

# REPORT

## Oakville Public Library Board

**Meeting Date: October 17, 2024**

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**FROM:** Oakville Public Library

**DATE:** October 8, 2024

**SUBJECT:** 2025 OPL Goals – October 17, 2024

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### **RECOMMENDATION:**

That the 2025 OPL Goals be received for feedback.

### **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.

### **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 1 million in new funds to support the new Central Branch located at 193 Church St.

*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 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 Mike 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*

## **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 5% and decrease the number of inactive 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 5% and decrease the number of inactive accounts by 5%.**

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

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