



Mississauga Public Library Board Meeting

Wednesday, April 17, 2019 | 5:30 - 7:30 p.m.
[Central Library](#) | 301 Burnhamthorpe Rd W, Mississauga

Board Members

Margot Almond
Councillor John Kovac
Councillor Matt Mahoney
Priscilla Mak
Antonio Maraschiello
Wahab Mirjan
Laura Naismith
Val Otori
Carol Williams

Secretary/Treasurer/CEO

Lori Kelly
Director, Library

Leadership Team

Sue Coles
Manager, Facilities & Operations
Mike Menary
Manager, Planning, Development and Analysis
Laura Reed
Manager, Central Library & Community Development
Jennifer Stirling
Manager, Digital Library Services & Collections

The Library Board's Ends Are:

- We know and engage with our community
- We work to recognize the Library as a key learning institution
- We provide inspiring, welcoming and creative spaces
- We deliver service with multi-talented people changing lives
- We provide access to many resources in many ways

Land Acknowledgement

We acknowledge the land on which we stand is part of the Treaty Lands and Territory of the Mississaugas of the Credit First Nation Territory, Traditional Territory of the Anishinaabe, Huron-Wendat, Haudenosaunee and Ojibway-Chippewa Sovereign Nations. This Territory is covered by the Upper Canada Treaties, as well as the Dish with One Spoon Wampum Belt Covenant. We are grateful to have the opportunity to work with the community on this Territory.

Agenda

Item No.	Item Description	Time Allotted (In minutes)
1.0	Call to order: Welcomes & Land Acknowledgement Statement	
1.1	Excused Absences <i>(Motion required to excuse absences)</i>	3
1.2	Approval of Agenda <i>(Motion required to approve agenda)</i>	2
1.3	Declaration of Conflict of Interest	
1.4	a. Elections b. SOLS Trustee Designation	20
1.5	Delegations	
2.0	Consent Agenda - <i>(Motion required to approve consent agenda) (All items listed under the Consent Agenda are considered to be routine and are recommended for approval by the Chair. They may be enacted in one motion or any item may be discussed if a member so requests.)</i>	5
2.1	Minutes of the Regular Meeting on March 17, 2019	
3.0	CEO Report <i>(Motion required to receive)</i>	10
4.0	Policy Review	
5.0	Executive Limitations/Internal Monitoring Reports	
5.1	Business Planning Overview, Timelines & Budget Requests <i>(Powerpoint presentation; Motion required to receive)</i>	20
5.2	Utilization Report <i>(Motion required to receive)</i>	10
6.0	Ends	
6.1	Annual Key Objectives <i>(Motion required to approve)</i>	20
7.0	Governance	5
7.1	Review of Work Plan	
7.2	Upcoming Meetings/Events/Chair Rotation	
8.0	Ownership Linkage	
9.0	Board Advocacy Smart City Master Plan	For Information only

	Regional Governance Review	
10.0	Board Development SOLS	For Information Only
11.0	Other Business	
12.0	In Camera Agenda Pursuant to Ontario Public Library Act Sections (4) (d) labour relations - Union Negotiations	10
13.0	Board Self-Evaluation - Councillor M. Mahoney to lead self-evaluation- Prepared for the meeting...time spent appropriately on Ends...full participation...courteous treatment of others...adherence to Rules of Order...emphasis on the future.	5
14.0	Adjournment <i>(Motion required to adjourn)</i>	
	TOTAL TIME	110



DATE: April 17, 2019
TO: Mississauga Public Library Board
FROM: Lori Kelly, Director, Library
SUBJECT: **Consent Agenda**

RECOMMENDATION: That the Consent Agenda comprising of Agenda 2.0 to 2.1 are hereby approved as written and the CEO of the Library is hereby authorized and directed to take such action that may be necessary to give effect to the recommendations as therein contained:

2.0 **Consent Agenda**

2.1 Minutes of the Regular Meeting on March 20, 2019

Lori Kelly
Director, Library



**MISSISSAUGA PUBLIC LIBRARY BOARD
Regular Meeting**

**Minutes of the meeting held on Wednesday, March 20, 2019 at 5:30 p.m.,
Mississauga Central Library, 301 Burnhamthorpe Road West, Mississauga, On**

Present: Margot Almond
Raj Chopra (Vice Chair)
Harry Hastilow
John Kovac
Priscilla Mak
Councillor Matt Mahoney
Antonio Maraschiello
Laura Naismith
Val Ohori (Chair)

Absent: Nokha Dakroub
Thomas Thomas

Staff Present: Lori Kelly, Director, Library
Jennifer Stirling, Manager, Library Digital Services & Collections
Laura Reed, Manager, Central Library & Community Development
Sue Coles, Manager, Facilities & Operations
Mike Menary, Manager, Planning Development & Analysis

Minutes Recorded: Anne Marie Solleza

1.0 Call to Order/Excused Absences

Board Chair V. Ohori called the meeting to order at 5:41pm.

1.1 Excused Absences

20:19 Resolved that N. Dakroub and T. Thomas be excused from the meeting.

Moved by H. Hastilow

Seconded by M. Almond

Carried

1.2 Approval of Agenda

21:19 Resolved that the agenda be approved as presented.

