively looking at the benefits and costs of training and attrition.

Responding to questions, Tricia Agnew, Manager of Human Resources, clarified the reasons for staff turnover related to career advancement

outside of the organization, personal reasons and employees moving, and staff exit surveys to help categorize the numbers in keeping with the definitions provided by Service Canada.

Responding to further questions, the CEO advised that it was difficult to get metrics on turnover rates from Halton and other libraries in the GTA.

Moved by Councillor Chisholm

Seconded by Meredith Burke

That the 2023 Year-End Employee Retention and Turnover Metrics report be received for information.

CARRIED

7.6 CEO Update – January 18, 2024

Tara Wong, CEO OPL, presented the CEO updated as provided in the PowerPoint presentation.

Councillor Knoll, Board Chair, advised that the newspaper digitalization project was approved in the Mayor's 2024 budget, and thanked the Board members for their support on the project.

Moved by Councillor Chisholm

Seconded by Roderick Sawyer

That CEO Update report be received for information.

CARRIED

8. Confidential Discussion Item(s)

CLOSED SESSION

Moved by Councillor Chisholm

Seconded by Andrew Cashman

That the Oakville Public Library Board resolve into a closed meeting session for the purpose of labour relations or employee negotiations, with respect to Item 8.1 - Collective Bargaining Update 2024 – January 18, 2024, and the security of the property of the municipality or local board, with respect to Item 8.2 - OPL Cyber Security Plan.

CARRIED

The Board resolved into closed session at 8:05 p.m.

The Board resolved back into open session at 8:59 p.m.

8.1 Collective Bargaining Update 2024 – January 18, 2024

Staff direction was provided in closed session.

8.2 Cyber Security and ITS SLA Update

Staff direction was provided in closed session.

9. New Business

The Board recognized and thanked Jessica Warren, Council and Committee Coordinator, for her support in clerking Board meetings, and wished her well in her new role. Councilor Knoll acknowledged Jessica Warren as a fantastic resource for the OPL.

10. Date and Time of Next Meeting

Thursday, February 15, 2024

Oakville Municipal Building

Council Chamber - 7:00 p.m.

11. Adjournment

Moved by Bill Smith

Seconded by Councillor Chisholm

That this meeting be adjourned at 9:01 p.m.

CARRIED

REPORT

Oakville Public Library Board

February 15, 2024

FROM: Oakville Public Library

DATE: February 6, 2024

SUBJECT: 2024 Oakville Public Library (OPL) Board Key Agenda Items – February 15, 2024

RECOMMENDATION:

That the 2024 OPL Board Key Agenda Items report be received for information.

KEY FACTS:

The following are key points for consideration with respect to this report:

- The OPL Board Key Agenda Items list provides an overview of all the annual and regular reports (statistics reports, financial reports etc.) provided to the Board and the month they are expected to be brought forward.
- Items have been adjusted to reflect the actual schedule of board meetings.

BACKGROUND:

N/A

COMMENT/OPTIONS:

N/A

APPENDICES:

Appendix A – OPL Board Key Agenda Items 2024

Prepared and submitted by:
Tara Wong, CEO

OPL BOARD KEY AGENDA ITEMS 2024

Governance: Legislative, Regulatory, Policy Accountability	Jan 18	Feb 15	Mar 21	Apr (no mtg)	May 16	Jun 20	July 18	Aug (if need)	Sept 19	Oct 17	Nov 21	Dec (no mtg)
Annual Agenda/Periodic/Outstanding report timelines												
Strategic Plan Process – progress on action plans – included in CEO update and other presentations	T	T	T		T	T	T		T	T	T	
CEO Annual, Strategic Goals	R-2023 A-2024				R		R			R	R-2025	
CEO Evaluation		T	R		A							
Comprehensive Financial Report (quarterly) – Y/E Projections to Budget Operating & Capital, Fundraising, Reserve funds		R-2023			R-2024				R-2024		R-2024	
Annual Financial Statements and Audit Findings – External Auditors in Attendance					R/A							
HIP Updates – Strategic Progress		R					R					
Annual Budget Town Guidelines /Submission Approval							T		R	A		
Fundraising Strategy Updates–Development Funds & Endowment (Development Strategy Update)			R							R		
Audit and Financial Review (Including OCF funds)			R									
Audit Plan for 2025– Appointment of Auditors											R/A	
Annual Board Evaluation											T	
Regular Agenda Items	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
CEO Update report		R	R		R	R	R		R	R	R	
Monthly Health & Safety Report	R-2023	R	R		R	R	R		R	R	R	
Quarterly Employee and Turnover Metrics report	R-2023				R				R			
Performance and Measures Report		R - 2023			R		R			R		
Monthly Financial Variance Reports – Operating and Capital			R 2024		R 2024		R 2024				R 2024	
Legend: A = Approve R = Receive T = Task(updates as required)												

REPORT

Oakville Public Library Board

February 15, 2024

FROM: Oakville Public Library

DATE: February 6, 2024

SUBJECT: Health and Safety Report – February 15, 2024

RECOMMENDATION:

That the Health and Safety report be received for information.

KEY FACTS:

The following are key points for consideration with respect to this report:

- There was one incident reported for the month of January 2024.
- To date, Oakville Public Library (OPL) is reporting similar staff injuries/incidents to the previous years in the same reporting period.
- OPL will continue to monitor staff injuries/incidents to identify trends and to maintain a safe and healthy workplace.

BACKGROUND:

OPL has commenced the 2024 year with one incident. The reporting period is from January 1 – January 31 for each of the years indicated below.

The incident was reviewed by management and no further action required.

Staff Injuries	2022	2023	2024
No Time Loss	1	0	1
Time Loss	0	0	0
Total Injuries for the Reporting Period	1	0	1
Annual Total Injuries*	15	16	0

**Total annual injuries for 2023 is based on year-to-date (reporting period).*

Joint Health & Safety Committee

The Joint Health & Safety Committee (JHSC) meets regularly to identify potential health and safety issues and bring them to the employer's attention and kept informed of health and safety developments in the workplace by the employer. The JHSC did not meet in January due to scheduling conflicts with OLA Super Conference and staff illnesses. Site inspections were completed and any items that needed to be addressed was raised with Facilities Services.

The next Joint Health & Safety Committee monthly meeting will be held on virtually on February 29, 2023.

APPENDICES:

N/A

Prepared by:
Tricia Agnew, Human Resources Manager

Submitted by:
Tara Wong, CEO

REPORT

Oakville Public Library Board

Meeting Date: February 15, 2024

FROM: Oakville Public Library

DATE: February 6, 2024

SUBJECT: Proposed Parks and Open Spaces Service Level Agreement – February 15, 2024

RECOMMENDATION:

That the draft Parks and Open Space Service Level Agreement be approved.

KEY FACTS:

The following are key points for consideration with respect to this report:

- OPL and the Town of Oakville share a mutual commitment to collaboratively delivering efficient and cost-effective library services to Oakville residents.
- In 2019, the approval of a Memorandum of Understanding (MOU) delineated the terms of our partnership with the identified town departments (Appendix B – Oakville Public Library Memorandum of Understanding).
- Parks and Open Spaces was not included in the original MOU process however, to do more services being provided to OPL in the years since 2019, a service level agreement is being proposed to help clarify expectations and service levels for both groups.
- The board reviewed the proposed Parks and Open Space SLA at the January 18, 2024 meeting with no changes being required.

BACKGROUND:

In January 2019, a MOU was approved by Council (OPL Board in December 2018) that set out the overarching terms of the partnership between the Town of Oakville and the OPL with schedules attached detailing the services provided by identified town department to the Library.

Parks and Open Spaces was not identified as needing a service level agreement at that time, however services from this department to OPL have expanded over the last few years with Parks and Open Spaces now supporting Woodside (previously an external contractor) as well as the outdoor space at Glen Abbey branch.

In consultation with Parks and Open Spaces, it was agreed to draft a service level agreement to confirm services and clarify expectations and service levels.

COMMENT/OPTIONS:

The proposed Parks and Open Spaces service level agreement (Appendix A) covers all the current services provided to OPL. These services include:

- Snow removal
- Flower bed planting and maintenance
- Tree and shrub planting and maintenance
- Lawn mowing
- Capital project assistance as needed.

APPENDICES:

Appendix A – Parks and Open Spaces Service Level Agreement (draft)

Appendix B - Memorandum of Understanding

Prepared and submitted by:

Tara Wong, CEO

**THE OAKVILLE PUBLIC LIBRARY BOARD AND THE TOWN OF OAKVILLE
MEMORANDUM OF UNDERSTANDING**

SCHEDULE F – Parks and Open Spaces Agreement

WHEREAS *Schedule F – Parks and Open Space Management Agreement* forms part of *The Oakville Public Library Board and the Town of Oakville – Memorandum of Understanding* (MOU) agreement. The MOU agrees to services provided by the Town of Oakville (Town) to the Oakville Public Library Board (Library) and acknowledges each party's role and relationship as it pertains to the delivery of library services under the *Public Libraries Act*.

NOW THEREFORE THE LIBRARY AND THE TOWN HEREBY STATE AS FOLLOWS:

1. General Agreement

- a. The Town will provide the Library with the following services to assist the Library in the delivery of library services: grass cutting, shrub maintenance, horticulture displays, and snow removal, litter pick up, as well as the installation, maintenance, repairs and winterization of any irrigation systems
- b. The Town will designate a primary contact person for parks operations and one for capital projects. The Manager, Parks Operations will be the main contact for parks related maintenance and the Town will appoint a Project Manager as the main contact for capital project management. The Library will designate a main contact person responsible for overseeing all parks operations and capital projects and communicating business needs to the Town. That position is the Director, Customer Experience.
- c. The Library will express its service level requirements and future business needs for capital projects and parks operations. Capital projects are also derived from the asset management database. The Town has standard operating procedures for facility operations as outlined on the Town Sharepoint site. The service level requirements will be decided upon collaboratively with the Town and reviewed as needed or at a minimum as part of the MOU review.

The Town will provide the Library with park operations related services as follows:

2. Parks operations (refer to table 1 in Appendix A)

Appendix A

- a. Trees and shrubs will be pruned and in healthy condition.
- b. Flowers beds will be weed free and arranged with seasonal colour balance.
- c. Lawn mowing will occur weekly in May and June, bi-weekly in July and August, and weekly in September and October
- d. Scheduled tree assessments and pruning as needed in consultation with Forestry team
- e. Snow removal (at any accumulation) and/or salting entrances or other urgent matters that may affect the health and safety of staff and customers.

3. Capital project management

- a. The Library will engage with the Parks Operations team to discuss any large-scale parks related projects.
- b. Ensuring that all work executed meets the Town's standards and guidelines including those for accessibility and sustainability.

4. Planning and financial responsibilities:

- a. The Library is responsible for advance planning, budgeting and needs identification for new parks related installations and projects in collaboration with the Town.
- b. The Library is responsible for the oversight of all operating and capital expenses. While Town staff may be submitting purchase orders and approving them, all budgets and approvals are the responsibility of the Library.

5. Communication

- a. The Library will submit parks related support requests using the Town's Service Oakville system.
- b. The Library and Town will meet twice a year (April / October) to share work plans, review budgets and identify service needs that require parks operations support.
- c. The Library will participate with the Town in parks operations planning, working together to develop a mutually beneficial approach to all supported library facilities.

6. Problem resolution

- a. In the case of unresolved facility operations or capital project issues, the Library will escalate to the Manager, Parks Operations.
- b. If not possible to resolve, the problem will be escalated to: Director, Park Operations; Commissioner, Community Services; CAO.

7. Policies

- a. The Town, in its service provision to the Library, will not conflict with established Library policy. The Library is responsible for notifying the Town of relevant public library policies that relate to this agreement.
- b. All of the required legislation and Town policies apply including but not limited to: Ontario Building Code, the Planning Act, OUDS, Electrical Safety Authority, Technical Standards and Safety Authority, and Town Standard Operating Procedures, all federal and provincial legislation and municipal by-laws.

Appendix A

Table 1. Parks Duties by Library Branch

	GRASS CUTTING	SHRUB MAINTENANCE	LITTER PICKUP	HORTICULTURE DISPLAYS	PLANTERS	SNOW REMOVAL
CENTRAL	YES	YES	YES	YES	YES	YES
CLEARVIEW	HDSB	HDSB	HDSB	HDSB	N/A	HDSB
GLEN ABBEY	YES	YES	YES	YES	YES	YES
IROQUOIS RIDGE	Yes	YES	YES	YES	YES	YES
SIXTEEN MILE	YES	YES	YES	YES	YES	YES
WHITE OAKS	YES	HDSB	HDSB	HDSB	YES	HDSB
WOODSIDE	YES	YES	YES	YES	YES	YES

*HDSB refers to Halton District School Board

MEMORANDUM OF UNDERSTANDING

BETWEEN:

THE OAKVILLE PUBLIC LIBRARY BOARD
(herein referred to as the "Library")

- and -

THE CORPORATION OF THE TOWN OF OAKVILLE
(herein referred to as the "Town")

WHEREAS the Library is a public library board and independent corporation established and operating under the *Public Libraries Act, R.S.O., 1990, c. P.44* as amended ("PLA"), the *Oakville Public Library Board Procedural By-Laws, July 12, 2016* ("Library By-Laws") and has separate charity status under Canada Revenue Agency.

WHEREAS the Town is a municipal corporation and the library is a local board of the municipality pursuant to the provisions of the *Municipal Act, 2001, S.O., 2002, c.25* as amended ("Municipal Act").

WHEREAS the Library and the Town have a shared commitment to work together to deliver efficient and cost effective library services to the residents of the Town of Oakville.

WHEREAS the Town employs staff who have expertise in areas that include financial services, information systems, facility and construction management, committee and board support, legal and other services as required.

WHEREAS the Library would like to utilize the Town's staff expertise in certain functions to benefit the Library.

AND WHEREAS the Library and the Town wish to enter into a Memorandum of Understanding ("MOU") to outline the roles and responsibilities within their partnership in the delivery of library services to the residents of the Town.

NOW THEREFORE THE LIBRARY AND THE TOWN HEREBY STATE AS FOLLOWS:

1. General Agreement

- a. The Library will deliver library services in compliance with the PLA, the Municipal Act and Library By-Laws. The Town will support the Library in its delivery of library services and act in accordance with its municipal obligations and duties within the PLA, the Municipal Act and Library By-Laws.
- b. The Town will provide staff resources to support the Library as per the service agreements attached hereto in areas of financial services, information systems, facility and construction management, committee and board support and legal. Service agreements are currently in place for financial services and information systems – originally dated in 2003 and updated in 2010.

Appendix B

2. The Library and the Town hereby acknowledge each party's status and responsibilities arising out of the PLA and Library By-Laws:

- a. The Library is a separate and independent local board of the municipality with independent charity status from the Town and is subject to the provisions of the PLA. Public libraries in Ontario act under the management and control of a public library board (PLA s.3.3).
- b. The Library is responsible for providing free library admission and free use of library materials (PLA s.23.1, 2), that are comprehensive and efficient and reflect the unique needs of the community and the Library's Strategic Plan. In its' provision of library services, the Library establishes its own policies, procedures and management directives, adopting Town policies where appropriate.
- c. The Library Board ("Board") approves the annual budget and is accountable to Town Council through the submission of annual budget estimates for library operations and capital (PLA s.24.1). The Library must also submit to the Town, audited financial statements and have an annual audit utilizing the Town's auditor.
- d. Town Council annually reviews and approves budgetary estimates and subsequently provides the Library with the proposed budgetary allotment required to carry out its duties of providing library services (PLA s.24.2).
- e. The Library is accountable to the Ontario Minister of Culture, whereby to receive its annual and periodic grants from the province, it is required to submit annual statistics and financial information and other information as requested (PLA s.20 (f)).
- f. Town Council appoints members to the Board with a minimum of five members and up to nine members (PLA s.9.1 and Library By-Laws respectively). Council members on the Board must be a minimum of two and up to a majority of the Board less one (Library By-Laws and PLA s.10.2 respectively). Board members serve for the same term as Council (PLA s.10.3).
- g. The Board will elect a Chair, Vice-Chair and an Executive Committee on an annual basis (PLA s.14.3, Library By-Laws).
- h. Once the Board is appointed by the Town and is established, the Board will appoint a Library Chief Executive Officer ("CEO") who shall have general supervision over and direction of the operations of the library and its staff and shall be assigned other powers and duties (PLA s.15.2).
- i. The CEO is the Treasurer and Secretary appointed by and reporting to the Board. The Board may choose to appoint or delegate an alternate Treasurer and/or Secretary other than the CEO. (PLA s.15.3-5 and Library By-Laws).
- j. All Library employees, including the CEO, are employees of the Library not the Town (PLA s.15.1, 2).

Appendix B

3. The Library and the Town hereby acknowledge their roles and responsibilities within the context of the MOU as it relates to the operations of the Library:
 - a. The CEO shall be a member of the Town's Senior Management Team and shall have a liaison relationship with the Town's Commissioner of Community Services and the Commissioner of Corporate Services with respect to Town delivered services;
 - b. The CEO shall receive Town Council agendas and minutes and attends Council and/or committee meetings when agenda items are relevant to the Library;
 - c. The CEO will provide the Town with Board meeting agendas and minutes for information purposes only;
 - d. On behalf of and with direction from the Board, the CEO is responsible for the following:
 - i. Ensures efficient and comprehensive library operations;
 - ii. Leads the strategic planning process and develops annual action plans reflecting the strategic plan as approved by the Board;
 - iii. Monitors the budget including variance reports and forecasts;
 - iv. Advocates on behalf of the Library for provincial and federal funding;
 - v. Represents the Library and works with the Town on joint initiatives.
 - e. The Town is the owner of the properties tenanted by the Library except for those locations where the Library is a tenant of the Halton District School Board. The Library retains ownership of all Library collections and any other assets purchased by the Library.
 - f. The Library is a named insured on the Town's public entity policies, which includes the following coverage: general liability, errors and omissions liability, non-owned automobile and comprehensive crime. The Library is accountable for the deductible payment on any claims relating to the Library.
4. In support of the ongoing operation of the Library, the Town shall provide the following services, at no cost, during the term of this MOU to the Library:
 - a. Services provided by the Town to the Library are listed in summary below and will be provided in accordance with Town policies and directives and more particularly described in the schedules attached hereto and form part of this MOU:
 - i. Schedule A – Financial services agreement. The Town will provide a complete suite of financial support and accounting and budgeting systems, preparation of year end statements, payroll, benefits, financial reporting and analysis and purchasing services.
 - ii. Schedule B – Information services agreement. The Town will provide software and hardware technology, networking and systems support and access to standard Town desktop applications for both the library staff and the public within the branches. In some instances, Library technology is unique to the operation of

Appendix B

libraries and will require Town staff to be knowledgeable in such technologies to effectively support Library operations.

- iii. Schedule C – Facilities and construction management services agreement. The Town will designate resources to supervise facility services including building maintenance, repairs and capital project management.
- iv. Schedule D – Board services agreement. The Town Clerk will provide support to the Board and CEO in their duty as Board Secretary. Support such as minute taking at Board's regular meetings, keeping the official corporate record and other procedural tasks as required will be provided.
- v. Schedule E – Legal services agreement. On matters where there is no conflict or possible conflict between the position of the Library and the Town, the Town will provide the Library with access to the same Town legal services provided to other Boards or committees of Council. The Town reserves the right to decline any request for legal services.

