



Oakville Public Library Board  
Regular Meeting

AGENDA

Date: Thursday, February 20, 2025  
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>.

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	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, JANAUARY 16, 2025	4 - 8
5. Consent Item(s)	
5.1 2025 Oakville Public Library (OPL) Board Key Agenda Items – February 20, 2025	9 - 10
Recommendation: That the 2025 OPL Board Key Agenda Items report be received for information.	
5.2 Health and Safety Report – February 20, 2025	11 - 12
Recommendation: That the Health and Safety report be received for information.	

<b>5.3</b>	<b>2024 Year-End Employee Retention and Turnover Metrics Report – February 20, 2025</b>	<b>13 - 17</b>
	<p>Recommendation: That the 2024 Year-End Employee Retention and Turnover Metrics report be received for information.</p>	
<b>5.4</b>	<b>OPL Board Procedural Bylaws Update – February 20, 2025</b>	<b>18 - 67</b>
	<p>Recommendation: That the updates to the OPL Board Procedural bylaws be approved</p>	
<b>5.5</b>	<b>Membership Policy – February 20, 2025</b>	<b>68 - 73</b>
	<p>Recommendation: That the Membership Policy be approved.</p>	
<b>5.6</b>	<b>Volunteer Policy – February 20, 2025</b>	<b>74 - 80</b>
	<p>Recommendation: That the Volunteer Policy be approved.</p>	
<b>6.</b>	<b>Confidential Consent Item(s)</b>	
<b>6.1</b>	<b>Director, Innovation and Integration - February 20, 2025</b>	
<b>7.</b>	<b>Discussion Item(s)</b>	
<b>7.1</b>	<b>Comprehensive Financial Report at December 31, 2024</b>	<b>81 - 87</b>
	<p>Recommendation: That the Comprehensive Financial Report at December 31, 2024 be received for information.</p>	
<b>7.2</b>	<b>Prioritization of the Short-Term Parks, Recreation and Library Master Plan Actions – February 20, 2025</b>	<b>88 - 94</b>
	<p>Recommendation: That the Prioritization of the Short-term Parks, Recreation and Library Master Plan Actions report be received for feedback.</p>	
<b>7.3</b>	<b>Performance and Measures Annual Report 2024 – February 20, 2025</b>	<b>95 - 116</b>
	<p>Recommendation: That the Performance and Measures Annual Report 2024 be received for information.</p>	

**7.4 Customer Satisfaction Survey 2024 Results – February 20, 2025** 117 - 121

Recommendation:

That the Customer Satisfaction Survey 2024 Results report be received for discussion.

**7.5 Q4 2024 OPL Goals Update – February 20, 2025** 122 - 136

Recommendation:

That the Q4 2024 OPL Goals Update be received for information.

**7.6 CEO Update – February 20, 2025** 137 - 139

Recommendation:

That CEO Update report be received for information.

**8. Confidential Discussion Item(s)**

There are no confidential discussion items.

**9. New Business**

**10. Date and Time of Next Meeting**

Thursday March 20, 2025

Oakville, Municipal Building

Council Chamber - 7:00 p.m.

**11. Adjournment**

## Oakville Public Library Board

### MINUTES

**Date:** January 16, 2025  
**Time:** 7:00 p.m.  
**Location:** Council Chamber

Board Members Present: Councillor Knoll, Chair (As of 7:04 p.m.)

Andrew Cashman  
Councillor Chisholm  
Meredith Burke  
Avis Maher  
Rebecca Mayville  
Celso Mello  
Roderick Sawyer  
Bill Smith

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, Innovation and Integration  
N. Coric, Council Committee Coordinator

**A meeting of the Oakville Public Library Board was held on Thursday January 16, 2025 in the Council Chamber of the Oakville Municipal Building, 1225 Trafalgar Road, commencing at 7:06 p.m.**

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**1. Territory Acknowledgement**

**2. Regrets**

There were no regrets for this meeting.

**3. Declarations of Pecuniary Interest**

No declarations of pecuniary interest were declared.

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

**4.1 Minutes of the Regular Meeting of the Board, NOVEMBER 21, 2024**

Moved by Roderick Sawyer  
Seconded by Rebecca Mayville

That the minutes of the Regular Meeting of the Oakville Public Library Board dated November 21, 2024, be approved.

CARRIED

**5. Consent Item(s)**

**5.1 2025 Oakville Public Library (OPL) Board Key Agenda Items – January 16, 2025**

Moved by Rebecca Mayville  
Seconded by Meredith Burke

That the 2025 OPL Board Key Agenda Items report be received for information.

CARRIED

**5.2 Friends of Library Volunteer Policy – January 16, 2025**

Moved by Celso Mello  
Seconded by Rebecca Mayville

That the Friends of Library Volunteer Policy be approved.

CARRIED

**5.3 Inclusion Policy – January 16, 2025**

Moved by Rebecca Mayville  
Seconded by Meredith Burke

That the Inclusion Policy be approved.

CARRIED

**5.4 2024 Year End Health and Safety report– January 16, 2024**

Moved by Andrew Cashman

Seconded by Avis Maher

That the 2024 Year End Health and Safety report be received for information.

CARRIED

**5.5 Rates and Fees Policy – January 16, 2025**

Moved by Rebecca Mayville

Seconded by Meredith Burke

That the Rates and Fees Policy be approved.

CARRIED

**6. Confidential Consent Item(s)**

There were no confidential consent items.

**7. Discussion Item(s)**

**7.1 New Central - Design Update – January 16, 2025**

Moved by Rebecca Mayville

Seconded by Bill Smith

That the New Central – Design Update report be received for feedback.

CARRIED

**7.2 Display and Distribution of Community Information Policy – January 16, 2025**

Moved by Celso Mello

Seconded by Andrew Cashman

That the Display and Distribution of Community Information Policy be approved.

CARRIED

**7.3 Volunteer Policy – January 16, 2025**

Moved by Rebecca Mayville  
Seconded by Roderick Sawyer

That the Volunteer Policy be received for feedback.

CARRIED

**7.4 Staff Development Day – January 16, 2025**

Moved by Councillor Chisholm  
Seconded by Celso Mello

That the request to close all library branches on Friday, November 7, 2025, to support a Library Staff Development Day be approved.

CARRIED

**7.5 CEO Update – January 16, 2025**

Moved by Meredith Burke  
Seconded by Andrew Cashman

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 February 20, 2025

Oakville Municipal Building

Council Chamber - 7:00 p.m.

**11. Adjournment**

Moved by Bill Smith  
Seconded by Councillor Chisholm

That this meeting be adjourned.

CARRIED

The meeting adjourned at 8:03 p.m.



# REPORT

## Oakville Public Library Board

February 20, 2025

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**FROM:** Oakville Public Library

**DATE:** February 11, 2025

**SUBJECT:** 2025 Oakville Public Library (OPL) Board Key Agenda Items –  
February 20, 2025

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**RECOMMENDATION:**

That the 2025 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 2025

Prepared and submitted by:  
Tara Wong, CEO

**OPL BOARD KEY AGENDA ITEMS 2025**

<b>Governance: Legislative, Regulatory, Policy Accountability</b>	<b>Jan 16</b>	<b>Feb 20</b>	<b>Mar 20</b>	<b>Apr 17</b>	<b>May 15</b>	<b>Jun 19</b>	<b>July 17</b>	<b>Aug 21 (if need)</b>	<b>Sept 18</b>	<b>Oct 16</b>	<b>Nov 20</b>
<b>Annual Agenda/Periodic/Outstanding report timelines</b>											
Strategic Plan Process – progress on action plans – included in CEO update and other presentations	T	T	T	T	T	T	T		T	T	T
CEO Annual, Strategic Goals				R Q1			R Q2			R Q3 2025 R 2026	A 2026
Capital Projects Updates	T	T	T	T	T	T	T		T	T	T
CEO Evaluation			T	R	A						
Comprehensive Financial Report (quarterly) – Y/E Projections to Budget Operating & Capital, Fundraising, Reserve funds		R Q4 2024			R Q1 2025				R Q2 2025		R Q3 2025
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 2026 – Appointment of Auditors											R/A
Annual Board Evaluation											T
<b>Regular Agenda Items</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>
CEO Update report	R	R	R	R	R	R	R		R	R	R
Monthly Health & Safety Report	R-2024	R	R	R	R	R	R		R	R	R
Quarterly Employee and Turnover Metrics report		R Q4 2024		R Q1 2025			R Q2 2025			R Q3 2025	
Performance and Measures Report		R Q4 2024		R Q1 2025			R Q2 2025			R Q3 2025	
Financial Variance Reports – Operating and Capital			R			R				R	
<b>Legend:</b> A = Approve R = Receive T = Task(updates as required)											

# REPORT

## Oakville Public Library Board

February 20, 2025

**FROM:** Oakville Public Library

**DATE:** February 11, 2025

**SUBJECT:** Health and Safety Report – February 20, 2025

### 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 were no reported incidents for the month of January 2025.
- OPL will continue to monitor staff injuries/incidents to identify trends and to maintain a safe and healthy workplace.

### BACKGROUND:

OPL has commenced the 2025 year with no incidents. The reporting period is from January 1 – January 31 for each of the years indicated below.

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

<b>Staff Injuries</b>			
	<b>2023</b>	<b>2024</b>	<b>2025</b>
No Time Loss	0	1	0
Time Loss	0	0	0
<b>Total Injuries for the Reporting Period</b>	<b>0</b>	<b>1</b>	<b>0</b>
<b>Annual Total Injuries*</b>	<b>16</b>	<b>7</b>	<b>0</b>

*\*Total annual injuries for 2025 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 met on January 23, 2025. The first meeting of the year included a review of staff incidents in 2024, a discussion on staff supports in addressing challenging behaviours from members of the public and reviewing H&S procedures related to Workplace Hazardous Materials Information System (WHMIS) and Workplace Injuries. Site inspections were completed and any items that needed to be addressed was raised with Facilities Services.

The next Joint Health & Safety Committee monthly meeting will be held virtually on February 20, 2025.

**APPENDICES:**

N/A

Prepared by:  
Tricia Agnew, Human Resources Manager

Submitted by:  
Tara Wong, CEO

# REPORT

## Oakville Public Library Board

February 20, 2025

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**FROM:** Oakville Public Library

**DATE:** February 11, 2025

**SUBJECT:** 2024 Year-End Employee Retention and Turnover Metrics Report – February 20, 2025

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### RECOMMENDATION:

That the 2024 Year-End Employee Retention and Turnover Metrics report be received for information.

### KEY FACTS:

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

- The Oakville Public Library (OPL) regularly reviews employee retention and turnover to support its commitment to attracting and retaining talent.
- The OPL has seen a lower turnover rate in 2024 than the last two years. OPL's turnover has stabilized since the departure of staff during the COVID years when we saw a rise in turnover due to family obligations and retirements.
- OPL's retention rate is currently at 96% for retaining staff over a year upon their hire. OPL will provide annual year-end report to determine the retention rates between full-time and part-time employees and their years of service.

### BACKGROUND:

OPL had a total of 18 turnovers, inclusive of both voluntary and involuntary, for 2024. With an adjustment for involuntary turnovers, OPL had 16 voluntary resignations related to career advancement, retirement and personal reasons. The 2024 turnover rate is lower than the previous two years.

In terms of 2024, OPL experienced two unexpected departures with the passing of Folarin Agbaje and Eric Sillius. OPL is actively working on memorial tributes to both of these staff members as their contributions to OPL were impactful to staff and customers.

The turnover rate for OPL with no adjustments for involuntary was 12.95%. According to 2024 Canadian Turnover Trends report produced by Mercer, the national average for voluntary turnover across all industries is 11.9%. With the adjustment for voluntary only, OPL aligns to the national average at 11.11%. This is a healthy turnover rate for both internal growth opportunities and continuing to hire a diverse talent pool to represent and serve our community.

**Chart 1 (a): Turnover Rate (Involuntary and Voluntary)**

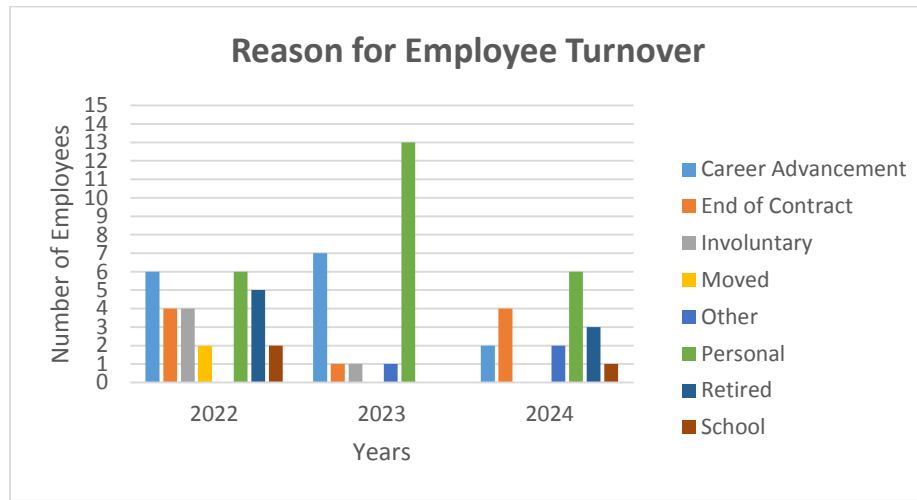
Turnover Rate % (as of December 31)	
<b>2022</b>	21.37%
<b>2023</b>	17.42%
<b>2024</b>	12.95%

**Chart 1 (b): Turnover Rate (Voluntary only)**

Turnover Rate % (as of December 31)	
<b>2022</b>	19.08%
<b>2023</b>	15.91%
<b>2024</b>	11.11%

OPL continues to see the trend of staff seeking new pursuits both professionally and personally such as returning to school or career advancement opportunities at other library systems. For those who pursued career advancement, this demonstrates that OPL provided the necessary skills and experience to grow beyond their roles and pursue external opportunities for their career growth. OPL acknowledges that personal was the highest reason for turnover. Personal includes family obligations, working closer to home, and changes related to work schedules as the reasons for resignation.

**Chart 2: Reasons for Turnover**



Due to the higher percentage of part-time employees to full-time employees at OPL, we continue to see a higher rate of turnover amongst the part-time staffing complement. OPL continues review its overall staffing complement, including the ratio of full-time to part-time staff as part of the workforce planning process.

**Chart 3: Employment Status/Turnover Rate**

Employment Status	
Full-time	3%
Part-time	9%
Casual	1%

OPL had a high retention rate at 96% in 2024. This higher number reflects the additional staff complement for technology and courier that were added in 2023 along with a lower number of resignations in 2024. When OPL commenced tracking retention rates in 2019, the retention rate was 79%. OPL has steadily maintained the retention rate from 2020-2024 to be consistently around 82.5% which represents a healthy balance of retention and turnover. In this report and subsequent year-end reports, OPL will include a review of the retention rates to determine the breakdown of years of service between full-time and part-time/casual employees.

To ensure that the retention rate remains healthy, OPL will be reviewing employee engagement through the Staff Engagement 2024 survey results and identify areas for improvement. OPL recognizes the value of its employees and strives to create a welcoming and supportive work environment.

**Chart 4: Retention**

Retention Rate % (Q4 2024)
96%

**Chart 4: Retention – Annual Review**

Retention - # of Years per Status as of January 1, 2025				
Years	# of Staff	# of FT	# of PT/CAS	% of Overall Staff
Less than 1 year	14	4	10	9.5%
1 - 2 years	30	4	26	20.4%
2 - 5 years	35	9	26	23.8%
5-10 years	22	16	6	15.0%
10-15 years	14	7	7	9.5%
15-20 years	18	9	9	12.2%
20 -25 years	6	3	3	4.1%
25 years plus	5	1	4	3.4%
Totals	144	53	91	

**Definitions**

**Retention Rate % calculation** - # of staff with 1+ years \*100/# of employees at the beginning of a period (January 1)

**Turnover rate % calculation** - # of employees separated/# of employees at the beginning of a period (January 1)

**Personal** – Defined based on Service Canada’s Record of Employment (ROE) with the exception of Career and Retired

**Employment status/turnover rate % calculation** - # of employees separated/# of employees at the beginning of a period (January 1)

**Reference**



2024 Canadian Turnover Trends– Mercer - [2024 Canadian Turnover Trends | Mercer](#)

Prepared by:  
Tricia Agnew, HR Manager

Submitted by:  
Tara Wong, CEO

# REPORT

## Oakville Public Library Board

**Meeting Date: February 20, 2025**

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**FROM:** Oakville Public Library

**DATE:** February 11, 2025

**SUBJECT: OPL Board Procedural Bylaws Update – February 20, 2025**

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### **RECOMMENDATION:**

That the updates to the OPL Board Procedural bylaws be approved

### **KEY FACTS:**

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

- In 2022, the OPL Board formed an ad-hoc committee consisting of 3 board members to work with staff to review and update the OPL Board Procedural by-laws.
- Recommended changes were brought to the board and updates approved at the April 28, 2022 board meeting.
- OPL commits to reviewing and updating governance documents on a regular schedule and on an as needed basis.
- In 2024, the following areas have been identified for updates:
  - Remote attendance
  - Addition of workshops to the special meetings section
  - Addition of a section for Public Presentations
- The OPL Board reviewed the recommended changes at the September 2024 board meeting with no changes provided.
- During a review of all 2024 approved policies, it was discovered that the recommended bylaw updates previously presented to the Oakville Public Library Board for feedback had not been returned for formal approval. To rectify this oversight, the report is now being brought back to the board for official approval.

### **BACKGROUND:**

In 2022, the OPL Board formed an ad-hoc committee consisting of 3 board members to work with staff to review and update the OPL Board Procedural by-laws. This work was completed and provide at the April 28, 2022 board meeting.

It is OPL's practice to review policies and procedures including the OPL Board Procedural Bylaws on a regular basis and on an as needed basis to ensure clarity and good governance.

**COMMENT/OPTIONS:**

In 2024, several items emerged that were not directly and/or adequately addressed within the OPL Board's current Procedural Bylaws. These three items and the recommended updates included:

- Remote attendance - The requirement for chair approval for board members to attend a meeting remotely has been removed.
- Addition of workshops to the special meetings section - Wording to allow for workshops has been included to align with recent updates to the Town of Oakville's Procedure By-law 2020-011. This inclusion allows the OPL Board to hold meetings for the specific purpose of education and/or training without delegations.
- Addition of a section for Public Presentations – This addition allows organizations and individuals to present information to the OPL Board where there are town-wide impacts and no requirement for action by the board.

The recommended updates were presented to the OPL Board at the September 2024 board meeting with no additional changes recommended.

During a review of all 2024 approved policies, it was discovered that the recommended bylaw updates previously presented to the Oakville Public Library Board for feedback had not been returned for formal approval. To rectify this oversight, the report is now being brought back to the board for official approval.

**APPENDICES:**

Appendix A – Draft OPL Board Procedural Bylaws (2024)

Appendix B – OPL Board Procedural Bylaws (2022)

Prepared and submitted by:  
Tara Wong, CEO



# **OAKVILLE PUBLIC LIBRARY BOARD PROCEDURAL BY-LAWS**

**Approved on: Thursday, April 28, 2022**

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## 1. GENERAL

1.1	<b>The Board</b> <i>Public Libraries Act</i>	The Oakville Public Library Board, hereafter referred to as the Board, is established under the Public Libraries Act, R.S.O., 1990, Chapter P.44 as amended and through Town of Oakville Council Confirmatory By-law 2014-038 on March 24, 2014, replaces original Town of Oakville Council By-law 664 May 29, 1922.
1.2	<b>Head Office</b>	The Head Office of the Board shall be at the Oakville Public Library Central Branch, 120 Navy St. Oakville, Ontario L6J 2Z4.
1.3	<b>Interpretation</b>	The provisions of the By-laws shall be interpreted in accordance with the Glossary of Terms, attached as Appendix "A".
1.4	<b>Purpose</b> <i>Public Libraries Act</i>	With literacy and intellectual freedom as core principles, the purpose of the Oakville Public Library Board (the "Board") is to set a strategic framework within which it can manage and control the provision of a comprehensive and efficient public library service that reflects the community's unique needs (including French and special services as required). The Board's approach to undertaking this purpose will be in accordance with the <i>Ontario Public Libraries Act</i> and as further defined by the Oakville Public Library ("OPL") Strategic Plan, Town of Oakville Council By-laws/Resolutions, all applicable legislation and board policies.
1.5	<b>Objectives</b>	The Board will provide a comprehensive, efficient, accountable and affordable public library service that reflects the unique needs of the Town of Oakville.
1.6	<b>Regulations</b>	The following rules and regulations of the Board shall be observed for the order and dispatch of business and shall regulate the conduct and duties of its members and officers.
1.7	<b>Regulations ability to suspend</b>	If necessity warrants doing so for a specific reason, the rules and regulations contained herein may be suspended by resolution for a single occasion by a vote of at least two-thirds of the entire Board.
1.8	<b>Reference</b>	Where possible, reference to applicable acts, motions, or procedures have been made.  The following reference materials were used and are indicated throughout the document, actual wording has been identified in quotations and italics: <ul style="list-style-type: none"> <li>• The Public Libraries Act, R.S.O., 1990, Chapter P.44 (P.L.A.)</li> </ul>

		<ul style="list-style-type: none"> <li>• The Municipal Conflict of Interest Act</li> <li>• Town of Oakville Procedure By-law 2016-059</li> </ul>
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## 2. BOARD COMPOSITION

2.1	<b>Number of Members</b> <i>P.L.A. Section 9  Town of Oakville  By-law</i>	<p>The Town of Oakville approved the composition of the Library Board pursuant to the Public Libraries Act, R.S.O., 1990, Chapter P.44 at the July 29, 1985, September 19, 1988, February 2, 2004 and March 30, 2015 Council Meetings.</p> <p>The Oakville Public Library Board is composed of a minimum of five (5) members and up to nine (9) members consisting of:</p> <ul style="list-style-type: none"> <li>• A minimum of two (2) Members of Council and a number up to “majority less one”.</li> <li>• Up to seven (7) approved by the municipal council from the public at large.</li> <li>• Special Advisory Members as required.</li> </ul>
2.2	<b>Board Recruitment</b>	<p>The Town of Oakville Council appoints all members to the Library Board as per the Citizen Appointments to Advisory Committees and Boards Procedure.</p>
2.3	<b>Eligibility/Qualifications</b> <i>P.L.A. Section 10</i>	<p><i>“A person is qualified to be appointed as a member of a board who is a member of the appointing Council or,</i></p> <ol style="list-style-type: none"> <li><i>a) is at least eighteen years old,</i></li> <li><i>b) is a Canadian citizen, or a permanent resident of Canada within the meaning of the Immigration and Refugee Protection Act (Canada);</i></li> <li><i>c) is</i> <ol style="list-style-type: none"> <li><i>(i) a resident of the municipality for which the Board is established in the case of a public library...</i></li> <li><i>(ii) is not employed by the Board or by the municipality...”</i></li> </ol> </li> </ol>
2.4	<b>Term of Appointment</b> <i>P.L.A. Section 10 Town of Oakville By-law</i>	<p>Board members shall hold office for a term concurrent with the term of Council or until a successor is appointed.</p>
2.5	<b>Resignations/Vacancies</b> <i>P.L.A. Section 12</i>	<p><i>“Where a vacancy arises in the membership of a board, the appointing council shall promptly appoint a person to fill the vacancy and to hold office for the unexpired term, except where the unexpired term is less than forty-five days.”</i></p>



2.6	<b>Disqualification</b> <i>P.L.A. Section 13 and Section 10</i>	<p><i>“If a board member,</i></p> <ul style="list-style-type: none"> <li><i>• is convicted of an indictable offence;</i></li> <li><i>• becomes incapacitated;</i></li> <li><i>• is absent from the meetings of the Board for three consecutive months without being authorized by a board resolution;</i></li> <li><i>• ceases to be qualified for membership under clause 10(1)(c);</i> <i>or</i></li> <li><i>• otherwise forfeits his or her seat,</i></li> </ul> <p><i>The member’s seat becomes vacant and the remaining members shall forthwith declare the seat vacant and notify the appointing council accordingly.”</i></p>
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### 3. DUTIES AND RESPONSIBILITIES

3.1	<b>The Board of Directors</b>	<p>The Library Board works within the Public Libraries Act, R.S.O. 1990. The Board establishes policies to direct the operations of the Oakville Public Library, in accordance with its purpose and objectives. The Board employs a Chief Executive Officer, who in turn administers the Library under the guidance of those policies.</p> <p>Responsibilities of the Board of Directors are categorized by the following actions:</p>
3.2	<b>Policies</b>	<ul style="list-style-type: none"> <li>• Determine and adopt written policies to govern the operation and programs of the Library. Such policies should include those dealing with personnel, public service, materials selection and financial authorities.</li> </ul>
3.3	<b>Planning</b>	<ul style="list-style-type: none"> <li>• Formulate the strategic goals of the Library and approve plan(s) for meeting these goals.</li> <li>• Understand the program needs of the Library in relation to the community.</li> <li>• Report mechanisms and feedback activities of the Library on the achievement of approved plan outcomes.</li> </ul>
3.4	<b>Advocacy</b>	<ul style="list-style-type: none"> <li>• Establish, support and participate in planned programs to meet community needs.</li> <li>• Understand local and other laws affecting library operations and governance; play a role in initiating and supporting beneficial library legislation; interact with provincial library agencies.</li> <li>• Be aware of the activities of regional, provincial, and national library organizations.</li> </ul>
3.5	<b>Funding</b>	<ul style="list-style-type: none"> <li>• Recommend to Council the Library's annual operating budget and capital forecast.</li> <li>• Seek diversified sources of revenue, e.g. grants and fundraising, in support of library service enhancements.</li> </ul>
3.6	<b>Reporting</b>	<ul style="list-style-type: none"> <li>• Ensure that accurate public records are kept on file and with appropriate local, provincial, or national bodies.</li> </ul>

		<ul style="list-style-type: none"> <li>• Be legally responsible for the Library to the Council.</li> <li>• Report regularly to governing officials and the general public.</li> <li>• Evaluate the performance of the Library annually.</li> </ul>
3.7	<b>CEO Evaluation</b>	<ul style="list-style-type: none"> <li>• Evaluate the CEO’s performance annually.</li> <li>• Provide feedback at the appropriate opportunities throughout the year.</li> <li>• Approve the CEO’s final performance evaluation.</li> </ul>
3.8	<b>Strategic Planning</b>	<ul style="list-style-type: none"> <li>• With staff support, be accountable for the strategic planning process and strategic plan.</li> <li>• With staff support, select a facilitator or delegate this task to a board-appointed evaluation task force or to staff.</li> <li>• Approve the strategic planning process proposal and timeline.</li> <li>• Partake in the stakeholder consultations.</li> </ul>

