



# Mississauga Public Library Board Meeting

Wednesday, November 20, 2019 | 5:30 - 7:30 p.m.  
[Meadowvale Library](#) | 6655 Glen Erin Drive

## Board Members

Margot Almond  
Councillor John Kovac  
Councillor Matt Mahoney  
Priscilla Mak  
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

# Land Acknowledgement

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

# Agenda

Item No.	Item Description	Time Allotted
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> Trends Report Collection HQ – Ted Sharp, Collection Development Supervisor <i>(presentation to be sent after)</i>	5:35-6:00
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>	6:00-6:05
2.1	Minutes of the Regular Meeting on October 16, 2019	
2.2	CEO Report	
3.0	<b>CEO Report (see consent agenda)</b>	
4.0	<b>Policy Review</b>	6:05-6:20
4.1	Review Governance Policies	
5.0	<b>Executive Limitations/Internal Monitoring Reports</b>	
5.1	KPI Update (Know & Engage with Our Community))	6:20-6:30
5.2	3 <sup>rd</sup> Qtr Financial Report	6:30-6:40
6.0	<b>Ends</b>	6:40-6:50
6.1	Quarterly Report on Ends	
7.0	<b>Governance</b>	6:50-7:00
7.1	Review of Work Plan	
7.2	Upcoming Meetings/Events/Chair Rotation	
7.3	Proposed Changes to Public Libraries Act by the Provincial Government	
8.0	<b>Ownership Linkage</b>	
9.0	<b>Board Advocacy</b>	
10.0	<b>Board Development</b>	

10.1	SOLs Trustee Meeting Update  <a href="#">SOLs Governance HUB - Year 2 - Community &amp; Municipal Relationships</a>	7:00-7:05
11.0 11.1	<b>Other Business</b> Action Log Review	7:05-7:10
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>	7:10-7:25
13.0	<b>Board Self-Evaluation -</b> V. Ohori 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
<b>TOUR OF MEADOWVALE LIBRARY</b>		



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**DATE:** November 20, 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 2.2 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 October 16, 2019
- 2.2 CEO Report

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Lori Kelly  
Director, Library



**MISSISSAUGA PUBLIC LIBRARY BOARD  
Regular Meeting**

**Minutes of the meeting held on Wednesday, October 16, 2019 at 5:30 p.m.,  
South Common Library, 2233 South Millway, Mississauga, On**

Present: Margot Almond  
Councillor John Kovac  
Councillor Matt Mahoney  
Priscilla Mak  
Laura Naismith  
Carol Williams

Absent: Wahab Mirjan  
Val Ohori

Staff Present: Lori, Kelly, Director, Library  
Jennifer Stirling, Manager, Library Digital Services & Collections  
Laura Reed, Manager, Central Library & Community Development  
Sue Coles, Manager, Facilities & Operations  
Fawzia Raja, Business Consultant

Minutes Recorded: Anne Marie Solleza

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**1.0 Call to Order**

P. Mak, Acting Chair, called the meeting to order at 5:30pm.

**1.1 Excused Absences**

**70:19 Resolved that W. Mirjan and V. Ohori be excused from the meeting.**

**Moved by Councillor J. Kovac**

**Seconded by L. Naismith**

**Carried**

**1.2 Approval of Agenda**

**71:19 Resolved that the agenda be approved as presented.**

**Moved by Councillor M. Mahoney**

**Seconded by M. Almond**

**Carried**

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

There were no conflicts of interest declared.

### **1.4 Delegations**

#### **1.4a - Citizenship Satisfaction Survey- David Ferreira, Manager, City Marketing & Planning**

D. Ferreira presented the results of the 2019 Citizen Satisfaction Survey for library services.

Forum Research, a professional market research firm, carried out the research study utilizing a telephone survey research methodology from June 3<sup>rd</sup> to June 22<sup>nd</sup>, 2019.

Surveying was conducted on 1124 Mississauga residents aged 18 years old or older and are weighed by Ward, age and gender, therefore, results are representative of the population.

Results of the survey reveal that Library services remain a high value for Mississauga's residents, with 90% who are satisfied with the services. This represents a 5% increase in satisfaction from 2015 to 2019. An area that has shown a significant increase in satisfaction is the quality of eMaterials at 10%.

D. Ferreira will provide details on how the library compared to other divisions as requested by the Board.

The Board thanked him for the presentation.

#### **1.4b – Marketing Plan and Communication Plan – Rob Simeon, Marketing Consultant Tamara Stojakovic, Manager, Social Engagement Cynthia Ulba, Senior Communications Advisor**

R. Simeon, T. Stojakovic, C. Ulba presented the 2020 Marketing and Communications Plan, a multi-pronged strategy that aims to effectively promote the Library's collections, services, technology, and programs with a strong focus on library core offerings.

The plan used Environics data (demographic data), tied into additional library stats and industry data, to identify key audiences and ensure campaigns are targeted effectively. The plan includes feedback from multiple City partners including Community Services Business & Marketing Solutions, Strategic Communications, Library Leadership Team and various managers/Centers of Expertise.

The plan is living document that will be created on an annual basis and adjusted as needed throughout the year. The marketing and communications plan will guide the work of the Social Engagement Team.

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**72:19 Resolved that the report entitled Marketing & Communications Plan by the Director, Library dated October 7, 2019 be approved.**

**Moved by M. Almond  
Seconded by L. Naismith  
Carried**

## **2.0 Consent Agenda**

**73:19 Resolved that the 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 L. Naismith  
Seconded by Councillor J. Kovac  
Carried**

**3.0 CEO Report**  
See Consent Agenda.

## **4.0 Policy Review**

### **4.1 Annual Board Self-Evaluation**

The Board conducted a review of their efforts over the past year. Overall comments were positive and helpful. Everyone agreed that the orientation for the new Board was very well-planned and the presentations from other City services has helped the Board understand its relationship with the City as well as keep the Board updated on city-wide developments that is also relevant to the Library. The Board confirmed having its meetings at the different library locations gives them the opportunity to meet staff and get familiar with what each location offers. The Board feels there might be an opportunity to improve contact with the school boards and will re-visit this issue to determine at what level that contact should happen.