5. Terms of understanding:

- a. The Library and the Town commit to ongoing collaboration with regard to services in order to maximize opportunities and minimize duplication and costs.
- b. The Chief Administrative Officer (CAO) for the Town and the CEO for the Library shall designate members of their respective staffs to work together to implement this MOU.
- c. The Library shall provide notice to the Town where differences in policies and services that will impact this MOU. Where possible, the Library will align with Town policies relating to this MOU.
- d. The MOU and the service schedules attached hereto shall be reviewed at the beginning of each Board term and continue or be altered as necessary.
- e. If at any time during the agreement either party deems it necessary to make any alternation or addition to this MOU, they may do so by means of written amendment. Following agreement of execution of the amendment it shall become an addendum and form part of this MOU.
- f. Any matters of dispute, if not resolved by the designated Library and Town employees, will be referred to the CEO and the CAO who will make best efforts to reach a consensus. If the CEO and CAO cannot reach a consensus, disputes may be referred by either party to an arbitration committee of a single arbitrator if the parties agree upon one. Otherwise the arbitration committee will be comprised of three arbitrators, one appointed by each party and a third to be chosen by the first two named arbitrators. The decision of the arbitration committee shall be binding upon the parties and the MOU.
- g. This agreement shall remain in full force and effect for an unlimited time until terminated. Either party must provide one year's notice for termination.
- h. Each party (the "indemnifier") shall hereby fully indemnify, hold harmless and defend the other party, including the other party's officers, directors, mayor and councilors,

Appendix B

employees, and agents (collectively the "indemnified party") from and against any and all actions, suits, claims and demands and from all loss, costs, charges and expenses, including legal expenses, which may be brought against or made upon the indemnified party, or which may be incurred, sustained, or paid by the indemnified party (collectively, the "claims"), in consequence of the performance or non-performance by the indemnifier of the indemnifier's obligations pursuant to this Agreement, including, but not limited to, any of its maintenance, repair, services, programs and operation obligations, except to the extent that the claims are caused by or contributed to by the negligent act(s) or omission(s) of the indemnified party. This indemnification in respect of any breach, violation, non-performance, damage to property, or injury or death occurring during the Term of this Agreement, shall survive any termination of this Agreement.

The Library and the Town hereby agree that this MOU shall come into effect on *DATE* and shall continue until such time either party terminates this MOU.

This MOU is hereby executed

By the Town:

Council Resolution

CAO

Town Clerk

By the Library:

Board Resolution

Chair

CEO

REPORT

Oakville Public Library Board

Meeting Date: February 15, 2024

FROM: Oakville Public Library

DATE: February 6, 2024

SUBJECT: Cyber Security Addition to Information Technology Solution Service Level Agreement - February 15, 2024

RECOMMENDATION:

That the updated Oakville Public Library (OPL) Information Technology Solutions (ITS) Service Level Agreement be approved.

KEY FACTS:

The following are key points for consideration with respect to this report:

- OPL and the Town of Oakville share a mutual commitment to collaboratively delivering efficient and cost-effective library services to Oakville residents.
- During the board meeting held on February 23rd, 2023, the OPL Board granted approval for the new Service Level Agreement (SLA) between ITS and OPL to come into effect once the required hiring and onboarding was complete.
- In late 2023, both the Toronto Public Library and London Public Library fell victim to a cyberattack. The attack, involving ransomware, caused prolonged disruptions to services such as their websites, public computers, printers, and online services.
- The cyber security of OPL falls under the purview of ITS. ITS presented their Cyber Security plan during the board meeting on January 18, 2024. This outline included all OPL branches and services.
- Additionally, the board was presented with the ITS SLA (Appendix A - OPL ITS Service Level Agreement) with the inclusion of the addition of a Cyber Security section (3.1.4) which outlines related responsibilities. No changes were recommended.

BACKGROUND:

Over the past decade, the Oakville Public Library (OPL) has integrated a wide array of technologies. These include Radio Frequency Identification (RFID) systems (comprising security gates, checkout stations, and automated materials handling sorters), Creation Zones equipped with 3D printers, laser cutters, and memory

stations, OPL Express locations featuring hold lockers and browse-and-borrow kiosks, as well as loanable technology like laptops and Wi-Fi hotspots. Additionally, we are consistently adopting new specialized technologies to further enhance our services. All of these in some compacity are connected to the Town of Oakville's online networks.

In 2022, Information Technology Services (ITS) acknowledged its limitations in supporting OPL's growing technological needs. This realization led to a joint effort between ITS and OPL to reassess and redefine roles and responsibilities during this transition. This collaboration resulted in the revised Service Level Agreement (SLA) outlined in Appendix B - OPL ITS Service Level Agreement.

In late 2023, Toronto Public Library and London Public Library suffered a ransomware cyberattack, leading to ongoing outages of services including websites, public computers, printers, and online offerings. While library branches remain operational, staff and external experts at both institutions are diligently working to restore services and fortify their network security.

Following a directive from the OPL Board, OPL and ITS have amended the ITS SLA (Appendix A - OPL ITS Service Level Agreement) to explicitly include provisions for cybersecurity in the event of an attack on the Town of Oakville or OPL services.

COMMENT/OPTIONS:

The cyber security of OPL falls under the purview of ITS. ITS presented to the OPL Board of directors their Town's Cyber Security plan during the board meeting on January 18, 2024. This town outline encompassing all OPL branches and services. The Cyber Security timeline spans from 2024 to 2027, marking significant steps towards enhancing cybersecurity in the upcoming years.

The updated ITS SLA was brought to the OPL Board on January 18th, 2024, for feedback. No changes were requested at that time.

APPENDICES:

Appendix A - OPL ITS Service Level Agreement

Appendix B - ITS OPL Assets Services - Roles and Responsibilities

Prepared by:

Joseph Moncada, Director Innovation & Integration

Submitted by:

Joseph Moncada, Director Innovation & Integration

INFORMATION SYSTEMS SERVICES AGREEMENT

WHEREAS *Schedule A – Information Systems Services Agreement* forms part of *The Oakville Public Library Board and the Town of Oakville – Memorandum of Understanding (MOU)* agreement. The MOU agrees to services provided by the Town of Oakville (Town) to the Oakville Public Library Board (Library) and acknowledges each party's role and relationship as it pertains to the delivery of library services under the *Public Library Act*.

NOW THEREFORE THE LIBRARY AND THE TOWN HEREBY STATE AS FOLLOWS:

1. General Agreement

1.1 ITS Role and Responsibility

Corporate Responsibility for IT Assets and Services in a Risk-Mitigated Manner:

- **Cyber Security** – Provide cyber-security on behalf of the Town
- **ITS Linear Assets** – Network and telecommunication cabling
- **ITS Hardware Assets** – Servers, Storage Area Networks (SAN), Storage, Add/Drop MUX, Staff End Points (e.g. Cell Phone, Laptops, Communal Workstations, Printers, etc.), Network Switches, Routers, etc.
- **ITS Software Assets** – Business Applications, IT Applications, End Point Applications, Databases, Middleware, etc.
- **ITS Services** – service enablement of assets, Access, Asset/Lifecycle Management of ITS Assets, etc.

Inferred Items:

- **Governance and Risk Management** – Purchasing & Facilities related to ITS Assets and Services
- **ITS Architecture & Design**

1.2 Policy, Roles & Responsibilities

- Library staff will follow the Town's Information Technology policies, practices, and standards.
- ITS staff will follow OPL's policies, practices, and standards.
- ITS and OPL will abide by the roles and responsibility documentation (*Appendix A*)

The Town, in its service provision to the Library, will not conflict with established Library policy. Reciprocally, the Library in its service provision will not conflict with established Town policies including but not limited to ITS Policies. The Library is responsible for notifying the Town of relevant Library public policies, which include but are not limited to the following: Confidentiality of Individual Patron Borrowing Records, Intellectual Freedom, Internet Access & Acceptable use.

Appendix A

Library employees shall sign, at time of hire and annually thereafter, and agree to abide by the employee Library Code of Conduct Policy which includes Appropriate Employee Use of Information Technology and Social Media.

The Library is responsible to inform the Town of employee departures who will then disable access and archive email.

The Library is also subject to municipal freedom of information and protection of privacy act (MFIPPA) file and email search as required consistent with the Town of Oakville.

1.3 Other

- 1) The Library will meet regularly with ITS regarding information technology planning, working together to develop a mutually beneficial approach and roadmap. The intent is to share upcoming initiatives of interest to both parties and to identify where further discussions are required.
- 2) ITS will inform and collaborate with Library on all the asset changes or new assets implementation that are in use at Library and supported by ITS, to ensure the Library requirements are considered and met by the changes or new assets.
- 3) ITS will provide Library staff with new employee setup and access to Town technology in a manner consistent with Town of Oakville. This typically includes email and access to Town shared network resources, financial systems, and online utilities.
- 4) ITS will provide Library staff with setup and access to Library-specific technology that ITS supports for the Library.
- 5) In a manner consistent with the services provided to Town departments, ITS will provide vendor management for ITS-supported information technology as detailed in the sections below.
- 6) The Town will advise the Library of any planned downtime or maintenance that will affect Library services. The Town will provide a minimum 48-hour advance notice where possible for the Library to ensure that they can advise and mitigate any customer impact. ITS will make every effort to accommodate the library schedule.
- 7) If the Town elects to outsource technology or services typically covered by ITS, the Library will express its service level requirements for the technology provided by the Town or implemented in collaboration with the Town or review its options for alternate service provision. Outsourced work on assigned ITS roles and responsibilities will be covered via ITS budget. Outsourced work on assigned Library roles and responsibilities will be covered via the Library budget.

2. New and Expanded Assets and Services

ITS will provide architecture and design services for ITS assets in a manner consistent with services offered to Town departments.

All ITS-purchased/supported assets become the property of the Town (this supports the model for ongoing lifecycle of said assets).

Implementation of new services or expansion of existing services for assets and services that ITS manages and supports for the Library, requires agreement from both parties. Requests must be submitted to ITS. Depending on the cost, effort, and new workload, the request may require a business

Appendix A

case through the budgetary process or may be accommodated within existing operational budget with documentation.

The Library will inform ITS of implementation of new services or expansion of existing services for assets and services that the Library manages and support, where integration with ITS-supported assets or Town network access is required. The Library and ITS will collaborate on requirements and implementation timelines for these services. ITS will act as a consultant and provide technical guidance for requirements including estimates where applicable. ITS will act as a consultant and provide security and network integration expertise and guidance for requirements where applicable. Depending on cost and effort required from ITS, the request may require a business case through the budgetary process.

For all new or expanded services, being supported either by the Library or ITS, agreed-upon roles and responsibilities (Appendix A) will be documented in the attached reference that identifies ownership, costs and on-going operational budget and support impacts.

On larger initiatives (e.g., introduction of new technologies or substantial expansion of ITS-supported assets), for ITS to become formally engaged, projects must have a supporting business case with:

- Clear roles and responsibilities defined up front
- Cost of the new or expanded service
 - Operational support requirements agreed upon
 - Operational budget funding arranged where required
- Risk assessment
- An identified project manager
- Agreed upon deliverables
- Agreed upon timelines
- Agreed upon items to be added to the shared Roles and Responsibilities document attached in the appendix

ITS will provide the Library with visibility over status and timelines for Library requests.

2.1 Funding

For expansions of existing information technology services, the cost and labour impact will be identified and documented. Some requests may be accommodated without cost or impact. Thresholds within this area will be agreed upon between ITS and the Library.

Implementation of new technologies and/or a substantial expansion of ITS-Supported Services (Non-Standard Requests) will require a business case through the budgetary process.

2.2 PM and BA Services

ITS will provide project management and business analysis as a service in a manner consistent with Town departments. Requests must be submitted to ITS.

Appendix A

3. In-Service ITS Domain Assets and Services

For all assets and services that have been implemented from a Town-approved budget initiative (see

New and Expanded Assets and Services), ITS will install, maintain, manage, update, fix and fund the lifecycle of assets and services employed by the Town and Library as listed below herein.

ITS will provide daily operational support for these services to Library staff as per *ITS Support Service* section herein.

ITS will provide the Library with infrastructure technology and services in a manner consistent with Town departments.

3.1 Infrastructure Services

3.1.1 Infrastructure Technology

ITS will provide the Library with infrastructure technology in a manner consistent with Town departments.

This would typically include the following:

- Network connectivity between the Town and Library facilities for both staff and public access
- Server and Operating System, where needed, for library-specific software.
- Disaster recovery and business continuity planning as part of the Town plan specific to ITS services and assets.

ITS will collaborate with the Library on integration of Specific Library Equipment into the Town or public domain. The Library will provide requirements to ITS through a non-standard request.

3.1.2 Staff Internet Access

ITS will provide Library staff with internet access, including wireless staff access for use at Library branches and administrative office including related assets in a manner consistent with Town departments.

3.1.3 Meeting Room Technology

ITS will provide the Library with meeting room technology in a manner consistent with Town departments, for all internal and public facing meeting rooms across Library branches.

This would typically include the following:

- Projector or TV screen
- Workstation or device docking station providing plug-in capability for a roaming device such as smartphone or laptop
- Webcam & Audio to support virtual meetings
- Network and staff internet connectivity as outlined within the *Infrastructure Technology* and *Staff Internet Access* sections
- Public internet connectivity

Appendix A

3.1.4 Cyber-security protection

ITS shall deliver Cybersecurity protection to the Oakville Public Library in alignment with the standards and practices employed across all Town of Oakville's departments, as detailed in the Town of Oakville Information Technology Services Cybersecurity Plan.

This encompasses security measures for both internal and public network clusters, while specifically excluding aspects of physical security and access related to facilities (e.g., building access, card readers).

ITS is not responsible for cyber security of any devices connected to the PAC network. ITS will collaborate with the Library to provide restoration of images on the Library's PAC computers should they become compromised.

The scope of Cybersecurity Protection includes, but is not limited to, boundary firewalls, internet gateways, secured configurations, user access control, malware protection, as well as safeguarding systems and communication integrity.

3.2 Endpoint Services

3.2.1 Staff Hardware

ITS will provide Library staff with technology required to perform their job duties in a manner consistent with Town departments (also supporting work from home). This would typically include the following:

- Communal workstations for shared staff counter usage
- Computer station (desktop, laptop or tablet) and related peripherals such as keyboard, mouse, monitor and docking station where required
- Multi-purpose devices like printers, scanners, photocopiers
- Smartphones (as required)
- Telephone equipment/software
- Barcode scanners
- Financial related devices/POS
- Receipt printers

3.2.2 Staff Software

ITS will provide Library staff with software required to perform their job duties in a manner consistent with Town departments. This would typically include Town standard operating system and application software in addition to specialized software for select Library users if supported by the Town.

ITS will provide Library staff with installation, configuration, daily operational support and lifecycle management for Library specific applications that are supported by ITS as specified in the Roles and Responsibilities detailed document (Appendix A).

3.3 Public Access Assets

3.3.1 Public Internet Access

ITS will provide internet access for Library customers, wired and wireless access, for use at Library branches including related assets in a manner consistent with Town departments.

Appendix A

The Library acknowledges that all assets connected to the public internet, as well as public-use non-domain devices, have an inherent cyber-security risk.

Internet access requires user consent to the Library's policy on *Internet Access & Acceptable Use* including consequences if this is not followed when using Library information technology services daily.

3.3.2 Endpoint Hardware for Public Access

ITS will maintain the fleet of public access computer stations at the Library. This includes:

- Budgeting
- Procurement of new/replacement equipment
- Managing the inventory
- Performing lifecycle activities as part of the ITS operational plan.
- Provide admin access to the library staff to maintain/update apps as required

This typically includes computer (desktop, laptop, tablet), monitor, keyboard, and mouse.

ITS will support the Library with the fleet of iPads and iMac stations used for Public Programming. This will typically include:

- Budgeting
- Procurement of new/replacement equipment
- Initial standard equipment setup
- Provide admin access to the library staff to maintain/update apps as required

3.3.3 Endpoint Software for Public Access

ITS is responsible for Image management of the public access computer stations, based on requirements in consultation and collaboration with the Library.

ITS will ensure currency of the image.

ITS will fund the standard systems/applications in a manner consistent with Town departments (e.g. operating system, etc.) for the public stations fleet. The Library will fund the Library specific software requested for the public computer stations (e.g. 3D Printing Cura software). The library will consult ITS on the possibility of leveraging volume price discounts across town departments if available.

3.3.4 Printing & Scanning Technology for the Public

ITS will provide printing and scanning technology public use (Oakville residents that require printing, scanning etc.). These devices are considered ITS Domain Assets but are available for the public to access.

ITS will provide Library staff with lifecycle management and funding, installation, configuration, integration with other Library systems, and daily operational support for these assets, both hardware and software.

3.4 Line-of-Business Applications and OPL Website

ITS will provide portfolio management for Library's line-of-business applications and the Library Website in a manner consistent with Town departments.

Appendix A

3.4.1 Daily Operational Support

ITS will provide daily operational support to Library staff in a manner consistent with Town departments as per [ITS Support Service](#) section herein and outlined in the Roles and Responsibilities detailed document (Appendix A).

The Library is responsible for all data entry related activities and running of reports related to the Library business processes, as well as website content and website customer experience enhancements/front end.

3.4.2 Lifecycle Management

ITS will perform regular lifecycle management for line-of-business applications (including library website) and related integration technologies. This will typically include installation, upgrades, patching, and remediation of security vulnerabilities. ITS will work in collaboration with Library staff for planned lifecycle activities.

The Town is responsible to procure, install, maintain, manage, fix, update and fund the supported technology outlined in the Roles and Responsibilities detailed document (Appendix A). The operational budget related to line-of-business applications will be managed by ITS.

In some cases, unique skill sets are required in order to enhance/improve applications to meet business needs. For these situations Library and ITS would identify the skill set required along with the frequency and volume of requests. ITS may choose to either invest in training inhouse staff (where frequency and volume are high, and staff possess a similar skill set) or work with Library to identify and request an appropriate budget to accommodate the Library workload. This type of request, where required would align with Town budget cycle timelines.

3.4.3 Line-Of-Business or Website Enhancements

Both the Town and Library acknowledge that business needs and technologies are constantly changing. Enhancement requests would follow the process outlined in the [New and Expanded Assets and Services](#) section.

ITS has a limited budget to enhance/improve applications that covers all Town managed applications. Items that cannot be absorbed operationally by either ITS or the Library would result in additional budget requests. An example would be a significant technology change for a core application such as Symphony that may require additional consulting services in order to migrate to the new technology. This type of request would be discussed together and planned for accordingly.

ITS may choose to either invest in training inhouse staff (where frequency and volume are high, and staff possess a similar skill set) or work with Library to identify and request an appropriate budget to accommodate the Library workload. This type of request, where required, would align with Town budget cycle timelines.

Appendix A

4 Library Assets and Services

4.1 Operational Technology

Library assets are the responsibility of the Library to fund, operate and maintain unless an arrangement and agreement has been made with ITS.

Where operational technology is to be installed at a non-Town owned facility, the Library will collaborate with ITS to identify risk averse solutions for connectivity. The Library will bear the costs associated with the project implementation (including project manager funding where required) and on-going operational costs (e.g., monthly cellular data charges).

ITS will provide the designated Library staff with access to the ticketing system, to ensure support for Library by enabling ticket queues, reports and statistics.