**4. OFFICERS OF THE BOARD**

4.1	<b>Election of Officers</b> <i>Board Motion #01.12.142, December 13th, 2001</i>	<p>The Oakville Public Library Board adopted an election procedure which follows parliamentary rules to elect its officers by accepting nominations (and acceptances to stand) from the floor, closing nominations, then voting to elect from that proposed slate of officers.</p> <p>When two or more board members are vying for a position, voting will be done by ballot. Two staff members will exit the room to count votes, at least one being the CEO or delegated secretary. The Board may decide to have a board-appointed scrutineer (a board member) stand at a distance to oversee the counting. All votes will be sealed in an envelope for shredding at a later time. The successful candidate will be announced.</p> <p>A Board shall elect a Chair and Vice-Chair at its first meeting in a new term.</p>
4.2	<b>Chair of the Board</b> <i>P.L.A. Section 14</i>	<p>“A board shall elect one of its members as Chair as soon as is reasonable in a new term.” The Chair of the Board is elected for the length of the full term <i>or</i> until a successor is appointed.</p> <p>The Chair may be removed from office by a two-thirds majority vote of the Board. If the Chair resigns or is removed from office, the successor will hold office for the balance of the term of appointment of the Chair.</p> <p>The Chair is ex-officio member of all committees, and as such, will not be included as part of quorum for any board committees.</p> <p><u>Duties and Responsibilities of the Chair:</u>  The Chair of the Board shall preside at all meetings of the Board,</p>

		<p>preserve order, and decide all questions on order subject to appeal to the Board.</p> <p>The Chair of the Board may vote on any question before the Board.</p> <p>The Chair of the Board shall ensure that orientation is provided to the new board members.</p> <p>The Chair of the Board shall initiate the process for the Chief Executive Officer’s annual performance review, as defined in the CEO Performance Evaluation policy.</p>
<p>4.3</p>	<p><b>Vice-Chair</b></p>	<p>The Vice-Chair shall act in the absence of the Chair.</p> <p>A Board shall elect one of its members as Vice-Chair as soon as is reasonable in a new term The Vice-Chair of the Board is elected for the length of the full term or until a successor is appointed.</p> <p>The Vice-Chair may be removed from office by a two-thirds majority vote of the Board. If the Vice-Chair resigns or is removed from office, the successor will hold office for the balance of the term.</p> <p><u>Duties and Responsibilities of the Vice-Chair:</u>  The Vice-Chair presides at board meetings if the Chair is absent from the meeting, for any periods during which the Chair is present at the meeting but temporarily leaves the chair, for the discussion of any item in which the Chair has declared a pecuniary interest. Performs the remaining duties of the Chair if the Chair is unable for any reason to perform them.</p> <p>The Vice-Chair will act as a mentor to board members appointed mid-term and will ensure that these individuals receive proper orientation.</p>
<p>4.4</p>	<p><b>Executive Committee</b></p>	<p>The Executive Committee consists of the Chair of the Board, the Vice Chair of the Board, and the Chief Executive Officer as a non-voting member, which:</p> <ul style="list-style-type: none"> <li>(a) May determine matters of an emergency nature provided actions taken are communicated to the Board; and</li> <li>(b) May be authorized by motion of the Board to act for the Board from time to time;</li> </ul> <p>However, matters so determined under (a) and (b) shall be ratified by the Board at its next regular or special meeting, to be held within 15 days an Executive Committee meeting.</p>

<p>4.5</p>	<p><b>Secretary / Treasurer of the Board</b></p>	<p><i>As permitted by the Public Libraries Act, Section 15(5), the CEO (or designate) of the Library shall serve as the Secretary-Treasurer of the Board.</i></p> <p><i>In the role of Secretary, the CEO will:</i></p> <ul style="list-style-type: none"> <li>• <i>designate a recorder for each board meeting</i></li> <li>• <i>prepare the agenda prior to each board meeting</i></li> <li>• <i>distribute the agenda, with all reports and enclosures, to all board members prior to the relevant board meeting</i></li> <li>• <i>distribute the minutes to all board members prior to the next board meeting</i></li> </ul> <p><i>Tasks of the secretary may be delegated to the Town of Oakville as per the Memorandum of Understanding and associated service level agreements.</i></p> <p><i>In the role of Treasurer, the CEO will:</i></p> <ul style="list-style-type: none"> <li>• <i>monitor the financial activities of the Library and shall ensure that complete and accurate records are kept in accordance with generally accepted accounting practices</i></li> <li>• <i>receive and account for the Board's money</i></li> <li>• <i>open an account or accounts in the name of the Board in a chartered bank, trust company or credit union approved by the Board</i></li> <li>• <i>deposit all money received on the Board's behalf to the credit of that account or accounts</i></li> <li>• <i>disburse the money as the Board directs</i></li> <li>• <i>act as an authorized signing officer of all documents pertaining to the financial business of the Board</i></li> </ul> <p><i>Tasks of the treasurer and secretary may be delegated to the Town of Oakville as per the Memorandum of Understanding and associated service level agreements.</i></p>
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**5. COMMITTEES OF THE BOARD**

<p>5.1</p>	<p><b>Duties of Committees</b></p>	<p>The purpose of committees is to facilitate the business of the Board.</p> <p>Committees shall operate within the Terms of Reference established and approved by the Board.</p>
<p>5.2</p>	<p><b>Types of Committees</b></p>	<p>The Board operates with two (2) standing committees and may establish ad-hoc committees as it sees fit to discharge its duties.</p> <p><u>Standing Committees</u></p> <ul style="list-style-type: none"> <li>• CEO Performance Evaluation Committee</li> <li>• Audit Committee</li> <li>• Executive Committee</li> </ul> <p><u>Ad Hoc Committees</u></p>

		As required, Ad Hoc Committees may be established by motion of the Board to deal with matters before the Board. An Ad Hoc Committee may have any number of members who are interested in the issue at hand. Ad Hoc Committees will report recommendations to the Board. Upon completion of its assignment, an Ad Hoc Committee shall be discharged by motion of the Board.
5.3	<b>Election of Committee Chair</b>	The Chair of a board committee shall be elected by the committee members and recommended to the Board for approval at its next regular meeting  For the executive committee, the board chair would reside as chair.
5.4	<b>Membership</b>	As defined in section 4.2 in the by-laws, the Chair of the Board is ex-officio.
5.5	<b>Meetings</b>	Meetings of committees may be called by the Chair of the committee or by a majority of the members of a committee.
5.6	<b>Committee Proceedings</b>	The Chief Executive Officer shall be the Secretary of all committees and shall appoint a recording secretary as necessary.
5.7	<b>Report to the Board</b>	The Chair of the Committee, or in the Chair's absence, another member of the committee shall report to the Board as required.

## 6. BOARD MEETINGS

6.1	<b>Meetings</b>	All Board meetings shall be open to the public.
6.2	<b>First Meeting of the Board in a New Term</b> <i>P.L.A. Section 14 Town of Oakville By-law 1985-271</i>	The Chief Executive Officer of the Oakville Public Library Board shall call the first meeting of the Board in a new term, in accordance with Section 14 of the Public Libraries Act.
6.3	<b>Schedule of Meetings</b> <i>P.L.A. Section 16</i>	The schedule of dates for Board meetings for the year will be provided to members at the beginning of each year. In accordance with the Public Libraries Act, R.S.O., 1990, Chapter P.44 as amended, the Board will hold at least seven regular meetings each year, <i>"...A board shall hold regular meetings once a month for at least 7 months each year and at such other times as it considers necessary."</i> These shall be held on the fourth Thursday of each month at 7:00 p.m. at Oakville Town Hall. Although uncommon, the Board may decide to change a regular meeting date for reasons deemed acceptable and notice of such meeting will be made to the public via the website.
6.4	<b>Special Meetings</b>	Special meetings of the Board may be held at any time at the call of the Chair or any two Members. The purpose of the special meeting must be stated in the notice and no other business will be transacted without the consent of the majority of the Board.

		<p>Special meetings identified for the purpose of education/training of the board shall be called workshops.</p> <p>Special meetings identified as workshops shall not discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of the board during the workshop meeting.</p> <p>Members of the public may attend special meetings including workshops unless the proceedings resolve into Closed Session in accordance with 16.4 of the Library Act. <b>No delegations are permitted at Workshop meetings.</b></p> <p><del>Special emergency meetings may be called with notice twenty-four hours prior to the meeting.</del></p> <p>Lack of receipt of the notice of a special meeting shall not affect the validity of holding the meeting or any action taken thereat provided a quorum is obtained.</p>
6.5	<b>Notification of Meetings</b>	<p>The notice shall be in the form of electronic and written agendas accompanied by its supporting documents.</p> <p>This package is prepared by the Chair of the Board, in consultation with the Chief Executive Officer. Any board member wishing to place an item on the agenda may make a request to do so through the Chair or Chief Executive Officer. Such requests shall then be considered at the Chair of the Board's discretion. Minutes of the previous regular meeting and any special meetings shall be provided to the members in the same manner as the agenda.</p> <p>The package shall be delivered to the Board member's online site, seven days prior to the upcoming board meeting. Immediately following, the package shall be distributed among the appropriate library staff and posted on the website for the public.</p> <p>Lack of receipt of the notice of a regular or special meeting shall not affect the validity of holding the meeting or any action taken thereat provided a quorum is obtained.</p>
6.6	<b>Attendance</b> <i>P.L.A. Section 13</i>	<p>Members shall notify the Secretary or designate if they are not able to attend the regular board meeting. Attendance of members at meetings shall be recorded.</p> <p>Any member absent from meetings of the Board for three consecutive months without a resolution authorizing the absence having been recorded in the minutes shall be deemed to have resigned, and the Board, shall notify the Council that the seat has become vacant.</p> <p>A member of the Board or a committee may attend, participate and</p>

		<p>vote at an open or closed meeting remotely with the permission of the chair. Reasons a board member could request virtual participation could be:</p> <ul style="list-style-type: none"> <li>• personal illness or disability</li> <li>• employment or the business of the public good</li> <li>• a family or other emergency</li> </ul> <p><u>Members who wish to attend the meeting remotely should notify Clerk's and the CEO at minimum 1 day in advance. Quorum applies to the members attending in person and remotely.</u></p> <p><del>Members who wish to attend a meeting remotely request permission from the chair at minimum 1 day in advance. Meeting minutes will reflect that a member is participating remotely. Quorum applies to the members attending in person and remotely.</del></p>
6.7	<b>Conflict of Interest</b>	Members of the Board are subject to the Municipal Conflict of Interest Act and shall refrain from discussing and voting on any matter, which is of a direct or indirect pecuniary interest to themselves, their family members or their employers. An official declaration shall be made by the member during the agenda review, and recorded in the minutes.
6.8	<b>Delegations Wishing to Appear Before the Board</b>	Individuals or groups shall advise the Secretary of the Board in accordance with the Library Board's policy on delegations.
	<b><u>Public Presentations</u></b>	<p><u>(1) Any person wishing to make a public presentation at a regular OPL Board meeting shall submit a request to the Clerk no later than three weeks prior to the meeting.</u></p> <p><u>(2) All requests for public presentations shall be forwarded to CEO for approval prior to being listed on the agenda.</u></p> <p><u>(3) Public presentations shall be heard only at regular OPL Board meetings.</u></p> <p><u>(4) Public presentations shall be:</u></p> <ul style="list-style-type: none"> <li><u>a) limited to 10 minutes in duration per item;</u></li> <li><u>b) matters of community wide interest; and</u></li> <li><u>c) items not requiring any action to be taken by the board</u></li> </ul> <p><u>(5) Presentations by the public relating to an item on the agenda are deemed to be delegations and therefore subject to section 6.8 of this by-law (Delegations).</u></p> <p><u>(6) Public presentations may be permitted by way of electronic submission received in advance of the meeting, which shall be submitted to the Town Clerk and approved by the CEO.</u></p>
6.9	<b>In-Camera</b>	At a board or committee meeting the Board may move in-camera

	<i>P.L.A. Section 16 Town of Oakville By-law 1995-102, Section 19</i>	<p>to discuss a matter that falls within the “closed meetings” provision of the Public Libraries Act.</p> <p>The motion to move in-camera will state the general nature of the matter to be considered in the closed session.</p> <p>Upon moving out of camera the Board shall “Rise and Report” on motions made in-camera, or “Rise with No Report”. Minutes of the in-camera portion of the meeting will be marked confidential and issued to the Board for approval and then filed in a secure place by the Secretary of the Board.</p>
6.10	<b>Quorum</b> <i>P.L.A. Section 16</i>	<p>At all board meetings, “<i>a majority of the Board</i>” must be present to establish a quorum for regular business. If there is not quorum, the meeting may continue as a discussion but any resolutions, motions and decisions must be made at a subsequent board meeting when a quorum is present.</p> <p>No meeting will be called with the advance knowledge that there will be no quorum.</p>
6.11	<b>Voting</b> <i>P.L.A. Section 16</i>	<p>All members of the Board (including the Chair) - unless they have declared a conflict of interest on a matter and are therefore ineligible to vote on that matter - shall vote on all questions. Voting is carried out by a show of hands, except when the Board deems it best to vote via ballot, voice or proxy. Voting by proxy will only be used if all board members agree it is essential due to a time-sensitive matter. If proxy voting is permitted, board members will submit votes by mail or email, and will not ask another board member to vote on their behalf. The hard copies of any and all proxy votes will be included as part of the corporate record.</p>
6.12	<b>Procedure for Meetings</b>	<p>The Chair will preside at all meetings of the Board, maintain order, decide whether motions are in order, and rule on all procedural matters.</p> <p>If the Chair is not present at the time for the meeting to begin, the Vice-Chair will call the meeting to order and will preside for that meeting or until the arrival of the Chair.</p> <p>If both the Chair and the Vice-Chair are absent from a board meeting or are unable to take the chair, the Board will appoint an Acting Chair from among the Members present. The Secretary will conduct the election. While presiding, the Acting Chair will have all the rights, duties and responsibilities of the Chair.</p> <p>The Chief Executive Officer shall designate a recording secretary for meetings which may be a Town Clerk representative.</p>
6.13	<b>Rules of Order</b>	<p><u>Town Procedure By-law 2016-059 (which encompasses Robert’s Rules of Order) unless specifically overridden by the Public Libraries Act (1990).</u></p> <ul style="list-style-type: none"> <li>• All decisions will be made on the basis of motions.</li> </ul>



		<ul style="list-style-type: none"> <li>• To make a motion, a member must obtain the floor first.</li> <li>• Every motion must be seconded by another member.</li> <li>• A motion will not be debated until it has been moved and seconded and put on the floor by the Chair.</li> <li>• There will be only one substantive motion before the meeting at any one time. An amendment may be made to a motion, but may not negate the main motion or materially alter the intent.</li> <li>• After members debate the motion the Chair puts the question (puts it to a vote) and announces the result of the vote.</li> </ul> <p>A motion that has been moved and seconded can be withdrawn or modified (modifications that would not occasion debate if proposed as amendments) with the agreement of the mover.</p>
6.14	<b>Conduct of the Chair</b>	<p>The Chair will:</p> <ul style="list-style-type: none"> <li>• call the meeting to order;</li> <li>• determine the presence of a quorum;</li> <li>• announce in proper sequence the business that comes before the Board;</li> <li>• maintain a list of Members who have signaled the Chair that they wish to speak or ask questions;</li> <li>• recognize Members in the order in which they signaled that they wished to speak or ask questions;</li> <li>• state and put to a vote all questions that legitimately come before the Board as motions, announcing the outcome;</li> <li>• protect the assembly from obviously frivolous or dilatory motions by refusing to recognize them;</li> <li>• expedite business;</li> <li>• decide all questions of order;</li> <li>• respond to inquiries of members relating to parliamentary procedure bearing on the business of the Board;</li> <li>• declare the meeting adjourned when the Board so votes.</li> </ul> <p>Members who have already spoken may speak again only after all other Members have been given the opportunity to speak. The Chair will not put any matter to the vote, nor will any Member move a procedural motion to have the vote taken, until every Member who wishes to speak has spoken at least once.</p> <p>If the Chair rules that it is beneficial and in the best interests of the Board to deal with a question immediately, than this is the action the Board must take. The Chair’s rulings on order or procedure are not debatable, but may be appealed by any Member by motion, duly seconded. If the motion is carried, the Chair’s decision is overturned.</p> <p>If the Chair rules that a motion is contrary to the rules of the Board, the Chair will tell the Members immediately before putting the</p>

		<p>question, and will cite the rule or authority applicable to the case without argument or comment.</p> <p>The Chair may place time limits on speeches. The time limit must be announced before the debate begins and must be the same for all Members.</p>
<p>6.15</p>	<p><b>Conduct of Members</b></p>	<p>A member will be courteous and will not engage in any action, which disturbs the meeting.</p> <p>A Member will not:</p> <ul style="list-style-type: none"> <li>• use unparliamentary or offensive language, including any expressions or statements in debate or in questions that attribute false or undeclared motives to another Member, charge another Member with being dishonest, be abusive or insulting, or cause disorder;</li> <li>• make any noise or disturbance that prevents Members from being able to participate in the meeting;</li> <li>• interrupt a Member who is speaking, except to raise a Matter of Privilege or a Point of Order;</li> <li>• disobey the rules of the Board, or disobey a decision of the Chair of the Board on questions of order or practice or on the interpretation of the rules of the Board.</li> </ul> <p>A Member who wishes to speak will signal the Chair by a raised hand, and will wait for recognition by the Chair.</p> <p>All remarks and questions, including questions intended for another Member or staff, will be addressed to the Chair. The Chair may deny a Member the right to speak on a particular topic if the Member is disruptive or persistently interrupts others.</p> <p>The Chair may exclude a Member from the meeting who has been given a warning but continues to disregard the rulings from the Chair, <i>“...the board chair may expel any person for improper conduct at a meeting.” P.L.A. Section 16.1</i></p>
<p>6.16</p>	<p><b>Conduct of the Public</b></p>	<p>Members of the public will be courteous and will not engage in any action, which disturbs the meeting.</p> <p>Members of the public will not:</p> <ul style="list-style-type: none"> <li>• make any noise or disturbance that prevents members from being able to participate in the meeting;</li> <li>• address the Board without a prior appointment, or without the permission of the Board at the meeting;</li> <li>• use unparliamentary or offensive language.</li> </ul> <p><i>“...the board chair may expel any person for improper conduct at a meeting.” P.L.A. Section 16.1</i></p>

6.17	<b>Board Assessment</b>	<p>A Board self-assessment demonstrates that it believes in the values of accountability, learning and development and establishes its credibility not only with the funding agencies, but also with the public being served.</p> <p>In order to monitor how well it is fulfilling its responsibilities, there will be periodic self assessments carried out by the Board according to the procedures/ processes and timing agreed upon by the Board.</p>
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## 7. MEETING AND AGENDAS

7.1	<b>Distribution</b>	<p>Board agendas and minutes are public information and will be made available to the public on the Oakville Public Library website and in hard copy at Central Branch.</p> <p>Copies of all the approved board and committee minutes, with the exception of confidential minutes of in-camera sessions which have a prescribed distribution, are retained on file in administration for reference by Members or the public. Minutes of all meetings and motions presented are numbered and indexed, by the Secretary, to facilitate ready reference.</p>
7.2	<b>Regular Board Meeting Minutes</b>	<p>Minutes are recorded by the appointed recording secretary for later transcription in draft form, and forwarded to board members before the next meeting. Additions or corrections are brought to the following full board meeting for adoption in the minutes.</p>
7.3	<b>Committee Minutes</b>	<p>Minutes of committee meetings are recorded by the appointed recording secretary or a member of the committee as appointed in the Committee's Terms of Reference.</p>
7.4	<b>Approval of the Agenda</b>	<p>At the beginning of any regular board or committee meeting, the Chair of the Board may announce additional items to be added to the agenda prior to the approval of the agenda.</p>
7.5	<b>New Business</b>	<p>A 'New Business' item will be placed on the agenda of all regular board and committee meetings. The Chair will ask the Board if there is any new business, and if there are no objections to a particular item or items, such item(s) can be discussed. The Chair may also provide information from time to time under the New Business item, if the Board deems it fit.</p>
7.6	<b>Use of Consent Agenda</b>	<p>The Oakville Public Library Board will make use of a Consent Agenda.</p> <p>Every board member is responsible for ensuring that they have read the supporting documents relating to Consent Agenda items in advance of the meeting to ensure that due diligence is exercised.</p> <p>When the Chair sets the Agenda (in consultation with the CEO and any Board Members making requests), he or she may assign items to the Consent portion of the Agenda.</p>

		<p>Typical consent agenda items are routine, procedural decisions, and decisions that are likely not to require discussion. Examples include:</p> <p><b>Approval of the minutes:</b> final approval of proposals or reports that the Board has been dealing with for some time and all members are familiar with the implications</p> <p><b>Staff appointments</b> requiring board confirmation</p> <p><b>Reports provided for information only</b></p> <p><b>Items listed under the consent agenda</b> are adopted in a single motion and the passage of such motion is taken to confirm that all recommendations as proposed in the relevant staff reports are approved. Any board member may request the separation of an item from the consent agenda for discussion purposes prior to the motion to adopt being placed or voted upon.</p> <p>Typical reasons for this request are that the member wishes to ask a question about a report or wishes to have a vote recorded. However, no justification need be given and the issue is not debatable. Once a request is made, the item is dealt with as a separate agenda item (either immediately or at a later point in the agenda, at the discretion of the Chair).</p>
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## 8. REVIEW AND AMENDMENTS TO BY-LAWS

8.1	<b>Conflict, In the event of</b>	In the event of a conflict between this By-laws and the provision of either the Public Libraries Act or an applicable By-law of the Town of Oakville, the provisions of the Public Libraries Act or the Town of Oakville By-law shall prevail to the extent of any conflict.
8.2	<b>Review</b>	Revisions to any of the guiding authorities (Public Libraries Act, Roberts Rules of Order, Town of Oakville By-laws) will necessitate a review of the Board By-laws.
8.3	<b>Amendments</b>	<p>Amendments to the By-laws require a two-thirds vote by the membership, based on 30 days notification.</p> <p>The By-laws, or amendments to the By-laws are effective at the time of approval by board motion.</p>

**APPENDIX A - GLOSSARY OF TERMS**

<b>Abstain</b>	To decline to vote for or against a motion.
<b>Acclamation</b>	Unanimous election to office without the need for a vote, where only one candidate is nominated and agrees to stand.
<b>Adjourn</b>	To end the meeting.
<b>Agenda</b>	A list of items of business to be considered at a meeting, arranged in the order in which they are intended to be addressed.
<b>Amendment</b>	A formal proposal to change the words of a pending motion.
<b>Board</b>	The Oakville Public Library Board of Members.
<b>Casting vote</b>	A single vote (usually the prerogative of the chair) that decides an issue when the vote has resulted in a tie.
<b>CEO</b>	The Chief Executive Officer of the Board.
<b>Chair</b>	For purposes of the Board, the Chair of the Board.
<b>P.L.A. Section 16(6)</b>	For purposes of meetings, the person who presides over the meeting. "The Chair or acting chair of a board may vote with the other members of the board upon all questions, and any question on which there is an equality of votes shall be deemed to be negative."
<b>Committee</b>	Any committee, task force or work group appointed by the Board.
<b>Commission, Community Services</b>	The head of the community services division of the Town of Oakville who serves as the liaison between the Town and the Library, by providing guidance and support to the Oakville Public Library CEO and Management team
<b>Council</b>	The Council of the Town of Oakville.
<b>Delegation</b>	One or more members of the public who address the Board.
<b>Ex officio</b>	By virtue of office or position.
<b>Floor, on the</b>	The current subject of debate.
<b>Floor, to have the</b>	To have the right to speak without interruptions except on a Matter of Privilege or a Point of Order.
<b>In-Camera</b>	That meeting or part of a meeting that is held in private and closed to the public in accordance with the provisions of the Public Libraries Act Section 16. Only Board Members and persons authorized by the Board (e.g. Chief Executive Officer) may be present at an in-camera session).
<b>Library</b>	The Oakville Public Library
<b>Member</b>	A member of the Oakville Public Library Board.
<b>Minutes</b>	The legal record of the Board's, or a committee's, proceedings and decisions. Corrections must relate to matters of fact only. A Member who does not agree with a decision cannot have the decision changed by changing the minutes. The appropriate remedy is to move a motion to reconsider.

<b>Motion</b>	A formal proposal placed before the meeting by one Member, the mover of the motion, for debate and decision.
<b>Move</b>	That meeting or part of a meeting that is held in private and closed to the public in accordance with the provisions of the Public Libraries Act Section 16. Only board members and persons authorized by the Board (e.g. Chief Executive Officer) may be present at an in-camera session).
<b>Memorandum of Understanding (MOU)</b>	A Memorandum of Understanding (2019) exists between the Oakville Public Library and the Town of Oakville. It outlines through associated service level agreements the roles and responsibilities within their partnership in the delivery of library services to the residents of the Town.
<b>Mover</b>	The person who proposes a motion or amendment.
<b>Notice of motion</b>	Formal advice to the Board that a Member proposes to move a motion at a future meeting. Usually includes the wording of the proposed motion.
<b>Objection</b>	A way for a Member to express disagreement with a proposed course of action or ruling by the Chair.
<b>Order</b>	Behaviour in a meeting, which allows Members to conduct business without disruption.
<b>Order paper</b>	Agenda
<b>Order, call a Member to</b>	A way for the Chair to point out to a Member that he/she has broken the rules or is speaking out of turn.
<b>Order, call the meeting to</b>	An announcement by the Chair to indicate that he is about to start the meeting. Also, a way for the Chair to enforce discipline on the meeting after the rules have been broken.
<b>Order, point of</b>	A way for a Member to draw attention to a breach of the rules.
<b>Precedence</b>	The order in which motions and amendments are discussed and voted on.
<b>Quorum</b>	The minimum number of Members who must be present at a meeting to make the proceedings valid.
<b>Recess</b>	A break during a meeting.
<b>Recorded vote</b>	A vote in which each Member is asked individually and publicly to announce his or her vote for or against the motion. A way for a Member to protect himself or herself legally by having his or her vote against a motion recorded in the Minutes. Must be requested immediately before the start of voting.
<b>Rescind</b>	To revoke a previous decision.
<b>Rise and Report</b>	The act of stating verbally and in the minutes of a meeting what transpired during an in-camera session with the approval of the Board once ex-camera.
<b>Ruling</b>	A decision by the Chair on a procedural point. May be appealed by any Member, in which case the ruling is immediately put to a vote without debate.