**74:19 Resolved that the report entitled Annual Board Self-Evaluation by the Director, Library dated October 16, 2019 be marked as completed.**

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



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#### **4.2 Monitoring Executive Performance**

The Monitoring Executive Performance policy is one of six policies that govern the linkage between the Board and the CEO. Historically the CEO performance evaluation has aligned with the City's process. In January 2019, the City introduced PDP and it is recommended that the Monitoring Executive Performance policy be revised to continue to align with PDP. Specifically, the timing and number of check ins require a change to better align with the new PDP.

**75:19 Resolved that the report entitled Revisions to Policy C5: Monitoring Executive Performance by the Director, Library dated October 7, 2019 be approved.**

**Moved by M. Almond  
Seconded Councillor J. Kovac  
Carried**

#### **5.0 Executive Limitations/Internal Monitoring Reports**

##### **5.1 Key Performance Indicator(KPI) Update – Access to Many Resources in Many Ways**

The "Access To Many Resources In Many Ways" report is one of eight KPI reports provided to the Board annually. The report provides data, analysis and business impacts of how the Library provides access to many resources in many ways for the community. Many of the Library's investments in increasing access to resources have also helped to support the Future Directions Master Plan priorities; specifically "Enhance the Customer Experience" and "Invest in Technology to Bridge the Digital Divide." Moving forward, the Library has requested funding to invest further in digitization of local history, increase investment in eResources and technology lending, and expand on accessibility features in the Library to ensure various access points to resources for the community.

**76:19 Resolved that the report entitled "Access To Many Resources In Many Ways" By the Director, Library dated October 7, 2019 be received.**

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

#### **6.0 Ends**

**6.1 Marketing & Communications Plan**  
See Item 1.4B

#### **7.0 Governance**

##### **7.1 Review of Workplan**

SOLs Update was added to the November meeting.

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

C. Williams volunteered the chair the November meeting.

## **8.0 Ownership Linkage**

There were no items for discussion.

## **9.0 Board Advocacy**

### **CULC (Canadian Urban Libraries Council) Advocacy Update**

J. Stirling provided an update on CULC's campaign for fair eBook pricing. These include a Federal and public awareness campaign and the highly successful One eRead Canada campaign with over 300 library systems participating in Mississauga and across the country representing over 20 million Canadians.

**77:19 That the report entitled “*Advocacy Update*” from the Director, Library dated October 7, 2019 be received.**

**Moved by Councillor J. Kovac**

**Seconded by M. Almond**

**Carried**

## **10.0 Board Development**

The Director encouraged the Board to visit the Governance HUB and register for the SOLS webinar on *The Role of Board Members in Financial Oversight*.

## **11.0 Other Business**

### **11.1 Action Log Review**

No new items were added.

## **13.0 Board Self-Evaluation**

L. Naismith led the self-evaluation. She thanked the acting Chair for keeping the meeting on track and time. She appreciated the presentation on the Marketing & Communications Plan and was pleased to note that all the data being gathered either through KPIs for surveys are feeding into the creation of the library's many action plans and how aligned they are with Future Directions. She thanked the members for coming prepared and fully participating in the meeting.

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**14.0 Adjournment**

**78:19 Resolved that the meeting adjourn at 7:38pm**

**Moved by C. Williams  
Seconded by Councillor M. Mahoney  
Carried**

**NEXT MEETING**

The next Library Board meeting will be on November 20, 2019 at Meadowvale Library.

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Secretary/Treasurer

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Chair

# Mississauga Library System



## Briefing Note

<b>To:</b>	<b>Mississauga Public Library Board</b>
<b>From:</b>	Lori Kelly, Director, Library
<b>Date:</b>	November 8, 2019
<b>Subject:</b>	<b>CEO Report – November 2019</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

#### **Bill 132 – Better for People, Smarter for Business Act, 2019**

On October 28, the Ontario government tabled its proposed legislation intended to reduce regulatory burden on municipalities, agencies and boards. The proposal includes two amendments to the *Public Libraries Act* impacting public library boards:

- If passed, the first amendment would give permanent residents, in addition to Canadian citizens, the opportunity to serve as public library board members. This amendment would provide Ontario's library boards with a larger and more diverse pool of potential board members. This will enable public library boards across the province to welcome new voices, increase diversity and inclusion in community leadership, and help better respond to the evolving needs of the communities served.

- The second proposed amendment would reduce the minimum number of meetings a public library board is required to hold each year. Bill 132 proposes to reduce the minimum number of meetings to 4 per year (from the current minimum of 10). The intent of this amendment is to provide more flexibility for public library boards to determine the appropriate number of meetings needed for their local circumstances. Public library boards will still be able to hold regular meetings more frequently than the mandatory minimum, and can also declare special and emergency meetings accordingly as set out under the *Public Libraries Act*.

As the bill proceeds for debate in the Ontario Legislature, the Ministry of Heritage, Sport, Tourism and Culture Industries (Ministry) is interested in feedback from libraries on these proposals. The Federation of Public Libraries (FOPL) and the Ontario Library Association (OLA) surveyed public library board members and library CEOs to gather insight on the local impact of the Province's proposed change to the minimum number of mandatory meetings for public library boards. From data and comments received from 360 respondents to FOPL, a minimum of 7-8 meetings per year was the most preferred option.

FOPL has requested standing at the Committee hearings after second reading to make a deputation. In addition, FOPL will be submitting a written deputation to the Ministry with the above feedback.

### **Investing in Canada Infrastructure Program**

On October 30, General Committee identified and approved the projects the City of Mississauga (City) will submit for consideration under the Government of Canada's Investing in Canada Infrastructure Program (ICIP). According to the funding criteria outlined by the Government of Canada, ICIP is a ten-year federal infrastructure program designed to create long-term economic growth, build inclusive, sustainable and resilient communities and support a low-carbon economy.

