



# Mississauga Public Library Board Meeting

Wednesday, June 19, 2019 | 5:30 - 7:30 p.m.  
[Mississauga Central Library](#) | 301 Burnhamthorpe Rd. West

## 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

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## 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

**The Library**



# Agenda

Item No.	Item Description	Time Allotted
1.0	<b>Call to order: Welcomes &amp; Land Acknowledgement Statement</b>	5:30-5:31
1.1	<b>Excused Absences</b> <i>(Motion required to excuse absences)</i>	5:31-5:33
1.2	<b>Approval of Agenda</b> <i>(Motion required to approve agenda)</i>	5:33-5:35
1.3	<b>Declaration of Conflict of Interest</b>	
1.4	<b>Delegations</b>	
	1.4a Smart Cities - Shawn Slack	5:35-6:05
	1.4b Central Library Tour - Lori, Kelly, Sue Coles, Laura Reed & Jennifer Stirling	6:05-6:50
2.0	<b>Consent Agenda -</b> <i>(Motion required to approve consent agenda)</i> <i>(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>	6:50-6:55
2.1	Minutes of the Regular Meeting on May 15, 2019	
2.2	Minutes of the In Camera Meeting on May 15, 2019	
2.3	CEO Report	
2.4	2018 Audited Financial Statements	
3.0	<b>CEO Report (see consent agenda)</b>	
4.0	<b>Policy Review</b>	6:55-7:00
4.1	Customer Use Policy	
5.0	<b>Executive Limitations/Internal Monitoring Reports</b>	
5.1	KPI Update (Inspiring, Welcoming & Creative Spaces)	7:00-7:05
6.0	<b>Ends</b>	
6.1	Quarterly Ends Report	7:05-7:10
7.0	<b>Governance</b>	7:10-7:15
7.1	Review of Work Plan	
7.2	Upcoming Meetings/Events/Chair Rotation	
8.0	<b>Ownership Linkage</b>	
9.0	<b>Board Advocacy</b> <a href="#">One eRead Canada</a>	
10.0	<b>Board Development</b>	

	<a href="#">SOLS Governance HUB</a>	
11.0 11.1	<b>Other Business</b> Action Log Review	7:15-7:20
12.0 12.1	<b>In Camera Agenda</b> <b>Pursuant to Ontario Public Library Act Sections (4) (d) labour relations or employee negotiations</b>	7:20-7:25
13.0	<b>Board Self-Evaluation -</b> 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.	7:25-7:30
14.0	<b>Adjournment</b> <i>(Motion required to adjourn)</i>	
	<b>TOTAL TIME</b>	120 minutes



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

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**RECOMMENDATION:** That the Consent Agenda comprising of Agenda 2.0 to 2.4 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 May 15, 2019
- 2.2 Minutes of the In Camera Meeting on May 15, 2019
- 2.3 CEO Report
- 2.4 2018 Audited Financial Statements

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Lori Kelly  
Director, Library



**MISSISSAUGA PUBLIC LIBRARY BOARD  
Regular Meeting  
Minutes of the meeting held on Wednesday, May 15, 2019 at 5:30 p.m.,  
Port Credit Library, 20 Lakeshore Rd. E., Mississauga, On**

Present: Margot Almond  
Priscilla Mak  
Wahab Mirjan  
Laura Naismith  
Val Otori  
Carol Williams

Absent: Councillor John Kovac  
Councillor Matt Mahoney  
Antonio Maraschiello

Staff Present: 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

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**1.0 Call to Order/Excused Absences**

The Chair called the meeting to order at 5:33pm.

**1.1 Excused Absences**

**39:19 Resolved that Councillor John Kovac, Councillor Matt Mahoney and Antonio Maraschiello be excused from the meeting.**

**Moved by M. Almond  
Seconded by C. Williams  
Carried**

**1.2 Approval of Agenda**

**40:19 Resolved that the Central Library update (item 1.4b) be incorporated into the In camera agenda (item 12.0) and that the agenda be approved as amended.**

**Moved by L. Naismith  
Seconded by W. Mirjan  
Carried**

Mississauga Public Library Board Meeting  
Wednesday, May 15, 2019

### **1.3 Declaration of Conflict of Interest**

There were no conflicts of interest declared.

### **1.4 Delegations**

#### **CUPE 1989 – Kunwal Farooqui, President CUPE Local 1989 to introduce the union Executive**

Kunwal Farooqui, President of CUPE Local 1989 introduced the Executive team that will hold office until the end of 2021. CUPE Local 1989 represents approximately 400 library workers across 18 library locations with the purpose of ensuring fair and equitable working conditions for unionized employees working for the Mississauga Library System. As sole representatives of unionized workers of the Mississauga Library System, they serve as primary negotiators of the Collective Agreement, that speak to issues such as wages, benefits and work life balance. They look forward to working with the Board in helping to make libraries in this city great places to be.

The Chair thanked the union executive for coming to the meeting.

## **2.0 Consent Agenda**

**41:19 Resolved that the CEO Report be pulled out of the Consent Agenda and that the amended Consent Agenda be approved and the CEO of the Library hereby authorized and directed to take such action that may be necessary to give effect to the recommendations as therein contained.**

**Moved by W. Mirjan**

**Seconded by L. Naismith**

**Carried**

At this point in the meeting, the members were taken on a tour of Port Credit Library.

## **3.0 CEO Report**

Sue Coles, Acting Director, in the the absence of Lori Kelly, provided an update on the following:

Regional Governance Review  
Southern Ontario Library Service  
Citizen Satisfaction Survey  
Cooksville Joint Study  
National Youth Week  
April 30 Town Hall  
Learning Plan

Mississauga Public Library Board Meeting  
Wednesday, May 15, 2019

**42:19 Resolved that the report entitled CEO Report dated May 6, 2019 be received.**

**Moved by C. Williams  
Seconded by L. Naismith  
Carried**

**4.0 Policy Review**

There were no policies scheduled for review.

**5.0 Executive Limitations/Internal Monitoring Reports**

**5.1 Review of Fines and Fees**

**43:19 Resolved that the recommendations in the report entitled 2018-2019 and 2020 Fines and Fees by the Director, Library dated May 7, 2019 be approved as follows:**

- 1. That the Library Board (Board) approve the addition of new Ultimaker fees to the 2018-2019 Fines and Fees schedule effective May 15, 2019.**
- 2. That the Board approve the attached 2020 Fines and Fees schedule that will be taken to Council for approval in November 2019 for inclusion in the City of Mississauga's Fees and Charges By-law.**

**Moved by W. Mirjan  
Seconded by C. Williams  
Carried**

**5.2 Review of 1<sup>st</sup> Quarter Financial Report 2019**

**44:19 Resolved that the report 1<sup>st</sup> Quarter Financial Report 2019 dated May 7, 2019 be received.**

**Moved by L. Naismith  
Seconded by C. Williams  
Carried**

**5.3 Key Performance Indicator Report – Recognized as a Key Learning Institution**

M. Menary took the Board through the report, pointing out key highlights, data, analysis and business impacts of the learning services provided by the Library. The Board requested for some additional data to include in future reports such as cost of programs as well as quality and content.

Mississauga Public Library Board Meeting  
Wednesday, May 15, 2019

**45:19 Resolved that the report entitled Key Performance Indicator Report – Recognized as a Key Learning Institution dated May 7, 2019 be received.**

**Moved by C. Williams  
Seconded by L. Naismith  
Carried**

## **6.0 Ends**

There were no items scheduled for review.

## **7.0 Governance**

### **7.1 Review of Workplan**

The following changes were recommended:

- a) Add delegation on Smart Cities to June Board meeting
- b) Add report on Customer Use Policy to June Board meeting

### **7.2 Upcoming Meetings/Events/Chair Rotation**

L. Naismith, M. Almond and P. Mak have volunteered to chair the June, September and October meetings respectively. The Board was also invited to the Vietnamese Boat People Memorial Art Installation event on June 11, 2019 at Burnhamthorpe Library.

## **8.0 Ownership Linkage**

There were no items for discussion.

## **9.0 Board Advocacy**

### **9.1 Endorsement of the Canadian Urban Library Council's (CULC) Government Relations Campaign on Accessing Digital Publications & One eRead Canada Overview**

J. Stirling took the Board through the report, informing them of the next phase for the "eContent for Libraries" campaign.

CULC is seeking assistance in increasing government and stakeholder awareness of the barriers libraries face in acquiring digital publications. Through the Government Relations Campaign on Accessing Digital Publications, launching June 2019, CULC intends to work with governments on a solution that would benefit library users and Canadian authors. By participating in the next phase of CULC's campaign the Board can continue to play a leadership role in digital content advocacy in order to support cost effectiveness and access to collections in support of lifelong learning and literacy.



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**46:19 Resolved that the recommendations in the report entitled Endorsement of the Canadian Urban Library Council's (CULC) Government Relations Campaign on Accessing Digital Publications & One eRead Canada Overview dated May 3, 2019 by the Director, Library be approved, as follows:**

- 1) That the Library Board pass a resolution supporting the Government Relations Campaign on Accessing Digital Publications lead by the Canadian Urban Library Council including approving the motion attached as Appendix 1;**
- 2) Author letters attached as Appendix 2 to local Members of Parliament;**
- 3) Read *Glass Beads* and participate in Facebook Live events to promote the "One eRead Canada"; and**
- 4) Support the public awareness campaign through social media channels.**

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

**10.0 Board Development**

There were no items for discussion.

**11.0 Other Business**

There were no items for discussion.

