

**Oakville Public Library Board  
Regular Meeting**

**AGENDA**

**Date:** Thursday, August 21, 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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	<b>Pages</b>
<b>1. Territory Acknowledgement</b>	
<b>2. Regrets</b>	
<b>3. Declarations of Pecuniary Interest</b>	
<b>4. Confirmation of Minutes of the Previous Regular Meeting of the Board</b>	
<b>4.1 Minutes of the Regular Meeting of the Board, June 19, 2025.</b>	<b>4 - 7</b>
<b>5. Consent Item(s)</b>	
<b>5.1 2025 Oakville Public Library (OPL) Board Key Agenda Items – August 21, 2025</b>	<b>8 - 9</b>
Recommendation: That the 2025 OPL Board Key Agenda Items report be received for information.	
<b>5.2 Health and Safety Report – August 21, 2025</b>	<b>10 - 11</b>
Recommendation: That the Health and Safety report be received for information.	
<b>5.3 Employee Retention and Turnover Metrics – August 21, 2025</b>	<b>12 - 14</b>
Recommendation: That the Employee Retention and Turnover Metrics report be received for information.	

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

There are no confidential consent items.

**7. Discussion Item(s)**

**7.1 2026 Capital Budget – August 21, 2025**

15 - 17

Recommendation:

1. That the OPL Board approve the merger of the 2026 Strategic Plan and Parks, Recreation and Library Master Plan (PRLMP) Recommended Strategies capital projects into a single integrated initiative with a budget of \$300,000; and
2. Subject to the approval of recommendation 1; That staff be directed to submit a revised capital business case for the merged project to the Town of Oakville as part of the 2026 capital budget process.

**7.2 2025 Q2 OPL Goals – August 21, 2025**

18 - 25

Recommendation:

That the 2025 Q2 OPL Goals be received for discussion.

**7.3 Professional Development and Educational Assistance Policy – August 21, 2025**

26 - 29

Recommendation:

That the Professional Development and Education Assistance Policy be received for feedback.

**7.4 Artificial Intelligence Policy - August 21, 2025**

30 - 37

Recommendation:

That the Artificial Intelligence Policy (Appendix A) be approved.

**7.5 CEO Update – August 21, 2025**

38 - 39

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 September 18, 2025

Oakville Municipal Building

Council Chamber - 7:00 p.m.

**11. Adjournment**

## **Oakville Public Library Board**

### **MINUTES**

**Date:** June 19, 2025  
**Time:** 7:00 p.m.  
**Location:** Council Chamber

Board Members Present: Councillor Knoll, Chair

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

Regrets: Rebecca Mayville

Staff Present: P. Damaso, Commissioner of Community Services  
T. Wong, CEO of Oakville Public Library  
C. Hicks, Director of Customer Experience  
M. Socol, Director, Innovation and Integration  
J. van der Heiden, Deputy Treasurer and Director of Finance  
B. Wiersma, Senior Financial and Policy Analyst  
N. Coric, Council and Committee Coordinator

**A meeting of the Oakville Public Library Board was held on Thursday, June 19, 2025 in the Council Chamber of the Oakville Municipal Building, 1225 Trafalgar Road, commencing at 7:00 p.m.**

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#### **1. Territory Acknowledgement**

#### **2. Regrets**

As noted above.

**3. Declarations of Pecuniary Interest**

No declarations of pecuniary interest were declared.

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

**4.1 Minutes of the Regular Meeting of the Board, May 15, 2025.**

Moved by Roderick Sawyer

Seconded by Andrew Cashman

That the minutes of the Regular Meeting of the Oakville Public Library Board dated May 15, 2025, be approved.

CARRIED

**5. Consent Item(s)**

**5.1 2025 Oakville Public Library (OPL) Board Key Agenda Items – June 19, 2025**

Moved by Roderick Sawyer

Seconded by Meredith Burke

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

CARRIED

**5.2 Health and Safety Report – June 19, 2025**

Moved by Andrew Cashman

Seconded by Bill Smith

That the Health and Safety report be received for information.

CARRIED

**5.3 Safety and Wellbeing of Children and Youth Policy – June 19, 2025**

Moved by Andrew Cashman

Seconded by Bill Smith

That the Safety and Wellbeing of Children and Youth Policy be approved.

CARRIED

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

There were no confidential consent items.

**7. Discussion Item(s)**

**7.1 YTD Financial Status Indicators – June 19, 2025**

Moved by Celso Mello

Seconded by Councillor Chisholm

That the Year-to-date (YTD) Financial Status Indicators report as of May 31, 2025 be received for information.

CARRIED

**7.2 2026 Budget Drivers – June 19, 2025**

Moved by Councillor Chisholm

Seconded by Avis Maher

That the 2026 Budget Drivers report be received for feedback.

CARRIED

**7.3 Artificial Intelligence Policy – June 19, 2025**

Moved by Celso Mello

Seconded by Avis Maher

That the Artificial Intelligence policy be received for feedback.

CARRIED

**7.4 Incident Management Exercise – Cyber Security – June 19, 2025**

Moved by Celso Mello

Seconded by Roderick Sawyer

That the Incident Management Exercise – Cyber Security be received for information.