Moved by L. Naismith

Seconded by Councillor M. Mahoney

Carried

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1.3 Declaration of Conflict of Interest

There were no conflicts of interest declared.

1.4 Delegations

Mary Ellen Bench, City Solicitor, Connie Mesih, Director of Revenue and Material Management and Erica Edwards, Manager, Material Management were invited to the meeting to provide clarity and answer some questions the Board had with regard to the integrated Mississauga Library model and City procurement policies

The Chair requested the City Solicitor to craft a response clarifying Board & City relationship and the Board's role as it relates to procurement.

The Chair thanked M.E. Bench, C. Mesih and E. Edwards for coming to the meeting.

2.0 Consent Agenda

22:19 Resolved that the Consent Agenda be approved and the CEO of the Library is hereby authorized and directed to take such action that may be necessary to give effect to the recommendations as therein contained.

**Moved by L. Naismith
Seconded by P. Mak
Carried**

3.0 CEO Report

See Consent Agenda.

4.0 Policy Review

There were no policies scheduled for review.

5.0 Executive Limitations/Internal Monitoring Reports

5.1 Policy B-14 – Meetings Policy

23:19 Resolved that Policy B-14 on Meetings per report dated February 11, 2019 be approved with amendments.

**Moved by A. Maraschiello
Seconded by R. Chopra
Carried**

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6.0 Ends

6.1 New Library Website Demo

Robert Simeon, Manager, Social Engagement, Rob Cummins, Manager, Digital Strategy & Experience and Andrew Delroy, Marketing Consultant, Digital Strategy provided the Board with a preview of the new library website that will be launching in April. Members were very pleased with the new, simple but dynamic website that is much easier to navigate.

7.0 Governance

7.1 Legacy Document

24:19 Resolved that the 2014-2018 Legacy Document be approved.

**Moved by H. Hastilow
Seconded Councillor J. Kovac
Carried**

7.2 Board Orientation Plan

The CEO took the members through the Board Orientation Plan. Materials will be sent in advance of the orientation for preparation. A Doodle poll will be sent out for members to vote on the date.

The CEO also reminded the Board of the upcoming elections for the positions of Chair and Vice Chair scheduled for the April meeting and the need to appoint members of the Nominating Committee. The Chair asked last year's members if they were willing to serve on the committee this year.

25:19 Resolved that Councillor J. Kovac and Councillor M. Mahoney shall serve as members of the Nominating Committee for the April 17, 2019 elections.

**Moved by A. Maraschiello
Seconded R. Chopra
Carried**

7.3 Review of Workplan

No changes were made to the workplan.

7.4 Upcoming Meetings/Events/Chair Rotation

There were no changes to the schedule.

At this point in the meeting, the Chair took the opportunity to acknowledge R. Chopra and H. Hastilow, who have decided to not to seek re-appointment as Board members. She thanked them for their dedication and their contribution to the success of the Library Board's work. Councillor J. Kovac and Councillor M. Mahoney echoed the Chair's thoughts and added their own appreciation for Harry and Raj. Councillor M. Mahoney also thanked V. Ohori for her leadership as Board Chair since 2016.

8.0 Ownership Linkage

There were no items for discussion.

9.0 Board Advocacy

There were no items for discussion.

10.0 Board Development

There were no items for discussion.

11.0 Incidental Information

There were no items for discussion.

12.0 Other Business

12.1 Action Log Review

Items # 2, 4, 7 and 8 were marked completed. No new items were added to the log. Notes for item 3.A were updated to reflect the Board's request for a response from the City Solicitor clarifying Board & City relationship and the Board's role as it relates to procurement

13.0 Board Self-Evaluation

Councillor J. Kovac led the self-evaluation. He acknowledged the full attendance from the members and thanked everyone for their solid participation in the discussions. He praised collaborative spirit of the members and congratulated everyone on the end of a successful term. He thanked R. Chopra and H. Hastilow once more for their service to the Board and wished both good luck in their future plans.

14.0 Adjournment

26:19 Resolved that the meeting adjourn at 7:45pm

**Moved by H. Hastilow
Seconded by R. Chopra
Carried**

*Mississauga Public Library Board Meeting
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NEXT MEETING

The next Library Board meeting will be on April 17, 2019 at Central Library.

Secretary/Treasurer

Chair



Briefing Note

To:	Mississauga Library Board
From:	Lori Kelly, Director, Library
Date:	April 8, 2019
Subject:	CEO Report – April 2019 - Agenda 3.0

BACKGROUND

The following report demonstrates compliance with Item 2 of policy A-1. Inform the Mississauga Public Library Board (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.

GOVERNMENT UPDATES

Regional Governance Review

In January 2019, the Ministry of Municipal Affairs and Housing announced that it had appointed two special advisors, Ken Seiling and Michael Fenn, to review regional government in Ontario. Mississauga is currently a member of the Region of Peel, along with the City of Brampton and Town of Caledon. On March 27, 2019 Mississauga City Council (Council) adopted a motion, approving in principle that Mississauga become independent from the Region of Peel as its preferred option. The full report can be found at this [link](#).

