

## AGENDA

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information	culture
education	recreation

Strategic Priorities 2007-11  
**MOVING THE LIBRARY FORWARD**

- Promoting Awareness
- Providing Library Space that Works
- Innovating Through Technology
- Providing Life-Long Learning Support
- Celebrating our Community
- Seeking Superior Service at a Reasonable Cost
- Developing Board Effectiveness

*2010 – Year of Reading to Succeed – at any age*

### MISSISSAUGA PUBLIC LIBRARY BOARD MEETING

**Wednesday, April 21, 2010 – 5 to 7:00 pm**  
**Library Board Room, 3<sup>rd</sup> Floor, Administration, Central Library**

*Tour the Nexus Youth Centre at 4:45pm*

#### Members

Darrel Carvalho (Chair)  
Heather Relf (Vice-Chair)  
Councillor George Carlson  
Lorraine Harris  
Harry Hastilow  
Brad Hutchinson  
Jackie Joiner  
Councillor Carolyn Parrish

Secretary/Treasurer

Anne Murphy, Acting Director of Library Services

Leadership Team

Anne Murphy, Acting Director  
Debbie MacDonald, Manager of Shared Services  
Sue Coles, Area Manager One  
Todd Kyle, Acting Area Manager Two  
David Penteliuk, Acting Area Manager Three

# **AGENDA**

**Tour the Nexus Youth Centre at 4:45pm, 2<sup>nd</sup> Floor, Central Library**

## CALL TO ORDER

## EXCUSED ABSENCES

## DECLARATION OF CONFLICT OF INTEREST

## APPROVAL OF MINUTES

## CORRESPONDENCE

## DELEGATIONS

- (a) Presentation by Eric DeSouza on autobiography of N. K. Mehta
- (b) Presentation on RFID Technology – Bob Eastman, Business Analyst, IT
- (c) CUPE Local 966

## MATTERS TO BE CONSIDERED

1. Executive Limitations:
  - (a) Policy A1 – Monthly Communication and Counsel
  - (b) Semi-Annual Review of Executive Limitations Policies
2. Governance Process:
  - (a) Annual Review of Governance Policies (B1 to B8)
  - (b) 1<sup>st</sup> Quarter Expenditures Report
  - (c) Approval of CEO's 2010 Performance Agreement
3. Linkages:
  - (a) Report on Contact with Local Educational Institutions
4. Ends:
  - (a) Report on Library Master Plan Implementation (printed report will be provided at meeting)
  - (b) Monthly Ends Report
5. Other Business:

## SELF EVALUATION

An evaluation of the meeting. Leader: Councillor Carolyn Parrish  
Prepared for the meeting...time spent appropriately on Ends...full participation...courteous treatment of others...adherence to Rules of Order...emphasis on the future.

NEXT MEETING: May 19, 2010

## ADJOURNMENT



## MISSISSAUGA PUBLIC LIBRARY BOARD MINUTES

Wednesday, February 17, 2010 at 5 p.m.

Board Room, 3<sup>rd</sup> Floor, Central Library

**PRESENT:** Darrel Carvalho (Vice Chair)  
Lorraine Harris  
Harold Hastilow  
Brad Hutchinson  
Jackie Joiner  
Heather Relf

**MEMBERS ABSENT:** Councillor George Carlson  
Councillor Carolyn Parrish

**STAFF PRESENT:** Sue Coles, Acting Director of Library Services  
Debbie MacDonald, Manager of Shared Services  
Anne Murphy, Area Manager 1  
Todd Kyle, Acting Area Manager 2  
Dave Penteliuk, Acting Area Manager 3

**MINUTES RECORDED:** Mumtaz Alikhan

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### CALL TO ORDER AND CHAIRMAN'S REMARKS

The Vice-Chair took the chair and called the meeting to order. He welcomed Andrea Barrett, a Ryerson student, and Jamie Enes, a Library employee at Courtnepark Branch Library and a student of a masters in Library Science program. Both were in attendance to observe for their respective projects.

The Chair requested a minute of silence in memory of Jim Wilde.

**7:10 On motion by J. Joiner, seconded by B. Hutchinson, that the Mississauga Public Library Board express its heartfelt condolences to his wife Mary, sons Christopher and Nicholas and his family, on the passing of Jim Wilde, Chairman of the Mississauga Public Library Board.**

**CARRIED**

### EXCUSED ABSENCES

There were no excused absences.

### DECLARATION OF CONFLICT OF INTEREST

There were no conflicts of interest declared.

### APPROVAL OF MINUTES

The Chair declared the minutes of the regular and In Camera meetings held on January 20, 2010, approved.

Mississauga Public Library Board Meeting  
Wednesday, February 17, 2010

### CORRESPONDENCE

Various items of correspondence were circulated for information. It was agreed that a welcome letter from the Board be sent to the new director of the Peel District School Board as well as the new vice president and principal of the University of Toronto Mississauga.

### DELEGATIONS

(a) **Presentation from the Nexus Youth Centre/Peel Children's Centre**

The Chair welcomed Karen Anslow, Clinical Supervisor of Youth Services and guests, to the meeting.

The Nexus Youth Services which recently moved to the Central Library from Square One creates opportunities for youth by providing high quality services that are inclusive and responsive to the needs and voices of over 2250 youth annually in the Region of Peel. An invitation was extended to the Board to visit the Centre on the 2<sup>nd</sup> Floor of the Central Library.

The Chair thanked Ms. Anslow for her informative presentation and looked forward to visiting the Centre at the March 24, 2010 meeting.

(b) **CUPE Local 966**

There was no Union representation.

### MATTERS TO BE CONSIDERED

1. Monitoring Reports:

(a) **Policy A1 – Communication and Counsel to the Board**

Dave Penteliuk, Acting Area Manager 3, formerly the manager at the Burnhamthorpe Branch Library, was introduced to the Board.

Each area manager gave a brief update on the month's activities including the Infrastructure Funding projects.

With respect to meetings with the school boards, it was agreed that Library staff arrange a working meeting with the school board co-ordinators as soon as possible prior to a meeting with the Library Board and school board directors.

The acting director updated the Board that the Region of Peel had decided to seek an alternative site to Woodlands. A meeting with the Peel District School Board however would be held soon to discuss the land exchange for the new branch.

**08:10 On motion by H. Relf, seconded by J. Joiner, that a vacancy be declared on the Library Board and that this be conveyed to Council for appropriate action. CARRIED**

The monthly compliance report on Policy A1 – Communication and Counsel to the Board from the Acting Director dated February 5, 2010 was received.

Mississauga Public Library Board Meeting  
Wednesday, February 17, 2010

2. Governance Process:

(a) **Election of Chair**

The Acting Director took the chair and called for nominations. J. Joiner nominated D. Carvalho seconded by H. Hastilow. There being no more nominations, D. Carvalho was declared chair.

**09:10 On motion by J. Joiner, seconded by H. Hastilow that D. Carvalho be declared chair of the Mississauga Public Library Board for the duration of the Board's term. CARRIED**

The Board congratulated D. Carvalho on his appointment.

The Acting Director handed the meeting over to the Chair.

(b) **Election of Vice-Chair:**

The Chair called for nominations for vice-chair. B. Hutchinson nominated H. Relf and L. Harris seconded the nomination. There being no more nominations, H. Relf was declared vice-chair.

**10:10 On motion by B. Hutchinson, seconded by L. Harris, that H. Relf be declared vice-chair of the Mississauga Public Library Board for the duration of the Board's term. CARRIED**

The Board congratulated H. Relf on her appointment.

(c) **Approval of Final 2009 Year End Expenditures:**

**11:10 On motion by B. Hutchinson, seconded by H. Relf that 2009 year-end expenditures dated February 8, 2010, be approved. CARRIED**

(d) **Adoption of 2010 Budgets:**

**12:10 On motion by J. Joiner, seconded by H. Hastilow, that the Library's 2010 Operating and Capital Budgets, as approved by Council, be adopted. CARRIED**

(e) **2009 CEO Final Performance Review – In Camera:**

The Chair suggested that although this was an in camera item, it could be dealt in open committee. The Board agreed that no further discussion was required. The report dated February 9, 2010 from the Commissioner of Community Services on the CEO's 2009 performance review was acknowledged.

**13:10 On motion by H. Relf, seconded by B. Hutchinson, that the recommendation from the Commissioner of Community Services dated February 9, 2010 on the Director's 2009 year-end performance review, be approved. CARRIED**

3. Linkages:

(a) **Annual Review of Board-CEO Linkages Policies:**

Mississauga Public Library Board Meeting  
Wednesday, February 17, 2010

**14:10 On motion by L. Harris, seconded by J. Joiner, that the compliance report dated February 9, 2010, on the annual review of the Board-CEO Linkages Policies C1 to C5, be approved. CARRIED**

4. Ends:

**(a) Approval of the Library's Future Directions Master Plan:**

The Chair welcomed Derek Boyce, Manager of Business Planning, Maurice Swaby and Nicole Carey, business advisors.

The Chair queried the reason public comments had not been incorporated into the final plan. D. Boyce advised that there had been no significant input from the public that was not positive with respect to library services, however this will be taken under advisement for the future.

An implementation plan will be brought to the March meeting.

The Board thanked the team was for their efforts on this process.

**15:10 On motion by L. Harris, seconded by H. Relf, that the recommendations in the Library Future Directions Master Plan dated December 2009, be approved. CARRIED**

**(b) Approval of 2010 Key Objectives:**

**16:10 On motion by B. Hutchinson, seconded by J. Joiner, that the 2010 Key Objectives be approved. CARRIED**

**(c) Monthly Ends Report:**

The monthly Ends report dated February 11, 2010, was received. The Chair requested that the key achievements over 2009 and the 2010 objectives should form part of the Board's update to Council in the first quarter of 2010.

5. Other Business:

There were no further items of business.

SELF EVALUATION

J. Joiner led the self-evaluation in the absence of Councillor Parrish. She affirmed that members were on time, well prepared and participated fully in a courteous manner with adherence to the Rules of Order and emphasis on the future.

NEXT MEETING

The next meeting will be held on March 24, 2010.

ADJOURNMENT

There being no further business, the meeting adjourned at 7.05 pm.

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Secretary/Treasurer

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Chair

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**DATE:** April 12, 2010

**TO:** Mississauga Public Library Board

**FROM:** Anne Murphy, Acting Director of Library Services

**SUBJECT:** **Monthly Compliance Report on Policy A1 – Communication and Counsel to the Board**

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**RECOMMENDATION:** That the report on Policy A1 – Communication and Counsel to the Board from the Director dated April 12, 2010, be received.

**BACKGROUND:** The Policy States:

*The CEO shall not permit the Board to be uninformed, unsupported in its work, or non-compliant with legal or fiscal obligations. Accordingly, he or she shall not:*

- 1. Neglect to submit monitoring data required by the Board (see policy on Monitoring Executive Performance) in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored.*
- 2. Fail to inform the Board of relevant trends, significant changes in provincial or municipal policies, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.*
- 3. Fail to advise the Board if the Board is not in compliance with its own policies on Governance Process and Board-Staff Relationship, particularly in the case of Board behaviour that is detrimental to the work relationship between the Board and the CEO.*

Over 2007-2011, the key markets in the Library's Strategic Priorities include:

- Older Adults
- Youth
- Newcomers
- Families/Caregivers
- Small businesses

**COMMENTS:**

**Promoting Awareness**

1. The Library supplied the Peel Newcomers Network with generic library brochures and library cards for their newcomers' kits. This annual partnership has existed for two years and continues to create awareness about the Library with newcomers and ESL members.
2. The Library's 2009 Annual Report to the Community was prepared and issued. It is annually the second issue of The Library LINK newsletter.
3. The Library worked with GIS and Creative Services staff to update and develop a standard Library icon for mapping purposes. That standard icon is a small building with an L under the roof. This corresponds to a similar icon being used for Museums.
4. The Library received a lot of media coverage over the ISF closure of branch libraries and library programs.
5. The Library through its partnership with Wildcards distributed bookmarks for the Ontario Government- Colon Awareness Month. This campaign generated \$700 for the Library.
6. Each year the Library collects lists of best books of the year published by book review journals and other book industry sources and compares them with the titles selected for addition to the collection. These comparisons allows staff to check how well the collections reflect the best material available to customers. The lists chosen for comparison last year were the hundred best books lists chosen by Amazon.com, *The Globe & Mail*, and *The New York Times*. Of the three hundred titles that were recommended by these sources, the library already had selected two hundred forty four or 81%. Since the publication of these lists, the additional fifty-six books have been added to the Library's collections. In February, 2010, Amazon published a list of fifty books they chose as the best books of the last decade. The library had copies available for their customers of every title found on this list!
7. Daria Sharanewych, Manager of Central's Children's Department delivered a very well received lecture at the University of Toronto Faculty of Information about the role of the library as it pertains to early literacy. The 25 students heard about the Every Child Ready to Read initiative and the new role of coach, rather than entertainer that children's library programmers have adopted.
8. The glass cabinet at the Frank McKechnie Branch Library is housing a wonderful display which promotes an active lifestyle ("Get Active") with information and sports equipment and promotes the partnership between the library and the Frank McKechnie Community Centre.