CARRIED

**7.5 Oakville Community Foundation Follow-up – June 19, 2025**

Moved by Meredith Burke

Seconded by Bill Smith

That the Oakville Community Foundation follow-up report be received for information.

CARRIED

**7.6 CEO Update – June 19, 2025**

Moved by Bill Smith

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 July 17, 2025

Oakville Municipal Building

Council Chamber - 7:00 p.m.

**11. Adjournment**

Moved by Celso Mello

Seconded by Meredith Burke

That this meeting be adjourned.

CARRIED

The meeting adjourned at 8:04 p.m.

# REPORT

## Oakville Public Library Board

August 21, 2025

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**FROM:** Oakville Public Library

**DATE:** August 12, 2025

**SUBJECT:** 2025 Oakville Public Library (OPL) Board Key Agenda Items – August 21, 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</b>	<b>Sept 18</b>	<b>Oct 16</b>	<b>Nov 20</b>
<b><i>Annual Agenda/Periodic/Outstanding report timelines</i></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				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><i>Regular Agenda Items</i></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

August 21, 2025

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**FROM:** Oakville Public Library

**DATE:** August 12, 2025

**SUBJECT:** Health and Safety Report – August 21, 2025

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### 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 four incidents to report for the months of June and July 2025.
- To date, Oakville Public Library (OPL) is reporting similar staff injuries/incidents to 2023 during the same reporting period.
- OPL will continue to monitor staff injuries/incidents to identify trends and to maintain a safe and healthy workplace.

### BACKGROUND:

OPL had four incidents to report for the months of June and July 2025. The reporting period is from January 1 – July 31 for each of the years indicated below.

OPL had three no time loss incidents which required minor first aid. Each incident was reviewed at the individual branch sites and corrective action taken by management. The one time loss incident is related to ergonomics and OPL is working with the employee for an early and safe return back to work.

Staff Injuries			
	2023	2024	2025
No Time Loss	8	5	7
Time Loss	0	0	1
<b>Total Injuries for the Reporting Period</b>			

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	8	5	7
<b>Annual Total Injuries*</b>	<b>16</b>	<b>7</b>	<b>7</b>

*\*Total annual injuries for 2025 are 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 June 26, 2025. The JHSC committee reviewed H&S procedures on confined spaces and bi-lateral work stoppages along with a roundtable discussion on items such as outlet covers, dress code, and the protocols around the use of small kitchen appliances.

All site inspections for the months of June and July 2025 have been submitted and items actioned as required.

Site inspections are completed at each branch site by the JHSC committee member in conjunction with a leader on-site. The monthly workplace site inspections are to identify hazards within the worksite. If a hazard is identified, OPL JHSC will notify Facilities which will complete any corrective actions that may need to take place.

The next Joint Health & Safety Committee monthly meeting will be held on virtually on September 25, 2025. The JHSC does not meet over the summer but continues to complete monthly site inspections.

### APPENDICES:

N/A

Prepared by:  
Tricia Agnew, Human Resources Manager

Submitted by:  
Tara Wong, CEO

# REPORT

## Oakville Public Library Board

**Meeting Date: August 21, 2025**

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**FROM:** Oakville Public Library

**DATE:** August 12, 2025

**SUBJECT: Employee Retention and Turnover Metrics – August 21, 2025**

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### **RECOMMENDATION:**

That the 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.
- OPL's turnover rate for Q2 2025 is consistent with the previous two years. The highest reason for turnover continues to be "Personal."

### **BACKGROUND:**

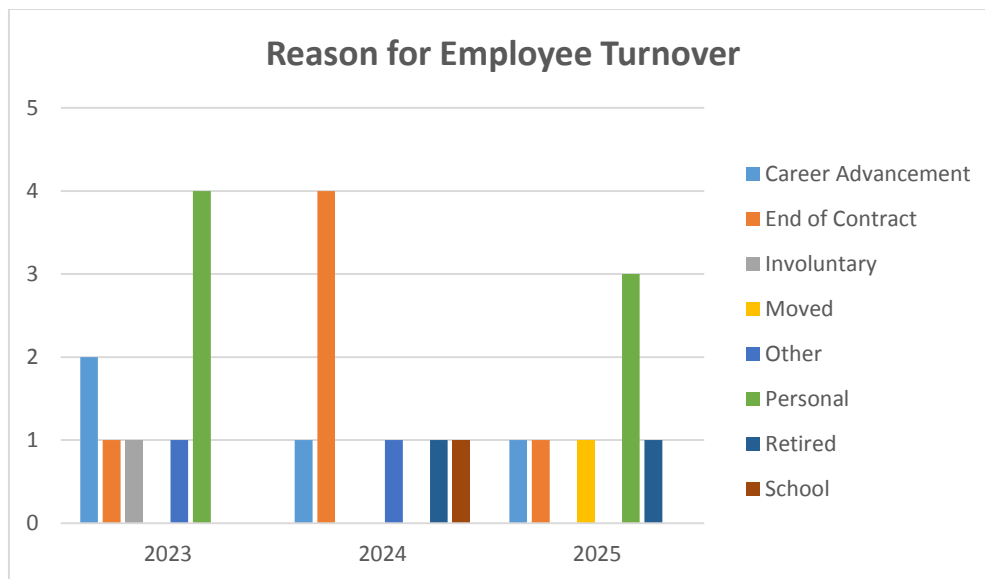
As of Q2 2025, we have a total of 7 employees who have separated from OPL as indicated in Chart 2.