A Town Hall was held on April 8, 2019, both in person and on line, to provide information to residents and gather feedback on the issue for Council. The format of the Town Hall included a presentation on Mississauga's position from Janice Baker, CAO and City Manager followed by moderated questions/comments from the audience. The Ministry of Municipal Affairs and Housing is conducting [online public consultation](#) until May 21, 2019. Residents are encouraged to share their thoughts on regional governance through this channel. The online consultation allows those who live or work in Mississauga to provide their own feedback. Participants can either complete a survey or provide customized comments by email or mail to the Ministry's office.

Council Approved Library Board Resolution

On March 27, 2019 Council approved the Board's March 20, 2019 resolution to amend the composition of the Board. Council adopted Resolution 0065-2019 as follows:
Resolution 0065-2019

1. That Council supports the Mississauga Public Library Board recommendation that the composition of its membership be changed to 9 members (7 citizen members and 2 Councillors) effective immediately and that Councillor Matt Mahoney be identified as the Mississauga Library Board liaison to the Dufferin-Peel Catholic School Board and the Peel District School Board.
2. That the Dufferin-Peel Catholic School Board and the Peel District School Board be requested to appoint a liaison for the Mississauga Library Board to serve as a key communications contact.

On April 10, 2019 the Dufferin-Peel Catholic School Board notified the Office of the City Clerk that Trustee Thomas Thomas has been appointed as the liaison for the Board. Notification from the Peel District School Board is still to be received.

ORGANIZATIONAL CHANGES

There are no organizational changes to note at this time.

SYSTEM HIGHLIGHTS

Customer Beta Launch of New Website

On April 8, 2019 an important milestone was reached in the development of the Library's new website when the customer beta site was released. The beta site allows customers to test and provide feedback on a live site while still allowing for work to continue on content and features before the cut over from the old site to the new site. A feedback form appears on every webpage and is fully functional so customers can share their feedback directly with the design team. This best practice approach is one that has served others well and represents a modern approach to launching new websites. The complete cut over to the new site is scheduled in early May.

A special thank you to Jennifer Stirling, Manager Library Digital Services and Collections, Rob Simeon, Manager Social Engagement and his team for making this new website a reality in partnership with the Information Technology and Strategic Communications Divisions.

Corporate Awards Nominations

The Corporate Awards program, developed in 1994, is designed to recognize outstanding achievements made by staff in the areas of customer service, continuous improvement, leadership, team effectiveness, partnership, the environment and corporate spirit. The Corporate Awards program is administered by the Corporate Awards Committee with support from Human Resources and is a staff led committee with representation from across the organization.

This year 13 Library employees were nominated for four awards:

- Excellence in Customer Service Award for Reinventing the What's On Guide
- Award for Innovative Business Solution for Mildea Implementation as well as THRIVE Project Phase One: Transforming How the City Hires Talent
- Excellence in Working Together Award for the Community Engagement Cross Departmental Team
- Brenda Sakauye Environment Award for the Disposal of Surplus Assets Policy Team

The Corporate Award recipient presentation will be held in Council Chambers on June 5, 2019.

Review of New Technology Implementation

At the June 20, 2018 Board meeting an action was logged to share an update in April 2019 on the activity resulting from the introduction of hot spots and Chromebooks.

With funding in the amount of \$92,100, received through the 2017-2018 Improving Library Digital Services Grant, 10 hot spots were introduced at Cooksville on September 4, 2018 for use outside the library. Similar to a Wi-Fi network, hot spots can be used at home, work or on the go to connect any device to the internet. Internet access has become an essential part of the services provided by the Library and this initiative expands that service beyond the Library's walls. Customers have unlimited access to data when borrowing a hot spot. Cardholders over 18 years of age with a library card in good standing are eligible to borrow a hot spot. Hot spots are available for a 7 day loan period and are available on a first-come, first-served basis. No holds or renewals can be placed on a hot spot. Budget has been approved for five more libraries; Central, Frank McKechnie, Malton, Mississauga Valley and Woodlands libraries to receive hot spots in 2019 and work is underway to have them available this summer.

Since the release of the program hotspots have circulated 257 times from September to April. This is a very beloved service with high interest from customers. Staff have instituted procedures to try and ensure that the usage of these is spread out through the community as they circulate quickly. One customer credits the hot spot for helping her get a job. With the hotspot she was able to finish and upload her resume, schedule and interview, eventually resulting in her employment with that organization. Staff were pleased to hear that this access resulted in such a significant change in a customer's life.

Also funded through the provincial grant, 10 Chromebooks were introduced on December 6, 2018 at each of Cooksville, Sheridan and Malton libraries for in library lending. A Chromebook is a specialized laptop with an operating system created by Google. It can be used for most of the same things a Windows laptop is used for including surfing the web, watching movies on YouTube, listening to music or doing homework. Chromebooks are often the lap top of choice in elementary and high schools so many students will be familiar with them. Chromebooks are a cost effective alternative to desk top computers, easier to maintain and allow customers the choice to use the technology anywhere in the library. Cardholders with a valid youth or adult library card in good standing are eligible to borrow a Chromebook. They are available on a first-come, first-served basis. No holds or renewals can be placed on a Chromebook.