The federal government is providing \$33 billion through the ICIP to cost-share projects under four streams:

1. Public Transit
2. Community, Culture and Recreation
3. Green Infrastructure
4. Rural and Northern Communities

The South Common Community Centre and Library (\$61.6 million) and the Public Marina and Waterfront Park (\$71.3 million) received Council approval on November 6 as the City's submissions in the Community, Culture and Recreation stream. The final application will be submitted to the Province by the deadline of November 12.

## **Posting for Board Member**

The posting for the vacant Board member position was released by the Office of the City Clerk on November 1. The posting, including application instructions, can be found at this [link](#). The posting closes on November 22. The term for the new Board member will be until November 14, 2022.

## **Lakeview Waterfront Development Master Plan Approved**

On November 6, Council endorsed the [Lakeview Waterfront Development Master Plan](#). The Plan sets out the framework for the development of the 177-acre site, formerly the Lakeview Power Generating Station lands, located in Mississauga's Lakeview community.

The Plan articulates an urban framework that defines the character of Lakeview Village. It creates the foundation for the development of mixed-use, multi-modal, green and innovative neighbourhoods on the site. The approval of the Master Plan was the latest step in the multi-year project which began with Inspiration Lakeview consultations in 2010. The City can now review submitted development applications and can consider amendments to the Official Plan and Zoning By-law. Considerations for how the Mississauga Library System (Library) will serve this new community were noted in the Future Directions Master Plan approved earlier this year and discussions will continue as development is approved.

## **ORGANIZATIONAL CHANGES**

### **Retirement of Peggy Laidley, Supervisor Material Handling**

On November 1, a celebration was held to recognize the career of Peggy Laidley, Supervisor Material Handling after more than 35 years of service. Peggy held a variety of positions in the Library including positions in acquisitions, finance, processing and materials handling, where she has displayed her enthusiasm and patient expertise in managing complex budgets and processes. Peggy could be counted on to tackle any problem with passion and care. She was a caring leader who always put the needs of her staff first. Thank you Peggy for your service.

## **SYSTEM HIGHLIGHTS**

### **Restricted Access to Macmillan eBooks for Customers**

As of November 1 Macmillan Publishing began a new lending policy that prevents public libraries from purchasing more than one copy of any new Macmillan eBook release for 8 weeks.

Now, all public libraries, including Mississauga Library System (Library), must wait two months before purchasing multiple copies of new eBooks published by Macmillan and its associated publishers. This will result in much longer wait times for eBooks from popular authors such as Nora Roberts, Jeffrey Archer, Liane Moriarty, and many more.

The Library is committed to providing access to all formats of books, information and resources

to ensure equal access for all. This change makes it more difficult for the Library to provide equal access to materials and resources to all members of the community. The most recent Library eNews, sent to subscribed customers on November 11, encourages customers to voice their objections to this restriction by signing a petition. To date, almost 200,000 library customers from across North America have signed the petition launched by the American Library Association.

All Board members are encouraged to sign the petition at this [link](#) and help libraries stand up for equal access to eBooks and the ability to buy and lend the digital content customers want.

### **Unveiling of Vietnamese Boat People Monument at Burnhamthorpe Library**

On November 9 the official unveiling of the Vietnamese Boat People Monument was held at the Burnhamthorpe Library. The Vietnamese Boat People Monument honours the Vietnamese refugees who came to Canada in the late 1970s and early 1980s to escape the communist regime of Vietnam. It also commemorates the approximately half a million lives that were lost to the sea on this journey to freedom.

The monument is an offering of gratitude to Canada by the Vietnamese-Canadian community for the humanity and compassion that the Vietnamese boat people and refugees received. It also recognizes Canada's history of multiculturalism and reminds Canadians about the tragic history of the Vietnamese boat people.

Built for and generously donated to the City by the Vietnamese Boat People Memorial Association, the monument becomes part of the City's Public Art Collection.

### **Celebrations for Canadian Library Workers Day and Ontario Public Library Week**

Friday October 18 marked Canadian Library Workers Day followed closely on October 21 with the start of Ontario Public Libraries Week. Initiatives to celebrate these events included:

- Social media campaign in the spirit of "Humans of New York" featuring our own Library employees and their stories as well as features on the unique spaces in Mississauga libraries (throughout October);
- Media releases and promotion on the City's internal and external websites as well as Celebration Square screens, community centre and library reader boards;
- Appreciation messages to staff from leaders including Paul Mitcham and myself;
- Customized appreciation initiatives in each location lead by the manager;
- Flag raising and related media as well as communication to Mayor and Members of Council; and
- Book mark handouts and posters from Ontario Library Association.

### **Mississauga Comic Expo (MCX)**

The Mississauga Comic Expo (MCX) was a big success again this year. The MCX team, made up of nine steering committee members, 12 additional staff, and over 40 volunteers, did an amazing job of organizing the event, which featured 29 programs and over 80 exhibitors and artists. Well over 5,000 people visited the Central Library to experience MCX 2018. A huge thank you to everyone involved.

## **STAFF DEVELOPMENT**

### **Ontario Library Association (OLA) Super Conference and Public Library Association (PLA) Attendance**

OLA Super Conference, *Dream Here*, will take place at the Metro Toronto Convention Centre from January 29 to February 1, 2020. The Library Leadership Team have approved 80 staff to attend the conference for one, two or three days. This is an increase from 2019 when 47 staff attended the conference.

The PLA Conference will take place at the Music City Center in Nashville, Tennessee from February 25-29, 2020. The Library Leadership Team have approved five staff to attend the conference.

All the requests were considered and the request was granted based on identified learning outcomes, benefits and budget availability.

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Lori Kelly  
Director, Library



City of Mississauga  
**Library Board Report**



Date: November 11, 2019  
To: Mississauga Public Library Board  
From: Lori Kelly, Director Library

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**Agenda 4.1**

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Meeting date:  
November 20, 2019

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**Subject**

Review of Governance Policies B1-B14

**Recommendation**

That the report dated November 11, 2019 entitled “*Review of Governance Policies B1-A14*” from the Director, Library be approved.

