



Oakville Public Library Board
Regular Meeting

AGENDA

Date: Thursday, November 21, 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	
4.1 Minutes of the Regular Meeting of the Board, OCTOBER 17, 2024	5 - 9
5. Consent Item(s)	
5.1 2024 Oakville Public Library (OPL) Board Key Agenda Items – November 21, 2024	10 - 11
Recommendation: That the 2024 OPL Board Key Agenda Items report be received for information.	
5.2 Health and Safety Report – November 21, 2024	12 - 13
Recommendation: That the Health and Safety report be received for information.	
5.3 Performance and Measures Report Q3 2024 YTD – November 21, 2024	14 - 34
Recommendation: That the Performance and Measures Report Q3 2024 YTD be received for information.	

5.4 Library Space Booking Policy – November 21, 2024 35 - 42

Recommendation:

That the Library Space Booking Policy be approved.

5.5 Mandatory Learning Policy – November 21, 2024 43 - 47

Recommendation:

That the Mandatory Learning Policy be approved.

6. Confidential Consent Item(s)

There are no confidential consent items.

7. Discussion Item(s)

7.1 2024 Audit Planning Report – November 21, 2024 48 - 72

Recommendation:

That the Audit Planning Report prepared by KPMG for the 2024 fiscal year be received for feedback.

7.2 Comprehensive Financial Report at September 30, 2024 73 - 78

Recommendation:

That the Comprehensive Financial Progress Report as of September 30, 2024, be received for information.

7.3 2025 OPL Goals – November 21, 2024 79 - 82

Recommendation:

That the 2025 OPL Goals be approved.

7.4 Q3 2024 OPL Goals Update – November 21, 2024 83 - 127

Recommendation:

That the Q3 2024 OPL Goals Update be received for information.

7.5 2024 Fundraising Plan Update Report – November 21, 2024 128 - 130

Recommendation:

That the 2024 Fundraising Plan Update Report be received for information.

- 7.6 Halton Information Providers Update – November 21, 2024** 131 - 133
- Recommendation:
That the Halton Information Providers (HIP) Update report be received for information.
- 7.7 Collection Development Policy – November 21, 2024** 134 - 157
- Recommendation:
That the Collection Development Policy be approved.
- 7.8 Inclusion Policy – November 21, 2024** 158 - 165
- Recommendation:
That the Inclusion Policy be received for feedback.
- 7.9 Friends of Library Volunteer Policy – November 21, 2024** 166 - 171
- Recommendation:
That the Friends of Library Volunteer Policy be received for feedback.
- 7.10 CEO Update – November 21, 2024** 172 - 174
- Recommendation:
That CEO Update report be received for information.
- 7.11 Board Evaluation Public Report - November 21, 2024** 175 - 176
- Recommendation:
That the Board Evaluation report be received for discussion.
- 8. Confidential Discussion Item(s)**
- 8.1 Board Evaluation Confidential Report - November 21, 2024**
See confidential agenda.
- 9. New Business**
- 10. Information Items**

10.1 2025 OPL Board Meeting Schedule

177 - 177

Recommendation:

That the 2025 OPL Board meeting schedule be received for information.

11. Date and Time of Next Meeting

Thursday, January 16, 2025
Oakville Municipal Building
Council Chamber - 7:00 p.m.

12. Adjournment

Oakville Public Library Board

MINUTES

Date: October 17, 2024
Time: 7:00 p.m.
Location: Council Chamber

Board Members Present: Councillor Knoll, Chair

Bill Smith
Meredith Burke
Avis Maher
Rebecca Mayville
Celso Mello
Roderick Sawyer

Regrets: Councillor Chisholm
Andrew Cashman

Staff Present: T. Wong, CEO of Oakville Public Library
P. Damaso, Commissioner of Community Services
C. Hicks, Director of Customer Experience
M. Socol, Interim Director of Innovation and Integration
J. Warren, Council and Committee Services

A meeting of the Oakville Public Library Board was held on Thursday, October 17, 2024 in the Council Chamber of 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, SEPTEMBER 18, 2024

Moved by Roderick Sawyer
Seconded by Rebecca Mayville

That the minutes of the Regular Meeting of the Oakville Public Library Board dated September 18, 2024, be approved, as amended.

CARRIED

5. Consent Item(s)

5.1 2024 Oakville Public Library (OPL) Board Key Agenda Items – October 17, 2024

Moved by Rebecca Mayville
Seconded by Avis Maher

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

CARRIED

5.2 Health and Safety Report – October 17, 2024

Moved by Rebecca Mayville
Seconded by Avis Maher

That the Health and Safety report be received for information.

CARRIED

5.3 Employee Retention and Turnover Metrics Report – October 17, 2024

Moved by Rebecca Mayville
Seconded by Avis Maher

That the Employee Retention and Turnover Metrics report be received for information.

CARRIED

5.4 Intellectual Freedom Policy – October 17, 2024

Moved by Rebecca Mayville
Seconded by Avis Maher

That the Intellectual Freedom Policy (Appendix A) be received for approval.

CARRIED

6. Confidential Consent Item(s)

There were no confidential consent items.

7. Discussion Item(s)

7.1 2025 Capital Budget Update – October 17, 2024

Moved by Rebecca Mayville
Seconded by Avis Maher

That the 2025 Capital Budget Update be received for information.

CARRIED

7.2 Parks, Recreation and Library Master Plan – October 17, 2024

Moved by Roderick Sawyer
Seconded by Bill Smith

That the Parks, Recreation and Library report and presentation be received for information.

CARRIED

7.3 2025 OPL Goals – October 17, 2024

Moved by Avis Maher
Seconded by Rebecca Mayville

That the 2025 OPL Goals be received for feedback.

CARRIED

7.4 Collection Development Policy – October 17, 2024

Moved by Roderick Sawyer
Seconded by Avis Maher

That the Collection Development Policy (Appendix A) be received for feedback.

CARRIED

7.5 Library Space Booking Policy – October 17, 2024

Moved by Bill Smith

Seconded by Rebecca Mayville

That the Library Space Booking Policy be received for feedback.

CARRIED

7.6 Membership Policy – October 17, 2024

Moved by Avis Maher

Seconded by Meredith Burke

That the Membership Policy be received for feedback.

CARRIED

7.7 Mandatory Learning Policy – October 17, 2024

Moved by Roderick Sawyer

Seconded by Meredith Burke

That the Mandatory Learning Policy be received for feedback.

CARRIED

7.8 2024 Board Evaluation – October 17, 2024

Moved by Roderick Sawyer

Seconded by Rebecca Mayville

That the 2024 Board evaluation survey be received for feedback.

CARRIED

7.9 CEO Update – October 17, 2024

Moved by Bill Smith

Seconded by Meredith Burke

That CEO Update report be received for information.

CARRIED

8. Confidential Discussion Item(s)

There were no confidential discussion items.

9. New Business

There was no new business.

10. Date and Time of Next Meeting

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

11. Adjournment

Moved by Roderick Sawyer
Seconded by Rebecca Mayville

That this meeting be adjourned.

CARRIED

The meeting adjourned at 8:25 p.m.

REPORT

Oakville Public Library Board

November 21, 2024

FROM: Oakville Public Library

DATE: November 12, 2024

SUBJECT: 2024 Oakville Public Library (OPL) Board Key Agenda Items –
November 21, 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 18	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	
OPL Annual/Strategic Goals	R-2023 A-2024				R-Q1				R-Q2	R-2025	R-Q3 A-2025	
CEO Evaluation		T	R/A									
Comprehensive Financial Report (quarterly) – Y/E Projections to Budget Operating & Capital, Fundraising, Reserve funds		R- Q4 2023			R- Q1				R- Q2		R- Q3	
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	R	
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-Q1				R-Q2		R-Q3	
Monthly Financial Variance Reports – Operating and Capital			R 2024		R 2024		R 2024					
Legend: A = Approve R = Receive T = Task(updates as required)												

REPORT

Oakville Public Library Board

Meeting Date: November 21, 2024

FROM: Oakville Public Library

DATE: November 12, 2024

SUBJECT: Health and Safety Report – November 21, 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 are no injury/incidents to report for the month of October 2024.
- To date, Oakville Public Library (OPL) is reporting half the number of 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 no injuries/incidents to report for the month of October 2024. The reporting period is from January 1 – October 31 for each of the years indicated below.

Staff Injuries	2022	2023	2024
No Time Loss	13	16	7
Time Loss	2	0	0
Total Injuries for the Reporting Period	13	16	7
Annual Total Injuries*	15	17	7

**Total annual injuries for 2024 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 was scheduled to meet on October 31, 2024. The JHSC did not meet due to quorum. As the JHSC has scheduled more meetings than the required number as per our Terms of Reference and the *Occupational Health & Safety Act*, OPL will forego the October meeting. The JHSC will meet on their next scheduled meeting date of November 28, 2024.

The JHSC committee members along with their department leaders completed their workplace inspections for the month of October. Any concerns noted were directed to Facilities Service for resolution.

APPENDICES:

N/A

Prepared by:
Tricia Agnew, Human Resources Manager

Submitted by:
Tara Wong, CEO

REPORT

Oakville Public Library Board

Meeting Date: November 21, 2024

FROM: Oakville Public Library

DATE: November 12, 2024

SUBJECT: Performance and Measures Report Q3 2024 YTD – November 21, 2024

RECOMMENDATION:

That the Performance and Measures Report Q3 2024 YTD 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 Q3 2024 Year-to-Date (YTD) Performance and Measures.

BACKGROUND:

The quarterly Performance and Measures Report template was enhanced with new metrics for 2024 to better demonstrate high-level trend analysis across Oakville Public Library (OPL) services.

Throughout the report, a 3-year trend analysis is included where relevant, using 2019, 2023, and 2024 as comparators, as OPL had not yet resumed full library services in 2021 and 2022.

COMMENT/OPTIONS:

N/A

APPENDICES:

Appendix A – Performance and Measures Report Q3 2024 YTD

Prepared by:
Caitlyn Hicks, Director, Customer Experience

Submitted by:
Tara Wong, CEO

OAKVILLE PUBLIC LIBRARY BOARD

Q3 2024 YTD PERFORMANCE AND MEASURES REPORT

OVERVIEW

This report highlights Oakville Public Library's (OPL) performance measures for Q3 2024 Year to Date (YTD). Across most key metrics, there was continued growth and a sustained return to pre-pandemic levels. There was a 48% increase in customers accessing in-person branch services compared to the previous quarter (10% increase from Q2 2023/2024 YTD), driven by the demand for technology resources and library space bookings. Total circulation increased by 10% from last year and is holding steady from the previous quarter.

Overall Trends	2019 Q3 YTD	2023 Q3 YTD	2024 Q3 YTD	% Change 2019/2024	% Change 2023/2024
Total Circulation	2,041,55	1,804,674	1,989,96	-3%	10%
Branch Services	122,164	572,198	840,487	588%	48%
Digital Presence	9,981	14,340	15,826	59%	10%
Program and Event Attendance	45,982	50,663	48,079	5%	-5%
Foot Traffic	979,011	886,068	890,018	-9%	0%

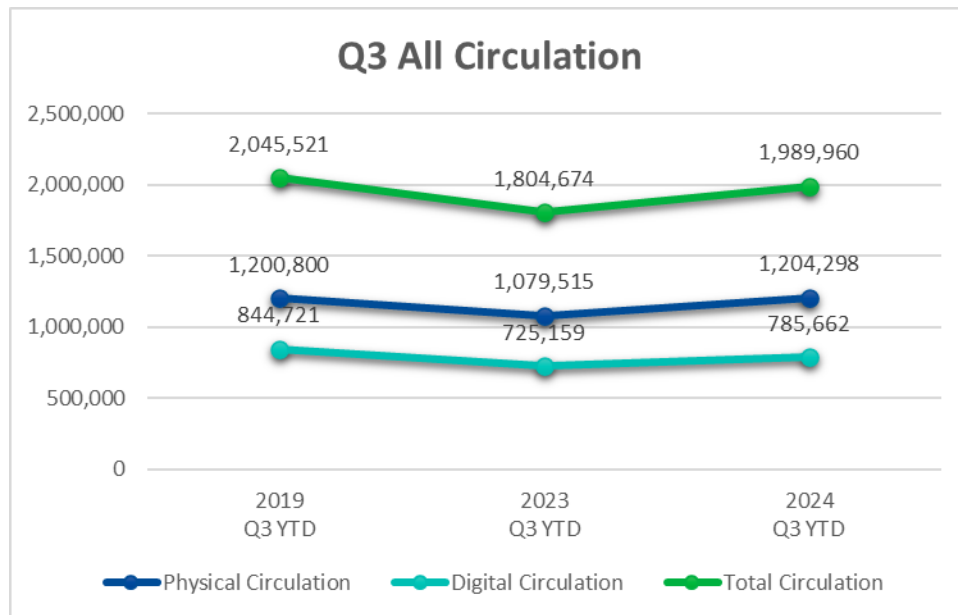
Note:

- The 48% increase in branch services is largely due to increased access to technology resources and work or study spaces, including increased Creation Zone equipment bookings, 3D Printer bookings, and increased Wi-Fi sessions.
- Although there was a 5% decrease in the overall program attendance from last year, there were still 16,999 attendees participating in programs this quarter (48,079 attendees in Q3 2024 YTD up from 31,080 attendees in Q2 2024 YTD).
- Although there was nearly a 0% change to foot traffic from last year, when comparing Q3 2023/2024 (not YTD), there was a 7.61% increase in foot traffic. There was a 10% decrease at Clearview as it was closed for a renovation in August. Data losses reported in Q2 2024, localized at the White Oaks Branch, have resulted in foot traffic being underreported for 2024.
- Branch services data for 2019 is incomplete, as Creation Zone equipment bookings, Branch Tech bookings, Wi-Fi sessions, and Room Bookings data are not available, creating exaggerated increases across 2023 and 2024.

CIRCULATION

All Circulation

Summary: In Q3 2024 YTD, the total circulation of all materials increased by 10% from last year, with increases remaining steady across physical and digital circulation. When comparing Q3 2019/2024 YTD, the demand for research-focused digital content has lessened, while physical circulation continues to remain at pre-pandemic levels.



Circulation	2019 Q3 YTD	2023 Q3 YTD	2024 Q3 YTD	% Change 2019/2024	% Change 2023/2024
Physical Circulation	1,200,800	1,079,515	1,204,298	0%	12%
Digital Circulation	844,721	725,159	785,662	-7%	8%
Total Circulation	2,045,521	1,804,674	1,989,960	-3%	10%

Note:

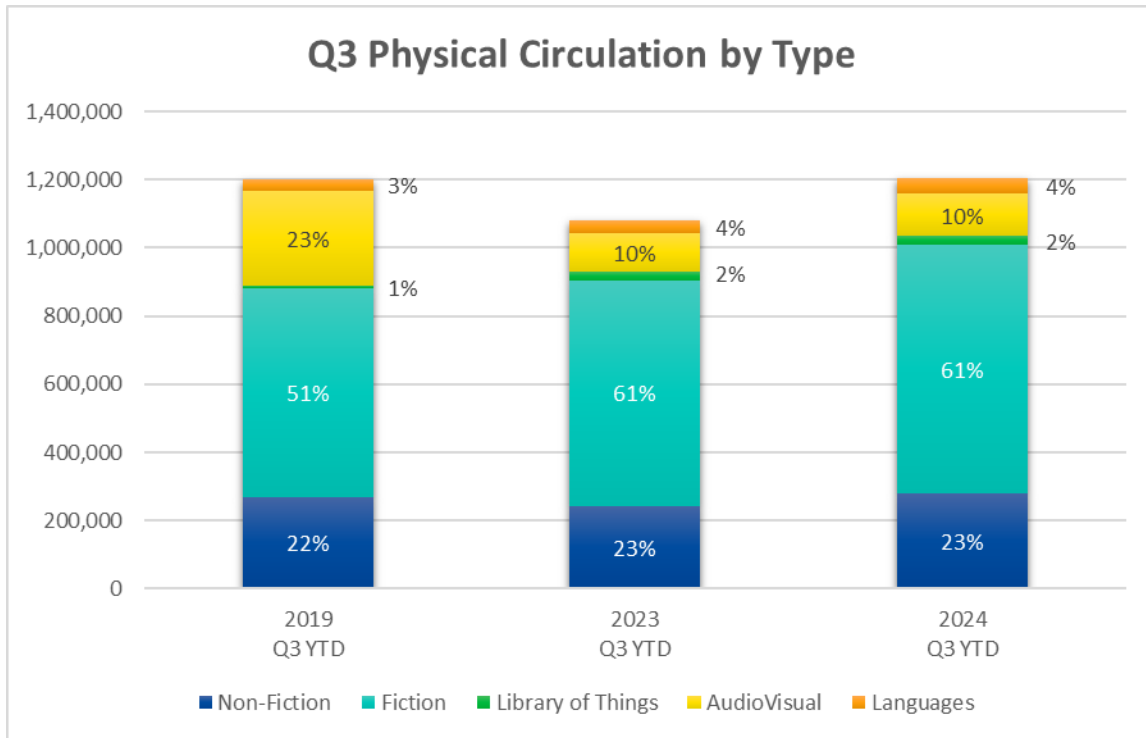
- Although the preference between physical or digital formats has been fluctuating slightly over time, physical circulation accounts for approximately 60% of all circulation.

Physical Circulation

Summary: In Q3 2024, physical circulation increased by 12% from last year, holding steady from the previous quarter. Increases are observed across all branches and all collection types.

Appendix A

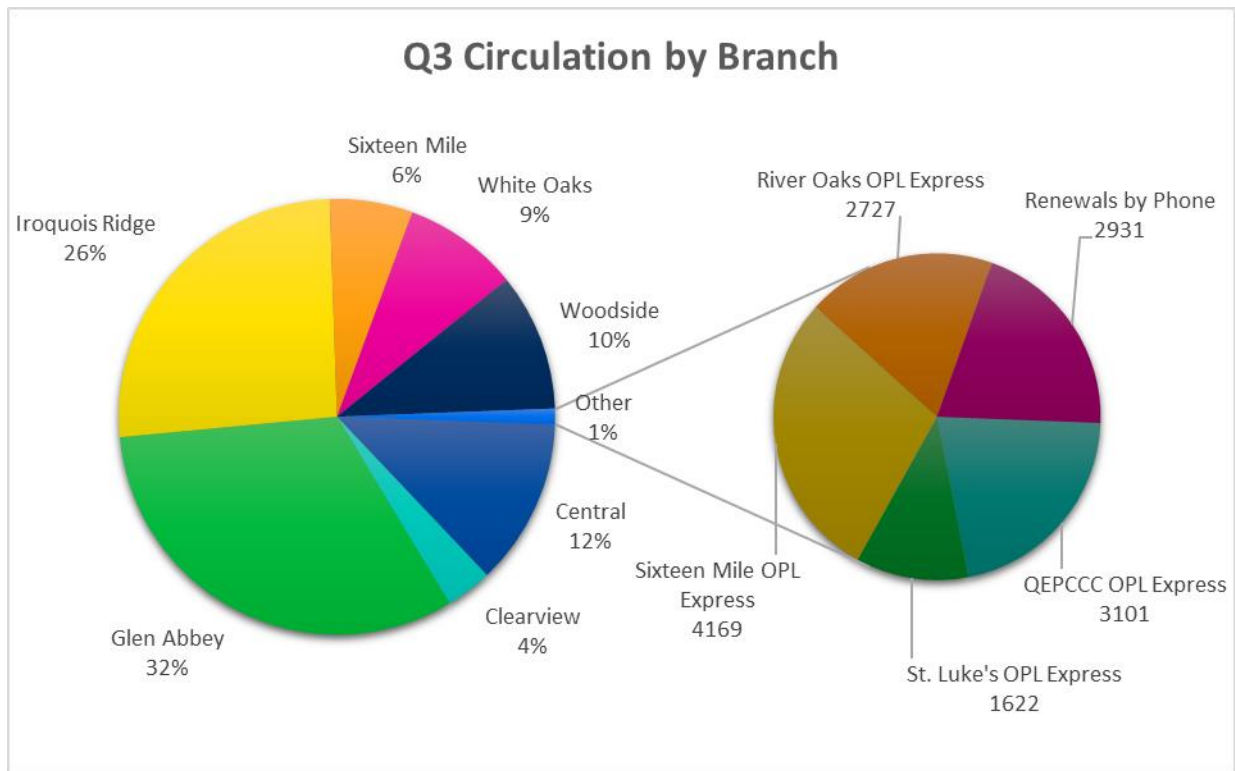
When comparing Q3 2019/2024 YTD, physical circulation continues to exceed pre-pandemic levels at Glen Abbey, Iroquois Ridge, and Sixteen Mile Branches.



Physical Circulation	2019 Q3 YTD	2023 Q3 YTD	2024 Q3 YTD	% Change 2019/2024	% Change 2023/2024
Non-Fiction	266,851	243,351	279,006	5%	15%
Fiction	614,650	660,049	728,401	19%	10%
Library of Things	7,218	25,679	26,540	268%	3%
AudioVisual	277,482	112,209	124,062	-55%	11%
Languages	34,599	38,227	46,289	34%	21%
Total Physical Circulation	1,200,800	1,079,515	1,204,298	0%	12%

Note:

- The overall 12% increase in physical circulation continues to be driven by increases in the circulation of juvenile material across all categories, reflecting significant increases in juvenile print spending.
- Demand across all categories of physical circulation is holding steady from the previous quarter. When comparing Q3 2019/2024 YTD, circulation has exceeded pre-pandemic levels across all categories except audiovisual content.



Circulation By Location	2019 Q3 YTD	2023 Q3 YTD	2024 Q3 YTD	% Change 2019/2024	% Change 2023/2024
Central (CE)	198,596	134,641	148,642	-25%	10%
Clearview (CV)	50,790	36,388	41,169	-19%	13%
Glen Abbey (GA)	284,855	349,040	387,020	36%	11%
Iroquois Ridge (IR)	308,760	280,373	312,670	1%	12%
Sixteen Mile (SM)	48,913	58,723	74,096	51%	26%
White Oaks (WO)	117,093	96,884	103,126	-12%	6%
Woodside (WS)	176,247	110,020	123,025	-30%	12%
Total Branch	1,185,254	1,066,069	1,189,748	0%	12%
OPL Express @ QEPCCC	3,054	3,144	3,101	2%	-1%
OPL Express @ St. Luke's CC	527	850	1,622	208%	91%
OPL Express @ Sixteen Mile SC	684	5,358	4,169	510%	-22%
OPL Express @ River Oaks CC	N/A	1,387	2,727	N/A	97%
Renewals by Phone	7,312	2,707	2,931	-60%	8%
Total Alternate Locations	11,577	13,446	14,550	26%	8%
Total Physical Circulation	1,196,831	1,079,515	1,204,298	1%	12%
Physical Circulation per Active Cardholder	18.65	16.83	16.71	-10%	-1%

Note:

- The 26% increase in physical circulation at the temporary Sixteen Mile Branch continues to align with the 22% decrease in circulation at the Sixteen Mile OPL Express location,

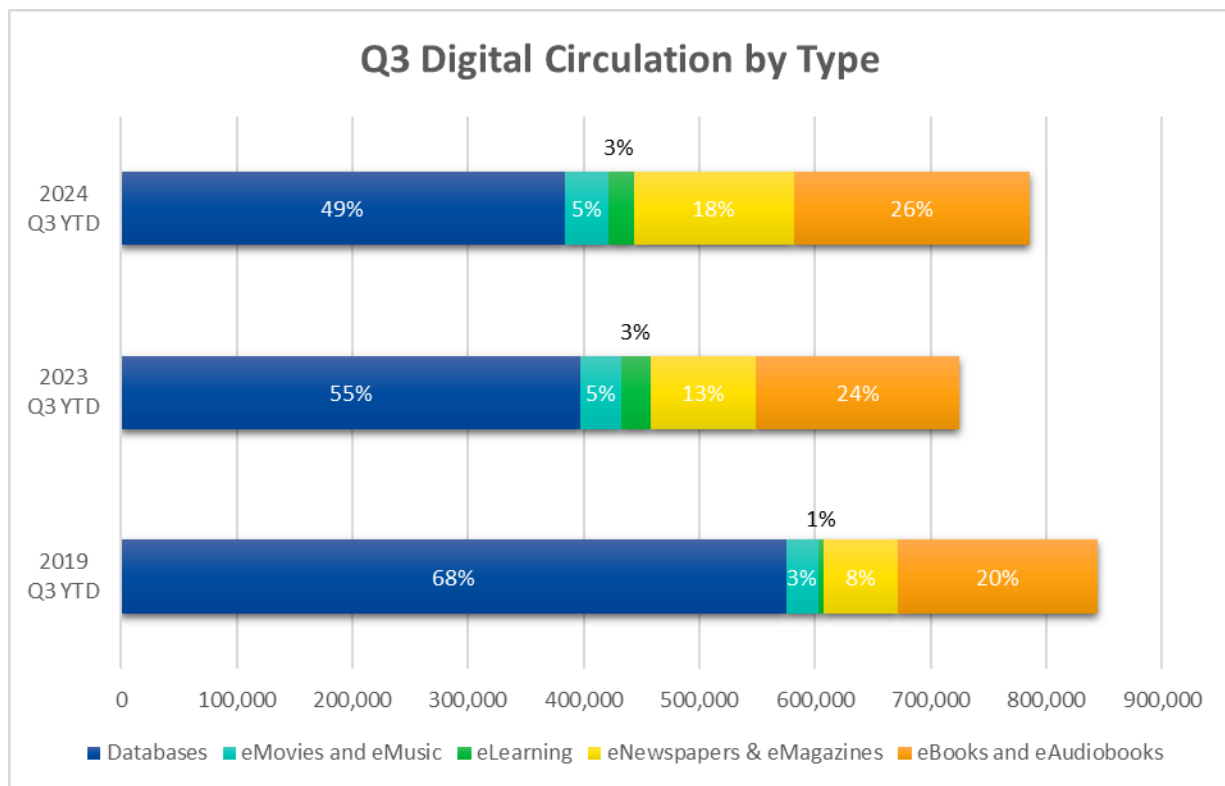
Appendix A

as ongoing construction of the new permanent branch may be encouraging customers to visit the nearby temporary Sixteen Mile Branch.

- OPL Express circulation continues to demonstrate increased demand at the St. Luke's and River Oaks locations. While there is a 1% decrease from last year at the QEPCCC location, this does represent an increase from the previous quarter (5% decrease from Q2 2023/2024 YTD).
- Although there was a 1% decrease in physical circulation per active cardholder from last year, this rate continues to improve each quarter (2% decrease from Q2 2023/2024 YTD and 6% decrease from Q1 2023/2024 YTD), which is also notable as there was a 12% increase in active cardholders from last year.

Digital Circulation

Summary: In Q3 2024 YTD, digital circulation maintained an overall 8% increase from last year, with increases across eNewspapers/eMagazines, eBooks/eAudiobooks, and eMovies/eMusic. There is a sustained trend in customers focusing less on traditional research databases and online learning tools, to focus more on media and entertainment.



Collection Type	2019 Q3 YTD	2023 Q3 YTD	2024 Q3 YTD	% Change 2019/2024	% Change 2023/2024
Databases	575,046	397,388	383,657	-33%	-3%

Appendix A

eMovies and eMusic	28,302	34,758	37,614	33%	8%
eLearning	4,325	25,297	22,050	410%	-13%
eNewspapers and eMagazines	63,983	91,717	138,713	117%	51%
eBooks and eAudiobooks	173,065	175,999	203,628	18%	16%
Total Digital Circulation	844,721	725,159	785,662	-7%	8%
Digital Circulation per Active Cardholder	13.16	11.30	10.90	-17%	-4%

Note:

- While the 3% decrease in database usage supports a continued decline in research-focused resources, it is holding steady from the previous quarter (3% decrease from Q2 2023/2024 YTD) and database circulation still accounts for 49% of all digital circulation.
- While there is a 13% decrease in eLearning resources this quarter, it does indicate that usage has been improving each quarter (20% decrease from Q1 2023/2024 YTD and a 15% decrease from Q2 2023/2024 YTD).
- The 51% increase in eNewspapers/eMagazines reflects a growing demand for reliable coverage of local and international content.
- Although there was a 4% decrease in digital circulation per active cardholder from last year, it does reflect continued improvement each quarter (6% decrease from Q2 2023/2024 YTD and a 9% increase from Q1 2023/2024 YTD), which is notable given the 12% increase in active cardholders from last year.

Digital Circulation by Resource	2019 Q3 YTD	2023 Q3 YTD	2024 Q3 YTD	% Change 2019/2024	% Change 2023/2024
cloudLibrary	N/A	148,357	176,411	N/A	19%
Hoopla	33,152	32,083	30,415	-8%	-5%
Kanopy	11,213	19,935	24,015	114%	20%
LinkedIn Learning	646	20,770	17,224	2566%	-17%
Flipster	N/A	9,153	8,448	N/A	-8%
PressReader	N/A	64,384	110,373	N/A	71%

Note:

- The 5% decrease in Hoopla usage, a significant improvement from last quarter (14% decrease from Q2 2023/2024), is not indicative of growth but a calculating error that underreported usage in the previous quarters. The pay-per-use circulation model of Hoopla add budgetary constraints that limit customer usage.
- While there is a 17% decrease in LinkedIn Learning usage, the decrease has lessened from last quarter (20% decrease from Q2 2023/2024 YTD).
- The 8% decrease in Flipster is reflective of the increased popularity of PressReader, as it provides convenient access to both eNews and eMagazines.

- This chart only includes the most popular or expensive digital resources and is not representative of all digital circulation.

CARDHOLDERS

Summary: In Q3 2024 YTD, there was an overall 12% increase in active cardholders from last year. Retention rates have also improved, with 87% of all cardholders maintaining an active status, indicating that cardholders are more regularly accessing library services.

Cardholder Trends	2019 Q3 YTD	2023 Q3 YTD	2024 Q3 YTD	% Change 2019/2024	% Change 2023/2024
New Cardholders	9,837	13,549	13,336	36%	-2%
Active Cardholders	64,186	64,149	72,079	12%	12%
All Cardholders	86,846	79,665	82,653	-5%	4%
% Active Cardholders of All Cardholders	74%	81%	87%	18%	8%

Note:

- While there is a 2% decrease in new cardholders from last year (a difference of 213 cards), these rates naturally fluctuate across different quarters and seasons. It is important to note that there were still 5,728 new cardholders registered this quarter (13,336 in Q3 2024 YTD up from 7,608 new cardholders in Q2 2024 YTD).
- 87% of all cardholders have an active status (active cardholders), which is holding steady from last quarter and demonstrating strong retention rates.