9. The Central Circulation Department issued 190 new library cards to school children attending class visits.
10. The Clarkson Branch Library increased its circulation by over 30% in February. This was due to new customers from the recently closed Lorne Park Branch Library, Port Credit Branch Library and even some from Lakeview Branch Library and Burnhamthorpe.
11. The Cooksville Branch Library welcomed many new customers from neighbouring branches closed for ISF renovations. Circulation numbers increased by over 20%.
12. Staff at the Mississauga Valley Branch Library proved to be ready to meet the challenge of increased use with the closure of the Burnhamthorpe Branch Library. Even with circulation up over 60% compared to 2009 statistics, customers new to the branch were given a warm welcome and an orientation of the collection and services.
13. Two librarians from the Central Library subject departments visited the Mississauga chapter of the Royal Astronomical Society of Canada in March in order to conduct a library orientation and book talk. In addition, an astronomy book display and opportunity to check out materials were provided.
14. The Churchill Meadows Branch Library's March Break programs were all sold out this year before the week even began, thanks to successful print, display, and word-of-mouth promotion.
15. The Library introduced a significant collection of Video Games for customers to borrow. This was made possible by funds made available by the province through the Southern Ontario Library Service (SOLS) enabling a purchase of 2400 items with 120 titles including the most popular game systems, X-Box, Wii and Playstation 3. A video game collection has the potential of boosting the Library's circulation and membership by attracting a wide range of new customers to the Library. Studies show that the video gaming industry now reaches to almost every market including young children, teens, adults and older adults with a wide range of strategy, recreational, educational and athletic games.
16. The City accepted the Library's submission to include the annual Literary Festival in its list of celebrations and events in the upcoming Guide. This ensures marketing to a wider audience who plan their activities using the City's listings.
17. The Library is now contributing to the Mississauga News' weekly kids' page using this tool to promote Library services to kids – dial a story, online book clubs, video games, summer programs and other services.

18. Initial discussions have occurred regarding grand re-opening official celebrations for each of the ISF branch library locations. Tentative plans include celebrations on March 12, 2011 for the Lakeview, Lorne Park and Port Credit Branch Library locations and on September 10, 2011 for the Burnhamthorpe Branch Library. Dates are to be confirmed.

### **Innovating through Technology:**

1. The Library's Local History webpage has been completely redesigned to include: the Mississauga video, "Our Saga: The Creation of a City", Mississauga Milestones from 1796 to the present, Anecdotes from the Past by Mississauga enthusiast Richard Collins, collections of interest from the Canadiana Reading Room, support for family history research, links to an index of the Mississauga News from October 1999, almost 5,000 images on the Historic Images Gallery, digital collections of early books, and connections to Mississauga's heritage community. Take a look at [www.mississauga.ca/portal/residents/localhistory](http://www.mississauga.ca/portal/residents/localhistory).
2. The Mississauga Library System has signed contracts in place with OverDrive to provide downloadable content to Library customers through the OverDrive Media Console. OverDrive, a major service provider, enables the upload, hosting, and sharing of popular audiobooks, eBooks, music, and video. An easy-to-use administration portal simplifies content selection, purchase, and activity tracking via real-time reports. They provide expert training and support as needed. Library customers have been requesting this service for some time and this will significantly enhance customer's experiences. Currently the Library is working with OverDrive to establish the website, create programs to allow customers to borrow from the collections and select the material that will be available to library borrowers. It is expected that this service will be launched sometime this summer.
3. Screensavers on library catalogues were requested by the City to publicize Earth Day events and activities.
4. The Library investigated Better World Books and its database pilot as an adjunct to the Friends of the Library book sales to ensure the greatest revenue possible as well as advance the City's Thinking Green pillar by reducing the amount of material going for recycling.
5. The Library developed a communication plan around the launch of its e books service – this is a new chapter (and door) on a Virtual Branch Library.

### **Ensuring Library Space That Works:**

1. The Lorne Park, Lakeview, Port Credit, and Burnhamthorpe Branch Libraries have all closed for redevelopment. Staff have completed the move out of the building and have been reassigned to other areas.
2. The Malton Branch Library rearranged its children's area in order to accommodate a temporary fire exit corridor along the wall between the branch and one of the Malton Community Centre's multipurpose rooms. This exit is necessary due to the construction of a new pool at the Community Centre, forcing the current exit from that room to be closed off. The pool is funded by the Infrastructure Stimulus Fund.
3. The Clarkson Branch Library gave their teen space a complete new look. Three lounge chairs were added as was a slatwall display case. In addition, the youth titles in the Raves & Faves collection were given a place of prominence in the area.
4. The Sheridan Branch Library created a Newcomer Area that provides customers with information on the different services available in the neighbourhood. In addition, the multilingual and literacy collections were reorganized to make them more visible to customers. A new Teen Zone was also created. Teen magazines, graphic fiction and novels were highlighted and new seating was incorporated into the space.
5. Youth Fiction Recommended Reads were highlighted at the Mississauga Valley Branch Library. The two large display cases proved to be so popular they had to be replenished numerous times every day.
6. With furnishings from the ISF branches, the Meadowvale Branch Library has been given a fresh new look. CD shelves solved some overcrowding issues. Pamphlet holders tidied-up what was once a messy area and old stained lounge chairs replaced. The youth area benefited from a display stand and some additional lounge chairs and coffee tables.
7. The Erin Meadows Branch Library moved its non-fiction items to create displays throughout the collection. There are now several areas where display shelves are used to promote non-fiction books on such topics as: computers, personal finance, fairy tales, health, and career development. The children's area continues to improve as favorite series, concept books, graphic fiction and the Forest of Reading books are all now highlighted.
8. Making full use of furniture from the branches undergoing renovations, the Cooksville Branch Library added four display units to highlight the collection. The new displays quickly proved to be very popular with the customers.

9. The Streetsville Branch Library created more open space for kids to read and play in its children's area.
10. Making merchandizing a priority, the Clarkson Branch Library has created ten permanent displays that highlight its wide ranging collection.
12. The Library and Friends of the Library met to reengineer the book sale space at the Central Library bringing it in line with the space changes in Readers' Den.
13. Interior demolition at the Burnhamthorpe Branch Library is 90% complete. Abatement is complete. Site Plan approval is pending; a conditional permit may be granted to avoid construction delay. Finishes are in the approval phase. Project budget is being monitored closely and further value engineering will be conducted as required. The cost estimate is currently 3% over budget; it is anticipated that the remaining tendering process will alleviate this without value engineering being required.
14. A break-in occurred at the Burnhamthorpe Branch Library site on March 14 and some damage was reported, including flooding in the theatre. There was no damage to the IT area. A security guard has been placed on site for after hour and weekend surveillance as a temporary measure. Long term measure is to install security cameras on site as a deterrent. These will be monitored through a 3<sup>rd</sup> party agency by PCL.
15. The Region of Peel awarded their tender for the Hanlan Feedermain installation. The contractor will be on site mid-April to start work at the Burnhamthorpe Branch Library site. Region of Peel is scheduled to complete their work in September 2010.
16. Complaints have been received from Burnhamthorpe Branch Library area residents regarding closure of the site to pedestrian access. Providing a temporary gravel pathway along the south edge of the site at minimal cost was accepted by the Councillor. This gravel pathway will be in place until November 2010 when the Hanlan Feedermain work is completed and the site can be reopened to pedestrian access.
17. The contractor tendering process for the Lakeview, Lorne Park and Port Credit Branch Library locations closed on March 2<sup>nd</sup>. The project was awarded to Brown Daniels Associates as the lowest, compliant bid with \$7,282,557. Building Permit and Site Plan approval was received. A construction schedule was prepared by Brown Daniels Associates. Demolition and abatement is underway. Bi-weekly construction meetings are scheduled. Finishes were presented to the Commissioner for approval on April 7<sup>th</sup>. RDH developed a schedule for the tendering of shelving, furnishings and millwork.

**Providing Life-Long Learning Support:**

1. Congratulations to the following Library 2009 Corporate Awards of Excellence (CAFÉ) winners. The hard work, dedication and commitment of staff has had a significant impact on the Library's success:  
**Customer Service Award** to the Cooksville Branch Library Team: Penny Carr, Manager, Mishal Cazmi, Eleanore Randall, Caroline Lipscombe-Edwards, Julia Gircys, Iwona Jablonowski, Sarah Watts, Angela Philip, Bojana Vuletic, Raquel Zafra, Ambreen Kamal, Kim Davies, Ella Ravindran, Flora Cai, and Khan Amiruzzaman  
**Accessible Customer Service Core Team Member:** Todd Kyle, Acting Area Manager 2
2. The final four language translations of the Every Child Ready to Read Parent Guide were posted on the Library web site. These were also shared with the Peel District School Board.
3. Central Library's Readers' Den continues with introducing newcomers to the library through tours. A number of tours took place in February and March and ESL learners were shown all the resources that the library offers.
4. The Nexus Youth Centre has taken the opportunity to meet with Central Library staff to make them aware of services it offers. The Centre offers relevant programs which encourage youth to learn life skills such as "retail training." In addition to the regular programs, Nexus hosts a Youth Council meeting which invites participants to contribute to the objectives of youth centre staff.
5. Complementing the Library's focus on newcomers, two groups of children from the Afghan Women's Association enjoyed storytime while mothers toured the Central Library. A huge demand for class visits resulted with visits from every grade.
6. The annual Ontario Library Association Super Conference in Toronto (February 24 – 27), saw 50 library staff participate in the many opportunities this valuable training and staff development event provides. Several staff took leadership roles by presenting at sessions and events, all with favourable reviews. Staff were informed, challenged and inspired by speakers including Romeo Dallaire, Susan Aglukark and leading gurus of the library world. Staff enjoyed a follow up lunch session at the Courtneypark Branch where they were able to share highlights with fellow attendees.
7. At the Frank McKechnie Branch Library, the Iqra Islamic School has begun bringing in each of its grades for a research skills workshop starting from Grade 3.