4.1.1 Library-Specific Equipment

The Library will be responsible for determining equipment offerings as well as the provision, purchase, installation, lifecycle, ongoing maintenance, daily operational support of Library-Specific Equipment (hardware and software). The operational budget related to library-specific equipment will be managed by the Library.

This includes:

- Collections management devices such as Self Checkout kiosks, AMHS Sorters, Remote Lockers, Browse and Borrow kiosks, RFID Pads, Scanning wands etc.
- Collection protection devices such as security gates.
- Community services devices such as food lockers, Info Pods, etc.
- Hotspots for public use
- Charging stations
- Creation Zone equipment

The library may choose to add or enhance assets as needed to support the demand in services from the Library customers. ITS will be informed and involved in the initiatives as outlined in

New and Expanded Assets and Services section herein.

ITS will provide designated Library staff with administrative access on the Library-specific devices and access to the management apps configuration files and logs.

ITS will support Library staff on integration with other ITS-supported systems, network infrastructure (Town network or public network) and staff stations as per [ITS Support Service](#) section herein and outlined in the Roles and Responsibilities detailed document (Appendix A) .

4.1.2 Specialized Business Applications

The Library is responsible for determining application offerings as well to procure, configure, maintain, manage, fix and update the Specialized Business Applications as outlined in the Roles and

Appendix A

Responsibilities detailed document (Appendix A). The library will consult ITS on the possibility of leveraging volume price discounts across town departments if available.

The Library is responsible for the purchasing funds. The operational budget will be managed by ITS.

ITS will collaborate with OPL on network connectivity requirements and integration of new software with library software supported by ITS (see

New and Expanded Assets and Services section).

4.2 Public Support

The Library is responsible for all public-facing support and communication with their patrons including first line troubleshooting for technology supported by the Library.

ITS will support the library staff with troubleshooting for technology supported by the ITS, as per sections above herein and the Roles and Responsibilities detailed document (appendix A).

4.3 Library Staff Training and Documentation

The Library is responsible for training their staff on day-to-day use of Line-of-Business and Specialized Library applications and the user guide documentation. This support is functional in nature and requires a business understanding.

5 ITS Support Services

ITS will provide incident support for ITS Assets and Services in a manner consistent with Town departments. The Library must enter support requests for all services required and ITS will determine the appropriate category (Incident/Issue, Standard Request or Non-Standard Request). ITS provides a support team rather than a specific contact to ensure multiple staff are qualified to provide consistent service.

ITS is responsible for:

- Day-to-day *technical* support for ITS supported technology. This support is technical in nature and generally requires IT experience and expertise. Refer to Appendix A for specific details.
- Maintaining a knowledgebase of supported technologies that contains ITS installation notes, troubleshooting or other pertinent details as required to provide technical support.
- Technical training of ITS staff to ensure support is provided in a manner consistent with Town departments as mentioned herein on Library specific technologies.
- Providing Library staff with administrative application access where required to enable the Library to configure and maintain the business functions.
- Providing a level of visibility on OPL incidents and service requests and their status in the same manner as is provided to Town departments.

Appendix A

5.1 Support hours

At a minimum, ITS will provide support during these hours unless otherwise agreed to in writing with the Library:

Monday – Friday 8:30 am to 6 pm EST, excluding holidays.

Emergency Outage/Incident Support

After hours emergency support is available at the on-call number.

Emergency support is provided for lack of service for large business functions.

Typically, examples would include outage of the ILS, Library web site outage, phone system outage, network outage, internet connection outage, or wireless outage.

After hours support is provided on a best-efforts basis.

5.2 Support Types

5.2.1 Incident (Service Outage)

Widespread outages take priority over individual incidents. These incidents will typically involve a broadcast related to the service disruption. The support staff will work closely with the Library on restoration of services to enable the Library to communicate to the public in a timely manner where required.

Acknowledgement: 1 hour during business hours, best efforts after hours

Timeline: Troubleshooting work to start within 2 hours since acknowledgement and status update to be provided to OPL regularly as per Appendix A.

5.2.2 General Incident/Issue

A general incident is typically a situation where functionality for a town supported equipment or software application does not work as expected. This could be an individual incident or one that affects multiple users (staff or customers).

Acknowledgement: 4 hours during business hours

Timeline: Troubleshooting work to start within 1 day since acknowledgement. Regular status update to be provided to OPL.

5.2.3 Standard Requests

A standard request is a routinely performed request of ITS with a generally known turn around time per each service. Typical examples would include desktop software installations, application access, toner replacement, password resets, onboarding/offboarding/cross boarding, etc. For specific SLA's please see the attached spreadsheet in Appendix A that contains Library specific services.

Acknowledgement: Within 1 business day

Timeline: Varies per service. ITS will provide estimate time of completion when task is assigned - ITS will publish a service catalog with established service targets in the future.

5.2.4 Non-Standard Requests

New requests or enhancements that involve ITS resources. These requests typically require a conversation to be full understood, scoped and to determine cost and execution channel. These are initially reviewed by the ITS Intake committee (weekly) and assigned out for discussions with the requestor to investigate further.

Acknowledgement: Within 1 week

Appendix A

Timeline: Requires assessment – ITS will provide committed effort, duration and proposed scheduled implementation timelines within 2 weeks since the request has been placed. The implementation timelines will follow guidelines outlined in appendix A.

5.3 Support Escalation Process

If there is a breach of commitments to the specified support targets, the Library will adhere to the following escalation sequence to seek resolution. At all times, front-line staff will attempt to resolve the breach at their respective levels before seeking escalation.

Level	OPL	ITS	When
1	Manager/Director	Supervisor/Manager	Breach time + 4 hours
2	CEO	Director	Level 1 escalation + 1 day
3	Commissioner	Commissioner	Level 2 escalation + 1 day

5.4 ITS Support Staffing

ITS is responsible for the recruitment and selection of staff that provide support services in a manner consistent with Town departments. To facilitate a successful hire, the Library will provide the Town with core competencies to assist with recruitment and selection.

6 GLOSSARY

Cyber-security - the protection of systems comprising hardware, software, and data from cyberthreats.

Domain Assets & Services – refers to the network and infrastructure that is centrally managed by Town ITS staff and may be referred to Town Domain or ITS Domain. This is where all data centre assets and critical services are connected for the town to provide services to its customers, residents, and patrons.

ITS Linear Assets – Network cabling and Telecommunication cabling.

ITS Hardware Assets - Servers, SAN, Storage, Add/Drop MUX, End Points (Cell Phone, Laptops, Printers, etc.), Network Switches, Routers, DWDM, etc.

ITS Software Assets - Business Applications, IT Applications, End Point Applications, Databases, Middleware, etc.

ITS Services – Core service delivery provided by ITS to support to service enablement and maintenance of IT assets, access, and Asset/Lifecycle Management activities.

In Service (ITS Domain) Assets – ITS Domain Assets are items that the ITS department is fully responsible for (lifecycle, vendor management, procurement, installation, configuration, operational budget, support services).

Appendix A

Public Access Assets & Services – Refers to IT endpoint hardware and software made available for public use.

Library Assets – Assets which the Library is fully responsible for (lifecycle, vendor management, procurement, installation, configuration, operational budget, support services).

Line-Of-Business Library Applications – refers to software and applications that are specific to library business. Examples would include: Integrated Library Systems, Library Online Catalogue, Library Mobile Application, etc.

Specialized Business Applications – refers to software and applications that have specific functionality related to a service that the library offers. Examples include: Library Programs and Events Management Application, Donations Management, Reading Programs Management, etc.

Lifecycle management – Patching, update, upgrade or other maintenance to keep assets in a state of good repair.

New Services – Services that did not previously exist. Examples include: New applications, new technology devices, etc.

Expansion of services (hardware) – Changes to existing services that increase the number of assets and would have impacts in terms of costs to deliver or maintain services. Examples include: 1 device exists today and 10 new devices are being requested, increase in licensing, changes to subscriptions, adding a new module to an application, etc.

Expansion of services (software) – Changes to existing applications that would increase maintenance and would have impacts in terms of costs to deliver or maintain services. Examples include: adding a new module to an application, add integrations to another application, etc.

Incident -- An incident is a situation where there is a service outage or where someone is unable to perform their job duties.

Standard request – refers to requests that are routine in nature and have documentation and processes in place to support an expected delivery timeframe. Examples would include: onboarding, a new device, password reset, toner request, etc. These items are planned to be part of a service catalog in the future.

Non-Standard Request – refers to a non-routine request that requires further discussions to understand requirements, timelines and desired outcomes. These could result in small operational tasks such as creating a new report, medium sized tasks such as an advanced workflow or larger initiatives that involve major expansion of services and/or new services. Larger requests/initiatives could have significant resource burdens to consider (financial, staff time, etc.) and as such may require business cases for requesting appropriate budget.

Acknowledgement -- The incident/request is assigned to a team member of the corresponding support queue and prioritized.

Appendix A

Appendix C - ITS OPL Assets Services - Roles and Responsibilities

Spreadsheet attached.

It is important to note that aforementioned spreadsheet is a living document that will be updated based on new or expanded services as identified through:

- The Towns formal budget process – documented by comprehensive business cases where ITS and OPL collaborate
- The Towns ITS Non-Standard request process – documented through a non-standard IT service request in collaboration with ITS and OPL

Appendix B - ITS OPL Assets Services - Roles and Responsibilities

Asset / Service	ITS Retains	OPL Inherits
Public Network (non domain) (wired and/or wireless)	ITS Network Infrastructure (no service requests required, part of ITS operational plan) -Responsible for Infrastructure Assets (Switches, Routers, Access Points, etc.) -Performs lifecycle activities such as installation, upgrades and security patches (part of ITS operational plans, no requests required) -Is accountable for hardening / security -Provides governance (risk mitigation) - assessment of solutions that present a risk to the Towns digital services -Will collaborate with OPL on public internet restrictions to ensure Library fulfills its mandate on Intellectual Freedom Budget: -Manages operational budget for lifecycle activities, contract/licensing/maintenance/subscriptions (to ensure contract terms and conditions are met) Vendor Management: -Manages contracts -Enable vendor access to Town systems Support: -Responsible for availability/reliability -Provides technical support (break/fix, errors) -Manages upgrades Non-Standard Intake/Projects: -In collaboration with OPL, assess, evaluate, estimate and provide input into business cases where required (cost, effort, technical requirements, architecture, etc.)	-no impact
Public Access Computer Stations (computers/laptops and peripherals such as monitors, keyboard,mouse, etc.) Note: periperals are run to fail devices	Lifecycle: -Manages inventory -Performs lifecycle replacement (part of ITS operational plans, no requests required) Budget: -Handles procurement -Manages budget for existing fleet which includes lifecycle replacement Support: -Break/fix repair or replacement - standard request	Budget: -Manages capital budget requests for expansion in collaboration with ITS (e.g. new branch construction will have cost for public computers included in the project capital budget) - non standard requests/projects -OPL will have local administrative access
Public Access Computers Image/Software (includes all software as part of the image (e.g. O/S, PC Reservation, Cura, etc.)	Lifecycle: -Manage image based on requirements in consultation and collaboration with OPL -ITS will ensure currency of image based on collaboration with OPL Image Management: -Manages image including end point software (ex. anti virus, pc reservation, etc.) initial/lifecycle/break&fix Budget: -Handles procurement -Manages budget for existing fleet which includes lifecycle replacement Support: -Break/fix repair - standard request	Lifecycle: -Provides requests to ITS on updates for the computer stations image -Collaborates with ITS to test the image updates Budget: -Manages capital budget requests (new/expansion) in collaboration with ITS (e.g. new non-standard software OPL wants to offer to public) - non standard requests/projects -OPL will have local administrative access
Public Access Library Equipment (Programming/Public Tablets/iPads, iMac Stations)	Purchase and Install: -Responsible for purchasing equipment -Performs lifecycle activities such as original setup/installation and sequent security patches -Accountable for hardening / security Support: - Break/fix repair - Coordinate with Vendor technicians on repairs as necessary	Budget: -Manages capital budget requests (new/expansion/replacement) -OPL will have local administrative access

Public Misc. Equipment (3D printers, WiFi hotspots, Charging stations, Gaming Table)	Integration: -Supports the integration to Domain systems if necessary (meaning a Town network login is required or a service account, or integration with a system/application maintained/supported by the Town) - non standard request - Collaborates with OPL on connectivity to public access network as needed.	Budget: -Manages capital budget requests (new/expansion) -Responsible for all purchases including any on-going operational expenses (initial, lifecycle, break/fix) through OPL operational plan Vendor Management: -Manages vendor contracts for operational technology (3D printers, wifi hotspots, etc.) -Coordinates vendor activities (new requests, updates, moves, etc.) -Facilitates vendor on-site physical access requirements Lifecycle: -Responsible for lifecycle activities -Manages inventory Support: --Break/fix repair or replacement
Operational Technology - Library Specific Equipment Remote Lockers Browse and Borrow Kiosks AMHS Sorters Secure Gates Self Checkouts RFID Pads Scanning Wands	Vendor Management: -Provides access to resources based on requests from OPL, this may include standard tools - standard access request Support: - Provides access and admin priviledges to OPL technical staff to be able to manage the hardware and equipment management apps as set under OPL responsibilities -Supports any issues or challenges for RFID Pads and Scanning Wand drivers installed on staff stations as part of a standard request Integration: -Supports the integration to Domain systems (meaning a Town network login is required or a service account, or integration with a system/application maintained/supported by the Town) - non standard request Management Apps: -Installs and manages lifecycle of management apps installed on specialized equipment computers, staff & shared branch computers -Provides access and associated permissions required to enable troubleshooting and configuration of operational technology. (e.g. sorters schedule, functional logs)	Vendor Management: -Manages vendor contracts for operational technology (ex. Locker, Browse and Borrow, etc.) -Coordinates vendor activities (new requests, updates, moves, etc.) -Facilitates vendor on-site physical access requirements Management Apps: - Has full admin priviledges on applications required for specialized equipment and on the equipment- integrated computers -Manages configuration of specialized equipment including troubleshooting, configuration - adding/changing functionality -Engages vendor where required for support of changes Budget: -Manages capital budget requests (new/life cycle replacement/expansion) of operational technologies in collaboration with ITS -Manages operational budgets (procurement activities, subscriptions, maintenance, warranty, repairs) for operational technologies Support: -Break/fix repair or replacement -Manages equipment inventory
Staff Network (domain) (wired and/or wireless)	ITS Network Infrastructure (no service requests required, part of ITS operational plan) -Responsible for Infrastructure Assets (Switches, Routers, Access Points, etc.) -Performs lifecycle activities such as installation, upgrades and security patches (part of ITS operational plans, no requests required) -Accountable for hardening / security -Provides governance (risk mitigation) - assessment of solutions that present a risk to the Towns digital services Budget: -Manages operational budget for lifecycle activities, contract/licensing/maintenance/subscriptions (to ensure contract terms and conditions are met) Vendor Management: -Manages contracts -Enable vendor access to Town systems Support: -Responsible for availablity/reliability -Provides technical support (break/fix, errors) -Manages upgrades Non-Standard Intake/Projects: -In collaboration with OPL, assess, evaluate, estimate and provide input into business cases where required (cost, effort, technical requirements, architecture, etc.)	-no impact

Staff Equipment (Communal workstation, Laptops, mobile phones, staff printers)	Lifecycle: -Manages inventory -Performs lifecycle replacement (part of ITS operational plans, no requests required) Budget: -Handles procurement and budget requests (new/expansion) -Manages budget for existing fleet including lifecycle replacement Support: -Break/fix repair or replacement - standard request	Budgets - OPL manages budget for monthly costs associated with staff phones (e.g. monthly phone bill)
Staff Peripherals (keyboard, mouse, monitor, docking station, headset) Note: run to fail devices	Lifecycle: -Manages inventory -Performs lifecycle replacement (part of ITS operational plans, no requests required) Budget: -Handles procurement and budget requests (new/expansion) -Manages budget for existing fleet which includes lifecycle replacement Support: -Break/fix repair or replacement - standard request	-no impact
Generic Front Desk Specialized Equipment (non-standard peripherals implemented at Town departments serving customers: barcode scanners, financial devices/POS, receipt printers, etc)	Lifecycle: -Manages inventory -Performs lifecycle replacement (part of ITS operational plans, no requests required) Budget: -Handles procurement -Manages budget for existing fleet which includes lifecycle replacement Support: -Break/fix repair or replacement - standard request	-no impact