Chromebooks have circulated 208 times since their launch, and several are usually checked out at a time at each location. Since they require a youth card, library managers report that this limits the use by some of the target audience. Work is being done to reconsider this limit. Also, since the usage is currently limited by the lack of wireless printing, which will be accessible in the system by the end of the third quarter 2019, an increase in use is expected after the introduction of the service. The Library Innovation & Technology team will continue to monitor the use with the introduction of this service and evaluate changes to procedures going forward.

Completion of Acquisitions Audit

On May 6, 2019 the Library Acquisitions Audit will be presented at Audit Committee. The audit was completed by the Internal Audit Division and focussed on the business processes for library material acquisitions, applicable contracts and staff responsibility for managing the terms of the various Library materials contracts. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing. The audit resulted in five administrative recommendations that the Library is currently exploring and has committed to resolving by December 2019.

March Break Program Highlights

An exciting lineup of programs was offered at all branches across the city. Many were at capacity or sold out, demonstrating the overwhelming interest in library programs; for example, three family story times were offered at Central Library for children of all ages with 141 people attending. There were also six programs for youth offered at Central Library during March Break with 58 teens attending. Staff led programs across the city included Junior Maker Clubs, craft programs, LEGO Clubs, a Peppa Pig Party, robotics, family gardening workshops with Ecosource, board games, digital film making, art programs, and more. In addition, the Library was pleased to host performances including magic shows, music programs, specialty animal programs, science programs, and others. Five “big” shows were offered in the Noel Ryan Auditorium with 1,071 people attending. These shows included Mad Science, The Magic of Roberto, Bumbling Bert, Reptilia and T&J. March Break represents one of the busiest time of

year in the Library with staff providing exceptional programming and services with high levels of energy and enthusiasm.

Try It! Program Launch

Beginning this fall, every Library location will have the opportunity to host monthly daytime fitness/wellness classes for adults, through a great new partnership with the Recreation Division. Historically, Library locations have run yoga, meditation and other fitness/wellness classes and series over the years using external instructors; this new partnership continues this effort with well-qualified Recreation instructors in an intentional, coordinated and more cost effective way. This programming allows the Library to welcome more adults into our inspiring spaces, promotes Library resources and services, and identifies and addresses information needs. For our Recreation colleagues, they extend their reach into new communities, and work with the Library to encourage wellness and social inclusion.

STAFF DEVELOPMENT

City Manager's Leadership Conference

On April 8 and 9, 2019 Library Managers, Supervisors and Senior Librarians participated in the City Manager's Leadership Conference. The Conference is an annual event for leaders from across the organization that supports learning, development and networking. The Conference is chaired and designed by a team of selected staff from all departments. This year Amanda French, Supervisor Library Program Development and Training and Lina van Velzen, Manager Port Credit and Cooksville libraries were members of the Communications and Showcase teams, respectively. The theme for this year's conference was Legacy and explored how staff can share and build upon past successes as the next generation steps to the forefront. The Conference included presentations from Ryan McCarty, Sarika Cullis-Suzuki, Ted Williams, Brian Trottier and Alan Mallory. The highlight of the Conference each year is the Showcase; a "trade show like" set up that features each Division's interpretation of the Conference theme. This year's Showcase featured milestones that have shaped the city and the innovative projects that are happening now. The Library was well represented with work done by Marian Kutarna, Manager Information Services and Rob Morrison, Senior Librarian that demonstrated aspects of the Library's past, such as programming offerings, and future, including Chromebooks, virtual reality and 3D printing.

Lori Kelly
Director, Library

City of Mississauga
Library Board Report



Date: April 8, 2019	Agenda 5.2
To: Mississauga Public Library Board From: Lori Kelly, Director, Library	

Subject

Library Utilization Trends and Analysis

Recommendations

1. That the report entitled “*Library Utilization Trends and Analysis*” dated April 8, 2019 from the Director, Library be received.
2. That the Library Board endorse the format of this report for future Board reports on data and analytics.

<p>REPORT HIGHLIGHTS:</p> <ul style="list-style-type: none">• The Utilization report is one of eight KPI reports provided to the Board annually.• The report provides data, analysis and business impacts of circulation, foot traffic and user trends.• Data shows a steady use of physical resources and an extraordinary increase in the use of electronic resources of 266% over the last five years.• Foot traffic appears to be slowly trending down with a decrease of 3% from 2017 to 2018.• Active cardholders have been trending down the past 5 years, but have been relatively stable in the last three years with over 115,000 new card holders.• The analysis shows the Library is consistent with or better than comparator Library trends for circulation, foot traffic and user trends.• The report format of providing year over year or multi-year data, trends, comparator data, business impacts and next steps is being recommended as the format for in year utilization reports going forward.

- Future utilization reports could include information and analysis for programming, website and social engagement as data is gathered.

Background

At the June 2018 Library Board (Board) meeting, staff presented a dashboard with Key Performance Indicators (KPI) aligned to the Board Ends. At the September 2018 Board meeting a schedule of KPIs for review by the Board, including those related to the Board's Ends, was presented and approved. This report is the Utilization report identified in that schedule. This report provides analysis of three major year over year trends; Circulation, Foot Traffic and User Trends. The format of this report is recommended to the Board for future in year utilization reports (not including the Count Week report) as it presents key trends, comparing in year results to identical time periods in previous years along with comparator library data, business impacts and next steps. This format is being recommended in response to Board feedback to provide more analytical reports that go beyond just the statistics and identify trends.