New Cardholders by Branch	2019 Q3 YTD	2023 Q3 YTD	2024 Q3 YTD	% Change 2019/2024	% Change 2023/2024
Central	1,755	2,300	2,589	48%	13%
Clearview	341	349	384	13%	10%
Glen Abbey	1,973	3,855	3,783	92%	-2%
Iroquois Ridge	2,486	2,785	2,818	13%	1%
Sixteen Mile	552	1,187	786	42%	-34%
White Oaks	1,639	1,829	1,700	4%	-7%
Woodside	1,091	1,244	1,276	17%	3%

Note:

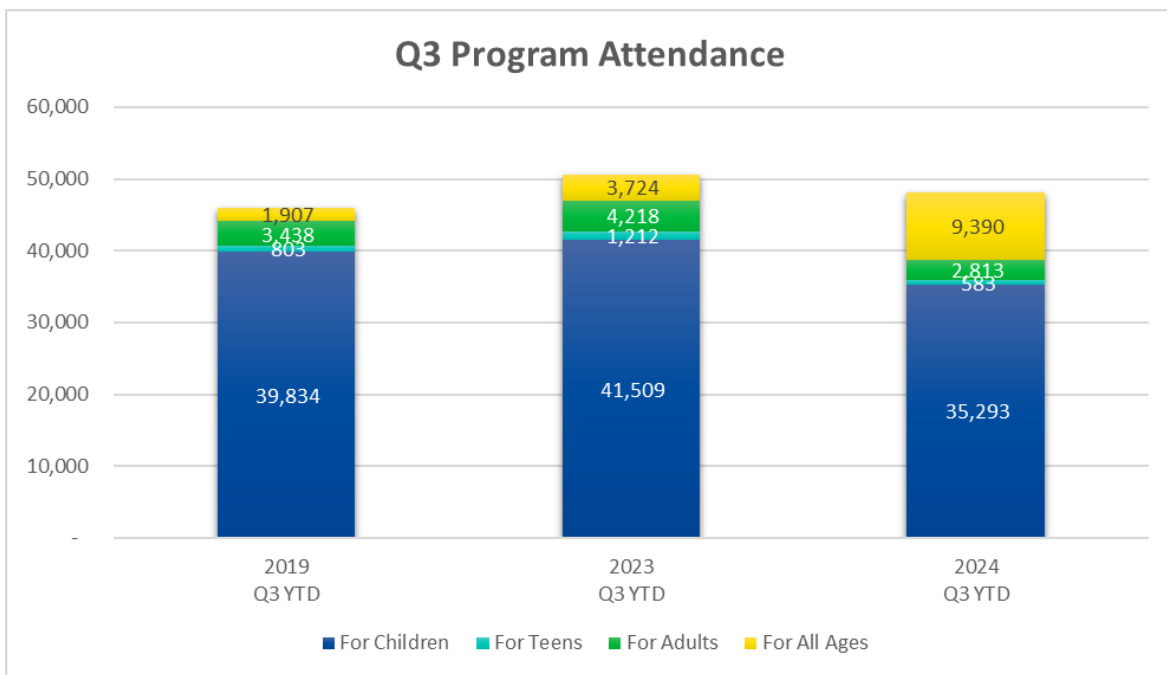
- The 13% increase at Central and the 10% increase at Clearview indicate growing community engagement in these areas during the summer months.

Appendix A

- Customers can select their preferred home library location when they sign up for a library card, which may not be the same location as they have visited at the time of registration.
- When comparing rates of new cardholders by branch, it is important to note that these metrics only indicate which branch is preferred by the cardholder and may not represent the branch nearest to their registered address.

PROGRAMS AND EVENTS

Summary: In Q3 2024 YTD, there was a 5% decrease in the total attendance across all programs from last year, though current attendance remains stronger than pre-pandemic attendance levels. While the number of program sessions has also decreased, the average attendance per session has increased by 4%, indicating that every program delivered is having greater impact. The 152% increase in all ages programming correlates with the decreases noted across the other age-specific programming categories.



Programs & Events by Audience	2019 Q3 YTD	2023 Q3 YTD	2024 Q3 YTD	% Change 2019/2024	% Change 2023/2024
For Children	39,834	41,509	35,293	-11%	-15%
For Teens	803	1,212	583	-27%	-52%
For Adults	3,438	4,218	2,813	-18%	-33%
For All Ages	1,907	3,724	9,390	392%	152%
Total Attendance	45,982	50,663	48,079	5%	-5%
Total # Sessions	2035	3005	2741	35%	-9%

Avg Attendance Per Session	22.6	16.9	17.5	-22%	4%
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Note:

- The 15% decrease in children's programming attendance is largely due to a shift during the summer months from in-branch programming to outreach (52% increase in outreach from Q3 2023/2024 YTD).
- The 52% decrease in teen programming attendance correlates to fewer programs offered specifically for this age group by staff and partner organizations. OPL will continue reviewing teen offerings to ensure we engage with this community.
- Although there was a 5% decrease in the overall program attendance from last year, there were still 16,999 attendees participating in programs this quarter (48,079 in Q3 2024 YTD up from 31,080 attendees in Q2 2024 YTD).

Programs by Branch	CE	CV	GA	IR	SM	WO	WS
For Children	5,533	1,648	12,807	7,670	2,908	2,075	2,020
For Teens	30	0	190	98	31	174	0
For Adults	541	16	720	358	32	35	466
For All Ages	2,768	209	2063	1664	1253	702	384
Total Attendance	8,872	1,873	15,780	9,790	4,224	2,986	2,870
Total # Sessions	456	135	685	501	288	319	287
Avg Attendance per Session	19.5	13.9	23.0	19.5	14.7	9.4	10.0
% of Programs Attendance	19%	4%	33%	21%	9%	6%	6%

Note:

- The percentage of programming attendance per branch remains steady from the previous quarter.
- Glen Abbey Branch remains a popular destination for library programming, with the branch accounting for 33% of all program attendance.
- Iroquois Ridge Branch accounts for 21% and Central Branch accounts for 19% of program attendance, demonstrating the continued success library branches that are co-located with other community spaces or have large event spaces.

Programs & Events Attendance by Audience	2019 Q3 YTD	2023 Q3 YTD	2024 Q3 YTD	% Change 2019/2024	% Change 2023/2024
In-Person Programs	N/A	32,931	48,645	N/A	48%
Virtual Programs	N/A	1,090	939	N/A	-14%
Events	1,515	488	533	-65%	9%
Outreach Visits	N/A	5,052	7,696	N/A	52%
Maker Drop-In Programs	N/A	608	2,811	N/A	362%

Note:

- The 52% increase in outreach visits (7,696 visits in Q3 2024 YTD up from 2,033 outreach visits in Q2 2024 YTD) is attributed to summer outreach initiatives conducted by OPL staff and OPL Ambassadors that supported library visibility and engagement out in the community.
- The 14% decrease in virtual programs aligns with the growing demand for in-person programming (48% increase from Q3 2023/2024 YTD). Despite the decrease, this format remains optimal for some types of programs, such as informational workshops.
- The 362% increase in Creation Zone Maker Drop-In programming demonstrates the growing demand for access to specialized staffing support with new technologies in the Creation Zone.
- Metrics for 2019 programs by type is not available, as attendance was not documented by type of program, just by audience.

BRANCHES

Branch Services

Summary: In Q3 2024 YTD, there was an overall 48% increase in branch services from last year, representing a significant increase from the previous quarter as well (14% increase from Q2 2023/2024 YTD). There were notable increases across technology access, with a 281% increase in Creation Zone equipment bookings, a 58% increase in 3D Printer bookings, and a 56% increase in Wi-Fi sessions, indicating that demand continues to increase for technology resources and work or study spaces, particularly during the summer months.

Branch Services Overview	2019 Q3 YTD	2023 Q3 YTD	2024 Q3 YTD	% Change 2019/2024	% Change 2023/2024
Creation Zone Equipment Bookings	N/A	182	693	N/A	281%
Branch Tech Bookings (3D Printer)	N/A	610	964	N/A	58%
Tech Help Appointments	N/A	159	126	N/A	-21%

PAC Sessions	55,353	35,425	41,595	-25%	17%
Wi-Fi Sessions	N/A	470,368	732,489	N/A	56%
Room Bookings	20	2,167	2,595	N/A	20%
Email Enquiries	2,767	3,223	2,753	-1%	-15%
Phone Calls	26,710	24,584	27,460	3%	12%
Items Printed	40,101	33,491	34,565	-14%	3%
Total Branch Services	124,951	575,508	842,994	575%	48%

Note:

- The 281% increase in Creation Zone Equipment Bookings is indicative of the strong demand for community access to technology resources. Additionally, configuration changes to the online reservation system ensured that more customers could use the space in each timeslot by allowing customers to reserve specific equipment.
- The 56% increase in Wi-Fi sessions indicates that there was increased use of work and study spaces during the summer months.
- Branch Services data for 2019 is incomplete, as Creation Zone equipment bookings, Branch Tech bookings, Wi-Fi sessions, and Room Bookings data is not available, creating some exaggerated increases across 2023.

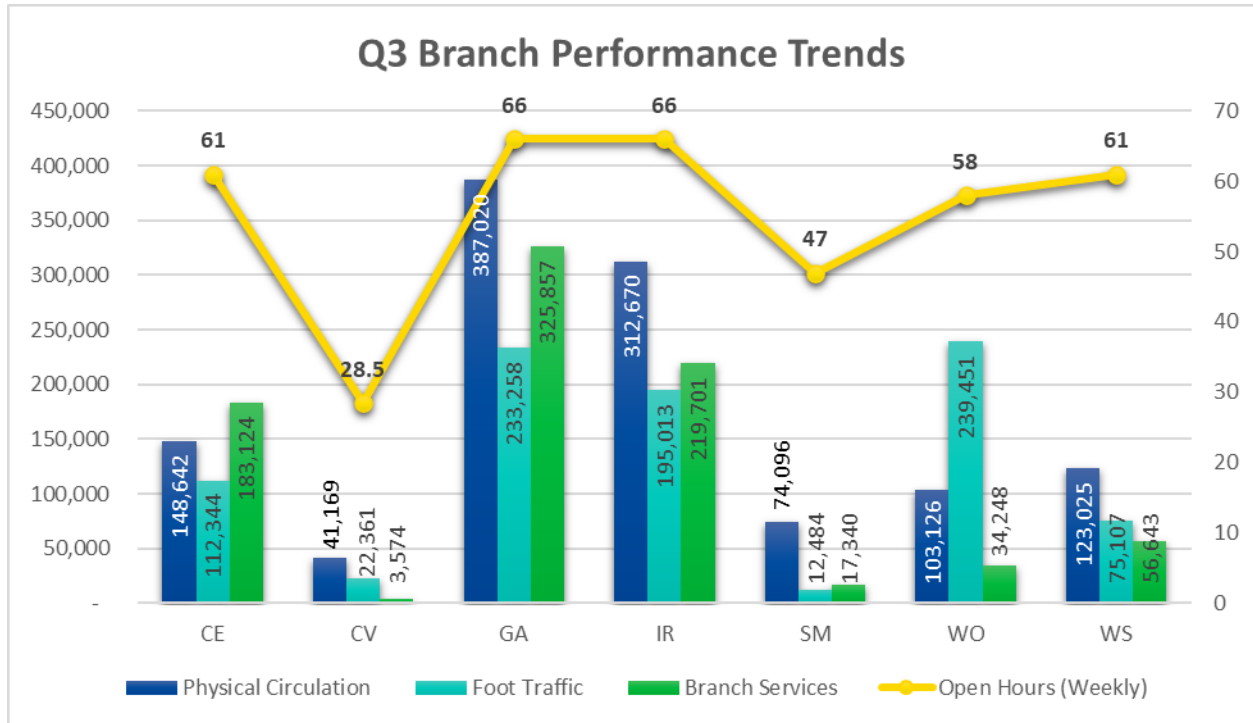
Branch Services by Branch	CE	CV	GA	IR	SM	WO	WS
Creation Zone Equipment Bookings	N/A	N/A	541	152	N/A	N/A	N/A
Branch Tech Bookings	88	44	224	224	100	199	85
Tech Help Appointments	44	1	N/A	40	11	N/A	30
PAC Sessions	7,484	738	13,305	10,515	1,649	4,379	3,525
Wi-Fi Sessions	159,841	1,699	291,625	198,340	12,897	23,229	44,858
Room Bookings	95	N/A	2,500	N/A	N/A	N/A	N/A
Phone Calls	8,214	793	8,891	3,398	1,209	1,830	3,125
Items Printed	7,358	299	8,771	7,032	1,474	4,611	5,020
Branch Services Totals	183,124	3,574	325,857	219,701	17,340	34,248	56,643
% of Branch Services	22%	0%	39%	26%	2%	4%	7%

Note:

- Glen Abbey remains a popular destination for library customers, with 39% of all branch services being accessed there, most likely due to the availability of the Creation Zone, complementary work/study rooms, the outdoor patio space, and the community centre.
- Iroquois Ridge and Central Branches are also popular destinations for branch services, largely due to the community demand for study space and co-located with other community spaces.

Branch Performance Trends

Summary: In Q3 2024 YTD, a high-level overview of performance trends demonstrates how the Oakville community is accessing each library branch, which are holding steady from the previous quarter. Usage across metrics varies by branch, indicating that each branch serves a unique role in supporting access to library services.



Branch Performance Trends	CE	CV	GA	IR	SM	WO	WS
Physical Circulation	148,642	41,169	387,020	312,670	74,096	103,126	123,025
Foot Traffic	112,344	22,361	233,258	195,013	12,484	239,451	75,107
Program Attendance	8,872	1,873	15,780	9,790	4,224	2,986	2,870
Branch Services	183,124	3,574	325,857	219,701	17,340	34,248	56,643
Open Hours (Weekly)	61	28.5	66	66	47	58	61
Foot Traffic by Open Hour	71	30	136	114	10	159	47
Physical Circulation by Open Hour	94	56	226	182	61	68	78
Physical Circulation by Foot Traffic	1.3	1.8	1.7	1.6	5.9	0.4	1.6

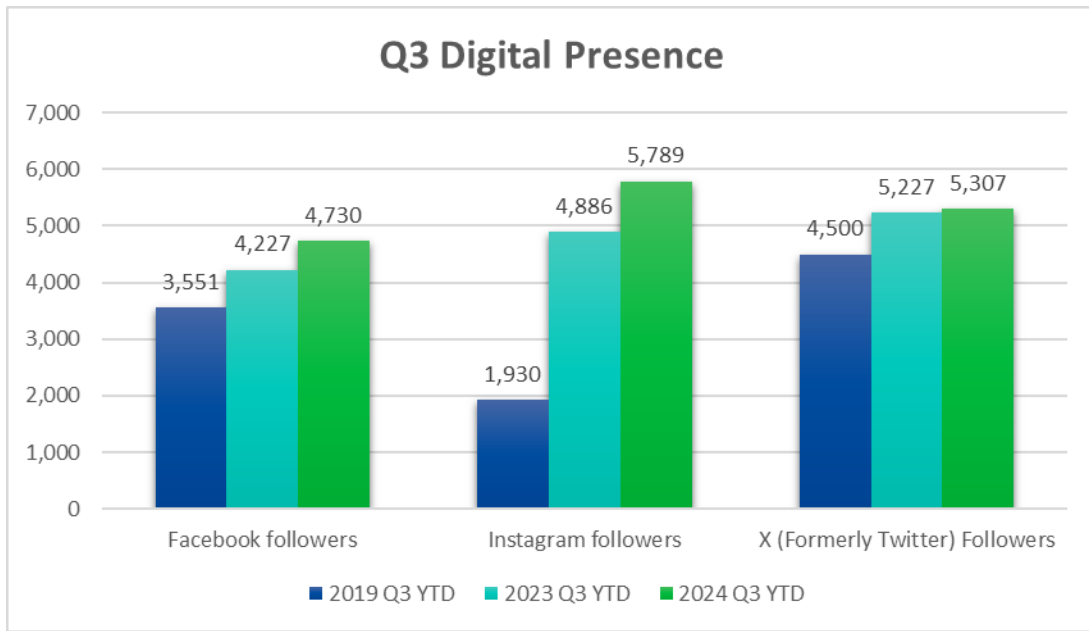
Branch Services by Open Hour	115	5	190	128	14	23	36
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Note:

- Central is a popular destination for accessing branch services, borrowing materials, and using the library space. It is currently the third busiest branch for circulation and program attendance, and the fourth busiest for foot traffic.
- Clearview is a popular destination for borrowing materials and has the second highest physical circulation per foot traffic across all branches, indicating that Clearview customers are borrowing high volumes of library materials.
- Glen Abbey is a popular destination for borrowing materials, using the library space, and accessing branch services. It is currently the busiest branch for circulation, program attendance, and in-branch services, and it is the second busiest branch for foot traffic.
- Iroquis Ridge is a popular destination for borrowing materials, using the library space, and accessing branch services. It is the second busiest branch for circulation and program attendance, and the third busiest for foot traffic.
- Sixteen Mile is a popular destination for program attendance and borrowing materials. It has the highest physical circulation per foot traffic across all branches, indicating that Sixteen Mile customers are borrowing a high volume of library materials. It is the fourth busiest branch for program attendance.
- White Oaks is a popular destination for accessing library space, as demonstrated by the fact that it is the second busiest location by foot traffic. It has the highest foot traffic per open hour across all branches.
- Woodside is a popular destination for borrowing materials, and is the fourth busiest branch for circulation and in-branch services.

DIGITAL PRESENCE

Summary: In Q3 2024 YTD, the overall 10% increase in social media presence is holding steady from the previous quarter and demonstrates sustained growth across all platforms, with Instagram accounting for the highest rates of engagement.



Digital Presence	2019 Q3 YTD	2023 Q3 YTD	2024 Q3 YTD	% Change 2019/2024	% Change 2023/2024
Facebook followers	3,551	4,227	4,730	33%	12%
Instagram followers	1,930	4,886	5,789	200%	18%
X (Formerly Twitter) Followers	4,500	5,227	5,307	18%	2%
Totals	9,981	14,340	15,826	59%	10%

Note:

- Instagram and Facebook continue to be the most popular social media channels, with Instagram growing at a faster rate in both following and engagement. Instagram posts received 32,800 views and Facebook received over 27,000 views this quarter (Q3 2024 only, not YTD)
- The online audience engaging with OPL is primarily between the ages of 25 to 45, with preference for fun, engaging content that features staff, online trends and unique library services.
- The content strategy for Instagram has been refined to include more videos featuring staff and leveraging online trends to increase customer engagement. The use of X (formerly Twitter) continues to be used for news and alerts.
- Paid adverts on Facebook and Instagram have been used to achieve organizational goals such as New Central Branch survey submissions, reaching over 38,000 accounts in one month.

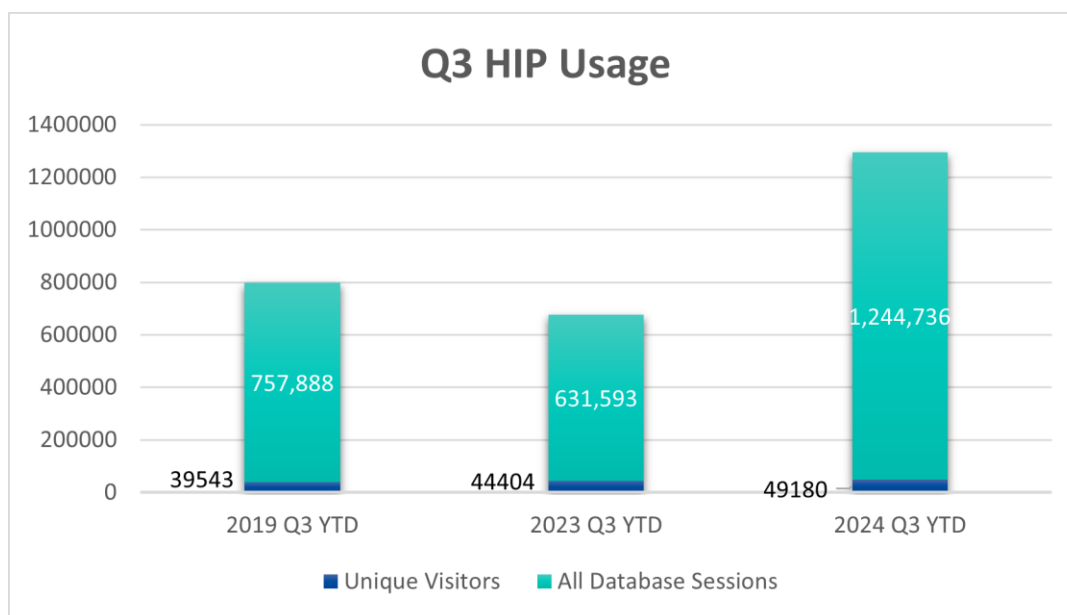
Library Website and Catalogue	2019 Q3 YTD	2023 Q3 YTD	2024 Q3 YTD	% Change 2019/2024	% Change 2023/2024
Website Sessions	234,155	437,910	642,710	174%	47%
Bibliocommons Sessions	446,228	904,529	1,387,668	211%	53%

Note:

- The noted increases in Bibliocommons sessions (library catalogue) and website sessions (OPL.ca) from last year are attributed to the new version of Google Analytics that was introduced at the end of 2023, which captures a higher session count as customers navigate in and out of an integrated website and library catalogue.

HALTON INFORMATION PROVIDERS

Summary: In Q3 2024 YTD, there was an overall 1% increase in the number Oakville residents accessing the HIP database from last year, representing 59,720 sessions to date this year. There was an overall 97% increase in the number of database sessions from last year.



HIP Usage by Municipality	2019 Q3 YTD	2023 Q3 YTD	2024 Q3 YTD	% Change 2019/2024	% Change 2023/2024
Oakville	77,732	58,906	59,720	-23%	1%
Burlington	61,545	42,175	42,024	-32%	0%
Halton Hills	19,522	17,571	18,888	-3%	7%
Milton	36,932	26,595	27,115	-27%	2%
Undisclosed/Other Locations	562,157	486,346	1,096,989	95%	126%
Total Halton Sessions	195,731	145,247	147,747	-25%	2%

Appendix A

Unique Visitors	39,543	44,404	49,180	22%	10%
All Database Sessions	757,888	631,593	1,244,736	64%	97%
Sessions Per Unique Visitor	19.2	14.2	25.3	27%	56%

Note:

- While many users may be accessing the HIP database from within Oakville or the Halton Region, there is an increasing number of users who are electing not to disclose their location.
- A new data reporting tool is anticipated for 2025, which will more accurately combine two sources of HIP data.

Oakville HIP Engagement	2019 Q3 YTD	2023 Q3 YTD	2024 Q3 YTD	% Change 2019/2024	% Change 2023/2024
Training Sessions	11	12	3	-73%	-40%
Outreach	9	47	38	322%	-19%

Note:

- The decreases noted for training sessions and outreach continue to be a result of limited staffing capacity.

DEFINITIONS

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

All cardholders: Includes active cardholders, plus inactive cardholders that have been inactive for less than 2 years, and other cardholders with an activity date within the last 7 years and owe fines to the library.

AudioVisual: Includes audiobooks, music, movies and television content in physical formats such as: CDs, DVDs, and Blu-ray. Also includes video games for a variety of gaming consoles.

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

Branch Services: Combined count of phone calls, email enquiries, public access computer sessions, items printed, Creation Zone equipment bookings, branch technology bookings, wi-fi sessions, and room bookings.

Branch Tech Bookings: Count of bookings for maker equipment not located in Creation Zone spaces. Only includes branch 3D printers at this time.

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

Creation Zone equipment bookings: Count of equipment bookings for technology in the Creation Zone spaces (e.g., 3D printer, button maker, cricut, design laptop, serger, sewing machine). Data is not available for 2019 as it was not collected in this format.

Databases: Includes research databases such as Ancestry, Canadian Business Online, Consumer Reports, and more.

Digital circulation by Resource: Count of units or items of materials the library circulated in the following digital platforms (cloudLibrary, Hoopla, Kanopy, LinkedIn Learning, Flipster, PressReader) to all users, including renewals in a designated timeframe.

Digital Presence: Combined count of Facebook, Instagram, and X followers.

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

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

eMagazines and eNewspapers: Includes the standalone digital magazine platform, Flipster and popular newspaper services such as PressReader and the New York Times.

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.

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

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.

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

Fiction: Includes English language material classified as fiction for adult, teen and juvenile audiences. This material circulates in multiple print formats such as: regular print, large print, board books, graphica and more.

Flipster (Replaced RBDigital in January 2021): counts 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 a web browser), the entire magazine is downloaded. Total downloads are total downloads for a complete magazine to the Flipster app.

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.

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

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

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

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

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

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.

Inactive cardholders: cardholders that have been inactive for less than 2 years, plus other cardholders with an activity date within the last 7 years and owe fines to the library.

In-Person programs: Programs conducted live and in-person, which can be in-branch or at a community location.

Instagram followers: Count of Instagram users who have followed OPL as of 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.

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

Languages: Includes material in selected languages other than English in both print and AudioVisual formats.

Library of Things: Includes pre-assembled kits such as storytelling kits as well as individual objects and equipment such as, but not limited to: park permits, CO2 monitors, and wireless hotspots.

LinkedIn Learning (Lynda.com prior to April 2021): as of April 2021, circulation is defined as the number of videos completed. Prior to April 2021, Lynda.com defined circulation as the number of certificates completed. Each course completed resulted in a certificate. Customers had unlimited courses and certificates available to them. There were Lynda.com users who used this service but did not complete their certificates, which means they are not captured in these metrics.

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

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

Non-Fiction: includes English language material classified as non-fiction for adult, teen and juvenile audiences. This material circulates in multiple print formats such as: regular print, large print, graphica, picture books and more.

Physical circulation: count of 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.

PressReader: count of issues opened, which are the number of issues viewed by a user.

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.

Program and Event attendance: combined count of Event and Program attendance.

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

Room Bookings: Count of room bookings, paid and complimentary. Complimentary rooms for work/study purposes are only currently available at Glen Abbey branch. Online room booking software introduced in the summer 2019.

Tech Help Appointments: One-on-one in-person bookable service where staff assist a customer with a device and technology-related question(s).

Total cardholders: Includes active cardholders plus inactive cardholders with an activity date within the last 7 years that owe fees to the library.

Total circulation: Combined count of all physical and digital circulation.

Virtual programs: Programs conducted live and virtual, via online tools such as Zoom.

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.

Wi-Fi sessions: Count of sessions of users connecting to public wireless in OPL branches.

X (formerly Twitter) followers: Count of X users who have followed OPL as of a designated timeframe.

REPORT

Oakville Public Library Board

Meeting Date: November 21, 2024

FROM: Oakville Public Library

DATE: November 12, 2024

SUBJECT: Library Space Booking Policy – November 21, 2024

RECOMMENDATION:

That the Library Space Booking Policy be approved.

KEY FACTS:

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

- The Library Space Booking Policy was previously approved on December 9, 2022 (Appendix B) with the intention that it would be next reviewed in Q3 2024.
- The Library Space Booking Policy has been updated with minor edits for clarity (Appendix A).
- All OPL library space bookings are subject to the Library Space Booking Policy and the Room and Space Rental Terms of Use.
- The Board was presented with this policy during the October 17, 2024 board meeting with no changes requested.

BACKGROUND:

All policies are regularly reviewed to ensure that they reflect the values, intentions, and practices of the Oakville Public Library.

In 2022, the Library Space Booking Policy underwent significant edits to develop a more comprehensive policy that outlined current practices, including the provision for complimentary work and study spaces.

COMMENT/OPTIONS:

After review, only minor edits to improve clarity are required at this time. All edits have been indicated in Appendix A with track changes.

The Board was presented with this policy during the October 17, 2024 board meeting with no changes requested.

APPENDICES:

Appendix A – OP-002 Library Space Booking Policy (2024)

Appendix B – OP-002 Library Space Booking Policy (2022)

Prepared by:

Caitlyn Hicks, Director, Customer Experience

Submitted by:

Tara Wong, CEO

Library Space Booking Policy

Policy Number:	OP-002
Policy Category:	Operations
Approved by:	OPL Board
Accountability:	CEO or Designate
Approval Date:	
Effective date:	
Next Review Date:	2027
Supersedes:	Library Space Booking Policy effective December 9, 2022

PURPOSE STATEMENT:

The Oakville Public Library has spaces that are used in ways consistent with OPL’s mission, values and strategic priorities. This includes, but is not limited to, conducting library business such as programs, events or meetings. When not required for library use, select spaces are available for booking by individuals, groups and organizations.

The purpose of this policy is to ensure equitable access to services, to maintain a welcoming, safe and supportive environment, and to outline the conditions of use and the fees where applicable. The decision to offer complimentary or paid access to designated spaces to individuals and organizations is guided by several policies, most notably the [Inclusion](#) and [Intellectual Freedom](#) Policies. Permission to use these spaces does not imply any endorsement of the aims, policies or activities of any group or individual.

SCOPE:

This policy applies to individuals, groups or organizations that book rooms or space from Oakville Public Library. The term “client” refers to the organization, group or individual that has booked one of the Oakville Public Library's select spaces.

All space bookings are subject to meeting the requirements laid out in this policy and the [Room and Space Rental Terms of Use](#).

POLICY STATEMENT:

Use and fee structure:

Rental Spaces

When not required for library business, designated spaces may be rented by individuals, non-profit community groups and organizations and commercial entities as per the [fee schedule](#) outlining the regular and non-profit rates.

Complimentary Work and Study Spaces:

When not required for library business, designated work and study spaces may be reserved for collaborative or individual work or study. These complimentary spaces are available for use at no charge and reservations will be made on a first come, first served basis. Reservations may be made for the same day, or in advance where applicable.

Interested parties can contact their local branch or visit OPL.ca to view spaces available for rental or booking.

Conditions of use:

- The library grants to the client the non-assignable right to use the space and any supplied equipment solely for the purposes of, and on the dates and times stated, the booking. Topics of discussion and the names of speakers including their affiliation must be disclosed at the time of booking.
- In using the space and the supplied equipment, the client and all persons admitted in the space during the client's use will comply with all applicable federal, provincial and municipal laws, by-laws, policies and regulations including the library's [Customer Code of Conduct](#) and the [Room and Space Rental Terms of Use](#).
- Library staff reserves the right to access the space at all times and may attend any event being conducted by the client in the space for the purpose of auditing or reviewing compliance with library policies.
- Preparation and distribution of all publicity or marketing materials regarding any event to be held in the space are the sole responsibility of the client. Unless approved in advance by the library in writing, the use of the library logo or any mark identified as library-related on such materials is not permitted. Any advertisement, publicity or media of any kind must not imply endorsement by the library of the content of the program or event in any way. **The use of the library name should be limited only to the location address for the event.**
- Retail sales of any goods and/or services by commercial organizations or individuals are not permitted unless approved in advance by the CEO or designate.
- No games of chance, including lotteries, are permitted.

Denial of use:

The library reserves the right to interrupt, deny or cancel a booking as may be determined by the following:

- The client does not comply with all applicable federal, provincial and municipal laws, by-laws, policies and regulations including the library's [Customer Code of Conduct](#) and [Room and Space Rental Terms of Use](#).
- The activities conducted pose a risk to the health and safety of the public or staff.