**Background**

There are currently 14 policies governing the operation of the Mississauga Public Library Board (Board). The policies are designed to provide guidance to Board members and ensure the effective operation of the Board, consistent with the tenets of the Carver model of board governance. Current Governance policies can be found by following this [link](#). Compliance to the policies is reviewed annually and was last reviewed on May 17, 2017 with the exception of B14 Board Meetings that was approved on March 20, 2019.

**Comments**

A detailed assessment of the Board’s compliance can be found in Appendix 1: Review of Governance Policies November 2019.

Note, given the change in the composition of the Board and the revised approach to working with the school boards in Mississauga, the Board should consider removing section 1 (d) from the Board Job Description policy (B3) that references meeting with the school boards semi-

annually. A revised Board Job Description policy will be drafted for Board to approve at the December 2019 meeting.

In addition, the Board may want to review and reconsider the Council of Former Library Board Members policy (B9) to reflect current practices.

## **Financial Impact**

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

## **Conclusion**

There are currently 14 policies governing the operation of the Board. The policies under the Governance heading are designed to provide guidance to Board members and ensure the effective operation of the Board, consistent with the tenets of the Carver model of board governance. If warranted, the Governance policies can be amended to further enhance the way the Board and Board members govern the Library. As there have been changes to how the Board works with school boards, a revised Board Job Description (B3) policy will be brought to the Board for approval.

## **Attachment**

Appendix 1: Review of Governance Policies November 2019

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Lori Kelly

Director, Library

## Review of Governance Policies November 2019

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated?
B1. Global Governance Commitment	A summary of the Board's role within the Carver model of governance.	<ul style="list-style-type: none"> <li>• Established 2018-2022 work plan to align with Board Ends reflecting the Board's values and perspectives.</li> <li>• Consistently operates in accordance with the <i>Public Libraries Act</i> e.g. holds required number of meetings each year, held Board elections (April 2019), monitors, directs and approves financial activity including approving Audited Financial Statement (June 2019).</li> <li>• Consistently operates in accordance with the requirements of the Corporation of the City of Mississauga e.g. approved Future Directions Master Plan (January 2019), approved Fees and Fines by-law (May 2019), completed Acquisitions Audit (May 2019).</li> </ul>	Yes
B2. Governing Style	<p>To ensure the Board lawfully governs with an emphasis on:</p> <ul style="list-style-type: none"> <li>• outward vision</li> <li>• encouragement of diversity in viewpoints</li> <li>• strategic leadership</li> <li>• clear distinction of Board and chief executive roles</li> <li>• collective decisions</li> <li>• a future orientation</li> <li>• proactivity</li> <li>• inclusiveness reflecting the entire community</li> </ul>	<ul style="list-style-type: none"> <li>• Orientation of new Board members (April 2019)</li> <li>• Executive Limitations policies reviewed bi-annually (January &amp; September 2019)</li> <li>• Governance policies reviewed annually (November 2019)</li> <li>• Additional Governance policy added on Meetings (March 2019)</li> <li>• Board CEO Linkages policies reviewed annually</li> <li>• Customer Use policy updated (June 2019)</li> <li>• Annual Board evaluation completed (October 2019)</li> <li>• Complete Board self-evaluation at each monthly meeting</li> </ul>	Yes

**Review of Executive Limitations Policies September 2019**

<b>Policy</b>	<b>Purpose</b>	<b>Examples to Support Compliance</b>	<b>Has Compliance Been Demonstrated?</b>
B3. Board Job Description	A detailed account of the specific outputs of the Board.	<ul style="list-style-type: none"> <li>• Monthly KPI reports based on Board Ends are brought to the Board in order to evaluate progress and trends.</li> <li>• Endorsed Marketing and Communications Plan (October 2019) and implementation will ensure priorities, successes and results are reported each year to the community.</li> <li>• Participated in events such as the Three Communities, One Book event (June 2019) and eBook advocacy campaigns (May &amp; October 2019) demonstrating involvement in community activities.</li> <li>• Communicates plans and results routinely to City Council through Emails and media releases.</li> <li>• Executive Limitations policies reviewed bi-annually (January &amp; September 2019)</li> <li>• Governance policies reviewed annually (November 2019)</li> <li>• Board CEO Linkages policies reviewed annually (October 2019)</li> <li>• Responded to proposed legislation in Bill 132 (November 2019)</li> <li>• Evaluated and remunerated the CEO's performance (February 2019)</li> </ul>	Yes
B4. Executive Positions	To fully define the Chair's role within the Carver model of governance.	<ul style="list-style-type: none"> <li>• Chair reviews Board agendas each month prior to distribution to ensure agenda items are consistent with Board authority and policy.</li> <li>• Chair ensured that information that is neither for monitoring performance nor Board decisions is avoided or minimized</li> <li>• Chair ensures deliberation is fair, open, and thorough, but also timely and orderly.</li> <li>• Chair has never directed CEO independent of Board.</li> </ul>	Yes

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated?
B5. Board Committee Principles	To outline the purpose and operation of any Board committee.	<ul style="list-style-type: none"> <li>Board formed a Nominating Committee to conduct annual elections for Board Executive positions (April 2019)</li> </ul>	Yes
B6. Agenda Planning	To describe the approach to Board activity through the thoughtful development of a work plan consistent with the Carver model of governance.	<ul style="list-style-type: none"> <li>Annual work plan approved (April 2019)</li> <li>Monthly work plan approved at each Board meeting</li> </ul>	Yes
B7. Board Members Code of Conduct	To describe, in detail, a code of conduct for Board members.	<ul style="list-style-type: none"> <li>Code of Conduct provided as part of Board orientation (April 2019)</li> <li>Board members are prepared for meetings as assessed in the self-assessment at the end of each meeting.</li> <li>Board members are asked to declare conflicts of interest at each Board meeting based on the agenda for the meeting.</li> <li>Board members maintain confidentiality of in camera discussions.</li> <li>Board members have never directed the CEO independent of the Board.</li> </ul>	Yes
B8. Recruitment of CEO	To describe the roles of the Board and the City of Mississauga in hiring the CEO.	<ul style="list-style-type: none"> <li>Hiring of CEO not required in 2019.</li> </ul>	N/A
B9. Council of Former Library Board Members	To ensure that all former Board are kept aware of the Board's plans, priorities and results through the establishment of a council of such members who may also be a valuable resource in on-going Board activities.	<ul style="list-style-type: none"> <li>Discussion took place on a role for former Board members in providing input into Future Direction.</li> </ul>	To be determined

