

REPORT

Oakville Public Library Board

Meeting Date: November 21, 2024

FROM: Oakville Public Library

DATE: November 12, 2024

SUBJECT: 2025 OPL Goals – November 21, 2024

RECOMMENDATION:

That the 2025 OPL Goals be approved.

KEY FACTS:

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

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

BACKGROUND:

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

COMMENT/OPTIONS:

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

CAPITAL PROJECTS

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

Strategic Pillar: Expanding Our Reach

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

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

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

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

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

Strategic Pillar: Expanding Our Reach / Promoting Digital Discovery

LIBRARY CARDHOLDER GROWTH

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

Strategic Pillar: Expanding our Reach / Promoting Digital Discovery

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

Strategic Pillar: Expanding our Reach / Promoting Digital Discovery

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

Staff Growth and Engagement

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

Strategic Pillar: Investing in Staff to provide exceptional customer experiences

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

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

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

Strategic Pillar: Investing in Staff to provide exceptional customer experiences

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

Succession Planning

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

Strategic Pillar: Investing in Staff to provide exceptional customer experiences

APPENDICES:

N/A

Prepared and submitted by: Tara Wong, CEO