<b>Second, Seconder</b>	To formally endorse a motion or amendment immediately after it has been moved. The person who formally endorses a motion or amendment. A seconder need not wait for recognition by the Chair. Seconding does not necessarily mean that a seconder supports the motion, only that he or she agrees that it should be considered.
<b>Secretary</b>	The Secretary of the Board.
<b>Service Level Agreement</b>	Agreements that set out the expectations roles and responsibilities between different departments of the town and the library.  Service level agreements include: <ul style="list-style-type: none"> <li>• Financial Services</li> <li>• Board Support Services</li> <li>• Legal Services</li> <li>• Information Technology</li> <li>• Facilities and Construction Management</li> </ul>
<b>Show of hands</b>	The usual way of voting. Those for and those against the motion are asked in turn to raise their right hands. The hands are counted, the result announced, and the motion declared either carried or lost.
<b>Simple majority</b>	One more than half.
<b>Special Board Meeting</b>	From time to time it may be deemed important to convene a special meeting of the Board to address a topic or an agenda that does not adhere to the items listed on the agenda of regular board meetings. All procedures regarding notice of meeting, approval of agenda, and approval of minutes will apply but the Chair may determine, with board approval, that matters under consideration should be discussed more informally, under conditions of freedom approximating those of a committee.
<b>Tie vote</b>	An equal number of votes for and against a motion.
<b>Time limit</b>	The maximum time allowed for a speech by an individual Member, set by the Chair. The time previously established to adjourn the meeting may be extended by motion to do so.
<b>Treasurer</b>	The Chief Financial Officer of the Board.
<b>Two-thirds majority</b>	Two-thirds, or the closest whole number that is greater than two-thirds.
<b>Unparliamentary</b>	Words or expressions which are disrespectful or language offensive. Includes swearing and derogatory and racial remarks.
<b>Vice-Chair</b>	The Vice-Chair of the Board
<b>Voting</b>	See show of hands. <i>"The Chair or acting chair of a board"</i>

<i>P.L.A. Section 16(6)</i>	<i>may vote with the other members of the board upon all questions, and any question on which there is an equality of votes shall be deemed to be negative.”</i>
<b>Special Board Meeting</b>	From time to time it may be deemed important to convene a special meeting of the Board to address a topic or an agenda that does not adhere to the items listed on the agenda of regular board meetings. All procedures regarding notice of meeting, approval of agenda, and approval of minutes will apply but the Chair may determine, with board approval, that matters under consideration should be discussed more informally, under conditions of freedom approximating those of a committee.
<b>Tie vote</b>	An equal number of votes for and against a motion.
<b>Time limit</b>	The maximum time allowed for a speech by an individual Member, set by the Chair. The time previously established to adjourn the meeting may be extended by motion to do so.
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<b>Unparliamentary</b>	Words or expressions which are disrespectful or language offensive. Includes swearing and derogatory and racial remarks.
<b>Vice-Chair</b>	The Vice-Chair of the Board
<b>Voting</b> <i>P.L.A. Section 16(6)</i>	See show of hands. <i>“The Chair or acting chair of a board may vote with the other members of the board upon all questions, and any question on which there is an equality of votes shall be deemed to be negative.”</i>

## APPENDIX B – TERMS OF REFERENCE

### **CEO Performance Evaluation Committee Terms of Reference & Policy**

#### **Purpose of Committee**

In order to ensure both the success of the CEO and a strong relationship between the Board and the CEO, the CEO Performance Evaluation Committee (CPEC) is a committee of the whole and will:

- a. Work with the CEO to set and approve annual goals and expectations which are linked to the organization’s strategic goals.
- b. Conduct an annual evaluation of the CEO’s performance in a manner that is consistent with leading H.R. practices, as well as in line with Oakville Public Library’s and Town of Oakville’s performance standards.

Delivery of the performance review maybe delegated to the Commissioner, Community



Services as needed.

In preparing the review, consideration is given to:

- Initiatives that span across performance cycles
- Performance of the duties described in the job description
- Achievement of the objectives and targets for the year as noted in the previous year's review

Opportunity should be taken at this time of the review to verify the currency of the CEO job description and Executive Limits.

**Committee Membership**

Committee membership shall include:

- All members of the Board
- Commissioner, Community Services

**APPENDIX C – CEO JOB DESCRIPTION**

**CEO JOB DESCRIPTION:**

Job Title: **CHIEF EXECUTIVE OFFICER**

Classification: Grade M5

Reports to: Oakville Public Library Board via the Chair of the Board

**Qualifications:**

The following minimum requirements are established for the position of CEO:  
Master of Library and Information Science (MLIS) degree from an accredited library school as well as credentials or advanced coursework in Public Administration OR a degree in Business Administration plus successful completion of a Professional Development program, as defined by the Board. Plus ten to twelve years of relevant experience as a senior administrator in a Library setting or information field.

**Purpose and Scope:**

The Chief Executive Officer (CEO) is accountable to the Oakville Public Library Board for the success of the Oakville public library system through the development and execution of strategic and operational plans, monitoring and reporting of variances to plan, and evaluating effectiveness through key performance measurement. The CEO represents the library to its various stakeholders which includes users, the broader community, the media, municipal council and other funders.

A maximum degree of latitude for independent action is exercised within the scope of Library policy.

The CEO acts as the Secretary-Treasurer of the Library Board.

Through the Community Services Commission, the CEO also participates as a member of the Town of Oakville's Senior Management group, and has the unique responsibility of building and maintaining relationships with the Town, while following the direction of the Oakville Public Library Board.

**Responsibilities:**

**1. Strategy**

*In consultation with the Library Board as leader for the OPL Strategic Plan, and other stakeholders, develop corporate strategy and long term plans for the Oakville Public Library. Develop and implement short and long term strategies to deliver a program of library services, and provide leadership and direction to the organization. Via effective performance measurement, monitor and evaluate the effectiveness of the Library's service to the community, and report to the Library Board.*

**2. Finance**

*Oversee the preparation and administration of Library budgets, both operating and capital, including long range forecasts, ensuring cost effective use of resources. Authorize expenditures and report regularly to the Library Board with financial statements and other financial reports as required. Lead the development of diversified funding sources in collaboration with the Library Development Program. Within the scope of the Town insurance policy, oversee the operation, maintenance, and protection of library assets.*

**3. Policy**

*Advise the Library Board on matters of policy. Recommend policies to meet the goals and objectives of the Library, and to meet the needs of the community for library services. Ensure implementation of approved policies throughout the organization.*

**4. Management**

Structure the organization effectively in order to achieve the Library's strategic and business plans. Hire and manage the lawful supervision of all library staff. Establish and maintain practices and programs in the administration of human resources, e.g. training and development, compensation, job evaluation, succession planning and management, labour relations, health and safety. Manage Service Level Agreements between the Library and the Town of Oakville, and all contracts and MOUs with other strategic partners.

**5. Advocacy**

In the capacity of CEO, cultivate the Town relationship, represent the Library and convey to the community a passion for the impact of public library service. Design and execute an effective program of advocacy for public library issues locally; contribute to provincial and national advocacy efforts. Provide the Library Board with the information and materials Library Board members need to advocate successfully on the Library's behalf.

**6. Partnerships**

Negotiate partnerships with the information, business, government, education and cultural sectors to support and achieve the Library's vision.

**7. Library Board Administration and Support**

Enable the Library Board to fulfil its governance function by supporting the operations and administration of the Library Board by advising and informing Library Board members, interfacing between Library Board and staff, and between Library Board and the municipal government. Act as Secretary-Treasurer of the Library Board.

**CEO – BOARD EXECUTIVE LIMITS FOR HUMAN RESOURCES AND FINANCE**

The Library Board establishes CEO "executive limits" for Human Resources (HR) and Finance relating to the CEO's decision-making authority, both of which are contained in the CEO Job Description contained within the Board By-laws.

**HUMAN RESOURCES EXECUTIVE LIMITS**

The CEO will recommend, for Library Board approval,

- (a) Philosophy of Compensation, documented as a separate board policy.
- (b) any substantive changes to the Library's current method of Job Classification.
- (c) (i) changes to the Library's Pay Schedule and Benefits program, and unbudgeted additions to the Staff Complement (ii) exception: any change to the CEO's compensation is recommended to the Library Board through the Board Chair.
- (d) only those changes to the Organizational Structure that significantly affect the overall system of administration.

**FINANCE EXECUTIVE LIMITS**

Oakville Public Library CEO and Management will follow the Town of Oakville Financial Control Policies and Procedures as outlined in the Memorandum of Understanding between Oakville Public library and the Town of Oakville and corresponding service level agreements.



# OAKVILLE PUBLIC LIBRARY BOARD PROCEDURAL BY-LAWS

**Approved on: Thursday, April 28, 2022**

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## 1. GENERAL

1.1	<b>The Board</b> <i>Public Libraries Act</i>	The Oakville Public Library Board, hereafter referred to as the Board, is established under the Public Libraries Act, R.S.O., 1990, Chapter P.44 as amended and through Town of Oakville Council Confirmatory By-law 2014-038 on March 24, 2014, replaces original Town of Oakville Council By-law 664 May 29, 1922.
1.2	<b>Head Office</b>	The Head Office of the Board shall be at the Oakville Public Library Central Branch, 120 Navy St. Oakville, Ontario L6J 2Z4.
1.3	<b>Interpretation</b>	The provisions of the By-laws shall be interpreted in accordance with the Glossary of Terms, attached as Appendix "A".
1.4	<b>Purpose</b> <i>Public Libraries Act</i>	With literacy and intellectual freedom as core principles, the purpose of the Oakville Public Library Board (the "Board") is to set a strategic framework within which it can manage and control the provision of a comprehensive and efficient public library service that reflects the community's unique needs (including French and special services as required). The Board's approach to undertaking this purpose will be in accordance with the <i>Ontario Public Libraries Act</i> and as further defined by the Oakville Public Library ("OPL") Strategic Plan, Town of Oakville Council By-laws/Resolutions, all applicable legislation and board policies.
1.5	<b>Objectives</b>	The Board will provide a comprehensive, efficient, accountable and affordable public library service that reflects the unique needs of the Town of Oakville.
1.6	<b>Regulations</b>	The following rules and regulations of the Board shall be observed for the order and dispatch of business and shall regulate the conduct and duties of its members and officers.
1.7	<b>Regulations ability to suspend</b>	If necessity warrants doing so for a specific reason, the rules and regulations contained herein may be suspended by resolution for a single occasion by a vote of at least two-thirds of the entire Board.
1.8	<b>Reference</b>	Where possible, reference to applicable acts, motions, or procedures have been made.  The following reference materials were used and are indicated throughout the document, actual wording has been identified in quotations and italics: <ul style="list-style-type: none"> <li>• The Public Libraries Act, R.S.O., 1990, Chapter P.44 (P.L.A.)</li> </ul>

		<ul style="list-style-type: none"> <li>• The Municipal Conflict of Interest Act</li> <li>• Town of Oakville Procedure By-law 2016-059</li> </ul>
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## 2. BOARD COMPOSITION

2.1	<b>Number of Members</b> <i>P.L.A. Section 9  Town of Oakville  By-law</i>	<p>The Town of Oakville approved the composition of the Library Board pursuant to the Public Libraries Act, R.S.O., 1990, Chapter P.44 at the July 29, 1985, September 19, 1988, February 2, 2004 and March 30, 2015 Council Meetings.</p> <p>The Oakville Public Library Board is composed of a minimum of five (5) members and up to nine (9) members consisting of:</p> <ul style="list-style-type: none"> <li>• A minimum of two (2) Members of Council and a number up to “majority less one”.</li> <li>• Up to seven (7) approved by the municipal council from the public at large.</li> <li>• Special Advisory Members as required.</li> </ul>
2.2	<b>Board Recruitment</b>	<p>The Town of Oakville Council appoints all members to the Library Board as per the Citizen Appointments to Advisory Committees and Boards Procedure.</p>
2.3	<b>Eligibility/Qualifications</b> <i>P.L.A. Section 10</i>	<p><i>“A person is qualified to be appointed as a member of a board who is a member of the appointing Council or,</i></p> <ol style="list-style-type: none"> <li><i>a) is at least eighteen years old,</i></li> <li><i>b) is a Canadian citizen, or a permanent resident of Canada within the meaning of the Immigration and Refugee Protection Act (Canada);</i></li> <li><i>c) is</i> <ol style="list-style-type: none"> <li><i>(i) a resident of the municipality for which the Board is established in the case of a public library...</i></li> <li><i>(ii) is not employed by the Board or by the municipality...”</i></li> </ol> </li> </ol>
2.4	<b>Term of Appointment</b> <i>P.L.A. Section 10  Town of Oakville  By-law</i>	<p>Board members shall hold office for a term concurrent with the term of Council or until a successor is appointed.</p>
2.5	<b>Resignations/Vacancies</b> <i>P.L.A. Section 12</i>	<p><i>“Where a vacancy arises in the membership of a board, the appointing council shall promptly appoint a person to fill the vacancy and to hold office for the unexpired term, except where the unexpired term is less than forty-five days.”</i></p>



2.6	<b>Disqualification</b> <i>P.L.A. Section 13 and Section 10</i>	<p><i>“If a board member,</i></p> <ul style="list-style-type: none"> <li>• <i>is convicted of an indictable offence;</i></li> <li>• <i>becomes incapacitated;</i></li> <li>• <i>is absent from the meetings of the Board for three consecutive months without being authorized by a board resolution;</i></li> <li>• <i>ceases to be qualified for membership under clause 10(1)(c);</i></li> <li><i>or</i></li> <li>• <i>otherwise forfeits his or her seat,</i></li> </ul> <p><i>The member’s seat becomes vacant and the remaining members shall forthwith declare the seat vacant and notify the appointing council accordingly.”</i></p>
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### 3. DUTIES AND RESPONSIBILITIES

3.1	<b>The Board of Directors</b>	<p>The Library Board works within the Public Libraries Act, R.S.O. 1990. The Board establishes policies to direct the operations of the Oakville Public Library, in accordance with its purpose and objectives. The Board employs a Chief Executive Officer, who in turn administers the Library under the guidance of those policies.</p> <p>Responsibilities of the Board of Directors are categorized by the following actions:</p>
3.2	<b>Policies</b>	<ul style="list-style-type: none"> <li>• Determine and adopt written policies to govern the operation and programs of the Library. Such policies should include those dealing with personnel, public service, materials selection and financial authorities.</li> </ul>
3.3	<b>Planning</b>	<ul style="list-style-type: none"> <li>• Formulate the strategic goals of the Library and approve plan(s) for meeting these goals.</li> <li>• Understand the program needs of the Library in relation to the community.</li> <li>• Report mechanisms and feedback activities of the Library on the achievement of approved plan outcomes.</li> </ul>
3.4	<b>Advocacy</b>	<ul style="list-style-type: none"> <li>• Establish, support and participate in planned programs to meet community needs.</li> <li>• Understand local and other laws affecting library operations and governance; play a role in initiating and supporting beneficial library legislation; interact with provincial library agencies.</li> <li>• Be aware of the activities of regional, provincial, and national library organizations.</li> </ul>
3.5	<b>Funding</b>	<ul style="list-style-type: none"> <li>• Recommend to Council the Library's annual operating budget and capital forecast.</li> <li>• Seek diversified sources of revenue, e.g. grants and fundraising, in support of library service enhancements.</li> </ul>
3.6	<b>Reporting</b>	<ul style="list-style-type: none"> <li>• Ensure that accurate public records are kept on file and with appropriate local, provincial, or national bodies.</li> </ul>

		<ul style="list-style-type: none"> <li>• Be legally responsible for the Library to the Council.</li> <li>• Report regularly to governing officials and the general public.</li> <li>• Evaluate the performance of the Library annually.</li> </ul>
3.7	<b>CEO Evaluation</b>	<ul style="list-style-type: none"> <li>• Evaluate the CEO’s performance annually.</li> <li>• Provide feedback at the appropriate opportunities throughout the year.</li> <li>• Approve the CEO’s final performance evaluation.</li> </ul>
3.8	<b>Strategic Planning</b>	<ul style="list-style-type: none"> <li>• With staff support, be accountable for the strategic planning process and strategic plan.</li> <li>• With staff support, select a facilitator or delegate this task to a board-appointed evaluation task force or to staff.</li> <li>• Approve the strategic planning process proposal and timeline.</li> <li>• Partake in the stakeholder consultations.</li> </ul>

**4. OFFICERS OF THE BOARD**

4.1	<b>Election of Officers</b> <i>Board Motion #01.12.142, December 13th, 2001</i>	<p>The Oakville Public Library Board adopted an election procedure which follows parliamentary rules to elect its officers by accepting nominations (and acceptances to stand) from the floor, closing nominations, then voting to elect from that proposed slate of officers.</p> <p>When two or more board members are vying for a position, voting will be done by ballot. Two staff members will exit the room to count votes, at least one being the CEO or delegated secretary. The Board may decide to have a board-appointed scrutineer (a board member) stand at a distance to oversee the counting. All votes will be sealed in an envelope for shredding at a later time. The successful candidate will be announced.</p> <p>A Board shall elect a Chair and Vice-Chair at its first meeting in a new term.</p>
4.2	<b>Chair of the Board</b> <i>P.L.A. Section 14</i>	<p>“A board shall elect one of its members as Chair as soon as is reasonable in a new term.” The Chair of the Board is elected for the length of the full term <i>or</i> until a successor is appointed.</p> <p>The Chair may be removed from office by a two-thirds majority vote of the Board. If the Chair resigns or is removed from office, the successor will hold office for the balance of the term of appointment of the Chair.</p> <p>The Chair is ex-officio member of all committees, and as such, will not be included as part of quorum for any board committees.</p> <p><u>Duties and Responsibilities of the Chair:</u>  The Chair of the Board shall preside at all meetings of the Board,</p>

		<p>preserve order, and decide all questions on order subject to appeal to the Board.</p> <p>The Chair of the Board may vote on any question before the Board.</p> <p>The Chair of the Board shall ensure that orientation is provided to the new board members.</p> <p>The Chair of the Board shall initiate the process for the Chief Executive Officer’s annual performance review, as defined in the CEO Performance Evaluation policy.</p>
<p>4.3</p>	<p><b>Vice-Chair</b></p>	<p>The Vice-Chair shall act in the absence of the Chair.</p> <p>A Board shall elect one of its members as Vice-Chair as soon as is reasonable in a new term The Vice-Chair of the Board is elected for the length of the full term or until a successor is appointed.</p> <p>The Vice-Chair may be removed from office by a two-thirds majority vote of the Board. If the Vice-Chair resigns or is removed from office, the successor will hold office for the balance of the term.</p> <p><u>Duties and Responsibilities of the Vice-Chair:</u>  The Vice-Chair presides at board meetings if the Chair is absent from the meeting, for any periods during which the Chair is present at the meeting but temporarily leaves the chair, for the discussion of any item in which the Chair has declared a pecuniary interest. Performs the remaining duties of the Chair if the Chair is unable for any reason to perform them.</p> <p>The Vice-Chair will act as a mentor to board members appointed mid-term and will ensure that these individuals receive proper orientation.</p>
<p>4.4</p>	<p><b>Executive Committee</b></p>	<p>The Executive Committee consists of the Chair of the Board, the Vice Chair of the Board, and the Chief Executive Officer as a non-voting member, which:</p> <ul style="list-style-type: none"> <li>(a) May determine matters of an emergency nature provided actions taken are communicated to the Board; and</li> <li>(b) May be authorized by motion of the Board to act for the Board from time to time;</li> </ul> <p>However, matters so determined under (a) and (b) shall be ratified by the Board at its next regular or special meeting, to be held within 15 days an Executive Committee meeting.</p>

<p>4.5</p>	<p><b>Secretary / Treasurer of the Board</b></p>	<p><i>As permitted by the Public Libraries Act, Section 15(5), the CEO (or designate) of the Library shall serve as the Secretary-Treasurer of the Board.</i></p> <p><i>In the role of Secretary, the CEO will:</i></p> <ul style="list-style-type: none"> <li>• <i>designate a recorder for each board meeting</i></li> <li>• <i>prepare the agenda prior to each board meeting</i></li> <li>• <i>distribute the agenda, with all reports and enclosures, to all board members prior to the relevant board meeting</i></li> <li>• <i>distribute the minutes to all board members prior to the next board meeting</i></li> </ul> <p><i>Tasks of the secretary may be delegated to the Town of Oakville as per the Memorandum of Understanding and associated service level agreements.</i></p> <p><i>In the role of Treasurer, the CEO will:</i></p> <ul style="list-style-type: none"> <li>• <i>monitor the financial activities of the Library and shall ensure that complete and accurate records are kept in accordance with generally accepted accounting practices</i></li> <li>• <i>receive and account for the Board's money</i></li> <li>• <i>open an account or accounts in the name of the Board in a chartered bank, trust company or credit union approved by the Board</i></li> <li>• <i>deposit all money received on the Board's behalf to the credit of that account or accounts</i></li> <li>• <i>disburse the money as the Board directs</i></li> <li>• <i>act as an authorized signing officer of all documents pertaining to the financial business of the Board</i></li> </ul> <p><i>Tasks of the treasurer may be delegated to the Town of Oakville as per the Memorandum of Understanding and associated service level agreements.</i></p>
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**5. COMMITTEES OF THE BOARD**

<p>5.1</p>	<p><b>Duties of Committees</b></p>	<p>The purpose of committees is to facilitate the business of the Board.</p> <p>Committees shall operate within the Terms of Reference established and approved by the Board.</p>
<p>5.2</p>	<p><b>Types of Committees</b></p>	<p>The Board operates with two (2) standing committees and may establish ad-hoc committees as it sees fit to discharge its duties.</p> <p><u>Standing Committees</u></p> <ul style="list-style-type: none"> <li>• CEO Performance Evaluation Committee</li> <li>• Audit Committee</li> <li>• Executive Committee</li> </ul> <p><u>Ad Hoc Committees</u></p>

		As required, Ad Hoc Committees may be established by motion of the Board to deal with matters before the Board. An Ad Hoc Committee may have any number of members who are interested in the issue at hand. Ad Hoc Committees will report recommendations to the Board. Upon completion of its assignment, an Ad Hoc Committee shall be discharged by motion of the Board.
5.3	<b>Election of Committee Chair</b>	The Chair of a board committee shall be elected by the committee members and recommended to the Board for approval at its next regular meeting  For the executive committee, the board chair would reside as chair.
5.4	<b>Membership</b>	As defined in section 4.2 in the by-laws, the Chair of the Board is ex-officio.
5.5	<b>Meetings</b>	Meetings of committees may be called by the Chair of the committee or by a majority of the members of a committee.
5.6	<b>Committee Proceedings</b>	The Chief Executive Officer shall be the Secretary of all committees and shall appoint a recording secretary as necessary.
5.7	<b>Report to the Board</b>	The Chair of the Committee, or in the Chair's absence, another member of the committee shall report to the Board as required.

## 6. BOARD MEETINGS

6.1	<b>Meetings</b>	All Board meetings shall be open to the public.
6.2	<b>First Meeting of the Board in a New Term</b> <i>P.L.A. Section 14 Town of Oakville By-law 1985-271</i>	The Chief Executive Officer of the Oakville Public Library Board shall call the first meeting of the Board in a new term, in accordance with Section 14 of the Public Libraries Act.
6.3	<b>Schedule of Meetings</b> <i>P.L.A. Section 16</i>	The schedule of dates for Board meetings for the year will be provided to members at the beginning of each year. In accordance with the Public Libraries Act, R.S.O., 1990, Chapter P.44 as amended, the Board will hold at least seven regular meetings each year, <i>"...A board shall hold regular meetings once a month for at least 7 months each year and at such other times as it considers necessary."</i> These shall be held on the fourth Thursday of each month at 7:00 p.m. at Oakville Town Hall. Although uncommon, the Board may decide to change a regular meeting date for reasons deemed acceptable and notice of such meeting will be made to the public via the website.
6.4	<b>Special Meetings</b>	Special meetings of the Board may be held at any time at the call of the Chair or any two Members. The purpose of the special meeting must be stated in the notice and no other business will be transacted without the consent of the majority of the Board.  Special emergency meetings may be called with notice twenty- four hours prior to the meeting.