8. The Churchill Meadows Branch Library partnered with the Ontario Early Years Centre to offer parents a program on creating “story sacks” of props to make storytelling with their children fun and interactive.
9. Black History Month, the Olympic Games and Freedom to Read Week were all featured in professional displays at the Cooksville Branch Library.
10. Mandarin Family Storytime at the Woodlands Branch Library has proven to be the big hit of the winter programming season. With four sessions in the month, it drew almost one hundred participants.
11. Staff from the Sheridan Branch library focused on reaching out to the surrounding community. Five local schools were visited and more than two hundred and fifty children learned all about the Read to Succeed program. In addition, a LINC class visited and staff hosted the Oakridge Hub on two occasions.
12. The many different programs offered at the Woodlands Branch Library were promoted in the Erindale-Woodlands Newsletter.
13. The Acting Area 3 Manager appeared on the local television show *Daytime* to promote the new Sunday openings as well as the spring storytimes and the upcoming Literary Festival.
14. Reading Buddies little and big enjoyed their weekly ‘Reading Buddies Circle’ at the Mississauga Valley Branch Library. Each session was comprised reading and a small game activity. At the very last gathering, the children read aloud a storybook they created and were presented with a certificate for their love of reading.
15. The last two programs in this year’s series of Royal Canadian Institute Sciences lectures – “The Star Trek Vision of Surgical Care”, and “Conflict and Congruence in the Evolution of Sexual Differences”, were offered in February and March, with a total attendance of 53 (Feb.), and 60 (March).
16. Two lifestyle programs were presented in the Sciences and Business Department in March. One was a program about meditation and breathing techniques by the Art of Living Foundation. The other was a session on hypnosis, presented by Fabiola Miguel of New Life Hypnotherapy. Both were well attended.
17. Alison Silbert, author of “Winning Websites”, presented a well-attended workshop on how to market a business on-line. The Central Library Sciences and Business staff continue to expand the number of evening programs for customers with good results

18. For job seekers, the Central Library's Sciences and Business Department hosted a Resume Clinic, and an Interview Skills workshop, in conjunction with the Centre for Education and Training and the YMCA in February. The Department also provided information sessions during the four day Job Search Workshop for Newcomers program offered by the Peel Multicultural Council. A Job Search strategies workshop was held in March. For youth, a Summer Job Information Session was provided in conjunction with Service Canada during March break.
19. *Computer Skills for the Absolute Beginner*, a popular program for seniors, was offered by the Sciences and Business Department in February. Internet Training for Older Adults, Levels 1 and 2, were offered in February and March.
20. The Frank McKechnie Branch Library hosted an innovative all day program to help students consider a career in art and put their creative talents to work with staff from the Ontario College of School and Design during March Break.
21. Programming and class visits were the focus of activity at the Malton Branch Library this month. 26 programs were conducted this month and included a visit from the Ontario College of Art and Design who held a workshop for Malton teens. In addition, the 58 members of the Winter Reading Club read an impressive 780 books.
22. Courtneypark Branch Library gave a tour to a group of teacher librarians from the Peel School Board and a presentation on the Library to students off Britannia Public School "Turn Off the Screens."
23. The South Common Branch Library had another successful, busy March Break, selling out programs such as the Mad Hatter's Tea Party, Mad Science and Mystic Mike the Magician.
24. The Library supported the Peel Halton Workforce Development Group's skills workshop through distribution.
25. The Library partnered with Humber College School of Media Studies and Information Technology to promote its conference for internationally trained students. The Library provided material for kits.
26. A management agreement was signed by officials of the Dixie Bloor Neighbourhood Centre.

### **Celebrating Our Community:**

1. The Library presented in two OLA Super Conference Sessions – panel member related to libraries and fundraising and panel member related to marketing Friends of the Library groups.

2. The Friends of the Library held a special remainders sale in February to address the overflow of materials coming in from the four closed branches – this sale generated \$4,000 in just two weeks for Library programs and services. The group also hosted a DVD and VHS sale and generated another \$3,000. The Friends of the Library wish to thank HMV for the donation of DVDs.
4. The Readers’ Den celebrated Black History month in February. Staff developed a successful book display which featured all Black authors including Canadians. Staff also mounted a display in the atrium which featured information about prominent Black Canadians and their contributions to Canadian society.
5. The Central Library hosted one of the first multilingual book launches in the Mississauga Library System on Sunday, February 28. Hindi poet and painter Meena Chopra launched her new collection of poetry entitled Subah ka suraj ab mera nahin hai (Adieu to the dawn) to much acclaim from the 75 citizens in the audience which included guests MP Navdeep Singh Bains (Mississauga-Brampton South) and M. P. Singh (Indian Consulate in Toronto). Meena also launched an Urdu translation, Hindi Roman transliteration, and the second edition of her English anthology Ignited Lines. Meena’s retrospective art exhibition will be displayed in the Meadowvale Branch during March and April.
6. The Library has formed partnerships with two community organizations, EcoSource Mississauga and SafeCity Mississauga. EcoSource will present environmental-themed programs in the libraries this summer, while SafeCity will partner with the library to present crime prevention programs and to get communities together to form Neighborhood Watch programs.
7. Local author Frances Frommer signed copies of her book “Surviving and Thriving Solo” at the Port Credit Branch Library on February 13, 2010. Local businesses provided coffee and treats for customers.
8. The Port Credit Branch Library came in first place in the Heritage Mississauga contest to see which library could sign up the most customers for a free membership. Staff at Port Credit signed up 179 new members.
9. The Churchill Meadows Branch Library continues to refer customers to settlement services offered twice monthly in the library lobby in partnership with the Peel Multicultural Council.
11. The South Common Branch Library invited the public to celebrate the Olympic spirit. There was a guess the number of Canadian medals contest; book displays; a map highlighting the country of origin of branch staff; Olympic torches with tissue paper flames; paper Canada mittens and maple leaves; newspaper articles and pictures; and an ongoing medal tally.



15. The Courtnepark Branch Library collaborated with the Newcomer Centre of Peel to offer an information session on community volunteering for youth 13 to 24 years of age. Staff promoted volunteer opportunities at the Library, the Service Canada Job Information sessions held at the Central Library, and the opportunities available at the Nexus Youth Centre.
16. The Courtnepark Branch Library provided space for two social service workers from Ontario Intercultural Community Services to promote their Community Garden Project.
17. Staff from the Mississauga Valley Branch Library visited local schools and discussed junior and youth books to over 400 children. Many enthusiastic students visited the branch in the following days and weeks to find their favourite title.
18. For adult newcomers to Canada, the Erin Meadows Branch Library hosted a Job Search Workshop for Newcomers in conjunction with the Peel Multicultural Society. Comments from the participants included: “more than expected”, “very motivational and inspiring”, and “helpful and informative”.
19. The Central Library Sciences and Business Department coordinated two workshops in March in conjunction with Engineering Month which provided Girl Guides with a chance to see how engineering can help the world. The workshops demonstrated how water filters are used to provide clean water and were run by volunteers organized by Isherwood Associates, a local engineering firm. The workshops were noted in the Globe and Mail’s supplement celebrating National Engineering Month as an Ontario event highlight.
20. The Courtnepark Branch Library kicked off a busy week of March Break programs with a birthday party to celebrate 5 successful years. Approximately 150 parents and children were treated to cake, stories and crafts organized by the branch’s Teen Advisory Group.
21. The Library met with Carassauga to work out the communication and passport sales plan for 2010. This is the Festival 25<sup>th</sup> anniversary.

**Offering Superior Service at a Reasonable Cost:**

1. The Library is reengineering its production service with an eye to Think Green by reducing paper and limiting runs of brochures. Conversations have started to eliminate paper production and move publicity and marketing to viral, electronic and using social media.
2. The Community Development Unit provided the following products to Public Services promoting library services and programs:

- Production and pre production of The Library newsletter
  - Annual Report 2009 issued
  - Created an online contest for book-movie tie in
  - Ad sales for library publications
  - Location, map and hours flyer
  - Sales poster for library book bags
  - Sales poster Our Heritage Series – new price
  - ISF closure signage for 4 locations
  - Communication plan for Sunday openings roll out
  - Annual Report issue of LINK newsletter
  - NOVA Award logo finalized and launched
  - 10 news releases issued (6 stories covered in News and Booster; another 4 posted on mississauga.com)
  - 15 community organization flyers distributed
  - 7 local business brochures distribution
  - Created 2 new floor banners for program outreach kits.
3. The Readers' Den was able to accommodate four additional Homebound customers who were unable to access library services due to the ISF closures.
  5. Staff in the Canadiana Room answered a variety of queries. Two local authors were provided with images for the books on which they are working. A Port Credit resident, working on the village's 175th anniversary, was given assistance with research on the history of music in Port Credit.
  9. A customer appreciation day was held at the Streetsville Branch Library. Feedback from the customers was very positive.
  10. The recent renovations at the Cooksville Branch Library have been received well by customers. One customer wrote, "The selection at this library is fantastic. It is well organized and bright. The staff is very friendly. I love coming here!" and another declared, "You guys are doing an awesome job! My kids had a blast this March Break. Keep up the good work. Thank you very much."
  11. A customer from the Sheridan Branch Library was most appreciative of staff arranging an inter-library loan. She wrote, "I thank both system (Mississauga and Toronto) for allowing me to read the book *The Creature from Jekyll Island*. In general it is my conviction that our tax dollars are most wisely invested in the libraries."
  12. A young customer from the Erin Meadows Branch Library was very appreciative of assistance she received from staff when researching her speech which resulted in her getting an 'A' on her assignment.

13. The free income tax clinics were well-subscribed in February and March, with the Sciences and Business Department taking the overflow clients from Burnhamthorpe Branch Library, which is closed for renovations. Local chartered accountants volunteer their time and expertise to assist qualified participants in the completing of their tax forms.
14. The Friends of the Library supported 140 free bus trips for local schools to go to their local library and paid for author visits to locations during March Break. Each year the Friends group donates \$85,000 to the Library in support of its annual wish list.

**Developing Board Effectiveness:**

1. Adoption of an economic adjustment to salaries of 2.5% as well as changes to the following benefits effective April 1, 2010 for the Library's Non-Union employees is required:
  - Ontario Dental Association General Practitioners Fee Guide increasing from 2008 to 2009 schedule of fees.
  - Vision Care Benefit Maximum increasing from \$350 to \$400 per person every 24 consecutive months.
  - Eye Examination Benefit Maximum increasing from \$50 to \$75 per person (every benefit year for dependent children and every 2 benefit years for all others)
  - Hearing Care Benefit Maximum increasing from \$300 to \$500 per person every 2 benefit years.
2. The following items are coming up in the work plan:
  - May 19**
    - Presentation on Central Library Parking
    - Presentation by Safe City
    - Part-Time Long Service Awards
    - Approve Business Plan
    - Approve Audit
  - June 15**
    - Review Estimates
    - Review 1<sup>st</sup> Quarter CEO Performance

**ATTACHMENTS:**

- Appendix 1: 2010 Library Board Work Plan**
- Appendix 2: 1<sup>st</sup> Quarter School Contacts, Programs and Staff Training Statistics**

## MISSISSAUGA PUBLIC LIBRARY BOARD

### 2010 WORK PLAN

Month	Executive Limitations	Governance	Board – CEO Linkage	Ends	**Consent Items
January	Communication and Counsel Report (MONTHLY)	Review Work Plan	Evaluate CEO's Performance	Report on Ends (MONTHLY) Delegation (MONTHLY)	Review Count Week
February			Review Board-CEO Linkage Policies; CEO Final Performance Review		Year-End Expenditures; Adopt Budget
March	Review of Executive Limitations Policies	Report to Council	Approve CEO Performance Agreement	Meeting with School Boards Directors	Non-Union Salary/Benefits Adjustments
April		Review Governance Policies			Conference /Trends Report; Benchmarking Report; 1 <sup>st</sup> Quarter Expenditures
May		Elections		Meetings with each School Board Trustees	Approve Audit; Approve Business Plan; Part-Time Long Service Awards
June			1 <sup>st</sup> Quarter CEO Performance Review		Review Estimates
September			Approve Mid-year CEO Performance Review	Report on Mid-Year Successes	Review Mid-year Expenditures; Approve Estimates
October	<b>COMMUNITY FORUM</b>				
November		Report to Council; Roles and Responsibility Review			Conference /Trends Report
December	Report; Review of Executive Limitations Policies		Friends of the Library Appreciation; Staff Appreciation;	Report on Annual Successes	

## KEY STATISTICS

1<sup>ST</sup> QUARTER SUMMARY JANUARY TO MARCH 2010  
School Contact, Programs and Staff Training and Development

Location	# of Contacts with Schools		# of Programs		# of Program Attendees		# of Staff Training Opportunities		# of Staff Attending Training	
	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009
Central Arts & History	35	22	21	34	764	589	21	3	32	37
Central Childrens	95	57	109	138	4,331	6346	5	15	21	45
Central Circulation		-		-		-	8	5	53	22
Central Readers Den	-	1	38	30	884	827	5	3	17	19
Central Sciences and Business		-	87	26	1109	793	5	6	13	40
**Burnhamthorpe	12	69	2	64	24	884	2	13	3	32
Churchill Meadows	41	117	59	62	862	909	30	7	34	9
Clarkson	110	70	31	104	571	766	5	6	8	11
Cooksville	25	51	23	6	576	167	2	6	4	9
Courtneypark	143	160	82	94	2488	2248	18	24	51	54
Erin Meadows	51	34	277	68	5509	1627	5	8	20	73
**Lakeview	1	89	4	19	127	392	2	2	2	18
**Lorne Park	10	34	8	48	189	755	5	7	7	13
Malton	29	78	58	54	1003	1393	3	5	12	5
McKechnie	87	113	119	98	1711	1869	13	5	14	8
Meadowvale	26	122	53	115	946	1660	7	11	9	30
Mississauga Valley	19	42	84	74	2204	1486	5	4	7	6
**Port Credit	2	71	8	23	242	536	2	8	2	35
South Common	45	39	61	52	1326	1025	10	14	7	20
Sheridan	11	78	29	14	858	175	7	6	15	4
Streetsville	43	124	49	40	1322	708	3	5	4	19
Woodlands	101	126	31	86	768	758	1	1	2	1
TOTAL	886	1,497	1233	1,249	27814	25,913	164	164	337	510

\*\* Branches closed in February for renovations.