There are no distinguishing patterns for the reason for separation in 2025 to date. OPL notes that "personal" continues to be the dominate reason for separation which includes taking employment closer to home or pursuing new opportunities outside of work. Overall, OPL is projecting a similar number of separations in 2025 as the previous year. This is based on the consistent turnover rate seen over the last five years.

**Chart 1: Turnover Rate**

Turnover Rate % (as of June 30)	
2023	6.82%
2024	5.76%
2025	4.86%

**Chart 2: Reasons for Turnover**



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

Employment Status	
Full-time	2%
Part-time	3%
Casual	13%

**Chart 4: Retention**

Retention Rate % (Q2 2025)	
	90%

## **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)

Prepared by:  
Tricia Agnew, Manager, Human Resources

Submitted by:  
Tara Wong, CEO

# REPORT

## Oakville Public Library Board

**Meeting Date: August 21, 2025**

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**FROM:** Oakville Public Library

**DATE:** August 12, 2025

**SUBJECT:** 2026 Capital Budget – August 21, 2025

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### RECOMMENDATION:

1. That the OPL Board approve the merger of the 2026 Strategic Plan and Parks, Recreation and Library Master Plan (PRLMP) Recommended Strategies capital projects into a single integrated initiative with a budget of \$300,000; and
2. Subject to the approval of recommendation 1; That staff be directed to submit a revised capital business case for the merged project to the Town of Oakville as part of the 2026 capital budget process.

### KEY FACTS:

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

- A 2026 Operating and Capital drivers report was provided to the OPL Board in June. The report highlighted existing capital projects within the 2025 10-year capital forecast but did not include any new requests for 2026. Both the Strategic Plan project and the PRLMP Recommended Strategies project are both identified for 2026 in the 10-year forecast.
- Upon review of the Strategic Plan and the PRLMP Recommended Strategies projects, potential synergies between the two projects were identified, leading to the proposed merger of the two projects.
- A review of similar projects by other libraries identified that the initial budget for both projects is not sufficient to meet the updated deliverables and has been updated to reflect market costs.

### BACKGROUND:

Both the Strategic Plan and the PRLMP Recommended Strategies projects are listed as separate capital projects in the Oakville Public Library's 10-Year Capital Forecast, with initial timing projected for 2026. This forecast was endorsed by the OPL Board and approved by Council as part of the 2025 budget process.

The 2026 Strategic Plan project will support the development of the library's next four-year strategic plan, replacing the current plan that concludes at the end of 2026. The PRLMP Recommended Strategies project aligns directly with the strategy recommendations from the Parks, Recreation and Library Facilities Master Plan, which was approved by the OPL Board and Town Council in Fall 2025.

The PRLMP recommendations included:

- Service Model review
- Collection Development Strategy
- Technology Strategy
- Newcomer Strategy
- Inclusion Strategy
- Climate Action Strategy

Rather than undertaking each of the reviews individually, it is proposed that OPL complete a robust service delivery review that will include a lens for the strategies listed above.

Both projects are intended to be comprehensive and organization-wide, with significant public and stakeholder engagement.

#### **COMMENT/OPTIONS:**

Given the aligned timing and overlapping scope of the two initiatives, OPL believes there is an opportunity to improve outcomes and maximize the value of the investment by merging the projects.

The merged project would include a full review of all key service areas with a lens to understanding the appropriate resourcing and value/outcomes for each service resulting in recommendations that would be used as a starting point for the new strategic plan.

Key considerations for this recommendation include:

- **Integrated Engagement:** Both projects require robust community and staff consultation. A unified approach would streamline the engagement process and reduce redundancy.
- **Strategic Sequencing:** Conducting the service delivery review first and using its recommendations to directly inform a new Strategic Plan will strengthen the clarity, focus, and relevance of the plan.
- **Operational Efficiency:** Merging the two projects will reduce administrative effort and allow for a single procurement, project management and change management process.



- **Cost Effectiveness:** Consolidating the two scopes may reduce duplication in consultant work (e.g., research, data gathering, facilitation), while still preserving the integrity of each deliverable.
- **Narrative Alignment:** A merged project offers a compelling strategic narrative — reviewing current service delivery to plan effectively for the future.

Should the Board approve this approach, OPL will submit a revised capital business case to the Town for the merged project as part of the 2026 budget process. A follow-up report detailing the project scope, phasing, and timelines will be brought forward to the Board for approval in early 2026.

### **Financial Implications**

The original forecasted capital allocations were:

- Strategic Plan: \$85,000
- PRLMP Recommended Strategies: \$100,000

For the 2026 budget process, OPL reviewed the estimated budgets for each project based both on refined scopes and against budgets from recent similar projects undertaken by other libraries. During this process, it was identified that the budgets for both were under funded. The updated budget for the merged project has been identified as **\$300,000**.

### **APPENDICES:**

N/A

Prepared and submitted by:  
Tara Wong, CEO

# REPORT

## Oakville Public Library Board

**Meeting Date: August 21, 2025**

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**FROM:** Oakville Public Library

**DATE:** August 12, 2025

**SUBJECT:** 2025 Q2 OPL Goals – August 21, 2025

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### **RECOMMENDATION:**

That the 2025 Q2 OPL Goals be received for discussion.