Comments

Circulation

- Physical circulation, from 2014-2019, is steady with only a small 1.7% decrease.
- There has been a 266% increase in the use of eResources during this same period driven by increases in OverDrive, RB Digital and Hoopla¹ circulation.

In the last 5 years, the trends indicate an increase of 10% in overall circulation. For the first time ever, in 2018, usage of eResources hit the 1 million mark essentially proving the massively growing demand for eResources. Given physical circulation has somewhat plateaued over the last 5 years, it can be safely assumed that the increase in electronic circulation shows a growth of library users, and/or an increase in customer's consumption of library resources.

Circulation 2014 - 2018

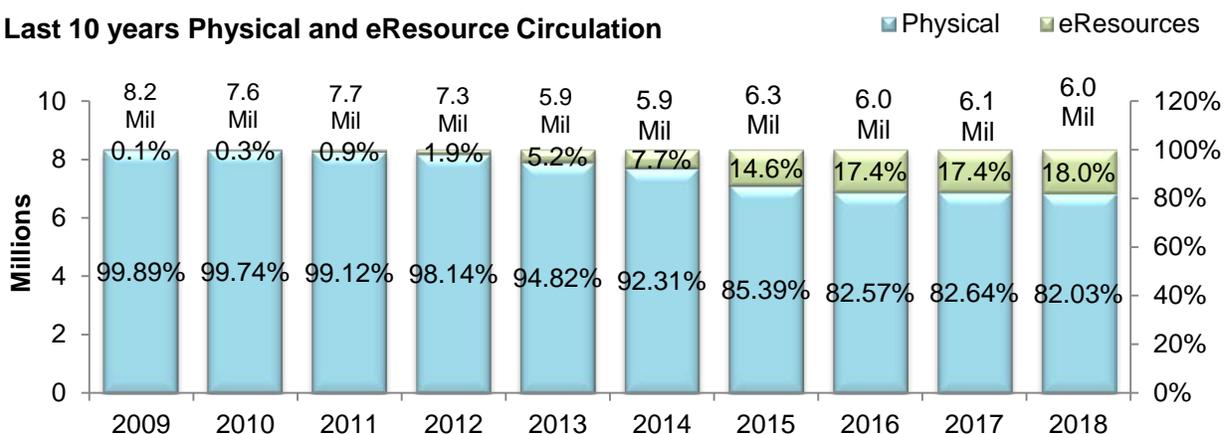
	2014	2015	2016	2017	2018	% Ch (5 Y)
Physical	5,483,570	5,451,440	4,972,179	5,074,731	5,392,783	-1.7%
EResource	284,784	737,619	878,153	905,719	1,043,068	266%
Total	5,940,581	6,383,808	6,021,923	6,140,996	6,574,206	10.6%

Table B – 5 Years Trend of MLS Circulation (Appendix 1A)

¹ Hoopla launched in mid-2018 and continues to trend upwards since launch.

The chart below shows the trend of shifting of physical circulation to eResource circulation. The 10 year time frame was selected to show the extraordinary growth of eResources which began as less than 0.1% of circulation and now represents almost 20% of circulation. This trend is consistent with comparator libraries with small increases or decreases in physical circulation and large digital increases.

Last 10 years Physical and eResource Circulation



The steady circulation of physical items combined with the significant growth in eResources requires the Library to maintain the budget for physical items and request additional funds to accommodate the increased demand for eResources. This will ensure service levels for physical items are maintained and service levels for eResources respond to customer demand. In addition, consideration is being given to additional services for eResources including an express collection for short term loans with no holds.

Foot Traffic

Prior to 2017 foot traffic was manually counted during Count Week and multiplied by 50 to estimate a yearly total. Gate counters were fully operational in December 2017 resulting in a more effective collection of year over year foot traffic information. Going forward, additional annual data can be compared beginning with 2017 data.

- Foot traffic is down slightly compared to 2017.
- On average, Mississauga libraries get approximately 365,000 visits a month over the past two years.

Comparator libraries have experienced an average of 4.5% decrease in foot traffic compared to the 3.0% decrease experienced in Mississauga.

Monthly 2018 Foot Count Comparison with previous year

	2017	Branch Avg. 2017	2018	Branch Avg. 2018	% Change
JAN	365,170	20,287	360,051	20,003	-1.4%
FEB	354,956	19,720	328,690	18,261	-7.4%
MAR	409,931	22,774	395,639	21,980	-3.5%
APR	378,528	21,029	376,470	20,915	-0.5%
MAY	396,469	22,026	360,639	20,036	-9.0%
JUN	379,132	21,063	369,178	20,510	-2.6%
JUL	381,174	21,176	384,809	21,378	1.0%
AUG	367,369	20,409	365,076	20,282	-0.6%
SEP	361,107	20,062	343,980	19,110	-4.7%
OCT	388,543	21,586	406,440	22,580	4.6%
NOV	415,958	23,109	378,821	21,046	-8.9%
DEC	318,785	17,710	313,115	17,395	-1.8%
	4,517,122	20,913	4,382,909	20,291	-3.0%

Table: C – Monthly People foot count 2018

With the increased focus on programming as well as the planned introduction of new technology there is an expectation that foot traffic will be, at least, maintained and could show increases over time. Additional research into the correlation between the decrease in foot traffic and the increase in the use of eResources will be conducted.