\*\*\* Statistics from all locations include monthly school e-newsletter contact.

Types of Training and Development include Leadership Development, Proactive Customer Service, Employee Health and Recovery, Ontario Library Association Superconference, Preschool/Toddler Storytime; Dear Reader, Budgets and Business Planning, Employee Health Fair and computer training/

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**DATE:** April 13, 2010

**TO:** Mississauga Public Library Board

**FROM:** Anne Murphy, Acting Director of Library Services

**SUBJECT:** **Review of Executive Limitations Policies A1 – A12**

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**RECOMMENDATION:** That the compliance report on the Executive Limitations Policies A1 to A12 dated April 13, 2010 be approved.

**BACKGROUND:** The Executive Limitations policies are designed to ensure that the Board has articulated adequate checks and balances, that these are in place, consistent with the tenets of the Carver model of board governance, and that the CEO is adhering to them through semi-annual reporting.

**COMMENTS:** Policy A1 – Communication and Counsel to the Board is monitored monthly. Policies A2 to A11 are monitored semi-annually, in March and November. The need for effective executive limitations is the backbone of the Carver model of board governance. The satisfactory performance of the Library director year after year indicates that these are working effectively and are compatible with the expectations of the City.

It was determined this year that in instances where the Library's operations are substantially the responsibility of the City that this would be commented on in this compliance report as another routine performances indicator.

#### **Policy A1 – Communication and Counsel to the Board**

*The CEO shall not permit the Board to be uninformed, unsupported in its work, or non-compliant with legal or fiscal obligations.*

*Accordingly, the CEO shall not:*

- 1. Neglect to submit monitoring data required by the Board in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored.*
- 2. Fail to inform the Board of relevant trends, significant changes in provincial or municipal policies, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.*
- 3. Fail to advise the Board if the Board is not in compliance with its own policies, particularly in the case of Board behaviour that is detrimental to the work relationship between the Board and the CEO.*
- 4. Fail to respect the adopted standards of service for library service as accepted by the Corporation regarding holdings, annual acquisitions, and space provision, or to ensure the involvement of the Board in the change or addition to such standards by the Corporation.*

The 10 meetings over the year are dedicated to ensuring compliance with this policy by making it a standard item on all agendas; a regular Communication and Counsel report is part of each meeting along with a correspondences folder. As well, a schedule of the review of all Board policies is followed over the year. Consent agenda approvals are also followed as per the annual work plan. Performance data is supplied regularly. Twice a year a trends report is supplied as per the work plan. The Library's service standards were reconfirmed as part of the master plan review.

I confirm that I am in compliance with the intent of this policy.

### **Policy A2 – Protection of Services**

*The CEO shall not fail to protect the services delivered by the Mississauga Library System to its residents.*

*Accordingly, the CEO shall not:*

- 1. Fail to inform the Library Board of and involve them in the determination of any service reductions and changes to fees.*
- 2. Fail to inform the Board on changes to service levels.*
- 3. Fail to report on satisfaction surveys and customer feedback.*
- 4. Fail to inform the Board semi-annually of service trends and issues for public libraries.*
- 5. Fail to inform the Board of any relevant planned or recent changes at any level (municipal, provincial, federal) in order to allow the Board to consider and comment.*

This policy was developed by the Board to cover situations involving service reductions due to budget cuts. It outlines a fair and reasonable process to be followed. All fees and fines are approved by the Board before submission to Council for ratification. All satisfaction survey results are regularly reported to the Board.

I confirm that I am in compliance with this policy.

### **Policy A3 – Treatment of Customers**

*With respect to interactions with customers, or those applying to be customers, the CEO shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unnecessarily intrusive, or which fail to provide appropriate confidentiality and privacy.*

*Accordingly, the CEO shall not:*

- 1. Use application forms or procedures that elicit information for which there is no clear necessity.*
- 2. Use methods of collecting, reviewing, transmitting or storing client information that fail to protect against improper access to the information elicited.*
- 3. Maintain facilities that fail to provide a reasonable level of privacy, both aural and visual.*
- 4. Fail to establish with customers a clear understanding of what may or may not be expected from the service offered.*
- 5. Fail to use reasonable judgement in dealing with customers.*
- 6. Fail to inform customers of this policy or to provide a grievance process to those customers who believe that they have not been accorded a reasonable interpretation of their rights under this policy.*
- 7. Fail to ensure the rules and regulations of the Library respect the needs of and convenience of the greatest number of users and are defensible given application and practices elsewhere.*
- 8. Fail to ensure an open, accessible customer comment process.*

9. *Fail to take all necessary steps to safeguard the safety and welfare of library users in the event of unplanned emergencies.*
10. *Fail to implement a full communications plan to ensure that all key stakeholders are initially and subsequently informed of the nature and extent of any unplanned disruption of service.*
11. *Fail to provide full and proper public notice of the privacy policy of the Mississauga Library System.*
12. *Fail to ensure adherence by employees to the procedures that respect and protect the privacy of personal information of customers and other members of staff.*

The Library's practices and procedures involving the maintenance of personal information have been thoughtfully and responsibly developed as part of a corporate initiative and are regularly reviewed, on the basis of both intent and application. Complaints concerning such practices are dealt with professionally under the corporate procedures. Library forms involved are routinely reviewed. Electronic data on customers are likewise treated responsibly under city policies and practices. Facilities provide a reasonable level of privacy for users with practices that respect it. Public service policies are codified and stated. The application of judgment by staff in dealing with customers has been established by policy and is the general practice, with exceptions and specific instances being used to prompt reviews and retraining of staff as "a way of work." Privacy policies are routine across the system. Finally, the wide use of complaint mechanisms, both formal and informal, as well as the ease of access to management, the Board and to local politicians, ensure a means of recourse for any complaints. All citizen concerns are routinely responded to in a courteous and timely manner resulting in good public opinion.

I confirm that I am in compliance with the policy on treatment of customers and that the Library meets relevant corporate requirements.

#### **Policy A4 – Staff Treatment**

*With respect to the treatment of paid and volunteer staff, the CEO shall not cause or allow conditions that are unfair, undignified, unsafe or in violation of any applicable labour and/or human rights legislation.*

*Accordingly, the CEO:*

1. *Operate without written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.*
2. *Fail to acquaint staff with their rights under this policy.*
3. *Fail to take all necessary steps to safeguard the safety and welfare of employees in the event of unplanned emergencies.*
4. *Fail to implement a full communications plan to ensure that all key stakeholders are initially and subsequently informed of the nature and extent of any unplanned disruption of service.*
5. *Fail to develop a full staff training plan annually and to report on the results annually to the Board and the wider community.*

This is a very broad policy that requires full compliance with labour and human rights legislation as well as sound, articulated management practices that are fair, dignified and safe. On the first point - compliance with legislation – appropriate procedures have been established with corporate direction and as a result there have been no instances of infractions. This is due in large measure to pro-action, timely response to labour issues and solid HR and legal support from the City.



On the second point - fair, dignified and safe treatment of staff and volunteers - again there are sound policies and practices in place and training in support of these in alignment with City policies and practices. With open communication with volunteers, union, management and corporate HR, the needs and concerns of all groups are routinely addressed through standing processes and regular meetings. One of these is the routine contact between the union and the library board as employer, where unresolved concerns could be raised.

The policy further requires written personnel policies, an effective grievance process, and an open complaint process. Again, through years of rigorous attention, all three elements are in place across the Library system with evident sound results. Routine meetings of union and management provide a working forum to address issues and take action.

The final requirement of the policy identifies the need to acquaint staff with their rights. All volunteers receive formal orientation (and evaluation). All new employees receive formal union orientation and corporate orientation. On-going training is used to update or reinforce specific areas of personnel policies. All employees and volunteers receive regular formal performance reviews. Training has been more formalized over 2009 and will continue in 2010.

I confirm that I am in compliance with any reasonable interpretation of the policy on staff treatment and that the Library meets relevant corporate requirements.

#### **Policy A5 – Staff Conduct**

*The CEO shall not cause or allow conditions of employment that fail to spell out the expectations for employee behaviour and which do not enforce these expectations in a fair and due process manner.*

*Further, without limiting the scope of the foregoing by the following, the CEO shall not:*

- 1. Fail to provide to staff a definition of prohibited behaviour, including conflict of interest, harassment of customers or others.*
- 2. Allow any employee to claim as his or her own products which have been developed using the time and resources of the employer.*

The Library, working in close alignment with the City, follows all city HR policies and procedures unless specifically countered by public library legislation or the Library's collective agreement. The City's policies fully describe acceptable employee behaviour and the processes to deal with transgressions.

In addition, these policies and procedures covering staff conduct are routinely communicated to all staff. Prohibited behaviour is routinely reviewed as a good management practice. Complaints from the public are treated seriously and used to reinforce acceptable conduct.

The established practice is that all products developed at work are clearly the Library's for use by the Library, including modification.

A formal incremental discipline process is followed in incidents requiring action. Although such situations are rare, all are dealt with in a timely, standardized manner focused on behaviour improvement. Regular performance appraisals for all staff reinforce the remedial approach to unacceptable conduct.

I confirm that I am in compliance with the policy on staff conduct and that the Library meets relevant corporate requirements.

### **Policy A6 – Financial Planning/Budgeting**

*Budgets for any fiscal year or the remaining part of any fiscal year shall not deviate materially from Board Ends priorities, the requirements of the Public Libraries Act, nor risk fiscal jeopardy. Budgets are accordingly set in relation to approved Library Board multi-year plans.*

*Accordingly, he or she shall not cause or allow budgeting which:*

- 1. Contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items, and disclosure of planning assumptions.*
- 2. Is inadequate for a full line or program budget presentation.*
- 3. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.*
- 4. Prevents the Board from governing effectively.*
- 5. Contravenes the requirements and duties as spelled out in the Public Libraries Act or in requirements of the Corporation.*

*Each year, the CEO will provide the draft Capital and Operating budget estimates prepared under City requirements to the Board for a Direct Inspection Monitoring Report. The Board will review the budgets according to the following Financial Planning/Budgeting Policy:*

- (a) If the estimates are deemed to be a reasonable interpretation of Board policy, the Chair shall place the budgets on the Consent Agenda for acceptance for submission to the City's estimates process.*
- (b) If the estimates are not deemed to be a reasonable interpretation of Board policy due to incomplete or unsatisfactory evidence proving compliance with Board policy and multi-year plan, the Board shall require the CEO to provide additional evidence to prove compliance.*
- (c) If the estimates are not deemed to be a reasonable interpretation of Board policy due to changes in the assumptions upon which Board policy and multi-year plan are based, the Board shall review and revise the policy and the plan.*
- (d) Once the Board has completed its Direct Inspection Monitoring Report, the Board may use the time between the completion of the Monitoring Report and the consideration of the budgets by Council to promote the Library to Council to ensure a clear understanding of library needs and required resources.*
- (e) In accordance with approved multi-year plans.*

The intent of this policy is to assure financial performance in support of stated short term and long term priorities in a sound manner.

Financial performance within the City of Mississauga is a top priority with extensive procedures and practices in place, resulting in awards for the process and kudos for the results. The Library gets more attention to its finances than any other area of the City because of its uniqueness and dual accountability.

The CEO must comply with all city requirements in developing cost estimates and must properly reflect the priorities and the expectations of the Library Board. This is done in a multi-year context for both operating and capital needs ensuring regular review and updating of all plans and costs. In addition, on-line accounting provides systematic and timely reporting for all managers of expenditures and revenues in understandable and useful formats.

The Library's annual budgeting process, although time consuming, is detailed, practical and comprehensive.

The stages of review ensure that priorities are regularly evaluated and important needs met within available funds.

The approval process for new funds is equally thorough and fair. A business case approach is taken to all new initiatives in an annual multi-year planning process for both operating and capital requirements. Safeguards exist to prevent overspending, the final assurance.

The solid financial planning and budgeting process allows the governing body to focus on outputs - services and ends - rather than on inputs – funds and costs - and thereby be truly effective.