**12.0 In Camera Agenda**

**Pursuant to Ontario Public Library Act Sections**

**(4) (d) labour relations and employee negotiations**

Central Library Update

**47:19 Resolved that the Board go into closed session at 7:20pm.**

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

**13.0 Board Self-Evaluation**

L. Naismith led the self-evaluation. She thanked everyone for coming to the meeting on time and well-prepared. She gave kudos to P. Mak for making it to the meeting despite getting stuck in their work elevator. She thanked the union executive for coming to the meeting and appreciated formally meeting them. She praised staff for the work being stating that the Board is starting to see the results of things previously discussed. An over-all great meeting and looking forward to the meeting in June.

*Mississauga Public Library Board Meeting  
Wednesday, May 15, 2019*

**14.0 Adjournment**

**49:19 Resolved that the meeting adjourn at 7:58pm**

**Moved by L. Naismith  
Seconded by C. Williams  
Carried**

**NEXT MEETING**

The next Library Board meeting will be on June 19, 2019 at Central Library.

\_\_\_\_\_  
Secretary/Treasurer

\_\_\_\_\_  
Chair



# Briefing Note

<b>To:</b>	<b>Mississauga Public Library Board</b>
<b>From:</b>	Lori Kelly, Director, Library
<b>Date:</b>	June 10, 2019
<b>Subject:</b>	<b>CEO Report – June 2019 - Agenda 3.0</b>

## **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**

Further to the update provided in the May 6, 2019 CEO report on the Regional Governance Review there have been additional developments in this matter. On April 25, 2019 Regional Council unanimously passed the following resolution:

That a contract for the completion of an independent study regarding the provincial review of regional governance be awarded to Ernst and Young in the amount of \$600,000 (excluding applicable taxes) as an upset limit, plus any costs associated with seeking specialized advice, in accordance with Procurement Bylaw 30-2018.

The terms of reference for this study were agreed to by the steering committee; comprised of the Chief Administrative Officers (CAOs) and Chief Financial Officers (CFOs) from the Region of Peel and three municipalities.

The independent financial analysis conducted by Ernst and Young (EY) is now complete and the report was submitted to the province's special advisors as part of their review on regional government. The full report can be found at this [link](#).

The EY report focused on what is feasible and reasonable and confirms there are no financial barriers to Mississauga becoming independent from the Region of Peel. In fact, the report highlights many financial benefits including an annual savings of as much as \$84 million after transition costs.

A decision by the Government of Ontario on the topic of regional government is expected in late summer.

### **Southern Ontario Library Service (SOLS)**

On May 31, 2019 the Mississauga Library System (Library) received notification from SOLS that the centralized database, VDX, used for Interlibrary Loan Service (ILL) would be resuming effective June 1. Consistent with the April 26, 2019 announcement from SOLS the driver/courier service SOLS provided has been eliminated. Materials being moved between libraries will now travel through Canada Post. The Canada Post Library Book Rate is an established, reduced rate and a service libraries, including Mississauga, currently use beyond SOLS for delivery of material outside of southern Ontario. In addition to VDX being reinstated, there has been a \$340,000 postal rebate program that will be administered by SOLS that will refund libraries' postage charges based on volume. More work is being done by staff to understand the details of the reimbursement rules and processes.

In response to the SOLS announcement the Library reinstated ILL service on June 3 working on the backlog and fulfilling new requests. In order to handle the volume of the additional processing the Library is instituting some short term limits for use of the service (limits on formats borrowed and number of requests per customer) until at least July 1. The website has been updated to reflect the reinstatement of ILL and the changes to the service. In addition, Jennifer Stirling, Manager Library Digital Services and Collections is leading the charge in working with other libraries to evaluate how to offer the service most efficiently and build a plan going forward. All options will be considered to maintain service and provide equitable support throughout the province while responsibly managing costs.

## **ORGANIZATIONAL CHANGES**

There are no organizational changes to note at this time

## SYSTEM HIGHLIGHTS

### Maker Fest!

On May 25, 2019 the Library held its inaugural Maker Fest! at the Central Library. The event was a celebration of the maker movement and the Library's commitment to programs and services to promote STEAM learning.

The event featured programs and demonstrations including Mad Science, Lego Club, Scratch Coding with Sylvan Learning, Build a Robot with Robothink as well as local exhibitors including STEAMplant Educational, Handmade Creations, Code-it Hacks, RoboThink GTA, the Mississauga Handweavers and Spinners Guild and Shop3D. The event brought in an additional 1,750 visits to the Central Library compared to the average number of visits to the library for a Saturday in May 2019.

A special thank you to Rachel Menezes, Program Coordinator, who coordinated the event with the Maker Committee as well as leads the maker initiative in the Library. Also, a special thank you to the Friends of the Library for their support of the event.

### One eRead Canada

On June 3, 2019 the Canadian Urban Libraries Council's (CULC) launched the inaugural One eRead Canada campaign. The campaign will run from June 3 to 30, 2019. A Facebook Live event was hosted by Lori Kelly and Amanda French, Supervisor Program Development and Training to kick off the event across the country. To date, the event has been viewed over 615 times. Participating Canadian public libraries, including Mississauga, are offering free, unlimited access to the campaign's first book, *Glass Beads* by Dawn Dumont, in eBook and eAudiobook format across digital content platforms. This book will be available to all library cardholders with no holds or waitlists.

One eRead Canada is the latest initiative undertaken by CULC, which is striving to resolve the prohibitive costs and purchasing restrictions public libraries face related to eContent. The recent [eContent for Libraries](#) campaign drew attention to major multinational publishers' excessively high prices and restrictive purchasing models for eBooks and eAudiobooks. One eRead Canada and similar programs introduce readers and listeners to new titles and authors, positively impacting sales of digital content.

The campaign's inaugural book, *Glass Beads* by Saskatchewan-born Indigenous author, actor, and comedian Dawn Dumont is a collection of interconnected short stories, focussed on the lives of four First Nations people against a backdrop of two decades of political, social, and cultural change. With this selection, One eRead Canada also seeks to help foster national conversation around reconciliation, Indigenous experiences and the importance of #ownvoices stories.

*Glass Beads'* publisher ThistleDown Press is an independent Canadian publisher that is taking an active role in making eContent more accessible to the public, in partnership with public libraries.

There are two more online events planned during the campaign:

- On June 12, 2019 at 8:00 pm EST the Saskatoon Public Library will host a Facebook Live event with the author, Dawn Dumount. Prior to the event libraries across the country will be soliciting questions from readers through social media to ask the author.
- On June 17, 2019 at 12:00 pm the Library will host a Facebook Live Book Club event with Abhi Rampure, Library Assistant 4 from Meadowvale library leading the discussion.

As a note, on June 6, 2019 *Glass Beads* was ranked number 1 in the short stories category, number 3 in women's writers category and number 17 in Native American literature on Amazon Canada clearly demonstrating the positive power of libraries promoting particular books to readers, and book "buyers" specifically.

### **Read to Succeed**

The Grade 4 Read to Succeed Program is a unique reading incentive program designed for all grade 4 students in Mississauga. By offering a free class visit to their local library and incentive prizes throughout the school year, this program aims to ignite the joy of reading and to motivate students to read on a regular basis. Read to Succeed is currently supported by the Friends of the Library, which helps to fund book prizes, author visits, bussing to get classes to the Library and the big celebration event at Celebration Square. Their support is greatly appreciated.

The Library has been promoting this program for over 25 years. In 2019, there was an increase in participation across the city compared to 2018 with an increase in the number of schools participating, an increase in the number of classes participating and an increase in the number of students participating. Student participation increased significantly with 600 more students participating in 2019 compared to 2018.

This year the Library had 19 winning classes (those with the highest participation rates) from 18 Library branches, with a total of over 550 students and teachers in attendance at the celebration event on June 7, 2019 at Celebration Square. A special thank you to Suzanne Main, Program Coordinator, who coordinated the celebration as well as the Read to Succeed program across the Library.

### **Opening of Burnhamthorpe Library Community Garden**

On June 6, 2019 the Burnhamthorpe library, in partnership with EcoSource and the Dixie Bloor Neighbourhood Services (DBNS), celebrated the second year of the community garden. The garden is easily accessible around the back of the library.

The initiative is a collaborative effort with DBNS sourcing people and organizations to support the launching and growing of this garden and EcoSource and the Library providing workshops and information on gardening, health eating and the value of local produce. The community garden provides a welcoming space to grow and share food and build relationships in the neighbourhood.

### **Opening of Port Credit Library Pollinator Garden**

On June 8, 2019 the Port Credit library, in partnership with the Cloverleaf Garden Club, Credit Valley Conservation, Scotts Canada and the Parks, Forestry and Environment Division unveiled the pollinator garden. The garden includes a variety of local native flowers, ornamental grasses and shrubs to attract bees, butterflies and other pollinators by providing a source of food and shelter. This garden is an important contribution to Mississauga's many pollinator projects, including the One Million Tree program and 13 other pollinator and community gardens across the city in support of Mississauga's status as a [Bee City](#), a program created to engage Canadian municipalities, First Nations, schools, businesses and other organizations to take action to protect pollinators.

### **2020 Business Plan and Budget**

Work continues on the 2020 Business Plan and Budget. The Library's budget requests, as presented at the April Board meeting, were reviewed by the Leadership Team (LT) in late May. There have not been any changes to the Library's budget requests and each of the requests remain under consideration at this time. Some additional details were requested from LT and they will be presented at the June 27, 2019 LT meeting for information. Further direction, and possible changes, may be directed to staff following the June 26, 2019 Budget Committee presentation where a high level overview of the City of Mississauga's complete budget will be provided.

## **STAFF DEVELOPMENT**

### **Future Directions: Invest in our People**

Under the Strategic Priority "Invest in our People", the Future Directions Master Plan recommends creating and implementing a learning plan to ensure the skills of all library employees keep pace with literacy, technology, customer, health, safety and wellness as well as leadership demands.