User Trends

Since 2014, the number of total Library customers has increased by 29.9%. The chart below shows the annual trend of library cardholders and active users over the last 5 years. Interestingly, active cardholders in the last 5 years fell by 5.8% from 223,972 to 210,956 but has held relatively steady since 2016. This is right around the time the increase in eResources circulation has been observed. Comparator libraries are seeing annual declines in active cardholders of approximately 2% annually.

	Avg. Active Users / month	Avg. Total Users / month	% of Active Users	% Change of Avg. Total Users / Year
2014	223,972	389,131	57.6%	11.2%
2015	218,840	415,634	52.7%	6.8%
2016	210,348	440,187	47.8%	5.9%
2017	210,134	473,702	44.4%	7.6%
2018	210,956	505,633	41.7%	6.7%

Table: D – Monthly Average of Active Users / year

The data points to important work the Library must do to maintain the over 115,000 new customers who have registered over the last 5 years as well as better understand the trend in inactive card users. Early analysis of the inactive card user data suggests this data is most likely under-representing use since not all library activity is captured as an “active use” in the Library’s database. As the Library’s usage patterns are changing new data is not currently captured for different kinds of statistic use, including program registration and the use of some electronic databases that are not authenticated through the central system. The Library will move to ensure consistency by changing its operational processes to ensure program registration is tied to usage counts through the online program registration project in 2019/20 as well as look at single sign on options which will consistently authenticate and capture statistics on all electronic resource usage.

More details about active First Step users and active non-resident users are provided below. In June 2018, the Library began tracking the active First Step users and active non-resident users.

	% of Active First Step Users	% of Active Non-Resident Users	% of Active First Step and Non-Resident	Active Users
Jun-2018	0.80%	2.22%	3.02%	209,210
Jul-2018	0.80%	2.21%	3.01%	208,335
Aug-2018	0.81%	2.24%	3.04%	211,857
Sep-2018	0.80%	2.24%	3.04%	211,855
Oct-2018	0.79%	2.27%	3.05%	211,843
Nov-2018	0.76%	2.29%	3.05%	212,356
Dec-2018	0.74%	2.29%	3.04%	212,336

Table: E – Active First Step and Non-resident Users

These two profiles represent 3% of active users, a number that is expected to grow, particularly with the First Step cards given programs such as the Open Window Hub.

Financial Impact

There is no financial impact as a result of this report.

Conclusion

The Utilization report is one of eight KPI reports provided to the Board annually. The report provides data, analysis and business impacts of circulation, foot traffic and user trends. The Library is seeing shifts in the expectations of customers as well as how they use the offerings that are available. The report shows a steady use of physical resources and an increasing use of electronic resources. Foot traffic appears to be trending down but as programming and technology offerings in the Library increase this trend may slow down or reverse. Active cardholders have been trending down the past 5 years, but have been relatively stable in the last three years with over 115,000 new card holders. Future utilization reports could include data for programming, website and social engagement. The utilization report and data provide the Board and the Library with information to make business decisions to enhance the experience for customers.

Lori Kelly
Director, Library

Prepared by:
Raheel Javed, Data Analyst, Planning, Development and Analysis

Mike Menary, Manager, Planning, Development and Analysis

City of Mississauga
Library Board Report



Date: April 9, 2019	Agenda 6.1
To: Mississauga Public Library Board	
From: Lori Kelly, Director Library	Meeting date: April 17, 2019

Subject

Annual Key Objectives

Recommendation

That the proposed annual key objectives provided in Appendix 1 of the report dated April 9, 2019 entitled “*Annual Key Objectives*” from the Director, Library, be approved.

Background

Consistent with the Roles and Responsibilities policy (B10) the CEO is responsible each year for proposing annual objectives with input from the Commissioner, Community Services. The Library Board (Board) is responsible for setting annual objectives and evaluating performance against those objectives. Historically, there have been three sets of annual objectives for the Mississauga Library (Library); the first set of objectives were specific to the Board Ends, the second set specific to the Future Directions Master Plan and Community Services Department initiatives, and the third set, specific to the Library’s operating objectives.

The Library Board Ends (established in 2014) are as follows:

- We know and engage with our community
- We work to recognize the Library as a key learning institution
- We provide inspiring, welcoming and creative spaces
- We deliver service with multi-talented people changing lives
- We provide access to many resources in many ways

The Future Directions Master Plan Strategic Priorities (approved by the Library Board on December 12, 2018) are as follows:

1. Tell the Library's Story
2. Enhance the Customer Experience
3. Revolutionize Service Delivery
4. Invest in Technology to Bridge the Digital Divide
5. Invest in our People
6. Develop 21st Century Facilities

There are 19 recommendations identified to deliver the Strategic Priorities in the Master Plan.

One of the important aspects of the 2019 Future Directions Master Plan was to consider how the Strategic Priorities in the Master Plan serve as the means to the Board Ends. Given finite time, funding and resources it is necessary to ensure all the work that is done in the Library is driving towards the Ends with common, not conflicting or competing annual key objectives. In developing the 2019 annual key objectives careful consideration has been given to achieving the Board Ends and key objectives through the Strategic Priorities in the Master Plan as well as defining the Board's role for each of the deliverables.