Preliminary budgets reflecting approved multi-year plans are developed, refined and presented for approval normally by year-end. Monthly from September to December, the Library Board is informed of the process and any key issues, and then adopts the approved budgets early in the new year following approval by Council.

I confirm that I am in compliance with the policy on financial planning/budgeting and that the Library has met relevant corporate requirements.

#### **Policy A7 – Financial Condition**

*With respect to the actual, ongoing financial condition and activities of the organization, the CEO shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies and under the **Public Libraries Act**.*

*Accordingly, the CEO shall not:*

- 1. Expend more funds than have been received in the fiscal year to date unless the debt guideline (below) is met.*
- 2. Allow legally required payments or filings to be overdue or inaccurately filed.*
- 3. Fail to aggressively pursue receivables after a reasonable grace period.*
- 4. With respect to the relationship with the City of Mississauga, its staff or officers, shall not fail to comply with the City's requirements and practices unless they contravene the Public Libraries Act, collective agreements or other Board decisions.*
- 5. Fail to operate within the requirements of the Public Libraries Act.*

This policy is intended to prevent any fiscal jeopardy for the organization or departure from fiscal plan.

The Library fully follows City financial practices and its operations are fully integrated within the City's. These practices ensure proper fiscal performance including preventing over expenditures or over commitment. The associated processes required by City practice similarly ensure timelines, comprehensiveness and legal compliance. Quarterly reviews are routinely conducted over the year.

Annually, the Library is audited by both internal and external auditors. Where specified, remedial actions are always pursued and satisfactorily completed in accordance with corporate practices. There were no issues identified over 2009.

Regular standardized reporting is in place to provide assurance and/or identify corrections at an early point.

I confirm that I am in compliance with the policy on financial condition and that the Library has met relevant corporate requirements.

### **Policy A8 – Emergency Executive Succession**

*In order to protect the Board from sudden loss of chief executive services, the CEO shall not have fewer than two other executives familiar with Board and chief executive issues and processes.*

*Further the CEO shall not fail to ensure that the four (4) positions reporting to the CEO - 3 Area Managers plus the Manager of Support Services - shall at all times be kept familiar with the duties and obligations of the CEO's position and of the organization.*

*The CEO shall not fail to ensure the continuance of key positions within the organization.*

Senior management is dedicated to delegation and decentralization of authority and responsibility, as well as to regular and open communication. As a result, the operations of the Library are well covered by shared information among senior management on issues and processes. In addition, the ongoing involvement of City personnel from the Community Services Department in HR, IT, finance, planning, facilities and projects ensures broad awareness of key needs, plans and priorities by Library managers. Finally, formal processes have been put in place to have acting managers for all absent managers. The Library operates with numerous task teams, committees and project teams established as part of each year's work plan. In addition, regular meetings of the management team, of the Community Services management team, and with the Commissioner of Community Services ensure full and timely awareness of all key issues.

I confirm that I am in compliance with the policy on emergency executive succession and that the Library has met relevant corporate requirements.

### **Policy A9 – Protection of Privacy**

*In order to protect the privacy of users, the CEO as Head of Privacy shall not fail to comply with legislation requiring the establishment and adherence to a retention schedule for personal information that is collected for the purpose of registering customers, and to ensure the public's awareness of the schedule.*

This policy is a result of recent legislation regarding privacy and the public sector. The Library has established sound procedures with Legal's assistance covering the collection and retention of personal information in the Library. These procedures are regularly reviewed with staff and monitored by managers in accordance with corporate practices.

I confirm that I am in compliance with the policy on protection of privacy and that the Library has met relevant corporate requirements.

### **Policy A10 – Asset Protection**

*The CEO shall not allow assets to be unprotected, inadequately maintained or unnecessarily risked.*

*Accordingly, the CEO shall not:*

- 1. Fail to comply with the City policies and procedures concerning asset protection except as outlined by the Board.*
- 2. Unnecessarily expose the organization, its Board or staff to claims of liability.*

3. *Fail to protect intellectual property, information and files from loss or significant damage.*
4. *Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.*
5. *Fail to preserve funds and other donations intended for the ownership of the Mississauga Public Library Board and hold such assets in secure instruments.*

Libraries need to secure their significant assets, both day today and long term. The appraised replacement value of the Library's collection alone exceeds \$100 million, with buildings and equipment on top of that.

As an integrated part of the City, all assets of the Library are routinely evaluated and insured. As well, all aspects of operations have normal City liability coverage.

Loss, theft and damage are routinely assessed and corrective action taken as warranted to comply with the City's guidelines and requirements. Periodically, inventories and write offs are completed to update records.

Safety of customers and staff is a key operational value addressed through regular staff training, inspections and process review, all consistent with City practices and requirements.

In financial areas, reserves are routinely audited in accordance with standard city practices. Each year actionable items are identified as part of the annual objective setting process.

I confirm that I am in compliance with the policy on asset protection and that the Library has met relevant corporate requirements.

### **Policy A11 – Compensation and Benefits**

*With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the CEO shall not cause or allow jeopardy to fiscal integrity or public image.*

*Accordingly, the CEO shall not:*

1. *Change his or her own compensation and benefits.*
2. *Fail to keep the Board apprised of competitive practices regarding compensation and benefits.*

The Library's employees fall into three categories: director, non-union employees (35 full time, 2 part time), and union employees (190 full time, 240 part time). Compensation and benefits are determined differently for each of these groups.

A full job evaluation including a review of union compensation, pay equity maintenance, and a salary survey, was recently completed. This full review resulted in a new salary classification grid, a pay equity maintenance process, and a job classification and review process for all union positions. The results have now been fully implemented. A side effect for many long-time union employees at the top of their old salary grades is that they are now within new salary grades with the prospect of step increases for several more years. The 8 final salary grades, from page to senior librarian, were further adjusted to reflect current market rates in comparable organizations. This comparison is being maintained over time.

The Library continues to employ an annual performance appraisal process for all union employees supported by the union which allows for a rating of “Below Standard,” “Meets Standard,” or Exceeds Standard.”

In sum, the compensation and benefits for union employees is in excellent shape, as the Union has reported to the Library Board.

The Library’s non-union compensation and benefits are linked to those at the City for the comparable group. The same job evaluation system, job titles, salary grid, benefits package and annual performance management process used by the City for its non-union employees covers all non-union employees in the Library. A full compensation review was completed a few years ago. Changes continue to be made annually in the benefits area or as required by new legislation. Working in an integrated manner with Community Services and using the dedicated Human Resources Manager within that department, all Library non-union compensation and benefits matters are routinely handled as they are for other City employees.

In addition to the above, the annual performance management process for non-union employees has been modified recently in an effort to better serve the changing needs of the workplace and the workforce. The distribution of merit pay each year has varied. Currently, the merit pay based process is stable.

Library management works with HR to ensure that the Library’s practices will attract and retain quality professionals for the future of the service. This issue needs to be monitored with respect to the public library community, given the nature and extent of changes in that field.

A final concern is the area of union-management interface. It is recognized that there is a need to maintain a logical transition from senior union to junior non-union positions. Currently, with all the recent changes in both groups, this relationship is sound.

The compensation and benefits of the director are similarly aligned with those within the City for other senior positions but in 2010 a review of other cities is in order.

Under the Public Libraries Act, the Library Board is the employer:

- 3. (3) A public library shall be under the management and control of a board...*
- 15. (1) A board may appoint and remove such employees as it considers necessary, determine the terms of their employment, fix their remuneration and prescribe their duties.*

Consistent with this responsibility and authority, all remuneration issues affecting Library employees are regularly approved by the Library Board.

I confirm that I am in compliance with the policy on compensation and benefits and that the Library has met relevant corporate requirements.

### **Policy A12 – Legal Compliance**

*With respect to the operational aspects of the Library, the CEO shall not fail to comply with the requirements of the Public Libraries Act and with the requirements of the Corporation, unless they contravene the Public Libraries Act, the collective agreement, or other direct Board decisions.*

The Library routinely operates in full awareness of the legal requirements of the Public Libraries Act. In Mississauga, the Act and the Library's legal requirements have been thoroughly investigated as the Library's unique situation within the City has evolved. Similarly, the requirements of the Library's collective agreement with its unionized employees are stringently followed as are the few "policies" of the Library Board.

I confirm that I am in compliance with the policy and that the Library has met relevant corporate requirements.

**FINANCIAL IMPACT:** None.

**CONCLUSION:** The Executive Limitations policies of the Library Board cover those areas of operation assigned by the Library Board to the CEO. In total they represent the Library Board's expectations of the CEO and they do this under the Carver model by defining the limitations of that position. If and when warranted by application the Executive Limitations policies can be amended to further limit the responsibilities of the CEO.

**ATTACHMENTS:** None

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Anne Murphy  
Acting Director of Library Services

*(Report prepared by Don Mills)*

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**TO:** Mississauga Public Library Board

**FROM:** Anne Murphy, Acting Director of Library Services

**DATE:** April 13, 2010

**SUBJECT:** **Annual Review of Governance Policies (B1 to B8)**

**ORIGIN:** Mississauga Public Library Board

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**RECOMMENDATION:** That the compliance report dated April 13, 2010 on the Governance Policies B1 to B8 be approved.

**BACKGROUND:** The policies under the Governance headings are designed to ensure that effective policies are in place, consistent with the tenets of the Carver model of board governance, to cover the proper operation of the library board. These policies were last reviewed on April 1, 2009.

**COMMENTS:**

**Policy B1 – Global Governance Commitment**

*The purpose of the Board, on behalf of the people who live, work and play in the City of Mississauga, is to see that the Mississauga Public Library Board (a) achieves appropriate results for appropriate persons at appropriate cost, and (b) avoids unacceptable actions and situations.*

*Accordingly, the Board shall not fail to:*

- 1. Operate in all ways mindful of its accountability to the people who live in Mississauga. No Board officer, committee or member will hinder this commitment.*
- 2. Direct, control and inspire the organization through the careful establishment of the broadest organizational policies (Ends) reflecting the Board's values and perspectives.*

This policy is a complete summary of the Board's role within the Carver model of governance. Its intent guides all actions of the Library Board.

The focus on identifying and achieving ends is recognized as the hardest aspect of the Carver model of governance and generally comes only with time and effort. The Board over the past year has again impressively moved into this phase with clear objectives and priorities and evident focus. The Board is an acknowledged leader in the province in the development of the Carver model.

I submit the Board has effectively followed the intent of this policy.



## **Policy B2 – Governing Style**

*The Board will govern lawfully with an emphasis on:*

- *outward vision*
- *encouragement of diversity in viewpoints*
- *strategic leadership*
- *clear distinction of Board and chief executive roles*
- *collective decisions*
- *a future orientation*
- *pro-activity*
- *inclusiveness reflecting the entire community*

*Accordingly, the Board shall not fail to:*

1. *Ensure the continuity of governance capability through orientation of new members.*
2. *Ensure the periodic discussion of the Board's governance policies.*
3. *Cultivate a sense of group responsibility by using the expertise of individual Board members to enhance the ability of the Board as a whole.*
4. *Monitor and discuss the Board's process and performance regularly.*

This policy captures the operational obligations of the Library Board in clear, succinct terms. It has guided the regular meeting evaluation process, the orientation process, and the routine review and revision of policies as necessary. All members of the Board have contributed according to their interests and skills. The Board continually evaluates its efforts and now reports on its progress regularly.

I submit the Board has effectively followed the intent of this policy.

## **Policy B3 – Board Job Description**

*Specific job outputs of the Board, as an informed agent of the ownership, are those that ensure appropriate organizational performance.*

*Accordingly, the Board shall not fail to:*

1. *Create the link between the ownership and the operational organization by:*
  - (a) *Maintaining a communication process that ensures reporting on plans, priorities and results each year to the broader community*
  - (b) *Maintaining involvement in community activities*
  - (c) *Communicating plans and results routinely to Mississauga City Council*
  - (d) *Communicating with District School Boards*
2. *Create written governing policies that address the broadest levels of all organizational decisions and situations, specifically:*
  - (a) *Ends: Organizational products, the recipients and the relative worth (what's good for which recipients at what cost).*
  - (b) *Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.*

- (c) *Governance Process: Specification of how the Board conceives, carries out and monitors its own actions.*
- (d) *Board-CEO Linkage: How power is delegated and its proper use monitored.*

- 3. *Create assurance of successful organizational performance.*
- 4. *Respond to proposed legislative changes affecting the Library.*
- 5. *Hire a CEO as necessary and appoint the CEO each term.*
- 6. *Evaluate and remunerate the CEO's performance annually.*

This policy details the accountabilities of the Library Board. It enumerates the key job outputs of the Board. Over the past year the Board has actively reviewed its accountabilities and implemented many changes. Some commitments are still evolving and should be objectives for the current year as new initiatives.