On May 29, 2019 two new learning opportunities were announced specifically for supervisory staff; Opioid Awareness and The Working Mind. Opioid Awareness is being taught by Mississauga Fire and Emergency Services Training Officers and covers current topics including types of opioids, how to recognize opioid overdose and how to respond as well as information about the opioid situation in Peel. The Working Mind, designed by the Mental Health Commission of Canada, examines the effects of mental health illness in the workplace and will

help leaders identify the indicators of mental health issues, introduces the Mental Health Continuum Model concept and teaches strategies for maintaining good mental health. The training is being offered in June then September to November with more dates to be announced in the Fall for 2020 training. A plan will also be put in place to offer these on an ongoing basis so they are available to new leaders.

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Lori Kelly  
Director, Library



City of Mississauga  
**Library Board Report**



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Date: June 19, 2019	<b>Agenda 2.4</b>
To: Mississauga Public Library Board	
From: Lori Kelly, Director, Library	Meeting date: June 19, 2019

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**Subject**

2018 Year-End Audited Financial Statement

**Recommendation**

That the report entitled “*2018 Year-End Financial Statement*” from the Director, Library, and as approved by Audit Committee, be adopted by the Mississauga Public Library Board (Board) as presented.

**Background**

The adoption of the annual financial statement of the Mississauga Library System (Library) is a responsibility of the Board under the *Public Libraries Act, 1990*.

**Comments**

The 2018 audited year-end financial statement for the Library was approved by Audit Committee on May 6, 2019.

**Financial Impact**

There are no financial impacts as a result of this report.

**Conclusion**

The 2018 audited financial statement has been approved by Audit Committee and now requires endorsement by the Board as described in the *Public Libraries Act, 1990*.

**Attachments**

2018 Mississauga Public Library Board Audited Financial Statement

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Lori Kelly  
Director, Library

*Prepared by Mike Menary, Manager, Planning Development and Analysis*

**City of Mississauga - Public Library Board  
Financial Statements  
Year Ended December 31, 2018**



KPMG LLP  
Vaughan Metropolitan Centre  
100 New Park Place, Suite 1400  
Vaughan ON L4K 0J3  
Canada  
Tel 905-265-5900  
Fax 905-265-6390

## INDEPENDENT AUDITORS' REPORT

To the Members of Council, Inhabitants and Ratepayers of  
The Corporation of the City of Mississauga

### ***Opinion***

We have audited the financial statements of the City of Mississauga Public Library Board (the Entity), which comprise:

- the statement of financial position as at December 31, 2018
- the statement of operations for the year then ended
- the statement of changes in net debt for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2018, and its results of operations, its changes in net debt and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.



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- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*KPMG LLP*

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Chartered Professional Accountants, Licensed Public Accountants

Vaughan, Canada

May 1, 2019

# City of Mississauga - Public Library Board

## Statement of Financial Position

as at December 31, 2018 with comparatives for 2017  
 (All dollar amounts are in \$000)

	2018	2017
	\$	\$
	(Recast Note 2)	
<hr/>		
<b>Financial Assets</b>		
Due from the City of Mississauga (Note 3)	2,439	2,424
<b>Total Financial Assets</b>	<b>2,439</b>	<b>2,424</b>
<hr/>		
<b>Financial Liabilities</b>		
Accounts payable and accrued liabilities	1,056	766
Employee benefits and other liabilities (Note 5)	3,151	3,371
<b>Total Financial Liabilities</b>	<b>4,207</b>	<b>4,137</b>
<hr/>		
<b>Net Debt</b>	<b>(1,768)</b>	<b>(1,713)</b>
<hr/>		
<b>Non-financial Assets</b>		
Tangible capital assets (Note 8)	73,364	74,098
<b>Accumulated Surplus</b>	<b>71,596</b>	<b>72,385</b>
<hr/>		
Commitments (Note 6)		

# City of Mississauga - Public Library Board

## Statement of Operations

for the year ended December 31, 2018 with comparatives for 2017  
 (All dollar amounts are in \$000)

	Budget 2018 \$ Note 7	Actual 2018 \$	Actual 2017 \$ (Recast Note 2)
<b>Revenues</b>			
City of Mississauga	27,441	26,212	25,918
Funding transfers from other governments	715	858	943
Contributed assets by the City of Mississauga	-	1,305	707
Fines, service charges and rents	1,234	1,216	1,204
<b>Total Revenues</b>	<b>29,390</b>	<b>29,591</b>	<b>28,772</b>
<b>Expenses</b>			
Salaries, wages and employee benefits	22,424	21,367	21,181
Equipment	38	153	79
Materials and supplies	398	297	336
Communication	38	23	10
Staff development	86	112	111
Transportation	56	57	41
Professional Services	10	39	33
Advertising and promotion	48	13	36
Occupancy	1,814	1,747	1,709
Collection fees	50	56	60
Amortization of tangible capital assets (Note 8)	-	6,073	5,848
Administrative support charged by the City	430	443	438
<b>Total Expenses</b>	<b>25,392</b>	<b>30,380</b>	<b>29,882</b>
<b>Annual surplus/(deficit)</b>	<b>3,998</b>	<b>(789)</b>	<b>(1,110)</b>
Accumulated surplus, beginning of year		72,385	73,495
<b>Accumulated surplus, end of year</b>		<b>71,596</b>	<b>72,385</b>

# City of Mississauga - Public Library Board

## Statement of Change in Net Debt

for the year ended December 31, 2018 with comparatives for 2017  
 (All dollar amounts are in \$000)

	2018 Actual \$	2017 Actual \$
		(Recast Note 2)
<b>Annual surplus/(deficit)</b>	(789)	(1,110)
Tangible capital asset additions	(5,339)	(4,386)
Amortization of tangible capital assets	6,073	5,848
<b>(Increase)/Decrease in net debt</b>	<b>(55)</b>	<b>352</b>
<b>Net debt, beginning of year</b>	<b>(1,713)</b>	<b>(2,065)</b>
<b>Net debt, end of year</b>	<b>(1,768)</b>	<b>(1,713)</b>



# City of Mississauga - Public Library Board

## Statement of Cash Flows

for the year ended December 31, 2018 with comparatives for 2017  
 (All dollar amounts are in \$000)

	2018 \$	2017 \$
		(Recast Note 2)
<b>Cash provided by (used in):</b>		
Operating activities:		
<b>Annual surplus/(deficit)</b>	(789)	(1,110)
<b>Items not involving cash:</b>		
Amortization of tangible capital assets	6,073	5,848
Change in employee benefits and other liabilities	(220)	13
<b>Change in non-cash working capital:</b>		
Due from the City of Mississauga	(15)	(429)
Accounts payable and accrued liabilities	290	64
<b>Net change in cash from operating activities</b>	<b>5,339</b>	<b>4,386</b>
<b>Capital Activities:</b>		
Tangible capital asset additions	(5,339)	(4,386)
<b>Net Change in Cash</b>	-	-
<b>Cash, beginning and end of year</b>	-	-

# City of Mississauga - Public Library Board

## Notes to the Financial Statements

For the Year Ended December 31, 2018  
(All dollar amounts are in \$000)

### 1. Significant Accounting Policies

The financial statements of the City of Mississauga Public Library Board (the "Board") are prepared by management in accordance with generally accepted accounting principles ("GAAP") for local governments as recommended by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada ("CPA Canada"). Significant aspects of the accounting policies adopted by the Board are as follows:

#### a) Basis of accounting

Sources of financing and expenses are reported on the accrual basis of accounting except for fines, service charges and rents which are reported upon receipt. The accrual basis of accounting recognizes revenues as they become measurable; expenses are the cost of goods and services acquired in the period whether or not payment has been made on invoices received.

#### b) Government transfers

Government transfers are recognized in the financial statements in the period in which the events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made. The Corporation of the City of Mississauga's (the "City") contribution consists of the current year's requisition as approved by Council.

#### c) Pensions and employee benefits

The Board accounts for its participation in the Ontario Municipal Employee Retirement System ("OMERS"), a multi-employer public sector pension fund, as a defined contribution plan.

Vacation entitlements are accrued for as entitlements are earned. Sick leave benefits are accrued where they are vested and subject to pay out when an employee leaves the Board's employment. Other post-employment benefits and compensated absences are accrued in accordance with the projected benefit method prorated on service and management's best estimate of salary escalation and retirement ages of employees. Actuarial valuations, where necessary for accounting purposes, are performed triennially. The discount rate used to determine the accrued benefit obligation was determined by reference to market interest rates at the measurement date on high-quality debt instruments with cash flows that match the timing and amount of expected benefit payments. Unamortized actuarial gains or losses are amortized on a straight line basis over the expected average remaining service life of the related employee groups. Unamortized gains / losses for event-triggered liabilities, such as those determined as claims related to the Workplace Safety Insurance Board ("WSIB") are amortized over the average expected period during which the benefits will be paid.

Costs related to prior period employee services arising out of plan amendments are recognized in the period in which the plan is amended. For the purposes of these financial statements, the plans are considered unfunded.

#### d) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They are not intended for sale in the ordinary course of operations.

# City of Mississauga - Public Library Board

## Notes to the Financial Statements

For the Year Ended December 31, 2018  
 (All dollar amounts are in \$000)

### 1. Significant Accounting Policies

#### d) Non-financial assets

##### (i) Tangible capital assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributed to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight-line basis over their useful lives as follows:

<u>Asset</u>	<u>Useful Life (Years)</u>
Land	Unlimited
Land improvements	15 - 20
Buildings	40 - 50
Equipment, books and other	5 - 40
Vehicles	10 - 20

A full year of the annual amortization is charged in the year of acquisition. Assets under construction are not amortized until the asset is available for productive use.

##### (ii) Contributions of tangible capital assets

Tangible capital assets received as contributions are recorded at their fair market value at the date of receipt. The contributions are recorded as contributed assets in the statement of operations.