- There is a likelihood that the premises or the equipment will be misused and/or damaged.
- It is deemed that the client misrepresented anything for the purposes of the booking.
- The activity conducted in the space duplicates or is in conflict with library **services**, programs or event offerings.
- The Library becomes aware that the space is intended to be a regular location for the client's activities or that the client is listing the Library's address as its business address.
- Past misuse of the space.

If the library interrupts, denies or cancels a booking for any of the reasons listed above, it is under no obligation to provide a refund or to allow the client the use of the space or any other library facilities or property in the future. The client waives the right to any damages or compensation of any kind should its use of the space be so interrupted, denied or cancelled.

Appeal:

Applicants who are denied permission to use these facilities may, upon written request, have the decision reviewed by the CEO, whose decision shall be final.

Definitions:

Room / Space: any Oakville Public Library room / space at any location that has been booked for / by the client and is specified in the booking.

Client: the organization, group or the individual that has entered into a contract to book any of the Oakville Public Library spaces.

Library Space Booking Policy

Policy Number:	OP-002
Policy Category:	Operations
Approved by:	OPL Board
Accountability:	CEO or Designate
Approval Date:	December 8, 2022
Effective date:	December 9, 2022
Next Review Date:	October 2024
Supersedes:	Room and Space Rental Policy effective June 28, 2019

PURPOSE STATEMENT:

The Oakville Public Library has spaces that are used in ways consistent with OPL's mission, values and strategic priorities. This includes, but is not limited to conducting library business such as programs, events or meetings. When not required for library use, select spaces are available for booking by individuals, groups and organizations.

The purpose of this policy is to ensure equitable access to services, maintain a welcoming, safe and supportive environment and to outline the conditions of use and the fees where applicable. The decision to offer free or paid access to designated spaces to individuals and organizations is guided by several policies, most notably the [Inclusion](#) and [Intellectual Freedom](#) Policies. Permission to use these spaces does not imply any endorsement of the aims, policies or activities of any group or individual.

SCOPE:

This policy applies to individuals, groups or organizations that book rooms or space from Oakville Public Library. The term "client" refers to the organization, group or individual that has booked one of the Oakville Public Library's select spaces.

All space bookings are subject to meeting the requirements laid out in this policy and the [Room and Space Rental Terms of Use](#).

POLICY STATEMENT:

Use and fee structure:

Rental Spaces

When not required for library business, designated spaces can be rented by individuals, non-profit community groups and organizations and commercial entities as per the [fee schedule](#) outlining the regular and non-profit rates.

Work and Study Spaces:

Work and Study Spaces may be available at library branches for collaborative or individual work or study. These spaces are available on an ad hoc basis. There are also limited spaces that can be booked in advance. These bookable work and study spaces are available to reserve or use at no charge on a first come, first served basis or same day advance booking.

Interested parties can contact their local branch or visit OPL.ca to view spaces available for rental or booking.

Conditions of use:

- The library grants to the client the non-assignable right to use the space and any supplied equipment solely for the purposes of, and on the dates and times stated in the booking. Topics of discussion and the names of speakers including their affiliation must be disclosed at the time of booking.
- In using the space and the supplied equipment, the client and all persons admitted in the space during the client's use will comply with all applicable federal, provincial and municipal laws, by-laws, policies and regulations including the library's [Customer Code of Conduct](#) and the [Room and Space Rental Terms of Use](#).
- Library staff reserves the right to access the space at all times and may attend any event being conducted by the client in the space for the purpose of auditing or reviewing compliance with library policies.
- Preparation and distribution of all publicity or marketing materials regarding any event to be held in the space are the sole responsibility of the client. Unless approved in advance by the library in writing, the use of the library logo or any mark identified as library-related on such materials is not permitted. Any advertisement, publicity or media of any kind must not imply endorsement by the library of the content of the program or event in any way.
- Retail sales of any goods and/or services by commercial organizations or individuals are not permitted unless approved in advance by the CEO or designate.
- No games of chance, including lotteries, are permitted as the primary use of the space.

Denial of use:

The library reserves the right to interrupt, deny or cancel a booking as may be determined by the following:

- The client does not comply with all applicable federal, provincial and municipal laws, by-laws, policies and regulations including the library's [Customer Code of Conduct](#) and [Room and Space Rental Terms of Use](#).
- The activities conducted pose a risk to the health and safety of the public or staff.

- There is a likelihood that the premises or the equipment will be misused and/or damaged.
- It is deemed that the client misrepresented anything for the purposes of the booking.
- The activity conducted in the space duplicates or is in conflict with library program or event offerings.
- The Library becomes aware that the space is intended to be a regular location for the client's activities or that the client is listing the Library's address as its business address.
- Past misuse of the space.

If the library interrupts, denies or cancels a booking for any of the reasons listed above, it is under no obligation to provide a refund or to allow the client the use of the space or any other library facilities or property in the future. The client waives the right to any damages or compensation of any kind should its use of the space be so interrupted, denied or cancelled.

Appeal:

Applicants who are denied permission to use these facilities may, upon written request, have the decision reviewed by the CEO, whose decision shall be final.

Definitions:

Room / Space: any Oakville Public Library room / space at any location that has been booked for / by the client and is specified in the booking.

Client: the organization, group or the individual that has entered into a contract to book any of the Oakville Public Library spaces.

REPORT

Oakville Public Library Board

Meeting Date: November 21, 2024

FROM: Oakville Public Library

DATE: November 12, 2024

SUBJECT: Mandatory Learning Policy – November 21, 2024

RECOMMENDATION:

That the Mandatory Learning Policy be approved.

KEY FACTS:

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

- The Mandatory Learning Policy was previously approved on January 24, 2019 (Appendix B).
- The Mandatory Learning Policy has been updated with edits for clarification on the definition of mandatory learning and requirements for completion (Appendix A).
- The board was presented with this policy during the October 17th, 2024 board meeting and no changes were requested.

BACKGROUND:

OPL introduced a Mandatory Learning Policy in January 2019 as there was not a specific policy to address mandatory learning requirements and expectations. OPL refers to mandatory training requirements under other policies and procedures, such as Occupational Health, Safety, and Workplace Violence Policy and Accessibility Policy, but it was deemed that a separate policy addressing the requirements and expectations of mandatory learning was warranted.

COMMENT/OPTIONS:

The Mandatory Learning Policy was updated to align with OPL's revision of its onboarding program for new hires. Edits were made to provide clarify the definition of mandatory learning and the expectations for completion. All edits have been indicated in Appendix A with track changes.

The board was presented with this policy during the October 17th, 2024 board meeting and no changes were requested.

APPENDICES:

- Appendix A – Mandatory Learning Policy (2024)
- Appendix B – Mandatory Learning Policy (2019)

Prepared by:
Tricia Agnew, Manager, Human Resources

Submitted by:
Tara Wong, CEO



Mandatory Learning

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

PURPOSE STATEMENT:

Oakville Public Library (OPL) is committed to the provision of mandatory learning to deliver high quality customer service in a safe and supportive environment and to provide guidelines to ensure all staff maintain the requisite skills and knowledge to promote workplace health & safety and accessibility in compliance with ~~the law.~~legislation.

SCOPE:

This policy applies to all Library employees including but not limited to full-time, part-time, casual, students, temporary and interns.

POLICY STATEMENT:

Completion of mandatory learning is a shared accountability where each employee is responsible for completing the required learning with support from their designated ~~supervisor~~leader.

Mandatory learning includes but not limited to:

- Legislative training such as WHMIS, Health and Safety Awareness Training (for Workers and Supervisors), Respectful Conduct, Workplace Violence and Harassment, and Accessibility (AODA)
- Job-specific training appropriate to role and responsibilities.

All new employees will complete the mandatory learning ~~either by end of orientation period, or within three months of hire.~~within the identified orientation period.

Employees will be required to complete mandatory learning on an annual basis and/or as required by legislation or by OPL's policy and procedures. Employees will be notified of mandatory learning expectations and requirement to participate.

Employees returning from a leave of absence of one year or longer will complete the mandatory learning within three months of return to work and on an annual basis thereafter, as required.

All re-hires, ~~who have been terminated for a period of one year or longer and return to work,~~ will complete the mandatory learning within ~~three months of re-hire~~ identified orientation period and on an annual basis thereafter, as required.

Employees will be compensated for time spent completing mandatory learning.

RESPONSIBILITIES

Employees must complete and attend all mandatory learning as determined by OPL.

~~Managers and Supervisors~~ Leaders are responsible to implement this policy and ensure employee compliance of training.



Mandatory Learning

Policy Number:	HR-004B
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:

Oakville Public Library is committed to the provision of mandatory learning to deliver high quality customer service in a safe and supportive environment and to provide guidelines to ensure all staff maintain the requisite skills and knowledge to promote workplace health & safety and accessibility in compliance with the law.

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This policy applies to all Library employees including but not limited to full-time, part-time, casual, students, temporary and interns.

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Employees returning from a leave of absence of one year or longer will complete the mandatory learning within three months of return to work and on an annual basis thereafter.

All re-hires, who have been terminated for a period of one year or longer and return to work, will complete the mandatory learning within three months of re-hire and on an annual basis thereafter, as required.

Managers and Supervisors are responsible to implement this policy and ensure employee compliance of training.

REPORT

Oakville Public Library Board

Meeting Date: November 21, 2024

FROM: Finance Department

DATE: November 12, 2024

SUBJECT: 2024 Audit Planning Report – November 21, 2024

RECOMMENDATION:

That the Audit Planning Report prepared by KPMG for the 2024 fiscal year be received for feedback.

KEY FACTS:

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

- The audit plan is received annually from the auditor and sets out the work plan for the current year's audit,
- Finance staff at the town prepare the annual financial statements and supporting financial schedules and KPMG audits them for completeness and accuracy,
- Professional audit standards require the auditor to discuss the views of fraud risk with those charged with governance; this discussion takes place as part of the audit findings report prepared at the conclusion of the audit,
- There are new accounting standards the library is required to adopt for the 2024 fiscal year which are not anticipated to have a material impact to the financial statements.

BACKGROUND:

The auditor, KPMG, is responsible for annually auditing the accounts and transactions of the library and expressing an opinion on the financial statements based on their audit work.

To prepare for the audit of the library, KPMG has developed its Audit Planning Report, which is attached (Appendix A) to this report.

The audit plan also sets out the nature and the extent of the work to be completed by KPMG. The Audit Planning Report addresses:

- Audit highlights and strategy

- Materiality for the library’s financial statements
- New accounting standards
- Areas of risk KPMG will focus on during the audit
- Independence
- Information on audit quality
- Appendices to the Audit Planning Report:
 - Required communications
 - Use of technology in the audit
 - KPMG's audit approach and methodology
 - Audit and Assurance Insights

COMMENT/OPTIONS:

Finance staff have reviewed the 2024 Audit Planning Report and discussed the audit plan with KPMG. Consistent with prior years, the town’s finance department prepares a plan for closing the books for the current fiscal year, with the target of closing all 2024 financial operations by early February 2025. Once the 2024 records are closed, finance staff prepare the library’s financial statements.

The audit field work is scheduled for early March 2025. This timing will allow staff to complete the library’s financial statements and consolidate the library’s records with those of the town.

Upon completion of the audit, finance staff will present the financial statements to the board for approval at a Q2 meeting. At this same meeting, KPMG will also present their Audit Findings Report.

New Accounting Standards:

As highlighted by KPMG in their audit planning report, effective for the library’s 2024 fiscal year, there are three new accounting standards that need to be adopted for the 2024 Financial Statements. These new standards have been reviewed by staff and at this time there are no anticipated material changes to the financial statements.

APPENDICES:

Appendix A – Audit Planning Report for December 31, 2024

Prepared by:

Jade Surgeoner, Manager of Accounting – Town of Oakville

Submitted by:

Tara Wong, Chief Executive Officer



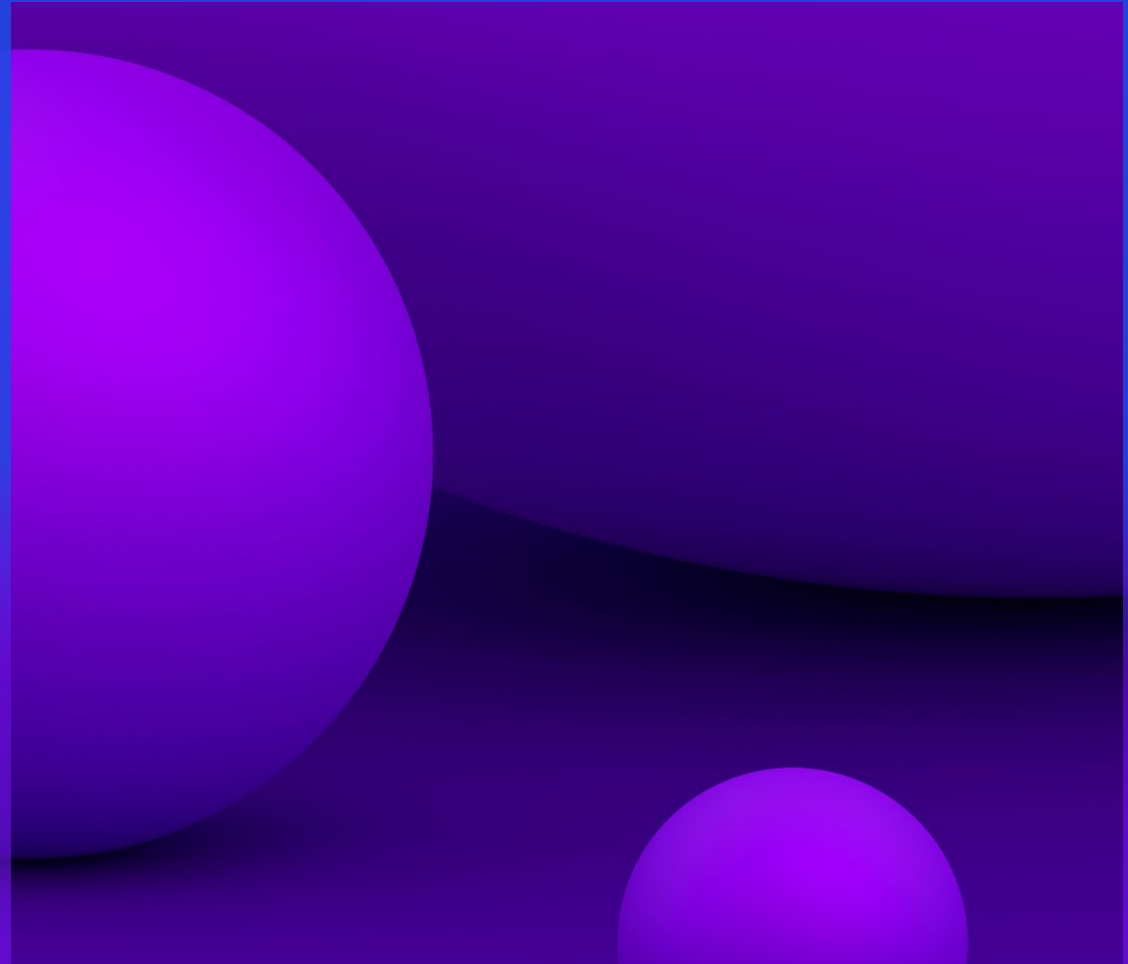
The Oakville Public Library Board

**Audit Planning Report
for the year-ended December 31, 2024**



Prepared October 7, 2024

kpmg.ca/audit



KPMG contacts

Key contacts in connection with this engagement



Carlos Alvarez

Audit Engagement Partner

905-523-2238

carlosalvarez@kpmg.ca



Matthew Ciardelli

Audit Senior Manager

905-972-2111

mciardelli@kpmg.ca

Table of contents

Digital use information

This Audit Planning Report is also available as a “hyper-linked” PDF document.

If you are reading in electronic form (e.g. In “Adobe Reader” or “Board Books”), clicking on the home symbol on the top right corner will bring you back to this slide.



Click on any item in the table of contents to navigate to that section.

4	Highlights	5	Audit strategy	7	Plan updates
8	Risk assessment	12	Independence	13	Audit Quality
14	Appendices				

The purpose of this report is to assist you, as a member of the Audit Committee, in your review of the plan for our audit of the financial statements. This report is intended solely for the information and use of Management, the Audit Committee, and Council and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report to the Audit Committee has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.



Audit highlights



No matters to report



Matters to report – see link for details

Scope

Our audit of the financial statements of The Oakville Public Library Board (“the Entity”) as of and for the period ended December 31, 2024 will be performed in accordance with Canadian generally accepted auditing standards and Public Sector Accounting Standards.

Audit strategy

Materiality \$368,000

Involvement of others

Updates to our prior year audit plan

- Refer to page 7 for additional details on new accounting standards. We do not believe these will have a significant impact on the Library upon adoption.

Risk assessment

Risk of management override of controls

- Presumed risk required to be addressed in each audit performed under Canadian Auditing Standards

Other significant risks

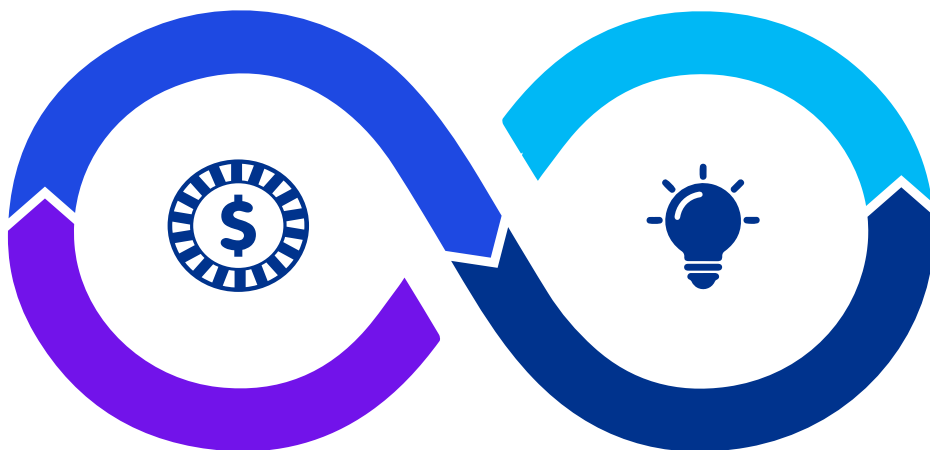
Presumed risk of fraudulent revenue recognition

Other risks of material misstatement

- Investments and investment income
- Tangible capital assets
- Post-employment benefit liabilities
- Revenue recognition
- Operating expenditure, including salaries and benefits



Materiality



We **initially determine materiality** at a level at which we consider that misstatements could reasonably be expected to influence the economic decisions of users. Determining materiality is a matter of **professional judgement**, considering both quantitative and qualitative factors, and is affected by our perception of the common financial information needs of users of the financial statements as a group. We do not consider the possible effect of misstatements on specific individual users, whose needs may vary widely.

We **reassess materiality** throughout the audit and revise materiality if we become aware of information that would have caused us to determine a different materiality level initially.

Plan and perform the audit

We **initially determine materiality** to provide a basis for:

- Determining the nature, timing and extent of risk assessment procedures;
- Identifying and assessing the risks of material misstatement; and
- Determining the nature, timing, and extent of further audit procedures.

We design our procedures to detect misstatements at a level less than materiality in individual accounts and disclosures, to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality for the financial statements as a whole.

Evaluate the effect of misstatements

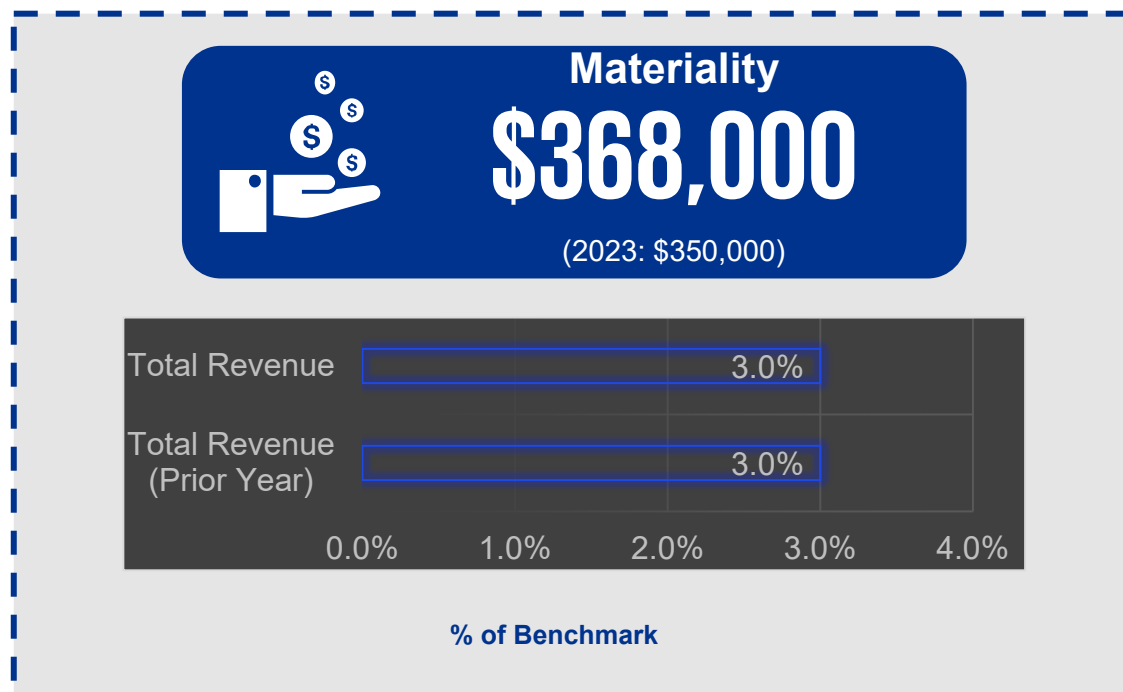
We also **use materiality** to evaluate the effect of:

- Identified misstatements on our audit; and
- Uncorrected misstatements, if any, on the financial statements and in forming our opinion.



Initial materiality

Initial materiality has been calculated as 3% of Total Revenues. The benchmark and percentage used to calculate materiality are consistent with prior period and are based on 2023 actual results.



Chosen Benchmark: Total Revenue

\$12,298,460

(Prior Year Benchmark: \$11,745,987)

Comparative Benchmark: Total Expenses

\$11,916,996

(Prior Year Benchmark : \$11,213,975)

Comparative Benchmark: Net Assets

\$493,591

(Prior Year Benchmark : \$420,114)

The audit misstatement posting threshold (AMPT) is initially set at \$18,400 (2023 - \$17,500). We will profile all audit misstatements that exceed this threshold in our Audit Findings Report.



Updates to our prior year audit plan

Other significant changes



Newly effective accounting standards
(effective for fiscal periods beginning on or after April 1, 2023)



PS 3400 – Revenue

Previous standards provided guidance for revenue recognition on primary revenue streams such as taxation revenue and government grants. The new standard provides general recognition guidance to provide consistency for other streams not previously covered by existing public sector standards.

PSG-8 – Purchased Intangibles

This standard governs recognition of intangible assets which were acquired through an exchange transaction, namely an arm's length exchange between two willing parties (as opposed to inter-entity transfers, which are excluded).

PS 3160 – Public Private Partnerships

Public private partnerships ("P3s") are an alternative procurement and finance model where public sector entities purchase infrastructure using a private sector partner.

We will discuss the upcoming standards with management, however it is not expected that these standards will have a significant impact to the Library based on the nature of its operations and its existing revenue recognition policies.



Newly effective auditing standards



No matters to bring to your attention.

Newly effective auditing standards





Risk assessment summary

Our planning begins with an assessment of risks of material misstatement in your financial statements.

We draw upon our understanding of the Entity and its environment (e.g. the industry, the wider economic environment in which the business operates, etc.), our understanding of the Entity's components of its system of internal control, including our business process understanding.

We use advanced technologies in performing our risk assessment procedures.

		Risk of fraud	Risk of error	Risk rating
●	Management override of controls	✓		Presumed - Significant
●	Improper revenue recognition (including grants and user fees)	✓		Presumed - Rebutted
●	Tangible capital assets		✓	Base
●	Post-employment benefit liabilities		✓	Base
●	Operating expenditures (including salaries and benefits)		✓	Base

Advanced technologies

Our **KPMG Clara Dynamic Risk Assessment** tool gives us a more sophisticated, forward-looking and multi-dimensional approach to assessing audit risk.

[▶ Learn more](#)

Our **KPMG Clara Business Process Mining** provides immediate visualization of how 100% of your transactions are processed to complement your process narratives & flow charts.

[▶ Learn more](#)

KPMG Clara Account Analysis allows us to analyze the flow of transactions through your business to drive a more meaningful risk assessment.

[▶ Learn more](#)

KPMG Clara AI allows us to layer AI into our auditing platform, allowing us to scan 100% of your data and pull all of the risky transactions and anomalies out for further analysis.

[▶ Learn more](#)



Significant risks



Management Override of Controls (non-rebuttable significant risk of material misstatement)

RISK OF



FRAUD

Why is it significant?

**Presumption
of the risk of fraud
resulting from
management
override of
controls**

Management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Although the level of risk of management override of controls will vary from entity to entity, the risk nevertheless is present in all entities.

Our planned response

As this presumed risk of material misstatement due to fraud is not rebuttable, our audit methodology incorporates the required procedures in professional standards to address this risk. These procedures include:

- testing of journal entries and other adjustments,
- performing a retrospective review of estimates which require management's judgment to compute,
- evaluating the business rationale of significant unusual transactions, and
- Incorporating an element of unpredictability into our audit plan

Advanced technologies

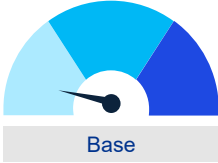
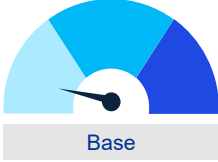
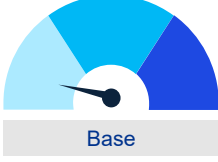
Our KPMG Clara Journal Entry Analysis Tool assists in the performance of detailed journal entry testing based on engagement-specific risk identification and circumstances. Our tool provides auto-generated journal entry population statistics and focusses our audit effort on journal entries that are riskier in nature.



[Click to learn more](#)

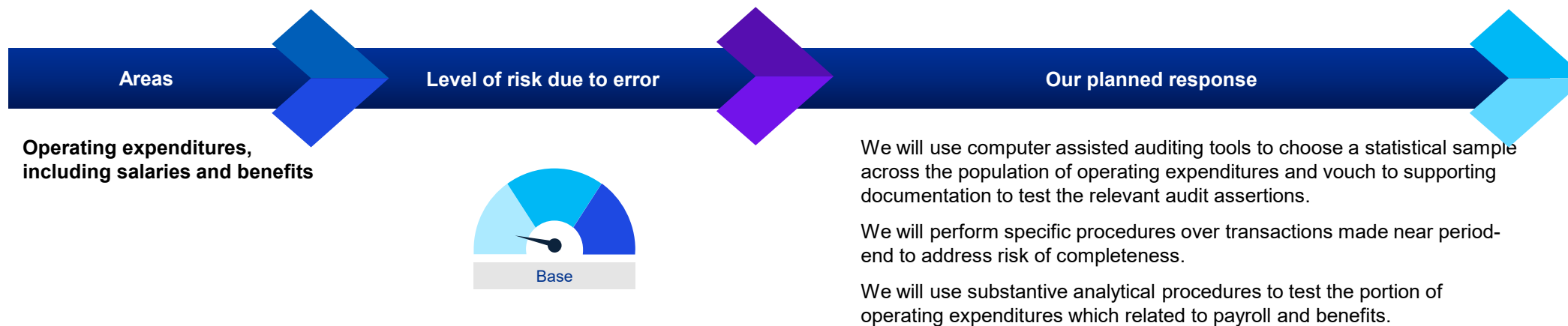


Other risks of material misstatement

Areas	Level of risk due to error	Our planned response
Revenue recognition – government grants and user fees	 <p>Base</p>	<p>We will ensure the annual operating grant from the Town is accurately recorded and disclosed as a related party transaction.</p> <p>We will review the terms of any third party government grants and ensure that amounts are recorded accurately and appropriately deferred if terms of the agreement are not yet achieved.</p> <p>We will test user fees and related revenues on a substantive sample basis.</p>
Tangible capital assets	 <p>Base</p>	<p>Tangible capital assets are always a material balance based on the nature of the entity.</p> <p>We will ensure the schedule of assets correctly rolls from the prior year's ending position, and that any additions meet the criteria for capitalization and disposals are appropriately recorded.</p> <p>We will recalculate annual amortization and ensure it is applied accurately in line with the entity's accounting policies.</p>
Post-employment benefit liabilities (estimate)	 <p>Base</p>	<p>Post-employment benefit liabilities represent the present value of obligations to be settled at a future date. As such, this represents an area of estimation and management involves a third party Actuary to assist with computing the amount recorded on the financial statements.</p> <p>We will review the actuary's methodology and ensure it is in line with public sector accounting standards, vouch key data inputs to HR records, and benchmark key assumptions against the industry comparatives.</p>



Other risks of material misstatement





Independence: Request for pre-approval of services

We are presenting the following services for pre-approval by the Audit Committee. We will inform the Audit Committee on a timely basis of any services performed pursuant to pre-approval previously granted under the policies and procedures approach.

The services are not prohibited, and threats to our independence, if any, resulting from the provision of the services will be eliminated or reduced to an acceptable level. We confirm that we are not engaged to provide, and have not provided, any services which would infringe on our independence as external auditors.

We confirm the services for which we request pre-approval are in-line with the current engagement letter signed between KPMG and the Corporation of the Town of Oakville and that no changes in scope have been applied to those requested and previously agreed upon.

Scope of services:

- Annual financial statement of the Oakville Public Library Board for the year-ended December 31, 2024



How do we deliver audit quality?