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated?
B10. Roles and Key Responsibilities	To describe the roles and key responsibilities of the four parties accountable for Library performance including Council, the Board, Commissioner and CEO in the areas of governance/policy making, community relations/services, finance, personnel and legal.	<ul style="list-style-type: none"> <li>• Holds required number of meetings under the <i>Public Libraries Act</i> each year</li> <li>• Orientation of new Board members (April 2019)</li> <li>• Set annual objectives and evaluated performance against objectives in Quarterly Ends updates (June &amp; September 2019) and KPI monitoring (March – November 2019)</li> <li>• Executive Limitations policies reviewed bi-annually (January &amp; September 2019)</li> <li>• Governance policies reviewed annually (November 2019)</li> <li>• Revised Customer Use Policy (June 2019)</li> <li>• Participated in events such as the Three Communities, One Book event (June 2019) and eBook advocacy campaigns (May &amp; October 2019)</li> <li>• Approved 2019 budget (February 2019)</li> <li>• Approves quarterly budget monitoring reports (May, September &amp; November 2019)</li> <li>• Approved developing a Learning Plan for staff as part of Future Directions (January 2019)</li> </ul>	Yes
B11. Annual Performance Review of CEO	To provide a framework for the annual performance evaluation of the CEO.	<ul style="list-style-type: none"> <li>• Evaluated and remunerated CEO's performance (February 2019)</li> </ul>	Yes
B12. Annual Library Board Self-Evaluation	To provide a framework for the annual review of the Board.	<ul style="list-style-type: none"> <li>• Annual Board evaluation completed (October 2019)</li> </ul>	Yes

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated?
B13. Board Decision-Making	To provide a framework to be followed to ensure sound decision-making by the Board.	Decisions for 2019 include: <ul style="list-style-type: none"> <li>• Approved 2019 Future Directions Masterplan (January 2019)</li> <li>• Approved CEO's performance and remuneration (February 2019)</li> <li>• Approved new Board composition ( February 2019)</li> <li>• Adopted 2019 Business Plan and Budget (February 2019)</li> <li>• Approved Meetings Policy B14 (March 2019)</li> <li>• Elected 2019 Board Chair and Vice Chair (April 2019)</li> <li>• Approved Legacy Document ( March 2019)</li> <li>• Approved Annual Key Objectives ( April 2019)</li> <li>• Approved 2020 Fines and Fees Schedule (May 2019)</li> <li>• Endorsed CULC Government Relations campaign and One eRead Canada campaign ( May 2019)</li> <li>• Approved implementation of virtual library card and changes to Customer Use Policy (June 2019)</li> <li>• Approved changes to Monitoring Executive Performance policy (C5) (October 2019)</li> </ul>	Yes
B14. Board Meetings	To provide detailed instructions and process to the Board to conduct effective and efficient meetings.	<ul style="list-style-type: none"> <li>• Inaugural meeting called (April 2019) and regular meetings held third Wednesday of each month</li> <li>• Chair, in consultation with the CEO/Secretary-Treasurer, prepares the agenda in advance of meetings in accordance with the Order of Business</li> <li>• In camera items compliant with policy</li> <li>• Attendance and absences recorded at each meeting</li> <li>• Members sit as Acting Chair and are assigned as part of the "Meeting &amp; Events" schedule.</li> <li>• Chair procedures adhered to for all meetings to date</li> <li>• Minutes and action logs distributed at each meeting</li> </ul>	Yes

City of Mississauga  
**Library Board Report**



Date: November 20, 2019	<b>Agenda 5.1</b>
To: Mississauga Public Library Board From: Lori Kelly, Director, Library	

**Subject**

KPI Report – We know and engage with our community

**Recommendations**

1. That the report entitled “*We know and engage with our community*” dated November 20, 2019 from the Director, Library be received.
2. That the Board approves future KPI Reports for “*We know and engage with our community*” to include reporting on customer satisfaction, social engagement, Teen Advisory Groups and the Open Window Hub.

<p><b>REPORT HIGHLIGHTS:</b></p> <ul style="list-style-type: none"><li>• The Mississauga Library System (Library) received a satisfaction rating of 90% in the 2019 Citizen Satisfaction Survey demonstrating the Library’s success in engaging the community.</li><li>• The Library’s Customer Satisfaction Survey, conducted in October 2019, showed 93% of respondents find Library staff helpful, 75% believe that the Library does a good job of communicating about its offerings, 80% were happy with the Library’s hours of operation and 79% found study areas to be quiet.</li><li>• Through the Bridge Survey, conducted in February and September 2019, 51% of respondents reported that the Library was providing technology that they would not be able to access otherwise.</li><li>• Community engagement through social media has increased by 187% since the launch of the Social Engagement team in 2017.</li></ul>
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- The Open Window Hub continues to engage with at-risk communities with support in more than 2,400 instances since its launch in 2017.

## **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 "We know and engage with our community" report identified in that schedule. This report provides information regarding how the Library engages the community through feedback opportunities such as surveys, social media activity and the Open Window Hub.

Prior to this KPI report, there has been no regular requirement to consistently track all of these statistics and, as a result, some of these statistics have been gathered for the first time. Consequently, trending on some of the statistics was not possible for all the KPIs. In those cases, this report serves as the baseline for future reports and year over year trends will be included and compared in future reports

## **Comments**

As the community fabric and needs change, engaging with the community continues to be essential to understanding the needs of customers. To further engage with the community, the Library is working towards consistently providing surveys such as the ones outlined below which keep a pulse on residents' needs and how effectively the Library is responding to those needs.