External OPL.CA Website	<p>ITS Service Infrastructure and Platform Currency and Security (no service requests required, part of ITS operational plan)</p> <ul style="list-style-type: none">-Responsible for Infrastructure Assets (Server, DB, network, firewall)-Performs regular platform lifecycle activities such as installation, upgrades and security patches (part of ITS operational plans, no requests required) as per best practices, in collaboration with OPL-Accountable for hardening / security-Provides governance (risk mitigation) - assessment of solutions that present a risk to the Towns digital services <p>Budget:</p> <ul style="list-style-type: none">-Manages operational budget for lifecycle activities, contract/licensing/maintenance/subscriptions (to ensure contract terms and conditions are met) related to ITS Service Infrastructure and Platform. <p>Technical Integration:</p> <ul style="list-style-type: none">-Provides solutions in collaboration with OPL <p>Vendor Management:</p> <ul style="list-style-type: none">-Manages contracts-Enable vendor access to Town systems-Engage vendors to understand platform upgrades, new platform features and functionality and collaborates with OPL on solutions and implementation <p>Support:</p> <ul style="list-style-type: none">-Responsible for availability/reliability-Provides technical support (break/fix, errors), systems/platform administration & configurations and roles/users management-Manages and supports integration with other systems-Manages upgrades-Responsible of support of ITS developed custom forms <p>Custom Development:</p> <ul style="list-style-type: none">-Manages custom development for platforms and infrastructure with the vendors selected as per Town purchasing process-Collaborates with OPL and the vendors on implementation of development (e.g. customer experience/front end custom work, back end development) <p>Non-Standard Intake/Projects:</p> <ul style="list-style-type: none">-In collaboration with OPL, assess, evaluate, estimate and provide input into business cases where required (cost, effort, technical requirements, architecture, etc.)	<p>Lifecycle:</p> <ul style="list-style-type: none">-Collaborates with ITS on lifecycle activities <p>Content Management:</p> <ul style="list-style-type: none">-Library is responsible for all content management (add/delete pages and content; images and pages organization; urls mapping; carousels creation/updates) <p>Budget:</p> <ul style="list-style-type: none">-Manages budget for front end/customer experience enhancements and content management custom work-In collaboration with ITS, assess, evaluate, estimate and defines new business cases for capital budget to implement value add new and/or enhanced solutions-In partnership with ITS identifies new enhancement requests to be delivered as non-standard requests <p>Vendor Management:</p> <ul style="list-style-type: none">- Manages contracts and vendor work related to customer experience/front end enhancements and content management-Engage vendors to understand new features and functionality and future roadmap for usage within the Library <p>Change Management and Technology Use:</p> <ul style="list-style-type: none">-Training new users, new features and functionality-Technology use questions <p>CMS:</p> <ul style="list-style-type: none">- OPL has admin access to the CMS application-Responsible for management of custom settings/tables to meet business processes <p>Reporting:</p> <ul style="list-style-type: none">-Library is responsible for running all operational reports and dashboards <p>Custom Development & Integration:</p> <ul style="list-style-type: none">-Provides requirements for custom development related to technical/technology integrations or platform enhancements to ITS-Responsible for creation/support of Kentico Forms
Line-Of-Business Applications (ILS system - Symphony, Customers Catalogue System - BiblioCore, Reporting - BlueCloud Analytics, Envisionware - public printing)	<p>ITS Service Infrastructure and Platform Currency and Security (no service requests required, part of ITS operational plan)</p> <ul style="list-style-type: none">-Responsible for Infrastructure Assets (Server, DB, network, firewall)-Performs regular lifecycle activities such as installation, upgrades and security patches (part of ITS operational plans, no requests required) as per best practices, in collaboration with OPL-Accountable for hardening / security-Provides governance (risk mitigation) - assessment of solutions that present a risk to the Towns digital services <p>Budget:</p> <ul style="list-style-type: none">-Manages operational budget for lifecycle activities, contract/licensing/maintenance/subscriptions (to ensure contract terms and conditions are met) related to ITS Service Infrastructure and Platform. <p>Vendor Management:</p> <ul style="list-style-type: none">-Manages contracts-Enable vendor access to Town systems <p>Technical Integration:</p> <ul style="list-style-type: none">-Provide solutions in collaboration with OPL <p>Support:</p> <ul style="list-style-type: none">-Responsible for availability/reliability-Provides technical support (break/fix, errors, technical configuration changes (server, integration), client apps install)-Manages upgrades-Manages existing custom development <p>Non-Standard Intake/Projects:</p> <ul style="list-style-type: none">-In collaboration with OPL, assess, evaluate, estimate and provide input into business cases where required (cost, effort, technical requirements, architecture, etc.)-Faciliitates custom development through ITS staff and/or obtains skilled resources to augment skillset or capacity in a secure manner; ITS collaborates with OPL on selecting the solutions that best fit the library processes	<p>Budget:</p> <ul style="list-style-type: none">-In collaboration with ITS, assess, evaluate, estimate and defines new business cases for capital budget to implement value add new and/or enhanced solutions-In partnership with ITS identifies new enhancement requests to be delivered as non-standard requests <p>Vendor Communication:</p> <ul style="list-style-type: none">-Engage vendor to understand new features and functionality and future roadmap for usage within the Library <p>Change Management and Technology Use:</p> <ul style="list-style-type: none">-Training new users, new features and functionality-Technology use questions-Configure features within software to meet business processes <p>Apps:</p> <ul style="list-style-type: none">-OPL becomes super user/admin of applications - configure features within software to meet business processes-Engage vendor to understand new features and functionality and future roadmap for usage within the Library <p>Reporting:</p> <ul style="list-style-type: none">-Library is responsible for running all operational reports and dashboards <p>Custom Development:</p> <ul style="list-style-type: none">-Provides requirements for custom development and collaborates with ITS and vendor on selecting the solutions that best fit the library processes <p>Integration:</p> <ul style="list-style-type: none">-Provides requirements for integrations and collaborates with ITS and vendor on selecting the solutions that best fit the library processes

Specialized Business Applications (Programs/Room Booking/Appointments System - Communico, Reading Programs - Beanstalk, Donations - Raisers Edge, Blackbaud)	ITS Service Infrastructure and Platform Currency and Security (no service requests required, part of ITS operational plan) -Responsible for Infrastructure Assets (Server, DB, network, firewall) as required -Performs lifecycle activities such as installation, upgrades and security patches (part of ITS operational plans, no requests required) for the service infrastructure and platform as per best practices, in collaboration with OPL as required (non SaaS applications) -Accountable for hardening / security -Provides governance (risk mitigation) - assessment of solutions that present a risk to the Towns digital services Budget: -Manages operational budget for lifecycle activities, contract/licensing/maintenance/subscriptions (to ensure contract terms and conditions are met) related to ITS Service Infrastructure and Platform. Technical Integration with Domain Systems: -Provide solutions in collaboration with OPL -Supports integration points with other Town maintained systems Vendor Management: -Manages contracts -Enable vendor access to Town systems Non-Standard Intake/Projects: -In collaboration with OPL, assess, evaluate, estimate and provide input into business cases where required (cost, effort, technical requirements, architecture, etc.) Support: -Provides technical support for integration points to Town maintained systems (break/fix, errors) -Collaborates with OPL on upgrades (plan, schedule, impacts) -Collaborates with OPL and vendor on custom development through ITS staff and/or obtains skilled resources to augment skillset or capacity in a secure manner for integration points with Town managed systems	Vendor Management: -Engage vendor to understand new features and functionality and future roadmap for usage within the Library -Engage and coordinates with vendor software configuration or business process changes within the software as required by updates in OPL services Change Management and Technology Use: -Training new users, new features and functionality -Technology use questions -Configure features within software to meet business processes Apps: -OPL becomes super user/admin of applications - configure features within software to meet business processes Reporting: -Library is responsible for running all operational reports and dashboards Support: -Provides business processes and application support (break/fix, errors) -Collaborates with ITS on upgrades (plan, schedule, impacts) -Collaborates with ITS on security, code development best practices/Town standards Integration: -Library provides requirements for integrations to ITS Budget: -Assess, evaluate, estimate and defines new business cases for capital budget to implement value add new and/or enhanced solutions
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REPORT

Oakville Public Library Board

Meeting Date: February 15, 2024

FROM: Oakville Public Library

DATE: February 6, 2024

SUBJECT: **Comprehensive Financial Report at December 31, 2023 – February 15, 2024.**

RECOMMENDATION:

That the Comprehensive Financial Report at December 31, 2023 be received for information.

KEY FACTS:

The following are key points for consideration with respect to this report:

- The Library's unaudited surplus for 2023 is \$196,006 (2022) surplus was \$428,972).
- The Development Reserve Fund balance at December 31, 2023 is \$217,413 (December 31, 2022 - \$312,272).
- The Halton Information Providers (HIP) Trust has a year-end balance of \$54,197 (December 31, 2022 - \$134,197).

BACKGROUND:

This report is a comprehensive report of all 2023 financial results: operating, capital, reserve, endowment and trust funds. The results are pending completion of the library audit findings. Both the library's Audit Findings report and the consolidated financial statements for 2023 will be presented by the library's external auditors, KPMG LLP, at the April Board Meeting.

The Oakville Public Library (OPL) ended 2023 with a surplus of \$196,006 or 1.7% on a total budget of \$11.7 million. The final year-end results provided a surplus of approximately \$67,000 more than the projection of \$129,405 prepared at the end of the third quarter and is primarily for higher savings in personnel services and benefits.

COMMENT/OPTIONS:**Operating Variance Analysis:**

The following table shows the library's variances at year-end by object code:

	2023 Net Approved Budget	2023 Net Expenditures December 31	Funds Remaining	% Remaining
EXPENSES				
Personnel Services & Benefits	9,178,600	8,560,448	618,152	6.7%
Materials & Supplies	1,574,700	1,721,326	(146,626)	-9.3%
Capital out of Operations	20,200	30,570	(10,370)	-51.3%
Purchased Services	1,347,100	1,437,678	(90,578)	-6.7%
Payments & Grants	10,900	10,287	613	5.6%
Internal Expenses & Transfers	294,100	334,566	(40,466)	-13.8%
Total EXPENSES	12,425,600	12,094,875	330,725	2.7%
REVENUES				
External Revenues	(440,300)	(381,506)	(58,794)	13.4%
Internal Recovery & Fund Transfers	(334,600)	(258,675)	(75,925)	22.7%
Total REVENUES	(774,900)	(640,181)	(134,719)	17.4%
Total Oakville Public Library	\$ 11,650,700	\$ 11,454,694	\$ 196,006	1.7%

* Unaudited financial results

Based on the final year-end results as shown in the table above, OPL finished the year in a surplus position of \$196,006. Savings in personnel services and benefits is the main driver of the surplus, with other expenses offsetting. Vacancies in full-time positions are primarily in the Collections and Technology sections, as well as in Customer Experience. Significant progress was made during the year to fill many of these vacancies.

Materials and supplies are over budget by approximately \$146,600 for additional collections purchases, primarily in electronic resources to help manage demand from customers. Purchased services are over budget by approximately \$90,600 for higher janitorial services costs as touchpoint cleaning services continued until June 2023. While the OPL waited for delivery of its new van, courier services continued until July 2023. A rental vehicle was then used for the in-house courier services. Higher contracted maintenance and building repair costs are also driving the overage, primarily at Central Branch due to the age of the building.

Internal expenses and transfers are over budget due to an unbudgeted transfer to the Library HIP Trust for a surplus of net expenditures, offset by a lower than budgeted transfer to the Development reserve for book sale revenue.

External revenues have improved significantly from 2022. The deficit is due to lower HIP Trust revenues but balances out, reducing the transfer of surplus funds to the HIP Trust.

Internal recoveries and transfers are also lower than budgeted with the budgeted transfer of \$116,700 from the Tax Stabilization reserve for increased air-handling not needed due to the OPL surplus position. The transfer from the Library development reserve for development initiatives was lower than budget by approximately \$35,600 due to lower than budgeted development spending. Finally, the HIP Trust transfer to the reserve was lower due to lower HIP revenues during the year.

The following table shows the library's variances at year-end by program area:

	2023 Annual Budget	2023 December 31 YTD Actuals	2023 Budget Remaining (\$)	2023 Budget Remaining
Oakville Public Library				
Administrative Services	\$ 694,700	\$ 770,793	\$ (76,093)	-11.0%
Customer Experience	\$ 6,896,100	\$ 6,772,822	\$ 123,278	1.8%
Innovation and Integration	\$ 4,059,900	\$ 3,911,079	\$ 148,821	3.7%
Total Oakville Public Library	\$ 11,650,700	\$ 11,454,694	\$ 196,006	1.7%

*Unaudited financial results

The following section explains the program variances in more detail:

Administrative Services

Administrative Services is over budget by \$76,093 due primarily to the higher spending in group training and development for the staff development day that took place in August.

Customer Experience

The savings of \$123,278 in Customer Experience is primarily due to personnel savings for several staff vacancies during the year. Higher janitorial services costs for touchpoint cleaning services that ended in June, as well as courier services that also ended in the summer offset the savings. Higher contracted maintenance and building repairs and maintenance costs, most significantly at Central Branch, also reduce the overall savings.

Innovation and Integration

The savings in Innovation and Integration of \$148,821 are also due to several staff vacancies during the year, most notably in the Collections Management section, due to some staff vacancies during the year. The savings are offset by higher spending on collection materials replacement due to rising costs and to address some of the current collection deficiencies.

Library Development Reserve Fund

Included in the Innovation and Integration program is administration of the Library Development Fund. For 2023, the final transfer to operating from the reserve was \$112,635 for development funded initiatives. These initiatives included spending on children's multicultural collections, the Seed Library, Story Walks, the Community Conversation series, artwork for the Glen Abbey outdoor space/patio and the Bronte Book Bike, in collaboration with the Bronte BIA. \$51,493 was transferred to operating for Fast Lane and fiction book purchases, funded from the Jack and Joan Woods endowment. \$30,000 was withdrawn in 2023 with staff also spending \$21,493 of funds carried forward from 2022.

The table below shows the unaudited balance of the library's development reserve fund as of December 31, 2023. As shown in the table, the opening balance of the reserve fund was \$312,272. At its February 24, 2022 meeting, the Library board approved transferring \$114,129 to the Oakville Community Foundation (OCF) endowment fund. These funds were transferred in 2023.

	2023
	Actuals
	31-Dec
OPENING BALANCE	312,272
EXPENDITURES:	
Transfer to OCF	114,129
Transfer to Operating	112,635
Total Commitments to Operating Fund	112,635
TOTAL EXPENDITURES from RESERVE	226,764
REVENUES:	
Donations, Special Events, Grants	120,750
TOTAL REVENUE to RESERVES	120,750
CLOSING BALANCE before interest	206,258
Interest	11,155
CLOSING BALANCE including interest	217,413

*Unaudited financial results

Total donation revenue recognized for 2023 is \$120,750 and includes individual and monthly giving, corporate donors, grants, foundations, and third-party fundraising. Friendly Finds (donated and used books for sale) revenue was received from all 7 branches during the year and totaled \$14,366 in 2023. The collaboration with Bronte BIA for the Book bike during the summer months and inside the RBC during the winter months was also a success. Grant funds were received from Heritage Canada for the Bannock Bake Off, from Sheridan College from the Queer Studies Pride Committee for an OPL Pride Book Club and finally, a major grant from Federal Recovery Fund to have an Elder in Residence at the OPL which will be underway in 2024.

The library also has endowment funds with the Oakville Community Foundation (OCF). These funds will be consolidated within the 2023 financial statements and reported to the Board in April. \$30,000 was recognized as a disbursement from the Jack and Joan Woods fund for Fast Lane books. Thus, the December 31, 2023, ending balance in the funds is \$1,308,099.

Oakville Community Foundation	2023 \$
Beginning balance	
Oakville Public Library Endowment Fund	\$ 981,914
Birkett Family Fund	\$ 32,215
Jack and Joan Wood OPL Fund	\$ 228,087
Beginning balance	\$ 1,242,216
Capital Addition	\$ 625
Gross Investment Earnings (Loss)	\$ 117,832
Distributions:	
Foundation Management Costs	\$ 14,941
Investment Management Fees	\$ 7,634
Distributions - 2023 Jack and Joan Woods	\$ 30,000
Total distributions	\$ 52,574
Ending Balance	\$ 1,308,099
Ending balance consists of:	
Oakville Public Library Endowment Fund	\$ 1,058,696
Birkett Family Fund	\$ 34,715
Jack and Joan Wood OPL Fund	\$ 214,688
Total Balance in Endowment Funds	\$ 1,308,099

Halton Information Providers (HIP) Trust

OPL is part of the HIP coalition as well as the managing partner of the HIP Trust Fund. As is detailed in the chart below, the opening balance of the fund was \$134,197 at January 1, 2023.

The significant staff focus for 2023 continued to be on the project to develop Halton Newcomer InfoPods through a multi-year grant with Immigration, Refugees and

Citizenship Canada (IRCC). Grant funding of \$19,351 was recognized as revenue in 2023 as the first phase of the project ended March 31, 2022. The second phase of the project is underway and will continue through to March 2025.

Halton Region contributed \$52,500 toward management of the HIP program, as it does annually. Service fee revenue was \$2,740 and interest earned on the Trust balance was \$3,055.

Expenses in 2023 were primarily related to the IRCC grant and totalled \$17,057. These expenses included specific direct costs for software as a service, membership dues, training expenses and overhead administration costs to the town. Finally, \$138,500 was transferred to the Library from the HIP Trust for Information Oakville staff time on the IRCC project and other HIP work in 2023. The ending balance at December 31, 2023 is \$54,197.

	2023 Actuals 31-Dec
BALANCE AS AT JAN 1, 2023	134,197
Revenues	
Interest transfer	3,055
IRCC Grant	19,351
Service fees	2,740
Recovery from Halton Region	52,500
Total Revenue	77,646
Expenditures	
HIP Training, software, consulting, etc.	2,089
IRCC Grant expenses	17,057
Transfer to OPL Operations	138,500
Total Expenditures	157,646
BALANCE AS AT DEC 31, 2023	54,197

*Unaudited financial results

Capital Budget

The cumulative total capital budget for open projects at December 31, 2023 is \$14,337,400 with \$1,579,421 spent or committed for these projects to year-end. The vehicle for Materials Handling has now been received in early 2024 and that project will close in 2024. The Incubator Libraries project should make progress in 2024 as new locations are to be determined through the current Recreation, Parks, and Library Facilities Master Plan. The Sixteen Mile Library portable has been relocated to its new temporary location at the North Operations Depot facility and has reopened to the public, with some outstanding deficiencies still to be addressed. The improvements and enhancements to the OPL website continue with the budgeted

funds available. The projects approved in 2023 for the Scheduling Software Needs Review, Libraries Capital Replacements and Library Furniture and Equipment are all expecting to progress in 2024. Finally, the Sixteen Mile Library Collections project work is underway as staff prepare the collection resources needed for the branch opening in 2025.

Five capital projects were closed in 2023 with \$65,091 of funds returned to reserves.

Capital Variance Report - December 31, 2023						
	Life-to-Date Budget	Prior Years Actuals	2023 Year-to-Date Actuals	Outstanding Commitments	Life-to-Date Actuals and Commitment	Remaining Approved Budget
Active Projects						
71102104 Vehicle for Materials Handling	80,000	-	-	86,897	86,897	(6,897)
71102106 Incubator Libraries (Location TBD)	66,300	7,204	-	-	7,204	59,096
71102205 Sixteen Mile Library Portable Relocation	2,527,500	1,218,311	67,547	-	1,285,858	1,241,642
71102206 OPL Website Maintenance and Improvements	60,200	6,716	36,681	21,522	64,919	(4,719)
71102210 New Branch Library - Palermo (Land Purchase)	8,125,100	-	-	-	-	8,125,100
71102211 Library Master Plan Update	75,000	-	-	73,047	73,047	1,953
71102302 Scheduling Software Needs Review	30,200	-	200	-	200	30,000
71102303 Libraries Capital Replacements	25,200	-	200	-	200	25,000
71102304 Library Furniture and Equipment	81,600	-	44,896	-	44,896	36,704
71102305 Sixteen Mile Library Collections	3,266,300	-	16,200	-	16,200	3,250,100
Total Active Projects	14,337,400	1,232,231	165,724	181,466	1,579,421	12,757,979
Closed Projects in 2023						
71101403 OPL Website Refresh to Town Standards	805,000	786,955	821	-	787,776	17,224
71102004 Library Strategic Plan Update	80,000	63,718	-	-	63,718	16,282
71102107 Glen Abbey Library - Outdoor Space	421,000	402,691	4,967	-	407,658	13,342
71102204 Libraries Capital Replacements	28,000	6,405	2,290	-	8,695	19,305
71102209 Library Furniture and Equipment	81,000	53,692	28,370	-	82,062	(1,062)
Total Closed	1,415,000	1,313,461	36,448	-	1,349,909	65,091

Prepared by:

Belinda Wiersma CPA CA, Senior Financial Analyst

Submitted by:

Tara Wong, CEO

REPORT

Oakville Public Library Board

Meeting Date: February 15, 2024

FROM: Oakville Public Library

DATE: February 6, 2024

SUBJECT: Human Resources Policies – February 15, 2024

RECOMMENDATION:

That the following Human Resources policies be received for feedback.

KEY FACTS:

The following are key points for consideration with respect to this report:

- The Oakville Public Library (OPL) reviews the following policies to ensure continued compliance with legislative requirements and alignment with the Town of Oakville.
 - Time At and Away from Work Policy (HR-002) - (Appendix A)
 - Professional Development Policy (HR-004) - (Appendix B)
 - Recruitment Policy (HR-005) - (Appendix C)
- The noted policies have been reviewed against the Town of Oakville's policies to ensure alignment. There have been no significant changes to the Town of Oakville's policies related to Recruitment, Time At and Away from Work, and Professional Development.
- OPL recommends changing the title of Professional Development Policy to Professional Development and Educational Assistance Policy to provide clarity to the policy attributes and related procedures. This would also align with the Town of Oakville. All other aspects of the current policies will remain in place.
- OPL has updated the Police Record Checks Procedure under the Recruitment Policy (HR-005) to require staff to submit police record checks every 3 years.