##### (iii) Leased assets

Leases are classified as either operating or capital leases. Lease agreements which substantially transfer all the risks and rewards of ownership to the Board are accounted for as a capital lease. All other leases are considered operating leases and the related payments are charged to operating expense as incurred.

##### (iv) Works of art and historical treasures

The Board does not own any notable works of art and historical treasures at their branches. Typically these assets are deemed worthy of preservation because of the social rather than financial benefits they provide to the community. The historic cost of art and treasures are not determinable or relevant to their significance hence a valuation is not assigned to these assets nor would they be disclosed of in the financial statements.

#### e) Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Significant estimates include assumptions used in performing actuarial valuations of employee future benefits and determining useful lives of tangible capital assets.

Actual amounts could differ from these estimates.

# City of Mississauga - Public Library Board

## Notes to the Financial Statements

For the Year Ended December 31, 2018  
(All dollar amounts are in \$000)

### 1. Significant Accounting Policies

#### f) Adoption of new accounting policies

The Board has adopted the following PSAB Standards effective January 1, 2018:

##### i) Assets (PS 3210)

PS 3210 provides additional guidance on the definition of assets and what is meant by economic resources, control, past transactions and events and from which future economic benefits are to be obtained.

For the year ended December 31, 2018, all material assets have been disclosed and reported within this definition.

##### ii) Contingent Assets (PS 3320)

PS 3320 introduces a definition for possible assets arising from existing conditions or situations involving uncertainty which will be ultimately resolved when one or more future events occur that are not wholly within the government's control. Disclosure of a contingent asset is required under this standard when the occurrence of a confirming future event is likely.

Government funding established through an agreement and not yet received at December 31, 2018 are included in receivables and do not fall within this standard.

##### iii) Contractual Rights (PS 3380)

PS 3380 requires disclosure of information pertaining to future rights to economic resources arising from contracts or agreements that will result in both an asset and revenue in the future. Such disclosure includes the nature, extent and timing of contractual rights.

The Board is involved with various contracts and agreements arising in the ordinary course of business. This results in contractual rights to economic resources, leading to both assets and revenue in the future. There are no contractual rights as at December 31, 2018.

##### iv) Related Party disclosures (PS 2200)

A related party exists when one party has the ability to exercise control or shared control over the other. Related parties include key management personnel, their close family members and the entities they control or have shared control over. Related party transactions are disclosed if they occurred at a value different from that which would have been arrived at if parties were unrelated and the transaction has a material effect on the financial statements.

For the year ended December 31, 2018, there are no such material related party transactions to disclose. The Public Library Board follows the City of Mississauga's controls, guidelines and policies to mitigate risk that related party transactions are not identified or non-compliant, including policies covering conflicts of interest, use of City resources, and standard of behaviour.

##### v) Inter-Entity Transactions (PS 3420)

PS 3420 provides guidance on how to account for and report transactions between public sector entities that comprise a government's reporting entity from both a provider and recipient perspective. The main features of this new section deal with the measurement of these transactions.

Within the Board, all inter-entity transactions are recorded at the exchange amount, being the amount agreed to by both parties. For the year ended December 31, 2018, there were no material inter-entity transactions to disclose.

# City of Mississauga - Public Library Board

## Notes to the Financial Statements

For the Year Ended December 31, 2018  
(All dollar amounts are in \$000)

### 1. Significant Accounting Policies

#### g) Future accounting pronouncements

These standards and amendments were not effective for the year ended December 31, 2018, and have therefore not been applied in preparing these financial statements. Management is currently assessing the impact of the following accounting standards updates on the future financial statements.

(i) PS 3430, Restructuring Transactions, requires that assets and liabilities in restructuring transactions be measured at their carrying amount. It also prescribes financial statement presentation and disclosure requirements. This standard is effective for fiscal periods beginning on or after April 1, 2018 (the Board's December 31, 2019 year-end).

(ii) PS 1201, Financial Statement Presentation, was issued in June, 2011. This standard requires entities to present a new statement of remeasurement gains and losses separate from the statement of operations. This new statement includes unrealized gains and losses arising from remeasurement of financial instruments and items denominated in foreign currencies and any other comprehensive income that arises when a government includes the results of government business enterprises and partnerships. This section is effective for fiscal years beginning on or after April 1, 2019 and applies when PS 3450, Financial Instruments, and PS 2601, Foreign Currency Translation, are adopted (the Board's December 31, 2020 year-end).

(iii) PS 3450, Financial Instruments, establishes the standards on accounting for and reporting all types of financial instruments including derivatives. The effective date of this standard has recently been deferred and is now effective for fiscal periods beginning on or after April 1, 2021 (the Board's December 31, 2022 year-end).

(iv) PS 2601, Foreign Currency Translation, establishes the standards on accounting for and reporting transactions that are denominated in a foreign currency. The effective date of this standard has been deferred and is now effective for fiscal periods beginning on or after April 1, 2021 (the Board's December 31, 2022 year-end). Earlier adoption is permitted. A public sector entity adopting this standard must also adopt the new financial instruments standard.

# City of Mississauga - Public Library Board

## Notes to the Financial Statements

For the Year Ended December 31, 2018  
 (All dollar amounts are in \$000)

### 2. Recast of Prior Year Comparative Figures

The 2017 comparative information provided in the 2017 financial statements has been adjusted for immaterial prior period errors relating to the following items:

- a) The Employee benefits and other liabilities amount reported in 2017 has been adjusted to reflect an immaterial accrued vacation pay amount as at that date. The amount previously reported as employee benefits and other liabilities as at December 31, 2017 has been increased by \$937 and the related expense for 2017 has been increased by \$85.
- b) The tangible capital asset inventories reported in 2017 have been adjusted to reflect an immaterial correction in accumulated amortization of \$1,688 and amortization expense reported in 2017 has been increased by \$31.

The impacts of these changes have been recorded retrospectively and prior periods have been recast as follows:

	As previously reported \$	Recast \$	As recasted \$
<b>Statement of Financial Position:</b>			
Employee benefits and other liabilities at December 31, 2017	2,349	1,022	3,371
Tangible capital assets at December 31, 2017	75,817	(1,719)	74,098
Accumulated surplus at December 31, 2017	75,126	(2,741)	72,385
<b>Statement of Operations:</b>			
Salaries, wages and employee benefits for the year ended December 31, 2017	21,096	85	21,181
Amortization of tangible capital assets for the year ended December 31, 2017	5,817	31	5,848
2017 deficit as previously reported	(994)	(116)	(1,110)
Accumulated surplus at January 1, 2017	76,120	(2,625)	73,495
Accumulated surplus at December 31, 2017	75,126	(2,741)	72,385

# City of Mississauga - Public Library Board

## Notes to the Financial Statements

For the Year Ended December 31, 2018  
 (All dollar amounts are in \$000)

### 3. Due from the City of Mississauga

There are no specific terms of repayment and the amounts do not bear any interest due from the City.

### 4. Pension agreements

The Board makes contributions to OMERS, a multi-employer defined benefit plan, which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay on behalf of all permanent, full-time members of its staff. The plan is accounted for as a defined contribution plan. During the year, the Board contributed \$1,449 (2017 \$1,447) on behalf of these eligible employees and the employees contributed \$1,450 (2017 \$1,475).

### 5. Employee Benefits & other liabilities

Employee benefits and other liabilities, reported on the statement of financial position, are made up of the following:

	<b>2018</b>	<b>2017</b>
	\$	\$
		(Recast Note 2)
WSIB benefits	121	111
Accumulated sick leave benefit plan entitlements	174	206
Early retirement benefits	967	955
Post-employment benefits	1,007	1,077
Vacation Liability	882	1,022
<b>Total</b>	<b>3,151</b>	<b>3,371</b>

(i) WSIB: The Board has elected to be a Schedule 2 employer under the provisions of WSIB, and as such, remits payments to the WSIB only as required to fund disability payments. A full actuarial study of this obligation was completed in December 2016, in accordance with the financial reporting guidelines established by PSAB.

(ii) Accumulated sick leave benefits accrue to certain employees of the Board and are paid out either on approved retirement, or upon termination or death. The accrued benefit obligation and the net periodic benefit cost were determined by a full actuarial valuation completed in December 2016, in accordance with the financial reporting guidelines established by PSAB.

(iii) Early retirement benefits are representative of the Board's share of the cost to provide certain employees with extended benefits upon early retirement. The accrued benefit obligation and the net periodic benefit cost were determined by a full actuarial valuation completed in December 2016, in accordance with the financial reporting guidelines established by PSAB.

(iv) Post-employment benefits are paid on behalf of any employee on long-term disability. The accrued benefit obligation and the net periodic cost were determined by a full actuarial valuation completed in December 2016, in accordance with the financial reporting guidelines established by PSAB.

# City of Mississauga - Public Library Board

## Notes to the Financial Statements

For the Year Ended December 31, 2018  
 (All dollar amounts are in \$000)

### 5. Employee Benefits & other liabilities

Information about the Board's defined benefit plans is as follows:

	2018				2017	
	WSIB \$	Sick Leave \$	Early Retirement \$	Post- Employment \$	Total \$	Total \$
Accrued benefit obligation, beginning of year	111	206	955	1,077	2,349	2,524
Service cost	16	4	31	7	58	56
Interest cost	6	6	36	23	71	72
Amortization of actuarial (gain)/loss	5	(15)	(2)	(20)	(32)	(91)
Benefit payments	(17)	(27)	(53)	(80)	(177)	(212)
<b>Accrued benefit obligation, end of year</b>	<b>121</b>	<b>174</b>	<b>967</b>	<b>1,007</b>	<b>2,269</b>	<b>2,349</b>
Unamortized actuarial (gain)/loss	37	(35)	(43)	(362)	(403)	(436)
Actuarial valuation update, end of year	158	139	924	645	1,866	1,913

Expected average remaining service life      10 years              5 years              10 years              8 years

The actuarial valuations of the plans were based upon a number of assumptions about future events, which reflect management's best estimates. The following represents the more significant assumptions made:

	WSIB	Sick Leave	Early Retirement	Post Employment
Expected inflation rate	1.75 %	1.75 %	1.75 %	1.75 %
Expected level of salary increases	n/a	2.75 %	2.75 %	2.75 %
Interest discount rate	3.75 %	4.00 %	4.00 %	3.50 %
Expected health care increases	4.75 %	n/a	4.42 %	4.75 %

### 6. Commitments

The Board has entered into various operating leases for premises. Anticipated payments under such leases during the next five years are approximately as follows:

	\$
2019	281
2020	291
2021	301
2022	166
2023	126
<b>Total</b>	<b>1,165</b>

### 7. Budget adoption

The 2018 budget, as approved by Council, was adopted by the Board at the January 17, 2018 meeting.