### **Citizen Satisfaction Survey**

In 2019, the City of Mississauga (City) conducted a Citizen Satisfaction Survey. This survey is conducted every two years to better understand overall citizen perceptions and attitudes on a range of topics related to the City. Responses were collected from over 1,100 randomly selected Mississauga residents that were 18 years of age or older. Of all City divisions, the Library had the highest satisfaction rating with 90% of respondents satisfied with Library services. This is consistent with satisfaction levels from the previous survey in 2015. Comparatively, 81% of respondents were satisfied with all City services; placing the Library at an above average rating. The Library saw the greatest increase in satisfaction in the quality of eMaterials with an increase of 10% satisfaction rating from previous years. These results reflect and support the increased investment in digital library resources which will continue in to 2020. The greatest area for improvement is in informing the public of library services. That area received a satisfaction rating of 64%. The recently endorsed Marketing and Communications Plan specifically addresses how to build awareness of what the Library offers and is expected to improve this rating over time.

## **Library Customer Satisfaction Survey**

The Library conducted a Customer Satisfaction Survey from October 16-30, 2019. It was available to customers using computers, through the Library's website and Wi-Fi. The survey gathered feedback on library services and pointed to areas to improve services. Appendix 1: Customer Satisfaction Survey Synopsis shows a synopsis of the key results which are detailed below.

### Library Visits

From a total of 1,693 customers who responded to the survey, 90% of respondents live, work or study in Mississauga. It is also notable that 56% of respondents visit the Library at least once a week; demonstrating the important role that the Library plays in the lives of customers.

### Library Staff

Customers responded the most positively to the service provided by staff; as 93% of respondents found staff to be friendly, professional and accommodating. This response matches the 93% satisfaction rating with customer service in the City's 2019 Citizen Satisfaction Survey; therefore demonstrating the high overall satisfaction with customer service in the Library. The City will be launching a new customer service training module in early-2020 which all Library staff will be required to participate in. This will assist in sustaining positive experiences for all community members visiting the Library.

### Other Library Services

The areas for improvement identified in the Customer Satisfaction Survey are consistent with the areas identified in the 2019 Future Directions Master Plan. The three identified areas for improvement are:

- Awareness and knowledge of library services
- Hours of operations
- Infrastructure improvements required to address sound levels in the Library

Of the survey respondents, 25% disagreed with the statement that "The Library keeps me informed about new services and collections," demonstrating the need to improve marketing strategies. Hours of operations also showed room for improvement with 20% of respondents not agreeing with the statement "I am happy with the Library's hours of operations." Sound levels in the Library were also identified as an area for improvement as 21% of respondents did not find the Library to be very quiet.

The Library intends on improving in the aforementioned areas and has initiatives in progress to address these gaps including initiatives in the Future Directions Master Plan as well as in the

2020-2023 Business Plan and Budget. The approved Marketing and Communications Plan will guide the Library's marketing and social engagement expansion in an effort to continually improve the community's knowledge of what the Library is offering, as well as to help grow the popularity of Library services and programs. In addition, the Planning, Development and Analysis team has completed an Hours of Operation Study which that examined the feasibility and opportunities available to readjust and potentially expand the Library's hours of operation to better meet customer demand. Finally, through the Future Directions Master Plan a recommendation was made to conduct an infrastructure study with a major component being the consideration of a standard for quiet study spaces in libraries. It's important to note that the renovation of the Central Library will prioritize the expansion of quiet study space in response to customer demand. Ensuring adequate quiet study space will also be a priority for the South Common library redevelopment.

Overall, the Customer Satisfaction Survey provided a good opportunity to engage the community and gain feedback. Results from this survey will be used to support development of future Library plans and address opportunities for improvements. Many results from this survey also provide data that support the Library's strategic priorities. Surveys that engage the community will continue in order to track progress towards improving library services for all residents and future data will be used to develop trend lines against the results of this first survey.

### **Bridge Survey**

In 2019, the Library began participating in The Bridge Project in order to measure and compare the effectiveness of technology services with comparator libraries in Ontario. The first round of the Bridge survey was conducted in February 2019 and saw 2,339 responses from the public. The second round of the survey took place through September 2019 with a total of 4,051 responses. This was a 75% increase in participation in comparison to the first round of the survey. Through these surveys, the Library has been able to engage the community in considering technology in libraries and collect feedback that will help to direct the Library's Technology Roadmap as well as future Budget Requests and Information Technology business cases.

Some key results are below:

- 51% of respondents said the Library is providing a technology for them that they would not have access to otherwise
- 58% of people who responded claimed that the Library has helped them understand technology they did not know how to use before
- 65% of respondents said they used technology at the Library for educational purposes
- 28% of people who responded used the technology for business purposes

## Social Engagement

The Social Engagement team is accountable for communication to Library customers. With the implementation of a targeted social media plan the Library's social media campaigns on Twitter, Facebook and Instagram have seen a dramatic increase in followers and resulted in an increase in virtual customer engagements. Total engagements have increased by over 187% and total number of followers has increased by 38% in fewer than two years. With the advent of its new website, the Library has also been able to incorporate customer feedback into the initial design and evolve the site's functions in response to direct feedback. Customer feedback, through the "top tasks" survey, was used to determine the "Top Requests" menu on the front page while the bookclub page was enhanced in response to customer demands. With the approval of the Marketing and Communications Plan, the Library is well positioned to increase and measure digital community engagement.

	2017	2018	2019*
<b>Total Social Media Followers</b>	10427	12347	14361
<b>Total Social Media Engagements</b>	8169	25249	23482

*\*Results for 2019 reflect January 1 - September 30, 2019*

## Open Window Hub

Through the Open Window Hub, located at Central Library, engagement with at-risk individuals is supported through promotion of inclusivity and connecting customers with resources, programs and services to help raise their quality of life. Since the launch of the Open Window Hub in September 2017, assistance has been provided to 405 individuals a total of 2,433 times. A yearly analysis is shown below which demonstrates the growth in usage of the Open Window Hub and the obvious demand for these services in the Community.