		Lack of receipt of the notice of a special meeting shall not affect the validity of holding the meeting or any action taken thereat provided a quorum is obtained.
6.5	<b>Notification of Meetings</b>	<p>The notice shall be in the form of electronic and written agendas accompanied by its supporting documents.</p> <p>This package is prepared by the Chair of the Board, in consultation with the Chief Executive Officer. Any board member wishing to place an item on the agenda may make a request to do so through the Chair or Chief Executive Officer. Such requests shall then be considered at the Chair of the Board's discretion. Minutes of the previous regular meeting and any special meetings shall be provided to the members in the same manner as the agenda.</p> <p>The package shall be delivered to the Board member's online site, seven days prior to the upcoming board meeting. Immediately following, the package shall be distributed among the appropriate library staff and posted on the website for the public.</p> <p>Lack of receipt of the notice of a regular or special meeting shall not affect the validity of holding the meeting or any action taken thereat provided a quorum is obtained.</p>
6.6	<b>Attendance</b> <i>P.L.A. Section 13</i>	<p>Members shall notify the Secretary or designate if they are not able to attend the regular board meeting. Attendance of members at meetings shall be recorded.</p> <p>Any member absent from meetings of the Board for three consecutive months without a resolution authorizing the absence having been recorded in the minutes shall be deemed to have resigned, and the Board, shall notify the Council that the seat has become vacant.</p> <p>A member of the Board or a committee may attend, participate and vote at an open or closed meeting remotely with the permission of the chair. Reasons a board member could request virtual participation could be:</p> <ul style="list-style-type: none"> <li>• personal illness or disability</li> <li>• employment or the business of the public good</li> <li>• a family or other emergency</li> </ul> <p>Members who wish to attend a meeting remotely request permission from the chair at minimum 1 day in advance. Meeting minutes will reflect that a member is participating remotely. Quorum applies to the members attending in person and remotely.</p>
6.7	<b>Conflict of Interest</b>	Members of the Board are subject to the Municipal Conflict of Interest Act and shall refrain from discussing and voting on any matter, which is of a direct or indirect pecuniary interest to themselves, their family members or their employers. An official

		declaration shall be made by the member during the agenda review, and recorded in the minutes.
6.8	<b>Delegations Wishing to Appear Before the Board</b>	Individuals or groups shall advise the Secretary of the Board in accordance with the Library Board's policy on delegations.
6.9	<b>In-Camera</b> <i>P.L.A. Section 16 Town of Oakville By-law 1995-102, Section 19</i>	<p>At a board or committee meeting the Board may move in-camera to discuss a matter that falls within the "closed meetings" provision of the Public Libraries Act.</p> <p>The motion to move in-camera will state the general nature of the matter to be considered in the closed session.</p> <p>Upon moving out of camera the Board shall "Rise and Report" on motions made in-camera, or "Rise with No Report". Minutes of the in-camera portion of the meeting will be marked confidential and issued to the Board for approval and then filed in a secure place by the Secretary of the Board.</p>
6.10	<b>Quorum</b> <i>P.L.A. Section 16</i>	<p>At all board meetings, "<i>a majority of the Board</i>" must be present to establish a quorum for regular business. If there is not quorum, the meeting may continue as a discussion but any resolutions, motions and decisions must be made at a subsequent board meeting when a quorum is present.</p> <p>No meeting will be called with the advance knowledge that there will be no quorum.</p>
6.11	<b>Voting</b> <i>P.L.A. Section 16</i>	All members of the Board (including the Chair) - unless they have declared a conflict of interest on a matter and are therefore ineligible to vote on that matter - shall vote on all questions. Voting is carried out by a show of hands, except when the Board deems it best to vote via ballot, voice or proxy. Voting by proxy will only be used if all board members agree it is essential due to a time-sensitive matter. If proxy voting is permitted, board members will submit votes by mail or email, and will not ask another board member to vote on their behalf. The hard copies of any and all proxy votes will be included as part of the corporate record.
6.12	<b>Procedure for Meetings</b>	<p>The Chair will preside at all meetings of the Board, maintain order, decide whether motions are in order, and rule on all procedural matters.</p> <p>If the Chair is not present at the time for the meeting to begin, the Vice-Chair will call the meeting to order and will preside for that meeting or until the arrival of the Chair.</p> <p>If both the Chair and the Vice-Chair are absent from a board meeting or are unable to take the chair, the Board will appoint an Acting Chair from among the Members present. The Secretary will</p>

		<p>conduct the election. While presiding, the Acting Chair will have all the rights, duties and responsibilities of the Chair. The Chief Executive Officer shall designate a recording secretary for meetings which may be a Town Clerk representative.</p>
6.13	<b>Rules of Order</b>	<p><u>Town Procedure By-law 2016-059 (which encompasses Robert's Rules of Order) unless specifically overridden by the Public Libraries Act (1990).</u></p> <ul style="list-style-type: none"> <li>• All decisions will be made on the basis of motions.</li> <li>• To make a motion, a member must obtain the floor first.</li> <li>• Every motion must be seconded by another member.</li> <li>• A motion will not be debated until it has been moved and seconded and put on the floor by the Chair.</li> <li>• There will be only one substantive motion before the meeting at any one time. An amendment may be made to a motion, but may not negate the main motion or materially alter the intent.</li> <li>• After members debate the motion the Chair puts the question (puts it to a vote) and announces the result of the vote.</li> </ul> <p>A motion that has been moved and seconded can be withdrawn or modified (modifications that would not occasion debate if proposed as amendments) with the agreement of the mover.</p>
6.14	<b>Conduct of the Chair</b>	<p>The Chair will:</p> <ul style="list-style-type: none"> <li>• call the meeting to order;</li> <li>• determine the presence of a quorum;</li> <li>• announce in proper sequence the business that comes before the Board;</li> <li>• maintain a list of Members who have signaled the Chair that they wish to speak or ask questions;</li> <li>• recognize Members in the order in which they signaled that they wished to speak or ask questions;</li> <li>• state and put to a vote all questions that legitimately come before the Board as motions, announcing the outcome;</li> <li>• protect the assembly from obviously frivolous or dilatory motions by refusing to recognize them;</li> <li>• expedite business;</li> <li>• decide all questions of order;</li> <li>• respond to inquiries of members relating to parliamentary procedure bearing on the business of the Board;</li> <li>• declare the meeting adjourned when the Board so votes.</li> </ul> <p>Members who have already spoken may speak again only after all other Members have been given the opportunity to speak. The Chair will not put any matter to the vote, nor will any Member move a procedural motion to have the vote taken, until every Member who wishes to speak has spoken at least once.</p> <p>If the Chair rules that it is beneficial and in the best interests of the</p>



		<p>Board to deal with a question immediately, than this is the action the Board must take. The Chair's rulings on order or procedure are not debatable, but may be appealed by any Member by motion, duly seconded. If the motion is carried, the Chair's decision is overturned.</p> <p>If the Chair rules that a motion is contrary to the rules of the Board, the Chair will tell the Members immediately before putting the question, and will cite the rule or authority applicable to the case without argument or comment.</p> <p>The Chair may place time limits on speeches. The time limit must be announced before the debate begins and must be the same for all Members.</p>
6.15	<b>Conduct of Members</b>	<p>A member will be courteous and will not engage in any action, which disturbs the meeting.</p> <p>A Member will not:</p> <ul style="list-style-type: none"> <li>• use unparliamentary or offensive language, including any expressions or statements in debate or in questions that attribute false or undeclared motives to another Member, charge another Member with being dishonest, be abusive or insulting, or cause disorder;</li> <li>• make any noise or disturbance that prevents Members from being able to participate in the meeting;</li> <li>• interrupt a Member who is speaking, except to raise a Matter of Privilege or a Point of Order;</li> <li>• disobey the rules of the Board, or disobey a decision of the Chair of the Board on questions of order or practice or on the interpretation of the rules of the Board.</li> </ul> <p>A Member who wishes to speak will signal the Chair by a raised hand, and will wait for recognition by the Chair.</p> <p>All remarks and questions, including questions intended for another Member or staff, will be addressed to the Chair. The Chair may deny a Member the right to speak on a particular topic if the Member is disruptive or persistently interrupts others.</p> <p>The Chair may exclude a Member from the meeting who has been given a warning but continues to disregard the rulings from the Chair, <i>"...the board chair may expel any person for improper conduct at a meeting."</i> P.L.A. Section 16.1</p>
6.16	<b>Conduct of the Public</b>	<p>Members of the public will be courteous and will not engage in any action, which disturbs the meeting.</p> <p>Members of the public will not:</p>

		<ul style="list-style-type: none"> <li>• make any noise or disturbance that prevents members from being able to participate in the meeting;</li> <li>• address the Board without a prior appointment, or without the permission of the Board at the meeting;</li> <li>• use unparliamentary or offensive language.</li> </ul> <p><i>“...the board chair may expel any person for improper conduct at a meeting.” P.L.A. Section 16.1</i></p>
6.17	<b>Board Assessment</b>	<p>A Board self-assessment demonstrates that it believes in the values of accountability, learning and development and establishes its credibility not only with the funding agencies, but also with the public being served.</p> <p>In order to monitor how well it is fulfilling its responsibilities, there will be periodic self assessments carried out by the Board according to the procedures/ processes and timing agreed upon by the Board.</p>

## 7. MEETING AND AGENDAS

7.1	<b>Distribution</b>	<p>Board agendas and minutes are public information and will be made available to the public on the Oakville Public Library website and in hard copy at Central Branch.</p> <p>Copies of all the approved board and committee minutes, with the exception of confidential minutes of in-camera sessions which have a prescribed distribution, are retained on file in administration for reference by Members or the public. Minutes of all meetings and motions presented are numbered and indexed, by the Secretary, to facilitate ready reference.</p>
7.2	<b>Regular Board Meeting Minutes</b>	Minutes are recorded by the appointed recording secretary for later transcription in draft form, and forwarded to board members before the next meeting. Additions or corrections are brought to the following full board meeting for adoption in the minutes.
7.3	<b>Committee Minutes</b>	Minutes of committee meetings are recorded by the appointed recording secretary or a member of the committee as appointed in the Committee’s Terms of Reference.
7.4	<b>Approval of the Agenda</b>	At the beginning of any regular board or committee meeting, the Chair of the Board may announce additional items to be added to the agenda prior to the approval of the agenda.
7.5	<b>New Business</b>	A ‘New Business’ item will be placed on the agenda of all regular board and committee meetings. The Chair will ask the Board if there is any new business, and if there are no objections to a particular item or items, such item(s) can be discussed. The Chair may also provide information from time to time under the New Business item, if the Board deems it fit.
7.6	<b>Use of Consent Agenda</b>	<p>The Oakville Public Library Board will make use of a Consent Agenda.</p> <p>Every board member is responsible for ensuring that they have read</p>

		<p>the supporting documents relating to Consent Agenda items in advance of the meeting to ensure that due diligence is exercised.</p> <p>When the Chair sets the Agenda (in consultation with the CEO and any Board Members making requests), he or she may assign items to the Consent portion of the Agenda.</p> <p>Typical consent agenda items are routine, procedural decisions, and decisions that are likely not to require discussion. Examples include:</p> <p><b>Approval of the minutes:</b> final approval of proposals or reports that the Board has been dealing with for some time and all members are familiar with the implications</p> <p><b>Staff appointments</b> requiring board confirmation</p> <p><b>Reports provided for information only</b></p> <p><b>Items listed under the consent agenda</b> are adopted in a single motion and the passage of such motion is taken to confirm that all recommendations as proposed in the relevant staff reports are approved. Any board member may request the separation of an item from the consent agenda for discussion purposes prior to the motion to adopt being placed or voted upon.</p> <p>Typical reasons for this request are that the member wishes to ask a question about a report or wishes to have a vote recorded. However, no justification need be given and the issue is not debatable. Once a request is made, the item is dealt with as a separate agenda item (either immediately or at a later point in the agenda, at the discretion of the Chair).</p>
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**8. REVIEW AND AMENDMENTS TO BY-LAWS**

8.1	<b>Conflict, In the event of</b>	In the event of a conflict between this By-laws and the provision of either the Public Libraries Act or an applicable By-law of the Town of Oakville, the provisions of the Public Libraries Act or the Town of Oakville By-law shall prevail to the extent of any conflict.
8.2	<b>Review</b>	Revisions to any of the guiding authorities (Public Libraries Act, Roberts Rules of Order, Town of Oakville By-laws) will necessitate a review of the Board By-laws.
8.3	<b>Amendments</b>	<p>Amendments to the By-laws require a two-thirds vote by the membership, based on 30 days notification.</p> <p>The By-laws, or amendments to the By-laws are effective at the time of approval by board motion.</p>

**APPENDIX A - GLOSSARY OF TERMS**

<b>Abstain</b>	To decline to vote for or against a motion.
<b>Acclamation</b>	Unanimous election to office without the need for a vote, where only one candidate is nominated and agrees to stand.
<b>Adjourn</b>	To end the meeting.
<b>Agenda</b>	A list of items of business to be considered at a meeting, arranged in the order in which they are intended to be addressed.
<b>Amendment</b>	A formal proposal to change the words of a pending motion.
<b>Board</b>	The Oakville Public Library Board of Members.
<b>Casting vote</b>	A single vote (usually the prerogative of the chair) that decides an issue when the vote has resulted in a tie.
<b>CEO</b>	The Chief Executive Officer of the Board.
<b>Chair</b>	For purposes of the Board, the Chair of the Board.
<b>P.L.A. Section 16(6)</b>	For purposes of meetings, the person who presides over the meeting. "The Chair or acting chair of a board may vote with the other members of the board upon all questions, and any question on which there is an equality of votes shall be deemed to be negative."
<b>Committee</b>	Any committee, task force or work group appointed by the Board.
<b>Commission, Community Services</b>	The head of the community services division of the Town of Oakville who serves as the liaison between the Town and the Library, by providing guidance and support to the Oakville Public Library CEO and Management team
<b>Council</b>	The Council of the Town of Oakville.
<b>Delegation</b>	One or more members of the public who address the Board.
<b>Ex officio</b>	By virtue of office or position.
<b>Floor, on the</b>	The current subject of debate.
<b>Floor, to have the</b>	To have the right to speak without interruptions except on a Matter of Privilege or a Point of Order.
<b>In-Camera</b>	That meeting or part of a meeting that is held in private and closed to the public in accordance with the provisions of the Public Libraries Act Section 16. Only Board Members and persons authorized by the Board (e.g. Chief Executive Officer) may be present at an in-camera session).
<b>Library</b>	The Oakville Public Library
<b>Member</b>	A member of the Oakville Public Library Board.
<b>Minutes</b>	The legal record of the Board's, or a committee's, proceedings and decisions. Corrections must relate to matters of fact only. A Member who does not agree with a decision cannot have the decision changed by changing the minutes. The appropriate remedy is to move a motion to reconsider.
<b>Motion</b>	A formal proposal placed before the meeting by one Member,

	the mover of the motion, for debate and decision.
<b>Move</b>	That meeting or part of a meeting that is held in private and closed to the public in accordance with the provisions of the Public Libraries Act Section 16. Only board members and persons authorized by the Board (e.g. Chief Executive Officer) may be present at an in-camera session).
<b>Memorandum of Understanding (MOU)</b>	A Memorandum of Understanding (2019) exists between the Oakville Public Library and the Town of Oakville. It outlines through associated service level agreements the roles and responsibilities within their partnership in the delivery of library services to the residents of the Town.
<b>Mover</b>	The person who proposes a motion or amendment.
<b>Notice of motion</b>	Formal advice to the Board that a Member proposes to move a motion at a future meeting. Usually includes the wording of the proposed motion.
<b>Objection</b>	A way for a Member to express disagreement with a proposed course of action or ruling by the Chair.
<b>Order</b>	Behaviour in a meeting, which allows Members to conduct business without disruption.
<b>Order paper</b>	Agenda
<b>Order, call a Member to</b>	A way for the Chair to point out to a Member that he/she has broken the rules or is speaking out of turn.
<b>Order, call the meeting to</b>	An announcement by the Chair to indicate that he is about to start the meeting. Also, a way for the Chair to enforce discipline on the meeting after the rules have been broken.
<b>Order, point of</b>	A way for a Member to draw attention to a breach of the rules.
<b>Precedence</b>	The order in which motions and amendments are discussed and voted on.
<b>Quorum</b>	The minimum number of Members who must be present at a meeting to make the proceedings valid.
<b>Recess</b>	A break during a meeting.
<b>Recorded vote</b>	A vote in which each Member is asked individually and publicly to announce his or her vote for or against the motion. A way for a Member to protect himself or herself legally by having his or her vote against a motion recorded in the Minutes. Must be requested immediately before the start of voting.
<b>Rescind</b>	To revoke a previous decision.
<b>Rise and Report</b>	The act of stating verbally and in the minutes of a meeting what transpired during an in-camera session with the approval of the Board once ex-camera.
<b>Ruling</b>	A decision by the Chair on a procedural point. May be appealed by any Member, in which case the ruling is immediately put to a vote without debate.
<b>Second, Seconder</b>	To formally endorse a motion or amendment immediately

	after it has been moved. The person who formally endorses a motion or amendment. A seconder need not wait for recognition by the Chair. Seconding does not necessarily mean that a seconder supports the motion, only that he or she agrees that it should be considered.
<b>Secretary</b>	The Secretary of the Board.
<b>Service Level Agreement</b>	<p>Agreements that set out the expectations roles and responsibilities between different departments of the town and the library.</p> <p>Service level agreements include:</p> <ul style="list-style-type: none"> <li>• Financial Services</li> <li>• Board Support Services</li> <li>• Legal Services</li> <li>• Information Technology</li> <li>• Facilities and Construction Management</li> </ul>
<b>Show of hands</b>	The usual way of voting. Those for and those against the motion are asked in turn to raise their right hands. The hands are counted, the result announced, and the motion declared either carried or lost.
<b>Simple majority</b>	One more than half.
<b>Special Board Meeting</b>	From time to time it may be deemed important to convene a special meeting of the Board to address a topic or an agenda that does not adhere to the items listed on the agenda of regular board meetings. All procedures regarding notice of meeting, approval of agenda, and approval of minutes will apply but the Chair may determine, with board approval, that matters under consideration should be discussed more informally, under conditions of freedom approximating those of a committee.
<b>Tie vote</b>	An equal number of votes for and against a motion.
<b>Time limit</b>	The maximum time allowed for a speech by an individual Member, set by the Chair. The time previously established to adjourn the meeting may be extended by motion to do so.
<b>Treasurer</b>	The Chief Financial Officer of the Board.
<b>Two-thirds majority</b>	Two-thirds, or the closest whole number that is greater than two-thirds.
<b>Unparliamentary</b>	Words or expressions which are disrespectful or language offensive. Includes swearing and derogatory and racial remarks.
<b>Vice-Chair</b>	The Vice-Chair of the Board
<b>Voting</b> <i>P.L.A. Section 16(6)</i>	See show of hands. <i>“The Chair or acting chair of a board may vote with the other members of the board upon all</i>

	<i>questions, and any question on which there is an equality of votes shall be deemed to be negative.”</i>
<b>Special Board Meeting</b>	From time to time it may be deemed important to convene a special meeting of the Board to address a topic or an agenda that does not adhere to the items listed on the agenda of regular board meetings. All procedures regarding notice of meeting, approval of agenda, and approval of minutes will apply but the Chair may determine, with board approval, that matters under consideration should be discussed more informally, under conditions of freedom approximating those of a committee.
<b>Tie vote</b>	An equal number of votes for and against a motion.
<b>Time limit</b>	The maximum time allowed for a speech by an individual Member, set by the Chair. The time previously established to adjourn the meeting may be extended by motion to do so.
<b>Treasurer</b>	The Chief Financial Officer of the Board.
<b>Two-thirds majority</b>	Two-thirds, or the closest whole number that is greater than two-thirds.
<b>Unparliamentary</b>	Words or expressions which are disrespectful or language offensive. Includes swearing and derogatory and racial remarks.
<b>Vice-Chair</b>	The Vice-Chair of the Board
<b>Voting</b> <i>P.L.A. Section 16(6)</i>	See show of hands. <i>“The Chair or acting chair of a board may vote with the other members of the board upon all questions, and any question on which there is an equality of votes shall be deemed to be negative.”</i>

## APPENDIX B – TERMS OF REFERENCE

### **CEO Performance Evaluation Committee Terms of Reference & Policy**

#### **Purpose of Committee**

In order to ensure both the success of the CEO and a strong relationship between the Board and the CEO, the CEO Performance Evaluation Committee (CPEC) is a committee of the whole and will:

- a. Work with the CEO to set and approve annual goals and expectations which are linked to the organization's strategic goals.
- b. Conduct an annual evaluation of the CEO's performance in a manner that is consistent with leading H.R. practices, as well as in line with Oakville Public Library's and Town of Oakville's performance standards.

Delivery of the performance review maybe delegated to the Commissioner, Community Services as needed.

In preparing the review, consideration is given to:

- Initiatives that span across performance cycles
- Performance of the duties described in the job description
- Achievement of the objectives and targets for the year as noted in the previous year's review

Opportunity should be taken at this time of the review to verify the currency of the CEO job description and Executive Limits.

#### **Committee Membership**

Committee membership shall include:

- All members of the Board
- Commissioner, Community Services

## APPENDIX C – CEO JOB DESCRIPTION

### **CEO JOB DESCRIPTION:**

Job Title: **CHIEF EXECUTIVE OFFICER**

Classification: Grade M5

Reports to: Oakville Public Library Board via the Chair of the Board

#### **Qualifications:**

The following minimum requirements are established for the position of CEO:  
Master of Library and Information Science (MLIS) degree from an accredited library school as well as credentials or advanced coursework in Public Administration OR a degree in



Business Administration plus successful completion of a Professional Development program, as defined by the Board. Plus ten to twelve years of relevant experience as a senior administrator in a Library setting or information field.

**Purpose and Scope:**

The Chief Executive Officer (CEO) is accountable to the Oakville Public Library Board for the success of the Oakville public library system through the development and execution of strategic and operational plans, monitoring and reporting of variances to plan, and evaluating effectiveness through key performance measurement. The CEO represents the library to its various stakeholders which includes users, the broader community, the media, municipal council and other funders.

A maximum degree of latitude for independent action is exercised within the scope of Library policy.

The CEO acts as the Secretary-Treasurer of the Library Board.

Through the Community Services Commission, the CEO also participates as a member of the Town of Oakville's Senior Management group, and has the unique responsibility of building and maintaining relationships with the Town, while following the direction of the Oakville Public Library Board.

**Responsibilities:**

**1. Strategy**

*In consultation with the Library Board as leader for the OPL Strategic Plan, and other stakeholders, develop corporate strategy and long term plans for the Oakville Public Library. Develop and implement short and long term strategies to deliver a program of library services, and provide leadership and direction to the organization. Via effective performance measurement, monitor and evaluate the effectiveness of the Library's service to the community, and report to the Library Board.*

**2. Finance**

*Oversee the preparation and administration of Library budgets, both operating and capital, including long range forecasts, ensuring cost effective use of resources. Authorize expenditures and report regularly to the Library Board with financial statements and other financial reports as required. Lead the development of diversified funding sources in collaboration with the Library Development Program. Within the scope of the Town insurance policy, oversee the operation, maintenance, and protection of library assets.*

**3. Policy**

*Advise the Library Board on matters of policy. Recommend policies to meet the goals and objectives of the Library, and to meet the needs of the community for library services. Ensure implementation of approved policies throughout the organization.*

**4. Management**

Structure the organization effectively in order to achieve the Library's strategic and business plans. Hire and manage the lawful supervision of all library staff. Establish and maintain practices and programs in the administration of human resources, e.g. training and development, compensation, job evaluation, succession planning and management, labour relations, health and safety. Manage Service Level Agreements between the Library and the Town of Oakville, and all contracts and MOUs with other strategic partners.

**5. Advocacy**

In the capacity of CEO, cultivate the Town relationship, represent the Library and convey to the community a passion for the impact of public library service. Design and execute an effective program of advocacy for public library issues locally; contribute to provincial and national advocacy efforts. Provide the Library Board with the information and materials Library Board members need to advocate successfully on the Library's behalf.

**6. Partnerships**

Negotiate partnerships with the information, business, government, education and cultural sectors to support and achieve the Library's vision.

**7. Library Board Administration and Support**

Enable the Library Board to fulfil its governance function by supporting the operations and administration of the Library Board by advising and informing Library Board members, interfacing between Library Board and staff, and between Library Board and the municipal government. Act as Secretary-Treasurer of the Library Board.

**CEO – BOARD EXECUTIVE LIMITS FOR HUMAN RESOURCES AND FINANCE**

The Library Board establishes CEO "executive limits" for Human Resources (HR) and Finance relating to the CEO's decision-making authority, both of which are contained in the CEO Job Description contained within the Board By-laws.

**HUMAN RESOURCES EXECUTIVE LIMITS**

The CEO will recommend, for Library Board approval,

- (a) Philosophy of Compensation, documented as a separate board policy.
- (b) any substantive changes to the Library's current method of Job Classification.
- (c) (i) changes to the Library's Pay Schedule and Benefits program, and unbudgeted additions to the Staff Complement (ii) exception: any change to the CEO's compensation is recommended to the Library Board through the Board Chair.

- (d) only those changes to the Organizational Structure that significantly affect the overall system of administration.

**FINANCE EXECUTIVE LIMITS**

Oakville Public Library CEO and Management will follow the Town of Oakville Financial Control Policies and Procedures as outlined in the Memorandum of Understanding between Oakville Public library and the Town of Oakville and corresponding service level agreements.

# REPORT

## Oakville Public Library Board

**Meeting Date: February 20, 2025**

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**FROM:** Oakville Public Library

**DATE:** February 11, 2025

**SUBJECT: Membership Policy – February 20, 2025**

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### **RECOMMENDATION:**

That the Membership Policy be approved.

### **KEY FACTS:**

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

- The Membership Policy was previously approved on October 23, 2020 (Appendix B).
- The Membership Policy has been updated with minor edits for clarity (Appendix A).
- At the Library Board meeting on October 17, 2024, it was requested that OPL consider a revision to the policy title to provide clarity to all Oakville residents that a library card is complementary and is not purchased.
- After completing a review of policies at nearby public libraries, it is recommended that the title Membership Policy best aligns with the current scope of the policy.

### **BACKGROUND:**

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

In 2020, the Membership Policy (which was previously named the Library Cards Policy) underwent significant edits to better support the consistent application of practices across the organization and outline the framework for how OPL manages library memberships.

### **COMMENT/OPTIONS:**

After review, only minor edits to improve clarity are required at this time. All edits are clearly indicated via track changes for board review and consideration.

At the Library Board meeting on October 17, 2024, it was requested that OPL consider a revision to the policy title to provide clarity to all Oakville residents that a library card is complementary and is not purchased.

Following Board feedback, a review of policies at nearby public libraries revealed that numerous policy titles are in effect.

- Toronto Public Library uses the title of Membership Policy.
- Mississauga Public Library uses the title of Customer Use Policy.
- Milton Public Library uses the title Circulation Policy.
- Burlington Public Library, Halton Hills Public Library, and Hamilton Public Library all use the title of Borrowing Policy.

The current title of Membership Policy best aligns with the current scope of the policy, which includes complementary resident library cards as well as non-resident library cards that can be purchased annually. Additionally, library membership offers privileges beyond borrowing materials, such as using digital resources and booking complimentary work and study spaces.

The naming and scope of this policy will be reviewed again in 2027 to ensure that it aligns with the growth of OPL services, spaces, and collections.

**APPENDICES:**

Appendix A – PS-004 Membership Policy (2024)

Appendix B – PS-004 Membership Policy (2020)

Prepared by:

Caitlyn Hicks, Director, Customer Experience

Submitted by:

Tara Wong, CEO

## Membership Policy

<b>Policy Number:</b>	PS-004
<b>Policy Category:</b>	Public Service
<b>Approved by:</b>	OPL Board
<b>Accountability:</b>	CEO or Designate
<b>Approval Date:</b>	
<b>Effective date:</b>	
<b>Next Review Date:</b>	<u>2027</u>
<b>Supersedes:</b>	<u>Membership Policy effective October 23, 2020</u>

### Purpose:

The purpose of this policy is to facilitate and maximize access to collections, services and programs for all customers in a fair and consistent manner and to ensure stewardship of assets.

### Scope:

The policy applies to all users of Oakville Public Library. It covers the criteria used to determine eligibility for a library card, the types of memberships available, membership privileges and terms of use associated with the use of a **library** card.

### Policy Statement:

A library card is not required to enter the library or use most resources within the library. A library card is required to access many library services including, but not limited to, borrowing materials, using digital collections and resources, **and booking complimentary work and study spaces.**

#### Eligibility and types of library cards:

##### **Full privileges cards:**

A library card is free for individuals who are residents of Oakville, work in Oakville, pay taxes to the Town of Oakville or are students attending an educational institution in Oakville. The identification required to register for a library card is outlined in the *Acceptable Forms of Identification Chart*. The Library will not copy and retain any of the identification presented.

A child up to and including the age of 12 can obtain a card with a parent's / legal guardian's consent and proof of identity.

Teen cards are issued to individuals ages 13 to 17 with some limitations such as Wi-Fi hotspots and A/V materials rated 18+.

#### **Limited privileges cards:**

Individuals that have limited identification can obtain an Easy Access card with limited borrowing privileges for physical materials but full access to digital collections.

#### **Reciprocal membership cards:**

Members of Burlington, Milton and Halton Hills Libraries who present a valid library card from their home library with acceptable identification may register, at no charge, as Halton reciprocal members for a **library** card with restricted privileges. Examples of restrictions are digital collections, Wi-Fi hotspots and interlibrary loans.

#### **Non-resident membership cards:**

Non-residents can purchase a full privileges annual library membership. Those who qualify for a reciprocal membership **library** card, but want to have access to OPL's digital collections may wish to pay the annual fee for the non-resident card.

#### **Library Card Holder Responsibilities:**

Signing the library card implies the **card-holder's** acceptance of and adherence to the rules and regulations of the Oakville Public Library.

Library **card-holders** are responsible for the materials they have borrowed, for promptly reporting the loss or theft of the library card and for reporting changes in their contact information to the library. Returning items on time enables others to enjoy the library's collection. Fines may be charged for lost or damaged materials or other reasons **s** as outlined in the Loans, Limits and Fees ~~Chart~~ **information on the OPL.ca website**.

Library cards are subject to renewal based on type of membership.