I submit the Board has effectively followed the intent of this policy.

#### **Policy B4 – Officers' Roles**

*The Chairperson assures the integrity of the Board's process and represents the Board to outside parties.*

*Accordingly, the Chairperson shall not fail to ensure that:*

- 1. *The Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.*
- 2. *Meeting discussions will be on those issues that, according to Board policy, clearly belong to the Board to decide or monitor.*
- 3. *Information that is neither for monitoring performance nor Board decisions will be avoided or minimized and always noted as such.*
- 4. *Deliberation will be fair, open, thorough, but also timely, orderly, and kept to the point.*

*The authority of the Chairperson consists in making decisions that fall within the policies on Governance Process and Board-CEO Relationship, except where the Board specifically delegates authority to others. The Chairperson is authorized to use any reasonable interpretation of the provisions in these policies.*

*The Chairperson is empowered to chair Board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).*

*The Chairperson has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the Chairperson has no authority to supervise or direct the CEO.*

*The Chairperson may represent the Board to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations within the area delegated to him or her.*

*The Chairperson may delegate this authority but remains accountable for its use.*

This policy fully defines the Chairperson's role within the Carver model of governance.

I submit the Board has effectively followed the intent of this policy.

### **Policy B5 – Board Committee Principles**

*Board committees, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from Board to CEO.*

1. *Board committees are to help the Board do its job, not to help or advise staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will normally not have dealings with current staff operations.*
2. *Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the CEO.*
3. *Board committees cannot exercise authority over staff. Because the CEO works for the full Board, he or she will not be required to obtain approval of a Board committee before an executive action.*
4. *Board committees are to avoid over-identification with organizational parts rather than addressing the whole. Therefore, a Board committee which has helped the Board create policy on some topic will not be used to monitor organizational performance on that same subject.*
5. *Committees will be used sparingly and ordinarily on an ad hoc basis.*
6. *This policy applies to any group that is formed by Board action, whether or not it is called a committee, and regardless of whether the group includes Board members. It does not apply to committees formed under the authority of the CEO.*
7. *A committee is a Board committee only if its existence and charge come from the Board, regardless whether Board members sit on the committee. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.*

This policy thoroughly outlines the purpose and operation of any Board committees. Currently the Board has chosen not to employ committees as recommended in the Carver governance model.

### **Policy B6 – Agenda Planning**

*To do its job in a manner consistent with Board policies, the Board will follow an annual agenda which (a) completes a re-exploration of policies annually, and (b) continually improves its performance through Board education and enriched input and deliberation.*

1. *The cycle will conclude each year on the last day of December.*

2. *In the last one or two months of the cycle, the Board will develop its agenda for the ensuing one-year period.*
  - (a) *Education, input and deliberation will receive paramount attention in structuring the series of meetings and other Board activities during the year.*
  - (b) *To the extent feasible, the Board will identify those areas of education and input needed to increase the level of wisdom and forethought it can give to its decisions.*
3. *Throughout the year, the Board will deal with "consent agenda" items as expeditiously as possible.*
4. *CEO monitoring will be included on the agenda if monitoring reports show policy violations or if policy criteria are to be debated.*
5. *CEO remuneration will be decided each year end after a review of monitoring reports received over the last year.*

This policy outlines the proper approach to Board activity through thoughtful development of a work plan to ensure peak performance under the Carver model of governance. It emphasizes the dual roles of policy compliance and continuous board education. The Board has adopted and follows a regular annual work plan. **The Board has recently developed a process for the hiring of a CEO with City involvement.**

I submit the Board has effectively followed the intent of this policy.

#### **Policy B7 – Board Members’ Code of Conduct**

*The Board commits itself and its members to ethical, businesslike and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.*

1. *Board members must have loyalty to the ownership, unconflicted by loyalties to staff, other organizations, and any personal interest as a consumer.*
2. *Board members must avoid any conflict of interest with respect to their fiduciary responsibility by adhering to the regulations of the Municipal Conflict of Interest Act.*
  - (a) *There will be no self-dealing or any conduct of private business or personal services between any Board member and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to inside information.*
  - (b) *Board members will not use their position to obtain employment in the organization for themselves, family members or close associates. Should a member desire employment, he or she must first resign.*
  - (c) *Members will disclose their involvements with other organizations, vendors, or any other associations that might produce a conflict.*
3. *Board members may not attempt to exercise individual authority over the organization.*
  - (a) *Board members’ interaction with the CEO or with staff must recognize the lack of authority vested in individuals except when explicitly authorized.*
  - (b) *Board members’ interaction with the public, press or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.*
  - (c) *Except for participation in Board deliberation about whether reasonable interpretation of Board policy has been achieved by the CEO, Board members will not express individual judgments of performance of the CEO or of any Library employee.*

4. *Members will respect the confidentiality appropriate to issues of a sensitive nature.*
5. *Members will be properly prepared for Board deliberation.*
6. *Members will govern with excellence with respect to:*
  - *policy-making principles*
  - *respecting roles*
  - *speaking with one voice*
  - *rules of order*
  - *attendance*

This policy articulates in detail a code of conduct for Board members.

I submit the Board has effectively followed the intent of this policy.

### **Policy B8 – Board Decision-Making**

*In order to ensure a sound decision-making process, the Board will use the following framework for making major board decisions, employing all relevant criteria.*

1. *Clearly identify the issue to be decided.*
2. *Gather data to understand the issue:*
  - (a) *Legislation, government policy and direction*
  - (b) *General and specific community input (ownership)*
  - (c) *Past, present and future demographic information*
  - (d) *Comparative information, e.g., municipal, provincial, national*
  - (e) *Cost*
  - (f) *Relevant measurement data*
  - (g) *Resources available or possible, including third party sources*
  - (h) *Projected demand and future trends*
  - (i) *Liability*
  - (j) *Limiting factors*
3. *Develop alternatives:*
  - (a) *Consider short-term consequences*
  - (b) *Consider long-term consequences*
4. *Apply the following criteria for decision-making:*
  - (a) *Fairness*
    - *Giving consideration to the needs of the group(s), communities, individuals, etc.*
    - *Treating similar cases in a similar way*
    - *Striving for equitability (allocating resources to areas of greater need)*
    - *Looking at short and long-term consequences*

- (b) *Impact of Benefits*
    - *Identify the benefits*
    - *Consider detriments to those affected*
  - (c) *Autonomy of Individuals Affected by Decision*
    - *Individuals are able to make voluntary and intentional decisions*
    - *Consider opinions of those affected*
  - (d) *User Reliance*
    - *Users are encouraged to do what they can independently*
    - *Necessary support is provided*
    - *Dependency is minimized*
  - (e) *Maximizing Utility*
    - *Providing the most good for the most people within available resources*
    - *Considers opportunity cost (what can't we do because we're doing this?)*
  - (f) *Potential for partnerships*
5. *Make the decision and record in organizational records.*
6. *Create a communications plan from internal to external including:*
- *Mayor and Council*
  - *Local School Boards*
  - *Staff*
  - *Union*
  - *Other stakeholders*
  - *Media*
  - *Community ownership*

This policy concerns major board decisions and outlines a process to be followed to ensure sound decision-making by the Board. It includes a worksheet to assist in confronting a decision. The intent of this process is acknowledged in the on-going work of the Board.

### **Policy B9 – Council of Former Library Board Members**

*In appreciation of the maintenance of the strongest possible contact with the community and key stakeholder groups in it, the Board will ensure that all former members of the Library Board are kept aware of the Library Board's plans, priorities and results through the establishment of a council of such members who may also be a valuable resource in on-going Board activities.*

This approach formed part of the 2007 Community Forum with good results. Open houses, Council reports, meetings with the school boards, branch events including openings, regular delegations and the development of the Board's annual work plan offer opportunities to involve this group. Specific plans for each year should be developed.

**FINANCIAL IMPACT:** None.

**CONCLUSION:** Over the past year the Board has consciously worked to improve its Governance Policies and their interpretation with good and improved results annually.

**ATTACHMENTS:** None

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Anne Murphy  
Acting Director of Library Services

*(Report prepared by Don Mills)*

**DATE:** April 13, 2010

**TO:** Mississauga Public Library Board

**FROM:** Anne Murphy, Acting Director of Library Services

**SUBJECT:** **1<sup>st</sup> Quarter Expenditures Report**

**RECOMMENDATION:** That the report on the 2010 1<sup>st</sup> quarter expenditures from the Acting Director dated April 13, 2010 be received for information.

**BACKGROUND:** Quarterly reports are submitted to the Board in April, September and October.

The table below details the 2010 operating budget as at March 31, 2010 (25% of year), year-to-date expenditures, and year-end forecast by major budget category.

Item	2010 Budget (000)	Year-to-Date (000)	Year-to-Date %	Year-End Forecast (000)	Year-End Variance (000)	Year-End %
Labour	\$20,383	\$4,292	21.1%	\$19,303	-\$1,080	-5.3%
Library Materials	\$ 2,392	\$ 641	26.8%	\$ 2,392	\$0	0.0%
Other Operating	\$2,739	\$ 328	12.0%	\$2,881	\$142	5.2%
F&PM, Admin & IT allocations	\$1,246	\$0	0.0%	\$1,246	\$0	0.0%
<b>Total Expenditures</b>	<b>\$26,760</b>	<b>\$5,261</b>	<b>19.7%</b>	<b>\$25,822</b>	<b>-\$938</b>	<b>-3.5%</b>

Tax Portion	24,401	\$4,890	20.0%	\$23,792	-\$609	-2.6%
Revenue: Grants	\$715	\$0	0.0%	\$715	\$0	0.0%
Revenue: Fines	\$1,173	\$228	19.4%	\$843	-\$330	-28.1%
Revenue: Other	\$472	\$143	30.3%	\$472	\$0	0.0%
<b>Total Revenues</b>	<b>\$26,760</b>	<b>\$5,261</b>	<b>19.7%</b>	<b>\$25,822</b>	<b>-\$939</b>	<b>-3.5%</b>

The Library anticipates being in a favourable financial position at year-end due to the closure of four branches for renovation (Infrastructure Stimulus Funding) for most of 2010. The Library continues to experience a decline in its revenues from fines.



**FINANCIAL IMPACT:** None.

**CONCLUSION:** The Library is on target for a favourable year-end financial position.

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Anne Murphy, Acting Director of Library Services

*(Prepared by Debbie MacDonald, Manager, Shared Services)*

**DATE:** April 13, 2010  
**TO:** Mississauga Public Library Board  
**FROM:** Don Mills, Director of Library Services  
**SUBJECT:** **Director's 2010 PMP Agreement**

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**RECOMMENDATION:** That the report on the Director's 2010 performance agreement dated April 13, 2010 be approved.

**BACKGROUND:** Each year the Director develops a performance agreement which captures the key objectives for that year as identified in the Library's planning documents.

**COMMENTS:** In recent years it has been the intention to have an objective for each of the Board's Ends Policies as well as its priorities. Beginning this year, it is also desirable to align the Library's annual objectives with the City's new strategic plans. As a result this year, the Director's performance agreement looks different than in past years.

**FINANCIAL IMPACT:** None.

**CONCLUSION:** As usual, about 20 key objectives have been identified for the current year to cover the key areas of the Library's services, the Board's identified priorities and now the City's new strategic goals. The Director's performance agreement forms the basis for the senior management team's key initiatives over the year, and progress reports are made quarterly with a mid-year review of performance against the plan.