This report provides the Board with one set of proposed annual key objectives driven from the Board Ends and consistent with Future Directions and Community Services Department initiatives that serves both customers and staff in advancing the Library's Mission to provide library services to meet the life-long informational, educational, cultural and recreational needs for all citizens.

Comments

The 2019 proposed annual key objectives for the Library are attached in Appendix 1: 2019 Proposed Annual Key Objectives for the Mississauga Library. The information in the appendix includes the Board Ends, Key Objectives (as approved in 2014 by the Board), Future Directions Master Plan Strategic Priorities, Proposed Annual Key Objective, Board Role and Expected Completion Date. The Objectives listed are significant deliverables for 2019 and the chart does not represent all the work that is being done in the Library in 2019 such as annual expectations e.g. Business Planning and Budget preparations, operational improvements, contributions to City-wide initiatives delivered by other Divisions e.g. Smart Cities, Downtown21 Master Plan, Entrepreneur and Innovation Strategy, and work that the Board will be updated on as in camera items.

While each annual key objective is listed under one of the Board Ends in many cases the objective delivers on more than one Ends. Please note, that where the Expected Completion Date is listed as TBD work is currently underway with a partner e.g. Information Technology Division, Recreation Division, to scope the project and build a work plan together. Updates on the progress of each objective will be provided to the Board in June, September and December.

Financial Impact

There is no financial impact as a result of this report. Requests for annual objectives that require funding in 2019 have been previously been approved through the Business Planning and Budget process.

Conclusion

The proposed annual key objectives for 2019 represent an intentional alignment between the Board Ends and the Future Directions Master Plan Strategic Priorities in order to ensure all the work that is done in the Library is driving towards the Ends with common, not conflicting or competing annual key objectives. In developing the 2019 annual key objectives careful consideration has been given to how the Strategic Priorities serve as the means to the Board Ends. There are 17 proposed annual key objectives for the Library to deliver on in 2019. With the Board's approval of the proposed annual key objectives staff will work diligently to deliver on each of the objectives and provide updates in June, September and December on progress.

Lori Kelly
Director, Library

Appendices

Appendix 1: 2019 Proposed Annual Key Objectives for the Mississauga Library

2019 Proposed Annual Key Objectives for the Mississauga Library

<p>Board End: We know and engage with our community</p> <p><u>Key Objectives:</u> Develop a public awareness campaign that will highlight the role and importance of libraries in the community Utilize targeted customer behaviour analysis to improve customer experience Develop partnerships which ensure a wide variety of quality programs</p> <p>Future Directions Master Plan Strategic Priority</p> <ul style="list-style-type: none"> • Tell the Library's Story • Enhance the Customer Experience • Revolutionize Service Delivery 		
Annual Key Objective	Board Role	Expected Completion Date
1. Develop a renewed and expanded vision and mission that signals the transformation and modernization of the Library	Develop and approve vision and mission	TBD
2. Build a plan to raise the community's awareness of what the Library offers to enhance engagement and library usage	Provide input, direction and approval, as appropriate, in the plan and receive updates on progress	September 2019
<p>Board End: We work to recognize the Library as a key learning institution</p> <p><u>Key Objectives:</u> Provide E-Learning opportunities and continued skill development through online resources Develop service that will assist in the use of technology to access resources Increase support and awareness for small business</p> <p>Future Directions Master Plan Strategic Priority</p> <ul style="list-style-type: none"> • Tell the Library's Story • Invest in our People • Invest in Technology to Bridge the Digital Divide 		
Annual Key Objective	Board Role	Expected Completion Date
1. Deliver inaugural Maker Fest! event	Attend event	May 2019
2. Explore additional online learning offerings including formal certification programs	Receive updates on new online learning offerings	September 2019
3. Build a line of business plan for Makerspaces that includes objectives, resource needs, training and delivery methods to support STEAM learning	Receive updates on progress of business plan	June 2019

2019 Proposed Annual Key Objectives for the Mississauga Library

<p>Board End: We provide inspiring, welcoming and creative spaces</p> <p>Key Objectives: Develop and provide facilities that offer an all-inclusive, safe and friendly environment that inspire learning and creativity Ensure that all prospective redevelopment of library spaces takes into account future community needs</p> <p>Future Directions Master Plan Strategic Priority</p> <ul style="list-style-type: none"> • Enhance the Customer Experience • Develop 21st Century Facilities 		
Annual Key Objective	Board Role	Expected Completion Date
1. Rescope and build comprehensive plans for Central Library renovation including design and construction plan, communications plan and an alternate service delivery model	Provide input, direction and approval, as appropriate, in the plan and receive updates on progress	December 2019
2. Complete an infrastructure study to ensure facilities are properly planned for, maintained and address the needs and expectations of Library customers	Provide input, direction and approval, as appropriate, in the study and receive updates on progress	December 2019
3. Complete a feasibility study for South Common Library redevelopment	Receive updates on progress of the feasibility study	June 2019
4. Complete the joint use study for T.L. Kennedy high school (Cooksville Library)	Receive updates on progress of the study	TBD
5. Initiate design of Malton Makerspace	Receive updates on progress of the design	June 2019
6. Deliver approved Open Window Hub programming consistent with the Odette Foundation agreement	Receive updates on progress of programming	December 2019
<p>Board End: We deliver service with multi-talented people changing lives</p> <p>Key Objectives: Devise and implement programs and services that will allow library staff to become agents of social mobility</p> <p>Future Directions Master Plan Strategic Priority</p> <ul style="list-style-type: none"> • Enhance the Customer Experience • Revolutionize Service Delivery • Invest in our People 		
Annual Key Objective	Board Role	Expected Completion Date
1. Create and implement a learning plan to ensure skills of all Library employees keep pace with literacy, technology, customer health, safety and wellness as well as leadership demands	Receive updates on progress of learning plan	December 2019
2. Implement Performance Development Plans (PDP) for non-union staff and review performance appraisal process for unionized staff	Receive updates on progress of PDP and appraisal review process	June 2019 (for non union) TBD (for union)
3. Complete Employee Engagement Survey debriefing, develop and implement Action Plans for each business unit	Receive updates on progress of action planning	December 2019