A library membership can be suspended for customers who have fines and/or overdue materials over the limit threshold or who have failed to follow the rules and regulations of the library.

## Membership Policy

<b>Policy Number:</b>	PS-004
<b>Policy Category:</b>	Public Service
<b>Approved by:</b>	OPL Board
<b>Accountability:</b>	CEO or Designate
<b>Approval Date:</b>	<b>October 22, 2020</b>
<b>Effective date:</b>	<b>October 23, 2020</b>
<b>Next Review Date:</b>	
<b>Supersedes:</b>	Library Cards Policy approved May 29, 2014

### Purpose:

The purpose of this policy is to facilitate and maximize access to collections, services and programs for all customers in a fair and consistent manner and to ensure stewardship of assets.

### Scope:

The policy applies to all users of Oakville Public Library. It covers the criteria used to determine eligibility for a library card, the types of memberships available, membership privileges and terms of use associated with the use of a card.

### Policy Statement:

A library card is not required to enter the library or use most resources within the library. A library card is required to access many library services including, but not limited to, borrowing materials, using digital collections and resources.

#### Eligibility and types of library cards:

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A library card is free for individuals who are residents of Oakville, work in Oakville, pay taxes to the Town of Oakville or are students attending an educational institution in Oakville. The identification required to register for a library card is outlined in the *Acceptable Forms of Identification Chart*. The Library will not copy and retain any of the identification presented.

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Teen cards are issued to individuals ages 13 to 17 with some limitations such as Wi-Fi hotspots and A/V materials rated 18+.



**Limited privileges cards:**

Individuals that have limited identification can obtain an Easy Access card with limited borrowing privileges for physical materials but full access to digital collections.

**Reciprocal membership cards:**

Members of Burlington, Milton and Halton Hills Libraries who present a valid library card from their home library with acceptable identification may register, at no charge, as Halton reciprocal members for a card with restricted privileges. Examples of restrictions are digital collections, Wi-Fi hotspots and interlibrary loans.

**Non-resident membership cards:**

Non-residents can purchase a full privileges annual library membership. Those who qualify for a reciprocal membership card, but want to have access to OPL's digital collections may wish to pay the annual fee for the non-resident card.

Signing the library card implies the card holder's acceptance of and adherence to the rules and regulations of the Oakville Public Library.

Library card holders are responsible for the materials they have borrowed, for promptly reporting the loss or theft of the library card and for reporting changes in their contact information to the library. Returning items on time enables others to enjoy the library's collection. Fines may be charged for lost or damaged materials or other reason as outlined in the [Loans, Limits and Fees Chart](#).

Library cards are subject to renewal based on type of membership.

A library membership can be suspended for customers who have fines and/or overdue materials over the limit threshold or who have failed to follow the rules and regulations of the library.

# REPORT

## Oakville Public Library Board

**Meeting Date: February 20, 2025**

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**FROM:** Oakville Public Library

**DATE:** February 11, 2025

**SUBJECT: Volunteer Policy – February 20, 2025**

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### **RECOMMENDATION:**

That the Volunteer Policy be approved.

### **KEY FACTS:**

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

- Volunteer Policy (Appendix A) has been updated from the previous version approved in February 2020 (Appendix B).
- More information has been provided regarding the requirement for volunteers, ages 18 and older, to provide a police record check prior to the commencement of their volunteer placement.
- This policy excludes Friends of the Library volunteers, as they are subject to the Friends of the Library Volunteer Policy.
- This policy excludes Library Board Members as board recruitment and eligibility/qualifications is subject to the Oakville Public Library Board Procedural By-Laws.
- At the Library Board meeting on January 16, 2025, there were no changes requested.

### **BACKGROUND:**

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

The Police Record Check Procedure applies to all candidates for, and employees and volunteers in, designated positions within OPL. This procedure was updated on September 3, 2024.

This policy excludes Friends of the Library volunteers, as they are subject to the Friends of the Library Volunteer Policy. Additionally, this policy excludes Library Board Members as board recruitment and eligibility/qualifications is subject to the

Oakville Public Library Board Procedural By-Laws and the Ontario Public Libraries Act.

**COMMENT/OPTIONS:**

The Volunteer Policy was updated to provide more information regarding the requirement for volunteers, ages 18 and older, to provide a police record check prior to the commencement of their volunteer placement.

Each volunteer placement will specify which type of police check is required, either a Criminal Record Check (CRC) or Vulnerable Sector Check (VSC) if they will work directly with or in the vicinity of vulnerable persons.

At the Library Board meeting on January 16, 2025, there were no changes requested.

**APPENDICES:**

Appendix A – OP-004 Volunteer Policy (2025)

Appendix B – OP-004 Volunteer Policy (2020)

Prepared by:

Caitlyn Hicks, Director, Customer Experience

Submitted by:

Tara Wong, CEO

## Volunteer Policy

<b>Policy Number:</b>	OP-004
<b>Policy Category:</b>	Operations
<b>Approved by:</b>	Oakville Public Library Board
<b>Accountability:</b>	CEO or designate
<b>Approval Date:</b>	
<b>Effective Date:</b>	
<b>Next Review Date:</b>	<b>2028</b>
<b>Supersedes:</b>	Policy dated May 29, 2014 (Motion # 14.05.52)

### Purpose

The Oakville Public Library (OPL) supports a volunteer program that supplements the efforts of paid library employees and enhances services to the public. The volunteer program creates opportunities for community members to actively participate in the operation of the library, welcoming the extended knowledge, talents and skills of volunteers.

### Scope

This policy applies to volunteers in all programs and services authorized by and undertaken on behalf of the library, with the exception of the OPL Board and the volunteers and members of the Friends of the Oakville Public Library (FOL).

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:

- Students completing community hours requirements/placements/internships;
- Individuals referred by social service agencies/institutions;
- Community members delivering books and other materials to homebound customers;
- Community members assisting in the delivery of programs or events to library customers on a voluntary basis.
- Individuals engaging in philanthropy on behalf of OPL.

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 volunteer program to enhance and enrich the services which it 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.

### Recruitment

- Volunteers do not replace paid employees and shall not be considered as library employees.
- Opportunities for volunteer placements are identified by library employees. These placements are not permanent and will be reviewed and revised according to the needs of the library.
- All volunteers will undergo a formal screening process, including in-person interviews and reference checks. Acceptance into a volunteer position is not automatic.

### Eligibility

- The minimum age for volunteers is 14 years, however some volunteer positions require volunteers to be at least 18 years of age. ~~All volunteers ages 18 and up must obtain a Police Vulnerable Sector Check, for which the fee will be reimbursed by the library.~~
- Volunteers ages 18 and older will need to provide a police record check prior to the commencement of their volunteer placement. The volunteer placement will specify which type of Police Check is required, either a Criminal Record Check (CRC) or Vulnerable Sector Check (VSC). Volunteers ages 18 and older who will work directly with or in the vicinity of vulnerable persons, will be required to provide a Vulnerable Sector Check (VSC).
- OPL will reimburse accepted volunteers for the cost of police record checks that are obtained as a requirement of the volunteer placement. Volunteers will be required to provide a copy of the payment receipt as part of the reimbursement process and will only be reimbursed for the level of police required check that was required. A police record check previously obtained shall be deemed acceptable for the purpose of this requirement if it was issued within six months of being presented for review.
- ~~All volunteers will be recruited and undergo a formal screening process, including in-person interviews and reference checks. Acceptance into a volunteer position is not automatic.~~

### Responsibilities

- Volunteers are guided and bound by the same policies and procedures as library employees. OPL can discontinue the service of 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.

## Volunteer Policy

<b>Policy Number:</b>	OP-004
<b>Policy Category:</b>	Operations
<b>Approved by:</b>	Oakville Public Library Board
<b>Accountability:</b>	CEO or designate
<b>Approval Date:</b>	February 20, 2020
<b>Effective Date:</b>	February 21, 2020
<b>Next Review Date:</b>	4 Years from Effective Date
<b>Supersedes:</b>	Policy dated May 29, 2014 (Motion # 14.05.52)

### Purpose

The Oakville Public Library (OPL) supports a volunteer program that supplements the efforts of paid library employees and enhances services to the public. The volunteer program creates opportunities for community members to actively participate in the operation of the library, welcoming the extended knowledge, talents and skills of volunteers.

### Scope

This policy applies to volunteers in all programs and services authorized by and undertaken on behalf of the library, with the exception of the OPL Board and the volunteers and members of the Friends of the Oakville Public Library (FOL).

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:

- Students completing community hours requirements/placements/internships;
- Individuals referred by social service agencies/institutions;
- Community members delivering books and other materials to homebound customers;
- Community members assisting in the delivery of programs or events to library customers on a voluntary basis.
- Individuals engaging in philanthropy on behalf of OPL.

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 volunteer program to enhance and enrich the services which it 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.
- Volunteers do not replace paid employees and shall not be considered as library employees.
- Opportunities for volunteer placements are identified by library employees. These placements are not permanent and will be reviewed and revised according to the needs of the library.
- The minimum age for volunteers is 14 years, however some volunteer positions require volunteers to be at least 18 years of age. All volunteers ages 18 and up must obtain a Police Vulnerable Sector Check, for which the fee will be reimbursed by the library.
- All volunteers will be recruited and undergo a formal screening process, including in-person interviews and reference checks. Acceptance into a volunteer position is not automatic.
- Volunteers are guided and bound by the same policies and procedures as library employees. OPL can discontinue the service of 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: February 20, 2025**

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**FROM:** Oakville Public Library

**DATE:** February 11, 2025

**SUBJECT: Comprehensive Financial Report at December 31, 2024**

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### **RECOMMENDATION:**

That the Comprehensive Financial Report at December 31, 2024 be received for information.

### **KEY FACTS:**

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

- The Library's unaudited surplus for 2024 is \$339,063 (2023 surplus was \$196,006).
- The Development Reserve Fund balance at December 31, 2024 is \$129,189 (December 31, 2023 - \$183,596).
- The Halton Information Providers (HIP) Trust has a year-end balance of \$63,862 (December 31, 2023 - \$54,197).

### **BACKGROUND:**

This report is a comprehensive report of all 2024 financial results: operating, capital, reserve, endowment and trust funds. The results are pending completion of the library audit findings. Both the library's Audit Findings report and the consolidated financial statements for 2024 will be presented by the library's external auditors, KPMG LLP, at the April Board Meeting.

The Oakville Public Library (OPL) ended 2024 with a surplus of \$339,063 or 2.8% on a total budget of \$12.2 million. The final year-end results provided a surplus of approximately \$57,600 more than the projection of a \$281,511 surplus prepared at the end of the third quarter and is primarily for higher savings in personnel services and benefits.

**COMMENT/OPTIONS:**

**Operating Variance Analysis:**

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

	2024 Net Approved Budget	2024 Net Expenditures December 31	Funds Remaining	% Remaining
<b>EXPENSES</b>				
Personnel Services & Benefits	9,677,500	9,233,028	444,472	4.6%
Materials & Supplies	1,650,900	1,689,155	(38,255)	-2.3%
Capital out of Operations	20,200	56,673	(36,473)	-180.6%
Purchased Services	1,258,100	1,228,332	29,768	2.4%
Payments & Grants	12,500	11,378	1,122	9.0%
Internal Expenses & Transfers	339,700	335,790	3,910	1.2%
<b>Total EXPENSES</b>	<b>12,958,900</b>	<b>12,554,356</b>	<b>404,544</b>	<b>3.1%</b>
<b>REVENUES</b>				
External Revenues	(400,300)	(425,501)	25,201	-6.3%
Internal Recovery & Fund Transfers	(378,800)	(288,118)	(90,682)	23.9%
<b>Total REVENUES</b>	<b>(779,100)</b>	<b>(713,619)</b>	<b>(65,481)</b>	<b>8.4%</b>
<b>Total Oakville Public Library</b>	<b>\$ 12,179,800</b>	<b>\$ 11,840,737</b>	<b>\$ 339,063</b>	<b>2.8%</b>

\*Unaudited financial results

Oakville Public Library finished the year in a surplus position of \$339,063, primarily due to savings in personnel services and benefits. Vacancies in full-time positions were the main driver of these savings. As well, the Director, Innovation and Integration position that was vacant since October will be filled in the first quarter of 2025.

Materials and supplies are over budget for higher spending on collection resources, including electronic resources and children’s books. This is offset by some savings in hydro costs at all the branches. Capital out of operations purchases are higher for the purchase of sensors, as well as the tablets needed for room booking. Purchased services savings include the unused budget for courier services which was brought in-house in early 2024. That budget is removed for 2025.

External revenues are higher than budget for unbudgeted grant revenue that was realized during the year for the Bronte BIA Book bike, the Indigenous Elder in Residence and the Civitan Club of Oakville’s grant for programming.

Internal recovery and fund transfers were under budget as development spending was lower than budget due to turnover in the Fund Development Coordinator

position and Director of Innovation and Integration positions who are both involved in helping to allocate the development spending.

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

	2024 Annual Budget	2024 December 31 YTD Actuals	2024 Budget Remaining (\$)	2024 Budget Remaining
<b>Oakville Public Library</b>				
Administrative Services	\$ 742,400	\$ 821,191	\$ (78,791)	-10.6%
Customer Experience	\$ 7,084,100	\$ 6,963,039	\$ 121,061	1.7%
Innovation and Integration	\$ 4,353,300	\$ 4,056,507	\$ 296,793	6.8%
<b>Total Oakville Public Library</b>	<b>\$ 12,179,800</b>	<b>\$ 11,840,737</b>	<b>\$ 339,063</b>	<b>2.8%</b>

\*Unaudited financial results

**Administrative Services**

Administrative Services is over budget by \$78,791 due in part to higher personnel costs for non-union increases and higher spending in part-time wages in Human Resources. As well, OPL paid more in professional fees in 2024 for organizational structure consulting work, the compensation review completed by Mercer and recruitment costs for the Director, Innovation and Integration position.

**Customer Experience**

The savings of \$121,061 in Customer Experience is due to savings in personnel services, primarily for full-time gapping during the year. As well, savings in hydro costs, courier services and higher photocopier revenues drive the surplus. They are offset by higher spending in janitorial services, primarily at White Oaks and Clearview for higher cleaning costs at these buildings. As well, higher contracted maintenance costs, most significantly at Central Branch, also reduce the overall savings.

**Innovation and Integration**

The savings in Innovation and Integration of \$296,793 are also due to several staff vacancies during the year, including the Director, Innovation and Integration position from mid-October to year-end. Higher collection materials spending also reduces the surplus.

**Library Development Reserve Fund**

Included in the Innovation and Integration program is administration of the Library Development Fund. For 2024, the final transfer to operating from the reserve was \$140,690. \$92,100 was approved to fund the new full-time Customer Information Specialist at Glen Abbey for the year. \$31,259 funded development initiatives including spending on children’s collection materials, Story Walks, and the Bronte

Book Bike, in collaboration with the Bronte BIA. \$17,331 was transferred to operating for Fast Lane book purchases, funded from the Jack and Joan Woods endowment. \$30,000 was withdrawn in 2024 with \$12,669 being carried forward to be spent in 2025.

The table below shows the unaudited balance of the library’s development reserve fund as of December 31, 2024. As shown in the table, the opening balance of the reserve fund was \$183,596.

Total donation revenue recognized for 2024 is \$77,076 and includes individual and monthly giving, corporate donors, grants, foundations, and third-party fundraising. Friendly Finds (donated and used books for sale) at all seven branches, as well as Book Sale revenue totaled \$24,700 in 2024. The collaboration with Bronte BIA for the Book bike during the summer months and inside the RBC during the winter months was also a success. Grant funds from the Federal Recovery Fund for the Elder in Residence at the OPL were also recognized as revenue during the year, as well as funds from the Civitan Club of Oakville for specialized programming equipment.

Interest income of \$9,208 was also realized and brings the final year-end balance of the Development reserve to \$129,189.

	2024
	Actuals
	31-Dec
<b>OPENING BALANCE</b>	<b>183,596</b>
<b>EXPENDITURES:</b>	
Transfer to Operating	140,690
<b>Total Commitments to Operating Fund</b>	<b>140,690</b>
<b>TOTAL EXPENDITURES from RESERVE</b>	<b>140,690</b>
<b>REVENUES:</b>	
Donations, Special Events, Grants	77,076
<b>TOTAL REVENUE to RESERVES</b>	<b>77,076</b>
<b>CLOSING BALANCE before interest</b>	<b>119,981</b>
Interest	9,208
<b>CLOSING BALANCE including interest</b>	<b>129,189</b>

\*Unaudited financial results

The library also has endowment funds with the Oakville Community Foundation (OCF). These funds will be consolidated within the 2024 financial statements and reported to the Board in April. \$30,000 was disbursed from the Jack and Joan Woods fund for Fast Lane books. Including a capital addition of \$160, gross investment earnings of \$160,318 and foundation and management fees of \$24,138, the year end balance in the OCF funds is \$1,414,439.

<b>Oakville Community Foundation</b>	<b>2024 \$</b>
<b>Beginning balance</b>	
Oakville Public Library Endowment Fund	\$ 1,058,696
Birkett Family Fund	\$ 34,715
Jack and Joan Wood OPL Fund	\$ 214,688
<b>Beginning balance</b>	<b>\$ 1,308,099</b>
<b>Capital Addition</b>	<b>\$ 160</b>
<b>Gross Investment Earnings (Loss)</b>	<b>\$ 160,318</b>
<b>Distributions:</b>	
Foundation Management Costs	\$ 15,621
Investment Management Fees	\$ 8,517
Distributions - 2024 Jack and Joan Woods	\$ 30,000
<b>Total distributions</b>	<b>\$ 54,138</b>
<b>Ending Balance</b>	<b>\$ 1,414,439</b>
<b>Ending balance consists of:</b>	
Oakville Public Library Endowment Fund	\$ 1,170,029
Birkett Family Fund	\$ 38,361
Jack and Joan Wood OPL Fund	\$ 206,050
<b>Total Balance in Endowment Funds</b>	<b>\$ 1,414,439</b>

### **Halton Information Providers (HIP) Trust**

OPL is part of the HIP coalition as well as the managing partner of the HIP Trust Fund. As is detailed in the chart below, the opening balance of the fund was \$54,197 at January 1, 2024.

The significant staff focus for 2024 continued to be on the project to develop Halton Newcomer InfoPods through a multi-year grant with Immigration, Refugees and Citizenship Canada (IRCC). The project is in its second phase which will end in March 2025. Grant funding of \$109,387 was recognized as revenue in 2024.

Halton Region contributed \$52,500 toward management of the HIP program, as it does annually. Service fee revenue was \$5,347 and interest earned on the Trust balance was \$2,767.

Expenses in 2024 were primarily related to the IRCC grant and totalled \$117,836. These expenses included a portion of labour costs, specific direct costs for software as a service, membership dues, training expenses and overhead administration costs to the town. Finally, \$42,280 was transferred to the Library from the HIP Trust

for Information Oakville staff time on HIP work in 2024. The ending balance at December 31, 2024 is \$63,862.

	<b>2024 Actuals 31-Dec</b>
<b>BALANCE AS AT JAN 1, 2024</b>	<b>54,197</b>
<b>Revenues</b>	
Interest transfer	2,767
IRCC Grant	109,387
Service fees	5,347
Recovery from Halton Region	52,500
<b>Total Revenue</b>	<b>170,001</b>
<b>Expenditures</b>	
HIP Training, software, consulting, etc.	220
IRCC Grant expenses	117,836
Transfer to OPL Operations	42,280
<b>Total Expenditures</b>	<b>160,336</b>
<b>BALANCE AS AT DEC 31, 2024</b>	<b>63,862</b>

\*Unaudited financial results

**Capital Budget**

The cumulative total capital budget for open projects at December 31, 2024 was \$22,751,800 with \$4,629,772 spent or committed for these projects to year-end. During 2024, the Master Plan was completed and presented to Council in November. The recommendations from that plan will direct much of the growth and expansion to service over the next years, including location of incubator libraries.

Website maintenance and improvements continued through the year, as well as replacement of library furniture and equipment. The Scheduling software needs program is also underway and the OPL is hoping to have a solution determined in 2025. The DCH Library project for the movement of Central branch to the old Post Office location is currently in the design phase with construction funds slated for 2026.

The Sixteen Mile Library Collection funds will primarily be spent in 2025 as the branch is expected to open by the end of the year. The OPL Newspaper and Digitization project is also underway and should make significant progress in 2025.

Two capital projects were closed in 2024 with \$1,232,379 of funds returned to reserves.

Capital Variance Report - December 31, 2024						
	Life-to-Date Budget	Prior Years Actuals	2024 Year-to-Date Actuals	Outstanding Commitments	Life-to-Date Actuals and Commitment	Remaining Approved Budget
<b>Active Projects</b>						
71101811 New Branch Library - Trafalgar Urban Core South	5,040,100	-	33,708	-	33,708	5,006,392
71102106 Incubator Libraries (Location TBD)	66,300	7,204	-	-	7,204	59,096
71102206 OPL Website Maintenance and Improvements	90,400	43,397	21,722	-	65,119	25,281
71102210 New Branch Library - Palermo (Land Purchase)	8,125,100	-	-	-	-	8,125,100
71102211 Library Master Plan Update	75,000	-	73,047	-	73,047	1,953
71102302 Scheduling Software Needs Review	30,200	200	9,922	-	10,122	20,078
71102303 Libraries Capital Replacements	25,200	200	3,460	-	3,660	21,540
71102304 Library Furniture and Equipment	132,600	44,896	29,799	-	74,695	57,905
71102305 Sixteen Mile Library Collections	3,266,300	16,200	-	-	16,200	3,250,100
71102404 OPL Newspaper Digitization and Local History Portal	313,500	-	-	-	-	313,500
71102406 DCH - Library	5,587,100	-	803,979	3,542,038	4,346,017	1,241,083
<b>Total Active Projects</b>	<b>22,751,800</b>	<b>112,097</b>	<b>975,637</b>	<b>3,542,038</b>	<b>4,629,772</b>	<b>18,122,028</b>
<b>Closed Projects in 2024</b>						
71102104 Vehicle for Materials Handling	80,000	-	87,140	-	87,140	(7,140)
71102205 Sixteen Mile Library Portable Relocation	2,527,500	1,285,858	2,123	-	1,287,981	1,239,519
<b>Total Closed</b>	<b>2,607,500</b>	<b>1,285,858</b>	<b>89,263</b>	<b>-</b>	<b>1,375,121</b>	<b>1,232,379</b>

Prepared by:  
Belinda Wiersma CPA, CA Senior Financial Analyst

Submitted by:  
Tara Wong, CEO

# REPORT

## Oakville Public Library Board

Meeting Date: February 20, 2025

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**FROM:** Oakville Public Library

**DATE:** February 11, 2025

**SUBJECT:** **Prioritization of the Short-Term Parks, Recreation and Library Master Plan Actions – February 20, 2025**

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### RECOMMENDATION:

That the Prioritization of the Short-term Parks, Recreation and Library Master Plan Actions report be received for feedback.

### KEY FACTS:

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

- The Parks, Recreation and Library Master Plan was approved on November 5, 2024, and featured 101 actions.
- To prioritize the actions, Oakville Public Library (OPL) looked at details on how the actions could be prioritized and drafted a detailed forecast for timing of any short-term actions within the plan.
- Leadership team representatives from parks and open spaces, recreation and culture, OPL, and finance identified the following criteria to guide their prioritization of the master plan actions: is the action a pre-requisite to completing another key project or initiative (i.e., plans, strategies, or studies that are required to advance an initiative); is the action a high priority that was identified during the master plan public consultation; is the action necessary to address the 'end of useful life' for a key amenity or asset within the town; is the action required to meet population growth needs that are forecast to be met in a particular year; and does the town have the necessary financial resources, and 'human capital' required to deliver the action in the proposed year?
- Details of the forecasted timing and funding source for the master plan actions are outlined within this report.

### BACKGROUND:

The Town of Oakville and OPL developed a new Parks, Recreation and Library Master Plan (PRLMP) to ensure the town's facility portfolio is responsive to the current and future needs of the community. The plan also strategically guides the



town for the next ten years, with a planning horizon that considers major capital needs until 2051 in alignment with the latest provincial growth policies. Although the focus of the plan is on parks, recreation, and library infrastructure, it also provides direction for related service delivery elements, ensuring flexibility to respond to changing needs.

The plan was approved by Council on November 5, 2024, and identifies a total of 101 actions. Fifty (50) actions were identified as high priority, twenty-five (25) actions were identified as medium priority, twenty (22) actions were related to growth needs, and two (2) actions were identified as lower priority.

Given the large number of actions, Community Services staff (including OPL) were requested, at the November 5, 2024, Council meeting, to report back with details on a more detailed timeline for implementation of these actions over the short term (2025-2027). Leadership team representatives from parks and open spaces, recreation and culture, the Oakville Public Library, and finance met between November 2024 and January 2025 to complete this prioritization work.

This report focuses on the OPL related actions only. The full report including actions for Recreation and Parks and Open space can be found as part of the February 24 Town Council Agenda.

**COMMENT/OPTIONS:**

To prioritize the short-term actions of the Parks, Recreation and Library Master Plan, the team established the following criteria:

- Is the action a pre-requisite to completing another key project or initiative (i.e., plans, strategies, or studies that are required to advance an initiative)?
- Is the action a high priority that was identified during the master plan public consultation?
- Is the action necessary to address the 'end of useful life' for a key amenity or asset within the town/OPL?
- Is the action required to meet population growth needs that are forecast to be met in a particular year?
- Does the town/OPL have the necessary financial resources, and 'human capital' required to deliver the action in the proposed year?

Based on the review, the following high priority, medium priority and growth-related actions were identified for implementation within the next three years (2025-2027). Items that are highlighted in grey, within the tables, are forecasted to begin in 2028 or later.

Please note: The 2025 10-year capital forecast does include approx. \$100,000 in 2026 for use in supporting PRLMP actions so the funding source of actions may change as the tactics to fulfil the actions solidify.

