REPORT

Oakville Public Library Board

Meeting Date: May 16, 2024

FROM:	Oakville Public Library
DATE:	May 7, 2024
SUBJECT:	**Q1 2024 OPL Goals Update – May 16, 2024**

RECOMMENDATION:

That the Q1 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 Board quarterly.

BACKGROUND:

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

COMMENT/OPTIONS:

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

CENTRAL BRANCH DEVELOPMENT

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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.

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.

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*

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<u>Q1 Update:</u>

OPL has successfully completed the implementation and integration of the new e-mail marketing tool from SirsiDynix. 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.

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

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:

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- 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.

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.

OPL Update:

No Q1 Update. Work is underway in Q2.

DIVSERSITY, 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.

Q1 Update:
Please find below information for the individual goals listed in the Diversity, Equity and Inclusion Strategic Framework – Year Two that have progressed enough for updates:

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- *Introduce a mentorship program to support potential leaders, ensuring the process includes a focus on advancement of under-represented groups.*

  Q1 Update: 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,

- *Define Inclusive leadership behaviours and set and communicate expectations to leaders as part of their 2024 key performance goals.*

  Q1 Update: For 2024, OPL is using Deloitte's Six Signature Traits of Inclusive Leadership to guide leaders and their team to build inclusive mindsets and behaviours. Each leader was asked to choose one of the six traits and build goals for both themselves and their teams. A sample of the goal are provided below:

  - Cognizance of Bias--> Utilize library usage data analysis to detect and mitigate potential instances of bias by:
    - Identifying various types of data that the library can analyze to gain insights into potential instances of bias
    - Proposing key data sources and data analysis to identify potential gaps and biases.
    - Performing preliminary analysis and provide Director with findings.
  - Commitment → Refresh program development training to create an inclusive, meaningful experience for staff and mees organization goals by:
    - Reviewing current training model with an inclusive lens and an eye for bias
    - Expand knowledge through additional DEI coursework.
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- *DEI Employee resource group to create and implement an action plan to increase opportunities for learning and engagement on DEI topic for all staff.*

  Q1 Update: The DEI ERG has developed the following quarterly agenda to guide their focus in 2024. Each section will have an educational component that will be delivered through staff/departmental meetings by members of the DEI ERG.

  First Quarter DEI Theme: BRIDGE - Exploring Intersections
  BRIDGE kicks off our year, exploring the concept of intersectionality. This theme celebrates the diverse dimensions shaping our identities, emphasizing

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the interconnectedness of gender, race, class, and sexual orientation. Join us in the engaging DEI Learning, "Bridge to Intersectionality," to deepen our understanding of these intersections.

Second Quarter DEI Theme: EMBRACE - Fostering Inclusion and Celebrating PRIDE
In EMBRACE, we focus on fostering inclusion, creating an environment where everyone feels valued. This quarter aligns with PRIDE Month, allowing us to celebrate the diversity of sexual orientations and gender identities. We will build a unique DEI learning to help us engage in discussions and activities to deepen our understanding of inclusive practices.

Third Quarter DEI Theme: REFLECT - Nurturing Understanding through Reflection
REFLECT encourages introspection, a crucial tool for personal and collective growth. Take time to reflect on biases, beliefs, and experiences to build empathy and connect with the rich tapestry of backgrounds within our organization.

This quarter also aligns with Truth and Reconciliation month, providing us with an opportunity to reflect on the painful truths of the past, particularly regarding the atrocities committed against Canadian Indigenous people. Meaningful reflection is key to understanding the historical context and working towards a more just and inclusive future.

Fourth Quarter DEI Theme: UPLIFT - Embracing Allyship and Supporting Neurodiversity & Disability Awareness
Our final theme, UPLIFT, builds on the foundations of BRIDGE, EMBRACE, and REFLECT. Explore allyship principles, contributing to a more supportive and inclusive environment. This quarter, we'll also focus on neurodiversity and disability, enhancing our understanding and becoming better allies.

APPENDICES:
Appendix A – Diversity, Equity and Inclusion Strategic Framework – Year Two
Appendix B – The Six Signature Traits of Inclusive leadership - Deloitte

Prepared and submitted by: Tara Wong, CEO