BACKGROUND:

OPL has an ongoing review process for Human Resource policies and related procedures. OPL continues the practice to align Human Resource policies and procedures to the Town of Oakville.

OPL recommends that the current policies of Recruitment Policy (Appendix F) and Time At and Away from Work (Appendix B) remain in place. OPL recommends a slight change to the title of the Professional Development Policy to Professional Development and Educational Assistance (Appendix D) policy for clarity and alignment to the Town of Oakville.

In addition to the policies review, OPL is updating to the Police Record Check Procedure (HR-005-003) (Appendix G) under these Recruitment Policy (HR-005). OPL will be requiring a police record check every 3 years at the cost of the employer along with an annual sign-off the procedure to ensure compliance. The new requirement is expected see the majority of costs in year 1 with an estimated \$4000; \$1000 being budgeted annually after year 1.

COMMENT/OPTIONS: N/A

APPENDICES:

Appendix A – HR-002 Time At and Away from Work Policy

Appendix B – HR-002 Time At and Away from Work Policy (2024)

Appendix C – HR-004 Professional Development Policy

Appendix D – HR-004 Professional Development and Educational Assistance Policy (2024)

Appendix E – HR-005 Recruitment Policy

Appendix F – HR-005 Recruitment Policy (2024)

Appendix G – HR-005-003 Police Record Check Procedure (2024)

Prepared by:

Tricia Agnew, Manager, Human Resources

Submitted by:

Tara Wong, Chief Executive Officer



Time At and Away From Work Policy

Policy Number:	HR-002
Policy Category:	Human Resources
Approved by:	OPL Board
Accountability:	Chief Executive Officer
Approval Date:	January 24, 2019
Effective date:	January 24, 2019
Next Review Date:	2022

PURPOSE STATEMENT:

The purpose of this policy is to provide a framework to manage and support employee time at and away from work.

SCOPE:

This policy applies to all non-union employees, and to union employees where not addressed in the terms and conditions of the respective collective agreement.

POLICY STATEMENT:

The Oakville Public Library recognizes the value of its employees and the need to manage and support regular attendance at work while acknowledging the importance of achieving and maintaining a balance between work and personal life.

It is essential that all employees attend work regularly for the efficient operation of the Library. All employees are expected to attend work regularly and on time as a condition of employment.

RELATED PROCEDURES:

- Hours of Work
- Absence Reporting
- Vacation Entitlement
- Public Holidays
- Personal Days
- Unpaid Leave of Absence
- Bereavement Leave
- Election & Voting Leave
- Jury Duty or Witness Attendance Leave
- Pregnancy and Parental Leave
- Employment Standards Act Leaves
- Flexible Work Arrangements

Inclement Weather
Disconnecting from Work

REFERENCES:

Employment Standards Act, 2000
Collective Agreement



Time At and Away From Work Policy

Policy Number:	HR-002
Policy Category:	Human Resources
Approved by:	OPL Board
Accountability:	Chief Executive Officer
Approval Date:	
Effective date:	
Next Review Date:	2027
Supersedes:	January 24, 2019

PURPOSE STATEMENT:

The purpose of this policy is to provide a framework to manage and support employee time at and away from work.

SCOPE:

This policy applies to all non-union employees, and to union employees where not addressed in the terms and conditions of the respective collective agreement.

POLICY STATEMENT:

The Oakville Public Library recognizes the value of its employees and the need to manage and support regular attendance at work while acknowledging the importance of achieving and maintaining a balance between work and personal life.

It is essential that all employees attend work regularly for the efficient operation of the Library. All employees are expected to attend work regularly and on time as a condition of employment.

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- Bereavement Leave
- Election & Voting Leave
- Jury Duty or Witness Attendance Leave
- Pregnancy and Parental Leave
- Employment Standards Act Leaves
- Flexible Work Arrangements

Inclement Weather
Disconnecting from Work

REFERENCES:

Employment Standards Act, 2000
Collective Agreement



Professional Development Policy

Policy Number:	HR-004
Policy Category:	Human Resources
Approved by:	OPL Board
Accountability:	Chief Executive Officer
Approval Date:	January 24, 2019
Effective date:	January 24, 2019
Next Review Date:	January 2022

PURPOSE STATEMENT:

The policy supports employee pursuits of professional development for the purpose of enhancing current job performance or improving opportunities for advancement within the Oakville Public Library.

SCOPE:

This policy applies to all permanent Library employees with the exception of employees on probation. Employees covered by a collective agreement are also subject to the terms and conditions of their respective collective agreement.

POLICY STATEMENT:

Oakville Public Library is committed to supporting employee professional development through job related or corporate related education courses, conferences, and seminars. Educational assistance for employee professional development is subject to budgetary availability and in accordance with established procedures.

DEFINITIONS:

Job related: Professional development opportunities designed to develop skills, knowledge and effectiveness in employee’s current position with OPL.

Corporate related: Professional development opportunities designed to develop skills related to future goals with OPL. This will encompass courses taken while working towards degree, certification and diploma programs as identified during an annual performance appraisal with OPL. Programs under consideration will include those that benefit career fields at the Library and not those related to the employee’s current position.



Professional Development and Educational Assistance Policy

Policy Number:	HR-004
Policy Category:	Human Resources
Approved by:	OPL Board
Accountability:	Chief Executive Officer
Approval Date:	
Effective date:	
Next Review Date:	2027
Supersedes:	January 24, 2019

PURPOSE STATEMENT:

The policy supports employee pursuits of professional development for the purpose of enhancing current job performance or improving opportunities for advancement within the Oakville Public Library.

SCOPE:

This policy applies to all permanent Library employees with the exception of employees on probation. Employees covered by a collective agreement are also subject to the terms and conditions of their respective collective agreement.

POLICY STATEMENT:

Oakville Public Library is committed to supporting employee professional development through job related or corporate related education courses, conferences, and seminars. Educational assistance for employee professional development is subject to budgetary availability and in accordance with established procedures.

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Corporate related: Professional development opportunities designed to develop skills related to future goals with OPL. This will encompass courses taken while working towards degree, certification and diploma programs as identified during an annual performance appraisal with OPL. Programs under consideration will include those that benefit career fields at the Library and not those related to the employee’s current position.



Recruitment Policy

Policy Number:	HR-005
Policy Category:	Human Resources
Approved by:	OPL Board
Accountability:	Chief Executive Officer
Approval Date:	May 27, 2021
Effective date:	May 28, 2021
Next Review Date:	2024
Supersedes:	Hiring of Employees Policy – 3.4

PURPOSE STATEMENT:

This policy provides leaders and employees with an overview of the recruitment phases and standard practices that govern recruitment at Oakville Public Library (OPL), and outlines roles and responsibilities throughout the recruitment process to ensure all recruitment practices are transparent and consistently applied.

SCOPE:

This policy applies to all internal and external applicants.

Unionized staff should refer to the terms and conditions of the applicable articles of the collective agreement. In the event that the applicable collective agreement conflicts with this policy, the terms and conditions of that collective agreement will apply.

POLICY STATEMENT:

The Oakville Public Library (OPL) is committed to attracting a talented, diverse and inclusive workforce which broadly reflects the communities and residents served and to selecting the best candidate for the position in accordance with the *Ontario Human Rights Code*, *AODA* and all applicable employment legislation and policies/procedures. OPL supports and encourages employees to realize their career goals and reach their maximum potential.

RECRUITMENT OVERVIEW:

The procedures that support this policy provide detailed direction to staff in all aspects of the recruitment process.

OPL will comply with all requirements of Ontario Regulation 191/11 of the AODA, the Integrated Accessibility Standards Regulation (IASR), throughout the recruitment process by:

- Taking into account the accessibility needs of all applicants with disabilities

- Removal of unnecessary barriers that restrict employment
- Notifying all applicants of the availability of accommodation throughout all steps of the recruitment process, and
- Providing individual accommodation plans (upon request or as initiated by management)

The following is an overview of the recruitment process, from the initial position request to hiring of the candidate.

1. Planning

- A vacancy or recruitment need is identified by the Hiring Manager, who partners with the HR to initiate the Recruitment Planning process.
- Vacancies shall be reviewed by Executive Management Team (EMT) to consider options in managing vacancies.
- The results of EMT decisions will be communicated to the hiring department and HR department.
- Requests are to be approved as follows:
 - i. Replacement for budgeted positions must be approved by EMT;*
 - ii. Increases to library complement must be approved by Town of Oakville Council as part of the annual OPL budget approval process.*

2. Posting

- Vacancies are posted for a minimum of seven (7) days and shall be accessible online.
- An external search firm may be used to fill the vacancy and will generally be limited to the recruitment and selection of applicants for senior positions or hard-to-fill roles. An external search firm or temporary agency may also be used to temporarily fill a vacancy.

3. Selection

- Full consideration will be given to an applicant's education, experience, abilities, suitability and work related references.
- A relative of an OPL employee or member of the Board, or Town of Oakville council, who is identified as being the best qualified candidate in the selection process, is eligible to be hired if there is no direct or indirect supervisory link between the parties. In cases of promotion and transfer from within OPL or in situations where related employees, may for any reason come into supervisory relationship, an effort will be made to arrange a transfer of the employee(s) to an alternative position.
- An employee of OPL or a member of the Board or Town of Oakville council may not advocate for the employment of any individual by OPL.

4. Offer

- The Hiring Manager selects the preferred candidate after consultation with their leader and provides their rationale for selection to HR (*when a choice must be made between equally qualified candidates, preference will be given to internal employees in order to promote the development of employees*).

- HR is responsible for making the job offer to the successful candidate.
- All necessary documentation must be received and acceptable to OPL (e.g. Police Record Check, Driver's Abstract, Eligibility to Work in Canada, educational documents, etc.) prior to the successful candidate's starting date.

RESPONSIBILITIES:

Employer:

- Ensuring all applicable managers/supervisors are aware of this policy and of any subsequent revisions, and ensuring compliance with this policy

Hiring Managers:

- Identifying a vacancy within their department and initiating the recruitment process
- Partnering with HR to consider the department's current and future workforce needs and/or opportunities
- Partnering with HR throughout the recruitment process
- Complying with all legislative requirements, collective agreement, this policy and related procedures

Human Resources:

- Providing workforce planning and recruitment strategy consultation
- Providing recruitment training and access to support documents
- Developing a sourcing plan for external and internal applicants in partnership with the Hiring Manager, as required
- Sourcing External and Internal Applicants
- Partnering with the Hiring Manager throughout the recruitment process
- Providing coaching, guidance and advice to Hiring Managers throughout the recruitment process as required
- Assisting Hiring Managers to ensure that the recruitment process is equitable and is in compliance with all legislative requirements, this policy and related procedures, collective agreement

RELATED PROCEDURES:

- Recruitment - Permanent
- Recruitment - Temporary
- Probationary Period
- Exit Interviews
- Police Record Checks

REFERENCES:

- *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)*
- *Ontario Human Rights Code*



Recruitment Policy

Policy Number:	HR-005
Policy Category:	Human Resources
Approved by:	OPL Board
Accountability:	Chief Executive Officer
Approval Date:	
Effective date:	
Next Review Date:	2027
Supersedes:	May 27, 2021

PURPOSE STATEMENT:

This policy provides leaders and employees with an overview of the recruitment phases and standard practices that govern recruitment at Oakville Public Library (OPL), and outlines roles and responsibilities throughout the recruitment process to ensure all recruitment practices are transparent and consistently applied.

SCOPE:

This policy applies to all internal and external applicants.

Unionized staff should refer to the terms and conditions of the applicable articles of the collective agreement. In the event that the applicable collective agreement conflicts with this policy, the terms and conditions of that collective agreement will apply.

POLICY STATEMENT:

The Oakville Public Library (OPL) is committed to attracting a talented, diverse and inclusive workforce which broadly reflects the communities and residents served and to selecting the best candidate for the position in accordance with the *Ontario Human Rights Code*, *AODA* and all applicable employment legislation and policies/procedures. OPL supports and encourages employees to realize their career goals and reach their maximum potential.

RECRUITMENT OVERVIEW:

The procedures that support this policy provide detailed direction to staff in all aspects of the recruitment process.

OPL will comply with all requirements of Ontario Regulation 191/11 of the AODA, the Integrated Accessibility Standards Regulation (IASR), throughout the recruitment process by:

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- Vacancies shall be reviewed by Executive Management Team (EMT) to consider options in managing vacancies.
- The results of EMT decisions will be communicated to the hiring department and HR department.
- Requests are to be approved as follows:
 - i. Replacement for budgeted positions must be approved by EMT;*
 - ii. Increases to library complement must be approved by Town of Oakville Council as part of the annual OPL budget approval process.*

2. Posting

- Vacancies are posted for a minimum of seven (7) days and shall be accessible online.
- An external search firm may be used to fill the vacancy and will generally be limited to the recruitment and selection of applicants for senior positions or hard-to-fill roles. An external search firm or temporary agency may also be used to temporarily fill a vacancy.

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- Full consideration will be given to an applicant's education, experience, abilities, suitability and work related references.
- A relative of an OPL employee or member of the Board, or Town of Oakville council, who is identified as being the best qualified candidate in the selection process, is eligible to be hired if there is no direct or indirect supervisory link between the parties. In cases of promotion and transfer from within OPL or in situations where related employees, may for any reason come into supervisory relationship, an effort will be made to arrange a transfer of the employee(s) to an alternative position.
- An employee of OPL or a member of the Board or Town of Oakville council may not advocate for the employment of any individual by OPL.

4. Offer

- The Hiring Manager selects the preferred candidate after consultation with their leader and provides their rationale for selection to HR (*when a choice must be made between equally qualified candidates, preference will be given to internal employees in order to promote the development of employees*).

- HR is responsible for making the job offer to the successful candidate.
- All necessary documentation must be received and acceptable to OPL (e.g. Police Record Check, Driver's Abstract, Eligibility to Work in Canada, educational documents, etc.) prior to the successful candidate's starting date.

RESPONSIBILITIES:

Employer:

- Ensuring all applicable managers/supervisors are aware of this policy and of any subsequent revisions, and ensuring compliance with this policy

Hiring Managers:

- Identifying a vacancy within their department and initiating the recruitment process
- Partnering with HR to consider the department's current and future workforce needs and/or opportunities
- Partnering with HR throughout the recruitment process
- Complying with all legislative requirements, collective agreement, this policy and related procedures

Human Resources:

- Providing workforce planning and recruitment strategy consultation
- Providing recruitment training and access to support documents
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- Sourcing External and Internal Applicants
- Partnering with the Hiring Manager throughout the recruitment process
- Providing coaching, guidance and advice to Hiring Managers throughout the recruitment process as required
- Assisting Hiring Managers to ensure that the recruitment process is equitable and is in compliance with all legislative requirements, this policy and related procedures, collective agreement

RELATED PROCEDURES:

- Recruitment - Permanent
- Recruitment - Temporary
- Probationary Period
- Exit Interviews
- Police Record Checks

REFERENCES:

- *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)*
- *Ontario Human Rights Code*



Police Record Check Procedure

Procedure Number:	HR-005-003
Policy Category:	Recruitment
Approved by:	Chief Executive Officer
Accountability:	Human Resources
Approval Date:	June 2, 2023
Effective date:	X
Next Review Date:	2026

PURPOSE STATEMENT:

The Oakville Public Library (OPL) requires a skilled, diverse and engaged workforce to serve its community. OPL is committed to protecting the well-being of its employees, volunteers, and clients. Consistent with this commitment, OPL has created a police record check procedure.

This procedure outlines the responsibilities of OPL in the identification of designated positions requiring police record checks as a condition of employment; the process to be followed in obtaining the police records information from affected employees; and the management of that information.

SCOPE:

The procedure applies to all candidates for, and employees and volunteers in, designated positions within OPL.

DEFINITIONS:

Police Record Check

A process conducted by any police service in Canada which verifies whether an individual has a criminal record in Canada and provides relevant details from police service databases. A Police Record Check is either a Criminal Record Check or a Vulnerable Sector Police Reference Check. **A police record check also confirms whether an individual has been granted a pardon which has not been revoked, including for a registered sex offense in Canada.**

Criminal Record Check

A summary of an individual's criminal charges and their dispositions, including convictions and discharges, as stored in the RCMP National Repository of Criminal Records.

Vulnerable Sector Police Reference Check

A vulnerable sector police reference check includes a summary of information contained in local police service databases that have not been provided to the RCMP National Repository of Criminal Records.

Vulnerable Persons

1. A child under the age of 18.
2. Persons who, because of their age, disability, or other circumstance, either temporarily or permanently, are in a position of dependence on others, or are at a greater risk than the general population of being harmed by persons in a position of authority or trust.

Designated Positions

Employment positions or volunteer placements which have been identified and advertised as requiring a police record check at the time of hire or placement.

PROCEDURE:

1. Executive Management Team will establish the police record check requirements for each job in their complement against the following criteria:
 - a. Employees, volunteers, and job applicants for designated positions who will work directly with or in the vicinity of vulnerable persons, will be required to provide a vulnerable sector police reference check prior to the commencement of their employment or volunteer placement or subsequent promotion.
 - b. Employees in designated positions who do not work directly with or in the vicinity of vulnerable persons may be required to provide a criminal record check prior to the commencement of their employment.
2. When filling vacant positions, Human Resources will advise whether a police record check will be required by the successful candidate.
3. Human Resources will stipulate the level of police record check required when posting positions.

All offers of employment are conditional on the provision of a satisfactory police record check based if one is required due to the nature of the position. OPL will reimburse the cost of police record check for student and volunteer positions.

A successful candidate may withdraw their application after having received the results of a police record check.

4. A police record check shall be deemed acceptable for the purpose of this procedure if it was issued within six months of being presented for review. Failure to provide the police record check in a timely manner shall automatically rescind the conditional offer of employment.
5. A positive police record check will be immediately referred to the CEO and Manager, Human Resources for consideration.
6. An existing employee promoted or moved into a designated position may be required to provide a current police record check.
7. OPL will provide notice to the union of positions within the bargaining unit which have been designated as requiring a vulnerable sector screen in addition to a criminal record check.
8. Employees who were initially hired or promoted to a position with a requirement for a Police Record Check shall immediately notify their supervisor of any potential change to their criminal record and/or vulnerable sector police record check. Failure to do so shall be considered grounds for disciplinary action, up to and including dismissal.
9. Employees will be required to submit an updated police record check every three (3) years from date of employment. Its cost will be borne by OPL.
10. Employees will be required to annually sign-off on this procedure to ensure compliance.
11. Any documents related to the police record check will be sealed and stored in the employee's personnel file.

RESPONSIBILITIES:

Executive Management Team

- Designate positions requiring a police record check.
- Determine, in consultation with the HR and appropriate subject matter expert, the impact of a criminal charge/conviction on an individual's candidacy for a designated position, or the continued employment of an employee in a designated position.

Human Resources

- Maintain a list of designated positions; insert notification on postings; advise candidates in the interview process that a criminal record check and, for specified positions, a vulnerable sector screen are required; and ensure police record checks are satisfactory prior to confirming employment and employee's start date.
- Determine, in consultation with the EMT, the impact of a criminal charge/conviction on an individual's candidacy for a designation position, or the continued employment of an employee in a designated position.

Employee

- Notify their supervisor of any potential change(s) that may negatively affect their criminal record and/or vulnerable sector police record check.