### **KEY FACTS:**

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

- As per the Oakville Public Library (OPL) Board Procedural By-Laws, the CEO is to set annual goals and expectations which are linked to the organization's strategic goals and recommend these to the Board for approval.
- For 2025, OPL is proposing four areas of focus –Capital Projects, Cardholder Growth, Staff Growth and Engagement, Succession Planning with corresponding goals for review and feedback.
- The 2025 OPL goals were approved at the November 21, 2024.
- Progress reports on the status of the OPL Goals are brought to the Board quarterly.

### **BACKGROUND:**

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

### **COMMENT/OPTIONS:**

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

### **CAPITAL PROJECTS**

1. Previously started in Q3 2024 and continuing in 2025, OPL will engage with donors and prospective donors to raise funds to support the new Central Branch located at 193 Church St. OPL will also identify and apply for

**applicable grants to assist in funding the project with a goal of raising a minimum of 1 million for the project through both streams.**

***Strategic Pillar: Expanding Our Reach***

Q1 – With the pausing of the New Central project until the structural review of the post office is complete (mid-April), OPL has continued prospect work to identify potential donors both individual and corporate.

Q2 –The structural review of the Post Office has been completed and highlighted several outstanding issues with the existing building in terms of being able to support the floor weight requirements of a public library as well as the ability to add additional levels to accommodate the required space needs. Options are being reviewed and will come to the board in the coming months.

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

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

Q1 – OPL is waiting for the Branthaven and the Town of Oakville to finalize the agreement to purchase the approx. 17,000 ft space in the upcoming development.

Q2 – Town Legal and Branthaven continue to work on the agreement. Timelines are being adjusted to reflect the condo market, and this goal will not start this year as anticipated. Once the agreement is signed with project target dates, the goal can be re-assessed.

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

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

Q1 – At the March 20<sup>th</sup> board meeting, OPL provided updated timelines for the permanent Sixteen Mile Branch. Major construction of the Sixteen Mile Community Centre and Library is scheduled to be completed by November 2025, with staff moving in and preparing the building for opening to the public in February 2026. It is now anticipated that that this goal will commence in Q3 2025. That said, the hiring for the Manager, Customer Experience for Sixteen Mile has started with an anticipated onboarding in late-May.

Q2 – Olivia Harris was promoted as the new Manager, Sixteen Mile, moving from her position of supervisor at OPL's Central Branch. Timelines for hiring the remaining Sixteen Mile positions was finalized and recruitment is expected to start rolling out in early Q3.

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

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

Q1 – Project kick-off meeting was held with the vendor in late-February to review and finalize the project plan. The vendor picked up all the materials on March 17<sup>th</sup> for transport to the digitization facility. The materials are currently being assessed prior to digitization.

Q2 - Project is on schedule. Phase 1 of the digitization work commenced in Q2 and as of June 30<sup>th</sup> all the Phase 1 volumes were scanned, with a large part of the Phase 1 scanned images processed and uploaded to OPL's platform.

#### **LIBRARY CARDHOLDER GROWTH**

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

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

Q1 - Implementation of Patron Point, OPL's new marketing tool, is progressing well, with data upload now underway and configuration expected to be completed by mid-April. The next phase will involve onboarding and training with the vendor to equip the marketing and technology teams for effective and strategic use of the platform, with full implementation planned to be completed by end of April.

Q2 – The Patron Point system has been implemented as scheduled (April). During May-June, the customer newsletter was fully transitioned to the new platform, along with the creation of OPL-branded templates to support the expansion of communication with customers (e.g. Fundraising online mailer). During Q3, work will start to implement the onboarding customer communication and retention email packages.

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

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

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

Q1 – OPL ended 2024 with a Household card rate of 57%. For 2025, the number of households increased from 77,000 to 80,096 resulting in a revised house card rate of 53% as of January 1, 2025. At the end of Q1 2025, the household increased to 54%.

It should be noted that the cardholder goal for 2025 was increased from 5% to 10% to account for the expected increase as a result of the opening of Sixteen Mile. With the move to Q1 2026 for the opening of Sixteen Mile, this will likely have an update on OPL's ability to reach to the 10% increase.

Q2 – At the end of Q2, the percentage of households with Oakville Public Library card increased by 1% and active accounts increased by 2.07%. Active cardholders at the end of Q2 represents 87.4% of all OPL cardholders.

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**Staff Growth and Engagement**

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

***Strategic Pillar: Investing in Staff to provide exceptional customer experiences***

*Q1 – In February, the Board received the Customer Satisfaction Survey Results 2024 report outlining the key learnings and action steps (below) based on the results.*

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.
4. Website Improvements – OPL.ca will undergo user testing in 2025 to identify key customer concerns/barriers and enable staff to adjust as needed. In particular, the testing will help identify which areas are causing the most issues for customers as OPL.ca consists of multiple website sites on various platforms.

Q2 – This quarter, OPL concentrated on implementing the actions steps identified in Q1. A review of the metrics will happen in Q3 to determine the impact and any adjustments needed.