Open Window Hub	2017	2018	2019*
<b>Number of Contacts/Incidents</b>	210	547	1990

Currently, approximately 16 new referrals are made per month and an average of nine individuals supported each day. This is an increase from previous reports in June 2019 when it was reported that 11 new referrals were made monthly and 7 individuals were served daily. The increase in customers reflects the increase in diverse program offerings through the Open Window Hub and knowledge of the Hub.

As awareness of the Open Window Hub grows across the city, the Library plans to expand

service and program offerings to engage with the community. Beginning in fall 2019, Open Window Hub will be hosting Laughing Like Crazy with the help of Mood Disorders Association of Ontario. This 16-week program teaches individuals with lived experience with mental illness to write and perform a stand-up comedy routine. Following the program, a gala performance will take place in the Noel Ryan Auditorium to showcase the outcomes of their learning. Another upcoming initiative will be a screening of the film 'The Public' (2018) in the Noel Ryan Auditorium on January 23, 2020. This film has gained much attention in public libraries as it highlights issues surrounding homeless populations in libraries. The film screening will be followed by a panel discussion and presentation from staff, community providers and those with lived experience with homelessness, and should be a moving opportunity to engage with the community.

## **Financial Impact**

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

## **Conclusion**

The "We know and engage with our community" report is one of eight KPI reports provided to the Board annually. This report provides information regarding how the Library engages customers through feedback opportunities such as surveys and social media activity and the Open Window Hub. Engagement with the community has brought to light enhancements required across library services which are currently being re-examined for improvement as a part of the Future Directions Master Plan; specifically in the areas of "Tell the Library's Story", "Enhance the Customer Experience", "Revolutionize Service Delivery" and "Develop 21<sup>st</sup> Century Facilities." Going forward, the Library will continue to work to increase opportunities for community engagement through innovative thinking, technology and outreach.

## **Attachments**

Appendix 1 – Customer Satisfaction Survey Synopsis

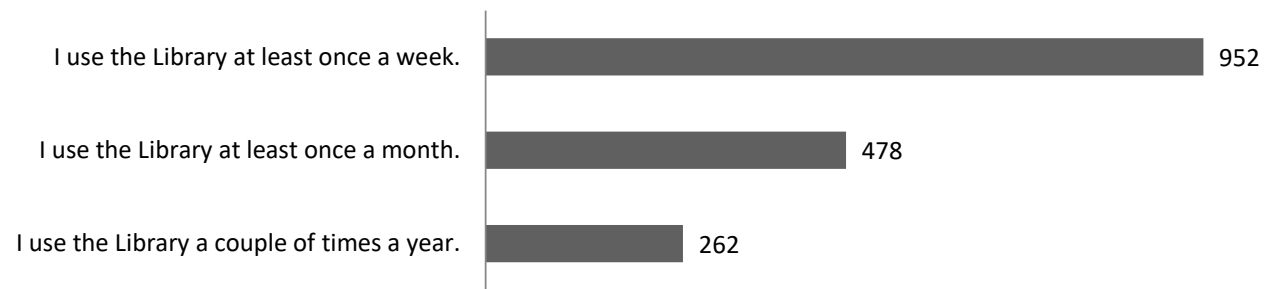
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Lori Kelly  
Director, Library

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

### Customer Satisfaction Survey Synopsis

#### How often do you visit the Library?



#### I find library staff friendly, professional and accommodating.



#### The Library keeps me informed about services and collections.



#### I find study areas to be very quiet.



City of Mississauga  
**Library Board Report**



Date: November 13, 2019

To: Mississauga Public Library Board

From: Lori Kelly, Director, Library

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**Agenda 5.2**

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Meeting date:  
November 20, 2019

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**Subject**

Review of Q3 Financials

**Recommendation**

That the report dated November 13, 2019 entitled “*Review of Q3 Financials*” from the Director, Library be approved.

**Background**

Financial reports are submitted to the Mississauga Public Library Board (Board) on a quarterly basis to provide an overview of financial activity to-date and year-end forecast estimates.

**Comments**

2019 third quarter financial performance is generally consistent with the same period in 2018 and prior years. The Library anticipates being favourable to budget at year end by approximately \$1.0 million.

The main driver is labour which is favourable to budget due to normal labour gapping trends, but labour is trending 3% higher than 2018 due to advanced efforts to hire staff and the development of new positions such as the Floater pool. Current collections performance to budget is on track and is expected to meet budget at year end. Other operating expenses are trending low mainly due to utility expenses and other cyclical invoices which are expected to be received before the end of the year.

Fines and Other Revenue are trending equally with last year. The Provincial operating grant of \$715,000 should be received in the last quarter of 2019 depending on processing times by the Ministry of Heritage, Sport, Tourism and Culture Industries. The timing of the grant explains the gap to full year budget. The P. & L. Odette Charitable Foundation donation of \$130,000 has been received in the Grants account but it is offset by a \$92,000 accounting accrual due to a clerical error in 2018.

The table below details the 2019 operating budget as of September 30, 2019 by major budget category.

### 2019 Q3 Results to Budget - City of Mississauga Library Services

All dollar figures below have been divided by 1,000 for ease of reading

Q3 Position to 2019 Budget			
EXPENSES	Actuals Sept 30, 2019	Full 2019 Budget	% of Budget Spent
Labour Costs	\$16,748	\$23,213	72%
Library Materials	\$3,033	\$3,955	77%
Other Operating Exp	\$1,349	\$2,478	54%
<b>TOTAL EXPENSES</b>	<b>\$21,131</b>	<b>\$29,645</b>	<b>71%</b>

Year over Year Comparison		
Actuals Sept 30, 2019	Actuals Sept 30, 2018	%
\$16,748	\$16,278	103%
\$3,033	\$2,645	115%
\$1,349	\$1,724	78%
<b>\$21,131</b>	<b>\$20,647</b>	<b>102%</b>

REVENUES	Actuals Sept 30, 2019	Full 2019 Budget	% of Budget Achieved
Fines	\$398	\$509	78%
Grants	\$38	\$715	5%
Other Revenue	\$491	\$745	66%
Municipal Contribut	\$20,204	\$27,677	73%
<b>TOTAL REVENUES</b>	<b>\$21,131</b>	<b>\$29,645</b>	<b>71%</b>

Actuals Sept 30, 2019	Actuals Sept 30, 2018	%
\$398	\$402	99%
\$38	\$105	36%
\$491	\$520	94%
\$20,204	\$19,619	103%
<b>\$21,131</b>	<b>\$20,647</b>	<b>102%</b>

#### Item Details:

**Library Materials:** Includes purchase of collection items for public use including all print material, all e-books, databases and other e-resources.