# City of Mississauga - Public Library Board

## Notes to the Financial Statements

For the Year Ended December 31, 2018  
 (All dollar amounts are in \$000)

### 8. Tangible Capital Assets

Tangible capital assets are non-financial assets that are generally not available to the Library for use in discharging its existing liabilities and are held for use in the provision of services. These assets are significant economic resources that are not intended for sale in the ordinary course of business and have an estimated useful life that extends beyond the current year. Examples include buildings, books, furniture, land, etc.

#### Library Tangible Capital Assets

Cost	December 31,	Additions	Disposals	December 31,
	2017			2018
	\$	\$	\$	\$
	(Recast Note 2)			
Land	1,247	-	-	1,247
Land improvements	404	-	-	404
Buildings	98,200	1,288	-	99,488
Equipment, books and other	62,328	4,051	-	66,379
Vehicles	202	-	44	158
<b>Total</b>	<b>162,381</b>	<b>5,339</b>	<b>44</b>	<b>167,676</b>

Accumulated Amortization	December 31,	Amortization	Disposals	December 31,
	2017	Expense		2018
	\$	\$	\$	\$
	(Recast Note 2)			
Land	-	-	-	-
Land improvements	327	11	-	338
Buildings	40,597	2,565	-	43,162
Equipment, books and other	47,218	3,481	-	50,699
Vehicles	141	16	44	113
<b>Total</b>	<b>88,283</b>	<b>6,073</b>	<b>44</b>	<b>94,312</b>

Net Book Value	December 31,	December 31,
	2017	2018
	\$	\$
	(Recast Note 2)	
Land	1,247	1,247
Land Improvements	77	66
Buildings	57,603	56,326
Equipment, books and other	15,110	15,679
Vehicles	61	46
<b>Total</b>	<b>74,098</b>	<b>73,364</b>

City of Mississauga  
**Library Board Report**



Date: June 7, 2019

To: Mississauga Public Library Board

From: Lori Kelly, Director, Library

**Agenda 4.1**

Meeting date:  
June 19<sup>th</sup>, 2019

**Subject**

Implementation of a Virtual Library Card and Related Customer Use Policy Changes

**Recommendations:**

1. That the Mississauga Public Library Board (Board) approve the updated Customer Use policy as attached in Appendix 1.

**REPORT HIGHLIGHTS:**

- A virtual library card allows customers to apply for access and use most eResources remotely without the need to visit a library. This card does not allow customers to borrow physical materials.
- Introducing a virtual library card is driven from the Future Directions Master Plan recommendation to establish a virtual library which will operate as an always open 19<sup>th</sup> branch, removes barriers for those who cannot visit a library and responds to the increasing customer demand for eResources.
- Introducing a virtual library card is one of the deliverables in the 2019 Annual Objectives approved by the Board at the April 2019 meeting.
- The virtual library card is targeted for launch by the end of 2019.
- The Customer Use Policy needed updating to allow for the addition of a virtual library card as well as to reflect other changes in services across the system; specifically changes to computer use and the adoption of the actual item replacement cost for lost materials, instead of a standard replacement cost for items added to the collection after 2018.

## Background

The Future Directions Master Plan Strategic Priority "*Invest in Technology to Bridge the Digital Divide*" recommends the Library establish a virtual library which will operate as an always open 19<sup>th</sup> branch (Recommendation #9). The Mississauga Library System has been working to extend the services of its website to serve as the 19<sup>th</sup> "virtual" branch to ensure full service availability that matches the services available at a physical library. A service audit conducted in 2017 showed that one of the services that is not currently available through the virtual branch is library card registration. Online library card registration allows customers to register for a virtual library card without needing to visit a branch. Once issued, the virtual library card allows customers immediate access to eBooks, newspapers and magazines as well as downloadable movies and music. Physical materials cannot be borrowed using this card, however, information is provided to customers about how to upgrade the virtual library card to a full service card for those who wish to use additional library services.

In responding to the recommendation in the Future Directions Master Plan, the introduction of a virtual card will:

- Help solidify the services offered through the website and remove the barrier of needing physical access to the Library;
- Allow the Library to initiate a relationship with customers who want electronic access only;
- Respond to the exponential demand for electronic resources and could extend the Library's customer base to new users who do not currently visit the Library;
- Modernize the Library's service offerings.

Introducing a virtual library card is one of the deliverables in the 2019 Annual Objectives approved by the Board at the April 2019 meeting.

The Library has consulted with other libraries to benchmark the use of virtual library cards. Many libraries are in the process of developing their programs however, only London, Ajax, Windsor and The Ontario Library Consortium currently offer virtual library cards. Mississauga is one of the first libraries to implement this program. The Library has also consulted relevant vendors and confirmed that the use of a virtual library card is permitted through contract terms and expectations.

Through the leadership of the Library's Innovation and Technology team, and in partnership with the Information Technology Division, a detailed privacy assessment process has been completed and the Library has developed operational procedures for implementation. The virtual library card is targeted to be available to customers by the end of 2019.

In order to offer a virtual library card the Library's Customer Use Policy must be updated to reference this new offering. This report provides the Board with an updated Customer Use Policy for approval.

## Comments

The purpose of the Customer Use Policy is to:

- ensure materials and services are widely and equitably available to customers;
- maximize the use of collections and services;
- retrieve overdue materials and assess penalties for lateness or loss.

In order to address the addition of the virtual library card the policy has been revised as follows:

1. The addition of a table to clarify the operational regulations associated with the card types that the Library offers, including adding the virtual library card;
2. The addition of information on the process changes required to allow for online registration and the requirements to change the virtual library card.

In reviewing the policy for changes related to the virtual library card additional changes have been made to reflect past service changes that have happened since the policy was last reviewed in September 2015 including:

3. Removing the information on the hard item borrowing limit and directing customers to the website for this information to better represent the complexity of borrowing from both physical and digital resources;
4. Removing the outdated reference to charging for temporary passes for computer use as approved by the Board in June 2018; and
5. Updating the cost for lost items from a standard replacement cost to the actual replacement cost for materials added after 2018 as approved by the Board in October 2017.

## Financial Impact

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

## Conclusion

A virtual library card allows customers to access to eBooks, newspapers, magazines as well as downloadable movies and music without visiting a library. Introducing a virtual library card is driven from the Future Directions Master Plan recommendation to establish a virtual library which will operate as an always open 19<sup>th</sup> branch, removes barriers for those who cannot visit a library and responds to the increasing customer demand for eResources. In order to offer a virtual library card the Library's Customer Use Policy needed to be updated. In reviewing the

policy for changes related to the virtual library card additional edits were required to reflect service changes that have happened since the policy was last review in 2015.

## **Attachments**

Appendix 1: Customer Use Policy

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Lori Kelly  
Director, Library

*Prepared by: Jennifer Stirling, Manager, Library Digital Services and Collections*

## Customer Use Policy

(Last Approved by the Mississauga Library Board on September 16, 2105)

### Terms of Use

The Customer Use Policy of the Mississauga Library System (Library) covers activities relating to the registration, borrowing and use of materials and services. These include:

- conditions and use of the library card
- borrowing privileges, responsibilities and restrictions
- charging of fines and fees
- accessing library computers and Wi-Fi service

The purpose is to:

- ensure materials and services are widely and equitably available to customers
- maximize use of collections and services
- retrieve overdue materials and assess penalties for lateness or loss

The Customer Use Policy is regularly reviewed and approved by the Mississauga Public Library Board (Board).

## 1 Library Card

### 1.1 Eligibility

Anyone who lives, works, attends school full time or owns property in Mississauga is eligible to receive a library card without charge, upon presentation of acceptable identification (where required).

A person who does not work, attend school full time or own property in Mississauga is deemed to be a non-resident. A non-resident may receive a library card by paying a non-refundable annual fee as approved by the Board.

Children under the age of 13 require parental/caregiver approval to receive a library card.

The person named in the library record agrees to accept responsibility for use of the card and agrees to abide by the rules of the Library. The library card remains the property of the Library and may be revoked or cancelled at any time with cause.

A customer is entitled to only one library card.

### 1.2 Customer Categories

Library cards are issued by age group category.

Customer Type	Loan Period	Overdue Fines	Annual Fee
Junior: 12 years old and under	Normal	Yes	
Youth: 13 - 17 years old	Normal	Yes	
Adult: 18 years old and over	Normal	Yes	
Non-Resident Junior: 12 years old and under	Normal	Yes	Yes
Non-Resident Youth: 13 - 17 years old	Normal	Yes	Yes
Non-Resident Adult: 18 years old and over	Normal	Yes	Yes
Homebound	Extended		
Daycare	Normal	Yes	
First Step	Normal	Yes	
Virtual	Normal		

### 1.3 Privacy of Customer Information

The Library complies with all laws include the provisions of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and Canadian Anti-Spam Legislation.

To obtain a library card, a customer must provide name and address information to Library staff members (where applicable). To obtain a virtual library card (eResource only access) name and address are required through

online registration. A parent or guardian of a person less than age 16 may have access to the child's personal information.