2. **Starting in Q1, OPL will review the results of the Fall 2024 Staff Feedback Survey to identify actions to align the rating between two key engagement results:**
  - a. **“My contributions are important to the success of my department” which received an average 84% satisfaction result in previous years.**

- b. **“Taking everything into account, I like working at this organization” which received an average 69% satisfaction in previous years.**

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

***Strategic Pillar: Investing in Staff to provide exceptional customer experiences***

Q1 - OPL received the results of the Fall 2024 Staff Feedback Survey in late January 2025. Based on previous surveys, OPL selected two statements that have not been aligned, and it was validated through the Fall 2024 Staff Feedback Survey that these two statements continue to be divergent. Staff rated “My contributions are important to the success of my department” at a higher satisfaction rate of 79% to “Taking everything into account, I like working at this organization” at a 69% satisfaction rate in the 2024 survey.

OPL leadership was provided direction to review the results of the 2024 Staff Feedback Survey with their staff groups and get feedback on actionable items to support a measurable improvement in our engagement results. Staff meetings within each department have taken place over Q1 and feedback is being compiled to determine the next steps both from a department and organizational level.

Q2 – Feedback from the sessions OPL leaders held with staff resulted in the identification of the following key themes and suggested action items:

- Internal Communication & Collaboration
- Career Development & Advancement
- Employee Engagement & Recognition
- Inclusion, Trust & Leadership Visibility

Suggested action items have been collected for each theme and are being reviewed and prioritized.

### **Succession Planning**

1. **By the end of 2025, the CEO will develop the leadership and writing/presentation skills of the Director, Customer Experience and**

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

***Strategic Pillar: Investing in Staff to provide exceptional customer experiences***

Q1 – In the first quarter of 2025, both directors played an active role in drafting 11 out of the total 38 reports presented to the board. The CEO provided feedback on these reports, ensuring that they were informative, concise, and focused on key issues that the board prioritizes. This initial stage has allowed both directors to refine their writing skills and gain confidence in producing high-quality board communications. In Q2, both directors will move towards both writing and delivering select reports verbally to the board.

Q2 – The directors submitted 9/27 reports to the OPL board during Q2 with 3 of the reports being presented to the board directly via the writing director. A survey is planned to be sent to the board following the September board meeting to gather feedback on satisfaction and improvement areas.

### **Diversity, Equity and Inclusion Strategic Framework**

In the November 2024 OPL goals report, OPL stated that the Diversity, Equity and Inclusion Strategic Framework has been removed from the OPL Goals for 2025. The DEI Employee Resource group is drafting Year 3, and it will be brought to the board in Q1 2025. However, membership changeover in the group and the number of new members along with a change to the group's leadership support, the DEI Strategic Framework Year 3 will be drafted as a partial year from June-December to allow the team time to re-do their terms of reference and set their action plan. The 6-month plan is expected to come to the board as part of the June meeting agenda package.

Due to anticipated vacations throughout June-August, the DEI Employee Resource Group drafted their action plan to focus on the last 4 months of the year. This plan will include the launch of a monthly staff newsletter, which will aim to keep staff informed on the work DEI ERG is doing along with highlighting internal resources and initiatives. For example, the first newsletter (September issue) will re-introduce the team and highlight Orange Shirt Day. In Q4, the team will focus on training as most of the group are relatively new to both the committee and DEI work in general. The team is working with a consultant from Halton Diversity Equity Roundtable as well as narrowing down specific training opportunities, namely a DEI Foundations training course to start.



**APPENDICES:**

N/A

Prepared and submitted by: Tara Wong, CEO

# REPORT

## Oakville Public Library Board

**Meeting Date: August 21, 2025**

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**FROM:** Oakville Public Library

**DATE:** August 12, 2025

**SUBJECT: Professional Development and Educational Assistance Policy  
– August 21, 2025**

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### **RECOMMENDATION:**

That the Professional Development and Education Assistance Policy be received for feedback.

### **KEY FACTS:**

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

- The Oakville Public Library (OPL) recommends that the Professional Development and Educational Assistance Policy be updated to recognize broader job-related professional development opportunities including but not limited to participating in internal working groups and external committees.
- OPL has been introducing working groups over the last several years, including Readers Advisory Working Group and DEI Employee Resource Group, to support employee professional growth and employee participation in achieving organizational goals. With the success of the working groups, OPL has created an Organizational Group Procedure to provide a framework for establishing and participating in organizational groups.
- The noted policy last was approved in March 2024 by the OPL Board. At that time, the policy had been reviewed against the Town of Oakville's policy for alignment.

### **BACKGROUND:**

OPL has been piloting working groups over the last two years, including the Readers Advisory working group and IDEA employee resource group, to much success. With this success, OPL has created an Organizational Group Procedure to provide a framework for establishing and participating in organizational groups offered by OPL and, where applicable, with the Town of Oakville. The

Organizational Group Procedure will fall under the Professional Development and Educational Assistance Policy.

The Professional Development and Educational Assistance Policy (Appendix B) was previously approved by the OPL Board in March 2024. The policy was reviewed against the Town of Oakville's policy for alignment as per our standard practice.

OPL recommends changes to the definition of job-related professional development opportunities of the Professional Development and Educational Assistance (Appendix A) policy. The update to the definition provides clarity and recognition of broader internal professional development opportunities beyond seminars, conferences, or other educational based learning.