2019 Proposed Annual Key Objectives for the Mississauga Library

<p>Board End: We provide access to many resources in many ways</p> <p>Key Objectives: Develop and implement a strategy that will enable open access to technology and technology devices for residents, particularly older adults and job-seekers</p> <p>Future Directions Master Plan Strategic Priority</p> <ul style="list-style-type: none"> • Enhance the Customer Experience • Revolutionize Service Delivery • Invest in Technology to Bridge the Digital Divide • Develop 21st Century Facilities 		
Annual Key Objective	Board Role	Expected Completion Date
1. Analyze hours of operation at libraries to better serve the needs of the public	Provide input, direction and approval, as appropriate, into the study and receive updates on progress	June 2019
2. Launch a customer centric, data driven website that provides both services and information to customers	Provide input, direction and approval, as appropriate, into the website design and receive updates on progress	May 2019
3. Implement technology initiatives to enhance service delivery including: <ul style="list-style-type: none"> • Library catalogue upgrade • Mobile app replacement • Online program registration • Expand hot spot lending at 5 locations • Offer digital library card 	Receive updates on progress of implementation	TBD TBD December 2019 September 2019 September 2018

**MISSISSAUGA PUBLIC LIBRARY BOARD
2019 Work Plan**

Month	Executive Limitations	Governance	Board CEO Linkage	Ends	Consent Items
2019					
April	Budget Discussion; Utilization Report	Elections;	Annual Key Objectives (CEO);		Introductory Activity;
May	KPI Update(Recognized as a Key Learning Institution)	Review of Fines & Fees			Review Year-End Financial Report; Review 1st Qtr Financial Report
June	KPI Update(Inspiring, Welcoming & Creative Spaces)	Review Governance Policies (CEO); Review of Anti-Spam Policy;		Quarterly Report on Ends (LLT);	Business Plan; Approve Audited Financial Statement
September	Review of Exec. Limitations Policies (CEO); KPI Update (Multi-Talented People Changing Lives)		Review Board-CEO Linkage Policies (CEO)	Quarterly Report on Ends (LLT); Staff Appreciation (Long Service)	
October	Budget Estimates Report; KPI Update(Access to Many Resources in Many Ways)	Annual Board Self- Evaluation;			Review Mid-Year Financial Report (includes 2nd & 3rd Qtr)
November	KPI(Know & Engage with Our Community)				
December	Business Plan and Budget			Quarterly Report on Ends (LLT);	Count Week Report (current year)
2020					
January	CEO Report (Monthly); Review Exec. Limitations Policies (CEO); Social Engagement Workplan; New Technology Update; Customer Service Survey Tool				Review Count Week;
February	Utilization Review(for previous year); Review of CEOs Efforts & PMP			Trends Report Collection HQ;	Adopt 2019 Budget
March					

Agenda 7.2

Upcoming Events/Meetings with proposed locations & Chair		
Date	Event/Location	Meeting Chair
2019		
April 13, 2019 (Saturday) 11:00am-12:15pm	Artists In Momentum (AIM) Central Library, 3 rd Floor	
April 17, 2019	Regular Board Meeting Central Library	
April 22, 2019	Smart City Community Engagement For times and location please click on link below: https://smartcity.mississauga.ca/	
April 25, 2019 (Thursday) 6:00-9:00pm	Poetry Slam Noel Ryan Auditorium Central Library	
May 15, 2019	Regular Board Meeting Central Library	
May 25, 2019 (Saturday) 11:00am-4:00pm	MakerFest Central Library	
June 7, 2019 (Friday) 9:00am-12:00pm	Grade 4 Read to Succeed Celebration Square	
June 8, 2019 (Saturday) 2:00-4:00pm	Opening of Pollinator Garden Port Credit Library	
June 22, 2019 (Saturday) 11:00 am	Three Communities, One Book Chinguacousy Branch Library 150 Central Park Drive in Brampton	
June 19, 2019	Regular Board Meeting Central Library	
September 18, 2019	Regular Board Meeting Central Library	
October 16, 2019	Regular Board Meeting Central Library	
November 20, 2019	Regular Board Meeting Central Library	
December 18, 2019	Regular Board Meeting Central Library	