The reading history of a Homebound Service customer is retained and available to staff to assist in managing materials selection.

A customer's current circulation activity information is available to staff as long as the item remains on loan or as long as charges remain unpaid. A history of resolved bills is also retained.

A customer may opt in to retaining their own reading history via the Library's website. This information is not available to staff.

Backup files of circulation activity information are temporarily retained for the purpose of restoring data in case of system failure and file corruption. These files are overwritten on a scheduled basis.

#### **1.4 Library Card Use**

The library card number and PIN must be used to borrow items or to access services of the Library.

A customer may need to renew their library card periodically with confirmation of personal information.

A library card is not transferable. Lending a library card to a third party implies consent has been given for its use but does not entitle the third party to any information contained in the record.

Loss or theft of a library card must be reported to Library staff members immediately. A customer is responsible for any items borrowed and any charges incurred until loss or theft is reported.

Changes in personal information must be reported to staff members immediately.

A customer who replaces a damaged, lost or stolen card will pay a charge as approved by the Board.

Inactive customer records may be purged periodically provided there are no outstanding items or fines or fees.



## **2 Borrowing**

### **2.1 Loan Limits**

The Library establishes borrowing periods by format of the item. A summary of format limits will be listed on the Library's website.

Customers less than 18 years of age cannot, by law, borrow restricted items.

Access to electronic services will be restricted based on licencing agreements.

### **2.2 Loan Periods**

Standard loan periods are defined by format. A summary of loan periods are listed on the Library's website.

Where possible, and if a customer asks, they might receive a longer loan period.

Some items may be restricted to in-library use only.

Some in-library use only items may be loaned overnight with permission of staff. Higher fine rates may apply.

### **2.3 Renewals**

Customers can extend (renew) the loan period of most items they have borrowed. There are a limited number of times an item can be renewed. Items reserved by another customer cannot be renewed.

Loan periods are extended from the day of the renewal and not added to the end of the original loan period.

Renewals made after a loan period ends will result in overdue charges.

Renewals can be made using the Library's website, by automated phone service, using a mobile app, or with the assistance from staff members.

### **2.4 Holds**

Most items can be reserved using the Library's website, mobile app, or with the assistance of staff members.

Customers will receive notification when a reserved item is available for pickup. Customers can choose to be notified via e-mail, text message, or by automated phone service.

Reserved items will be held for 7 days. A fine will result in any reserved items not picked up or cancelled.

## **2.5 Interlibrary Loan**

Materials may be requested from other libraries, subject to certain limitations.

The lending library may charge a fee which will be paid by the Library.

Customers will be charged a fee if interlibrary loans are lost, damaged, or not returned, and pay replacement costs for the items. The fee amount is determined by the owning library of the item.

## **2.6 Returns**

Materials are due at 23:59 on the day listed on the checkout receipt.

Most materials borrowed from one location of the Library may be returned to another location of the Library. Exceptions will be noted in the item's record.

## **2.7 Damaged or Lost Items**

A Customer is responsible for all library materials borrowed on their card.

A replacement charge is incurred for any item that is 35 days past its due date.

Customers who damage or lose borrowed items will pay a replacement fee. The fee will be the item's retail price where possible. Otherwise, the fee will be a standard replacement cost.

The Library determines the standard replacement cost.

Replacement in kind or by substitution of similar acceptable material may be considered upon request.

The Library retains ownership of damaged and lost materials that have been paid for.

## **2.8 Refunds**

If a lost item is paid for and subsequently found, it may be returned for a partial refund. The item will instead be considered overdue and a fine will be calculated from the last due date. The refunded amount will be the difference between the lost charge paid and the calculated overdue fine. The fine deducted will not exceed the original lost charge payment.

## **2.9 Damaged Equipment**

The Library is not responsible for any damage to equipment used to access, download, or play borrowed items.

## **2.10 Pre-overdue Notification**

A courtesy pre-overdue email notice is sent 3 days before an item is due.

## **2.11 Overdue Notification**

An overdue notice by phone or by email is sent 4, 11, and 18 days after an item is due. Failure to receive an overdue notice does not excuse late fines.

## **2.12 Overdue Charges**

Customers are encouraged to return borrowed items on time through overdue fines.

Overdue fines are charged each day an overdue item is not returned including when the library is closed.

## **2.13 Unpaid Charges**

A customer will be blocked from checking out additional material when outstanding charges on their account reach or exceed \$20. A customer is expected to promptly pay these charges in full.

## **2.14 Waiving Charges**

Charges may be waived in whole or in part at the discretion of staff in consideration of special circumstances. Details of waived charges may be recorded in a customer's account by staff for future reference.

## **2.15 Collection Agency**

The services of a collection agency will be used to recover lost materials and unpaid charges.

Accounts submitted to the collection agency for charges exceeding \$19.99 but less than \$40 will have a \$5 collection agency fee added. Accounts submitted exceeding \$40 will have a \$12.80 collection agency fee added.

# **3 Computer Use**

## **3.1 Public Computers**

A library card or guest pass is required to use the public computers.

Library cards owing \$20 or more cannot be used to access the public computers.

A 1 day guest pass is available with identification.

A customer may make a reservation to guarantee that a computer will be available but a customer may use any available computer without a reservation on a first come first served basis.

The Library has established rules to limit the frequency and length of time of use of computers to ensure fairness.

### **3.2 Wireless Internet Access**

The City of Mississauga provides Wi-Fi access in all its facilities. Use of the service in Library locations is subject to the rules established by the City of Mississauga, Corporate Services Department, Information Technology Division.

City of Mississauga  
**Library Board Report**



Date: June 19, 2019	<b>Agenda 5.1</b>
To: Mississauga Public Library Board	
From: Lori Kelly, Director, Library	Meeting date: June 19, 2019

**Subject**

KPI Report – Inspiring, Welcoming and Creative Places

**Recommendations**

1. That the report entitled “*KPI Report – Inspiring, Welcoming and Creative Places*” dated June 19, 2019 from the Director, Library be received.
2. That the Board approves future KPI Reports for Inspiring, Welcoming and Creative Places to include reporting on facility investments, foot traffic, Open Window Hub, accessible and assistive workstations, and diversity and inclusion training.

<p><b>REPORT HIGHLIGHTS:</b></p> <ul style="list-style-type: none"><li>• Overall, the Library is enhancing and diversifying its spaces to be more inclusionary for residents and staff of all backgrounds and interests as well as investing in learning opportunities to enhance staff’s ability to respond to diverse customers and each other.</li><li>• More than \$60 million has been invested, or is planned to be invested, in Library facility improvements from 2015-2029.</li><li>• The Library has invested in gate counter technology to properly gauge the amount of customer visits in order to help drive business decisions.</li><li>• The Open Window Hub, based out of Central Library, has helped at-risk individuals in the community 1836 times since September 2017.</li><li>• Assistive workstations with enhanced accessibility features were introduced at the Central Library in 2018.</li><li>• Staff are participating in diversity and inclusion training to enhance positive mental health in the workplace.</li></ul>
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## Background

At the June 2018 Mississauga Public 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 is the Inspiring, Welcoming and Creative Places report identified in that schedule. The metrics endorsed by the Board to be in this report were Facility Investment and Foot Traffic.

In reflecting on the Board Ends and previous Board discussions on the KPIs, the Library Leadership Team has included additional topics that reflect inspiring, welcoming and creative places for the Board's consideration; the Open Window Hub, accessible and assistive workstations, as well as diversity and inclusion training for staff. It is recommended that going forward; these three areas are included in the annual Inspiring, Welcoming and Creative Places report.

## Comments

### Facility Investment

On a yearly basis the Mississauga Library System (Library) reviews its facility needs and submits funding requests for renovations, repairs and redevelopments. Appendix 1 shows facility investment procured by the Library over the last five years as well as the projected funding on facilities over the next 10 years. Highlights of facility investment funding are below.

<b>FACILITY INVESTMENT HIGHLIGHTS</b>	<b>2015-2019</b>	<b>2020-2029</b>	<b>Total</b>
Central Library Redevelopment	2,000,000	40,800,000	<b>42,800,000</b>
South Common Library Renovation		11,334,387	<b>11,334,387</b>
Replacement of shelving, service desks, furniture	628,000	2,200,000	<b>2,828,000</b>
Makerspaces	730,000	1,455,000	<b>2,185,000</b>
Automated Materials Sortation	965,042	220,000	<b>1,185,042</b>
Rehabilitation and Renovations to various locations	257,500	726,500	<b>984,000</b>
Express Libraries		415,000	<b>415,000</b>
<b>TOTAL</b>	<b>4,580,542</b>	<b>57,150,887</b>	<b>61,731,429</b>

With the over \$60 million invested, or planned to be invested, until 2029, the Library is committed to expanding its role in the community as an inspiring and welcoming place. Each year through the Business Planning and Budget process needs are identified by the Library and, in some cases, in partnership with Facilities and Property Management, and consistently

supported by Council. Going forward the plan for facility investment will be documented in the Infrastructure Study scheduled to begin later this year. As part of the study, the facility investment portion of this KPI will be better defined, including understanding benchmarks with other urban libraries. It should be noted that with the exception of Central Library, all future funding is subject to the City's yearly prioritization process and is not guaranteed.

### Foot Traffic

Prior to 2017 foot traffic was manually counted during Count Week and multiplied by 50 to estimate a yearly total. The result of this antiquated method of counting were widely fluctuating totals year-over-year and an inadequate picture of how many customers came to the Library. To resolve this issue, gate counters were installed in December 2017 resulting in a more accurate picture of Library foot traffic. The chart below only shows two years' worth of data broken out by month since the introduction of gate counters. As more data is collected a wider expanse of years will be analyzed.