**COMMENT/OPTIONS:** N/A

**APPENDICES:**

Appendix A – HR-004 Professional Development and Educational Assistance Policy (2025)

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

Prepared by:  
Tricia Agnew, Manager, Human Resources

Submitted by:  
Tara Wong, Chief Executive Officer



Professional Development and Educational Assistance Policy

Policy Number:	HR-004
Policy Category:	Human Resources
Approved by:	OPL Board
Accountability:	Chief Executive Officer
Approval Date:	<del>March 21, 2024</del> <u>2025</u>
Effective date:	<del>March 22, 2024</del> <u>2025</u>
Next Review Date:	<del>2027</del> <u>2028</u>
Supersedes:	<del>January 24, 2019</del>

PURPOSE STATEMENT:

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

SCOPE:

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

POLICY STATEMENT:

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

DEFINITIONS:

Job related: Professional development opportunities, including but not limited to educational courses/seminars, attending conferences, participating in organizational working groups or external committees or speaking engagements, that are designed to develop skills, knowledge and effectiveness in employee’s current position with OPL.

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



## Professional Development and Educational Assistance Policy

<b>Policy Number:</b>	<b>HR-004</b>
<b>Policy Category:</b>	<b>Human Resources</b>
<b>Approved by:</b>	OPL Board
<b>Accountability:</b>	Chief Executive Officer
<b>Approval Date:</b>	<b>March 21, 2024</b>
<b>Effective date:</b>	<b>March 22, 2024</b>
<b>Next Review Date:</b>	<b>2027</b>
<b>Supersedes:</b>	<b>January 24, 2019</b>

### PURPOSE STATEMENT:

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

### SCOPE:

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

### POLICY STATEMENT:

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

### DEFINITIONS:

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

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

# REPORT

## Oakville Public Library Board

**Meeting Date: August 21, 2025**

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**FROM:** Oakville Public Library

**DATE:** August 12, 2025

**SUBJECT:** Artificial Intelligence Policy - August 21, 2025

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### **RECOMMENDATION:**

That the Artificial Intelligence Policy (Appendix A) be approved.

### **KEY FACTS:**

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

- During the June 19th meeting, OPL's first Artificial Intelligence Policy was introduced, establishing a governance framework for the ethical, responsible, and transparent utilization of AI technologies throughout all library operations.
- The policy provides clear guidelines for the appropriate use of AI tools, while safeguarding customer privacy, protecting organizational data, ensuring compliance with legal and regulatory mandates, and preserving public trust.
- The framework is informed by recognized standards and best practices from the Government of Canada, United Nations, and Urban Libraries Council.
- The policy aligns with OPL's strategic priorities concerning innovation, digital literacy, and equitable access, and will undergo regular reviews to ensure its relevance as AI technology advances.
- After the June 19th meeting, the policy was refined with minor clarifications in response to questions raised by the board, although no specific amendments were requested.
- Subsequently, the Town ITS department established organizational guidelines for AI use. The policy has been revised to ensure full compliance with these guidelines, including enhanced accountability structures and alignment with Town-approved training requirements.

### **BACKGROUND:**

As Artificial Intelligence technologies become more common in public institutions and libraries, Oakville Public Library recognizes the need for a policy framework to guide their ethical and responsible use. The rapid growth of AI, especially generative AI, offers opportunities to enhance services but also poses risks to privacy, security,

intellectual property, and ethics. To uphold its commitment to intellectual freedom, equitable access, and digital literacy, OPL is proactively defining AI adoption and governance. The policy ensures AI tools align with OPL's values, standards, and legal obligations, providing a clear framework for informed, accountable decision-making as AI becomes integral to digital tools and workflows.

The policy was brought to the OPL board for first review on June 19, 2025. While the Board requested no specific amendments, the policy was refined with minor clarifications in response to questions raised by the Board.

### **COMMENT/OPTIONS:**

This policy addresses the current absence of formal AI governance at both the Library and municipal levels, positioning OPL as a forward-thinking public institution committed to ethical technology implementation.

Key policy elements include:

- Transparent and responsible AI use that supports OPL's strategic objectives while recognizing the limitations and potential biases of such tools.
- Robust privacy and security protections prohibiting unauthorized data input
- Mandatory human oversight for all AI-generated outputs
- Intellectual property protection through proper attribution and copyright respect
- Equity-focused implementation ensuring accessible, bias-free AI tools
- Commitment to ongoing staff development through Town-approved training platforms

This governance framework balances innovation with appropriate safeguards, reflecting OPL's values while providing flexibility for future technological developments.

Subsequently, the Town of Oakville ITS department has issued a set of guidelines for generative AI use that apply to all municipal staff, including library employees.

Key points:

- Approved Tools: Only Microsoft Copilot (free version) and embedded AI features in approved enterprise software are currently permitted. All other AI tools, including ChatGPT, are prohibited.
- Permitted Uses: Staff may use AI for drafting emails, summarizing non-sensitive documents, research assistance, and learning code. All AI-generated content must be reviewed for accuracy before use.
- Restrictions: Staff cannot input confidential, personal, or organizational data into AI tools. Public-facing AI-generated content requires proper attribution and review. No enforcement tools are mentioned.