REPORT

Oakville Public Library Board

Meeting Date: February 15, 2024

FROM: Oakville Public Library

DATE: February 6, 2024

SUBJECT: Performance and Measures Report Q4 2023 - February 15, 2024

RECOMMENDATION:

That that Performance and Measures Report Q4 2023 be received for information.

KEY FACTS:

The following are key points for consideration with respect to this report:

- This report highlights Oakville Public Library's (OPL) Q4 2023 Performance Measures.
- The information is separated into the following categories:
 - Overview
 - Circulation
 - Interlibrary Loans
 - Cardholders
 - Programs and Events
 - Digital Presence
 - Halton Information Providers (HIP)

BACKGROUND:

This report highlights OPL's Performance Measures for Q4 of 2023. Comparison with 2021/22 is challenging due to the impact of the COVID-19 pandemic. Where possible, the report outlines comparisons to 2019, the last full year OPL operated with full services and hours prior to 2023.

All branches have been open with full hours as of January 30, 2022 and in-person programs resumed in March 2022.

APPENDICES:

Appendix A – Performance and Measures Report Q4 2023

Prepared by:

Caitlyn Hicks, Director, Customer Experience

Submitted by:

Tara Wong, CEO

Oakville Public Library Board

Q4 2023 PERFORMANCE AND MEASURES REPORT

This report highlights Oakville Public Library's (OPL) performance measures for Q4 2023. Most performance indicators have significantly increased in 2023 over 2022 levels, continuing the trend from the previous quarter (Q3 2023). Many indicators continue to meet pre-pandemic levels (i.e., digital and total circulation, Bibliocommons usage, and foot traffic). Overall circulation levels are up from 2019 and 2022 with a greater increase shown in digital circulation. Both the website and Bibliocommons usage is up from 2022 indicating positive online engagement. In-branch services (i.e. public access computer sessions, items printed, event attendance, and program attendance) are consistently increasing from last year however have not yet reached 2019 levels. Of note, foot traffic is up significantly from 2022 and has reached pre-pandemic levels.

Q4 Overview - YTD

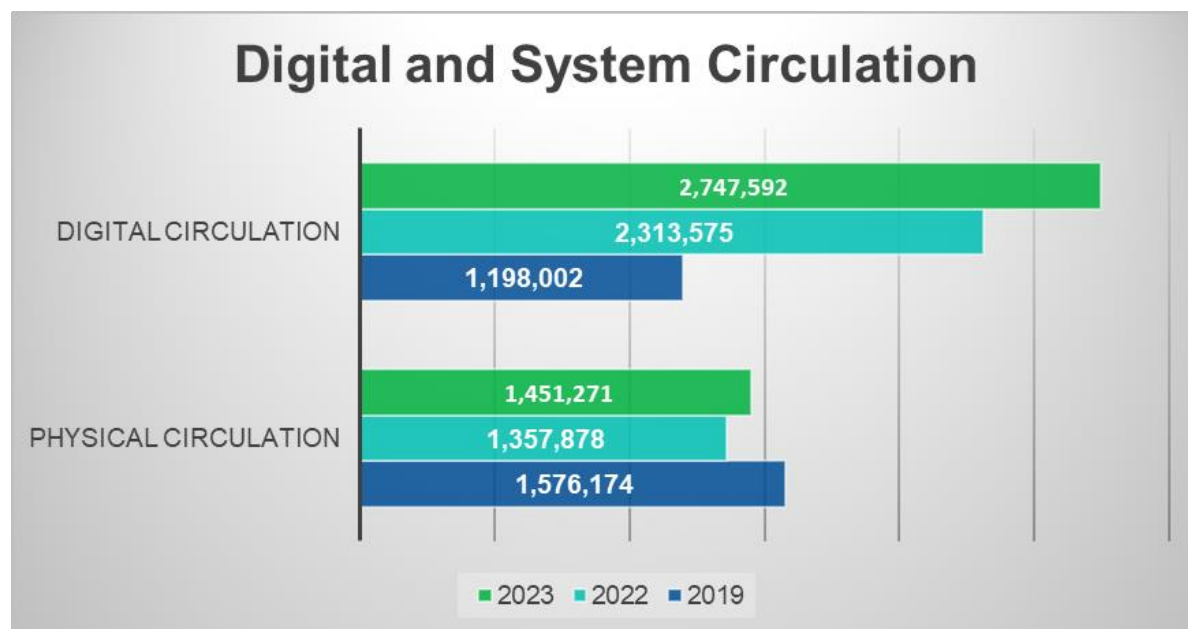
Measure	2019 Q4 YTD	2022 Q4 YTD	2023 Q4 YTD	% Change 2019/2023	% Change 2022/2023
Physical Circulation	1,576,174	1,357,878	1,451,271	-8%	7%
Digital Circulation	1,198,002	2,313,575	2,747,592	129%	19%
Total Circulation	2,774,176	3,671,453	4,198,863	51%	14%
Phone calls	35,113	31,558	32,389	-8%	3%
Email enquiries	4,036	4,392	4,100	2%	-7%
Website sessions	930,404	658,546	763,301	-18%	16%
Total Bibliocommons use	770,609	1,040,674	1,216,050	58%	17%
Public Access computer sessions	70,470	32,866	47,395	-33%	44%
Items printed	51,091	28,140	45,636	-11%	62%
Event attendance	2,456	788	1,044	-57%	32%
Program attendance	55,600	29,766	37,134	-33%	25%
Total foot traffic*	1,236,456	770,659	1,272,612	3%	65%

*Central Library footfall is calculated at 70% of the total for the two sets of gates. Glen Abbey Library closed Jun 2019-Jan 2020. Depot operational.

Circulation

Summary:

- There are similar trends in circulation from Q3 2023 to Q4 2023, with increases in Q4 2023 over Q4 2022 and physical circulation not yet meeting 2019 levels. Digital circulation is exceeding 2019 levels reflecting the addition of the PressReader digital platform (newspapers and magazines from around the world) in 2021.
- Increases in digital circulation in 2023 over 2022 continue to be driven by PressReader and CloudLibrary. Use of digital collection types such as eLearning, eMovies and eMusic in Q4 2023 is down from Q4 2022, however it remains above Q4 2019 usage.
- Overall circulation across the branches is up from 2022, with almost all sites surpassing the previous year except for Clearview and Woodside. Circulation at Glen Abbey, Sixteen Mile and Sixteen Mile OPL Express has exceeded Q4 2019 levels, continuing the trend from the previous quarter (Q3 2023).
- Notably, OPL Express circulation at River Oaks and St. Luke's are significantly higher than last year indicating increased usage of these community service points.



Circulation by type:

Circulation	2019 Q4 YTD	2022 Q4 YTD	2023 Q4 YTD	% Change 2019/2023	% Change 2022/2023
Physical Circulation	1,576,174	1,357,878	1,451,271	-8%	7%
Digital Circulation	1,198,002	2,313,575	2,747,592	129%	19%

Digital Circulation by Vendor:

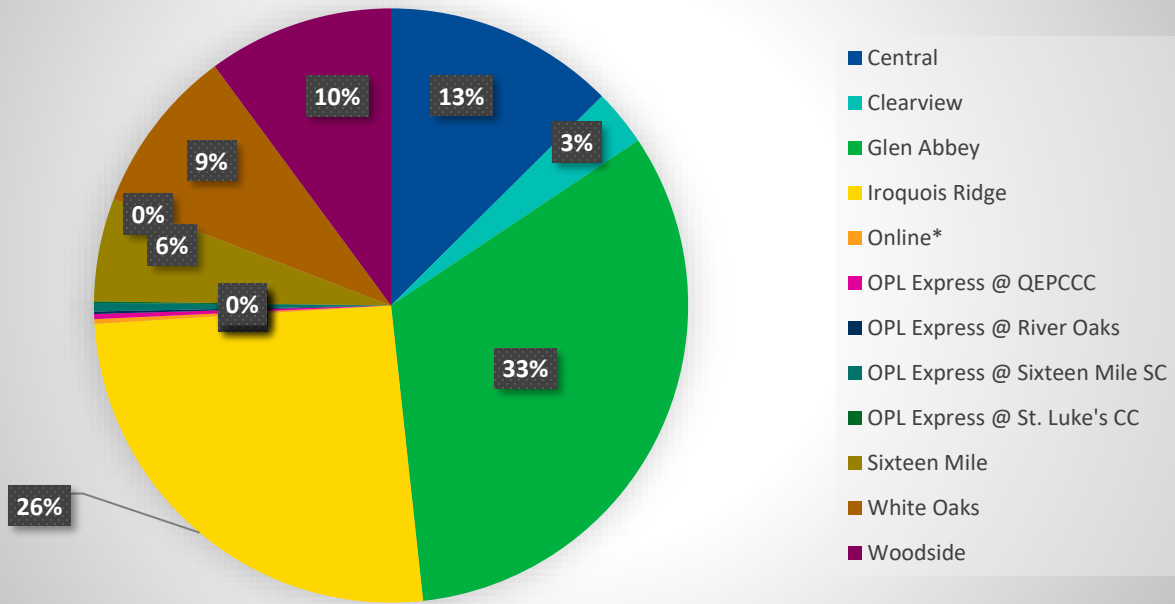
Vendor	2019 Q4 YTD	2022 Q4 YTD	2023 Q4 YTD	% Change 2019/2023	% Change 2022/2023
CloudLibrary**	20,268	172,923	203,210	903%	18%
Hoopla****	44,728	45,718	41,997	-6%	-8%
Kanopy	15,953	23,574	27,202	71%	15%
LinkedIn Learning*	865	29,399	26,184	2927%	-11%
Flipster***	72,397	16,189	12,114	-83%	-25%
PressReader*****	N/A	1,401,599	1,842,880	N/A	31%
Total Digital Circulation	154,211	1,689,402	2,153,587	1297%	27%

*Lynda.com in 2019 **OverDrive in 2019. CloudLibrary 2019 Q4 number is low as we only migrated fully to CloudLibrary in November 2019. ***RBDigital in 2019. ****Hoopla 2019 Q4 Circulation up likely due to the instant availability of material as well as the change from OverDrive to CloudLibrary. *****PressReader was introduced in 2021.

Digital Circulation by Collection Type:

Collection type	2019 Q4 YTD	2022 Q4 YTD	2023 Q4 YTD	% Change 2019/2023	% Change 2022/2023
eNewspapers and Databases	858,922	2,001,785	2,417,910	182%	21%
eMovies and eMusic	39,927	49,339	46,267	16%	-6%
eLearning	5,504	35,500	31,931	480%	-10%
eMagazines	72,397	16,189	12,114	-83%	-25%
eBooks and eAudiobooks	221,252	210,762	239,370	8%	14%
Total Digital Circulation	1,198,002	2,313,575	2,747,592	129%	19%

Circulation by Branch



Branch	2019 Q4 YTD	2022 Q4 YTD	2023 Q4 YTD	% Change 2019/2023	% Change 2022/2023
Central	267,343	175,639	182,386	-32%	4%
Clearview	68,722	57,909	44,412	-35%	-23%
Glen Abbey***	336,154	434,110	473,841	41%	9%
Iroquois Ridge	410,081	337,547	373,628	-9%	11%
Online*	9,037	2,814	3,576	-60%	27%
OPL Express @ QEPCCC	4,301	3,344	4,005	-7%	20%
OPL Express @ River Oaks**	N/A	926	1,911	N/A	106%
OPL Express @ Sixteen Mile SC	6,165	6,324	6,671	8%	5%
OPL Express @ St. Luke's CC	1,039	655	1,318	27%	101%
Sixteen Mile	77,590	73,852	81,218	5%	10%
White Oaks	158,577	118,211	131,560	-17%	11%
Woodside	237,165	146,547	146,745	-38%	0%
Total	1,576,174	1,357,878	1,451,271	-8%	7%

*Online and phone renewals

**Launched in April 2022

***Glen Abbey Branch closed starting Jun 2019-Jan 2020. Depot operational.

InterLibrary Loan

Summary:

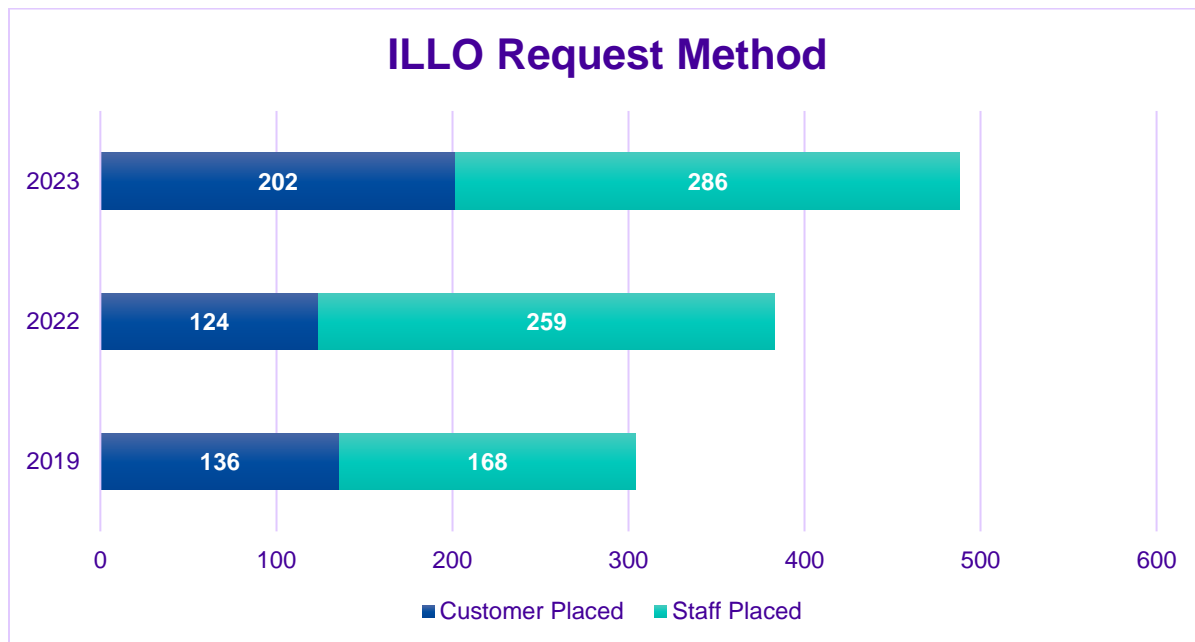
- The volume of ILLO requests received and lent continued to increase in 2023.
- Comparisons to 2019 remain a challenge as ILLO services were restructured and reduced in that year after significant province-wide funding cuts. Overall request

numbers for 2023 have surpassed those in 2019, the last year for which there was full ILLO participation across Ontario libraries.

- Q4 2023 numbers for Requests Lent are lower due to an additional mandatory 2-week shutdown of ILLO services by the vendor to implement a new platform to be launched in 2024.
- The increase in the number of ILLO requests from OPL customers is driven by an increase in customer placed requests.

Requests Received					Requests Lent				
2019 Q4	2022 Q4	2023 Q4	% Change 2019/2023	% Change 2022/2023	2019 Q4	2022 Q4	2023 Q4	% Change 2019/2023	% Change 2022/2023
304	382	489	61%	28%	271	458	371	37%	-19%

Customer Placed					Staff Placed				
2019 Q4	2022 Q4	2023 Q4	% Change 2019/2023	% Change 2022/2023	2019 Q4	2022 Q4	2023 Q4	% Change 2019/2023	% Change 2022/2023
136	124	202	49%	63%	168	259	286	70%	10%



Cardholders

Summary:

- New cardholder registration numbers show continued recovery with an increase of 40% in Q4 2023 over pre-pandemic levels.
- Glen Abbey branch continues to have the highest number of new registrations, handling 29% of the total for 2023. Iroquois Ridge and Central follow respectively with 21% and 18%.
- Active cardholders in Q4 2023 have also surpassed the pre-pandemic levels by 6%, continuing to increase due to a focus on cardholder retention.
- OPL continues its efforts to keep customer data accurate, by removing inactive accounts (2 years of inactivity) monthly. The 7% decrease in the total cardholders is due to the initial cleanup which began in October 2022.

Measure	2019 Q4 YTD	2022 Q4 YTD	2023 Q4 YTD	% Change 2019/2023	% Change 2022/2023
New Cardholders	12,235	15,239	17,107	40%	12%
Total Cardholders	87,222	71,254	80,846	-7%	13%
Total active cardholders	63,729	56,832	67,573	6%	19%

*Inactive cards removed from database in Oct. 2022 and continues as a monthly process

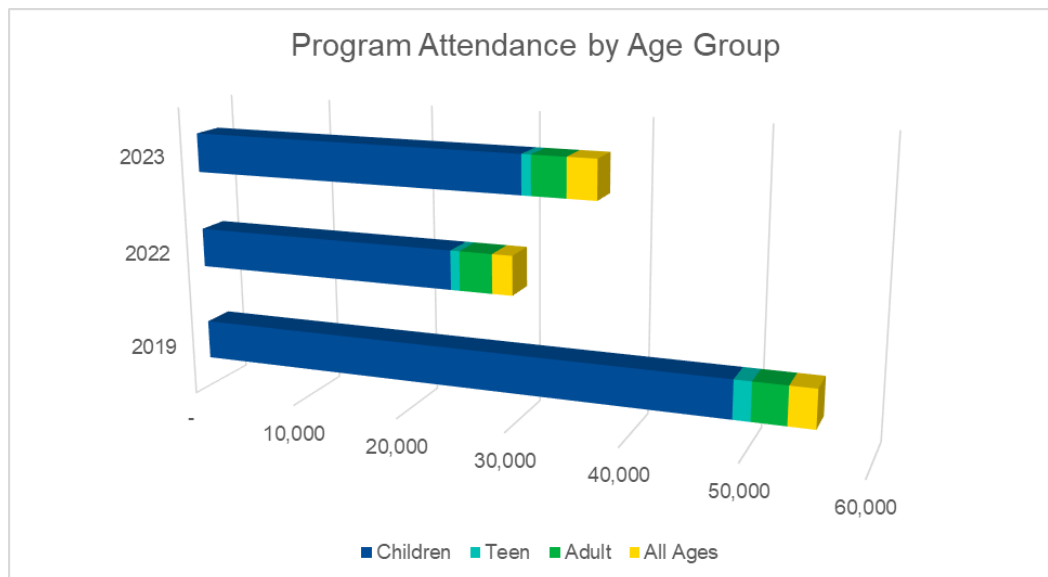
Programs and Events

Summary:

- In Q4 the most attended children's programs were during the holiday break in December and included: Family Storytime and Noon Year's Eve Dance Party at Central Branch followed by the Cookie Fiasco and LEGO Drop in at Glen Abbey.
- OPL delivered 24 family-focused programs from Saturday, December 23-Saturday December 30th with 565 program participants.
- Virtual programs were popular for adults in Q4 and included authors talks, monetary management, and genealogy.
- Creation Zone hours were increased to align with branch operating hours. In Q4 2023, 195 customers booked equipment in the Creation Zone, up from 11 people in Q4 2022. The Cricut, 3D Printer and the Scanner/VHS Scanner are the most booked equipment.