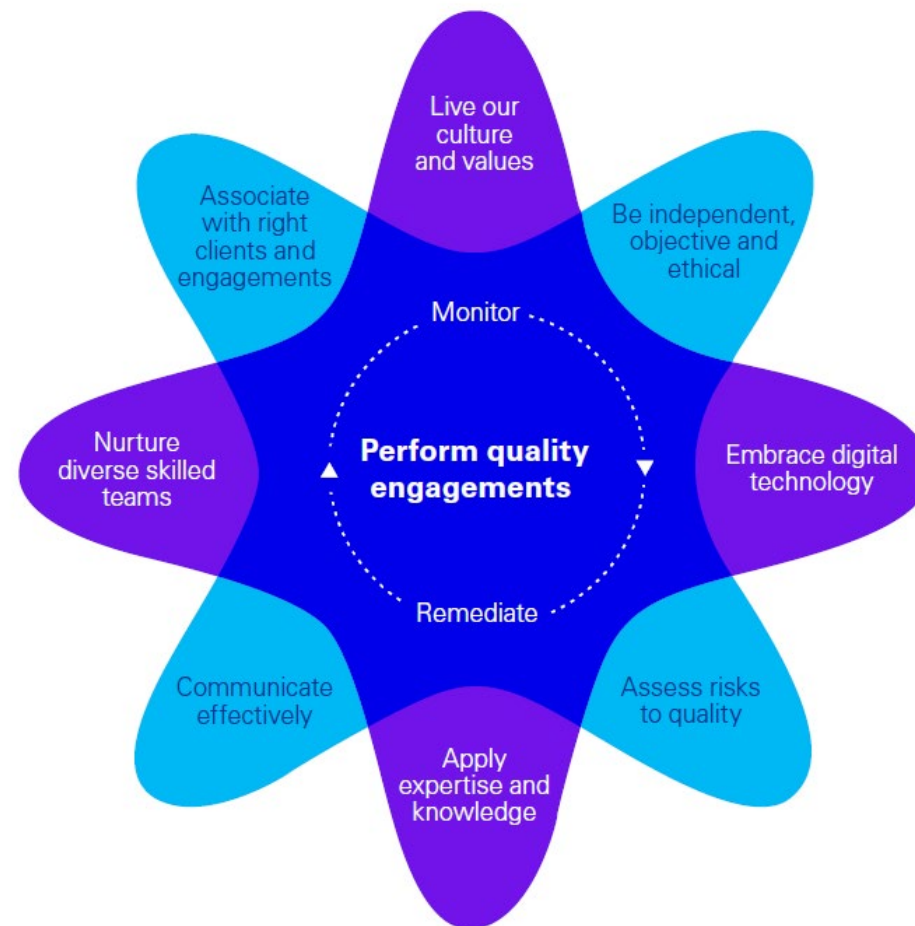
Quality essentially means doing the right thing and remains our highest priority. Our Global Quality Framework outlines how we deliver quality and how every partner and staff member contributes to its delivery.

The drivers outlined in the framework are the ten components of the KPMG System of Quality Management (SoQM). Aligned with ISQM 1/CSQM 1, our SoQM components also meet the requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA) and the relevant rules of professional conduct / code of ethics applicable to the practice of public accounting in Canada, which apply to professional services firms that perform audits of financial statements. Our Transparency Report includes our firm's Statement on the Effectiveness of our SoQM.

 [KPMG Canada Transparency Report](#)

We define 'audit quality' as being the outcome when:

- audits are **executed consistently**, in line with the requirements and intent of **applicable professional standards** within a strong **system of quality management**; and
- all of our related activities are undertaken in an environment of the utmost level of **objectivity, independence, ethics and integrity**.



Doing the right thing. Always.

Appendices



Required communications



Use of technology



New accounting standards



Audit and assurance insights



Technology journey





Appendix: Other required communications



CPAB communication protocol

The reports available through the following links were published by the Canadian Public Accountability Board to inform Audit Committees and other stakeholders about the results of quality inspections conducted over the past year:

- [CPAB Audit Quality Insights Report: 2022 Interim Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2022 Annual Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2023 Interim Inspections Results](#)
- [CPAB Regulatory Oversight Report: 2023 Annual Inspections Results](#)



Appendix: Required inquiries of the audit committee



Inquiries regarding risk assessment, including fraud risks

- What are the Audit Committee's views about fraud risks, including management override of controls, in the Company? And have you taken any actions to respond to any identified fraud risks?
- Is the Audit Committee aware of, or has the Audit Committee identified, any instances of actual, suspected, or alleged fraud, including misconduct or unethical behavior related to financial reporting or misappropriation of assets?
 - If so, have the instances been appropriately addressed and how have they been addressed?
- How does the Audit Committee exercise oversight of the Company's fraud risks and the establishment of controls to address fraud risks?



Inquiries regarding company processes

- Is the Audit Committee aware of tips or complaints regarding the Company's financial reporting (including those received through the Audit Committee's internal whistleblower program, if such programs exist)? If so, the Audit Committee's responses to such tips and complaints?



Inquires regarding related parties and significant unusual transactions

- Is the Audit Committee aware of any instances where the Company entered into any significant unusual transactions?
- What is the Audit Committee's understanding of the Company's relationships and transactions with related parties that are significant to the Company?
- Is the Audit Committee concerned about those relationships or transactions with related parties? If so, the substance of those concerns?



Appendix – Use of Technology (KPMG Clara)



Streamlined client experience

And deeper insights into your business, translating to a better audit experience.



Secure

A secure client portal provides centralized, efficient coordination with your audit team.



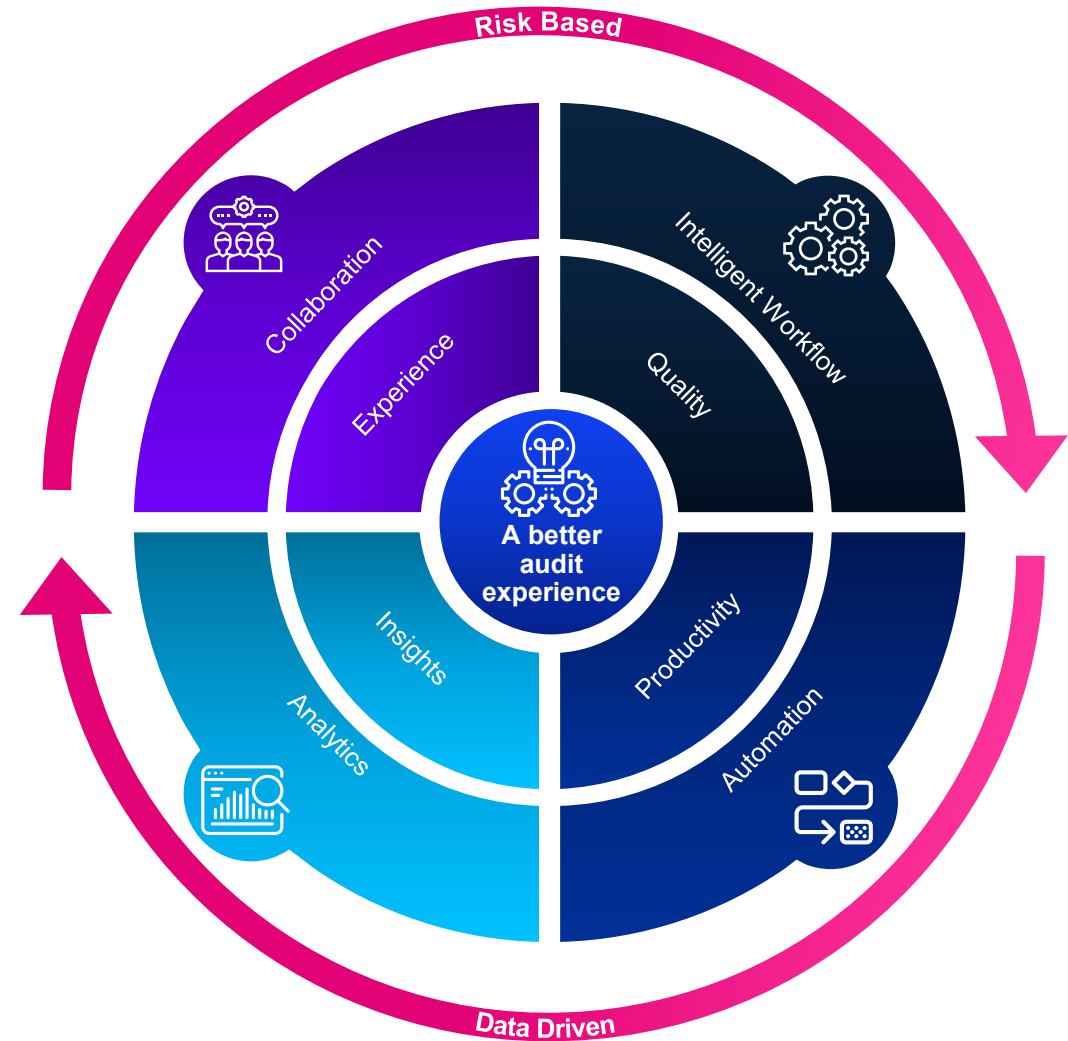
Intelligent workflow

An intelligent workflow guides audit teams through the audit.



Increased precision

Advanced data analytics and automation facilitate a risk-based audit approach, increasing precision and reducing your burden.





Appendix: Newly effective and upcoming changes to auditing standards

For more information on newly effective and upcoming changes to auditing standards - see Current Developments 

Effective for periods beginning on or after December 15, 2023

ISA 600/CAS 600

.....
Revised special considerations – Audits of group financial statements

Effective for periods beginning on or after December 15, 2024

ISA 260/CAS 260

.....
Communications with those charged with governance

ISA 700/CAS 700

.....
Forming an opinion and reporting on the financial statements



Appendix : Audit and assurance insights

Our latest thinking on the issues that matter most to Audit Committees, board of directors and management.

KPMG Audit & Assurance Insights

Curated research and insights for audit committees and boards.

Board Leadership Centre

Leading insights to help board members maximize boardroom opportunities

Current Developments

Series of quarterly publications for Canadian businesses including Spotlight on IFRS, Canadian Assurance & Related Services, Canadian Securities Matters, and US Outlook reports.

Audit Committee Guide – Canadian Edition

A practical guide providing insight into current challenges and leading practices shaping audit committee effectiveness in Canada.

Accelerate 2024

The key issues driving the audit committee agenda in 2024.

Sustainability Reporting

Resource centre on implementing the new Canadian reporting standards

IFRS Breaking News

A monthly Canadian newsletter that provides the latest insights on accounting, financial reporting and sustainability reporting.





Appendix: Insights to enhance your organization

We have the unique opportunity as your auditors to perform a deeper dive to better understand your business processes that are relevant to financial reporting.

Lean in Audit

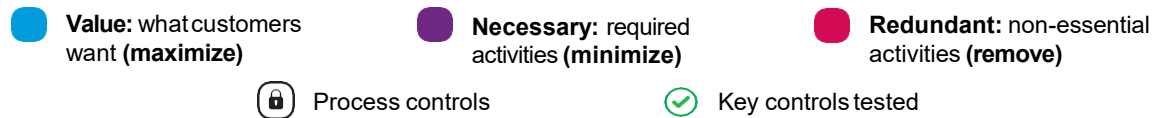
Lean in Audit™ is KPMG's award-winning methodology that offers a new way of looking at processes and engaging people within your finance function and organization through the audit.

By incorporating Lean process analysis techniques into our audit procedures, we can enhance our understanding of your business processes that are relevant to financial reporting and provide you with new and pragmatic insights to improve your processes and controls.

Clients like you have seen immediate benefits such as improved quality, reduced rework, shorter processing times and increased employee engagement.

We look forward to working with you to incorporate this approach in your audit.

How it works		
Standard Audit	Typical process and how it's audited	
Lean in Audit™	Applying a Lean lens to perform walkthroughs and improve Audit quality while identifying opportunities to minimize risks and redundant steps	
How Lean in Audit helps improve businesses processes	Make the process more streamlined and efficient for all	





Appendix: Our technology story



Streamlined client experience

And deeper insights into your business, translating to a better audit experience.



Secure

A secure client portal provides centralized, efficient coordination with your audit team.



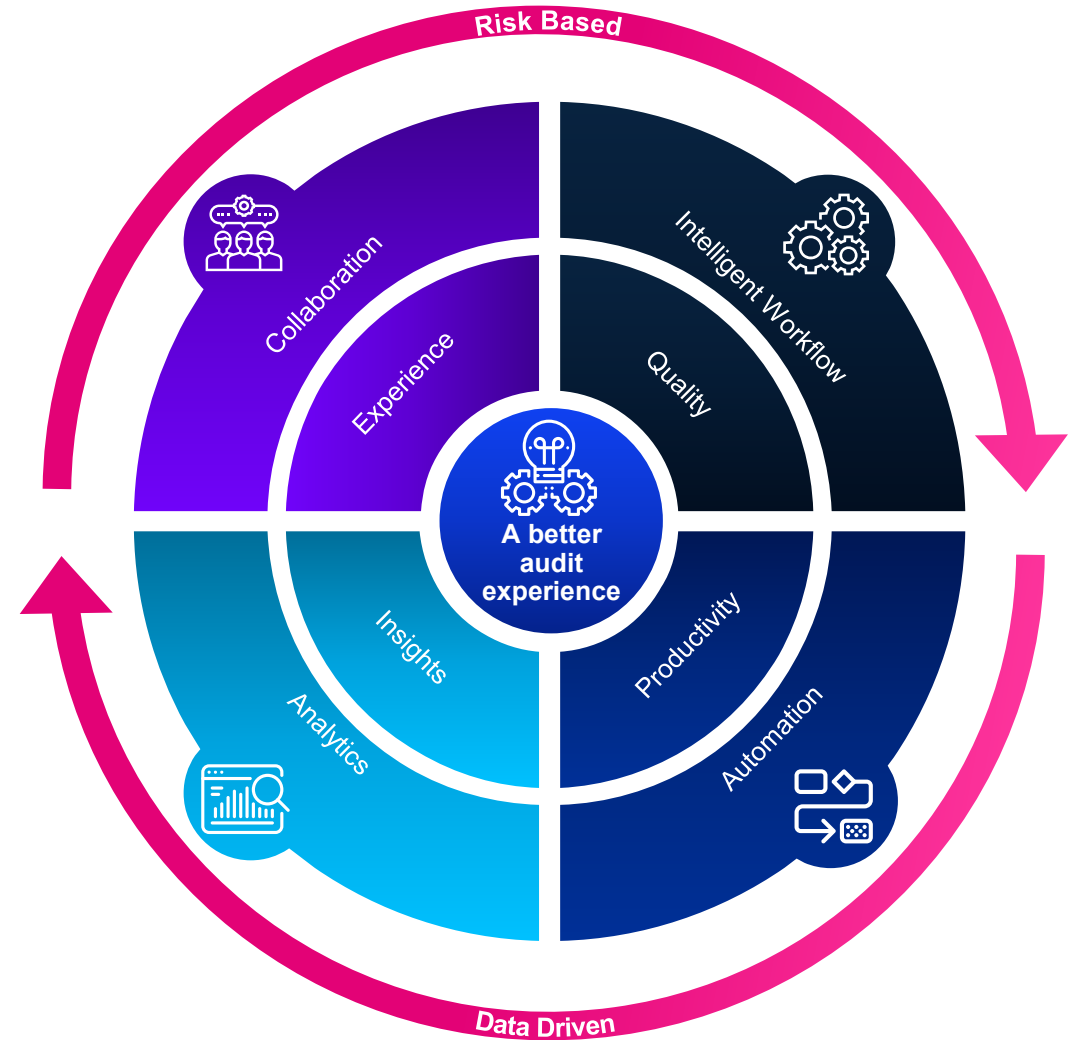
Intelligent workflow

An intelligent workflow guides audit teams through the audit.



Increased precision

Advanced data analytics and automation facilitate a risk-based audit approach, increasing precision and reducing your burden.





Appendix: Continuous evolution

Our investment: \$5B

We are in the midst of a five-year investment to develop our people, digital capabilities, and advanced technology.

Responsive delivery model

Tailored to you to drive impactful outcomes around the quality and effectiveness of our audits.

Result: A better experience

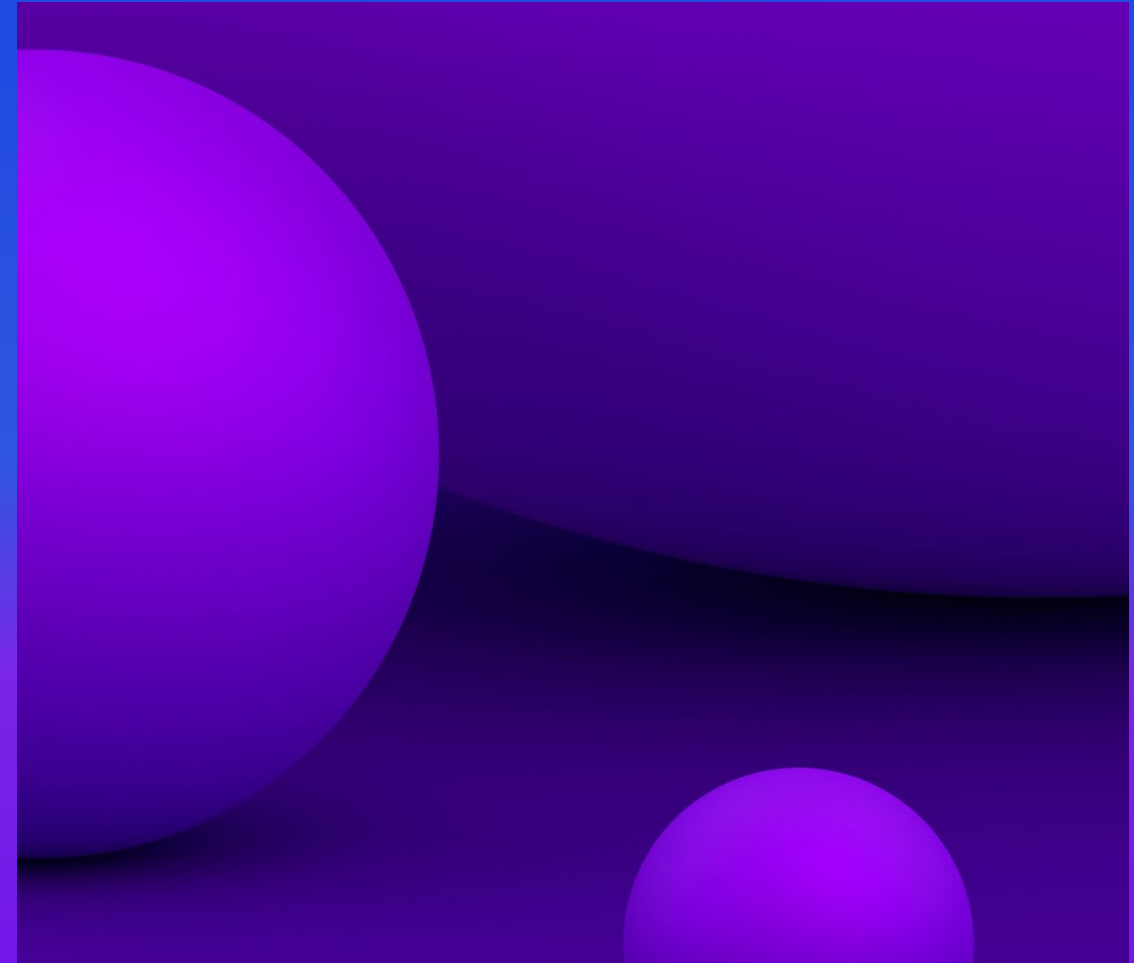
Enhanced quality, reduced disruption, increased focus on areas of higher risk, and deeper insights into your business.





[kpmg.ca](https://www.kpmg.ca)

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REPORT

Oakville Public Library Board

Meeting Date: November 21, 2024

FROM: Oakville Public Library

DATE: November 12, 2024

SUBJECT: Comprehensive Financial Report at September 30, 2024

RECOMMENDATION:

That the Comprehensive Financial Progress Report as of September 30, 2024, be received for information.

KEY FACTS:

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

- At September 30, 2024, the Oakville Public Library (OPL) is projecting an operating surplus of \$281,511 (June 30, 2024 projection - \$213,066).
- The Development Reserve fund is projecting a year-end balance of \$61,692 (September 30, 2023 projection - \$161,047)
- The HIP Trust is projecting a year-end balance of \$50,445 (September 30, 2023 projection - \$51,877)
- The Board is provided with detailed quarterly financial reports on operating, capital and reserve funds.

BACKGROUND:

This report provides an update on the OPL financial activities from January 1 – September 30, 2024 and covers all financial matters including: operating and capital expenditures and reserve and trust fund balances. Staff monitor the operating activities monthly to ensure revenue targets are met and potential expenditure overruns are identified early and, where applicable, corrective action is taken. The next financial progress report to the Board will be the final year-end report at December 31, 2024.

COMMENT/OPTIONS:

Operating Variance Analysis and Projection to Year-end

The following table illustrates the OPL’s variances year-to-date and projection to year-end by expense and revenue type:

	2024 Net Approved Budget	2024 Net Expenditures 30-Sep	Funds Remaining	2024 Projected Year-End Actuals	Projected Year-End Variance	% Budget Remaining
EXPENSES						
PERSONNEL SERVICES & BENEFITS	9,677,500	6,872,541	2,804,959	9,327,552	349,948	3.6%
MATERIALS & SUPPLIES	1,650,900	1,206,066	444,834	1,686,615	(35,715)	-2.2%
CAPITAL OUT OF OPERATIONS	20,200	17,224	2,976	77,890	(57,690)	-285.6%
PURCHASED SERVICES	1,258,100	758,811	499,289	1,219,464	38,636	3.1%
PAYMENTS & GRANTS	12,500	8,060	4,440	13,058	(558)	-4.5%
INTERNAL EXPENSES & TRANSFERS	339,700	213,813	125,887	330,961	8,739	2.6%
Total EXPENSES	12,958,900	9,076,515	3,882,385	12,655,540	303,360	2.3%
REVENUES						
EXTERNAL REVENUES	(400,300)	(207,821)	(192,479)	(396,651)	(3,649)	0.9%
INTERNAL RECOVERY & FUND TRSFS	(378,800)	-	(378,800)	(360,600)	(18,200)	4.8%
Total REVENUES	(779,100)	(207,821)	(571,279)	(757,251)	(21,849)	2.8%
Total Oakville Public Library	12,179,800	8,868,694	3,311,106	11,898,289	281,511	2.3%

The OPL is projecting a surplus of approximately \$281,500 based on actual results to Sept 30th and projected spending to year-end. Driving the surplus is realized and anticipated savings in personnel costs and benefits. Vacancies in full-time positions are primarily in the Innovation and Integration section of the OPL, including the recently vacated Director position, anticipated to be filled in Q1 2025.

Materials and supplies are projecting to be over budget in the third quarter due to higher spending on collection resources for children’s books and adult and children's electronic resources. Capital out of operations is projected to be over budget due to additional spending on branch sensors and tablets for room booking. Purchased services is projecting savings for courier services which has now been brought in-house with the courier van coming into service in early 2024. This budget has been removed for 2025.

Internal recovery and fund transfers are projecting \$18,200 of deficit as the transfer from the OPL Development reserve for the Fund Development Coordinator position is not projected for 2024 due to the vacancy in that position from January to mid-April of this year.

The following table illustrates the OPL variances to date and projection year-to-date by program area:

	2024 Net Approved Budget	2024 Actuals as of 30-Sep	Funds Remaining	2024 Projected Year-end Actuals	Projected Year-end Variance	%
Oakville Public Library						
Administrative Services	742,400	716,451	25,949	786,772	(44,372)	-6.0%
Customer Experience	7,084,100	5,202,836	1,881,264	6,964,147	119,953	1.7%
Innovation and Integration	4,353,300	2,949,407	1,403,893	4,147,370	205,930	4.7%
Total Oakville Public Library	12,179,800	8,868,694	3,311,106	11,898,289	281,511	2.3%

Administrative Services

A deficit of \$44,372 is projected for Administrative Services, primarily due to estimated overages in personnel services and benefits, as well as higher costs for membership dues and subscriptions.

Customer Experience

A surplus of \$119,953 is projected for the Customer Experience service area. A budget of \$100,000 for estimated staffing vacancies is included in this section but is projected to be realized in the Innovation and Integration section. Contracted maintenance costs and repairs and maintenance are also estimated to be over budget by approximately \$36,000 for the branches due to the increased maintenance costs, primarily at the older Central branch location. Photocopier revenue is projected to come in at a surplus, and unbudgeted grants are offsetting the increased costs.

Innovation and Integration

A surplus of \$205,930 is projected for Innovation and Integration and is primarily for salaries and benefits. The OPL has assessed each vacant position to ensure optimal service delivery and has now filled all the full-time vacancies. Higher spending in Collections resources is offsetting these savings.

Library Development Reserve

Included in the Innovation and Integration program is administration of the Library Development Fund. For 2024, a budget of \$100,000 is designated for development funded programs and initiatives, and \$30,000 for adult fiction collections from the Jack and Joan Wood Estate fund. \$18,200 is budgeted to be transferred to

operating to partially fund the Fund Development Coordinator position, however it is not projected to be transferred into operating in 2024 due to the vacancy in the position for a part of the year. A transfer of \$92,100 is also budgeted to fund the new full-time Customer Information Specialist position at Glen Abbey, that will be moved to the new Sixteen Mile Library in 2025 and funded from operating beginning in July. Thus, the total budgeted transfer to operating from the development reserve is \$240,300 but is projected to be \$222,100.

The transfer of \$213,500 budgeted for the OPL Newspaper Digitization and Local History Portal project is also budgeted as a transfer out of the Development Fund reserve.

The table below illustrates the unaudited balance of the library’s development reserve fund as of January 1, 2024. As illustrated in the table, the opening balance of the reserve fund was \$188,346.

Total donation revenue is targeted at \$100,000 for 2024 and includes individual and major giving, budgeted transfers from the OCF funds, corporate giving, special events and third-party fundraising events and book sales. To September 30, 2024, total donation revenue received is \$45,301. The Fund Development Coordinator position (vacant from December 2023 to April 15, 2024) has been reviewing 2023 initiatives and goals to plan for the remainder of 2024. Friendly Finds sales in branches have continued at 8 locations across Oakville. The Friends of the Oakville Public Library will be holding 4 book sales in 2024 as well as participating in community events across Oakville.

	2024	2024
	Actuals to	Projection
	30-Sep	to Year-end
OPENING BALANCE	188,346	188,346
EXPENDITURES:		
Transfer to Operating		222,100
Transfer for OPL Newspaper Digitization Project		213,500
Total Commitments to Operating Fund		435,600
TOTAL EXPENDITURES from RESERVE		435,600
REVENUES:		
Transfer from OCF		200,000
Donations, Special Events, Grants	45,301	100,000
TOTAL REVENUE to RESERVES	45,301	300,000
CLOSING BALANCE before interest	233,647	52,746
Interest		8,946
CLOSING BALANCE including interest	233,647	61,692

Halton Information Providers (HIP) Trust Fund

OPL is part of the Halton Information Providers (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 \$54,197 at January 1, 2024.

Halton Region contributes \$52,500 toward management of the program, as it does annually. Interest is also earned on the Trust balance and estimated at \$2,616 for the year. Service fee revenue is projected at approximately \$5,000. The Information Oakville staff are now focusing on the evaluation and community feedback consultations with the Halton Newcomer InfoPods initiative funded by Immigration, Refugees, and Citizenship Canada (IRCC). 2025 is the last year of a successful five-year grant. The HIP joint venture partners will undertake the development of a new strategic plan, including a new budget.

It is projected that the total expenditures for HIP will be \$170,116. These expenditures include a transfer of \$138,500 to the OPL for management of HIP. Expenditures are also budgeted for training, software as a service costs and consulting fees to assist in revenue growth. Thus, the projected ending balance is \$50,445.

	Library Trust 69/690	Dec 31st Balance Projection
BALANCE AS AT JAN 1, 2024	54,197	54,197
<u>Revenues</u>		
Interest transfer		2,616
IRCC Grant	89,661	110,000
Service fees	4,426	5,000
Recovery from Halton Region		52,500
Total Revenue	94,087	170,116
<u>Expenditures</u>		
HIP Training, software, consulting, etc.	287	2,000
IRCC Grant expenses	16,683	33,367
Transfer to OPL Operations	72,977	138,500
Total Expenditures	89,948	173,867
BALANCE AS AT SEPT 30, 2024	58,335	50,445

Capital Variances

The total capital budget for open projects is \$22,751,800. Year-to-date in 2024, \$3,908,725 has been spent or committed on those projects, bringing the total life-to-date expenditure to \$4,020,822.

Projects for the New Branch Library – Trafalgar Corridor North and Palermo (Land Purchase) as well as the Incubator Libraries are waiting on direction from the Parks, Recreation and Library Master Plan, which will conclude before the end of 2024. All other projects are either underway or will be during the year, including the OPL Newspaper Digitization and Local History Portal which was approved in the 2024 budget.

The DCH – Library project is underway as shown by the outstanding commitment of approximately \$3.3 million for the architect’s design work.

Capital Variance Report - Sept 30, 2024					
	Life-to-Date Budget	2024 Year-to-Date Actuals	Outstanding Commitment	Life-to-Date Actuals and Commitments	Remaining Approved Budget
Oakville Public Library					
71101811 New Branch Library - Trafalgar Urban Core South	5,040,100	33,708	0	33,708	5,006,392
71102106 Incubator Libraries (Location TBD)	66,300	0	0	7,204	59,096
71102206 OPL Website Maintenance and Improvements	90,400	21,722	0	65,119	25,281
71102210 New Branch Library - Palermo (Land Purchase)	8,125,100	0	0	0	8,125,100
71102211 Library Master Plan Update	75,000	60,230	12,817	73,047	1,953
71102302 Scheduling Software Needs Review	30,200	9,922	0	10,122	20,078
71102303 Libraries Capital Replacements	25,200	0	0	200	25,000
71102304 Library Furniture and Equipment	132,600	13,114	11,115	69,125	63,475
71102305 Sixteen Mile Library Collections	3,266,300	0	0	16,200	3,250,100
71102404 OPL Newspaper Digitization and Local History Portal	313,500	0	0	0	313,500
71102406 DCH - Library	5,587,100	397,487	3,348,610	3,746,097	1,841,003
Total Oakville Public Library	22,751,800	536,183	3,372,542	4,020,822	18,730,978

Prepared by:
Belinda Wiersma CA CPA, Senior Financial Analyst

Submitted by:
Tara Wong CEO

REPORT

Oakville Public Library Board

Meeting Date: November 21, 2024

FROM: Oakville Public Library

DATE: November 12, 2024

SUBJECT: 2025 OPL Goals – November 21, 2024

RECOMMENDATION:

That the 2025 OPL Goals be approved.

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 2025, OPL is proposing four areas of focus –Capital Projects, Cardholder Growth, Staff Growth and Engagement, Succession Planning with corresponding goals for review and feedback.
- The Diversity, Equity and Inclusion Strategic Framework has been removed from the OPL Goals for 2025. The DEI Employee Resource group is drafting Year 3 and it will be brought to the board in Q1 2025.
- Progress reports on the status of the OPL Goals are brought to the Board quarterly.
- At the October board meeting, feedback was provided on the proposed goals and resulted in the following updates:
 - a goal was added to reflect the Local Newspaper digitization project
 - grants were added as a stream to help raise money for the New Central project
 - the cardholder goal for 2025 was increased from 5% to 10% to account for the expected increases as a result of the opening of Sixteen Mile.