**High Priority PRLMP Actions – Oakville Library**

Department	Action #	Action (High Priority)	2025	2026	2027	Funding Source
OPL	39	a) Frequently review and update community profiles for proposed new locations to inform facility and service planning.	Ongoing initiative			Operating Budget, existing capacity.
		d) Develop a future operating hours plan in conjunction with role definition of each level of facility type and reviewed alongside ARUPLO guidelines.			X	Operating Budget.
		e) Explore the implementation of more place-based programming to augment the existing slate of programs offered currently and into the future both online and in person.	X			Operating Budget.
		f) Continue to monitor technological trends and capabilities regarding OPL's website to identify ways to enhance functionality and engagement with its customers beyond open hours.			X	Operating Budget, existing capacity.
		g) Review, identify, and assess partnerships or collaborations as new OPL facilities are planned and existing facilities are being renewed, including opportunities to co-locate with Town of Oakville community facilities.	Ongoing Initiative			Operating Budget, existing capacity.
OPL	40	Initiate the following actions in support of OPL's Collection Development Strategy:				
		a) Review the planned footprint for the size of the collections at future locations with the recommendations from industry guidelines, where feasible.	Ongoing – reviewed with each branch opening.			Operating Budget, existing capacity.
		b) Continue to conduct diversity audits within OPL's collection with a view to utilize findings for planning more diverse collections in new locations as well as in existing OPL libraries.	Ongoing Initiative			Operating Budget, existing capacity.

		c) Continue to review Lean processes for material transfers to reduce wait times for holds between locations and seek to implement revised processes in future locations.		X		Operating Budget, existing capacity.
OPL	41	Initiate the following actions in support of OPL's Technology Strategy:				
		a) Complete an expanded technology strategy to inform facility planning for new and renewed locations including establishing a footprint for desktop computers, ventilated spaces for equipment, noise attenuation for equipment, spaces for outlets, furniture selection, and placement and storage requirements for hardware.		X		Operating Budget.
		b) Establish service levels to define: the locations for future Creation Zones; the number of loanable hotspots at each location; how AI and other emerging technologies will be incorporated into programming; and the transition from desktops versus in-house loanable laptops.		X		Operating Budget.
OPL	42	Initiate the following actions in support of OPL's Newcomer Strategy:				
		a) Expand OPL's Newcomer Strategy by: exploring the possibility of embedding settlement services within strategic library locations; developing a collections plan that included estimates of the footprint needed for multilingual resources; developing a programming plan to enhance ESL proficiencies; expanding computer training and job skills development; and expanding newcomers' resources on OPL's website.			X	Operating Budget.
OPL	43	Initiate the following actions in support of OPL's Inclusion Strategy:				
		a) Ensure that a flexible, unstructured footprint for new and renewed libraries includes not only the space needs for the library collection, but also for the needs of programming, partnerships, collaborative study, coordination of non-library services for at risk/marginalized populations, and storage for non-traditional lending (Library of Things).	Ongoing as part of new facility planning.			Operating Budget, existing capacity.

		b) Explore the feasibility of embedding regional and/or local social services within future library locations to better support at risk and marginalized populations while balancing the need to provide safe, welcoming spaces for all.	Ongoing as part of new facility planning.			Operating Budget, existing capacity.
OPL	44	Initiate the following directions in support of OPL's Climate Action Strategy: d) Create a greater presence within OPL's website to promote climate change issues, events, and resources to increase community engagement.		X		Operating Budget, existing capacity.
OPL	46	In consultation with the community, undertake a review of the library service models in Clearview and Bronte to ensure that delivery is optimized for those living and working in these neighbourhoods and aligned with the Oakville Public Library's resources.		X		Operating Budget, existing capacity.
OPL	47	Revitalize and reinvest in existing library branches as needed to ensure that spaces remain relevant and responsive to all users. Ensure that libraries offer flexible spaces that can support evolving needs, services, and programming.	Ongoing principle as branches are up for redevelopment.			Operating Budget, existing capacity.

**Medium Priority PRLMP Actions - Consolidated**

Department	Action #	Action (Medium Priority)	2025	2026	2027	Funding Source
OPL	39	Initiate the following actions in support of OPL's Service Delivery Model: b) Identify "centres of expertise" or "centres of excellence" amongst new and existing locations to foster experimentation and innovation. c) Formulate a system hierarchy of service points based on OPL's resources and community needs that will define the role of each facility type and accompanying service levels in OPL's system now and into the future.	X			Operating Budget, existing capacity
OPL	40	Initiate the following actions in support of OPL's Collection Development Strategy:				

		d) Explore the feasibility of expanded reciprocal borrowing and resource sharing arrangements to mitigate cost pressures of eBook pricing models on collections budgets.		X		Operating Budget, existing capacity
OPL	41	Initiate the following actions in support of OPL's Technology Strategy:				
		c) Continue to integrate technology serving all ages into programs.		Ongoing		TBD
OPL	44	Initiate the following directions in support of OPL's Climate Action Strategy:				
		a) Expand program offerings focused on climate mitigation and adaptation in collaboration with the town's recreation and parks departments.	X			Operating Budget, existing capacity.
		b) Assess the addition of items within the 'Library of Things' to encourage participation in climate conservation amongst customers of the OPL.		X		Operating Budget, existing capacity
		c) Identify partnership and collaboration opportunities with local environmental groups to expand the library's reach and enhance its role in leading climate action initiatives.	X			Operating Budget, existing capacity.
OPL	48	Continue to expand outreach and alternative delivery models to emerging communities and gap areas. In doing so, OPL should:				
		a) Assess the feasibility of offering express library services at all current and future community centres that are not co-located with a library branch.		X		Operating Budget.
		b) Using the criteria provided, initiate an assessment of other locations in Oakville as potential express library service locations at high-traffic sites such as civic buildings, transit hubs, retail outlets, and higher density residential complexes.		X		Operating Budget, existing capacity.
		c) Investigate the feasibility of locations within new catchment areas to install express library sites as a temporary measure until physical library locations are built.		X		Operating Budget, existing capacity.

**Growth PRLMP Actions – Consolidated**

Department	Action #	Action (Growth-Related)	2025	2026	2027	Funding Source
OPL	45	Take immediate and sustained steps to implement the recommended 2024-2051 library branch development program outlined in this master plan. This includes (in general order of priority):				
		a) The replacement of the Central Branch.	X			Budget Approved
		b) Development of branches in: (i) Trafalgar Urban Core South, (ii) Bronte and area (site analysis required), (iii) Palermo, (iv) Midtown Oakville, and (v) River Oaks.	X			Budget Approved in 10-year Forecast.
		c) Expansion of library space in West Oakville, possibly at the Glen Abbey Branch.			*TBD Post 2030	Unbudgeted
		d) The development of a branch in Trafalgar Urban Core North.			*TBD Post 2030	Unbudgeted

**APPENDICES:**

N/A

Prepared by:  
Paul Damaso, Commissioner, Community Services

Submitted by:  
Tara Wong, CEO

# REPORT

## Oakville Public Library Board

**Meeting Date: February 20, 2025**

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**FROM:** Oakville Public Library

**DATE:** February 11, 2025

**SUBJECT: Performance and Measures Annual Report 2024 – February 20, 2025**

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### **RECOMMENDATION:**

That the Performance and Measures Annual Report 2024 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 performance and measures annual report (Q4 2024 YTD).

### **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 Annual Report 2024

Prepared by:  
Caitlyn Hicks, Director, Customer Experience

Submitted by:  
Tara Wong, CEO



# OAKVILLE PUBLIC LIBRARY BOARD

## PERFORMANCE AND MEASURES ANNUAL REPORT 2024

### OVERVIEW

This report highlights Oakville Public Library's (OPL) annual performance measures for 2024. Overall, there was sustained growth across all key metrics from 2023 to 2024.

Total Circulation has been holding steady, with a 5% increase from 2023, largely driven by increasing demand for physical materials. Branch Services has been shown significant growth, with a 44% increase from 2023 that reflects community demand for in-person services, such as technology resources and study spaces. Program and Event Attendance increased by 28% from 2023, driven by greater community engagement and expanded offerings. Foot Traffic remained relatively stable with a 3% increase from 2023, despite reporting localized data loss due to branch closures and technical issues. The sustained growth in all key indicators from 2023 to 2024 demonstrates increasing demand for physical materials, evolving digital preferences, and the rising popularity of in-person library experiences.

Key Indicators	2019 Q4 YTD	2023 Q4 YTD	2024 Q4 YTD	% Change 2019/2024	% Change 2023/2024
<b>Total Circulation</b>	2,757,766	2,486,554	2,619,987	-5%	5%
<b>Branch Services</b>	151,219	784,631	1,131,146	648%	44%
<b>Digital Presence</b>	10,046	14,834	15,952	59%	8%
<b>Program and Event Attendance</b>	58,056	49,763	63,936	10%	28%
<b>Foot Traffic</b>	1,273,755	1,191,321	1,227,509	-4%	3%

#### Note:

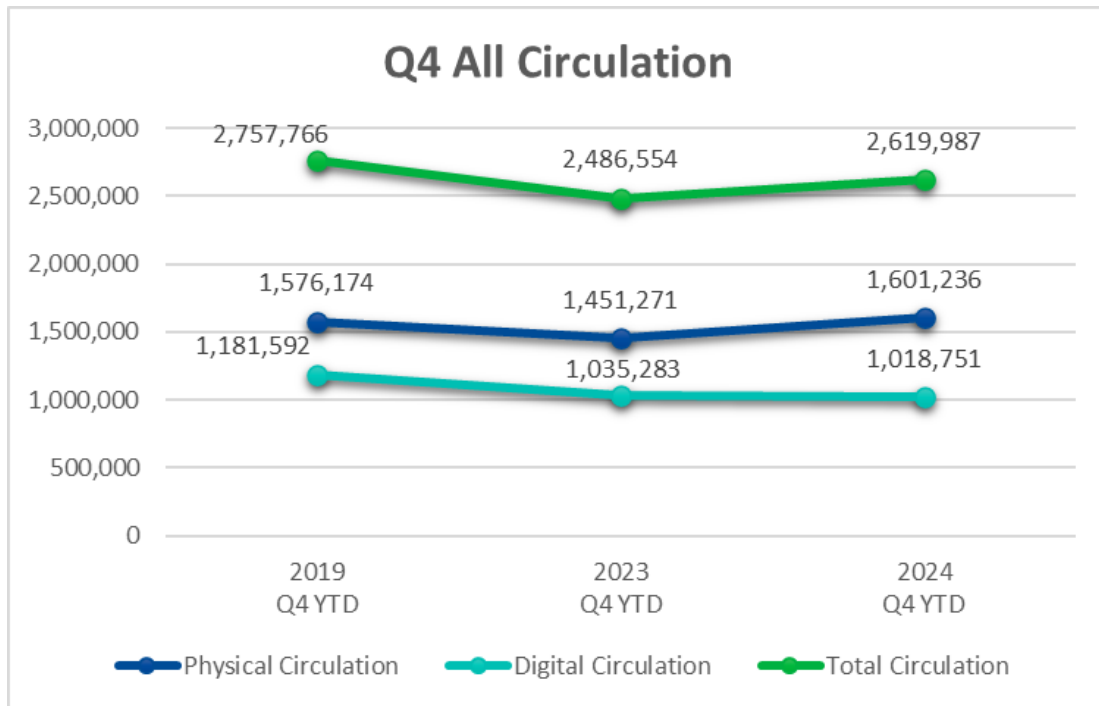
- Overall, there was a 3% increase in foot traffic from 2023 despite some localized data loss. Without those losses, foot traffic for 2024 is projected to have been 1,252,256, based on the same periods in 2023, which would have resulted in an overall 5% increase from 2023.
  - Foot traffic data loss was reported for White Oaks in Q2 2024 (an anticipated loss of 23,919 visits based on the same period in 2023), and foot traffic halted during the renovation closure at Clearview in Q3 2024 (an anticipated loss of 828 visits based on the same period in 2023).
- New people counter sensors have been installed at all branch locations and will be fully operational by the end of February. These new sensors will improve the quality and reliability of foot traffic data going forward.
- 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.

- Overall data for 2019 was impacted by the closure of Glen Abbey for renovations in Q3 and Q4.

## CIRCULATION

### All Circulation

**Summary:** Total circulation continues to demonstrate a consistent upward trend, with a 5% increase from 2023. This is particularly evident with a 10% increase in physical circulation from 2023. This is particularly notable as the size of our physical collections has decreased over this period, as funding allocations shift between print, digital, and non-book collections.



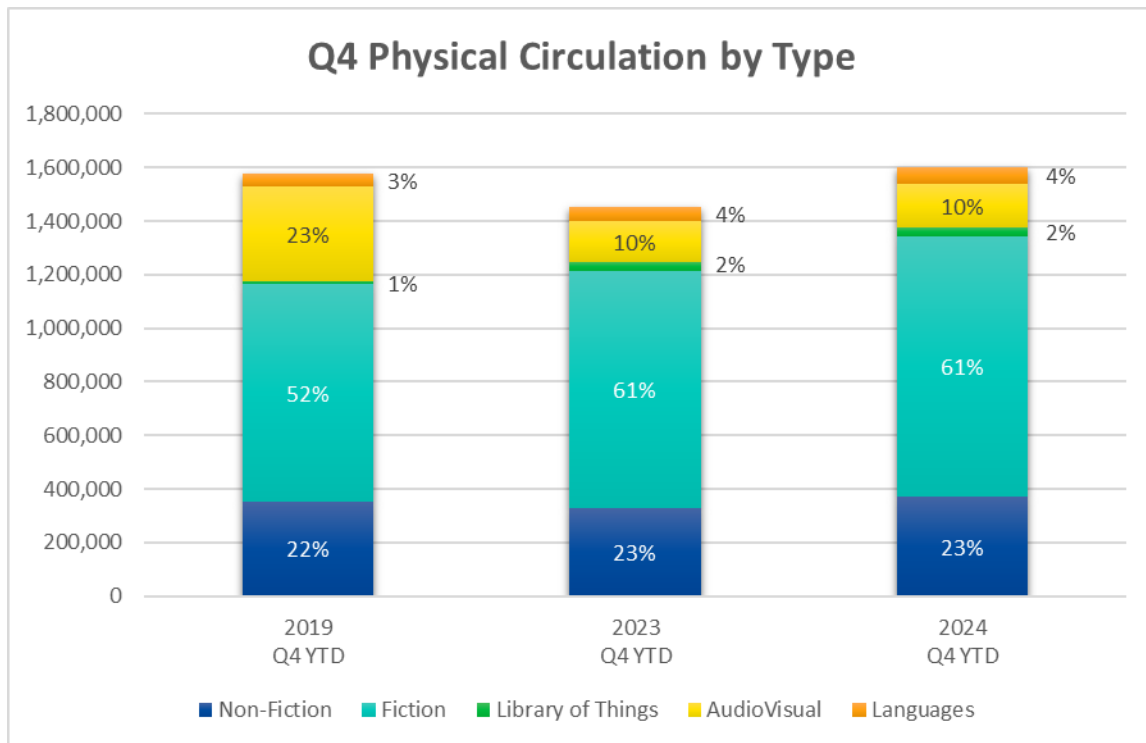
Circulation	2019 Q4 YTD	2023 Q4 YTD	2024 Q4 YTD	% Change 2019/2024	% Change 2023/2024
<b>Physical Circulation</b>	1,576,174	1,451,271	1,601,236	2%	10%
<b>Digital Circulation</b>	1,181,592	1,035,283	1,018,751	-14%	-2%
<b>Total Circulation</b>	2,757,766	2,486,554	2,619,987	-5%	5%

**Note:**

- The 2% decrease in digital circulation from 2023, when compared with the 5% increase in total circulation, indicates that the demand for physical formats is increasing while the demand for databases and eLearning resources is decreasing.
- Physical circulation continues to account for approximately 61% of all circulation.

Physical Circulation

**Summary:** Physical circulation increased by 10% from 2023, with notable increases in fiction by 10% and language materials by 18%, reflecting growing community interest in these categories. When evaluating circulation trends across branches, the 31% increase at Clearview and the 22% increase at Sixteen Mile are notable. OPL Express circulation has stabilized from the previous quarter, with increases noted across all locations except for the Sixteen Mile OPL Express location which is attributed to ongoing construction at the facility.



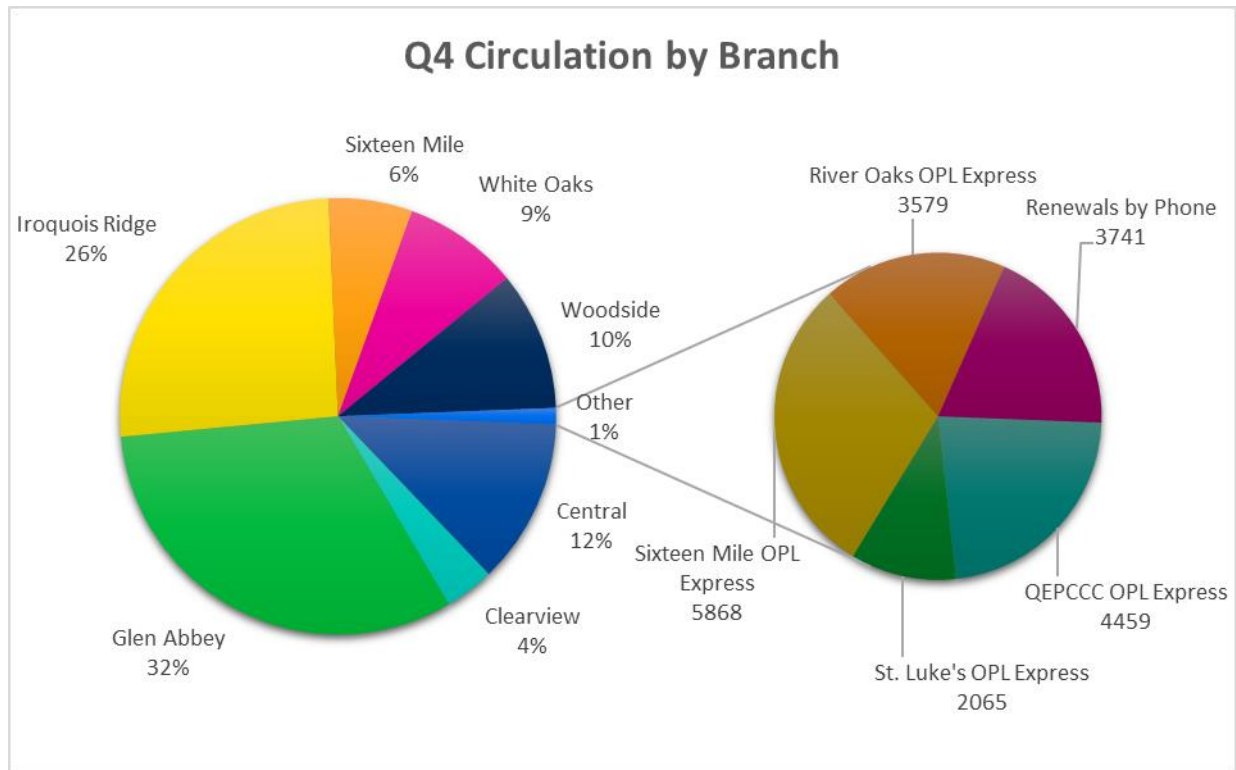
Physical Circulation	2019 Q4 YTD	2023 Q4 YTD	2024 Q4 YTD	% Change 2019/2024	% Change 2023/2024
Non-Fiction	351,342	327,294	369,164	5%	13%
Fiction	812,849	883,640	971,841	20%	10%
Library of Things	10,115	35,574	34,655	243%	-3%
AudioVisual	355,563	152,165	163,591	-54%	8%
Languages	46,305	52,598	61,985	34%	18%
<b>Total Physical Circulation</b>	<b>1,576,174</b>	<b>1,451,271</b>	<b>1,601,236</b>	<b>2%</b>	<b>10%</b>

**Note:**

- AudioVisual increased by 8% from 2023, which continues to be driven by a growth in circulation of children’s DVD and Blu-ray collections. The 54% decrease in AudioVisual Circulation, comparing 2024 to 2019, coincides with a substantial decrease in the size of our AV collections.

Appendix A

- Library of Things circulation decreased by 3% from 2023, which is attributed to a decrease in overall collection size in 2024, as items are withdrawn due to natural wear-and-tear. Work was completed in 2024 to streamline the cataloguing process for non-traditional materials to enable collection growth in 2025.
- There were circulation increases across all print collection categories from 2023.



Circulation By Location	2019 Q4 YTD	2023 Q4 YTD	2024 Q4 YTD	% Change 2019/2024	% Change 2023/2024
<b>Central (CE)</b>	267,343	182,386	196,141	-27%	8%
<b>Clearview (CV)</b>	68,722	44,412	58,373	-15%	31%
<b>Glen Abbey (GA)</b>	336,154	473,841	512,219	52%	8%
<b>Iroquois Ridge (IR)</b>	410,081	373,628	413,419	1%	11%
<b>Sixteen Mile (SM)</b>	77,590	81,218	99,374	28%	22%
<b>White Oaks (WO)</b>	158,577	131,560	137,273	-13%	4%
<b>Woodside (WS)</b>	237,165	146,745	164,725	-31%	12%
<b>Total Branch</b>	<b>1,555,632</b>	<b>1,433,790</b>	<b>1,581,524</b>	<b>2%</b>	<b>10%</b>
<b>QEPCCC OPL Express</b>	4,301	4,005	4,459	4%	11%
<b>St. Luke's OPL Express</b>	1,039	1,318	2,065	99%	57%
<b>Sixteen Mile OPL Express</b>	6,165	6,671	5,868	-5%	-12%
<b>River Oaks OPL Express</b>	N/A	1,911	3,579	N/A	87%
<b>Renewals by Phone</b>	9,037	3,576	3,741	-59%	5%
<b>Total Alternate Locations</b>	<b>20,542</b>	<b>17,481</b>	<b>19,712</b>	<b>-4%</b>	<b>13%</b>

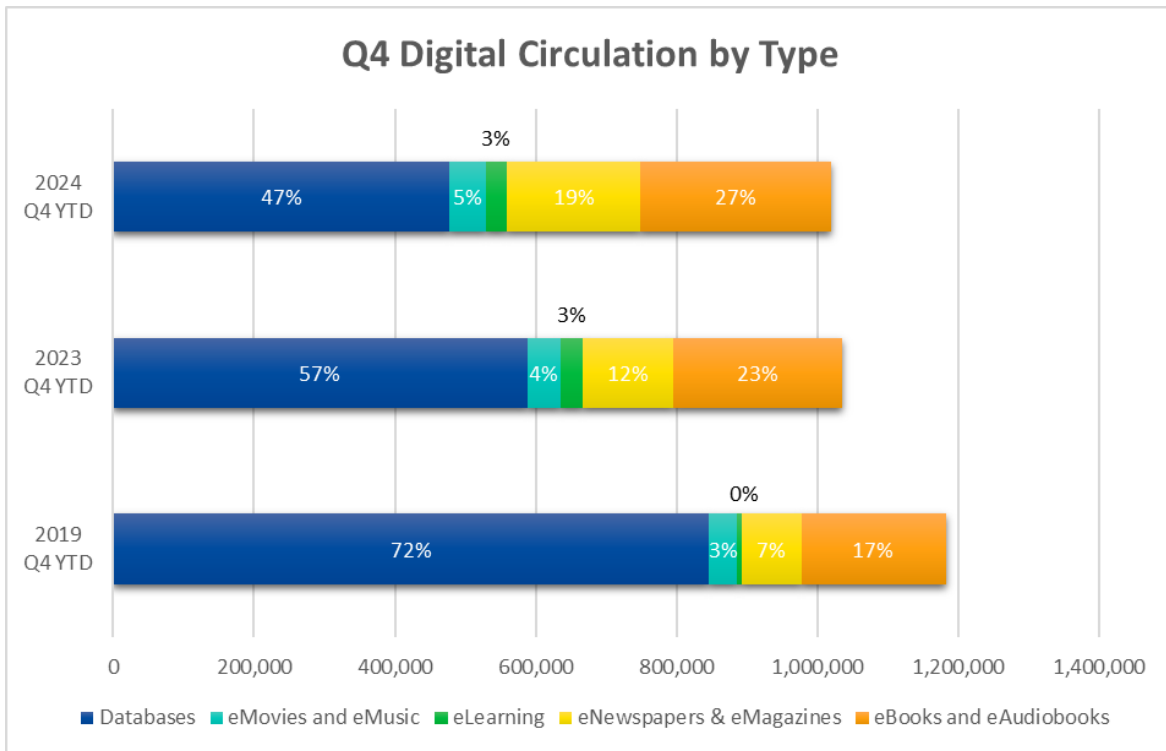
<b>Total Physical Circulation</b>	<b>1,576,174</b>	<b>1,451,271</b>	<b>1,601,236</b>	<b>2%</b>	<b>10%</b>
<b>Physical Circulation per Active Cardholder</b>	<b>24.73</b>	<b>21.48</b>	<b>22.10</b>	<b>-11%</b>	<b>3%</b>

**Note:**

- Circulation has increased across all branch locations from 2023. There is an overall 3% increase in the physical circulation per active cardholder from 2023, which is notable given that active cardholders increased by 7% from last year.
- OPL Express circulation continues to demonstrate increased demand at the River Oaks and St. Luke’s express locations.

**Digital Circulation**

**Summary:** Digital circulation decreased by 2% from 2023, driven primarily by a 9% decrease in database usage. There was still significant increase in digital circulation of eMovies/eMusic by 11%, eNews/eMagazines by 49%, and eBooks/eAudiobooks by 12%, reflecting strong community interest in entertainment and leisure.



Collection Type	2019 Q4 YTD	2023 Q4 YTD	2024 Q4 YTD	% Change 2019/2024	% Change 2023/2024
<b>Databases</b>	846,121	588,229	477,221	<b>-44%</b>	<b>-19%</b>
<b>eMovies/eMusic</b>	39,927	46,267	51,380	<b>29%</b>	<b>11%</b>
<b>eLearning</b>	5,504	31,931	30,126	<b>447%</b>	<b>-6%</b>
<b>eNewspapers/eMagazines</b>	85,153	127,923	190,029	<b>123%</b>	<b>49%</b>

<b>eBooks/eAudiobooks</b>	204,887	240,933	269,995	32%	12%
<b>Total Digital Circulation</b>	<b>1,181,592</b>	<b>1,035,283</b>	<b>1,018,751</b>	<b>-14%</b>	<b>-2%</b>
<b>Digital Circulation per Active Cardholder</b>	<b>18.54</b>	<b>15.32</b>	<b>14.06</b>	<b>-24%</b>	<b>-8%</b>

**Note:**

- The 19% decrease in database usage from 2023 is a result of a significant decline in use of research databases. Usage of consumer-focused and recreation-oriented services within this category remains consistent and continues to see increases. This is an opportunity to more intentionally promote and raise awareness of these resources.
- The 49% increase in eNewspapers/eMagazines from 2023 reflects a sustained interest in local media coverage as well as demand for recently added titles in 2024, including the Economist.
- There was an 8% decrease in digital circulation per active cardholder from 2023, which aligns with the 2% decrease in total digital circulation and the 7% increase in the total active cardholders from 2023.

<b>Digital Circulation by Resource</b>	<b>2019 Q4 YTD</b>	<b>2023 Q4 YTD</b>	<b>2024 Q4 YTD</b>	<b>% Change 2019/2024</b>	<b>% Change 2023/2024</b>
<b>cloudLibrary</b>	-	203,210	232,767	-	15%
<b>Hoopla</b>	44,728	41,997	41,844	-6%	0%
<b>Kanopy</b>	15,953	27,202	32,226	102%	18%
<b>LinkedIn Learning</b>	865	26,184	23,811	2653%	-9%
<b>Flipster</b>	-	12,114	10,965	-	-9%
<b>PressReader</b>	-	92,675	149,939	-	62%

**Note:**

- The 15% increase in cloudLibrary circulation and the 18% increase in Kanopy circulation from 2023 demonstrates that the demand for eBooks/eAudiobooks and digital video content continues to grow.
- The 0% change in Hoopla circulation from 2023 represents a significant improvement from the previous quarter (a 14% decrease when comparing Q3 2023 YTD to Q3 2024 YTD). OPL continues to adapt its lending strategy to improve customer access and reduce the cost per circulation.
- The 9% decrease in LinkedIn Learning from 2023 reflects a continued trend of reduced customer interest in online learning services.
- The 9% decrease in Flipster from 2023 is reflective of the increased popularity of PressReader, as it provides convenient access to both eNews and eMagazines.
- The 62% increase in PressReader usage from 2023 can be attributed to the addition of new titles to the service, particularly *The Economist*.
- This chart only includes the most popular or expensive digital resources and is not representative of all digital circulation.