**ATTACHMENTS:** Appendix 1: Director's Performance Agreement

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Don Mills, Director of Library Services

City of Mississauga  
**Performance Evaluation – SENIOR MANAGEMENT**

*Library Board  
 Report 2(b)*

Employee (Last Name) MILLS	(First Name) DON	Select : x <input type="checkbox"/> AGREEMENT <input type="checkbox"/> MIDPOINT ASSESSMENT or <input type="checkbox"/> FINAL ASSESSMENT
		Employee Number 2790
Position Title: DIRECTOR LIBRARY SERVICES	Status: Permanent	Year: 2010

**PERFORMANCE ZONE DEFINITIONS**

Exceeds	Fully Satisfactory	Generally Satisfactory/ Some Improvement Needed	Unsatisfactory
This category is used for employees who exceed the requirements and standards set for the job. They consistently demonstrate initiative and ingenuity, exceptional quality and service. Employees are self-motivated and self directed, continually seeking opportunities to improve job performance and to coach/ assist others. For employees who are still developing, their performance clearly exceeds expectations for someone of their experience level.	This category is used for experienced employees who <u>consistently</u> meet the requirements of the job, or for developing employees who are progressing at a fully satisfactory pace in becoming proficient in the job. Day to day performance is solid, reliable and dependable. Appropriate action is consistently taken to respond to work demands.	This category is used for employees who need to demonstrate some improvement in order to satisfy the full requirements of the job. While much of the work is up to standard, there are a few areas where improvement is required. For employees who are still developing, this category indicates that progress is somewhat slower than expected for someone of their experience level.	This category is used on an exceptional basis for employees who are clearly not demonstrating the minimum standards expected of their work. They are not responding to efforts to improve their performance and their attitude clearly indicates lack of interest in doing so.

**SETTING SMART OBJECTIVES CRITERIA:**

Applies to both setting Key Results (Part II) as well as for setting Development Planning (Part IV)

Performance starts with SMART objectives:	
<b>Specific</b>	• What is the precise outcome or result to be accomplished?
<b>Measurable</b>	• How much, how many, how well?
<b>Attainable</b>	• Challenging, yet realistic, maximizing application of knowledge and skill?
<b>Relevant</b>	• Within the employee's control and high priority?
<b>Time-bound</b>	• Is there a specific target date or time frame set for achievement?

**PART I – EVALUATING THE PERSON AGAINST LEADERSHIP COMPETENCIES**

Leadership Competencies	Expected Standards of Performance	PERFORMANCE ZONES (See Scoring Guidelines)					
		Exceeds	Fully Satisfactory	Generally Satisfactory/ Some Improvement Needed	Unsatisfactory	Comments (if required) Or Examples provided for other than “Fully Satisfactory” rating	WEIGHTING 50%
<p><b>Applies Strategic Agility:</b> Maintains an awareness of internal and external trends (political, intergovernmental and community of interest) and applies this knowledge to support the longterm vision and success to the City.</p> <p><u>Basis of Evaluation:</u> -Ensure they are politically savvy and are organization-wide thinkers. -Need to remain current, be sensitive to and anticipate future trends. -Ensure they are nimble and readily capitalize on opportunities. -Leader must be clearly linking organization strategies to departmental, team and individual contributions.</p>	<ul style="list-style-type: none"> <li>Develops processes to monitor and assess the potential implications of emerging internal and external trends</li> <li>Proactively identifies key community issues, anticipates impacts and develops strategies to address them</li> <li>Leads in creating and refining the strategic direction of the organization</li> <li>Uses flexibility to refine and adapt strategic direction/priorities/tactics as change occurs</li> <li>Communicates the strategic direction and priorities of the organization in a clear and compelling manner</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	<input type="text" value="10"/>
<p><b>Demonstrates Business Acumen:</b> Enhances performance and builds public trust by understanding the impact of decisions, issues and outcomes to the City’s business needs and strategic priorities</p> <p><u>Basis of Evaluation</u> -Applies financial and business planning discipline. -Uses fact based business cases which balance intuition of what will drive results. -Empowers and supports decision makers.</p>	<ul style="list-style-type: none"> <li>Models business planning discipline and financial rigour</li> <li>Fosters the creation and use of fact-based business cases</li> <li>Makes timely decisions that balance risks and benefits of a range of potential solutions</li> <li>Links business decisions with the strategic direction and long-term sustainability of the organization</li> <li>Assesses and effectively manages the financial and operational risks for the organization</li> <li>Leverages an understanding of interpersonal dynamics to influence business results</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	<input type="text" value="10"/>

Leadership Competencies	Expected Standards of Performance	PERFORMANCE ZONES (See Scoring Guidelines)					
		Exceeds	Fully Satisfactory	Generally Satisfactory/ Some Improvement Needed	Unsatisfactory	Comments (if required) Or Examples provided for other than "Fully Satisfactory" rating	WEIGHTING 50%
<p><b>Communicates &amp; Builds Relationships:</b> Proactively builds and maintains professional relationships, networks and/or contacts (internally and externally) and effectively works and communicates across the organization.</p> <p><u>Basis of Evaluation</u> -Seeks to proactively establish and manage stakeholder relationships. -Provides clear, timely and transparent communication. -Has demonstrated support of cross-departmental collaboration and removes barriers. - Has established and maintained effective business networks.</p>	<ul style="list-style-type: none"> <li>Communicates complex ideas in a persuasive and compelling manner</li> <li>Demonstrates an organization-wide prospective on business issues</li> <li>Proactively works to eliminate barriers between departments</li> <li>Champions and facilitates cross-departmental integration and develops partnerships to promote collaboration</li> <li>Maintains a robust network of mutually beneficial professional contacts</li> <li>Capitalizes on opportunities to enhance stakeholder relations</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	5
<p><b>Develops Culture &amp; People:</b> Demonstrates alignment with City values and genuinely fosters the long-term learning and development of others.</p> <p><u>Basis of Evaluation</u> -Lives the corporate values (Trust, Quality and Excellence). -Build alignment and engagement among employees and teams. -Sustains a respectful workplace. -Attracts, retains and develops a talented and diverse labour pool.</p>	<ul style="list-style-type: none"> <li>Influences others by promoting and modeling the importance of City values (TQE)</li> <li>Motivates others by communicating a clear sense of purpose</li> <li>Develops leaders through regular coaching, career planning and proactive performance management</li> <li>Creates effective leadership teams and supports an open exchange of ideas</li> <li>Delegates appropriate levels of authority and empowers others</li> <li>Fosters employee engagement and takes time to recognize successes</li> <li>Appreciates the impact of cross-cultural and generational differences</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	5

Leadership Competencies	Expected Standards of Performance	PERFORMANCE ZONES (See Scoring Guidelines)					
		Exceeds	Fully Satisfactory	Generally Satisfactory/ Some Improvement Needed	Unsatisfactory	Comments (if required) Or Examples provided for other than "Fully Satisfactory" rating	WEIGHTING 50%
<p><b>Drives Innovative Change:</b> Develops an environment which embraces change, encourages acceptance and guides others to proactively, effectively and efficiently move through transition.</p> <p><u>Basis of Evaluation</u> -Anticipates and leads change. -Is open to innovation and manages the change processes. -Takes calculated risks.</p>	<ul style="list-style-type: none"> <li>Introduces and champions the rationale for change</li> <li>Anticipates the effects of change and develops plans to manage impacts</li> <li>Proactively leads change processes</li> <li>Fosters innovation and demonstrates a willingness to take calculated risks and learn from mistakes</li> <li>Monitors organizational progress and adjusts change processes accordingly</li> <li>Coaches leaders on how to support people through change</li> <li>Drives continuous improvement to ensure organizational practices support the strategic priorities</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	10
<p><b>Accountable For Results:</b> Takes ownership of responsibilities and produces results through the timely implementation and evaluation of programs and policies.</p> <p><u>Basis of Evaluation</u> -Makes effective decisions. -Creates a sense of urgency. -Holds themselves and others accountable. -Drives continuous improvement.</p>	<ul style="list-style-type: none"> <li>Sets clear and focused organizational and departmental objectives and plans</li> <li>Links organizational plans to strategic priorities and articulates specific expectations and benefits</li> <li>Demonstrates a strong sense of initiative in pursuing organizational objectives</li> <li>Champions effective resource management to deliver quality results</li> <li>Drives accountability by establishing performance measurement against objectives</li> <li>Proactively addresses performance issues and drives solutions to improve outcomes</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	10

## PART II - EVALUATING THE PERSON AGAINST KEY RESULTS LINKED TO STRATEGIC PRIORITIES

**Key results** must support the strategic priorities for the performance cycle. They should be results-based, describing accomplishments that are achievable within the performance cycle. Inclusion of 3-5 key results for the current performance cycle is recommended. Effective **performance measures** should:

- Describe how we know the result has been achieved
- Define standards of quantity/quality for expected levels of achievement
- Provide the data that determines if and how well the goals have been met.
- Include “Linkages” to other departments/divisions and comments as required for the achievements of results throughout organization. Communication is required with other involved parties.

**Types of performance measures to consider:**

- **Efficiency** – proposed ratio of outputs to inputs, e.g. cost per output produced
- **Effectiveness** – extent to which objectives are achieved, e.g. increasing self-sufficiency by reducing dependency of clients of Program “X” by 5%
- **Output** – amount of anything produced within a given time, e.g. assessment and review of “X” special cases per month
- **Input** – the amount of resources (money, staff, time) used to produce an output, e.g. \$500,000 ceiling on costs to support initiative “Y”
- **Outcome** – intended effect, rather than what has simply been produced, e.g. help people with disabilities live in their communities and achieve greater independence.
- **Customer Service** – degree to which needs/expectations of the recipients of the service are satisfied with the level and quality of service received, e.g. survey average indicates a rating of “satisfied” or better

Key Results	Strategic Priority	Performance Measures	Measures Achieved	Weighting	Performance Zones
<i>Outcomes or results to be achieved. For developing employees, results should be achievable through satisfactory performance, and should be limited to one or two. For fully proficient employees, results should be challenging and designed to stretch performance (the number will depend on the scope of the result and the level of the job,. Between 2 and 5 in total).</i>	<i>Each result statement should directly support a strategic priority</i>	<i>Describe how we know the results have been achieved. Define standards of quality/quantity for expected levels of achievement. Data that determines if and how well results have been met.</i>	<i>Assessment of accomplishments in relation to Performance Measures at the end of the performance cycle</i>	<b>50% for total key results</b> <i>Each key result is weighted individually</i>	<b>Rate each key result with the appropriate performance zone. refer to <u>PART 2 of the Scoring Guidelines</u> (separate document)</b>
<b>Result 1:</b>  <b>PROVIDES EXCELLENT CUSTOMER SERVICE THAT MEETS THE CHANGING NEEDS OF RESIDENTS</b>	<b><i>Building a city for the 21<sup>st</sup> century</i></b>	<ol style="list-style-type: none"> <li>1. Transit – implement/improve 10 promotional initiatives for public transit</li> <li>2. Ensure Youth, Older Adults and Newcomers thrive – 12 partnerships with newcomer agencies – priority</li> </ol>	<input type="text"/>	<b>15</b>	<input type="text"/>

		<p>neighbourhood plans in place – Library Youth Plan in place – Library Older Adult Plan in place – 12 awareness initiatives for families/caregivers</p> <p>3. Completing Neighbourhoods – ensure all capital projects on schedule – conduct a review of hours and plan changes – expand the annual literary events – support the Culture Plan – develop coordinated promotion of key local events</p> <p>4. Cultivate Creative Business – 12 initiatives to promote service to local businesses</p> <p>5. Living Green -12 eco-friendly actions in the Library</p>			
<p>Result 2:</p> <p><b>EXHIBITS A CONTINUOUS IMPROVEMENT APPROACH TO LIBRARY OPERATIONS</b></p>	<p><b><i>Building a sustainable business plan</i></b></p>	<p>1. Complete the corporate business plan</p> <p>2. Complete the Sheridan service plan</p> <p>3. Achieve the 2010 budget targets</p> <p>4. Complete the workplace review</p> <p>5. Complete the review of the sale of unwanted materials</p> <p>6. Complete the computer replacement plan</p> <p>7. Plan for self service</p> <p>8. Complete the signage project</p> <p>9. Complete the review of reference service</p>	<p><input type="text"/></p>	<p><b>15</b></p>	<p><input type="text"/></p>



Result 3 <b>ENSURES AN ENGAGED WORKFORCE THAT DELIVERS SERVICES TODAY AND ANTICIPATES THOSE OF TOMORROW</b>	<i>Continuing to be an employer of choice</i>	1. Present a staff conference 2. Implement the Board's annual work plan	<input type="text"/>	<b>1</b>	<input type="text"/>
Result 4: <b>ENSURES THE LEADERSHIP OF THE LIBRARY IS OUTSTANDING</b>	<i>Focusing on leadership</i>	1. Address talent management across the system	<input type="text"/>	<b>10</b>	<input type="text"/>
Result 5: <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Result 6: <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Result 7: <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Result 8: <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

**PART III – OVERALL RATING OF PERFORMANCE**  
 Consider individual ratings for Key Leadership Competencies and Key Results to come up with a composite assessment of overall performance. See Scoring Guidelines. Select:

Exceeds     
  Fully Satisfactory     
  Generally Satisfactory/Some Improvement Needed     
  Unsatisfactory

**PART IV – DEVELOPMENT PLANNING**

**DEVELOPMENT PLANNING** – Areas that require focus may be selected from the Leadership Behaviours or Key Results outcomes.