BACKGROUND:

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

COMMENT/OPTIONS:

The four following areas of focus were identified as key areas for improvement and/or growth in 2025:

CAPITAL PROJECTS

1. **Previously started in Q3 2024 and continuing in 2025, OPL will engage with donors and prospective donors to raise funds to support the new Central Branch located at 193 Church St. OPL will also identify and apply for applicable grants to assist in funding the project with a goal of raising a minimum of 1 million for the project through both streams.**

Strategic Pillar: Expanding Our Reach

2. **In Q2 2025, OPL will start detailed design of the Trafalgar Urban Core South branch including community engagement within the Trafalgar Urban Core South and neighboring areas to understand the program needs of the branch. The process will include a minimum of 5 community engagements including a targeted survey, focus groups and programming. Success will also be measured using the percentage of identified community needs integrated into the design.**

Strategic Pillar: Expanding Our Reach / Enriching Lives and Building Healthy Communities

3. **Starting in Q2 2025, OPL will begin hiring and onboarding staff for the permanent Sixteen Mile branch targeted to open in late Q3 2025. OPL will have completed 100% of the required hiring/onboarding 30 days prior to the opening of the branch.**

Strategic Pillar: Expanding Our Reach / Investing in Staff to provide exceptional customer experiences

4. **By Q4. ensure that the third-party company tasked with digitizing OPL's local newspaper collection successfully digitizes 100% of the collection and delivers to OPL a complete and high-quality digital archive.**

Strategic Pillar: Expanding Our Reach / Promoting Digital Discovery

LIBRARY CARDHOLDER GROWTH

1. Starting in Q2, OPL will leverage its new marketing tool to develop cardholder onboarding and retention programs to highlight the depth and breadth of the tools and services available to customers with focus on digital. By the end of 2025, OPL will have increased the percentage of Oakville households with a library card by 10% and increased the number of active accounts by 5%. (carried over from 2024)

Strategic Pillar: Expanding our Reach / Promoting Digital Discovery

2. Starting in Q1, OPL will continue to engage in new cardholder signup activities and strengthen ongoing connections with customers to demonstrate the continued value of active membership. By the end of 2025, OPL will have increased the percentage of Oakville households with a library card by 10% and increased the number of active accounts by 5%.

Strategic Pillar: Expanding our Reach / Promoting Digital Discovery

Please note: These two goals have the same metric as it reflects a two-pronged approach to customer growth and retention.

Staff Growth and Engagement

1. Starting in Q1, OPL will leverage feedback from the Customer Satisfaction Survey (Q3 2024 results) to identify key areas for improvement and develop new learning opportunities for OPL staff to enhance the delivery of services for all customers. By Q3 2025, there will be a measurable improvement in customer satisfactory survey ratings in these areas.

Strategic Pillar: Investing in Staff to provide exceptional customer experiences

2. Starting in Q1, OPL will review the results of the Fall 2024 Staff Feedback Survey to identify actions to align the rating between two key engagement results:

- a. **“My contributions are important to the success of my department” which received an average 84% satisfaction result in previous years.**
- b. **“Taking everything into account, I like working at this organization” which received an average 69% satisfaction in previous years.**

Based on the review, OPL will engage staff to identify actions to support a measurable improvement in aligning the results of those two key engagement results.

Strategic Pillar: Investing in Staff to provide exceptional customer experiences

For the past 2 years, the OPL Goals have included a Diversity, Equity and Inclusion Strategic Framework. For 2025, this framework will be developed by the Diversity, Equity and Inclusion Employee Resource group (DEI ERG). The DEI ERG is current working on the 2025 plan, and it will be brought to the board in Q1 2025.

Succession Planning

1. **By the end of 2025, the CEO will develop the leadership and writing/presentation skills of the Director, Customer Experience and Director, Innovation and Integration by encouraging and supporting them to take a 50% larger role in board report writing and presentation delivery. The success will be measured by all directors presenting at least 6 board reports each by year-end, with a 90% satisfaction rate from board members on the clarity and effectiveness of the reports and presentations.**

Strategic Pillar: Investing in Staff to provide exceptional customer experiences

APPENDICES:

N/A

Prepared and submitted by: Tara Wong, CEO

REPORT

Oakville Public Library Board

Meeting Date: November 21, 2024

FROM: Oakville Public Library

DATE: November 12, 2024

SUBJECT: Q3 2024 OPL Goals Update – November 21, 2024

RECOMMENDATION:

That the Q3 2024 OPL Goals Update 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 2024, OPL proposed four areas of focus –Central Branch Development, Cardholder Growth, Customer Satisfaction, and Staff Growth and Engagement with corresponding goals for review and feedback.
- The 2024 OPL Goals were approved by the OPL Board at the January 18, 2024 meeting.
- Progress reports on the status of the OPL Goals are brought to the OPL Board quarterly.

BACKGROUND:

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

COMMENT/OPTIONS:

For 2024, the following areas of focus were identified as key areas for improvement and/or growth in 2024:

CENTRAL BRANCH DEVELOPMENT

- 1. Starting in Q1 2024, OPL will begin planning for a new Central Branch located at 193 Church St. In 2024, the project will consist of public consultation on programs and services. The consultation process aims to receive feedback from over 2000 residents from across Oakville.**

Strategic Pillar: Expanding Our Reach / Enriching Lives and Building Healthy Communities

Q1 Update:

The RFP was issued in March and received 13 submissions. OPL staff along with representatives from Facilities Services are in the process of reviewing and evaluating the submissions. The top submissions will then be required to participate in an interview phase. The successful firm is expected to be onboarded in June.

Q2 Update:

The architecture firm of Perkins&Will in partnership with Smoke Architecture have been retained by the Town of Oakville for the detailed design of the new Central project. In Q3, staff will be working closely with architect team to design a comprehensive community engagement plan to be rolled out in September.

Q3 Update

The initial public engagement portion for the New Central Project ran from September into mid-October. A full summary of the public engagement can be found in Appendix A.

The Indigenous engagement portion for phase one of the project started in October and will run into mid-December.

- 2. Starting in Q1 2024, OPL will launch a capital campaign to raise funds for the new Central Branch located at 193 Church St.**

Strategic Pillar: Expanding Our Reach

Q1 Update:

The Community Development and Engagement team is currently working on finalizing the fundraising campaign plan for the new Central Branch. The phase was delayed while OPL hired and onboarded a new Fund Development Coordinator. As part of the development of the plan, staff reviewed current fundraising policies and have brought forward updates to the Fund Development Policy for the OPL Board's review.

OPL will launch the campaign in June with a special event. More information to come.

Q2 Update:

The Community Development and Engagement brought a fundraising plan to the OPL Board in May for feedback. OPL has shifted its campaign kick-off event from June to September to correspond with the launch of the public engagement portion of the design project.

Q3 Update

On September 27, OPL hosted a donor Open House to launch the capital campaign for the New Central Project. Donors were invited to Central after hours for a cocktail style reception to meet with architects from Perkins&Will and Smoke Architects along with OPL staff and Board members. Attendees were able to provide feedback on provided public engagement questions. The response was very positive with numerous attendees expressing interest in having further discussions as the design emerges. The event also resulted in donations directly following the reception.

LIBRARY CARDHOLDER GROWTH

- 1. Starting in Q1, OPL will leverage its new marketing tool to develop cardholder onboarding and retention programs to highlight the depth and breadth of the tools and services available to customers with focus on digital. By the end of 2024, OPL will have increased its activity usage by 5%.**

Strategic Pillar: *Expanding our Reach / Promoting Digital Discovery*

Q1 Update:

OPL has successfully completed the implementation and integration of the new e-mail marketing tool. This Customer Experience Platform (CEP) is linked directly to our Integrated Library System (ILS). This advancement allows OPL to safely use cardholder data to identify and understand customer behaviors, enabling the creation of targeted communications.

In Q1, OPL implemented the tool for newsletter communications. The upcoming quarter (Q2) will expand its use to specific onboarding strategies for different services like the book bike and in-branch new cardholders, as well as for summer reading registrations and New Central Branch capital campaign. These initiatives are designed to enhance engagement with cardholders.

Q2 Update

Unfortunately, the Customer Experience Platform OPL purchased has proven not to have many of the promised features. After multiple months working with the vendor to resolve the issue, OPL has decided to move away from the Customer Experience Platform product. This was done without a financial impact other than the lost time working to resolve the issues.

OPL is now looking at other platforms to ensure the functionality needed to meet the goals. At this point, it is unlikely this goal will be achieved in 2024. This goal will move to 2025 based on the identification and implementation of a new product.

Q3 Update

As Above

- 2. Starting in Q3, OPL will undertake a card sign-up initiative with the goal of increasing OPL's percentage of Oakville households with an OPL card by 2%.**

Strategic Pillar: *Expanding our Reach.*

Q1 Update:

Not started yet

Q2 Update:

At the start of 2024, 50% of Oakville households had at least 1 OPL card. As of the end of June 2024 that number has risen to 53%. This due in part to outreach activities which have seen OPL staff be present at a variety of festivals and events around Oakville in early spring. These activities enable staff to engage with residents and highlight to residents the various services OPL offers that would benefit them and/or their families.

Staff have actively been engaging with residents through a variety of touchpoints and encouraging card registration. These activities will continue through the remainder of the year, as such OPL will be aiming for 55% by the end of Q3.

Q3 Update:

As of September 30, 2024, 55% households in Oakville have at least one library card. OPL has adjusted its goal and will aim for 57% by the end of 2024.

Customer Satisfaction

In Q2 2024, OPL will introduce a customer satisfaction survey for Oakville residents to measure satisfaction of key library services and to monitor how customers use and feel about OPL. Metrics gathered will then be identify areas of improvement and/or growth and make adjustments/changes accordingly.

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

Q1 Update

OPL launched its customer satisfaction survey in March 2024. As of April 30, OPL has received 125 completed surveys. Overall, OPL is seeing high levels of satisfaction from our customers (no average responses below 80%), however, the following areas have been identified for review based on survey comments:

- Programming – Requests for more programming at different age groups (e.g. tweens and seniors)
- Collections – Requests for more selection in specific genres (e.g. British authors, biographies) and Library of Things (e.g. Puzzles).
- Open Hours – Requests for longer hours particularly on Sundays.

A detailed overview of survey results report will come to the board in the fall once OPL has accumulated 6 months of data.

Q2 Update

Since launching in April 2024, OPL has received 179 survey responses. A report providing highlights from the first 6 months of survey results will come as part of the Q3 OPL Goals report.

Q3 Update

Due to capacity pressures in Q3, the report providing highlights from first 9 months of survey results will come to the board as part of the Q4 OPL Goal report in January.

Staff Growth and Engagement

In Q2, begin launching distinct onboarding programs for the 3 core customer experience positions (Library Assistant, Customer Service Technician, Customer Information Specialist) involving thorough development and standardization of training content and delivery. All 3 onboarding programs will be launched by the end of Q4.

Strategic Pillar: Investing in staff to deliver exceptional customer experiences.

Q1 Update:

No update.

Q2 Update

Significant progress was made in Q2, with a training matrix developed for the Customer Service Technician and Customer Information Specialist roles. This resulted in a comprehensive and standardized onboarding schedule. This schedule includes standardized timelines, content, and delivery formats, and is currently being tested in OPL's learning management system software for launch in early fall.

Q3 Update

The new standardized onboarding training program is in practice, as of this month, for the Customer Information Specialist and Customer Service Technician positions. The learning management system software is being configured for the future development of asynchronous training modules, and the training matrix for the Library Assistant position is being finalized.

DIVERSITY, EQUITY AND INCLUSION (DEI)

Starting in Q1, 2023, begin implementing Year 2 of OPL's Diversity, Equity and Inclusion Strategic Framework (Appendix A). Year 2 builds on the previous actions identified in 2023 and takes into account the Town of Oakville's proposed multi-year Inclusion, Diversity, Equity and Accessibility plan (Appendix B).

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

Quarterly Updates are provided in Diversity, Equity and Inclusion Strategic Framework (Appendix A).

APPENDICES:

Appendix A – New Central Project – Public Engagement Summary

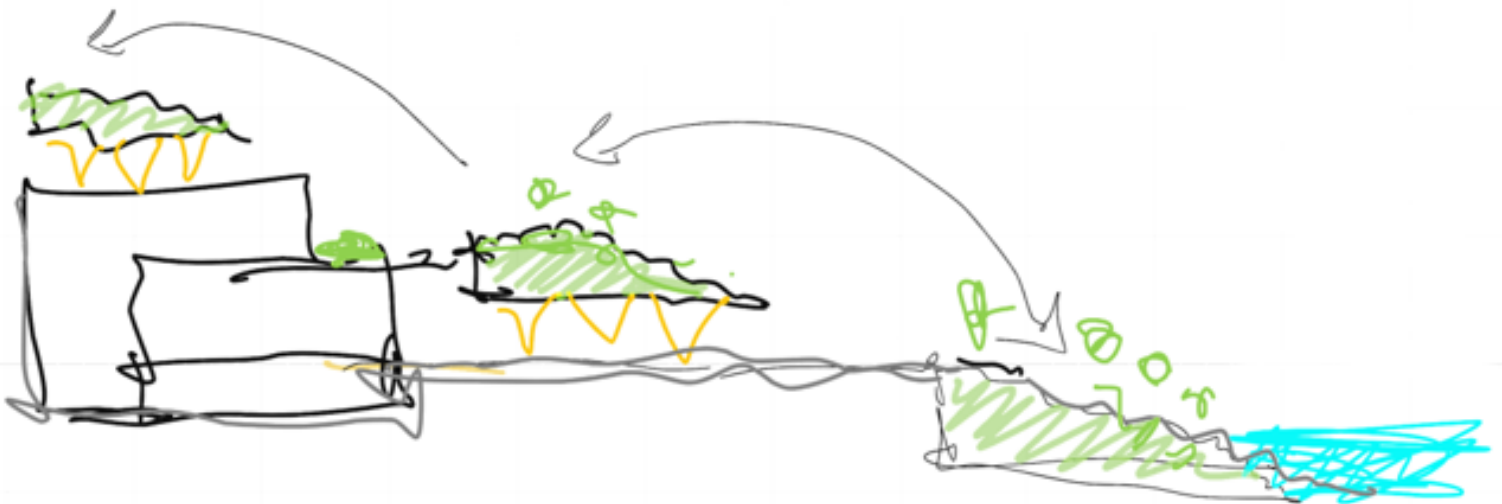
Appendix B – Diversity, Equity and Inclusion Strategic Framework – Year Two

Prepared and submitted by: Tara Wong, CEO

Oakville New Central Branch

Engagement Summary Report

November 12, 2024



Honouring the Land and Territory

Oakville, as we know it today, is rich in the history and modern traditions of many First Nations. From the lands of the Anishinaabe, to the Attawandaron and Haudenosaunee, these lands surrounding the Great Lakes are steeped in First Nations history. As we gather today on the sacred lands of Treaties 14 and 22, we are in solidarity with Indigenous brothers and sisters to honour and respect Mother Earth, the original nations of the trees and plants, the four legged, the flyers, the finned and the crawlers as the original stewards of Mother Earth.

We acknowledge and give gratitude to the waters as being life and being sacred and to the carriers of those water teachings, the females. We acknowledge and give gratitude for the wisdom of the Grandfathers and the four winds that carry the spirits of our ancestors that walked this land before us.

The Town of Oakville is located on the Treaty Lands and Territory of the Mississaugas of the Credit. We acknowledge and thank the Mississaugas of the Credit First Nation, the Treaty holders, for being stewards of this traditional territory.

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3D model of the site

1. Overview

1.1 About the Project

Oakville Public Library's (OPL) new Central Branch is a visionary project set to redefine the Oakville community's cultural and learning landscape. A step of the Town of Oakville's long term Downtown Cultural Hub plans, OPL's new Central Branch will be nestled in the heart of Old Oakville.

OPL has been at the forefront of community service and engagement, offering a sanctuary of knowledge and a hub of community activities. A new Central Branch is fundamental to delivering on OPL's vision to enrich lives through community connections, engagement and inclusivity, and a critical piece of OPL's long-term plan to address Oakville's growth and increased service demands.

OPL envisions a new Central Library that will be infused with the spirit of the community and will be a source of inspiration and pride for those who call Oakville home. The new Central Library will enhance library services to meet the needs of the community now and into the future, create critical social infrastructure, generate positive economic impact, and stimulate downtown revitalization.

OPL is also deeply committed to furthering Truth and Reconciliation at a community level. Having a space that reflects the Indigenous history of Oakville is key to fulfilling OPL's role as connectors for Oakville residents to learn about the many Indigenous peoples who once (and still) called this land home.

1.2 Purpose of the Engagement Summary Report

Given OPL's mandate and the role of Central Branch in the community, the journey to build a new Central Branch must engage all of Oakville using creative and interactive methods to establish the vision and programming needs for this important community space. Public, Indigenous and stakeholder engagement is foundational to the exercise of building a library that reflects and belongs to the entire community.

This Engagement Summary Report provides an overview of the engagement activities that were undertaken in Phase 1, documents the input we received from the people who generously gave their time and ideas through the engagement process, and distills key considerations for the project team as the Central Branch project moves forward.



Crafternoon during Children's Engagement

1.3 Overview of Engagement Activities

The engagement process was designed to engage library users and non-users of all ages and backgrounds from across Oakville. Library users speak from experience about what they love about libraries in general and the current Central Branch in particular and their aspirations for the new Central Branch. Equally important is the perspective of people who do not currently use the library, as it helps the team to understand the barriers they face and how a new Central Branch might be an accessible and inclusive place for all.

Engagement activities undertaken in Phase 1 included the following:

Public engagement

- Online survey
- Open house
- Heritage to Horizon Panel

Stakeholder and community engagement

- OPL staff
- Donors
- Community organizations
- Youth

Indigenous engagement

The Indigenous engagement process is ongoing and will be summarized in an Indigenous engagement summary report in early 2025

A project-specific webpage was established on OPL's website to provide information about the project and ways to get involved such as the survey and public events. The website provides contact information as well as an opportunity to sign up for a new Central Branch newsletter to stay informed.

Additionally, a series of interviews and workshops were held with members of Town Council, provincial and federal political representatives, the Oakville Public Library Board and senior Town and OPL staff. The information collected through these meetings is not summarized in this report but has been used to shape the new Central Branch project.

The engagement process learned from and built upon the feedback related to libraries that was gathered through Oakville's Parks, Recreation and Library Master Plan. Since there was the benefit of very recent feedback on the library system as a whole, the engagement process for the new Central Branch was able to focus specifically on the new library and its role within the Downtown Oakville Cultural Hub and as a destination within the Oakville Public Library system.



A stunning site in Downtown Oakville,
anchoring the Downtown Cultural Hub



2. Public Engagement

2.1 Public Survey

Overview

An online public survey was conducted from mid-September to mid-October, successfully gathering over 1,000 responses. This survey aimed to capture a wide range of public opinions and insights, and ensure diverse perspectives are represented. The survey was designed to get feedback from a wide range of users on how they engage with the library, with the goal of using this input to inform the design and development process.

The survey was hosted on the Maptionnaire platform, which enabled branching questions to capture responses from both individual users and community groups who use the library. The survey was publicized through the Town’s webpage for the library and through social media. QR codes were

also made available at various in person events for participants to easily scan and participate in the survey.

The survey collected feedback on these key themes

- 1. User Demographics
- 2. Library Access
- 3. Frequency and Purpose of Library Visits
- 4. Current Library Usage
- 5. Aspirations for the Library

“a friendly place where books and people coexist happily”

“Cozy, Quiet and Comfortable”



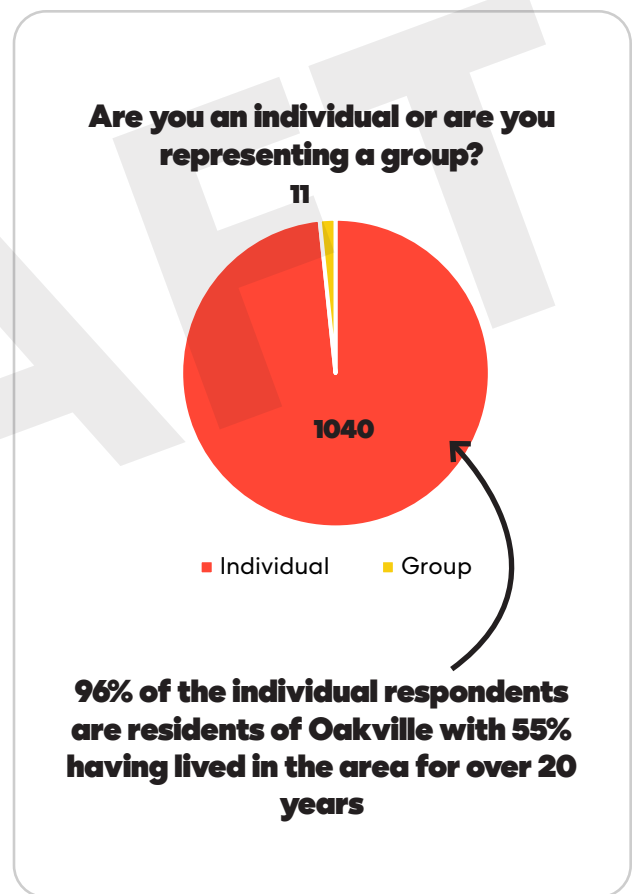
Summary

The following are the main takeaways from the survey. The full survey results can be found in the Appendix for all individual questions.

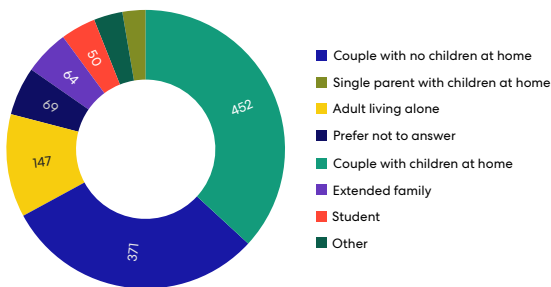
User Demographics

Demography of the survey respondents included the following:

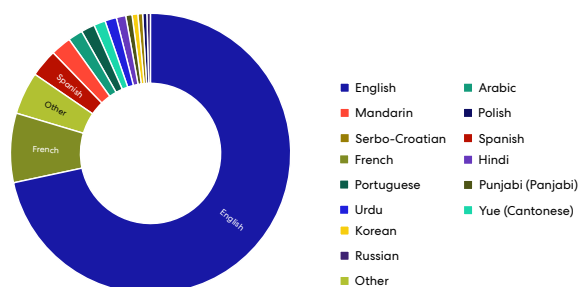
- 96% of the individual respondents are residents of Oakville, with 55% having lived in the area for over 20 years. A notable 24% of these residents have lived in Oakville for less than a decade.
- The remaining respondents come from nearby cities, such as Mississauga and Brampton.
- The majority of respondents identified as couples with children (38%), followed by couples without children (31%).
- Most respondents speak English at home (98%), with smaller groups speaking French (11%), Mandarin (3%) and other languages.
- 4% of respondents identified as individuals with a disability.



What choice best describes your household?

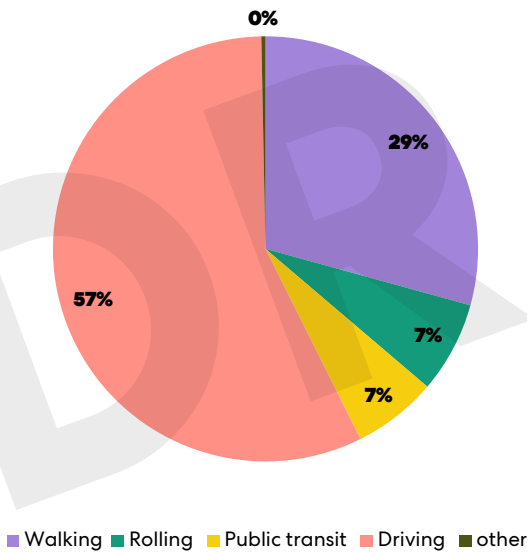


What languages are spoken in your household?

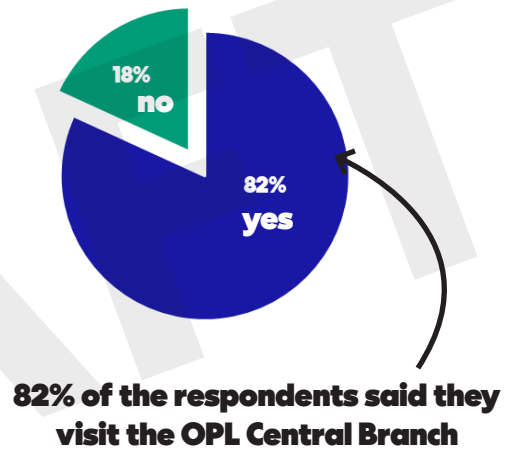


Library Access

When asked how they access the library, most respondents (57%) drive, while 29% use public transit. Additionally, 7% typically walk or roll to the library.

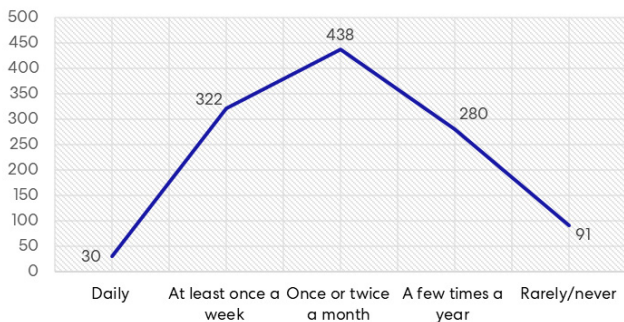


Frequency and Purpose of Library Visits



The majority of respondents visit the library once or twice a month (38%), while 28% visit at least once a week, and 24% go a few times a year. A small percentage (3%) visit daily, and 8% rarely visit. Notably, 82% of all respondents reported visiting OPL’s Central Branch.

How often do you visit the Oakville Public Library (any branch)?

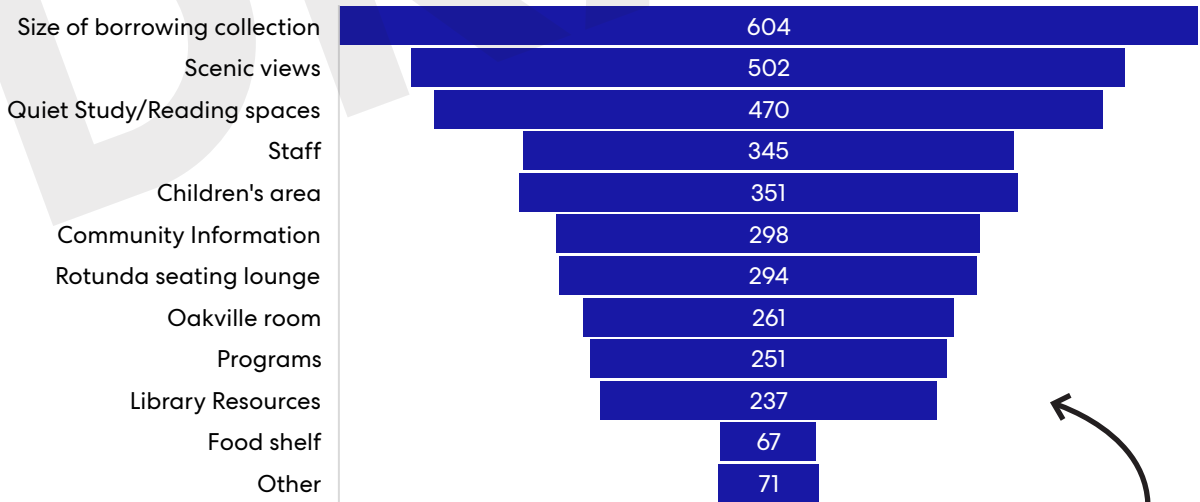


“Relaxed and unpressured to be doing anything”

When asked what they love most about the Oakville Public Library’s central branch, the majority of respondents (64%) highlighted the size of the borrowing collection. More than half (53%) appreciated the scenic views, and 50% valued the quiet study spaces. The least favorable responses were for the food shelf (8%), while 7% of respondents selected “Other,” which included suggestions such as more events, additional parking, a gallery, outdoor spaces, and more.

“Comfortable place to read with a nice view out the window.”

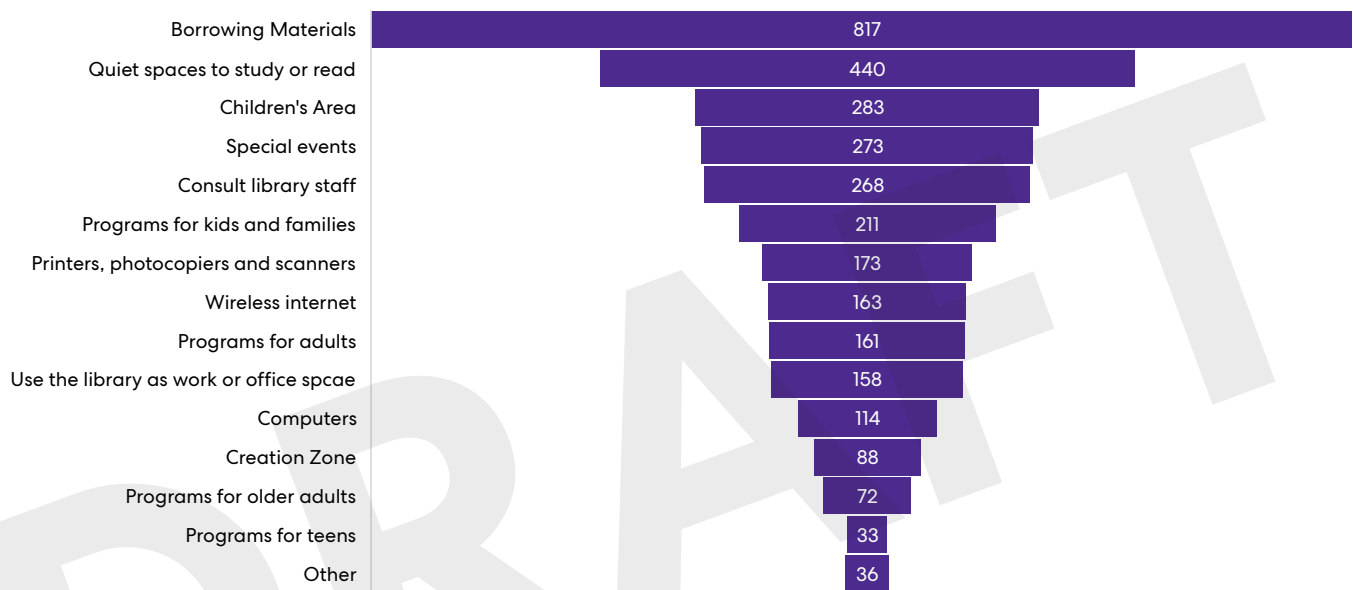
“Sitting in the rotunda with a coffee relaxing with a magazine on a hot summer day.”



More than 50% of the respondents love the size of borrowing collection, scenic views & quiet study/reading spaces

What do you love about OPL’s Central Branch today?

Current Library Usages



What services do you typically use at the library?

When frequent library users were asked about the services they typically use, the majority (88%) reported borrowing materials, followed by quiet spaces for studying or reading (47%). Fewer than half of respondents indicated they use the children's area (31%), special events (29%), or programs for kids and families (23%). A smaller percentage of respondents mentioned using programs for teens (4%) and adults (8%), creation zones (9%), or computers (12%). It's also worth noting that services like wireless internet, printing, and the library being used as office space remain popular among respondents.

However it is interesting to note that, the trend remains the same amongst those who don't visit the central branch but access other library branches in Oakville with the most popular choices being borrowing materials (89%) and quiet spaces to read or study (26%). A similar percentage of respondents (around 20%) use the other branches for Special events, printing services and for using the library as a work or office space. It is important to note that there was more interest in using the children's area in the central branch when compared to the other branches.