Programs by Attendance and # of Sessions:

Type	Attendance YTD					# of Sessions YTD				
	2019 Q4 YTD	2022 Q4 YTD	2023 Q4 YTD	% Change 2019/2023	% Change 2022/2023	2019 Q4 YTD	2022 Q4 YTD	2023 Q4 YTD	% Change 2019/2023	% Change 2022/2023
Children	48,780	24,160	30,592	-37%	27%	2155	1362	1716	-20%	26%
Teen	1,506	822	841	-44%	2%	92	73	91	-1%	25%
Adult	2,989	2,956	3,079	3%	4%	362	278	341	-6%	23%
All Ages	2,325	1,828	2,622	13%	43%	100	41	121	21%	195%
Total	55,600	29,766	37,134	-33%	25%	2709	1754	2,269	-16%	29%



Services by Attendance and # of Sessions:

Type	2019 Q4 Attendance	2022 Q4 Attendance	2023 Q4 Attendance	2019 Q4 Sessions	2022 Q4 Sessions	2023 Q4 Sessions
In-Person Programs		7842	11,054		562	782
Virtual Programs		661	602		27	26
Outreach Presentations		5	548		721	22
1:1 In-Person Tech Help*		31	51		57	69
Equipment Booking**		11	195		111	1920
Maker Drop-In***		N/A	279		N/A	N/A

Stats are not available for 2019 as they were not reported by types of service.

*Not included in total programs above, these are all 1:1 service.

**Sessions are the number of possible equipment bookings available at Glen Abbey and Iroquois Ridge Creations Zones.

***Count Started on November 14, 2023 - visitors per hour counted.

Events by Attendance and # of Sessions:

Type	Attendance YTD					# of Sessions YTD				
	2019 Q4 YTD	2022 Q4 YTD	2023 Q4 YTD	% Change 2019/2023	% Change 2022/2023	2019 Q4 YTD	2022 Q4 YTD	2023 Q4 YTD	% Change 2019/2023	% Change 2022/2023
Adult	668	0	141	-79%	N/A	5	0	0	N/A	N/A
In Conversation With	1788	788*	903**	-49%	15%	7	1	2	-71%	100%
Total	2456	788	1044	-57%	32%	12	1	2	-83%	100%

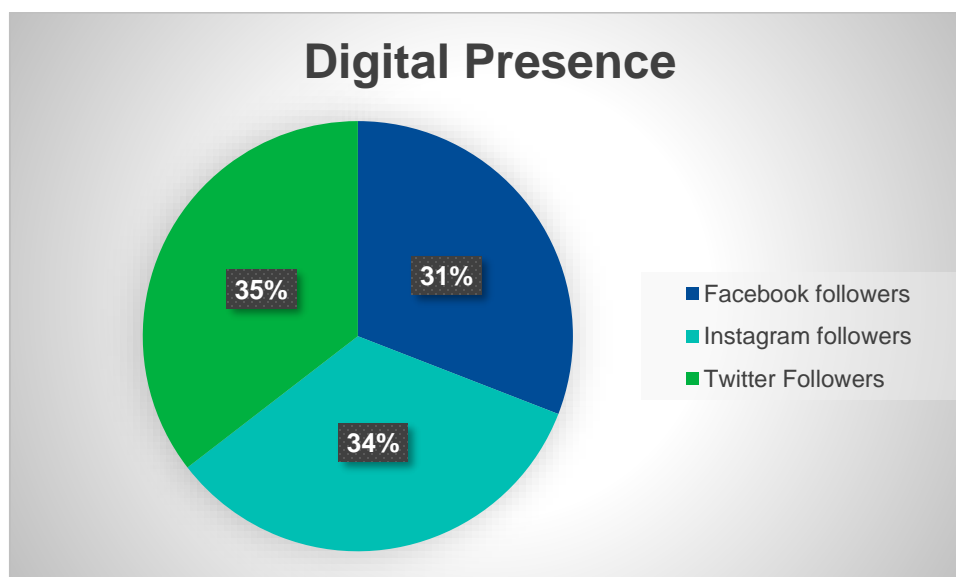
*433 in person, 355 live stream

**441 in person, 115 live stream

Digital Presence

Summary:

- BiblioCommons sessions are continuing to grow at a steady rate, with an increase of 17% in Q4 2023 from Q4 2022, and an overall 58% increase from 2019. This is a positive sign that customers continue to be actively engaging with the library catalogue and library digital resources.
- Website sessions in Q4 2023 have increased by 16% over Q4 2022, with changes within Google Analytics GA4 and additional website enhancements.
- Engagement this quarter on OPL's social media channels was a strong result of coverage for Ontario Public Library Week. There was a higher than usual publishing schedule during the week which often yields more traffic and views of OPL content on its respective social channels. There was also attention given to OPL's promotion of the CULC Report, "Overdue," a report that details the significance of public libraries for Canada's post-pandemic recovery, competitiveness, and resilience and calls for renewed and diversified investment.



	2019 Q4 YTD	2022 Q4 YTD	2023 Q4 YTD	% Change 2019/2023	% Change 2022/2023
Website Sessions	930,404	658,546	763,301	-18%	16%
Bibliocommons sessions*	770,609	1,040,674	1,216,050	58%	17%
Facebook followers	3,259	4,100	4,583	41%	12%
Instagram followers	2,173	4,456	4,992	130%	12%
Twitter Followers	4,614	5,200	5,259	14%	1%

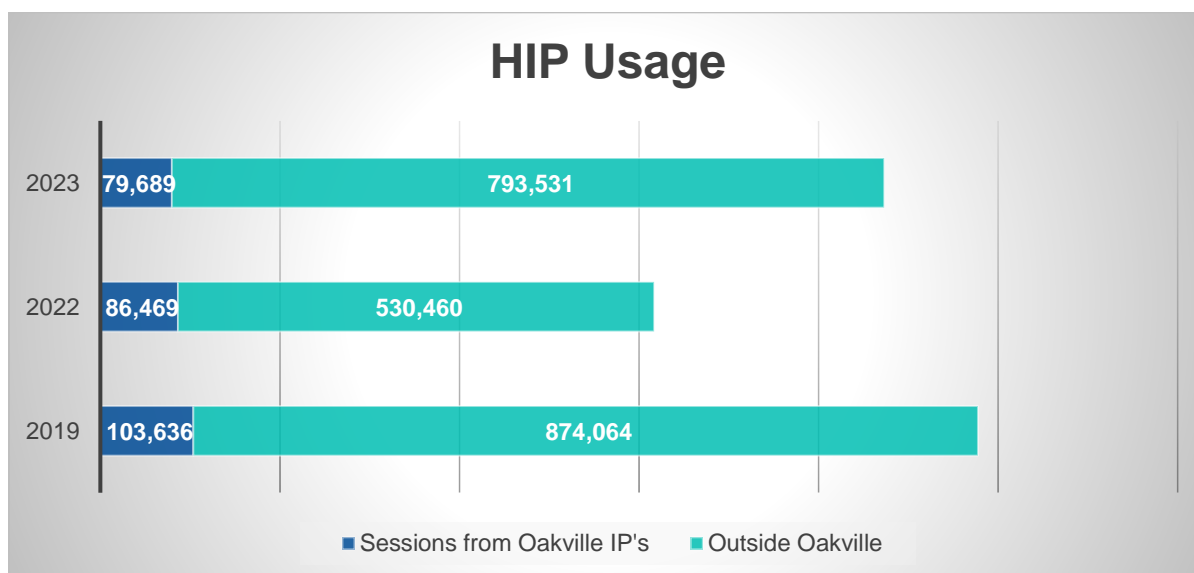
*Starting in 2022 this number is approximate. See Definitions section for the calculation.

Halton Information Providers

Summary:

- The decrease in attendance at outreach events in Q4 2023 was due to reduced staffing capacity within the department.

Measure	2019 Q4 YTD	2022 Q4 YTD	2023 Q4 YTD	% Change 2019/2023	% Change 2022/2023
Database sessions	977,700	616,929	873,220	-11%	42%
Unique Visitors*	39,774	41,474	48,525	22%	17%
Training sessions	11	18	18	64%	0%
Outreach	18	61	51	183%	-16%



Definitions

Overview section:

Phone calls: Calls received through the branch's main number which includes callers that were directed to Adult information, Children Info, or transferred to the self-serve options, etc. *These are calls received at all times, not only during open hours.*

Email enquiries: Include in addition to emails received by OPL Reference, also the Customer feedback form on the website and the Bibliocommons feedback form. This field represents all email electronic contact with customers received via the OPLReference@Oakville.ca.

Public access computer sessions: Count of users who have logged into a public access computer in a designated timeframe.

Items printed: Count of items printed at a print station, not including items that were sent to the print station and deleted or expired.

Branch visits / foot traffic: Count of users entering an OPL branch through a set of security gates in a designated timeframe. Central Library (2 sets of gates on 2 floors) is recorded as 70% of the total numbers reported.

Circulation Section:

Physical circulation: Count units or items of materials the library circulated in all physical formats to all users, including renewals in a designated timeframe. The data includes all items circulated at a location (first time check-outs and renewals) but excludes items checked out to a number of system cards used for operational purposes.

Digital circulation by Vendor (reported as Digital Circulation): Count units or items of materials the library circulated in the following digital formats (cloudLibrary, Hoopla, Kanopy, LinkedIn Learning, Flipster, PressReader) to all users, including renewals in a designated timeframe. Data provided by the vendors as outlined below.

cloudLibrary: defines circulation as each item that is checked out on a borrower's account. These items include eBooks and eAudiobooks.

Hoopla: defines circulation as each item that is checked out on a borrower's account. These items include digital versions of television episodes, movies, music albums, books, audiobooks, and graphic novels / comics. BingePasses are also included.

Kanopy: defines circulation as each 'play' on a digital video.

LinkedIn Learning (Lynda.com prior to April 2021): Up until April 2021, it defines circulation as the number of certificates that have been completed. Each course completed results in a certificate. Customers have unlimited courses and certificates available to them. It should be noted that there are Lynda.com users who use this service but do not complete their certificates, which means they are not captured in these particular metrics. With the move to the new platform (LinkedIn Learning), as of April 2021, circulation is defined as the number of videos completed.

Flipster: Online views plus total downloads. Online Views are the total number of online views for a complete magazine on a web browser. When viewing a magazine online (i.e. through web

browser), the entire magazine is downloaded. Total downloads are total downloads for a complete magazine to the Flipster app.

PressReader: Counting article opened which are the number of articles viewed by a user.

eNewspapers and Databases: Includes databases such as Ancestry and NoveList and newspapers such as Oakville Newspapers and PressReader, as well as many others.

eMovies and eMusic: Includes Hoopla, Kanopy and Naxos Streaming Library.

eLearning: Includes Creativebug, LinkedIn Learning, Mango Languages / LittlePim, Road to IELTS Academic, Road to IELTS General.

eMagazines: Includes Flipster.

eBooks and eAudiobooks: Includes AudioBookCloud, cloudLibrary, Hoopla, TeenBookCloud and TumbleBooks.

InterLibrary loan (ILLO):

Requests received: Monthly count of total ILLO material received from other libraries to fill customer requests.

Requests lent: Monthly count of total ILLO material loaned for requests received from other libraries.

Customer placed: Monthly count of ILLO material received to fill requests from OPL customers by account type (self-registered). *This does not account for requests that could not be filled.*

Staff placed: Monthly count of ILLO material received to fill requests from OPL customers by account type (staff generated). *This does not account for requests that could not be filled.*

Cardholders:

Active cardholders: A count of the borrowers registered with the library who have a last activity date within the last 2 years.

New cardholders: Count of new users added in a designated timeframe.

Total cardholders: this includes active cardholders plus other cardholders with an activity date within the last 7 years that owe fines to the library.

Active cardholders by usage date: Count of customers grouped by last activity date (6 months intervals). Ex. Number customers with last activity date in the last 6 months, number customers with last activity date from 6 months to 12 months, etc.

Active cardholders by age group: Count of active customers grouped by age range (0-12, 13-18, 19-55, etc.). Calculated from birthdate registered in Symphony when birthdate is available.

Programs and events:

Program: an organized activity that involves facilitation and is ultimately about a change in knowledge/skill/attitude. Can take place in internal or external facilities. *Examples include: Summer Reading, Babytimes/Storytimes, Ozobots etc.*

Program attendance: number of people who attended programs in a designated timeframe.

Programs – number of sessions: number of programs the library held or sponsored in a designated timeframe.

Event: an organized activity whose primary focus is one or more of the following: fundraising; promotion, advocacy. *This category currently only lists Adult programs. Examples include: In Conversation with Series, Evening for Booklovers, etc.*

Event attendance: number of people who attended events in a designated timeframe.

Events – number of sessions: number of events the library held or sponsored in a designated timeframe.

Reach: representing virtual programming, this includes a mix of views and attendance. Instagram Live sessions are counted as viewer during live time, Zoom counts attendance and YouTube views are counted at 7 days after publishing.

Digital presence:

Website sessions: Count of sessions for opl.ca (a session is a group of interactions one user takes within 30 minutes on the defined website (opl.ca)) in a designated timeframe.

Bibliocommons sessions: Count of sessions for the catalogue in a designated timeframe.

Facebook followers: count of Facebook users who have followed OPL as of a designated timeframe.

Instagram followers: count of Instagram users who have followed OPL as of a designated timeframe.

Twitter followers: count of Twitter users who have followed OPL as of a designated timeframe.

Impressions: the number of times any content from your page or about your page entered a person's screen (Facebook); the number of times a post and/or story has been seen (Instagram); the number of times users saw a post (Twitter).

Halton Information Providers:

HIP – database sessions: views of database pages in a designated timeframe.

HIP – average unique visitors: the average count of unique IP addresses accessing the database in a designated timeframe.

HIP – training sessions: number of training sessions offered in the community. This includes training provided to OPL staff.

HIP – outreach: number of times HIP had a booth at a community event.

HIP – database sessions from Oakville IPs: views of database pages that come from Oakville IPs in a designated timeframe.

REPORT

Oakville Public Library Board

Meeting Date: February 15, 2024

FROM: Oakville Public Library

DATE: February 6, 2024

SUBJECT: 2023 CEO Goals Q4 Update – February 15, 2024

RECOMMENDATION:

That the 2023 CEO Goals Q4 Update report be received for information.

KEY FACTS:

The following are key points for consideration with respect to this report:

- As per the Oakville Public Library (OPL) Board Procedural By-Laws, the CEO is to set annual goals and expectations which are linked to the organization's strategic goals and recommend these to the Board for approval.
- For 2023 the CEO Goals have five areas of focus – Diversity, Equity and Inclusion, Staff Engagement, Cardholder Growth, Advancing OPL Strategic Partnerships and CEO personal goals.
- The 2023 CEO Goals were approved at the March 16, 2023 OPL Board meeting.
- Progress reports on the status of the CEO Goals are brought to the Board quarterly.
- At the January 18, 2024 meeting the board requested that the final DEI metrics results be provided.

BACKGROUND:

The CEO is required to submit annual goals to the Board for approval.

COMMENT/OPTIONS:

DIVERSITY, EQUITY AND INCLUSION (DEI)

Starting in Q1, 2023, OPL will begin implementing its Diversity, Equity and Inclusion Strategic Framework (Appendix A).

Strategic Pillar: Enriching Lives and Building Healthy Communities / Investing in Staff to deliver exceptional experiences.

Status: Complete

7/11 of items were completed (highlighted in green within Appendix A)

2/11 of items are ongoing (highlighted in yellow within Appendix A)

- *Review interview process through an inclusive lens and adjust as identified.*

Initial changes have been implemented however, there remains a small number of items that will be implemented in 2024.

- *Identify and review key policies and practices to pinpoint and remove systemic barriers to inclusion.*

As policies come up for review, they will be reviewed using an inclusion lens as part of the review process.

1/11 of items are on hold (highlighted in red within Appendix A) –

- *Identify core services and programs and schedule and guidelines for using the Inclusion Evaluation tool as regular review of both developing and existing programs/ services.*

The inclusion evaluation tool was created in partnership with McMaster students in 2022, however application of the tool highlighted key issues that are being addressed and an updated evaluation tool will be rolled out in 2024.

2023 Metric results:

- **Increase in the representation of diverse employees.**

Anecdotally, OPL has seen an increase in the representation of diverse groups however, without a follow-up staff survey, we are unable to provide an increase percentage. OPL is talking to the Town of Oakville about when they are planning to schedule the next DEI staff survey.

- **Feedback from candidates on hiring process.**

As indicated above, OPL is in the process of implementing changes to the interview process and will only be prompting for feedback starting in Q2 2024.

- **All managers participate in inclusive leadership training.**
100% complete as all managers completed the required inclusive leadership training. Additionally, as part of their 2024 goal setting, each manager is required to select an inclusive leadership trait to focus on strengthening in 2024.
- **Employee advocacy group(s) are established.**
OPL established a Diversity, Equity and Inclusion employee resource group in Q1 2023. Last year the group successfully delivered training related to pronouns. This year, the group will focus on creating quarterly staff training to be delivered as part of staff meetings.
- **All identified policies and practices are reviewed and updated as needed.**
100% of policies scheduled for review in 2023, went through an inclusion lens process. This will continue to be the practice as policies come up for review in 2024.
- **KPI is embedded into all employee's performance plans.**
100% complete. In 2023, as part of the annual goal setting process, all employees worked with their supervisor to establish a DEI related goal. The 2023 performance review process is still underway and OPL will report back to the board in a future CEO Update as to the completion rate of the goals.
- **Percentage of identified scheduled reviews completed.**
As noted above, reviews of services and program did not take place in 2023 as result of issues discovered through the attempted implementation of the Inclusion Evaluation tool. OPL is working to update and better align the tool with the aim of implementing the tool in Q3 2024.

STAFF ENGAGEMENT

Starting in Q1, OPL will implement its Talent Management Strategic Framework that aligns with its overall business and strategic goals.

Strategic Pillar: *Investing in Staff to Deliver Exceptional Experiences*

Status: **Complete.**

Talent Management Strategy

7/12 of items were completed (highlighted in green within Appendix B)

4/12 of items are ongoing (highlighted in yellow within Appendix B)

- *Leaders – Finalize 360 development plans and execute on actions that are identified in each individual plan.* With the new Director, Customer Experience in place, we will continue to support the leaders in executing their actions identified in their individual plans.
- *Create an employee-led resource group for wellness and mental health and social interaction.* This initiative will commence in Q1 2024 as OPL prioritized the employee resource groups for DEI and Reader's Advisory for 2023.
- *Completion of a benchmarking review for compensation and benefits.* This initiative will be completed by Q2 2024.
- *Create a mentorship between aspiring leaders and leaders who have identified to retire within the next five years. This is to support the transition of the retiring employee and develop aspiring leaders.* This initiative will be launched in January 2024 to align with national mentoring month.

1/12 of items are on hold (highlighted in red within Appendix B)

- *Create a knowledge transfer employee resource group for each department.* This item was placed on hold due to staff capacity and the focus on organizational employee resource groups to be established prior to the introduction of department level ones.

LIBRARY CARDHOLDER GROWTH

Starting in Q2, OPL will develop and implement strategies to increase both cardholder retention but also grow OPL's percentage of Oakville households with an OPL card by 5%.

Strategic Pillar: *Expanding our Reach.*

Status: **Moved to 2024**

Traditionally, OPL has used cardholder count as a measure of success. However, this does not take into account that 1 household could hold 4 cards while another could hold 1. The number of households with OPL cards provides a better measure of penetration into communities and highlights growth with new customers than single cardholder counts.