Area of Development (Task, skill and/or behaviour) : <input type="text"/>		Success Measurement : <input type="text"/>
Action/Activity (formal training, on the job, coaching): <input type="text"/>	Resources: (People, Financial) <input type="text"/>	Timelines: <input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
Results from development plan: <input type="text"/>		

Area of Development (Task, skill and/or behaviour) : <input type="text"/>		Success Measurement : <input type="text"/>
Action/Activity (formal training, on the job, coaching): <input type="text"/>	Resources: (People, Financial) <input type="text"/>	Timelines: <input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
Results from development plan: <input type="text"/>		

Area of Development (Task, skill and/or behaviour) : <input type="text"/>		Success Measurement : <input type="text"/>
Action/Activity (formal training, on the job, coaching): <input type="text"/>	Resources: (People, Financial) <input type="text"/>	Timelines: <input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
Results from development plan: <input type="text"/>		

**CAREER PLANNING**

- Completion of this section is **OPTIONAL** for individuals interested in a Career Opportunity.
- Identify the next position or opportunity/activity in the development plan for the employee to prepare for future assignments.
- May refer to skills, abilities or knowledge.

<input type="text"/>
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EMPLOYEE'S COMMENTS	MANAGER'S COMMENTS
<input data-bbox="69 203 132 232" type="checkbox"/>	<input data-bbox="1052 207 1115 237" type="checkbox"/>

**Employee Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Manager Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**DATE:** April 13, 2010

**TO:** Mississauga Public Library Board

**FROM:** Ann Murphy, Acting Director of Library Services

**SUBJECT:** **Report on Contact with Local Educational Institutions**

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**RECOMMENDATIONS:** That the report dated April 13, 2010, on contact with educational institutions in Mississauga be approved.

**BACKGROUND:** A key goal for the Library is effective partnership with local educational institutions. These include both local school boards, the local university, area colleges, and special educational institutions including the French school and numerous private schools. Other local agencies, like daycare associations and religious/cultural “schools” are also community partners of the Library. Together these represent the Library’s commitment to support formal education, especially of all children in Mississauga. This is consistent with the Ends statements of the Library Board.

**COMMENTS:** The importance of this service to young people in formal education can best be achieved by ensuring the routine contact with all educational institutions and the annual identification of mutual objectives. Over the term of the current Library Board major efforts have focused on local schools. The City’s recent Youth Plan is a call to action for the teen sector. The Library has launched regular newsletters for all teachers, administrators and parents. The Library has maintained contact with both school library coordinators and works with those schools that share facilities. The Library Board has had meetings with the directors of both boards. Each branch library maintains on-going contact with all public schools in their service area. The director meets regularly with the librarian at the University of Toronto at Mississauga. Nearby colleges are routinely communicated with re the library’s services. The Library’s web site and e-newsletters are organized to appeal to educators and students. The recent master plan emphasized the need to partner ever more closely with schools.

**FINANCIAL IMPACT:** None.

**CONCLUSION:** As good as efforts have been in this area in the recent years, it requires a more formal approach based on four levels of partnership: the board level, the director level, a system-wide service level, and a local level. Each has a different and yet important role in making the partnership effective over time.

The following suggest how each could contribute:

**Library Board** – semi-annual presentations to both school boards on the Library’s education agenda specifically, plus provision of a semi-annual report to the other local educational institutions, and the creation of a web page to house these reports for the community’s interest

**Library Director** – at least semi-annual contact with both local directors of education and the comparables in the other institutions to raise mutual concerns and identify opportunities at the organizational level with a report to the Library Board on such contacts and plans and a web site to house these reports for general information

**System contact** – routine contact between the educational institutional reps and appropriate Library staff on current plans and opportunities for the Library’s service with a web report on school service changes

**Local contact** – all educational sites in the city are assigned to one of the Library’s 18 branches and this branch maintains on-going contact with its partners re local services and resources of interest to students, educators and parents as well as contributing to and promoting the Library’s youth web pages

**ATTACHMENTS:**

None.

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Anne Murphy, Acting Director of Library Services

*(Prepared by Don Mills)*

**DATE:** April 13, 2010

**TO:** Mississauga Public Library Board

**FROM:** Anne Murphy, Acting Director of Library Services

**SUBJECT:** **2009 Future Directions Implementation Guide for Library Services**

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**RECOMMENDATIONS:** That the 2009 Future Directions Implementation Guide for Library Services be received for information.

**BACKGROUND:** The recommendations contained within the 2009 Future Directions Master Plan for Library Services was approved at the February 17, 2010 Mississauga Library Board Meeting and subsequently were endorsed in principle subject to budget considerations, by the City of Mississauga Council at its March 3, 2010 General Committee Meeting (Adopted at Council on March 10, 2010).

The 2009 Future Directions Implementation Guide for Library Services accompanies the Master Plan and was received for information at the March 3, 2010 General Committee Meeting of Council.

**COMMENTS:** The Implementation Guide for Library Services suggests triggers for the implementation of each recommendation and provides capital cost estimates for new projects that are not currently in the 10 Year Capital Budget and Forecast.

The Guide will be used by staff to inform the Library's Business Plan, through the Corporate Business Planning process, annual capital and operating budget review and/or any other decision-making germane to the implementation of the recommendations. The Implementation Guide will be reviewed annually by Library staff to ascertain progress on each item.

**FINANCIAL IMPACT:** The Implementation Guide for Library Services will assist staff in prioritizing recommendations and to further develop detailed capital and operating costs which will be presented to the Council for approval through the Corporate Business Planning and annual Budget Review processes.

The Implementation Guide for Library Services identifies approximately \$2 million in new capital projects that are not currently in the 10 Year Capital Budget and Forecast (2010-2019).

**CONCLUSION:**

The 2009 Future Directions Master Plan provides a framework for library services over the next five (5) years with a twenty five (25) year outlook. The Future Directions Implementation Guide for Library Services will inform the Library's Business Plan, through the Corporate Business Planning process, and the annual capital and operating budget processes.

**ATTACHMENTS:**

Appendix 1: 2009 Future Directions Implementation Guide for Library Services – pdf attached and printed copy will be available at the meeting.

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Anne Murphy, Acting Director of Library Services

*(Prepared by Debbie MacDonald, Manager, Shared Services)*

**DATE:** April 13, 2010

**TO:** Mississauga Public Library Board

**FROM:** Anne Murphy, Acting Director of Library Services

**SUBJECT:** **Monthly Ends Report**

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**RECOMMENDATION:** That the report dated April 13, 2010, on the Board's Ends be received.

**BACKGROUND:** The Board approves the key objectives each year in support of its identified strategic priorities to effect its identified Ends. Management provides a progress report at each meeting on progress on the year's objectives.

**COMMENTS:** The attached report identifies the Library's key objectives for 2010 aligned to the Board's strategic priorities and also to the City's recently announced strategic priorities. Management will develop a "charter" for each objective clarifying the who/what/when/how of each initiative. Collectively these represent the work plan for the Library's 5 person senior leadership team. This work plan will identify deliverables by quarter over the year. Plans can and do change and the monthly report will be the process for making those changes.

**CONCLUSION:** The attached report card represents the approved objectives and the accomplishments.

**FINANCIAL IMPACT:** None.

**ATTACHMENTS:** Appendix 1: **Monthly Ends Report**

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Anne Murphy  
Acting Director of Library Services



Monthly Ends Report Card  
*Moving the Library Forward – 2010 STRATEGIC PRIORITIES*

KEY OBJECTIVES	DESIRED RESULTS	PROGRESS REPORT
<b>5 Strategic Pillars for Change</b>		
<b>1. DEVELOP A TRANSIT-ORIENTED CITY</b>		
<i>Celebrate Our Community</i>		
➤ To ensure active promotion of public transit	12 actions completed	To be completed by 4 <sup>th</sup> Quarter
<b>2. ENSURING YOUTH, OLDER ADULTS AND NEWCOMERS THRIVE</b>		
<i>Celebrating Our Community</i>		
➤ To pilot partnerships with newcomer agencies/groups	12 actions completed	To be completed by 4 <sup>th</sup> Quarter
➤ To develop services to priority neighbourhoods	Objectives completed	Underway
<i>Providing Support for Life-Long Learning</i>		
➤ To develop an implementation plan from the Mississauga Youth Plan	Plan completed and objectives met	Plan to be completed by 2 <sup>nd</sup> Quarter and objectives met by 4 <sup>th</sup> Quarter
➤ To support the Older Adult Plan	Plan completed and objectives met	Underway
<i>Promoting Awareness</i>		
➤ To promote the library to families and caregivers	12 actions completed	Underway
<b>3. COMPLETING OUR NEIGHBOURHOODS</b>		
<i>Providing Library Space that Works</i>		
➤ To complete all capital projects: Central, Burnhamthorpe, Lakeview, Lorne Park, Meadowvale, Port Credit, Woodlands,	Projects completed as planned	Underway
➤ To conduct a review of branch hours	Report produced by June	Delayed
<i>Celebrating Our Community</i>		
➤ To continue to develop the annual Mississauga Literary Festival	Event successful	Underway. To be completed by 3 <sup>rd</sup> Quarter
➤ To support the Culture Master Plan	Plan completed and objectives met	Plan to be completed by 3 <sup>rd</sup> Quarter and objectives met by 4 <sup>th</sup> Quarter
➤ To develop a co-ordinated promotion of key community and cultural events	Project completed	To be completed by 3 <sup>rd</sup> Quarter
<b>4. CULTIVATING CREATIVE AND INNOVATIVE BUSINESS</b>		
<i>Providing Support for Life-Long Learning</i>		
➤ To promote services to businesses	12 actions completed	To be completed by 4 <sup>th</sup> Quarter
<b>5. LIVING GREEN</b>		
<i>Providing Library Space that Works</i>		
➤ To increase eco-friendly actions across the system	12 new actions completed	To be completed by 4 <sup>th</sup> Quarter

KEY OBJECTIVES	DESIRED RESULTS	PROGRESS REPORT
<b>3 Inward Focused Strategic Directions</b>		
<b>6. BUILDING A SUSTAINABLE BUSINESS PLAN</b>		
<i>Seeking Superior Service at a Reasonable Cost</i>		
➤ To complete the 2011-2014 Corporate Business Plan	Plan completed	Underway
➤ To complete a service plan for the Sheridan community	Plan completed	Underway
➤ To achieve the 2010 budget targets re: gapping and absenteeism	Savings achieved	Regular monitoring until 4 <sup>th</sup> Quarter
➤ To review the sale of unwanted materials	Report presented	Underway
<i>Innovating through Technology</i>		
➤ To begin implementation of the new computer system	Implementation underway	Underway
➤ To expand e-services	Introduction of at least one new e-service	To be completed by 2 <sup>nd</sup> quarter
➤ To begin implementation of self service technology	Goals achieved to plan	Dependant on new computer system timelines
<i>Providing Library Space that Works</i>		
➤ To implement the signage project across the system	Signage completed	Underway
➤ To review reference service model	Plan completed	To be completed by 3 <sup>rd</sup> Quarter
<b>7. CONTINUING TO BE AN EMPLOYER OF CHOICE</b>		
<i>Developing Board and Staff Effectiveness</i>		
➤ To implement the Board's annual work plan	Plans completed	Regular monitoring to 4 <sup>th</sup> Quarter
➤ To implement the workplace assessment and awareness program	Plans completed	To be completed by 3 <sup>rd</sup> Quarter
➤ To present a staff conference	Conference successful	Underway. To be completed by 3 <sup>rd</sup> Quarter
<b>8. FOCUSING ON LEADERSHIP</b>		
<i>Developing Board and Staff Effectiveness</i>		
➤ To address talent management across the Library	Involvement of staff in all City programs	Underway