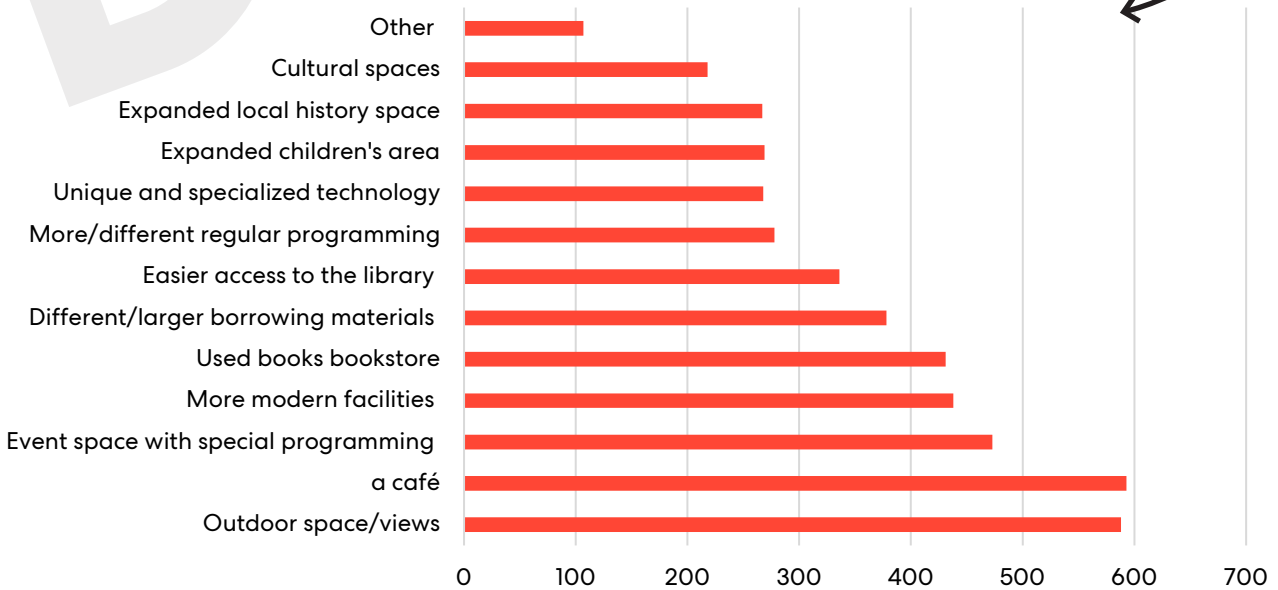
Aspirations for the Library

When asked what would attract them to the library, more than half of the respondents expressed interest in a café (56%) and outdoor spaces or views (56%). There was also strong interest in an event space with special programming (45%), more modern facilities (42%), and a used bookstore (41%). Additionally, there was moderate interest in larger borrowing collections, easier access to the library, regular programming, and unique technology. A particularly notable response was the significant interest in expanding the children’s area, which was especially popular among those who frequently visit the central branch.

“Makerspace with classes to learn how to use equipment. Arts and crafts area. Hands on making activities.”

“Cafe, indoor play area with a structure and a room with toys and loose materials.”

More than 50% of the respondents would love outdoor spaces, views, a cafe and event spaces at the new Central Branch



What would draw you to visit the new OPL Central Branch library?

“Event space that can be rented for large parties, outdoor terrace, community garden.”

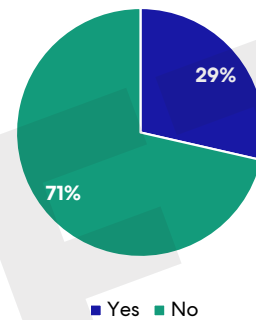
Groups

A total of 14 groups responded to the survey, with 12 identifying as non-profit organizations. The types of organizations represented were diverse, including service providers, residents’ associations, museums and historical societies, as well as grassroots organizations.

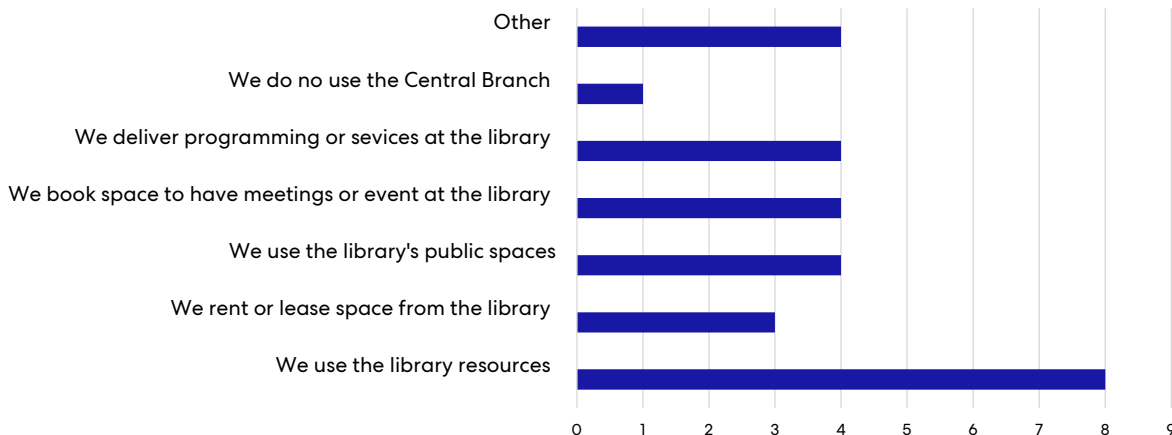
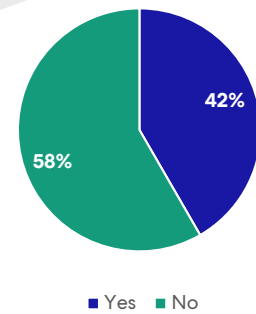
When asked how they use the Central Branch, 57% of the groups reported utilizing the library’s resources, while 28% said they use the library’s public spaces, book space for meetings or events, and deliver programs and services there. 21% mentioned renting the library’s public spaces, and just one group stated that they do not use the Central Branch.

Although most groups already use the library’s spaces for events, 71% indicated they would not be interested in renting or leasing space at the new Central Branch. However, a significant portion of the groups expressed interest in booking meeting or event space at the new location.

Would your organization be interested in renting or leasing space at the new Central Branch?



Would your organization be interested in booking meeting or event space at the new Central Branch?



How does your organization use the Central Branch?

2.2 Public Open House

Overview

A public open house was held to introduce the New Central Branch project to the Oakville community and seek input on priorities. The open house was held at the current Central Branch on the evening of October 2, 2024. Fifty-three participants attended the open house to share their thoughts with the architectural team and library executives. Information boards set up around the space provided background on the project, the site and the historic post office building as well as inspirational precedents from other libraries. Participants were invited to fill out sticky notes responding to prompting questions about their aspirations for the new library. A model of the site was also set up on a table for people to interact with. A QR code for the public survey encouraged respondents to fill it out online to provide additional feedback. The information boards were also used at an earlier donor open house, allowing people to respond to others' comments and reinforce them or provide a different perspective.

The public open house was promoted across multiple platforms. It was shared on Oakville Public Library's (OPL) website through both an event listing and a homepage banner. It was also featured on OPL's social media channels - Facebook, Instagram, LinkedIn - along with paid promotion on Facebook for one week. In addition, small posters were placed in every branch and two large posters were placed at the Central Branch near the entrances. The event was also listed on local event calendars, such as Oakville News and the Oakville Chamber of Commerce and featured in OPL's newsletter, which has about 16,000 subscribers.





YOUR
Impact

**New Central Branch
Coming Soon!**

As we build out our new Central Branch, we'll need your input. We're looking for your ideas in our online survey for help shaping our exciting new space.

Key Themes

Participants at the public open house shared many thoughts and ideas with the project team in discussions and on sticky notes.

Common themes from the sticky notes are summarized below;

Programming and Partnerships

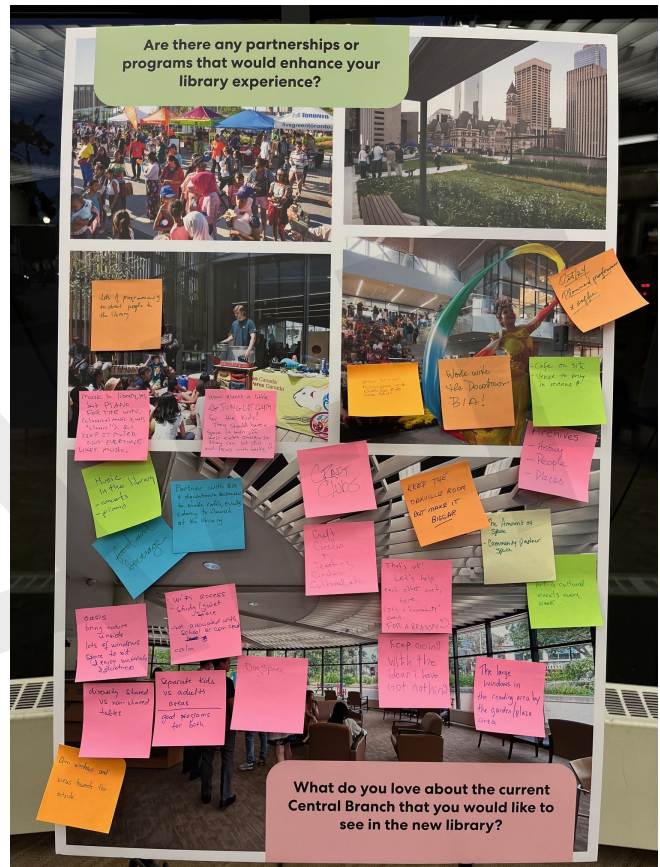
- Partner with Downtown BIA and local businesses
- Music/piano in the library
- Clubs and after school programs
- Craft circles
- Cultural teaching
- Arts and cultural events and performances

Spaces and Resources

- Café
- Dog spaces
- Spaces and facilities for kids
- Expanded multi-language literature section
- Art and artwork display space
- Game section/distress area
- Modular, moveable shelves and furniture
- Technology- cutters, 3D printers, lego robotics, recording studio, photo editing software
- History -archives, history of town, prehistory of river

Transportation and Accessibility

- Parking
- Minimize walking distance from bus shelter to entrance
- Accessible interior features like ramps instead of stairs



Comments from the Public Open House

“Warm, inviting family spaces to encourage stop, stay, play, and read. Chance for families to meet new friends!”

Truth and Reconciliation

- Artwork from different Indigenous groups
- Story telling circle
- Consult with Indigenous Peoples to ensure it is authentic
- Bring in an Indigenous author to discuss one of their books

Design

- Lots of windows and light
- Respect history of the building but modernize
- Take advantage of views of the creek
- Outdoor spaces – rooftop patio, community garden, reading garden
- Indoor plants/green walls

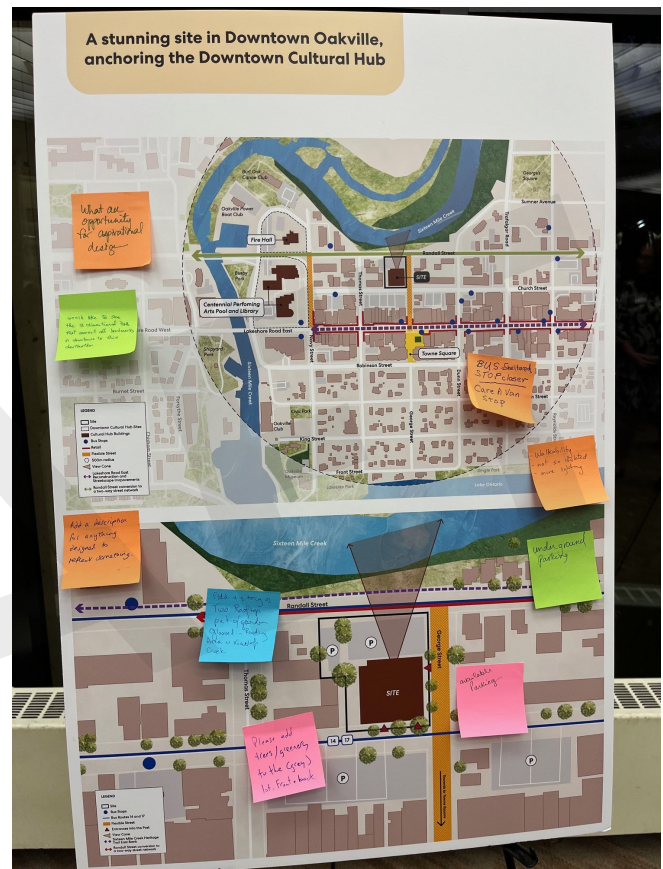
Sustainability

- Rooftop beehives
- Solar
- Bird-friendly windows
- Green roof
- Rainwater collection and reuse
- Wood

Library inspirations

- Halifax Central Library
- Edinburgh Public Library
- Vaughan Civic Centre Library
- Starfield Byeolmadang Library in Suwon, South Korea
- Biblioteca Vasconcelos in Mexico City

“Let our children dream and be curious”



Comments from the Public Open House

“Learning, community, exploration, inclusive, multi-cultural, multi-generational”

2.3 Heritage to Horizon Panel

On October 9, 2024, OPL held a panel discussion and Q&A event at Central Branch called From Heritage to Horizon. The panel featured a conversation between George Farrow, the original architect of Oakville Public Library Central Branch, Ron Baird, a sculptor whose works are currently featured at Central Branch, and Andrew Frontini, Principal and Design Director for Perkins&Will who is leading the new Central Branch project. George Farrow and Ron Baird discussed Central Branch's

heritage – its original build and artistic features alongside Andrew's reflections on its horizon – the next chapter for Central Branch. Twelve participants attended the panel discussion. The event was promoted on social media and through a Facebook event and listed on OPL's website, where it was featured with both a homepage banner and event listing. It was also promoted on branch digital screens, posters, external event calendars and in OPL's newsletter.



Heritage to Horizon Panel



What would make the New Central Branch a destination library that attracts visitors from across Oakville?

Do you have some ideas to share? Use the back window.

OPL Oakville Public Library

Add your additional comments here.

What kind of stewardship and sustainable design features would you like to see in the new library?

Are there any particular or programmatic elements you'd like to see in your neighborhood?

What do you love about the current Central Branch that you would like to see in the new library?

What features or programs would you like to see in the new library?

3. Stakeholder and Community Engagement

3.1 OPL Staff

Overview

As part of an Oakville Public Library (OPL) all staff event on September 20, 2024 the new Central Branch design team held a one hour session with staff to introduce the project and learn about staff's aspirations for the new library. The session was based around a group activity where staff were provided with an overall plan of the site, the existing floor plans for the post office building and program blocks for the new library and asked to work together to create an ideal layout for the new Central Branch including both indoor and outdoor space. Groups were also provided with images of other libraries for inspiration and asked to consider the following questions:

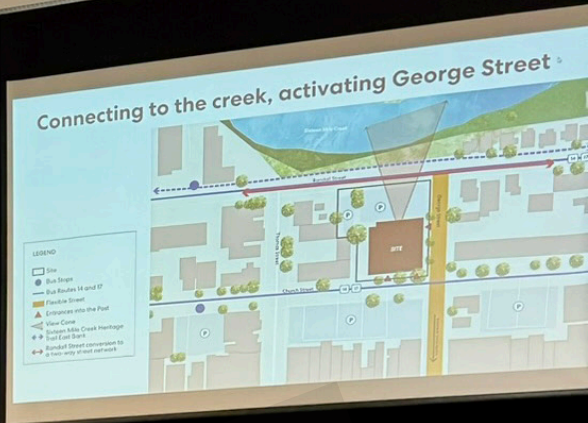
- What can public space look like in the new library?
- How can outdoor spaces be incorporated into the program?
- What key adjacencies are necessary for effective library operation?
- Are there any special features you think could be incorporated into the new library?

At the end of the session a few groups presented their designs and all groups' layouts were documented.

Key Themes

Key messages heard from staff at the workshop included:

- The connection to nature is a key opportunity.
- Outdoor space should be maximized and can be used for things like library events and a reading garden.
- The layout should provide a logical indoor-outdoor connection between spaces.
- Sustainability is a priority. A biomimicry design approach to interior spaces, features such as living walls can be used to demonstrate sustainability at the new library.
- It is important for the children's area to be on the main level.
- A flexible event space at the library would be very valuable for community events.
- Natural light is important, not just for public spaces but also for staff working spaces.
- A café space at the library would be highly appreciated.



OPL Staff Engagement

3.2 Donors

Overview

On September 27, 2024 OPL held an invited open house event for previous and potential library donors to introduce the New Central Branch project and seek input on priorities. The donor open house was held at the current Central Branch and 30 participants attended and shared their thoughts with the architectural team and library executives. The same information boards used at the public open house were set up around the space and participants were invited to fill out sticky notes about their aspirations.



3D model of the site

Key Themes

The summary of the feedback received on the sticky notes in Section 3.1 is also reflective of the donor open house feedback as the notes were from both events. In addition, the following summarizes key messages from discussions at the event:

- The new library should make a big impact in terms of scale and design excellence.
- This is an opportunity to reinvent the old post office and do something spectacular on the site.
- The library should activate the downtown and create street life, attract people to the site with things like a café.
- The design should include natural materials, taking advantage of views, as much greenspace as possible and places for people to gather.
- There was a lot of interest in what is planned for the existing Central Branch building and site.
- There was a lot of discussion about parking – its importance to accessibility for all library users, but also whether parking is the best use of space on a small site.

3.3 Community organizations

Overview

Two virtual focus groups were held with community stakeholder groups in Oakville and Halton Region to get feedback on their use or desired use of Central Branch, the types of community spaces that are needed in Oakville that new Central Branch might be able to provide, and their aspirations for the project. The focus groups were held on the evening of October 10, 2024 and the morning of October 18, 2024. Perkins&Will took participants through questions on a Miro Board that closely followed the questions asked to groups in the public survey and the prompting questions used at the donor and public open houses. Participants were invited to fill out virtual sticky notes themselves or speak up and have the team capture their feedback on sticky notes. OPL extended the invitation to its list of stakeholder groups and between the two sessions 12 organizations participated. In addition, OPL shared the questions with Project Autism which ran a session with their youth.

Participating community organizations:

Acclaim Health
Community Development Halton
Downtown Oakville BIA
Fedcap Canada
Friends of the Library
Halton Community Legal Services
HMC Connections
Project Autism
Oakville Community Foundation
Oakvillegreen
Oakville Historical Society
Town of Oakville (cultural programming)

Key Themes

The focus groups provided the opportunity to have in depth discussions about community space needs. In addition, participants shared their design aspirations for new Central Branch. Feedback from the two sessions is summarized below.

Types of spaces that are needed

- Tables and spaces for agency partners to use that are close to the entrance
- Affordable space to book for larger meetings (40-100 people)
- Reservable auditorium event space at a reasonable cost
- Free bookable space for one-on-one meetings, tutoring sessions
- Working space for non-profit groups
- Equivalent or larger book sorting room
- Prominent space for Oakville local history collection when you enter
- Library should continue to be a cooling centre
- Outdoor spaces for festivals – the existing Central Branch is great for pop up events
- Indoor/outdoor spaces
- Public square that puts public life on display
- Central Branch is the hub

Art

- Open, expansive walls for the display of artwork
- Display of Town's corporate collection – significant artworks are displayed at the current Central Branch
- Public art for the community
- Children and teens
- Great children's space with engaging programming – storytime, puppets, painting, writing
- Children's festival is a big draw – brought in 15,000 people in a day
- Teens need a dedicated space as well

Inclusivity

- Continue to hold space for Food for Life food shelf and fridge
- A centre for belonging
- If a space is too slick some people may not feel comfortable coming in
- Accessibility beyond ramps – features that allow everyone to move around space with ease
- Non-mobility related accessibility – e.g. calm, quiet spaces
- Safe space for all cultures - prayer room, smudging, gathering

“Public living room’ making everyone feel welcome.”

“Everyone sees themselves in the design. different cultures represented.”

Design

- Views to the creek
- Natural light
- Lots of greenery
- Organic shapes
- Lots of wood – warm
- Bringing the natural world indoors

Truth and Reconciliation

- Put indigenous culture on display
- Display and celebrate Wampum replicas

Inspirational buildings

- Calgary Central Library
- Royal Ontario Museum
- Tom Patterson Theatre in Stratford
- Medical Library at the University of Toronto
- Halifax Public Library

***“Play of light inside.
integration of natural light.
capturing the passage of
time.”***



3D model of the site

3.4 Youth

Overview

Youth – both children and teens – are one of the largest user groups of the library. Designing fun and engaging youth activities to hear from young library users was an important part of the engagement strategy for the new Central Branch. The design team created an activity called “What does your dream library look like?” which was incorporated into existing children’s programs at every OPL branch. Children received a box and some craft supplies and were asked to design the children’s space for the new Central Branch. As they designed their spaces they were asked to think about the following questions:

- What things do you love about the existing library?
- What is your favourite thing to do at the library?
- Are there any features you would like to see in the new library like, play structures, reading zones, outdoor spaces?

One teen event was also held. Teens were invited to lay out programming blocks in the library as a whole and to lay out furniture blocks in a teen space for the new Central Branch.

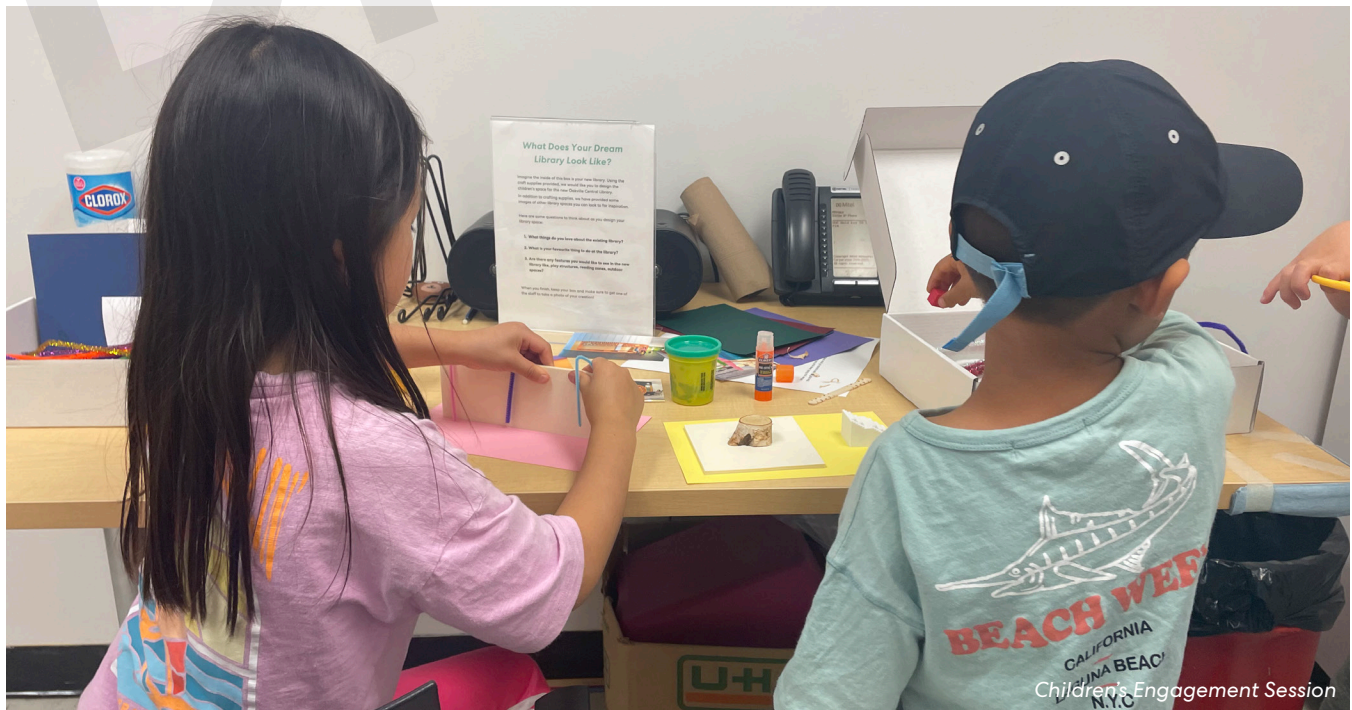
Details of the events are provided in Table 1



Children's Engagement Session

Date/Time	Audience	Program Name	Location	# of attendees
September 14, 1-2pm	Children	Lego Drop-in	White Oaks	21
September 14, 2-3pm	Children	Crafternoons	Glen Abbey	9
September 17, 4-5pm	Children	Lego Drop-in	Woodside	3
September 21, 10-11.30am	Children	Exploration Station	Iqoquois Ridge	No participation
September 22, 1-3pm	Children	Exploration Station	Central	20
September 28, 2-3pm	Children	Crafternoons	Sixteen Mile	25
October 3, 4-5pm	Children	Construct and Create	Central	10
October 3, 3.30-4.30pm	Children	Exploration Station	Clearview	7
October 16, 4-5pm	Teens	N/A	Glen Abbey	28

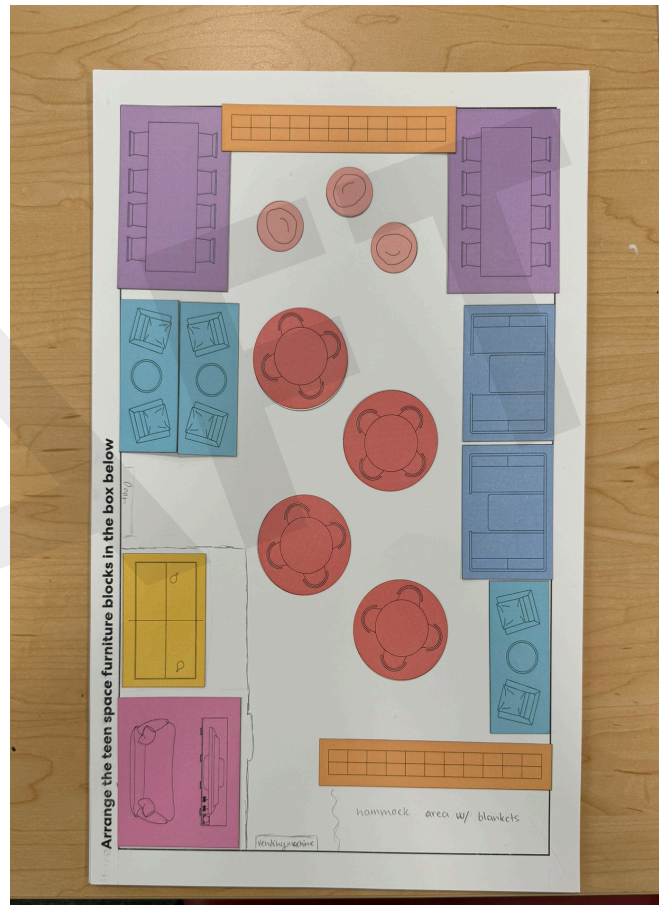
Table 1: Youth engagement events for the new Central Branch (2024)



Key Themes

Both the children and teens designed highly creative spaces for the new Central Branch in their activities. The children's spaces were playful, fun and colourful and tended to include features such as play spaces, platforms, and elements that created a sense of enclosure. The teens provided thoughtful layouts for the library as a whole. Their priorities for the teen space included:

- Features that would make them feel comfortable and enable them to stay for some time like snacks, a café, a sleeping area or a music room.
- Different zones – quiet study areas, collaborative study areas and gaming zones
- Informal space with comfortable furniture like hammocks and bean bag chairs that they could move around and reconfigure themselves



Activity during the Teen Engagement Session

4. Considerations for the New Central Branch

A number of key considerations for the new Central Branch emerged quite consistently across public and stakeholder engagement with all groups. These key considerations will inform the design and programming of the library as the project moves forward.

“It is not often that we have an opportunity to rethink a public building. Let’s not miss this opportunity.”

- **A landmark building for Downtown Oakville.** People are excited by the opportunity for a major new public building in Downtown Oakville and would like to see the historic post office building reinvented as a landmark within the Downtown.
- **“Oakville’s Library.”** Central Branch has a special place within Oakville Public Library and should be a destination that draws and connects people from across Oakville. It should be a space where everyone sees themselves in the design and feels welcome and comfortable.
- **Views of Sixteen Mile Creek.** People are excited by the site itself and the potential to take advantage of views of Sixteen Mile Creek, possibly through an addition.
- **Children’s space.** Everyone agreed that the new library should include a spectacular children’s area with a variety of facilities designed for kids.
- **Indoor/outdoor connection.** Outdoor spaces of all types were a repeating theme in the engagement feedback. This includes everything from large festival and event spaces to cozy, shaded outdoor reading rooms. Bringing the outside in with large windows and plants was another desire.
- **Community space.** Community organizations in Oakville are in need of all kinds of spaces, from a large auditorium for special events to affordable large meeting rooms for groups of up to 100 to small bookable meeting rooms and work spaces.
- **Celebrating culture and history.** The new Central Branch should be a place to share and celebrate Oakville’s culture and history. This includes the history, culture and knowledge of Indigenous Peoples who have inhabited the land for millennia and more recent archives and records of the Town of Oakville.
- **Technology.** The library is where people go to access technology and they are looking for everything from a simple reliable internet connection to 3D printers and lego robotics.

5. Next Steps

Indigenous engagement is ongoing throughout fall 2024 and will be reported on in early 2025. In addition to the public, stakeholder and community engagement summarized in this report, Indigenous engagement will be a critical input to developing the program and design of the new Central Branch. Ongoing meetings with specialized groups at the Town of Oakville will continue to take place throughout design development (e.g. Accessibility Advisory Committee, Heritage Planning). As the design is progressed the detailed design is subject to change pending the input of these groups.

DRAFT

DRAFT



Diversity, Equity and Inclusion Strategic Framework

Year Two

Purpose: Year Two of the Diversity, Equity and Inclusion strategic framework builds on the accomplishments of the year one. Year one established foundation on which year two builds to ensure a shared direction and commitment for DEI across the organization so we can work together to respect and value our diverse workforce to build a more inclusive and welcoming library.

This framework comprises of three key goals and identifies the priorities and actions OPL will undertake in 2024. It also outlines the key roles and responsibilities and how we track and measure success.

Goals:

1. **Workforce Diversity** – recruit and retain diverse and qualified staff to increase diversity of thinking and perspectives.
2. **Workplace Inclusion** – foster a culture that encourages collaboration, flexibility and equity to enable all employees to contribute to their full potential.
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 use inclusive behaviours to successfully manage diverse teams and be accountable for the results.

Workforce Diversity – recruit and retain diverse and qualified staff to increase diversity of thinking and perspectives.