The switch to look at cardholder growth by household has resulted in the identification of significant data issues within OPL's integrated library system. The majority of the issues have now been identified and resolved. Additionally, staff have

reviewed the data entry standards for addresses to ensure that new data is entered correctly, and a monthly review process is now in place.

Due to the length of time it took to clean up the data and set standards in place to ensure “clean” data moving forward, it cannot be accurately determined if growth occurred in 2023. A cardholder goal has been proposed as part of the 2024 OPL goals to target growth of OPL’s customer base.

It is important to note that OPL is seeing growth (as per Q3 2023 Performance Measures report) in active cardholders which speaks to initial success in cardholder retention initiatives introduced this year.

ADVANCING OPL STRATEGIC PARTNERSHIPS

Introduce 5 new impactful partnerships with community organizations by the end of 2023.

Strategic Pillar: *Enriching Lives and Building Healthy Communities / Expanding our Reach.*

Status: Complete

Oakville Public Library is committed to developing impactful partnerships that serve to engage the community, advance OPL's strategic goals and reflect its vision, mission and values.

In 2023 and beyond, OPL will be looking to engage in partnerships (as defined by OPL’s Partnership Policy (Appendix C)) that help Oakville residents stay resilient and thrive through challenging times. OPL will look to work with community organizations to support educational success, personal wellbeing, economic prosperity and social cohesion.

Partnerships:

Acclaim Health – Cognitive Care Kits and ongoing staff training support

Oakville RibFest – Friend Sponsor level

Sheridan’s Centre for Mobile Innovation

Transportation and Engineering (Town of Oakville) - Bike Month and Active Transportation

Halton Public Health – Vaccination centers and participation on Opioid Action Table

Civitan Club of Oakville

Personal Goal

Establish a Diversity, Equity and Inclusion group that supports local executive directors in starting and developing DEI initiatives within their own organizations.

Strategic Pillar: *Enriching lives and Building Healthy Communities*

Status: *Partially complete*

The DEI journey is a complex one and many local community organizations are struggling with where to begin and/or how to continue building DEI initiatives.

The goal of the group would be for the members to learn together while sharing experiences and supporting each other to develop deeply inclusive organizations.

Met with Executive Director of Halton Equity and Diversity Roundtable to discuss the creation of an Executive Director level group to promote and support DEI initiatives in Halton under the HEDR umbrella.

In Q4, a number of groups supporting Halton region ED/CEOs were identified and I, along with HEDR will work to identify which group may be appropriate to include/expand sharing of inclusionary behaviors and best practices.

A number of Halton ED's who attended Sheridan College's Inclusive Practices program have continued to meet and share successes, challenges and best practices throughout 2023.

APPENDICES:

Appendix A – Diversity, Equity and Inclusion Strategic Framework

Appendix B – Talent Management Strategic Framework

Appendix C – Partnership Policy

Appendix D – OPL DEI Initiatives for 2023

Prepared and submitted by: Tara Wong, CEO

DIVERSITY AND INCLUSION Framework

CEO Message:

Purpose:

This strategic framework is to help Oakville Public Library plan how best to achieve our organizational and people goals. It provides a shared direction and commitment for the organization so we can work together to respect and value our diverse workforce to build a more inclusive library.

The framework comprises of three key goals and identifies the priorities and actions we will take in 2023 to ensure achievement of the identified goals. It also outlines the key roles and responsibilities and how we will track progress and measure success.

Goals:

1. **Workforce diversity** – recruit from a diverse, qualified group of candidates to increase diversity of thinking and perspective
2. **Workplace inclusion** – foster a culture that encourages collaboration, flexibility and fairness to enable all employees to contribute to their potential and increase retention
3. **Sustainability and accountability** – identify and breakdown systemic barriers to full inclusion by embedding diversity and inclusion in policies and practices and equipping leaders with the ability to manage diversity and be accountable for the results

DIVERSITY AND INCLUSION STRATEGY

Plan:

GOALS	OBJECTIVE	ACTIONS	ACCOUNTABILITY	MEASURING SUCCESS
Workforce diversity	Recruit from a diverse, qualified group of candidates to increase diversity of thinking and perspective	<ol style="list-style-type: none"> 1. Advertise roles in a broad range of publications 2. Ensure a diverse range of candidates are represented at shortlist stage 3. Ensure all postings incorporate inclusive language 4. Train hiring managers on identified bias and appreciate differences. 5. Review interview process through an inclusive lens and make adjustments as identified. 	<p>Human resources</p> <p>All hiring managers/supervisors</p>	<p>Increase in the representation of diverse employees</p> <p>Feedback from candidates on hiring process.</p>
Workplace inclusion	Foster a culture that encourages collaboration, flexibility and fairness to enable all employees to contribute to their potential and increase retention	<ol style="list-style-type: none"> 1. Provide inclusive leadership training for managers 2. Establish employee resource groups 	Senior Leadership team	<p>All managers participate in inclusive leadership training</p> <p>Employee advocacy group(s) are established</p>

Sustainability and accountability	Identify and breakdown systemic barriers to full inclusion by embedding diversity and inclusion in policies and practices and equipping leaders with the ability to manage diversity and be accountable for the results	1. Identify and review key policies and practices to pinpoint and remove systemic barriers to inclusion	Employee Resource group	All identified policies and practices are reviewed and updated as needed
		2. Implement a key performance indicator (KPI) for diversity and inclusion for all employees	Senior leadership team	KPI is embedded into all employee's performance plans
		3. Identify core services and programs and schedule and guidelines for using the Inclusion Evaluation tool as regular review of both developing and existing programs/ services.		Percentage of identified scheduled reviews completed.

Roles and responsibilities:

All employees have the responsibility to maintain an environment that is safe, respectful and productive. Everyone has the right to be treated fairly within the workplace in an environment that recognises and accepts diversity.

We can all contribute by participating in workplace diversity and inclusion activities and opportunities and complying with all anti-discrimination and workplace diversity legislation.

Managers and supervisors can contribute by displaying a positive commitment to workplace diversity and inclusion, being role models, fostering an inclusive workplace culture, dealing quickly and effectively with inappropriate behaviour and participating in diversity training and encouraging team members to attend.

The success of the framework is dependent upon the support of everyone in the organization. Everyone has a responsibility for contributing to a culture which supports and values diversity and inclusion.

Additional Evaluation methods:

- Diversity Survey result update
- Tracking of staff composition
- Staff Focus groups / Employee Resource Group feedback

Appendix B: Talent Management Strategy Framework 2023

Category	Objective	Actions	Accountability	By When	Measuring Success
Planning	Identify the workforce needs of OPL based on the strategic plan to ensure that the talent we seek has the right skills and experience.	1. Identify any skill gaps within roles to meet strategic objectives. Develop learning plans to address skill gaps.	Directors Managers HR	Q4	% increase in hours charged to training and development. Reviewing hours for last 3 years to create % baseline for hours committed to training & development for 2024.
Attracting	Attract and retain a skilled, high performing and diverse workforce to meet the current and future needs of OPL and the community.	1. Review job postings for inclusive language. 2. Expand recruitment beyond traditional library avenues. Reach out to community groups that represent the diversity of the Oakville community. 3. Leaders will participate in unconscious bias and inclusive hiring training.	HR HR HR	Q1 Q1 Q2	% increase in the representation of diverse employees in categories identified in the 2022 DEI survey. OPL's 1 st Diversity survey was in partnership with the Town of Oakville in 2022. Currently, in discussions with the Town of Oakville to determine a long-term process for identifying and tracking diversity levels.
Developing	Identify, develop, promote and encourage employees to live the mission and values of OPL along with meeting	1. Employees – Develop career pathways to support internal and personal growth.	HR Managers	Q2	10% increase in employees' professional development requests within the budget allocations for 2023.

	their personal growth goals. Develop highly effective leaders who will lead, inspire, and manage employees in a manner consistent with organizational values.	<p>2. Leaders – Finalize 360 development plans and execute on actions that are identified in each individual plan.</p> <p>3. Create guidelines for coaching to support employee performance, development, and engagement.</p>	<p>Leaders EMT HR</p> <p>EMT HR</p>	<p>Q4</p> <p>Q2</p>	<p>5% increase in leaders' professional development requests within the budget allocations for 2023.</p> <p>Increase pulse survey result by 5% related to staff receiving meaningful feedback. Will engage an external company in 2024 to complete a replicate survey as Town of Oakville has paused its pulse survey.</p>
Retaining	Provide progressive employment and total rewards policies and procedures, programs and practices for all employees and nurture a culture that values and increases diversity at all levels of the organization.	<p>1. Create an employee-led resource group for wellness and mental health and social interaction.</p> <p>2. Completion of a benchmarking review of compensation & benefits.</p>	<p>Employees HR</p> <p>HR</p>	<p>Q3</p> <p>Q3</p>	<p>Increase pulse survey result by 5% related to the organization having supports in place to show they care about mental health.</p> <p>Will engage an external company in 2024 to complete a replicate survey as Town of Oakville has paused the pulse survey.</p> <p>Maintaining industry standard retention rate.</p>
Transitioning	Support employees in transitioning in and out of OPL to ensure that knowledge gained and experienced by	1. Create a knowledge transfer employee resource group for each department.	Directors Managers	Q2	Increase pulse survey result by 5% related to recognizing and appreciating individual contributions to the organization.

	employees is retained for both present and future needs.				Will engage an external company in 2024 to complete a replicate survey as Town of Oakville has paused the pulse survey.
		2. Create a mentorship between aspiring leaders and leaders who have identified to retire within the next 5 years. This is to support the transition of the retiring employee and develop aspiring leaders.	HR	Q4	Measure the percentage of internal staff who have received promotional leadership roles over the last 3 years. Create a benchmark for measuring internal vs. external hiring for leadership positions for 2024.
		3. Review and update succession planning tools to ensure that talent is identified to meet present and future needs.	HR	Q2	Measuring internal promotional opportunities vs resignations related to career advancement to maintain the retention rate of over 80%. Facilitate discussions on stretch projects when internal career advancement is not available.

Partnership Policy

Policy Number:	OP-001
Policy Category:	Operations
Approved by:	OPL Board
Accountability:	Director, Innovation and Integration
Approval Date:	April 25, 2019
Effective date:	April 25, 2019
Next Review Date:	2023

Purpose Statement:

The Oakville Public Library is committed to developing impactful partnerships that serve to engage the community, advance OPL's strategic goals and reflect its vision, mission and values.

The purpose of this policy is to formalize a framework within which the Oakville Public Library may work together with public or private organizations, community groups and agencies, or individuals.

Scope:

This policy applies to a variety of partnerships in which the Oakville Public Library may engage.

A Partnership is defined as a mutually beneficial collaboration between the Library and an external organization(s). Partner contributions provide support for and/or promote activities, services, events and programs to the public in ways that are mutually beneficial.

This policy does not apply to:

- Philanthropic gifts or donations
- Grants or funds obtained from other levels of government
- Arrangements where the Library sponsors or contributes to external projects of other organizations.

Policy Statement:

The following criteria guide OPL's judgements related to how, when and with whom OPL will engage in a partnership.

For consideration, the partnership must:

- result in increased awareness of OPL's services, resources, programs, events or brand image in a positive way;
- contribute to enhanced coordination and/or reduced redundancies in services delivered to customers;
- be mutually beneficial for both the individual, organization or brand and OPL, as defined by OPL;
- advance OPL's business and community goals, as informed by the Strategic Plan;
- extend and/or enhance any OPL programs, resources, services or events in a sustainable and measurable way;
- support or reinforce the Town of Oakville's Strategic plan.

For consideration, the individual, organization or brand in question must:

- demonstrably align with OPL's mission, vision and values (including core organizational tenants such as intellectual freedom, inclusiveness and respect);
- commit to ongoing evaluation/measurement of the product of the partnership in question;
- be in good financial standing with the Library or Town and not in litigation with the Library or Town;
- be legally entitled to operate/exist in Canada; as defined by Canadian law;
- in collaboration with OPL, consider all potential financial implications resulting from the partnership.

Small or local partnerships may be informal in nature; however, as partnerships grow, formal memorandums of understanding or agreements will be developed and regularly reviewed.

The Chief Executive Officer or designate has the authority to approve or deny the development of partnerships as defined in this policy. An individual/group or organization who questions these decisions may appeal to the Oakville Public Library Board.

OPL Diversity, Equity, and Inclusion Initiatives for 2023

Programs

- The Decolonization Myth - An evening with Patty Krawec (Understanding the role of settler colonialism in how organizations function and the impacts on Indigenous people as a necessary first step to making the kind of change that matters.)
- Fay & Fluffy Storytime (LGBTQ+ inclusive family story time aimed at building acceptance and understanding in the community)
- Fay and Fluffy - Drag Queen Storytime for Teens (LGBTQ+ inclusive talk for teen and adults)
- The Art of Allyship – Presented by Drag Academy (This program aims to build equity & inclusion in the community by become good allies. In this class we explored why allyship is an important tool in creating inclusive spaces)
- Pride Book Club Me, Myself, They: Life Beyond the Binary by Luna Ferguson. (This book delves into what it is like to live with a non-binary identity in today's world. The author explores the discussion of gender, sex, and sexuality and the challenges faced by people who fit into this group.)
- Celebrating African Cultures Through Stories with Ekiuwa Aire
- Indigenous Family Storytime – with TRAC (an inclusive family storytime focused on indigenous stories)
- Diverse Voices Book Club (We invited members of the community to engage in exploring diverse titles that dig deeper into equity, diversity, and inclusion.)
- American Sign Language (This program aimed to support hearing impaired communities by building beginner skills in American Sign Language)
- Discover Your World (This program aimed to provide inclusive opportunities for individuals with developmental and cognitive exceptionalities.)
- Oakville's Black History in Kerr: Walking Tour
- Oakville's Black History in Kerr: Bike Tour
- Black History Explorers (this program raised awareness of local Black history with Oakville Museum staff on a family-friendly exhibit tour)
- Big Dreamers (This program aimed to introduce young children to the diversity of remarkable people in history – highlighting culturally diverse figures)
- Celebrating African Cultures through Stories – Ekiuwa Are (This program raised awareness of black history and culture through stories, discussion, and activities.)
- Reading Buddies (this program provided access to a supportive reading experience for children experiencing reading hesitancy)
- Moccasin Identifier Project (This program provided a deeper understanding of Indigenous relationships to the land through an art-based activity, celebrating Indigenous heritage and culture)
- English Conversation Circles with Halton Multicultural Centre
- First Nation's Library Week Elder's Panel
- Library Pals (This program is for youth with intellectual and physical disabilities to connect with youth volunteers through shared activities)
- Kids and Me Partnership with Halton Health (Library staff attended programs in communities with families identified at-risk/vulnerable by Halton Health)

Appendix D

Collections

- Offered content in a variety of formats, such as large print, DVS videos, downloadable audiobooks, and books on CD.
- Offered print and physical content in a variety of languages, including a newly launched collection of Ukrainian language material.
- Provided access to online resources to help improve language skills:
 - Mango Languages: courses in 72 languages teaching practical conversation skills and English as a second language.
 - Little Pim: language learning program aimed at children up to six years old
 - Road to IELTS (International English Language Testing System): preparation course covering listening, reading, writing, and speaking.
- Provided access to a variety of digital content through various services: Flipster, Hoopla, LinkedIn Learning, and cloudLibrary
- Provided access to digital content in several languages through:
 - Naxos: streaming music including international music and spoken word in multiple languages translated in Chinese (traditional and simplified), Korean, Spanish, French, Portuguese, and German
 - TumbleBook Library: interactive eBooks and eAudiobooks for children featuring titles in English, French and Spanish
 - Kanopy: streaming documentary, international, independent, and educational films in over 180 languages
- Provided access to Connection Kits, including tablet + Wi-Fi Kits and accessible reading tablets to seniors.
- Through purchasing programs, materials by authors and illustrators from BIPoC and LGBTQ2+ communities are automatically included in OPL purchasing profile with vendors.
- Provided access to a growing collection of decodable books for a variety of age groups to support literacy development in students with dyslexia and struggling readers.

Services

- Added Public Access Laptops as an alternative to Public Access Computers in all library branches.
- Updated computer for accessible Kurzweil station

Web/Social Media

- Enabled Text to Speech feature for accessibility on library self-checkout equipment.

Professional development

- Leadership staff completed the Mental Health Leadership Certification through Queen's University and LifeWorks
- Leadership staff attended Mental Health First Aid through Canadian Mental Health Association Halton
- Created and delivered in-house Pronoun training.
- Halton Housing Help and Acclaim Health attended branch staff meetings.

Appendix D

- All staff participated in Staff Development Day in September 2023 which focused on DEI. Keynote speaker focused on microaggression, and supplementary sessions included neuroinclusion, culturally humility, indigenous way of knowing and being, mental health, CELA, and intellectual freedom.
- Created an OPL DEI Employee Resource Group

Facilities

- New washroom signage focused on facilities rather than gender.
- Free menstrual products available in all OPL bathrooms (staff/public)
- Upgraded Woodside elevator with new accessible features.
- Woodside purchased new accessible study tables and increased size of study space.
- Installation of the “Happy Place” art piece within the Glen Abbey children’s area that was created using art generated by local families via art classes hosted by the artist, Carolyn MacFarlane.

REPORT

Oakville Public Library Board

Meeting Date: February 15, 2024

FROM: Oakville Public Library

DATE: February 6, 2024

SUBJECT: CEO Update – February 15, 2024

RECOMMENDATION:

That CEO Update report be received for information.

KEY FACTS:

The following are key points for consideration with respect to this report:

- The OLA Superconference was held January 24-27, 2024, at the Metro Toronto Conference Center. This is Canada's largest library conference and this year's theme was "Get Loud."
- OPL CEO met with Oakville MPP Stephen Crawford about the upcoming provincial budget and the proposed Ontario Digital Public Library.

BACKGROUND:

N/A

COMMENT/OPTIONS:

Ontario Library Association Superconference

The 2024 OLA Superconference was held January 25-27 in downtown Toronto.

This year's theme is "Get Loud" which OLA describes below:

Get Loud symbolizes our commitment to civic engagement, recognizing the significance of libraries in promoting equity, diversity, and truth. As champions of education and democracy, libraries play a pivotal role in empowering individuals and building community. We acknowledge the challenges ahead, unsure of the exact demands our services will face or how our libraries will adapt and transform.

OPL sent over 38 staff over 3 days with staff participating in the following panels/session:

- Child & Youth Expo
- Working with Pride: 2SLGBTQ+ Services, Employment Groups, and experiences.
- Colour Connects: How To Turn Your Library Into a "Happy Place"

OPL Board member Avis Maher attended the OLA Trustee Bootcamp on Saturday which included sessions such as:

- What keeps you up at night? – A library board member's perspective
- Defend your Library – Why Library Boards need to get loud
- Working with your municipality

Ontario Digital Public library

On January 26, CEO Tara Wong met with MMP Crawford to discuss the funding of an Ontario Digital Public Library, one the key priorities of the Ontario Library Association and Federation of Ontario Public Libraries for the upcoming provincial budget.

Creating an Ontario Digital Public Library through a dedicated provincial investment would leverage the province's significant purchasing power to give all Ontarians – no matter where they live – access to a common set of high-quality digital resources through their public library.

Other items discussed included the planning for a new Central branch as well as Overdue: The case for Canada's Public Libraries report from the Canadian Urban Library Council and the Canadian Urban Institute.

Prepared and Submitted by:
Tara Wong, CEO