- Foot traffic is down slightly from 2017 to 2018.
- On average, Mississauga libraries get approximately 365,000 visits a month over the past two years.
- March, July and October at Central Library were the busiest months largely driven by March Break, Summer Break, Ontario Public Libraries Week and the Mississauga Comic Expo.
- Library comparators have experienced an average of 4.5% decrease in Foot Traffic compared to Mississauga's 3% decrease in foot traffic.

### **Monthly 2018 Foot Count Comparison with previous year**

Month	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%
	<b>4,517,122</b>	<b>20,913</b>	<b>4,382,909</b>	<b>20,291</b>	<b>-3.0%</b>

The successes of initiatives such as Maker Fest! and the Mississauga Comic Expo at increasing foot traffic, combined with the increase in program offerings and the number of participants in programs, suggests optimism that foot traffic will be maintained and could increase over time.

The expectation for foot traffic increase grows as the Library continues to make business cases for further facility investments like the Central Library redevelopment and South Common library renovation. The chart below shows recently renovated libraries in Canada that have relatively similar foot traffic to Central Library and how they experienced an increase in the amount of foot traffic after their renovations. In addition the chart shows how square footage increases also appear to have a correlation to foot traffic growth.

Weekly Foot Count Before and After Library Redevelopment								
Location	Before Redevelopment			After Redevelopment			% Change in Square Ft	% Change in Foot Fall
	Square Ft	Foot Count	Count / Sqft	Square Ft	Foot Count	Count / Sqft		
Calgary	180,000	99,623	0.55	245,000	218,796	0.89	36.1%	119.6%
Halifax	38,000	81,000	2.13	120,000	166,667	1.39	215.8%	105.8%
Ottawa	108,000	52,000	0.48	216,000	124,800	0.58	100.0%	140.0%
Kitchener	81,850	30,434	0.37	110,000	38,078	0.35	34.4%	25.1%
London	189,000	50,938	0.27	189,000	54,556	0.29	0.0%	7.1%

### Open Window Hub Usage

The Open Window Hub, located in Central Library, helps homeless and at-risk individuals in Mississauga by promoting inclusivity and connecting them with resources, programs and services to help raise their quality of life. The Library’s qualified Social Worker works out of the Open Window Hub to support customers at all 18 library locations, as well as residents in need who interact with other City of Mississauga services such as MiWay Transit, Security Services, Animal Services, and other Community Services divisions. Examples of support include facilitating access to crisis bed programs, helping individuals find the right government sources, finding affordable housing, and assisting staff when they are faced with someone with mental health issues.

Since September of 2017, the Open Window Hub has seen great success and interest with:

- 235 unique individuals supported through the Hub
- An average of 11 new individuals using the Hub services every month
- An average of 7 clients accessing its staff and services daily
- Assistance provided to at-risk individuals in the community 1,836 times

While this initiative began as a pilot project, in early 2019 Council approved a budget request for the continuation of the Open Window Hub at the Central Library. To supplement this



commitment to expanding services, the Library also received a generous three year grant for the Open Window Hub from the P. and L. Odette Charitable Foundation in the amount of \$390,000. This grant will be used to provide mental health first aid training to enhance staff skills, invest in more hours of service, and fund items that are in high demand such as hygiene kits and Presto cards. Going forward the Library intends on continuing support for the Open Window Hub in order to provide a welcoming space in the Library for homeless and at-risk individuals.

Going forward, the Open Window Hub Usage portion of this KPI will measure the number of times assistance was provided to at-risk individuals as well as the types of assistance requested e.g. housing, employment, social assistance, agency requests. The data collected will help establish service levels, assist in determining how to resource the Open Window Hub to meet service levels and the types of services that should be offered in the Open Window Hub.

### Accessible and Assistive Workstations

Providing computer workstations with Internet access is a key service for modern libraries; as the community uses workstations to find places to live and work, learn and research, submit government forms, and more. In order for the Library to provide a welcoming place and to remove barriers to access, all library locations offer computer workstations with accessibility features in support of the Future Directions Strategic Priority "*To Invest in Technology to Bridge the Digital Divide*". The accessible workstations include keyboards with large keys and lettering, as well as ZoomText screen magnifying software.

In 2018, the Library introduced two new assistive workstations at the Central Library to further create a place of inclusivity for those residents who require further support to use technology. The assistive workstations offer the same features as the accessible stations along with enhanced software such as JAWS (screen reading software), Dragon Speech Recognition (speech recognition software) and Kurzweil 3000 (assistive learning technology). The workstations also offer an accessible mouse, microphone and headphones, and are located on adjustable height tables.

Since January 2018, the accessible workstations have been booked by the community 59,301 times. The assistive workstations, which launched in August 2018, have already seen 4,397 booking. This demonstrates the community demand for more enhanced access workstations at the library.

Through a 2020 budget request, the Library has committed to expanding assistive workstations across all library locations; for a total of 19 workstations. If approved, this will provide increased access to computing services for all customers, regardless of their personal challenges.

Going forward, the Accessible and Assistive Workstation portion of this KPI will measure the usage of assistive workstations as well as the progress towards achieving the 19 requested workstations across the Library. The data that is collected could support adding additional

assistive and/or accessible workstations.

### Diversity and Inclusion Training

As a part of the Workforce Diversity and Inclusion Strategy, Library staff have participated in Diversity and Inclusion training. Since late-2017, 40% of the Library's non-union managers and supervisors attended Building Blocks for a Healthy Workplace training and 96% have attended The Working Mind leader wellness training. Furthermore, all Library staff participated in an online Diversity and Inclusion Fundamentals training. The focus of these trainings has been on creating a healthy work environment where everyone feels they can participate, contribute and engage – an environment where everyone is and feels included. By giving staff a broader understanding of how dimensions of diversity influence workplace behaviour, the Library aims to create more welcoming and inclusive work environments with more positive employee and organizational health. This training also supports the Future Directions Strategic Priority "*To Invest in our People*" through ongoing training opportunities. Staff training is scheduled to continue in 2019 with 135 supervisors attending The Working Mind and beyond through the Learning Plan with a focus on mental health in the workplace.

Going forward, the Diversity and Inclusion portion of this KPI will measure the training participation rate in related training offerings. The data collected will assist in planning future learning opportunities including staff conference as well as be shared with the Learning and Organizational Development team in Human Resources to assist in their planning efforts.

## **Financial Impact**

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

## **Conclusion**

The Inspiring, Welcoming and Creative Places report is one of eight KPI reports provided to the Board annually. The report provides data, analysis and business impacts of the inclusive spaces provided by the Library. The Library has been able to expand offerings for inspiring, welcoming and creative spaces by responding to customer demands and looking at the offerings of comparators. The Library also looks to provide welcoming and creative spaces through developing business cases for facility investments that respond to the needs of staff and customers. The expectation is that foot traffic at the Library will grow in correlation to the investment made in the Library as well as the diversity and inclusivity of the programs and offerings provided. Although foot traffic has gone down slightly over the last year, there is strong optimism that the Library's facility redevelopment plan and commitment to accessibility, inclusion and diversity will grow that number and indicate that the Library is doing all that is possible to provide welcoming and creative spaces for its customers.

# Attachments

Appendix 1 – Facility Investment

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Lori Kelly  
Director, Library

*Prepared by:*  
*Fawzia Raja, Business Consultant, Planning, Development and Analysis*

*Mike Menary, Manager, Planning, Development and Analysis*

## Agenda 5.1 Appendix 1

### Library 10 Year Facility Investment Chart

*With the exception of Central Library, all future funding is subject to the City's yearly prioritization process and is not guaranteed*

LIBRARY SERVICES COMMITTED CAPITAL	From the Last 5 Years	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Central Library Redevelopment	2,000,000	1,500,000	18,000,000	20,250,000	1,050,000							42,800,000
Automated Materials Sortation	965,042	110,000	110,000									1,185,042
Lifecycle replacement of book trucks, shelving, service desks, furniture.	628,000	200,000	200,000	210,000	210,000	220,000	220,000	230,000	230,000	240,000	240,000	2,828,000
Emergency Building Repairs and Servicing	367,500	73,500	73,500	73,500	73,500	73,500	73,500	73,500	73,500	73,500	73,500	1,102,500
Makerspace Mississauga (Courtney Park)	365,000											365,000
Makerspace Mississauga (Burnhamthorpe)	365,000											365,000
Rehabilitation and Renovations to various locations	257,500	61,500	65,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	984,000
Makerspace Mississauga (Malton)		455,000										455,000
South Common Library renovation - design & construction				307,443	512,404	5,329,007	5,185,533					11,334,387
Express Libraries					207,500	207,500						415,000
Makerspace Mississauga (Mississauga Valley)						500,000						500,000
Makerspace Mississauga (Erin Meadows)						500,000						500,000
<b>TOTAL</b>	<b>4,948,042</b>	<b>2,400,000</b>	<b>18,448,500</b>	<b>20,915,943</b>	<b>2,128,404</b>	<b>6,905,007</b>	<b>5,554,033</b>	<b>378,500</b>	<b>378,500</b>	<b>388,500</b>	<b>388,500</b>	<b>62,833,929</b>

City of Mississauga  
**Library Board Report**



Date: June 10, 2019	<b>Agenda 6.1</b>
To: Mississauga Public Library Board	
From: Lori Kelly, Director Library	Meeting date: June 19., 2019

**Subject**

Library Board Ends – Second Quarter Review 2019

**Recommendation**

That the report entitled “*Library Board Ends – Second Quarter Review 2019*” dated June 10, 2019 from the Director, Library Services be received for information.

**Comments**

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 Mississauga Public Library Board (Board) is responsible for setting annual objectives and evaluating performance against those objectives.

In April 2019 the Board approved one set of annual key objectives. These objectives are driven from the Board Ends and remain consistent with Future Directions and Community Services Department initiatives. The objectives serve both customers and staff in advancing the Library’s Mission to provide services to meet the life-long informational, educational, cultural and recreational needs for all citizens.