Actions	Accountability	By When	Measure	Quarterly Update
Complete a comprehensive compensation review.	HR/CEO	Q2	Completion and validation of current compensation structure.	Q1. No Update Q2. Initial quote came back higher than budgeted. Working with the vendor and

Appendix B

				<p>purchasing to clarify scope.</p> <p>Q3. Confirmed scope with vendor. Work to be completed in Q4.</p>
<p>Introduce a mentorship program to support potential leaders, ensuring the process includes a focus on advancement of under-represented groups.</p>	HR	Q1	<p>Success rating from participants in the mentorship program</p>	<p>Q1. Pilot mentorship program has started with two staff members selected to work with the identified leader mentor. In total, we had 5 staff members apply to the program and are looking at other method to support the 3 staff not selected for this round</p> <p>Q2/Q3. Mentorship program is ongoing. An evaluation will be provided to both participating staff and the mentor at the end of the year.</p>
<p>Apply inclusion lens in review of current benefit plans</p>	HR/ CEO	Q3	<p>% of increase in use of benefits</p>	<p>Q1. No Update</p> <p>Q2. Reviewed benefit plan with vendor. No recommended changes at this time.</p>

Workplace Inclusion – foster a culture that encourages collaboration, flexibility and equity to enable all employees to contribute to their full potential.

Actions	Accountability	By When	Measure	Quarterly Update
<p>DEI Employee resource group to create and implement an action plan to</p>	DEI ERG	Q2	<p># of DEI ERG Interactions with staff (e.g., Staff meeting</p>	<p>Q1: The DEI ERG has developed a quarterly agenda to guide their focus in 2024. Each quarter will have a</p>

Appendix B

<p>increase opportunities for learning and engagement on DEI topic for all staff.</p>			<p>presentations, training)</p>	<p>theme and an educational component that will be delivered through staff/departmental meetings by members of the DEI ERG.</p> <p>Q2. The DEI ERG has engaged with 85 staff through training offered in Q2 around the theme of Embrace: Fostering Inclusion and Celebrating PRIDE.</p> <p>Q3. The DEI ERG engaged with 82 staff through training offered in Q3. This quarter's theme was REFLECT.</p>
<p>Define Inclusive leadership behaviours and set and communicate expectations to leaders as part of their 2024 key performance goals.</p>	<p>EMT/ Leaders</p>	<p>Q2</p>	<p>% of KPI goals successfully completed.</p>	<p>Q1: For 2024, OPL is using Deloitte's Six Signature Traits of Inclusive Leadership to guide leaders and their team to build inclusive mindsets and behaviours. Each leader was asked to choose one of the six traits and build goals for both them and their teams.</p> <p>Q2/Q3. Leaders are working to achieve their 2024 key performance goals.</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 use inclusive behaviours to successfully manage diverse teams and be accountable for the results.

Appendix B

Actions	Accountability	By When	Measure	Quarterly Update
Review policies according to review schedule with an inclusion lens to pinpoint and remove systemic barriers to inclusion.	EMT	Q4	100% of reviewed policies are evaluated using an inclusion lens. Total percentage of policies reviewed.	Q3. Ongoing as policies are reviewed
Ensure all employee's annual key performance indicators are reviewed and adjusted to reflect an inclusion lens.	All	Q2	% of employee annual KPI's are reviewed with an inclusion lens	Q1. Direction was provided to all leaders to review employee key performance indicators with an inclusion lens.
Develop a 360-review process for leaders and ensure that questions are included that focus on the meeting of DEI related expectations.	HR	Q4	% of successful or above 360 ratings	Q1/Q2/Q3 – No Update

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.

Leaders can contribute by displaying a positive commitment to workplace diversity and inclusion, being role models, fostering an inclusive and safe spaces, dealing quickly and

Appendix B

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

Definitions:

Based on the Town of Oakville's Draft Multi-Year IDEA plan.

Diversity

Diversity is about the individual. It is about the variety of unique dimensions, qualities, and characteristics we all possess, and the mix that occurs in any group of people. Race, ethnicity, age, gender, sexual orientation, religious beliefs, economic status, physical abilities, life experiences, and other perspectives can make up individual diversity. Diversity is a fact, and inclusion is a choice.

Equity

Equity means recognizing that we do not all start from the same place and circumstance. Equity provides resources and opportunities that are allocated based on individual needs that vary. This creates an environment where each person has the opportunity to achieve the same outcome.

Inclusion

Inclusion is creating a culture that embraces, respects, accepts, and values diversity. It is an intentional and equitable effort to meet individual needs so everyone feels valued, respected, and able to contribute to their fullest potential.

REPORT

Oakville Public Library Board

Meeting Date: November 21, 2024

FROM: Oakville Public Library

DATE: November 12, 2024

SUBJECT: 2024 Fundraising Plan Update Report – November 21, 2024

RECOMMENDATION:

That the 2024 Fundraising Plan Update Report be received for information.

KEY FACTS:

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

- Oakville Public Library's (OPL) fundraising revenue for 2023 was approximately \$132,000.
- The 2024 year-end goal was set at \$83,000 to align with the hiring and onboarding timeline of a new Fund Development Coordinator, who has had five months to focus on fundraising objectives.
- As of October 31, OPL has raised \$44,717 in revenue, with an additional \$30,353 from Legacy Giving, positioning the library on track to meet its 2024 fundraising target.
- OPL has confirmed Amica Senior Lifestyles as our Adult Book Club Sponsor for January to April 2025 for 4 branch locations (Woodside, Glen Abbey, Central & Sixteen Mile).
- The winter mailing campaign is scheduled for December 2; however, a potential Canada Post strike could impact the timeline.
- Development of the 2025 Fundraising Plan is underway and will be finalized over the next two months.

BACKGROUND:

Oakville Public Library (OPL) is a registered charity primarily funded by public sources, with about 94% of its operational and core expenses supported by the Town of Oakville. Additional donations from individuals, corporations, foundations, and other associations allow OPL to enhance its programs, collections, and services.

For 2024, OPL's fundraising revenue to date is approximately \$44,725, from various sources: \$11,750 in donations, \$5,000 in corporate sponsorship, \$17,575 in Friends

of the Library Book Sales and Friendly Finds, \$9,750 in grants, and \$650 from workplace campaigns.

A contribution of \$30,353 was received through Legacy Giving.

A key initiative was for the Fund Development Coordinator to build community relationships, notably engaging Amica Senior Lifestyles as the Adult Book Club sponsor, ensuring continued program support and community connection.

COMMENT/OPTIONS:

OPL is carrying forward its fundraising strategies and goals into two distinct initiatives, as outlined in the early 2024 Fundraising Plan:

1) 2024 Fundraising Plan

The 2024 Fundraising Plan includes several strategic initiatives aimed at strengthening individual giving and enhancing corporate partnerships. The bi-annual direct mail appeal, re-launched for Winter 2024/25, seeks to raise \$20,000 by attracting new donors, retaining monthly supporters, and strengthening donor loyalty.

For corporate giving, OPL aims to foster partnerships with local businesses to sponsor current programming, reinforcing community connections and support. Additionally, recent donor engagement events have improved stewardship, helping build lasting support and commitment from donors. The Benevity giving platform has been revised with current OPL content to extend OPL reach for individual corporate giving.

In terms of grants, OPL secured \$5,000 to update the Book Bike collection and another \$4,750 from the Civitan Club of Oakville to support the Multi-Sensory Room at Woodside Branch.

OPL is also on track with revenue from third-party events. Four annual Friends of the Library (FOL) book sales and pop-up sales are projected to raise \$20,000, with current results supporting the achievement of this goal. Altogether, these efforts place OPL on track to meet its overall annual fundraising goal of \$83,000, which includes projected revenues from both active fundraising and legacy giving.

2) Central Branch Capital Campaign

The multi-year New Central Project Capital Campaign is designed to support the development of OPL's new Central Branch and includes a secondary focus on the Oakville Newspaper Archive digitization. In early 2024, OPL laid the groundwork for this campaign by updating fundraising policies and launching a dedicated campaign website (<https://opl.ca/About-OPL/newcentral>), which aligns with the Town's broader

Downtown Cultural Hub project. Throughout 2024, OPL has focused on effective prospect research, particularly among corporate and individual donors. The New Central launch event was well-received, and follow-up public consultations have provided valuable community insights to inform the campaign's direction.

Looking ahead, OPL's team is developing a comprehensive campaign strategy that will outline fundraising targets, audience segmentation, key messaging, and a detailed action plan.

Digitizing Oakville Newspaper Archives

In support of OPL's commitment to preserving Oakville's history, the Central Branch will continue to house the library's local historical records, including the Oakville Newspaper Archives. By incorporating the ongoing digitization project into the New Central Capital Campaign, OPL can provide donors with an opportunity to support digital preservation efforts, which are vital to making these historical resources more accessible. This initiative complements the physical enhancements planned for the new Central Branch, offering an alternative and meaningful way for donors to contribute to OPL's mission of community engagement and historical preservation.

APPENDICES:

N/A

Prepared by:
Monica Socol, Acting Director, Innovation & Integration

Submitted by:
Tara Wong, CEO

REPORT

Oakville Public Library Board

Meeting Date: November 21, 2024

FROM: Oakville Public Library

DATE: November 12, 2024

SUBJECT: Halton Information Providers Update – November 21, 2024

RECOMMENDATION:

That the Halton Information Providers (HIP) Update report be received for information.

KEY FACTS:

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

- Oakville Public Library (OPL) leads the Halton Information Providers (HIP) joint venture, overseeing the Halton Community Services Directory (hipinfo.ca) in partnership with Burlington Public Library, Halton Hills Public Library, Milton Public Library, and The Halton Resource Connection. This collaborative effort allows for a comprehensive directory of services across the region.
- The evaluation of the Halton Newcomer InfoPods project will begin in January.
- In collaboration with Milton Public Library, Mind Your Mind, and InformCanada, OPL has planned activities for Information & Referral Day on November 16, designed to raise awareness and provide valuable resources for those seeking support services.
- HIP provided community services data to Community Development Halton Encampment/Homeless project and to the Opioid Action Table, helping inform critical regional initiatives.

BACKGROUND:

The Halton Information Providers (HIP), led by the Oakville Public Library and in collaboration with Burlington, Milton, and Halton Hills Public Libraries as well as the Halton Resource Connection, operate the Halton Community Services Directory (hipinfo.ca). This platform provides comprehensive access to community and social services information in the Halton Region, covering health care, emergency services, food support, housing, employment, and more. Local certified Information & Referral Specialists and Database Curators maintain community services data for

various community agencies, including youth and seniors, and supports other Information and Referral (I&R) staff by providing the most up-to-date information and culturally appropriate referrals on programs and services to Halton residents in their time of need.

COMMENT/OPTIONS:

Halton Community Services Directory 2024 (January - October)

With two months remaining in 2024, the Halton Community Services Directory has shown exceptional performance across various measures. Year-to-date results indicate a robust recovery, with usage returning to pre-pandemic levels. This growth reflects the directory’s continued importance as a resource for the community and the effectiveness of efforts to enhance its reach and accessibility.

Halton Information Providers (HIP) is represented on the Community Development Halton (CDH) Research and Data Committee and two Halton Safety and Wellbeing action tables: the Data Decision and Support Group and the Halton Opioid Action Table. HIP has provided community services data for CDH’s Encampment Project, which aims to map housing supports, and is working on a curated list of addiction and mental health programs for the Opioid Action Table—a contribution that may lead to a larger project.

Usage of the Halton Community Services Directory remains strong, with Oakville sessions from January to October reaching 65,300, on track to match the 2023 total of 78,300 by year-end.

2023	
Month	Pages Viewed
January	337,608
February	436,315
March	362,973
April	294,436
May	329,073
June	242,380
July	251,469
August	210,254
September	225,223
October	234,486
November	266,392
December	576,576
Total	3,767,185

2024	
Month	Pages Viewed
January	465,145
February	281,442
March	502,335
April	453,506
May	344,152
June	325,053
July	480,620
August	458,826
September	324,876
October	542,129
November	
December	
Total	4,178,084

Virtual Community Information Board

Information Oakville continues to provide a virtual community information board, offering an additional platform to promote services and programs. The board displays event and program flyers, along with readable and downloadable brochures. This resource is gaining momentum and receiving positive feedback from our community partners. Visit: oakvilleinfo.ca

Virtual Board	Q1	Q2	Q3	OCT	2024 YTD
Total Sessions	635	721	699	251	2310
Oakville Visitors	133	124	134	70	412
Unique Visitors	419	466	459	179	1480
Clicks	237	304	290	93	924
Page Views	1031	1189	1219	414	3853
Engagement Rate	94.17%	93.48%	94.85%	94.82%	94.20%

Halton Newcomer InfoPods

The IRCC grant will conclude on March 31, 2025. The program’s evaluation will focus on usage, community impact, and strategic location assessments, with six InfoPods located in Oakville. This year, interest has been expressed by the City of Burlington, Joe Brant Hospital, and the New Milton MPP. From January 2024 to October 2024, the program has seen 23,419 page views.

Halton Region Service Agreement

The Halton Region Service Agreement is set for renewal in 2025. An initial request to begin discussions has been sent to Halton Region, with a meeting date yet to be confirmed.

APPENDICES:

N/A

Prepared by:
Monica Socol; Acting Director, Innovation and Integration

Submitted by:
Tara Wong, Chief Executive Officer

REPORT

Oakville Public Library Board

Meeting Date: November 21, 2024

FROM: Oakville Public Library

DATE: November 12, 2024

SUBJECT: Collection Development Policy – November 21, 2024

RECOMMENDATION:

That the Collection Development Policy be approved.

KEY FACTS:

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

- The current Collection Development Policy, approved on January 28, 2021 (Appendix B), is outdated and requires revision to reflect current practices and challenges.
- Policy revisions reviewed by Board on October 17, 2024:
 - Updated language to reflect OPL's contemporary collection management practices.
 - Clarification of the scope of Intellectual Freedom in collection development.
 - Expanded sections addressing new formats and emerging community needs.
 - Alignment with updated legislation (e.g. Film Classification Act) and policies.
 - Introduction of guidelines for transparency in material selection and reconsideration processes, providing a framework for community engagement on collections.
 - The Request for Reconsideration of Library Materials Form has been reformatted and expanded to include an appeal process, timelines, and clearer procedures (Appendix C).
- The board's recommendations from the October 17, 2024 meeting have been incorporated into this revision.

BACKGROUND:

The Collection Development Policy was last reviewed and approved by the Oakville Public Library Board on January 28, 2021. Since that time, significant shifts in digital

collections, the library of things, emerging formats, and legislation have rendered the policy insufficient for OPL's current and future needs. The outdated language, references no longer relevant policies, and outdated legal frameworks, such as the Film Classification Act, requiring updating to align with the current legislation and operations of OPL.

The new Collection Development Policy reflects OPL's commitment to a diverse, inclusive, and community-centered collection. It provides clear principles that prioritize responsiveness to community needs, inclusion of marginalized voices, and the maintenance of comprehensive and forward-looking collections.

COMMENT/OPTIONS:

The revised Collection Development Policy, following a thorough review of OPL practices and comparison with other libraries, emphasizes accessibility, community engagement, and diversity to better serve Oakville.

Key updates include simplified language for greater accessibility and renaming "Responsibility for Selection" to "Accountability," with collection management responsibility shifted from the Board to the CEO aligning this policy with other OPL policies. Donation guidelines now address financial considerations and clarify OPL's role in managing contributions. The Requests to Reconsider Materials section has expanded in alignment with OPL's Intellectual Freedom Policy, adding transparency to selection decisions and clarifying the appeal process.

Further specific changes include updated references to the Film Content Information Act, strengthened guidelines for diversity and inclusion, integrated Truth and Reconciliation principles, and refined criteria for digital and non-traditional collections like the Library of Things. The Multi-lingual Materials section has been renamed Community Language Materials, and new sections address emerging formats, interlibrary resource-sharing, and local collections, with a focus on Indigenous and local creators. These updates reinforce OPL's dedication to equitable access, intellectual freedom, and community-centered collection management.

The policy has been further revised based on Board feedback from the October 17, 2024 meeting to include:

- A new statement clarifying the material placement practice,
- The addition of video games under the legal enforcement section, and
- Updated language specifying that any item subject to legal action may be temporarily removed from the collection, with further action taken based on the legal outcome.

APPENDICES:

Appendix A – PS-005 Collection Development Policy (2024).doc

Appendix B – PS-005 Collection Development Policy (2021).pdf

Appendix C - OPL_request-for-reconsideration-of-library-material-form.pdf

Prepared by:

Monica Socol, Acting Director Innovation & Integration

Submitted by:

Tara Wong, CEO

Collection Development Policy

Policy Number:	PS-005
Policy Category:	Public Service
Approved by:	OPL Board
Accountability:	Chief Executive Officer
Approval Date:	
Effective Date:	
Next Review Date:	2028
Supersedes:	<u>Collection Development Policy</u> : Jan. 28/21, June 27/13, Sep. 23/10, Jan. 22/09, Nov. 24/05, Dec. 12, 02. (Motion #: 13.06.56, 10.09.74, 09.01.08, 05.11.114, 02.12.146)
Access to Collections Policy:	September 23/10, Jan. 22/09, Nov. 24/05, Dec. 12/02 (Motion#: 13.06.56, 09.01.08, 05.11.114, 02.12.146)
Responsibility for Selection Policy:	June 27/13, Sep. 24/09, Feb. 23/06, Jan 2003 (Motion#: 13.06.53, 09.09.81, 06.02.24, 03.02.20)

Purpose:

The collections at the Oakville Public Library are selected and maintained in support of the library's mission, vision, and values. This policy outlines the principles and criteria used by staff to develop and maintain the library's collections, while informing the residents of Oakville of the criteria used to select materials for inclusion in the library's collections.

Scope:

This policy governs collections in all formats held by the Oakville Public Library and made available to the public. The policy aligns with the principles of universal and equitable access and is supported by [OPL's Intellectual Freedom Policy](#).

Policy Statement:

The Oakville Public Library is committed to providing collections that:

- Respond to the diverse nature of the community, as well as the varied backgrounds and needs of citizens.
- Represent and inspire a wide range of ideas, creative thought, information, and viewpoints within the constraints of availability to purchase, space, and budget.
- Feature unique local history materials that are applicable to the community.
- Meet and anticipate the literacy, learning, informational, culture, leisure, and recreational needs of the community.

Collection Principles and Guidelines:

Accountability

Overall responsibility for library collections and authority for the Collection Development Policy lies with the Chief Executive Officer or designate. In practice, this responsibility is delegated to members of staff who are qualified by reason of education and training.

Access to Collections

Physical access to items will not be restricted except to protect an item from damage or theft, or to ensure the widest possible use of materials by library customers. Library collections will not be marked or identified to show approval or disapproval of the contents. Materials are not sequestered to show approval, disapproval or judgement as to the suitability or content for a particular audience. **The placement of materials is determined solely at the discretion of the library, informed through best practices, education/training, and research.**

Honouring the legal requirements of the [Film Content Information Act](#), the library will restrict the availability of video games by classification where applicable. Films and TV shows rated “R” or 18A” are limited to customers 18 years of age or older. If a rating is not available for an item, yet it fulfils the library’s Selection Criteria, the item will be included in the collection without a rating.

Children and teens are entitled to access all materials provided by the library, except where limited by law. Oakville Public Library believes in the freedom of the individual and the rights and obligations of parents and guardians to develop, interpret and maintain their own code of values as a family. Parents/legal guardians and/or those responsible for the child are responsible for the selection, usage, and safe return of materials borrowed by their children. No item will be excluded from the library collection because it may come into the possession of children.

Diverse and Inclusive Collections

Through the commitments outlined in OPL’s [Inclusion Policy](#), the library recognizes its responsibility to provide access to information in a variety of accessible formats and on a wide variety of subjects from a variety of perspectives including selection of materials by diverse authors and creators.

With an aim to creating diverse and inclusive collections, the library will:

- Seek content created by, and representative of, underrepresented and systemically oppressed groups protected by [The Canadian Charter of Rights and Freedoms](#).

- Offer content in multiple formats, to provide equitable access to individuals with varied abilities.
- Apply an inclusive lens to how materials and resources are catalogued, labeled, displayed and promoted.
- Advocate for inclusive and anti-oppressive cataloguing standards and strive to eliminate systemic oppression found in library classification.
- Seek feedback and suggestions from community groups and customers that serve or represent those of underrepresented and systemically oppressed backgrounds.

No materials are excluded from selection solely because of the "race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, age, record of offences, marital status, disability, family status, sex, sexual orientation and/or receipt of public assistance" of the creator of the work.

Selection Criteria

The selection of materials is based on the professional judgement of library staff. Staff selection activities are supported by attention to review media, bibliographies and reviewing tools, consultation with the publishing industry, authoritative discussions of genres or subject areas, and recommendations from library users. At times, staff may consult with subject area specialists outside of the library.

Materials are selected according to the needs and interests of the community, access to other library resources and budget.

Selection decisions for all materials, whether purchased or donated, will take into consideration the following criteria:

Demand

- Anticipated or expressed needs and interests of the community;
- Popular and/or anticipated demand and current trends.

Quality

- Attention of critics, reviewers, and the public;
- Reputation and/or authority of the author/artist/creator/publisher;
- Skill, competence, and purpose of the author/artist/creator;
- Accuracy, clarity, comprehensiveness, and objectivity of the work;

Subject Matter

- Significance, timeliness, or permanence of subject matter;
- Relationship to the existing collection;
- Representation of diverse points of view;
- Representation of Canadian and/or local perspectives;
- Representation of popular or important movements, genres or trends;

Audience

- Suitability of subject, style, and reading level for the intended public library audience;
- Format of material, technical quality, and/or effectiveness of medium to content;

Availability and Access

- Suitability of physical form for library use;
- Ease of use and remote access potential;
- Accessibility of material in other libraries, for free via the internet, or from other easily and freely accessible resources;
- Licensing requirements;
- Long term availability and perpetual access rights;

Library Resources

- Purchase price and other budgetary considerations;
- Comparison of content and cost with other available formats;
- Staff expertise and customer assistance requirements;
- Physical space limitations in library facilities.

An item need not meet each of the above criteria to be acceptable for inclusion in the collection.

Oakville Public Library complies with any law enacted at the federal, provincial or municipal level and therefore does not acquire resources that violate the [Criminal Code](#) definition of “obscene material”, “sedition” or “hate propaganda” and the case law interpreting those provisions, including the application of [The Canadian Charter of Rights and Freedoms](#).

Community Language Materials

Oakville Public Library collects materials in languages other than English and French that meet the needs of Oakville's diverse population. The decision to establish or discontinue a language collection is based on census data, input from the community and other supporting statistical evidence, and if the language is sustainable as a collection with readily available quality material, sufficient demand, and usage.

Customer Suggestions

Library customers may make suggestions for the inclusion of material in the collection using the form available on the OPL website. Suggestions for purchase of books or other formats will be considered in accordance with the selection criteria outlined in this policy.

New Formats

Careful consideration is given to the introduction of new formats to library collections. Budget considerations, community needs, and the probable impact on existing resources are all reviewed before items in a new format are selected and introduced. The selection of material in any new format may result in the library's decision to retire specific items or material formats from its collections in order to responsibly accommodate trends in customer demands and/or changes in technology.

Deselection and Collection Maintenance

The Oakville Public Library strives to maintain strong physical collections while growing or providing access to content that reflects the increasing demand for information, books, music and videos in digital formats, as well as non-traditional library collections.

Qualified library staff regularly assess library material for condition, accuracy, currency and usage. To keep the collection timely and attractive, materials are deselected and withdrawn when they are found to be outdated, worn, redundant or outside the desired scope of the given area of the collection.

An item that is the subject of legal action of which the library becomes aware will be considered for temporary removal from the collection until the action is resolved. Depending on the outcome of the action, the item will be returned to the collection or permanently withdrawn.

Withdrawn or missing materials are not automatically replaced. In general, replacements are purchased following the general selection criteria. Several additional factors are, however, considered.

- Demand or public interest in the subject or material;
- Importance of title or material to the collection;
- Extent of the present library collection on the subject;
- Availability of new titles or material on, or related to, the subject;

- Historical value of the material.

Interlibrary Loan (ILLO) and Resource-Sharing

Oakville Public Library is committed to resource-sharing with other libraries across the province and across Canada and provides Interlibrary Loan service for this purpose. Items that fall outside the library's selection criteria or that are "out of print" or temporarily unavailable can be requested by OPL customers from other library systems by using regular Interlibrary Loan services. Fees for the service occasionally apply on a cost-recovery basis. If an OPL cardholder loses an item borrowed from another library on their behalf they are responsible for all replacement charges from the lending institution.

In addition, the library may enter into partnerships with other libraries and organizations to assist in providing increased access to collections. These partnerships will be established in accordance with the criteria outlined in the Partnership Policy. Details of such partnerships will be outlined in operational procedures.

Local Collections

Oakville Public Library has a particular interest in local history, genealogy, works by local authors, and other special and locally focused collections, whether or not such materials meet the selection criteria in other respects. Additional selection criteria may be developed and applied specifically to these collections whether they are considered for purchase or as donations. The library will collect items with a focus on the former areas of Oakville, Bronte and Trafalgar Township, as well as other areas of Halton Region. These collections will be developed to recognize the significance of local Indigenous Peoples and will reflect our commitment to continue the path toward Truth and Reconciliation.

Special efforts will be made to add works by local authors/artists to the collection. Works will be accepted if they are in a suitable format, fit the selection criteria and meet the local author/ artist eligibility requirements of Oakville Public Library. All other authors will fall under the regular selection process. All submitted works will be treated as donations, however we encourage authors to ensure that their materials are commercially available. This is the preferred method to acquire materials for circulation, and to ensure that the author/artist is adequately compensated for their work.

The library is not under any obligation to add to its collection everything about the area or produced by local authors, printers, or publishers if it does not seem to be in the public interest.

Donations

Offers to donate items to the collection are appreciated; however, the majority of donations will not be accepted for inclusion in the collection due to associated processing costs that place a financial burden on the library. This supersedes any monetary gain from enhancement to our collection.

Donations of material specifically requested by library staff, gift copies from local authors/ artists, and donations of local or historically relevant content may be accepted with the understanding that such materials may still be sold at the library, donated, or disposed of elsewhere. Such items will be considered for inclusion according to the library's selection criteria.

Once received, donated materials become the exclusive property of the library. Classifications, shelving, access, location, deselection, and disposal will be determined by the library. The library cannot guarantee the permanence of a gift in the collection and the library has no obligation to inform the donor of the disposition of donated materials. Donated materials will not be evaluated for the purposes of issuing tax receipts.

Requests to Reconsider Materials

The library recognizes that some materials offered by the library are controversial and may offend some customers. Not all items selected for inclusion in the library's collection will be suitable for every customer.

Selecting an item for a library collection does not constitute endorsement by the library of either the content, creator, or viewpoint expressed in that item, but rather is an affirmation of the principle of intellectual freedom.

Selection of an item cannot be influenced by any anticipated approval or disapproval of its intellectual content by sectors of the community. Customers have the right to express opposition to library material, and to reject it for their own personal use, but they may not restrict the freedom of others to make use of that same material.

The following will not cause an item to be automatically included or excluded from the collection:

- Race, religion, nationality or political views of an author;
- Frankness or coarseness of language;
- Controversial content;
- Endorsement or disapproval of an individual or group;
- Language in which the work is written or spoken.

Library customers who feel that an item in our collection falls outside the criteria outlined in this policy are asked to complete a written request using the Request for Reconsideration of Library Materials form (Appendix A).

The Oakville Public Library subscribes to a variety of third-party vendors that provide content for users of the library. The materials that are made available by these platforms are determined by the vendor, and not the library itself. In these circumstances, the library may be unable to assess the items for continued inclusion using OPL's Request for Reconsideration guidelines.

Reconsideration requests are reviewed and responded to by the Manager, Collection Development or a delegate. Decisions regarding challenged materials will be communicated to the individuals who initiated the requests following a thorough staff review process. The originator of the request may make an appeal about the decision in writing to the Chief Executive Officer (CEO) within seven days of the decision. The CEO is the final decision-maker on the request for reconsideration. Any decision relating to challenged materials is final and those materials will not be eligible for reconsideration for a period of three years.

References and Related Documents:

Oakville Public Library Policies

- Inclusion Policy
- Intellectual Freedom Policy
- Partnership Policy
- [Safety and Well-being of Children Policy](#)

Legislation

- [Canadian Charter of Rights and Freedoms](#), s 7, Part 1 of the *Constitution Act*, 1982, being Schedule B to the *Canada Act 1982* (UK), 1982, c 11.
- [Film Content Act](#), 2020, S.O. 200, c. 17
- [Criminal Code](#), R.S.C., 1985, c. C-46
- [Human Rights Code](#), R.S.O. 1990, c. H. 19
- [Public Libraries Act](#), R.S.O. 1990, c. P. 44

Other Documents

- [Canadian Federation of Library Associations *Truth and Reconciliation Report and Recommendations*](#), 2016
- [The Ontario Library Association Position on Children's Rights in the Library](#), 1998
- [The Ontario Library Association Position on Teen's Rights in the Public Library](#), 2010

Request for Reconsideration of Library Materials

Kindly complete all sections of the form below so that collections staff can fully understand your specific concerns regarding the item. Please use a separate sheet if necessary.

Request Initiated By: _____

Library Barcode: _____ Date: _____

Address: _____

City: _____ Postal Code: _____

Daytime Phone Number: _____ Evening Phone Number: _____

Email Address: _____

If this request is made on behalf of an organization or group, please identify:

Author (if applicable): _____

Title: _____

Format (e.g. book, DVD, CD): _____

1. Have you read, viewed, or listened to this material in its entirety?

Yes _____ No _____

2. If no, which parts have you read/viewed/listened to? Please be specific.

3. Please state your specific objections to this work. Cite pages or sections, if possible.

4. What do you think might result from reading, viewing or hearing this material?

5. Have you seen/heard any promotions or read any reviews about this work? If so, please identify.

6. What do you propose the library do about this material?

7. Could you suggest alternative material in its place?

8. Have you read the attached Collection Development Policy?

Yes _____ No _____

This request will be reviewed by the Manager, Collection Development, and you will be informed of the decision.

Thank you for your comments.

Customer Signature: _____ Date: _____

Staff Contact: _____ Branch: _____

The collection of information on this form is subject to the provisions of the Municipal Freedom of Information and Protection of Personal Privacy Act. This information is used for library-related purposes only. Please direct any inquiries to the Director, Customer Experience, Oakville Public Library, 905-815-2035.

Collection Development Policy

Policy Number:	PS-005
Policy Category:	Public Service
Approved by:	OPL Board
Accountability:	Chief Executive Officer
Approval Date:	January 28, 2021
Effective date:	January 29, 2021
Next Review Date:	2024
Supersedes:	<u>Collection Development Policy</u> : June 27/13, Sep. 23/10, Jan. 22/09, Nov. 24/05, Dec. 12, 02. (Motion #: 13.06.56, 10.09.74, 09.01.08, 05.11.114, 02.12.146)
Access to Collections Policy:	September 23/10, Jan. 22/09, Nov. 24/05, Dec. 12/02 (Motion#: 13.06.56, 09.01.08, 05.11.114, 02.12.146)
Responsibility for Selection Policy:	June 27/13, Sep. 24/09, Feb. 23/06, Jan 2003 (Motion#: 13.06.53, 09.09.81, 06.02.24, 03.02.20)

Purpose:

The collections at the Oakville Public Library are selected and maintained in support of the library's mission, vision and values. This policy outlines the principles and guidelines to assist library staff in development and maintenance of the library's collections, while informing the residents of Oakville of the principles by which materials are selected for inclusion in the library's collections.