## CARDHOLDERS

**Summary:** Active cardholders increased by 7% from 2023 with retention rates remaining strong at 87%, reinforcing OPL's efforts to maintain customer engagement. New cardholder registrations decreased slightly by 2%, but there was a 16% increase at Clearview and an 8% increase at Central, suggesting localized growth in community engagement.

Cardholder Trends	2019 Q4 YTD	2023 Q4 YTD	2024 Q4 YTD	% Change 2019/2024	% Change 2023/2024
<b>New Cardholders</b>	12,234	17,107	16,843	38%	-2%
<b>Active Cardholders</b>	63,729	67,573	72,452	14%	7%
<b>All Cardholders</b>	87,222	80,846	83,074	-5%	3%
<b>% Active Cardholders of All Cardholders</b>	73%	84%	87%	19%	4%

**Note:**

- 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 Q4 YTD	2023 Q4 YTD	2024 Q4 YTD	% Change 2019/2024	% Change 2023/2024
<b>Central</b>	2,287	3,085	3,346	46%	8%
<b>Clearview</b>	409	416	481	18%	16%
<b>Glen Abbey</b>	2,220	4,882	4,732	113%	-3%
<b>Iroquois Ridge</b>	3,176	3,528	3,536	11%	0%
<b>Sixteen Mile</b>	796	1,368	1,021	28%	-25%
<b>White Oaks</b>	1,928	2,186	2,115	10%	-3%
<b>Woodside</b>	1,418	1,642	1,612	14%	-2%

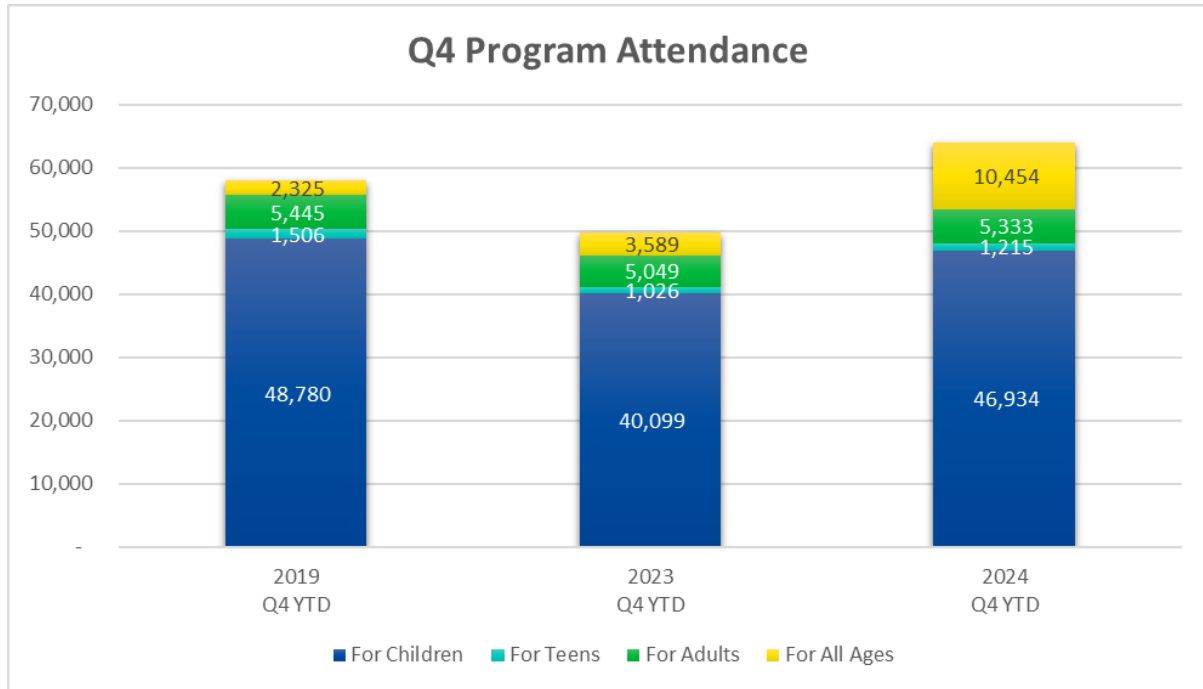
**Note:**

- All branch locations support cardholder growth within their catchment areas. These metrics indicate preferred branch locations and do not represent the number of cards registered at each branch, as customers select their preferred home library location when they sign up for a library card, which may differ from the branch closest to their registered home address or the branch they have visited to sign up.
- The Performance Measures report will include metrics on Households with OPL cards starting in Q1 2025.



## PROGRAMS AND EVENTS

**Summary:** Program Attendance increased by 28% from 2023, reflecting a positive trend in program engagement. There was a 306% increase in Maker Drop-In program attendance, with 3,304 people participating, highlighting the demand for creative, hands-on, and facilitated learning opportunities. Glen Abbey Branch remains a popular destination for library programming, with the branch accounting for 32% of all program attendance.



Programs & Events: Attendance by Audience	2019 Q4 YTD	2023 Q4 YTD	2024 Q4 YTD	% Change 2019/2024	% Change 2023/2024
<b>For Children</b>	48,780	40,099	46,934	-4%	17%
<b>For Teens</b>	1,506	1,026	1,215	-19%	18%
<b>For Adults</b>	5,445	5,049	5,333	-2%	6%
<b>For All Ages</b>	2,325	3,589	10,454	350%	191%
<b>Total Attendance</b>	<b>58,056</b>	<b>49,763</b>	<b>63,936</b>	<b>10%</b>	<b>28%</b>
<b>Total # Sessions</b>	<b>2,721</b>	<b>3,004</b>	<b>3,849</b>	<b>41%</b>	<b>28%</b>
<b>Avg Attendance Per Session</b>	<b>21.3</b>	<b>16.6</b>	<b>16.6</b>	<b>-22%</b>	<b>0%</b>

**Note:**

- The 17% increase in Children’s program attendance from 2023 indicates that expanded content and demographic-specific offerings are driving growth, however it is notable that children’s programming has not yet reached pre-pandemic levels. New formats or partnerships with schools may help to sustain or amplify this growth.



## Appendix A

- The 18% increase in Teen program attendance from 2023 suggests that teens are increasingly interested in library programs. However, with only 1,215 teens participating this past year, new engagement strategies are needed to better reach this audience.
- The 6% increase in Adult program attendance from 2023 indicates sustained demand, but further analysis could identify opportunity to re-engage this audience and explore new program topics or delivery methods.
- The 191% increase in All Ages program attendance from 2023 demonstrates the popularity of programming that appeals to broad demographics.
- The 0% increase in average attendance per session from 2023, despite the 28% increase in total sessions, suggests a need to evaluate session scheduling, marketing, or program design to ensure optimal participation levels.

Programs & Events: Attendance By Audience by Branch	CE	CV	GA	IR	SM	WO	WS
<b>For Children</b>	<b>7,242</b> (16%)	<b>2,138</b> (5%)	<b>16,254</b> (36%)	<b>9,952</b> (22%)	<b>3,872</b> (9%)	<b>2,622</b> (6%)	<b>2,487</b> (6%)
<b>For Teens</b>	<b>86</b> (8%)	<b>0</b> (0%)	<b>273</b> (24%)	<b>185</b> (16%)	<b>31</b> (3%)	<b>532</b> (47%)	<b>20</b> (2%)
<b>For Adults</b>	<b>929</b> (30%)	<b>18</b> (1%)	<b>942</b> (30%)	<b>526</b> (17%)	<b>59</b> (2%)	<b>44</b> (1%)	<b>615</b> (20%)
<b>For All Ages</b>	<b>2,807</b> (28%)	<b>209</b> (2%)	<b>2,653</b> (27%)	<b>1,619</b> (16%)	<b>1,456</b> (15%)	<b>718</b> (7%)	<b>414</b> (4%)
<b>Total Attendance</b>	<b>11,064</b>	<b>2,365</b>	<b>20,122</b>	<b>12,282</b>	<b>5,418</b>	<b>3,916</b>	<b>3,536</b>
<b>Total # Sessions</b>	<b>615</b>	<b>188</b>	<b>927</b>	<b>671</b>	<b>398</b>	<b>443</b>	<b>387</b>
<b>Avg Attendance per Session</b>	<b>18.0</b>	<b>12.6</b>	<b>21.7</b>	<b>18.3</b>	<b>13.6</b>	<b>8.8</b>	<b>9.1</b>
<b>% of Programs Attendance</b>	<b>18%</b>	<b>4%</b>	<b>32%</b>	<b>20%</b>	<b>9%</b>	<b>6%</b>	<b>6%</b>

### Note:

- Glen Abbey Branch remains a popular destination for library programming, with the branch accounting for 32% of total program attendance.
- Iroquois Ridge Branch accounts for 20% and Central Branch accounts for 18% of total program attendance, demonstrating the continued success of library branches that are co-located with other community spaces or have large event spaces.

Programs & Events: Attendance by Type	2019 Q4 YTD	2023 Q4 YTD	2024 Q4 YTD	% Change 2019/2024	% Change 2023/2024
<b>In-Person Programs</b>	-	43,975	62,359	-	<b>42%</b>
<b>Virtual Programs</b>	-	1,742	1,437	-	<b>-18%</b>
<b>Events</b>	2,456	1,044	1,577	<b>-36%</b>	<b>51%</b>
<b>Outreach Visits</b>	-	5,641	8,430	-	<b>49%</b>
<b>Maker Drop-In Programs</b>	-	813	3,304	-	<b>306%</b>

### Note:

- The increases across all onsite program or outreach categories from 2023, including the 42% increase in In-Person program attendance and the 51% increase in Event attendance, signals strong community interest in interactive and face-to-face experiences and continuing to enhance these offerings will further expand customer engagement.
- The 18% decrease in Virtual Program attendance suggests it may no longer hold the same appeal as during the pandemic. OPL will focus virtual efforts on opportunities for strategic use, such as accessibility or niche topics.
- The 49% increase in Outreach Visit attendance reflects the growing impact of outreach efforts as an important opportunity to expand reach and connect with new audiences.
- Maker Drop-In Program attendance increased by 306%, indicating that there is strong customer demand for creative, hands-on, and facilitated activities.
- Program attendance data by type for 2019 is incomplete, as attendance was only recorded by audience, not type of program.

## BRANCHES

### Branch Services

**Summary:** There was a significant 44% increase in overall branch service usage from 2023, with significant increases in Creation Zone equipment bookings by 149%, Tech Help Appointments by 129%, and Wi-Fi sessions by 53%. There was however a 15% decrease in printing services.

Branch Services Overview	2019 Q4 YTD	2023 Q4 YTD	2024 Q4 YTD	% Change 2019/2024	% Change 2023/2024
<b>Creation Zone Equipment Bookings</b>	-	374	932	-	<b>149%</b>
<b>Branch Tech Bookings (3D Printer)</b>	-	1,087	1,578	-	<b>45%</b>
<b>Tech Help Appointments</b>	-	69	158	-	<b>129%</b>
<b>PAC Sessions</b>	70,470	47,395	54,082	<b>-23%</b>	<b>14%</b>
<b>Wi-Fi Sessions</b>	-	649,105	991,992	-	<b>53%</b>
<b>Room Bookings</b>	-	3,121	3,621	-	<b>16%</b>
<b>Email Enquiries</b>	4,036	4,100	3,634	<b>-10%</b>	<b>-11%</b>
<b>Phone Calls</b>	35,113	32,389	35,542	<b>1%</b>	<b>10%</b>
<b>Items Printed</b>	45,636	51,091	43,241	<b>-5%</b>	<b>-15%</b>
<b>Total Branch Services</b>	<b>155,324</b>	<b>788,731</b>	<b>1,134,780</b>	<b>631%</b>	<b>44%</b>

**Note:**

- The 149% increase in Creation Zone Equipment Bookings indicates there is growing demand for community access to creative equipment resources.

## Appendix A

- The 129% increase in Tech Help Appointments indicates a growing demand for personalized services for digital instruction.
- Branch Services data for 2019 is incomplete, creating an exaggerated increase when comparing total branch services usage from 2019 to 2024.

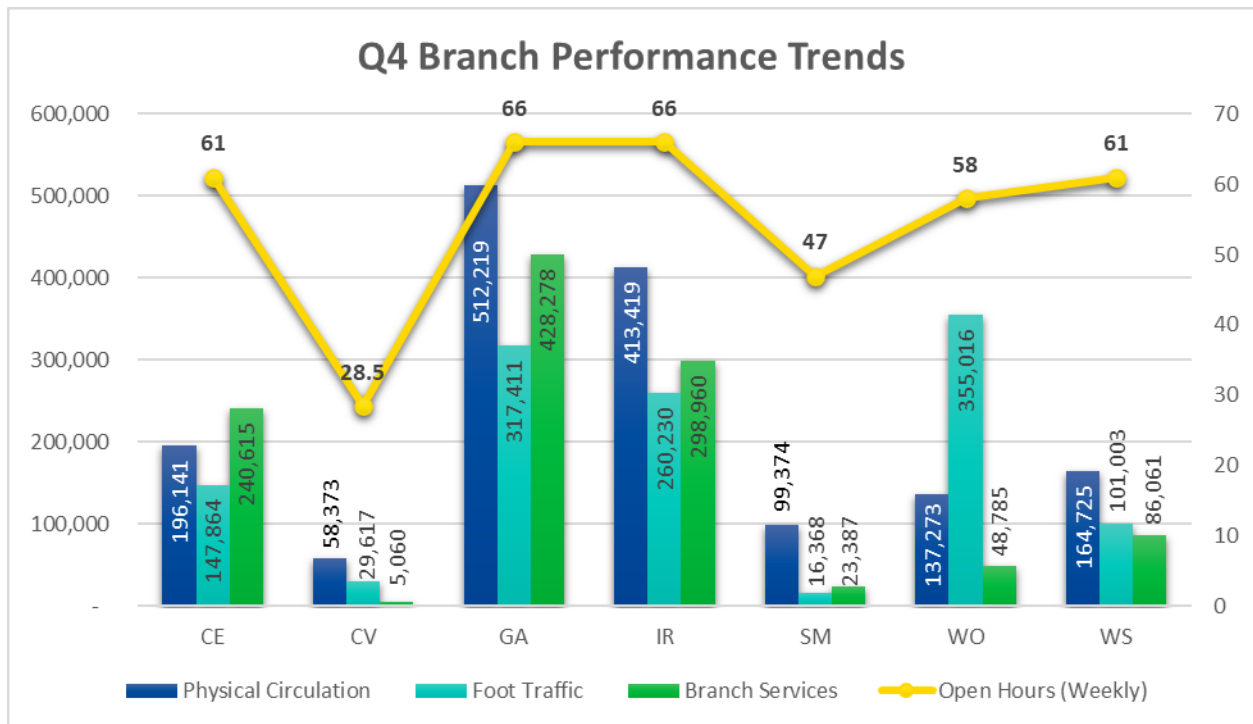
Branch Services by Branch	CE	CV	GA	IR	SM	WO	WS
<b>Creation Zone Equipment Bookings</b>	-	-	<b>727</b> (78%)	<b>205</b> (22%)	-	-	-
<b>Branch Tech Bookings (3D Printer)</b>	<b>135</b> (9%)	<b>74</b> (5%)	<b>370</b> (23%)	<b>377</b> (24%)	<b>159</b> (10%)	<b>312</b> (20%)	<b>151</b> (10%)
<b>Tech Help Appointments</b>	<b>58</b> (37%)	<b>3</b> (2%)	<b>0</b> (0%)	<b>42</b> (27%)	<b>19</b> (12%)	<b>0</b> (0%)	<b>36</b> (23%)
<b>PAC Sessions</b>	<b>9,595</b> (18%)	<b>1,066</b> (2%)	<b>17,431</b> (32%)	<b>13,503</b> (25%)	<b>2,098</b> (4%)	<b>5,938</b> (11%)	<b>4,451</b> (8%)
<b>Wi-Fi Sessions</b>	<b>210,851</b> (21%)	<b>2,518</b> (0%)	<b>383,815</b> (39%)	<b>271,483</b> (27%)	<b>17,712</b> (2%)	<b>34,196</b> (3%)	<b>71,417</b> (7%)
<b>Room Bookings</b>	<b>136</b> (4%)	-	<b>3,468</b> (96%)	<b>0</b> (0%)	-	<b>17</b> (0%)	<b>0</b> (0%)
<b>Email Enquiries</b>	-	-	-	-	-	-	-
<b>Phone Calls</b>	<b>10,750</b> (30%)	<b>1,019</b> (3%)	<b>11,420</b> (32%)	<b>4,443</b> (13%)	<b>1,558</b> (4%)	<b>2,329</b> (7%)	<b>4,023</b> (11%)
<b>Items Printed</b>	<b>9,090</b> (21%)	<b>380</b> (1%)	<b>11,047</b> (26%)	<b>8,907</b> (21%)	<b>1,841</b> (4%)	<b>5,993</b> (14%)	<b>5,983</b> (14%)
<b>Branch Services Totals</b>	<b>240,615</b>	<b>5,060</b>	<b>428,278</b>	<b>298,960</b>	<b>23,387</b>	<b>48,785</b>	<b>86,061</b>
<b>% of Branch Services</b>	<b>21%</b>	<b>0%</b>	<b>38%</b>	<b>26%</b>	<b>2%</b>	<b>4%</b>	<b>8%</b>

### Note:

- Email Enquiries are all received to a centralized email address, though staff across all branches participate on the AskUs team and respond to email enquiries.
- Glen Abbey continues to be the most popular destination for library customers accessing branch services, accounting for 38% of all usage, most likely due to the Creation Zone, complementary work/study rooms, the outdoor patio space, and the community centre.
- Iroquois Ridge remains the second most popular destination for branch services, accounting for 26% of all usage, and had the highest number of Branch Tech Bookings (3D Printer). Its high demand is attributed to the co-located community centre.
- Central Branch remains the third most popular destination for branch services, accounting for 21% of all usage, and had the highest number of Tech Help Appointments. Its high demand is attributed to its proximity to the business district of Downtown Oakville and other cultural and community facilities.

Branch Performance Trends

**Summary:** Branch performance across key indicators demonstrate the popularity of each branch for different types or levels of in-branch experiences. Glen Abbey is the busiest branch for physical circulation (32%), branch services (38%), and program attendance (34%), while White Oaks remains the busiest branch for foot traffic (29%).



Branch Performance of Key Indicators	CE	CV	GA	IR	SM	WO	WS
<b>Physical Circulation</b>	<b>196,141</b> (12%)	<b>58,373</b> (4%)	<b>512,219</b> (32%)	<b>413,419</b> (26%)	<b>99,374</b> (6%)	<b>137,273</b> (9%)	<b>164,725</b> (10%)
<b>Foot Traffic</b>	<b>147,864</b> (12%)	<b>29,617</b> (2%)	<b>317,411</b> (26%)	<b>260,230</b> (21%)	<b>16,368</b> (1%)	<b>355,016</b> (29%)	<b>101,003</b> (8%)
<b>Program Attendance</b>	<b>11,064</b> (19%)	<b>2,365</b> (4%)	<b>20,122</b> (34%)	<b>12,282</b> (21%)	<b>5,418</b> (9%)	<b>3,916</b> (7%)	<b>3,536</b> (6%)
<b>Branch Services</b>	<b>240,615</b> (21%)	<b>5,060</b> (0%)	<b>428,278</b> (38%)	<b>298,960</b> (26%)	<b>23,387</b> (2%)	<b>48,785</b> (4%)	<b>86,061</b> (8%)
<b>Open Hours (Weekly)</b>	61	28.5	66	66	47	58	61

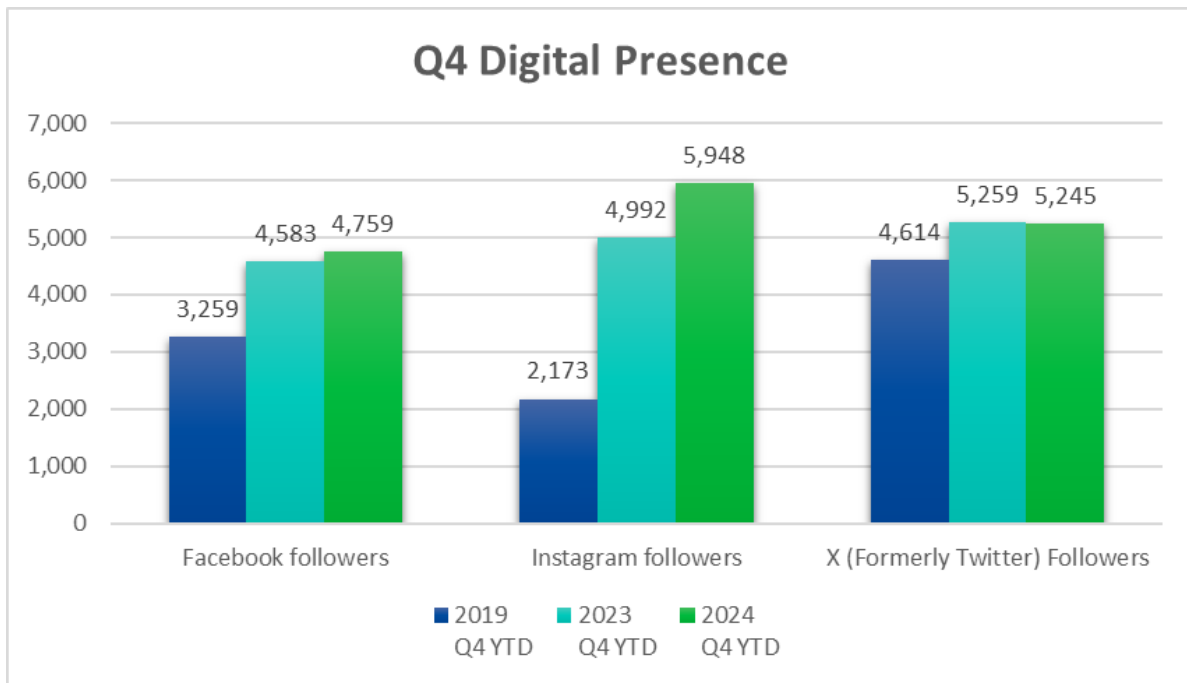
<b>Foot Traffic per Open Hour</b>	<b>93</b> (12%)	<b>40</b> (5%)	<b>185</b> (24%)	<b>152</b> (19%)	<b>13</b> (2%)	<b>235</b> (30%)	<b>64</b> (8%)
<b>Physical Circulation per Open Hour</b>	<b>124</b> (12%)	<b>79</b> (8%)	<b>298</b> (29%)	<b>241</b> (24%)	<b>81</b> (8%)	<b>91</b> (9%)	<b>104</b> (10%)
<b>Branch Services per Open Hour</b>	<b>152</b> (22%)	<b>7</b> (1%)	<b>250</b> (36%)	<b>174</b> (25%)	<b>19</b> (3%)	<b>32</b> (5%)	<b>54</b> (8%)
<b>Physical Circulation per Foot Traffic</b>	<b>1.3</b>	<b>2.0</b>	<b>1.6</b>	<b>1.6</b>	<b>6.1</b>	<b>0.4</b>	<b>1.6</b>

**Note:**

- The 3-year comparison for Key Indicators is noted in a separate chart (page 1).
- Foot Traffic per Open Hour is highest at White Oaks, Glen Abbey, and Iroquois Ridge branches, indicating the popularity of in-branch experiences, including access to library spaces, branch services, and/or collections.
- Physical Circulation per Open Hour is highest at Glen Abbey, Iroquois Ridge, and Central branches indicating that there are high volumes of material handling at these branches.
- Branch Services per Open Hour is highest at Glen Abbey, Iroquois Ridge, and Central indicating that there are high demands on the service desk at these branches.
- Physical Circulation per Foot Traffic is highest at Sixteen Mile and Clearview, with Glen Abbey, Iroquois Ridge, and Woodside following, indicating that customers borrow a high volume of library materials with each visit to these branches.
- Central is the third busiest branch for physical circulation, branch services, and program attendance, and is the fourth busiest for foot traffic.
- Clearview has the second highest physical circulation per foot traffic, indicating that Clearview customers borrow high volumes of library materials with each visit.
- Glen Abbey is the busiest branch for physical circulation, branch services, and program attendance, and is the second busiest for foot traffic. It accounts for 38% of all branch services, 34% of program attendance, and 32% of physical circulation.
- Iroquois Ridge is the second busiest branch for physical circulation, branch services, and program attendance, and is the third busiest for foot traffic.
- Sixteen Mile has by far the highest physical circulation per foot traffic, indicating that Sixteen Mile customers borrow an extremely high volume of library materials with each visit compared to all other branches. It is the fourth busiest branch for program attendance.
- White Oaks is the busiest branch for foot traffic. It is the fifth busiest branch for physical circulation, program attendance, and branch services.
- Woodside is the fourth busiest branch for physical circulation and branch services.

**DIGITAL PRESENCE**

**Summary:** There was an overall 8% increase in social media presence, with sustained growth across Instagram and Facebook, and with Instagram accounting for the highest rates of engagement.



Digital Presence	2019 Q4 YTD	2023 Q4 YTD	2024 Q4 YTD	% Change 2019/2024	% Change 2023/2024
Facebook followers	3,259	4,583	4,759	46%	4%
Instagram followers	2,173	4,992	5,948	174%	19%
X (Formerly Twitter) Followers	4,614	5,259	5,245	14%	0%
<b>Totals</b>	10,046	14,834	15,952	59%	8%

**Note:**

- The 4% increase in Facebook followers from 2023 is due to Facebook Events as a key promotional tool, driving attendance and interaction for programs like financial literacy workshops, book sales, and multilingual storytimes.
- The 19% increase in Instagram followers from 2023, demonstrates that this is the strongest platform for OPL. In 2024 there were nearly 1,000 new followers from last year. Highlights included content for Ontario Public Library Week, which boosted engagement, creative posts related to mainstream events such as the Taylor Swift concert, and engaging video series done in collaboration with staff content creators.
- While there was 0% growth for X (formerly Twitter), it remained a go-to platform for updates and notifications.