- Compliance: The guidelines emphasize transparency, accountability, and data security. Staff are encouraged to complete AI awareness training through available platforms.

The policy has been revised to address Board feedback from the June 19 meeting and to ensure full compliance with the recently released Town Information Technology Services AI Guidelines, including enhanced accountability structures, as well as requirements for approved tools and training protocols.

Staff recommend Board approval of the OPL AI Policy to formalize OPL's responsible approach to AI adoption and ensure consistent, ethical practices across library operations.

**APPENDICES:**

Appendix A - Artificial Intelligence Policy (2025)

Prepared by:  
Monica Socol, Director, Innovation & Integration

Submitted by:  
Tara Wong, CEO





# Artificial Intelligence Policy

<b>Policy Number:</b>	<b>GOV -</b>
<b>Policy Category:</b>	<b>Governance</b>
<b>Approved by:</b>	
<b>Accountability:</b>	
<b>Approval Date:</b>	
<b>Effective date:</b>	
<b>Next Review Date:</b>	
<b>Supersedes:</b>	

## Purpose:

This policy provides a framework for the responsible, ethical, and equitable use of Artificial Intelligence (AI) within the Oakville Public Library (OPL) to enhance services for both library customers and staff.

As a public library, OPL plays a unique role in promoting information and digital literacy, and OPL's approach to AI will prioritize human-centered service, transparency, privacy, and respect for community values. By aligning AI use with OPL's mission and core values to ensure equitable access, foster curiosity and belonging, support lifelong learning, uphold intellectual freedom, and deliver exceptional service, OPL commits to using technology to enhance our role in the community.

Through AI, OPL aims to connect people to what inspires them in a responsible and ethical way while respecting the privacy, security, and inclusivity of all community members.

## Scope:

This policy applies to all library employees, including but not limited to full-time, part-time, temporary, students and volunteers, referred to hereafter as "staff". Additionally, this policy applies to all Library Board members.

The individual customer use of AI tools is out of scope of this policy. The OPL Customer Code of Conduct policy, Internet Access and Acceptable Use policy, and Customer Privacy Policy apply to all customer activities, including those undertaken using AI tools provided by or accessed through resources provided by OPL. This includes the use of third-party applications or platforms that incorporate AI functionalities and are accessed via OPL-provided services, databases, or technology offerings. Customers are responsible for ensuring their use of these tools aligns with all applicable OPL policies and terms of use.

## Policy Statement:

Oakville Public Library acknowledges the transformative potential of AI tools in improving library services and operations. The Library is committed to adopting AI technologies in a responsible manner that aligns with its values and enhances library services.

This policy establishes principles for the secure, responsible, and effective use of AI tools by staff, while mitigating associated risks. It aligns with relevant legislation, frameworks, and best practices for ethical AI use.

All AI tool selection, usage guidelines, and implementation practices outlined in this policy will align with and comply with the Town of Oakville's Information Technology Services (ITS) AI guidelines and policies as issued and regularly updated.

We will:

- **Utilize AI Responsibly and Transparently:** OPL's use of AI will be in support of its strategic goals and in ways that are open and understandable to all library customers and stakeholders. OPL staff will make every effort to recognize the limitations and biases of AI tools, critically evaluate their outputs, and use professional judgment when making decisions.
- **Uphold Privacy and Security:** Data used by AI will adhere to the highest privacy and security standards, respecting legal and ethical frameworks. Personal Information (PI) and other restricted or confidential information will never be uploaded to an AI tool unless the tool has been explicitly approved by OPL for that purpose. The entry into public AI systems of sensitive or confidential information, or any data, text, and images that could compromise OPL is strictly prohibited.
- **Ensure Human Oversight:** Library staff will always play a role in overseeing AI functions, verifying information, and ensuring outputs align with our standards for accuracy and appropriateness, as well as compliance with organizational standards and values. AI tools enhance productivity but do not replace professional decision-making.
- **Protect Intellectual Property:** AI use will respect copyright, intellectual property, and the creative contributions of authors, artists, and creators. All content produced or assisted by AI will be clearly attributed.
- **Promote Digital Equity and Inclusion:** AI tools and services will be implemented in ways that are accessible, inclusive, and free from biases that could disadvantage any community members.
- **Commit to Continuous Learning and Ethical AI Literacy:** We are dedicated to continuous learning and digital literacy to deepen our understanding of AI and its applications within a library setting. As AI technology evolves rapidly, we are

committed to staying current on best practices and ensuring our approach to AI remains informed, responsible, and ethically grounded.

The Library recognizes that enforcement of AI use guidelines relies primarily on staff education and professional responsibility rather than technical restrictions. OPL will ensure staff receive appropriate training on ethical AI use, privacy protection, and responsible application of AI tools as provided through Town-approved training platforms outlined in the Town's AI guidelines.

## **Policy Governance and Interpretation:**

Library leadership, with support from human resources and other relevant departments, will oversee the interpretation and application of this policy. Any ambiguities or concerns about AI use will be reviewed by the CEO, or authorized delegates.

## **Accountability, Responsibilities and Consequences of Non-Compliance:**

Failure to adhere to the ethical and responsible guidelines for AI use as outlined in this policy may result in disciplinary action, up to and including termination of employment.