This report provides the Board with an update on the progress on Board Ends for the 2018-2022 term. The updates are attached in Appendix 1: Library Board Ends: Second Quarter Review 2019. Highlights from the second quarter achievements include:

**We know and engage with our community:**

- The plan to raise the community’s awareness of what the Library offers to enhance engagement and library usage has been drafted in partnership with Strategic Communications. The plan is schedule to come to the Board in Fall 2019.

**Recognized as a key learning institution:**

- The Library's inaugural Maker Fest! was successfully delivered on May 25, 2019 with over 1,750 attendees taking part in the event. The event was a celebration of the maker movement and the Mississauga Library System's (Library) commitment to programs and services to promote STEAM learning.

**Inspiring, welcoming and creative space:**

- A number of milestones have been reached in rescoping and building a comprehensive plan for the Central Library renovation including approval from the Leadership Team and updates to both the Library Board and staff.
- Important feasibility studies for the T.L. Kennedy site (Cooksville library) and South Common library are in progress and completed, respectively.

**Multi-talented people changing lives:**

- Early milestones for the Learning Plan have been met and work is underway on building the comprehensive plan with a dedicated resource from Human Resources assigned to support the Library.
- Implementation of the new non union Performance Development Plan (PDP) is complete and ongoing check ins are underway.

**Access to many resources in many ways:**

- The new customer centric, data driven Library website has been launched and the final cut over is scheduled for June 24, 2019.

**Financial Impact**

All current initiatives have been included in the Library's operating and capital forecasts. Future initiatives will be budget according to the requirements of the Business Planning and Budget process.

**Conclusion**

The strategic objectives within the Board Ends are moving forward as a result of the good work of the Library Leadership team, Library staff and our Divisional partners.

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Lori Kelly  
Director, Library

**Attachments:**

Appendix 1: Library Board Ends: Second Quarter Review 2019

<p><b>Board End: We know and engage with our community</b></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><b>Future Directions Master Plan Strategic Priority</b></p> <ul style="list-style-type: none"> <li>• Tell the Library's Story</li> <li>• Enhance the Customer Experience</li> <li>• Revolutionize Service Delivery</li> </ul>			
<b>Annual Key Objective</b>	<b>Board Role</b>	<b>Status as of June 10, 2019</b>	<b>Expected Completion Date</b>
1. Develop a renewed and expanded vision and mission that signals the transformation and modernization of the Library	Develop and approve vision and mission	Board to determine approach to reviewing and developing an expanded vision and mission in Fall 2019/Winter 2020.	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	Draft plan has been completed in partnership with Strategic Communications. Targeting presentation to the Board in Fall 2019.	September 2019
<p><b>Board End: We work to recognize the Library as a key learning institution</b></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><b>Future Directions Master Plan Strategic Priority</b></p> <ul style="list-style-type: none"> <li>• Tell the Library's Story</li> <li>• Invest in our People</li> <li>• Invest in Technology to Bridge the Digital Divide</li> </ul>			
<b>Annual Key Objective</b>	<b>Board Role</b>	<b>Status as of June 10, 2019</b>	<b>Expected Completion Date</b>
3. Deliver inaugural Maker Fest! event	Attend event	<b>COMPLETE</b>	May 2019
4. Explore additional online learning offerings including formal certification programs	Receive updates on new online learning offerings	New online learning opportunity in progress and currently under review with Legal Services. Targeting implementation in Fall 2019.	September 2019
5. 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	Draft plan has been completed. Commissioner review and approval planned for summer 2019.	June 2019

## Library Board Ends: Second Quarter Review 2019

<b>Board End:</b> We provide inspiring, welcoming and creative spaces <b>Key Objectives:</b> 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  <b>Future Directions Master Plan Strategic Priority</b> <ul style="list-style-type: none"> <li>• Enhance the Customer Experience</li> <li>• Develop 21<sup>st</sup> Century Facilities</li> </ul>			
Annual Key Objective	Board Role	Status as of June 10, 2019	Expected Completion Date
6. 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	Leadership Team approval received May 2 for rescope project, communication plan and alternate service delivery model. Board update completed on May 15 and staff update completed on May 21. Architect to be re-engaged Fall 2019 through Facilities and Property Management and detailed design scheduled to begin in January 2020.	January 2023
7. 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	Study to begin in September 2019.	December 2019
8. Complete a feasibility study for South Common Library redevelopment	Receive updates on progress of the feasibility study	Feasibility study completed. Final report drafted by consultants in partnership with Facilities and Property Management and being reviewed by Library Leadership Team.	June 2019
9. Complete the joint use study for T.L. Kennedy high school (Cookeville Library)	Receive updates on progress of the study	RFP for consultant to lead the joint use study closed May 7, 2019. Evaluation of proposals underway with start date targeted as June 2019.	June 2020
10. Initiate design of Malton Makerspace	Receive updates on progress of the design	Initial design discussions in progress with Facilities and Property Management.	June 2019
11. Deliver approved Open Window Hub programming consistent with the P. and L. Odette Charitable Foundation agreement	Receive updates on progress of programming	Project Leader to be recruited by July 2019 to assist in a delivering programming supported by the Foundation.	December 2019



## Library Board Ends: Second Quarter Review 2019

<p><b>Board End:</b> We deliver service with multi-talented people changing lives  <b>Key Objectives:</b> Devise and implement programs and services that will allow library staff to become agents of social mobility</p> <p><b>Future Directions Master Plan Strategic Priority</b></p> <ul style="list-style-type: none"> <li>• Enhance the Customer Experience</li> <li>• Revolutionize Service Delivery</li> <li>• Invest in our People</li> </ul>			
Annual Key Objective	Board Role	Status as of June 10, 2019	Expected Completion Date
12. 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	Learning calendar introduced April 2019 and populated with opportunities to December 2019. New learning opportunities announced in May 2019 for Opioid Awareness and The Working Mind. Dedicated resource from Human Resources assigned to support building a comprehensive learning plan.	December 2019
13. 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	<b>COMPLETE</b> (for non union staff)  Initial discussions on union performance appraisal review completed with next steps to be developed in partnership with Human Resources.	June 2019 (for non union) TBD (for union)
14. Complete Employee Engagement Survey debriefing, develop and implement Action Plans for each business unit	Receive updates on progress of action planning	Debrief and action planning in progress with completion required by June 2019.	December 2019
<p><b>Board End:</b> We provide access to many resources in many ways  <b>Key Objectives:</b> 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><b>Future Directions Master Plan Strategic Priority</b></p> <ul style="list-style-type: none"> <li>• Enhance the Customer Experience</li> <li>• Revolutionize Service Delivery</li> <li>• Invest in Technology to Bridge the Digital Divide</li> <li>• Develop 21<sup>st</sup> Century Facilities</li> </ul>			

## Library Board Ends: Second Quarter Review 2019

Annual Key Objective	Board Role	Status as of June 10, 2019	Expected Completion Date
15. 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	Review of operating hours completed. Draft recommendations have been completed and are being reviewed by the Library Leadership Team. Commissioner to review and approve recommendations during summer 2019. Targeting Fall 2019 for update to the Board.	September 2019
16. 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	<b>COMPLETE</b> (final cut over planned for June 24, 2019)	June 2019
17. Implement technology initiatives to enhance service delivery including: <ul style="list-style-type: none"> <li>• Library catalogue upgrade</li> <li>• Mobile app replacement</li> <li>• Online program registration</li> <li>• Expand hot spot lending at 5 locations</li> <li>• Offer digital library card</li> </ul>	Receive updates on progress of implementation	Recruitment by Information Technology for Project Manager in progress to lead catalogue upgrade, mobile app replacement and on line program registration.  Work is in progress to expand hot spot lending at Burnhamthorpe, Central, Cooksville, Malton and Mississauga Valley libraries.  Currently in the final stages of the Privacy Impact Assessment for the digital library card.	TBD  September 2019  December 2019

**MISSISSAUGA PUBLIC LIBRARY BOARD  
2019 Work Plan**

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

Agenda 7.2

Upcoming Events/Meetings with proposed locations & Chair		
Date	Event/Location	Meeting Chair
2019		
<b>June 19, 2019</b>	Board Meeting Central Library	Laura Naismith
<b>June 22, 2019 (Saturday) 11:00 am</b>	<b>Three Communities, One Book</b> Chinguacousy Branch Library 150 Central Park Drive in Brampton	
<b>September 4<sup>th</sup> and 18<sup>th</sup> 2019</b>	<b>Staff Appreciation Day</b> BraeBen Golf Course	
<b>September 18, 2019</b>	Board Meeting Streetsville Library	Margot Almond
<b>October 16, 2019</b>	Board Meeting Central Library	Priscilla Mak
<b>October 18-19, 2019</b>	MCX (Mississauga Comic Expo)	
<b>October 20-26, 2019</b>	Public Libraries Week	
<b>October 2019 (exact date TBD)</b>	Canadian Library Worker Day	
<b>November 20, 2019</b>	Board Meeting Central Library	
<b>December 11, 2019</b>	Board Meeting Central Library	

**Action Items – from May 15, 2019 Library Board Meeting**

Agenda Item and Related Follow Up Actions	Status	Updates	Originator	PMR	Resolution
1) CULC Advocacy One eRead Canada - Send out email to Board re details of June 3 <sup>rd</sup> Facebook Live stream event with Lori	<b>COMPLETE</b>			Jennifer	
2) Draft welcome letter to school board liaisons	<b>COMPLETE</b>			Lori	
3) Online Courses for Grade 11 & 12 students - Jennifer to draft letter to school boards for Councillor Mahoney	<b>COMPLETE</b>			Jennifer	
4) Bring summer reading recommendations to June meeting	<b>COMPLETE</b>			All Board members	