Library Website and Catalogue	2019 Q4 YTD	2023 Q4 YTD	2024 Q4 YTD	% Change 2019/2024	% Change 2023/2024
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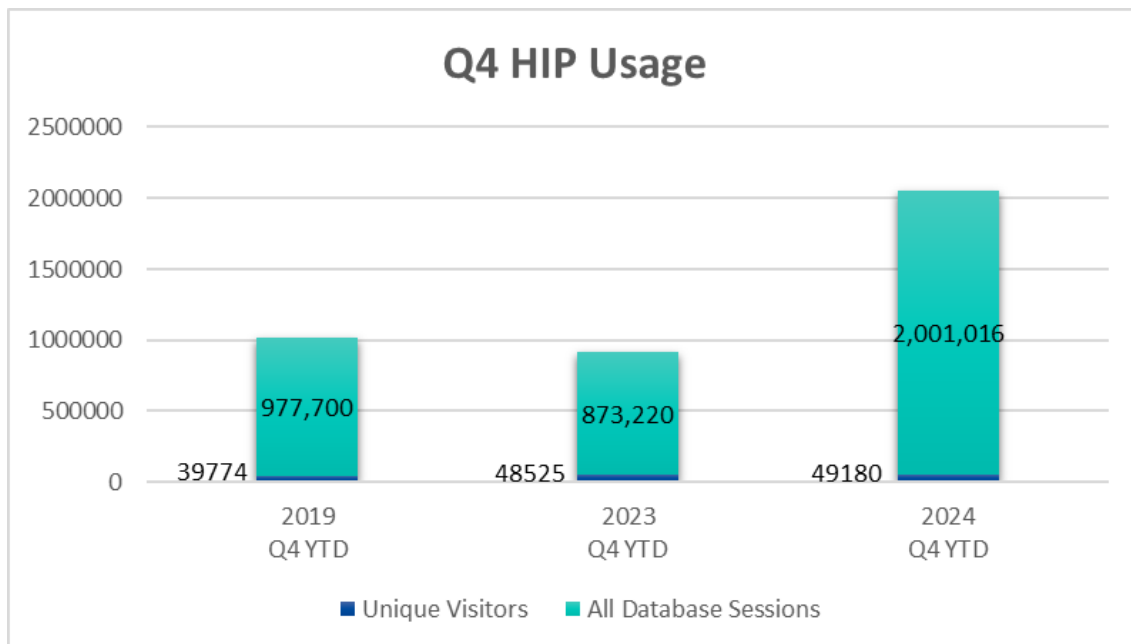
<b>Website Sessions</b>	930,404	763,301	842,371	<b>-9%</b>	<b>10%</b>
<b>Bibliocommons Sessions</b>	770,609	1,216,050	1,813,068	<b>135%</b>	<b>49%</b>

**Note:**

- While there was a 10% increase in the number of website sessions and a 49% increase in Bibliocommons sessions from last year, these changes are not necessarily a result of change in online traffic and are attributed to the change from Universal Analytics (UA) to Google Analytics (GA4) in July 2023, as the data is measured differently.

## HALTON INFORMATION PROVIDERS

**Summary:** There was a 5% decrease in known Oakville residents accessing the HIP database from 2023, however there is continual growth in the number of users choosing not to disclose their location. There was an overall 129% increase in the number of database sessions from 2023, however a significant portion of this activity is attributed to bot activity.



HIP Usage by Municipality	2019 Q4 YTD	2023 Q4 YTD	2024 Q4 YTD	% Change 2019/2024	% Change 2023/2024
<b>Oakville</b>	103,636	79,432	75,174	<b>-27%</b>	<b>-5%</b>
<b>Burlington</b>	82,469	57,017	55,376	<b>-33%</b>	<b>-3%</b>
<b>Halton Hills</b>	25,956	23,271	24,468	<b>-6%</b>	<b>5%</b>
<b>Milton</b>	49,004	35,311	36,987	<b>-25%</b>	<b>5%</b>
<b>Undisclosed/Other Locations</b>	716,635	678,189	1,809,011	<b>152%</b>	<b>167%</b>

Appendix A

<b>Total Halton Sessions</b>	261,065	195,031	192,005	<b>-26%</b>	<b>-2%</b>
<b>Unique Visitors</b>	39774	48525	49180	<b>24%</b>	<b>1%</b>
<b>All Database Sessions</b>	977,700	873,220	2,001,016	<b>105%</b>	<b>129%</b>
<b>Sessions Per Unique Visitor</b>	24.6	18.0	40.7	<b>66%</b>	<b>126%</b>

**Note:**

- The 5% decrease in Oakville users is attributed to stricter privacy regulations of Google Analytics (GA4), as the metrics only reflect users who allowed location tracking.
- The 129% increase in database sessions is attributed to bot activity. HIP data is regularly searched by bots and crawlers. Before 2024, a filtering mechanism excluded bot traffic, but the transition from Universal Analytics (UA) to Google Analytics 4 (GA4) disabled this function. As a result, bot activity is now included under "Undisclosed/Other Locations," inflating the 2024 database session count and misrepresenting real user engagement.
- A new data reporting strategy is planned for 2025, intended for better accuracy and reliability.

<b>Oakville HIP Engagement</b>	<b>2019 Q4 YTD</b>	<b>2023 Q4 YTD</b>	<b>2024 Q4 YTD</b>	<b>% Change 2019/2024</b>	<b>% Change 2023/2024</b>
<b>Training Sessions</b>	11	18	3	<b>-73%</b>	<b>-83%</b>
<b>Outreach</b>	18	51	43	<b>139%</b>	<b>-16%</b>

**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](mailto: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, or advocacy. This category currently only lists adult programs (e.g. In Conversation with Series, Evening for Booklovers).

**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: February 20, 2025**

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**FROM:** Oakville Public Library

**DATE:** February 11, 2025

**SUBJECT:** **Customer Satisfaction Survey 2024 Results – February 20, 2025**

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### **RECOMMENDATION:**

That the Customer Satisfaction Survey 2024 Results report be received for discussion.

### **KEY FACTS:**

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

- OPL introduced a customer satisfaction survey in April 2024 as part of its 2024 OPL Goals.
- As of December 31, 2024, 261 surveys have been completed.
- OPL has reviewed the result and identified areas of strengths and improvement and corresponding actions to address the identified issues throughout 2025.
- Promotion of Customer Satisfaction survey will continue in 2025 with two dedicated survey pushes during March Break and Ontario Public Library Week.

### **BACKGROUND:**

In November 2023, the OPL board approved the following goal as part of the 2024 OPL Goals:

**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.**

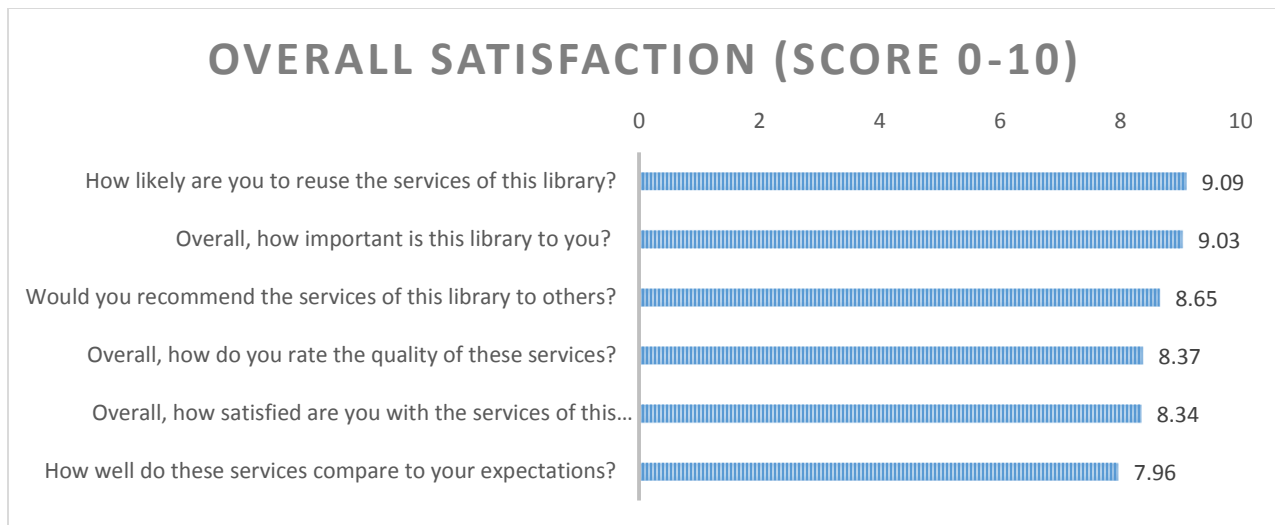
In Q2 2024, OPL worked with Counting Opinions Inc. to launch a customer satisfaction survey in April 2024. The survey offers a short, medium or and long option and is a standing item available on the website for customers to complete as desired. OPL did an initial push via the website and social media in April and another in October as part of Public Library Week.

The total number of surveys in 2024 were 261 with 140 of respondents opting for the medium/long survey providing OPL with high-quality data that allows for in-depth insights. Detailed surveys often attract respondents who are genuinely interested or knowledgeable about the topic, resulting in more thoughtful and accurate responses. This results in a smaller, more engaged respondent group allowing for a clearer understanding trends, patterns, and underlying reasons behind the responses.

**COMMENT/OPTIONS:**

Oakville Public Library has achieved high satisfaction ratings, with an average score of 9.0/10 and strong customer loyalty. Over 75% of respondents expressed high satisfaction, and 80.6% indicated they would continue using the library’s services.

While staff helpfulness and resource availability were praised, areas for improvement include facility comfort, online accessibility, and awareness of library programs. Addressing these concerns will further enhance the user experience and engagement.



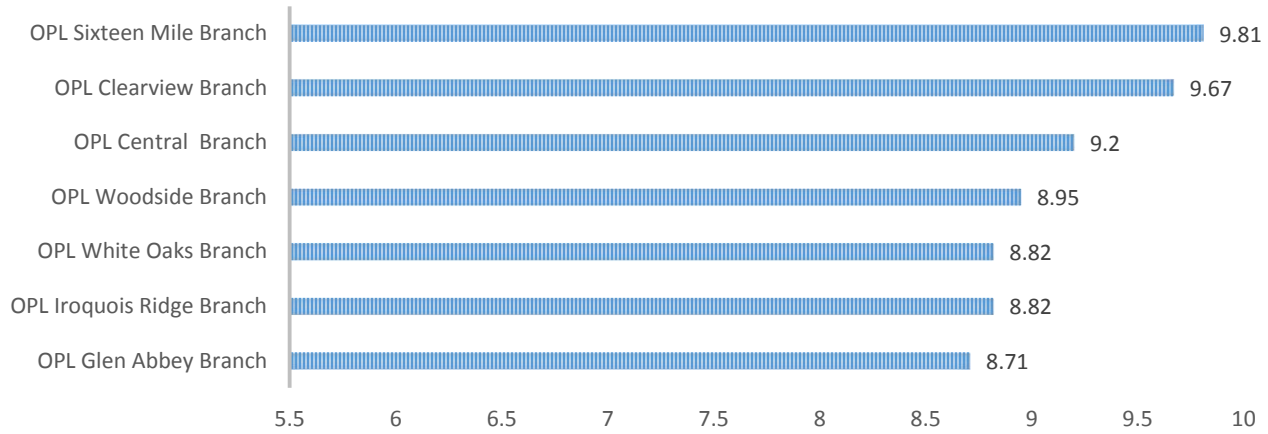
**Identified Strengths**

- Most respondents (over 75%) are highly satisfied with their library experience.
- Strong likelihood of return (above 80%) suggests high loyalty among customers.
- Positive ratings on staff helpfulness, collection availability, and ease of access to resources.

**Staff Satisfaction**

Overall, respondents were very satisfied with their interactions with staff members with staff related question receiving the highest results overall. However, the data does indicate that OPL could do better in terms of a more proactive staff engagement approach as customer noted that although staff are very helpful, customer frequently need to approach staff first.

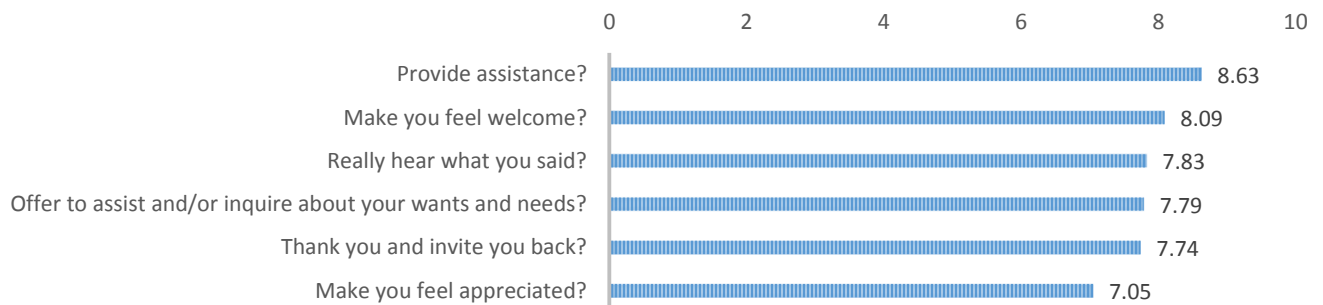
## EXPERIENCE WITH STAFF RANKING BY BRANCH



## STAFF SATISFACTION

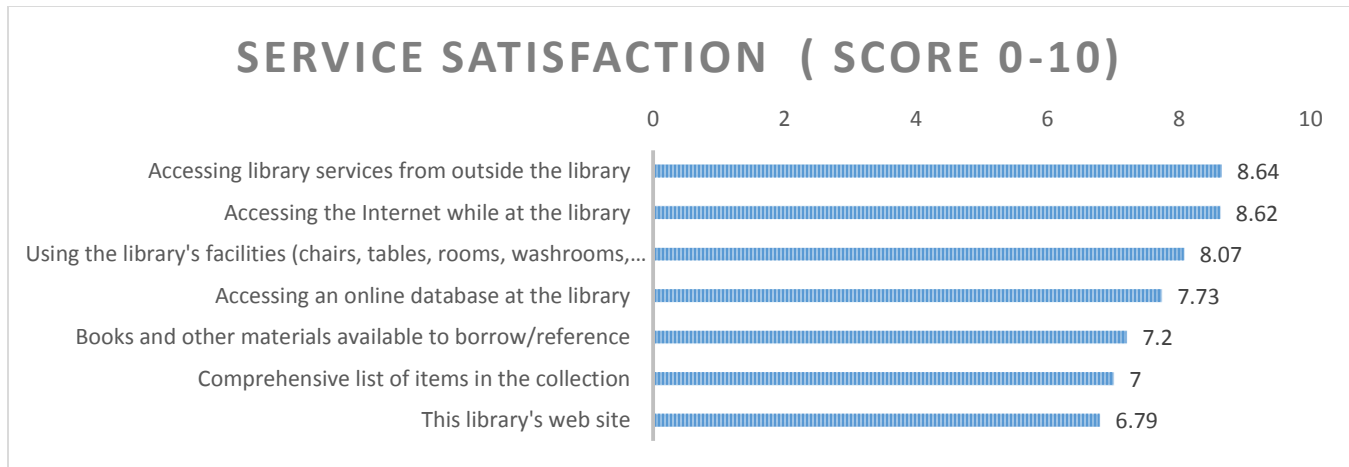
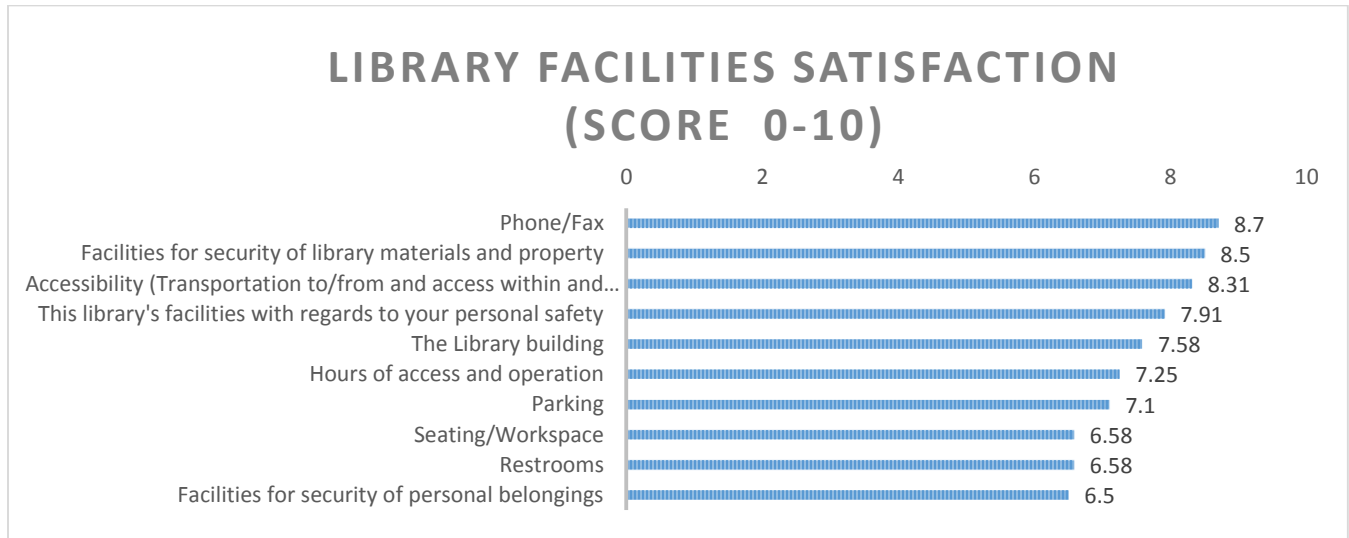


## STAFF SATISFACTION CONTINUED



**Facilities Satisfaction**

Survey respondents provided lower ratings for some branches in the areas of seating comfort, washroom availability, and study space. With the increasing demand for space with branches, OPL needs to look at ways to maximize space while providing a welcoming and comfortable environment for customer use. Additionally, hours of operation continue to be a concern for customers.



**Next Steps:**

1. Enhance Facility Comfort: OPL will continue to implement small but impactful improvements to seating areas such as the changes at White Oaks and Woodside completed in 2024.
2. Increase Awareness Campaigns: OPL is in the process of adjusting its Summer OPL Ambassador program to execute outreach strategies to promote lesser-known library services and programs throughout Oakville.
3. Increase Staff Engagement with Customers – OPL leadership is working with staff to encourage a proactive approach to engaging with customers including ensuring that all



customers are greeted when entering OPL spaces and getting out from behind the desk to be more accessible to customers throughout the branch.

**APPENDICES:**

N/A

Prepared and Submitted by:  
Tara Wong, CEO

# REPORT

## Oakville Public Library Board

**Meeting Date: February 20, 2025**

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**FROM:** Oakville Public Library

**DATE:** February 11, 2025

**SUBJECT: Q4 2024 OPL Goals Update – February 20, 2025**

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### **RECOMMENDATION:**

That the Q4 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:

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## **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.

### Q4 Update

The Indigenous consultation sessions are complete including a summary report from Smoke Architects. The feedback gathered from both the public and indigenous consultations will be used to help shape the design of New Central. Initial concepts designs are expected to come to the board in Q2 2025 followed by another round of consultation to validate that the initial feedback was incorporated into the design as expected.

- 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.

Q4 Update

Following the public engagement events including the Donor Open House, OPL held conversations with individuals interested in learning about potential donor options available as part of the New Central project. OPL is nurturing these relationships while work on a design continues. Once a design concept is available, OPL will engage with interested parties to start to identify particular areas of interest and options for support.

**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

Q4 Update

OPL has completed the RFP process for a new marketing tool which is expected to launch in Q1 2025.

- 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.

Q4 Update

As of December 31, 2024, the town of Oakville had 43,030 households with 1 or more OPL cards. This brought OPL's percentage of Oakville households to 56%. This is 1% less than our stretch goal of 57% but overall OPL saw a 6% increase in household from start of 2024 which equates to an additional 4,130 households signed up and using OPL services.

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.

### Q4 Update

Since the customer satisfaction survey launched in April and as of December 31, 2024, OPL has received 261 survey responses. The Customer Satisfaction 2024 Survey Result report in this board package provides a high level review of the data and actionable steps OPL is taking to address the feedback.

### **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.

### Q4 Update

As of Q4 2024, the standardized onboarding training programs have been successfully launched for all Customer Experience branch positions, including Customer Information Specialist (CIS), Customer Service Technician (CST), and Library Assistant (LA) roles. This marks the successful completion of the project in alignment with the promised goal.

Additionally, the learning management system (LMS) is actively being updated with asynchronous training modules as new content is developed and existing materials are refined. This ongoing effort will enhance operational efficiencies and ensure that training content remains current and relevant to evolving library needs. Moving forward, OPL will continue to monitor and optimize the onboarding experience to support staff development and maintain consistency across all branches.

## **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 – Diversity, Equity and Inclusion Strategic Framework – Year Two

Prepared and submitted by: Tara Wong, CEO



# Diversity, Equity and Inclusion Strategic Framework

## Year Two

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**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.

## Appendix A

**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.	<p>Q1. No Update</p> <p>Q2. Initial quote came back higher than budgeted. Working with the vendor and purchasing to clarify scope.</p> <p>Q3. Confirmed scope with vendor. Work to be completed in Q4.</p> <p>Q4. Work started in Q4 but has carried over into Q1 2025. Expected to be complete by end of Q1 with a report brought to the board.</p>
Introduce a mentorship program to support potential leaders, ensuring the process includes a focus on advancement of under-represented groups.	HR	Q1	Success rating from participants in the mentorship program	<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/Q4. Mentorship program is ongoing.</p> <p>Q1 2025 An evaluation will be provided to both participating staff and the mentor to determine next steps for the pilot</p>
Apply inclusion lens in review of current benefit plans	HR/ CEO	Q3	% of increase in use of benefits	<p>Q1. No Update</p> <p>Q2. Reviewed benefit plan with vendor. No recommended changes at this time.</p>

## Appendix A

**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 increase opportunities for learning and engagement on DEI topic for all staff.</p>	<p>DEI ERG</p>	<p>Q2</p>	<p># of DEI ERG Interactions with staff (e.g., Staff meeting presentations, training)</p>	<p>Q1: The DEI ERG has developed a quarterly agenda to guide their focus in 2024. Each quarter will have a 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>Q4. The DEI ERG engaged with staff through training offered in Q4. This quarter's theme was UPLIFT with a focus on accessibility.</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</p>

## Appendix A

				<p>traits and build goals for both them and their teams.</p> <p>Q2/Q3/Q4. Leaders are working to achieve their 2024 key performance goals.</p>
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**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.

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	<p>100% of reviewed policies are evaluated using an inclusion lens.</p> <p>Total percentage of policies reviewed.</p>	Q4. 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	HR	Q4	% of successful or above 360 ratings	Q1/Q2/Q3 – No Update

## Appendix A

ensure that questions are included that focus on the meeting of DEI related expectations.				In 2024, the performance review process for non-union was updated for implementation in 2025. As a result, the inclusion of 360 review has been pushed to 2026.
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### **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 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.

## Appendix A

### **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

Appendix A



## REPORT

### Oakville Public Library Board

**Meeting Date: February 20, 2025**

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**FROM:** Oakville Public Library

**DATE:** February 11, 2025

**SUBJECT: CEO Update – February 20, 2025**

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#### RECOMMENDATION:

That CEO Update report be received for information.

#### KEY FACTS:

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

- Ontario Library Association SuperConference was held in Toronto January 29-Feb 1<sup>st</sup> with 32 OPL staff attending over the course of 3 days.
- Iroquois Ridge Community Center is currently undergoing renovations which will have varying impacts on the Iroquois Ridge branch over the course of the project, including a potential 1–2-day closure in mid-March related to the replacement of heat pumps within the branch.
- Construction for a region of Halton senior's housing development has started next to Woodside and is expected to be completed in Fall 2025.
- Congratulations to Shannon Piccoli, Manager, Program Development and Emma Primeau, Manager, Customer Experience (White Oaks/Woodside) who graduated from the PLLeaders program at a reception held during the Superconference.

#### BACKGROUND:

N/A

#### COMMENT/OPTIONS:

##### **Building Bridges – OLA SuperConference 2025**

The 2025 Ontario Library Association SuperConference was held at the Toronto Metro Convention Center from January 29- Feb 1<sup>st</sup>.

This year's theme was Building Bridges. Through this theme we focus on not only building bridges, we also focus on bridging gaps. We commit to strengthening the fundamental goal of libraries as welcoming places for all. We commit to upholding our core values while dynamically responding to the changing needs of our communities. We commit to facilitating connections so that knowledge-sharing can take place.

OPL had 32 staff attend which included members of the DEI employee resource group participating in a panel along with Brampton Public Library entitled: From Vision to Action: The Role of IDEA Councils and Employee Resource Groups (ERGs) in Driving Change.

### **PLLeaders Program**

Congratulations to Shannon Piccoli, Manager, Program Development and Emma Primeau, Manager, Customer Experience (White Oaks/Woodside) who graduated from the PLLeaders program at a reception held during the Superconference.

The PLLeaders program is designed to prepare and support the next generation of public library leaders in the 21st Century, PLLeaders (formerly Public Library Leadership Fellows Program) brings together compelling case studies, foundational leadership principles, the sharing and mentorship of exemplary leaders, recent research, and the close collaboration of a national cohort of peers. This partnership of the iSchool at the University of Toronto and the Canadian Urban Libraries, offered successfully since 2012, is all about the future of Canada's public libraries and the changing communities they serve. Graduates are awarded the Certificate in Public Library Leadership by the University of Toronto.

The 15-month program is designed to engage seasoned library managers who have the desire and potential for the highest levels of leadership in public libraries. It exposes them to themes, experiences, and relationships to augment their preparedness. The Program combines frank and confidential sessions) with senior library executives, an instructional program with key learning outcomes, individual mentorship, and group work with peer leaders from across the country.

### **Construction next to Woodside**

Construction has started at 1258 Rebecca St. which is next to Woodside branch. The Region of Halton development includes 14 semi-detached one-bedroom bungalows for seniors with supportive housing for homeless seniors with mobility challenges.

OPL is working with the Halton Region and the Town's Parks and Open Space department to try and minimize impact to Woodside throughout the construction phase which is expected to be completed in Fall 2025.

**Renovations underway at Iroquois Ridge Community Center**

The Iroquois Ridge Community Centre building is undergoing needed upgrades to its physical plant, including HVAC updates, new tiling, new customer service desk and extensive work done on the pool. Library operations are being impacted by four new heat pumps within the library, and tiling done outside of the branch main entrance.

To -date, the heat pumps in the program room and storage room have been replaced with little impact to workflow or customers. There are two heat pumps left to replace, and these will bring disruptions to service given their placement within the branch this will include 1-2 closure during the week of March 17<sup>th</sup> as jack hammering will be necessary to access the heat pump over the public washrooms located in the branch.

Access to the main library entrance may be blocked during demolition and installation of tiles in the IRCC hallway in April. OPL will working with IRCC to allow customers to access the library either via the Eastridge room or through the back staff doors of the branch. Communication to the public will be provided once more details for the tiling are finalized.

Prepared and submitted by:  
Tara Wong, CEO