

# REPORT

## Oakville Public Library Board

**Meeting Date: September 22, 2022**

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**FROM:** Oakville Public Library

**DATE:** September 13, 2022

**SUBJECT: 2022 CEO Goals- Q3 Update – September 22, 2022**

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### **RECOMMENDATION:**

That the 2022 CEO Goals – Q3 Update report be received for information.

### **KEY FACTS:**

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

- As per the Oakville Public Library (OPL) Board Procedural By-Laws, the CEO is to set annual goals and expectations which are linked to the organization's strategic goals and recommend these to the Board for approval.
- The 2022 CEO Goals have five areas of focus - strategic plan implementation, diversity and belonging, budget, staff engagement and CEO personal goals. The 2022 CEO Goals were approved at the February 2022 Board meeting.
- Progress reports on the status of the CEO Goals are brought to the Board quarterly.

### **BACKGROUND:**

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

### **COMMENT/OPTIONS:**

### **STRATEGIC PLAN IMPLEMENTATION**

In Q1 2022, OPL will successfully communicate the 2022-2024 Strategic Plan to Town of Oakville Council, community partners, OPL staff and the public.

***Status: Complete***

OPL presented its 2022-2024 Strategic Plan to Town Council at the February 28, 2022 Council meeting. Council members expressed excitement for the new plan, both at the meeting and through follow-up emails to the CEO. Following the Council meeting, OPL launched the strategic plan section on [OPL.ca](https://www.oakville.ca) and promoted it via social channels.

For the campaign, Tara Wong, CEO reached out to 40+ partners to request meetings to review OPL's Strategic Plan and discuss ways to work together to achieve OPL's four strategic pillars. To date three partners have responded. OPL will follow-up and continue to try and actively engage OPL partners at the Executive Director Level.

**In Q1, as part of the 2022-2024 Strategic Plan, OPL will implement a Strategic Initiative Framework to introduce a systemic process to evaluating and prioritizing initiatives to ensure adequate staffing/budgetary capacity as well as alignment with the four strategic pillars.**

***Status: Complete***

The full Strategic Initiatives Framework will rolled out in September after being piloted through Q2/Q3. The framework will service as a foundation for organizing priorities and initiatives to ensure their success and alignment with OPL strategic pillars. The framework process will provide clear guidelines for how new initiatives are prioritized, funded, resourced and evaluated.

**In Q2, OPL will enhance board communications to the community to ensure transparency and to keep residents up-to-date with strategic plan developments and key board decisions.**

***Status: Complete***

Starting in July, a board section was added to the current OPL newsletter to help highlight board activities. The newsletter goes out weekly (Friday's) and lists upcoming events and programs as well as important news updates. Board information is included monthly following each board meeting.

## **BUDGET**

**In Q2, OPL and Town of Oakville Finance will undergo a Zero-Based Budget exercise to ensure spending is current, accurate and appropriately aligned with strategic goals.**

***Status: Complete***

OPL and Finance started work on a Zero-Based Budget (ZBB) process in March. It has been identified that a full ZBB is not possible at this time due to the continuing impacts of the pandemic. Traditionally a comprehensive ZBB process would include time audits to understand how resources are currently being used. Given the continuing impacts of COVID-19 on events, programs and foot traffic, time audit activities would not provide an accurate picture. As such, OPL has adjusted to build a ZBB using information from 2019 and informed by current service changes. The ZBB process is still expected to help verify that components of the budget are cost-effective, relevant and the resources are aligned with OPL's mission and strategic pillars. The process will also see OPL re-align business units to better understand the cost of departments and services. A full ZBB process should be planned for 2025 budget cycle.

### **DIVERSITY AND BELONGING**

**In Q1, OPL in partnership with the Town of Oakville will undergo its first Diversity and Inclusion Staff Survey. OPL will strive to achieve a 60% response rate to the survey.**

***Status: Complete***

The Diversity and Inclusion Survey is a confidential online survey developed by the Canadian Centre for Diversity and Inclusion (CCDI) consulting to understand how diverse our organization is and how included people feel. The average response rate to the first round of a diversity and inclusion survey is 46% (per CCDI). OPL was successful in receiving a response rate of 71%.

**In Q3, to develop and implement the Diversity and Inclusion Strategy that will be based on the information gathered as part of the Diversity and Inclusion Survey results.**

***Status: In Progress***

OPL received the results of the Diversity and Inclusion survey in late July and is actively reviewing the data and consulting with staff groups to develop a Diversity, Equity and Inclusion (DEI) Strategic Framework to guide OPL's DEI focused initiatives as well as to address issues identified through the survey. More information on the survey can be found in the Inclusion and Diversity Survey Results report.

The framework will also take into account the work being done at the Town of Oakville as part their development of a multi-year inclusion strategy.

An all-staff Town Hall is being held on September 27 and will review the results and engage staff in recommending steps to address issues identified as part of the survey.

The draft DEI strategy will come to the OPL Board for review in November 2022.

### **STAFF ENGAGEMENT**

**Starting in Q2, OPL will develop a Talent Management Strategy that aligns with its overall business and strategic goals. The strategy will be designed to manage talent through the development of stronger and more inclusive hiring practices while continuing to support staff development and improve organizational performance.**

***Status: In Progress***

The strategy development will review current practices to identify gaps and create a one-year strategy to ensure recruitment and retention of staff align with organizational direction. The draft strategy will be brought to the Board for feedback in November 2022.

### **PERSONAL GOAL**

**In 2022, I complete the Anti-Racism Certificate from the Canadian Center for Diversity and Inclusion and the Halton Equity and Diversity Roundtable-SHERIDAN Micro-Credential Certification Program: Building Literacy in Equitable Practices.**

***Status: Complete***

Both certificates were completed in Q2. I highly recommend the Sheridan Micro-Credential Program for anyone looking to meaningfully expand their knowledge and understanding of diversity issues in Canada.

Prepared and submitted by: Tara Wong, CEO