Scope:

This policy governs collections in all formats held by the Oakville Public Library and made available to the public. The policy is in accordance with the principles of universal and equitable access and is supported by [OPL's Intellectual Freedom Policy](#).

Policy Statement:

The Oakville Public Library strives to provide collections that:

- Recognize the diverse nature of the community, as well as the varied backgrounds and needs of citizens.
- Represent a wide range of ideas, creative thought, information and viewpoints within the constraints of availability to purchase, space and budget.
- Feature unique local history materials that are applicable to the community.

- Meet present and future literacy, learning, informational, culture, leisure and recreational needs of the community.

Collection Principles and Guidelines:

Responsibility for Selection

The Oakville Public Library Board assumes overall responsibility for library collections and authority for the Collection Development Policy. The Library Board delegates this responsibility to the Chief Executive Officer, who may further delegate to members of staff who are qualified by reason of education and training.

Access to Collections

Except where limited by law, children and teens are entitled to access all materials provided by the library. Oakville Public Library believes in the freedom of the individual and the rights and obligations of parents and guardians to develop, interpret and maintain their own code of values as a family. In support of this belief, parents and/or those responsible for the child are responsible for the selection, usage, and safe return of materials borrowed by their children. No items will be excluded from the library collection because it may come into the possession of children.

The library may control use of any collection material in order to protect items deemed susceptible to theft or damage by users, or to ensure the widest possible use of materials by library customers.

Honouring the legal requirements of the [Film Classification Act](#), the library may restrict the availability of material by film classification where applicable.

Library collections will not be marked or identified to show approval or disapproval of the contents. Materials are not sequestered to show approval, disapproval or judgement as to the suitability or content for a particular audience. Placement of materials is solely at the discretion of OPL. The library will not limit availability of collections based on the location or classification for specific audiences.

Selection Guidelines

The selection of materials is based on the professional judgement of library staff. Materials are selected according to the needs and interests of the community, access to other library resources and budget.

A range of objective measures and standards are applied when selecting resources.

Some or all of the following criteria may be taken into consideration during the selection process for all materials, whether purchased or donated:

- Anticipated or expressed needs and interests of Oakville's diverse community;

- Representation of Canadian and/or local perspective;
- Reputation and/or significance of the author/illustrator/publisher;
- Skill, competence and purpose of the author/illustrator/creator;
- Artistic presentation and experimentation;
- Comments of professional and independent critics and reviewers;
- Accuracy, authority and objectivity of the work;
- Representation of popular or important movements, genres or trends;
- Suitability of subject, style and reading level for the intended audience;
- Format of material, technical quality, and/or effectiveness of medium to content;
- Insight into human and social condition;
- Importance as a document of the times;
- Relationship to the existing collection;
- Budgetary considerations;
- Suitability of physical form for library use;
- Physical limitations of the buildings.

Selection guidelines for digital resources also includes:

- Ease of access;
- Hardware / Network requirements;
- Comparison of content with other available formats;
- Licensing requirements;
- Staff training and customer assistance requirements;
- Cost considerations in relation to the overall development of the collection.

Oakville Public Library does not acquire resources that violate the [Criminal Code](#) definition of “obscene material”, “sedition” or “hate propaganda” and the case law interpreting those provisions, including the application of [The Canadian Charter of Rights and Freedoms](#).

Multilingual Materials

Oakville Public Library collects materials in languages other than English and French that are relevant to the community. The decision to establish or discontinue a language

collection is based on census data, input from the community and other supporting statistical evidence.

Indigenous, Inuit and Métis Materials

In the spirit of Truth and Reconciliation and the Ninety-Four [Calls to Action](#), the Oakville Public Library collects materials related to Indigenous, Inuit and Métis cultures and peoples in all available formats. The library's collection will include titles by and about Canada's, and specifically Ontario's, Indigenous, Inuit and Métis communities and will include titles presented in the First Nation Community Reads program.

Diverse and Inclusive Collections

Through the commitments outlined in OPL's [Inclusion Policy](#), the library recognizes its responsibility to provide access to information on a wide variety of subjects from a variety of perspectives including selection of materials by diverse authors and creators.

With an aim to creating diverse and inclusive collections, the library will:

- Seek content created by, and representative of, underrepresented and systemically oppressed groups protected by [The Canadian Charter of Rights and Freedoms](#)
- Apply an inclusive lens to how materials and resources are catalogued, labeled, displayed and promoted.
- Advocate for inclusive and anti-oppressive cataloguing standards and strive to eliminate systemic oppression found in library classification.
- Seek feedback and suggestions from community groups and customers that serve or represent those of underrepresented and systemically oppressed backgrounds.

Customer Suggestions

Library customers may make suggestions for the inclusion of material in the collection using the form available on the OPL website. Decisions for purchase are guided by the principles and guidelines outlined in this policy.

Interlibrary Loan (ILLO)

Oakville Public Library is committed to resource-sharing with other libraries across the province and across Canada and provides Interlibrary Loan service for this purpose. Library staff will make referrals for ILLO in situations where this is the most appropriate means of providing suitable material to meet the customer's needs. Fees for the service occasionally apply on a cost-recovery basis.

Local Collections

Oakville Public Library acknowledges a particular interest in local history, genealogy, works by local authors and other special and locally focused collections. The library will collect items with a focus on the former areas of Oakville, Bronte and Trafalgar Township, as well as other areas of Halton Region. The Library cannot guarantee that these collections will be comprehensive or archival.

Donations

In accordance with the [Donations, Sponsorship, Naming Rights and Third Party Fundraising Policy](#), Oakville Public Library accepts donations of print and non-print materials which can be integrated into existing collections and which fit the library's selection guidelines as outlined above. The Library reserves the right to refuse donations which it deems inappropriate, unsuitable or do not meet selection guidelines.

For up-to-date information on what type of materials the library accepts, customers should visit the library's website.

Classifications, shelving, access, location and disposal will be determined by the library. The library reserves the right to discard, recycle or repurpose of donations not added to its collection. The library does not evaluate materials for tax receipt purposes.

Collection Maintenance Guidelines

Collection Maintenance is the continuous systematic withdrawal of materials to maintain the integrity of the library's collection. This is essential to ensuring the vitality, size and scope of the overall library collection.

Qualified library staff regularly assess library material for condition, accuracy, currency and usage. To keep the collection timely and attractive, materials are withdrawn when they are found to be outdated, worn, redundant or outside the desired scope of the given area of the collection.

Replacement of items depends upon the demand, availability of more current materials, market availability for repurchase and the extent of the coverage in the collection.

Requests to Reconsider Materials

The library recognizes that some materials are controversial and that any given item may offend some customers. Not all items selected for inclusion in the collection will be suitable for every customer.

Library customers who object to materials located in the collection are asked to complete a written request using the *Request for Reconsideration of Library Materials* form (Appendix B).

Decisions made about challenged materials will be communicated to the originators of the requests following the completion of a formal staff review. The final decision concerning library materials rests with the Chief Executive Officer.

References and Related Documents:

Oakville Public Library Policies

- [Donations, Sponsorship, Naming Rights and Third Party Fundraising Policy](#)
- Inclusion Policy
- [Intellectual Freedom Policy](#)

Legislation

- [Canadian Charter of Rights and Freedoms](#), s 7, Part 1 of the *Constitution Act*, 1982, being Schedule B to the *Canada Act 1982* (UK), 1982, c 11.
- [Film Classification Act](#), 2005, S.O. 200, c. 17
- [Criminal Code](#), R.S.C., 1985, c. C-46
- [Human Rights Code](#), R.S.O. 1990, c. H. 19
- [Public Libraries Act](#), R.S.O. 1990, c. P. 44

Other Documents

- [Truth & Reconciliation: Calls to Action](#) , 2015
- [Canadian Federation of Library Associations *Truth and Reconciliation Report and Recommendations*](#), 2016
- [The Ontario Library Association Position on Children's Rights in the Library](#), 1998
- [The Ontario Library Association Position on Teen's Rights in the Public Library](#), 2010

Request for Reconsideration of Library Materials

Kindly complete all sections of the form below so that collections staff can fully understand your specific concerns regarding the item. Please use a separate sheet if necessary.

Request Initiated By: _____

Library Barcode: _____ Date: _____

Address: _____

City: _____ Postal Code: _____

Daytime Phone Number: _____ Evening Phone Number: _____

Email Address: _____

If this request is made on behalf of an organization or group, please identify:

Author (if applicable): _____

Title: _____

Format (e.g. book, DVD, CD): _____

1. Have you read, viewed, or listened to this material in its entirety?

Yes _____ No _____

2. If no, which parts have you read/viewed/listened to? Please be specific.

3. Please state your specific objections to this work. Cite pages or sections, if possible.

4. What do you think might result from reading, viewing or hearing this material?

5. Have you seen/heard any promotions or read any reviews about this work? If so, please identify.

6. What do you propose the library do about this material?

7. Could you suggest alternative material in its place?

8. Have you read the attached Collection Development Policy?

Yes _____ No _____

This request will be reviewed by the Manager, Collection Operations, and you will be informed of the decision.

Thank you for your comments.

Customer Signature: _____ Date: _____

Staff Contact: _____ Branch: _____

The collection of information on this form is subject to the provisions of the Municipal Freedom of Information and Protection of Personal Privacy Act. This information is used for library-related purposes only. Please direct any inquiries to the Director, Customer Experience, Oakville Public Library, 905-815-2035.

Request for Reconsideration of Library Materials



Kindly complete all sections of the form below so that collections staff can fully understand your specific concerns regarding the item. Please use a separate sheet if necessary.

120 Navy Street,
Oakville ON L6J 2Z4
Tel: 905-815-2042
opl.ca

1 Request Initiated By		
Last Name	First Name	Middle Initial
Address (Street)		
(City)	(Province)	(Postal Code)
Daytime Phone #	Evening Phone #	(Cell)
Email Address		
I bring forward this request on behalf of:		
<input type="checkbox"/> Myself <input type="checkbox"/> Group/Organization (indicate name):		
2 Material to Be Reconsidered		
Title		
Author/Illustrator/Performer (if applicable)	Publisher (if known)	
Type of material <input type="checkbox"/> Book <input type="checkbox"/> Magazine <input type="checkbox"/> DVD/Video <input type="checkbox"/> CD/Music <input type="checkbox"/> Other		
Details:		
1. Have you read, viewed, or listened to this material in its entirety? <input type="checkbox"/> Yes <input type="checkbox"/> No		
2. If no, which parts have you read/viewed/listened to? Please be specific.		
3. Please state your specific objections to this work. Cite pages, sections, tracks, etc.		
4. What do you think might result from reading, viewing or hearing this material?		

5. Have you seen/heard any promotions or read any reviews about this work? If so, please identify.

6. What alternative material would you suggest the library include in its place?

7. What would you suggest the library do about this material?

8. Have you read the attached Collection Development Policy? Yes No

9. Further comments:

This request will be reviewed by the Manager, Collection Development, and you will be informed of the decision. Thank you for your comments.

3 Customer Signature: _____ Date: _____

(DD/MM/YYYY)

Internal Use Only:

Date (DD/MM/YYYY)	Received by Staff Member (name and branch)
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The collection of information on this form is subject to the provisions of the Municipal Freedom of Information and Protection of Personal Privacy Act. This information is used for library-related purposes only. Please direct any inquiries to the Director, Customer Experience, Oakville Public Library, 905-815-2035.

REPORT

Oakville Public Library Board

Meeting Date: November 21, 2024

FROM: Oakville Public Library

DATE: November 12, 2024

SUBJECT: Inclusion Policy – November 21, 2024

RECOMMENDATION:

That the Inclusion Policy be received for feedback.

KEY FACTS:

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

- The Inclusion Policy was previously approved on January 28, 2021 (Appendix B).
- The Inclusion Policy has been updated with minor edits for clarity and to ensure alignment with OPL's updated services and its alignment with the key inclusion principles as outlined by international and national policies.

BACKGROUND:

OPL has an Inclusion Policy (Appendix B) that was last reviewed in January 2021. The Inclusion Policy required review to ensure its currency and alignment with OPL's services updates.

COMMENT/OPTIONS:

OPL's Inclusion Policy is aligned with the library's mission, vision, and values, as well as key principles from the Canadian Charter of Rights and Freedoms, the United Nations Universal Declaration of Human Rights, the Accessibility for Ontarians with Disabilities Act, and the Ontario Human Rights Code.

The policy has been amended to ensure it accurately reflects all services provided by the library, following a review of updates to services since the policy was last revised in 2021.

All edits are clearly indicated via track changes for board review and consideration.

APPENDICES:

Appendix A – Inclusion Policy (2024)

Appendix B – Inclusion Policy (2021)

Prepared by:

Monica Socol, Acting Director, Innovation and Integration

Submitted by:

Tara Wong, CEO

Inclusion Policy

Policy Number:	GOV-012
Policy Category:	Governance
Approved by:	OPL Board
Accountability:	CEO or Designate
Approval Date:	
Effective date:	
Next Review Date:	2027
Supersedes:	Inclusion Policy effective January 29, 2021

Purpose:

The purpose of this policy is to provide a framework for fostering diversity and social inclusion at Oakville Public Library (OPL), to create an environment where everyone feels a sense of belonging and is able to participate freely with respect, dignity, and freedom from discrimination.

Scope:

The policy governs internal practices and external services in internal, external, and virtual spaces. The policy is in accordance with OPL's mission, vision, and values, as well as principles of the [Canadian Charter of Rights and Freedoms](#), United Nation's [Universal Declaration of Human Rights](#), [Accessibility for Ontarians with Disabilities Act](#), and the [Ontario Human Rights Code](#). In addition, with this policy, OPL endorses the [Canadian Federation of Library Associations \(CFLA-FCAB\) Position Statement on Diversity and Inclusion](#).

Policy Statement:

Oakville Public Library (OPL) values diversity and social inclusion. OPL strives to recognize and address systemic oppression in order to create an environment that is welcoming and respectful to all, regardless of age, ancestry, citizenship, creed, race, ethnic origin, place of origin, education, physical or mental abilities, family status, marital status, gender identity, gender expression, or sexual orientation. OPL embraces such differences and endeavours to reflect diversity among its staff and volunteers and throughout all collections, programs, communications, staffing practices, training, and services.

Commitments

With this policy, OPL makes the following commitments:

- To build an inclusive environment throughout internal, external, and virtual spaces where everyone feels a sense of belonging and is treated with respect, dignity and freedom from discrimination.
- To eliminate systemic discrimination and barriers in internal processes, physical spaces, programming and external services to ensure equitable access to the library by all.
- To apply a community-based approach to service that recognizes and respects the diversity of individuals and communities and maintain an awareness of community assets, gaps and needs.
- To actively seek input from and include diverse voices and viewpoints in services and resources development.
- To apply the [Oakville Inclusion Lens](#) when introducing new services and evaluating existing ones.
- To integrate best practices and actions that actively challenge and break down systemic oppression and barriers within our services and internal practices.
- To make inclusion a priority in planning and decision making for staffing, training, and organizational change.

CFLA Position Statement on Diversity and Inclusion

OPL endorses the [CFLA Position Statement on Diversity and Inclusion](#).

Definitions:

Diversity is about the variety of unique dimensions, qualities and characteristics we all possess. (Source: [Canadian Centre of Diversity and Inclusion](#))

Inclusion is about creating a culture that strives for equity and embraces, respects, accepts and values difference. (Source: [Canadian Centre of Diversity and Inclusion](#))

Oppression is more than the prejudicial thoughts and actions of individuals, oppression is institutionalized power that is historically formed and perpetuated over time. Through the use of that institutionalized power, it allows certain groups of people or certain identities to assume a dominant (privileged) position over other groups and identities and this dominance is maintained and continued at institutional and cultural levels. (Source: [Simmons University Library](#))

References and Related Documents:

[Universal Declaration of Human Rights](#)

[Canadian Charter of Rights and Freedoms](#)

[Canadian Federation of Library Associations Position Statement on Diversity and Inclusion](#)

[Customer Code of Conduct Policy](#)

[Oakville Inclusion Lens](#)

[Ontario Human Rights Code](#)

Inclusion Policy

Policy Number:	GOV-012
Policy Category:	Governance
Approved by:	OPL Board
Accountability:	CEO or Designate
Approval Date:	January 28, 2021
Effective date:	January 29, 2021
Next Review Date:	January 2024
Supersedes:	

Purpose:

The purpose of this policy is to provide a framework for fostering diversity and social inclusion at Oakville Public Library (OPL), in order to create an environment where everyone feels a sense of belonging and is able to participate freely with respect, dignity, and freedom from discrimination.

Scope:

The policy governs internal practices and external services in internal, external, and virtual spaces. The policy is in accordance with OPL's mission, vision, and values, as well as principles of the [Canadian Charter of Rights and Freedoms](#) and, [Accessibility for Ontarians with Disabilities Act](#), and the [Ontario Human Rights Code](#). In addition, with this policy, OPL endorses the [Canadian Federation of Library Associations \(CFLA-FCAB\) Position Statement on Diversity and Inclusion](#).

Policy Statement:

Oakville Public Library (OPL) values diversity and social inclusion. OPL strives to recognize and address systemic oppression in order to create an environment that is welcoming and respectful to all, regardless of age, ancestry, citizenship, creed, race, ethnic origin, place of origin, disability, family status, marital status, gender identity/gender expression, or sexual orientation. OPL embraces such differences and endeavours to reflect diversity among its staff and volunteers and throughout all collections, programs, communications, staffing practices, training, and services.

Commitments

With this policy, OPL makes the following commitments:

- To build an inclusive environment throughout internal, external, and virtual spaces where everyone feels a sense of belonging and is treated with respect, dignity and freedom from discrimination.
- To eliminate systemic discrimination and barriers in both internal practices and external services in order to ensure equitable access to the library by all.
- To apply a community-based approach to service by recognizing the diversity of individuals and our communities and maintaining an awareness of community assets and gaps.
- To include diverse voices and viewpoints in service development.
- To apply the [Oakville Inclusion Lens](#) when introducing new services and evaluating existing ones.
- To integrate best practices and actions that actively challenge and break down systemic oppression and barriers within our services and internal practices.
- To make inclusion a priority in planning and decision making for staffing, training, and organizational change.

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Oppression is more than the prejudicial thoughts and actions of individuals, oppression is institutionalized power that is historically formed and perpetuated over time. Through the use of that institutionalized power, it allows certain groups of people or certain identities to assume a dominant (privileged) position over other groups and identities and this dominance is maintained and continued at institutional and cultural levels. (Source: [Simmons University Library](#))

References and Related Documents:

[Canadian Charter of Rights and Freedoms](#)

[Canadian Federation of Library Associations Position Statement on Diversity and Inclusion](#)

[Customer Code of Conduct Policy](#)

[Oakville Inclusion Lens](#)

[Ontario Human Rights Code](#)

REPORT

Oakville Public Library Board

Meeting Date: November 21, 2024

FROM: Oakville Public Library

DATE: November 12, 2024

SUBJECT: Friends of Library Volunteer Policy – November 21, 2024

RECOMMENDATION:

That the Friends of Library Volunteer Policy be received for feedback.

KEY FACTS:

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

- The Friends of Library (FOL) Volunteer Policy (Appendix B) was last reviewed and approved in November 2021.
- The policy has been reviewed to ensure it remains aligned with the role and purpose of the FOL Volunteers. The Friends of Library Volunteer Policy has been updated with minor edits for clarity (Appendix A).

BACKGROUND:

The OPL Friends of the Library (FOL) Volunteer Policy (Appendix B) was last reviewed in November 2021. This policy undergoes regular assessment to ensure it accurately reflects any changes in the roles and responsibilities of Friends of the Library volunteers.

COMMENT/OPTIONS:

Following a review of the Friends of the Library (FOL) volunteer role, it was determined that the role remains unchanged and is consistent with the existing policy. Consequently, only minor edits for clarity have been made to the policy.

All changes are clearly marked using track changes for the board's review and consideration (Appendix A).

APPENDICES:

Appendix A – Friends of Library Volunteer Policy (2024)

Appendix B – Friends of Library Volunteer Policy (2021)

Prepared by:
Monica Socol, Acting Director, Innovation and Integration

Submitted by:
Tara Wong, Chief Executive Officer

Friends of the Library Volunteer Policy

Policy Number:	OP-010
Policy Category:	Operations
Approved by:	Oakville Public Library Board
Accountability:	CEO or designate
Approval Date:	
Effective Date:	
Next Review Date:	2027
Supersedes:	Friends of the Library Volunteer Policy effective November 26, 2021

Purpose

The Oakville Public Library (OPL) supports a volunteer group, Friends of the Library (FOL), which supplements the efforts of paid library employees, enhances services to the public, and organizes/executes a variety of fundraising events on behalf of OPL. The FOL creates opportunities for community members to actively participate in fundraising for the Library, and welcomes their extended knowledge, talents, and skills.

Scope

This policy specifically applies only to FOL volunteers, and excludes the OPL Board and OPL's program and services volunteers.

This policy applies to all FOL volunteers performing work for the Library without wages, benefits, or expectation of compensation of any kind, including but not limited to:

- FOL Committee Chair
- FOL Committee
- Donation Sorters
- Book Sale Volunteers
- Students completing community hours requirements/placements/internships
- Individuals referred by social service agencies/institutions
- Individuals engaging in philanthropy on behalf of OPL
- Designated FOL event staff

FOL volunteers do not replace or displace library employees. Volunteer tasks are such that they can be performed satisfactorily with reasonable in-house training.

Policy Statement

- It is the policy of the OPL to support a FOL group to enhance and enrich the services which OPL provides to the community. This is done by actively engaging members of the community who wish to support the Library's vision, mission and values and contribute to their community through volunteerism.
- FOL volunteers do not replace paid employees and shall not be considered library employees.
- FOL volunteer placements are identified by FOL committee members. These placements are not permanent and will be reviewed and revised according to the needs of the FOL group.
- The minimum age for volunteers is 14 years, however some volunteer positions require volunteers to be at least 18 years of age.
- All FOL committee volunteers will be recruited and undergo a formal screening process, including in-person interviews and potential reference checks. Acceptance into a volunteer position is not automatic.
- FOL volunteers are guided and bound by the same [policies and procedures](#) as library employees. OPL can discontinue the service of FOL committee members or volunteers who do not adhere to the policies and procedures of the library, or who fail to satisfactorily meet the expectations of their volunteer assignment.
- All library volunteers are covered by the Town of Oakville's insurance policy for third party liability. Volunteers are excluded from WSIB benefits under the Ontario Workplace Safety and Insurance Act.

Friends of the Library Volunteer Policy

Policy Number:	OP-010
Policy Category:	Operations
Approved by:	Oakville Public Library Board
Accountability:	CEO or designate
Approval Date:	November 25, 2021
Effective Date:	November 26, 2021
Next Review Date:	November 2024
Supersedes:	N/A

Purpose

The Oakville Public Library (OPL) supports a volunteer group, Friends of the Library (FOL), which supplements the efforts of paid library employees, enhances services to the public, and organizes/executes a variety of fundraising events on behalf of OPL. The FOL creates opportunities for community members to actively participate in fundraising for the Library, and welcomes their extended knowledge, talents, and skills.

Scope

This policy specifically applies only to FOL volunteers, and excludes the OPL Board and OPL's program and services volunteers.

This policy applies to all individuals performing work for the Library without wages, benefits, or expectation of compensation of any kind, including but not limited to:

- FOL Committee Chair
- FOL Committee
- Donation Sorters
- Book Sale Volunteers
- Students completing community hours requirements/placements/internships
- Individuals referred by social service agencies/institutions
- Individuals engaging in philanthropy on behalf of OPL
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- It is the policy of the OPL to support a FOL group to enhance and enrich the services which OPL provides to the community. This is done by actively engaging members of the community who wish to support the Library's vision, mission and values and contribute to their community through volunteerism.
- FOL volunteers do not replace paid employees and shall not be considered library employees.
- FOL volunteer placements are identified by FOL committee members. These placements are not permanent and will be reviewed and revised according to the needs of the FOL group.
- The minimum age for volunteers is 14 years, however some volunteer positions require volunteers to be at least 18 years of age.
- All FOL committee volunteers will be recruited and undergo a formal screening process, including in-person interviews and potential reference checks. Acceptance into a volunteer position is not automatic.
- FOL volunteers are guided and bound by the same [policies and procedures](#) (including those that are pandemic-related) as library employees. OPL can discontinue the service of FOL committee members or volunteers who do not adhere to the policies and procedures of the library, or who fail to satisfactorily meet the expectations of their volunteer assignment.
- All library volunteers are covered by the Town of Oakville's insurance policy for third party liability. Volunteers are excluded from WSIB benefits under the Ontario Workplace Safety and Insurance Act.

REPORT

Oakville Public Library Board

Meeting Date: November 21, 2024

FROM: Oakville Public Library

DATE: November 12, 2024

SUBJECT: CEO Update – November 21, 2024

RECOMMENDATION:

That CEO Update report be received for information.

KEY FACTS:

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

- In November 2024, Stephen Paquette, of the Wikwemikong First Nation, was selected by local Indigenous community leaders and endorsed by the Chief of the Mississauga's of the Credit First Nation, to support OPL in his capacity as a local Indigenous Knowledge Guide.
- The first full week of November is designated as Treaties Recognition Week in Ontario. During this week we take time to honour the importance of treaties, and their role in Canadian history.
- On November 12, CEO Tara Wong, delegated to the Town of Oakville Budget Committee to request an additional \$310,400 in funding for OPL's 2025 operating budget to fully fund the opening of the permanent Sixteen Mile branch.

BACKGROUND:

N/A

COMMENT/OPTIONS:

Indigenous Knowledge Guide

In November 2024, Stephen Paquette, of the Wikwemikong First Nation, was selected by local Indigenous community leaders and endorsed by the Chief of the Mississauga's of the Credit First Nation, to support OPL in his capacity as a local Indigenous Knowledge Guide.

OPL is the first public library in Halton region and the first Town of Oakville community service or facility to launch such an initiative.

The Indigenous Knowledge Guide Initiative at OPL plays a crucial role in promoting cultural understanding and strengthening community connections. The Guide will share knowledge through various programs and events, including talking circles where participants can learn about Indigenous cultures, protocols, and traditions in a collaborative, respectful, and culturally safe environment.

OPL provides the space and facilitates the operations of this initiative, while the Indigenous Knowledge Guide collaborates with OPL and consults upon programs and activations based on local Indigenous community needs.

The Guide will also:

- advise the Library Board, OPL staff and volunteers on ways to incorporate Indigenous cultural perspectives in the library;
- lead Indigenous teachings and ceremonies at select OPL programs and events;
- offer one-on-one meetings for community members; and
- provide mentorship to Indigenous youth and vulnerable individuals seeking leadership skill development.

Treaties Recognition Week, Nov 3-9

The first full week of November is designated as Treaties Recognition Week in Ontario. During this week OPL takes time to honour the importance of treaties, and their role in Canadian history.

This annual commemoration was launched in response to the Truth and Reconciliation Commission's Calls to Action. It aims to honour the importance of treaties and helps students and residents of Ontario learn more about treaty rights and relationships. It represents one of many steps on Ontario's journey of healing and reconciliation with Indigenous peoples.

At OPL:

- Hosted Moccasin Identifier Project programs
- Shared online resources for further learning
- Shared staff-curated reading lists

Information shared through OPL's website, social channels, the eNewsletter, and in-branch with displays and digital signage.

Budget Committee Delegation

At the September board meeting, the board passed the following motion: That the Board recommend Council provides an additional \$310,400 to the 2025 Operating Budget to fully fund the operating costs at the new Sixteen Mile branch.

On November 12, CEO Tara Wong, delegated to the Town of Oakville Budget Committee to address the funding gap for Sixteen Mile branch and bring the OPL boards request to Council.

Mayor Burton will present his proposed 2025 budget to Council and the public on December 5th.

Prepared and submitted by:
Tara Wong, CEO

REPORT

Oakville Public Library Board

Meeting Date: November 21, 2024

FROM: Oakville Public Library

DATE: November 12, 2024

SUBJECT: Board Evaluation – November 21, 2024

RECOMMENDATION:

That the Board Evaluation public report be received for discussion.

KEY FACTS:

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

- An updated board evaluation process was approved in 2023.
- An evaluation survey (Appendix A) will be sent to the board following the October 17th board meeting (pending any changes).
- A summary of the results will be brought to the November board meeting for discussion and feedback was incorporated into the final survey
- Feedback was also sought from appropriate Library and Town staff. The Commissioner of Community Services sent a modified version of the board survey to 6 town/library staff for their feedback.

BACKGROUND:

The Board Evaluation Policy states:

1. The chair is responsible for managing the process of the evaluation.
2. The evaluation will be done by discussing and verbally evaluating performance, referring to the board's annual work in the areas of:
 - a. policy development
 - b. planning
 - c. advocacy
 - d. relationship with the Chief Executive Officer
 - e. finance
 - f. board conduct and practice

Any identified issues by the board would be reviewed by the board chair and options to address would be brought to the next board meeting.

Feedback would be sought in advance from appropriate Library and Town staff. The Commissioner of Community Services would gather feedback and deliver it to the board in advance of the evaluation process.

The board will assess its effectiveness as an agenda item for the annual November board meeting. During the evaluation discussion, if a majority of the board feel an area of its work needs substantial improvement, this will be further discussed at a board meeting early in the following calendar year, and addressed through action plans with timelines, if necessary.

COMMENT/OPTIONS:

For 2024, a board evaluation survey was drafted to provide board members the opportunity to rate the board overall effectiveness in the areas identified within the policy. The board reviewed the survey at the October meeting and all feedback provided was incorporated into the final survey. 7 of the 9 board members responded.

The Commissioner of Community Services used the board survey as a template to create a modified survey to solicit feedback from appropriate town/library staff. 6 town/library staff were sent the survey.

Results from the board survey can be found in Appendix A, while responses to the staff survey on the board effectiveness can be found in Appendix B.

Prepared and submitted by:
Tara Wong, CEO

Oakville Public Library Board

Schedule of Meeting Dates – 2025

Oakville Public Library Board meetings will be held on the third Thursday of every month, commencing at **7:00 p.m.**, at the Oakville Municipal Building, unless noted otherwise:

- Thursday, January 16
- Thursday, February 20
- Thursday, March 20
- Thursday, April 17
- Thursday, May 15
- Thursday, June 19
- Thursday, July 17
- Thursday, August 21 (*if required*)
- Thursday, September 18
- Thursday, October 16
- Thursday, November 20
- December (*no meeting*)

A board shall hold 7 regular meetings each year and at such other time as it considers necessary under the *Public Libraries Act*.