### **Employer:**

- Evaluate and approve AI systems for staff use in alignment with Town ITS guidelines
- Ensure approved systems comply with privacy, security, and organizational standards
- Provide staff training and guidance on AI policy requirements
- Review this policy annually to ensure continued relevance and compliance

### **Leaders:**

- Ensure staff understand and follow AI policy requirements
- Provide guidance on appropriate AI use within their areas
- Serve as first point of contact for AI-related questions
- Report policy violations or concerns to EMT

### **Employees:**

- Read, understand, and comply with AI use policies and procedures
- Use only Town-approved AI tools as specified in guidelines
- Protect confidential information by never inputting sensitive data into AI tools
- Report any AI-related security or privacy concerns immediately to supervisor

- Seek approval from management before using any AI tools not on the approved list
- Oversee and verify AI-generated content for accuracy

### **Town ITS:**

- All AI tool approvals must ultimately align with Town of Oakville Information Technology Services guidelines and approval processes
- Library-specific AI tool requests require coordination with Town ITS through established procurement and approval channels

### **References**

Government of Canada – Responsible Use of AI

<https://www.canada.ca/en/government/system/digital-government/digital-government-innovations/responsible-use-ai.html>

United Nations Resolution on Artificial Intelligence

<https://documents.un.org/doc/undoc/ltd/n24/065/92/pdf/n2406592.pdf?token=eA7Nky8Twa1uWLZI9H&fe=true>

<https://www.un.org/en/ai-advisory-body>

Urban Libraries Council – AI Leadership Brief

[https://www.urbanlibraries.org/files/AI\\_Leadership-Brief\\_October2023.pdf](https://www.urbanlibraries.org/files/AI_Leadership-Brief_October2023.pdf)

## **Definitions:**

### **Artificial Intelligence**

A machine-based system that, for explicit or implicit objectives, infers from the input it receives, how to generate outputs such as predictions, content, recommendations, or decisions that can influence physical or virtual environments. Different AI systems vary in their levels of autonomy and adaptiveness after deployment.

### **Generative AI**

A type of AI that produces content such as text, audio, code, videos and images. This content is produced based on information the user inputs, called a “prompt,” which is typically a short instructional text.

### **Public AI**

An AI system made broadly accessible by a vendor to any user, typically via a public platform or interface. These systems often collect user inputs and outputs to continuously train and improve their algorithms. Data processed by public AI may be transmitted and stored outside the organization’s infrastructure, raising considerations around data privacy and control.

**Private AI**

An AI system that is developed, hosted, or procured for exclusive use within an organization. It operates in a controlled environment, ensuring that data remains within the organization's infrastructure or under strict contractual data protection measures. Private AI is designed to maintain greater confidentiality, security, and compliance.

**Responsible AI**

A framework of principles and practices that guide the ethical, transparent, and accountable design, development, and use of artificial intelligence. Responsible AI emphasizes fairness, safety, privacy, inclusivity, and human oversight.

**Personal Information**

Recorded information about an identifiable individual that goes beyond basic contact details. This includes data such as personal history, opinions, identifying numbers, biometric data, and any other information that could reasonably be linked to a specific person.

**Confidential Business Information**

Non-public information shared or maintained in confidence, which provides a business with a competitive advantage or operational privacy. This may include proprietary data, trade secrets, strategic plans, contracts, or sensitive internal communications, and is subject to reasonable measures to ensure its protection.

# REPORT

## Oakville Public Library Board

**Meeting Date: August 21, 2025**

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**FROM:** Oakville Public Library

**DATE:** August 12, 2025

**SUBJECT:** CEO Update – August 21, 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:

- OPL's Memorial Park StoryWalk has been dedicated to Eric Sillius, an OPL staff member who passed away last November. A gathering will be held on August 22 @ 6:30 to mark the dedication.
- A new Point of Sale payment system is being implemented at all OPL locations throughout the summer to provide increased efficiency and better service for customers.

### BACKGROUND:

N/A

### COMMENT/OPTIONS:

#### **New Point of Sale system**

OPL will be launching a new Point-of-Sale (POS) system at all branches this summer - a long-anticipated improvement designed with both staff efficiency and customer experience in mind.

The new system, A2G, will replace OPL's manual cash registers with an integrated solution that includes updated cash drawers and Moneris payment terminals, all connected directly to service desk computers. This eliminates manual balancing while ensuring faster transactions, fewer steps, and giving staff more time to focus on delivering great service.

This upgrade is a joint effort between OPL and the Town ITS and Finance teams, and is scheduled to roll out system-wide by mid-August.

**Dedication of the Memorial Park StoryWalk**

Eric Sillius, Branch Assistant at Iroquois Ridge passed away suddenly last November. Eric Sillius last year. To honour Eric's contributions and the impact he had on so many, OPL will be dedicating its newest Storywalk installation at Memorial Park in his memory.

The Storywalk dedication was chosen to reflect Eric's passion for children, his work on various Storywalk initiatives and is especially meaningful as Memorial Park sits within Iroquois Ridge's catchment area.

We'll be gathering for the dedication on **Friday, August 22 at 6:30 p.m.**, at the Storywalk in [Memorial Park](#).

Prepared and submitted by:  
Tara Wong, CEO