**Other Operating** includes occupancy, utilities, transportation, equipment and materials and supplies, corporate allocation costs

**Other Revenues** includes program room rentals, photocopying charges, leases, vending commission and various miscellaneous.

## Financial Impact

None

## Conclusion

The Library anticipates meeting its overall budget targets for 2019 with approximately \$1.0 million favourable to budget.

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Lori Kelly  
Director, Library

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



City of Mississauga  
**Library Board Report**



Date: November 11, 2019	<b>Agenda 6.1</b>
To: Mississauga Public Library Board	
From: Lori Kelly, Director Library	Meeting date: November 20, 2019

**Subject**

Library Board Ends – Fourth Quarter Review 2019

**Recommendation**

That the report entitled “*Library Board Ends – Fourth Quarter Review 2019*” dated November 11, 2019 from the Director, Library 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: Fourth Quarter Review 2019. Highlights from the fourth 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 completed and approved by the Board at the September meeting. Implementation of the Marketing and Communications Plan is in progress.

**Recognized as a key learning institution:**

- The Makerspace line of business plan has been drafted and will be reviewed by Library staff including managers and the Library Leadership Team. The plan addresses the organizational structure, governance, resources, locations and programming for the future of Maker Mississauga.

**Inspiring, welcoming and creative space:**

- The final program plan for the Central Library renovation is near completion with schematic design to be completed by year end.
- Research is ongoing by CS&P Architects in the T.L. Kennedy Joint Use Study with the consultants currently completing information gathering and data collection.

**Multi-talented people changing lives:**

- Work continues to build the Learning Plan with the identification of mandatory, core and developmental learning by position now complete.
- The updated Performance Appraisal Process for unionized staff is on target for completion by January 2020.

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

- The digital library card and additional hot spot lending at Burnhamthorpe, Central, Cooksville, Malton and Mississauga Valley libraries is on target for implementation before year end.

**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.

**Attachments**

Appendix 1: Library Board Ends: Fourth Quarter Review 2019

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Lori Kelly  
Director, Library

## Library Board Ends: Fourth 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 November 11, 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 provided direction in September 2019 for staff to bring options for completing this work to the January 2020 meeting.	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	<b>COMPLETE</b>	December 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 November 11, 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.	December 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 Fall 2019.	November 2019

## Library Board Ends: Fourth Quarter Review 2019

<p><b>Board End:</b> We provide inspiring, welcoming and creative spaces</p> <p><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</p> <p><b>Future Directions Master Plan Strategic Priority</b></p> <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 November 11, 2019	Expected Completion Date
6. Re-scope 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	Confirmation of program to be completed by November 2019. Staff engagement sessions underway. Public engagement sessions planned for early 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 January 2020.	March 2020
8. Complete a feasibility study for South Common Library redevelopment	Receive updates on progress of the feasibility study	<b>COMPLETE</b>	June 2019
9. Complete the joint use study for T.L. Kennedy high school (Cookeville Library)	Receive updates on progress of the study	Research is underway by CS&P Consultants. Preliminary site concepts are in progress. Stakeholder groups, including Board, will be consulted in early 2020.	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.	December 2019
<p><b>Board End:</b> We deliver service with multi-talented people changing lives</p> <p><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>			

## Library Board Ends: Fourth Quarter Review 2019

Annual Key Objective	Board Role	Status as of November 11, 2019	Expected Completion Date
11. 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	Mandatory, core and developmental learning for all positions has been identified. Learning Management System scheduled for launch in early 2020.	December 2019
12. 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)  Competencies to be evaluated have been selected for all positions.  Details of new appraisal system to be shared with Union Executive in November.	June 2019 (for non-union) January 2020
13. 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 complete. Action plans to be implemented by December 2019.	December 2019
<p><b>Board End:</b> We provide access to many resources in many ways</p> <p><u>Key Objectives:</u> 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>			
Annual Key Objective	Board Role	Status as of November 11, 2019	Expected Completion Date
14. 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	<b>COMPLETE</b>	November 2019
15. 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>	June 2019

## Library Board Ends: Fourth Quarter Review 2019

Annual Key Objective	Board Role	Status as of November 11, 2019	Expected Completion Date
<p>16. Implement technology initiatives to enhance service delivery including:</p> <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>	<p>Receive updates on progress of implementation</p>	<p>Project plan received from Information Technology with 2020 completion date identified for catalogue upgrade and mobile app replacement.</p> <p>Online program registration software has been selected. Detailed project plan being prepared.</p> <p>Work is in progress to expand hot spot lending at Burnhamthorpe, Central, Cooksville, Malton and Mississauga Valley libraries.</p> <p>On target for soft launch by end of December.</p>	<p>Spring 2020</p> <p>September 2020</p> <p>December 2019</p> <p>December 2019</p>

**MISSISSAUGA PUBLIC LIBRARY BOARD  
2019 Work Plan**

Month	Executive Limitations	Governance	Board CEO Linkage	Ends	Consent Items
<b>2019</b>					
November	KPI(Know & Engage with Our Community)	Review Governance Policies (CEO); SOLs Update		Trends Report Collection HQ; Quarterly Report on Ends (LLT)	3 <sup>rd</sup> Qtr Financial Report
December	Business Plan and Budget; Evaluate CEO's efforts & compliance			Entrepreneurship & Innovation Strategy Presentation	
<b>2020</b>					
January	CEO Report (Monthly); Review Exec. Limitations Policies (CEO)				Review Count Week
February	Utilization Review(for previous year); Approve CEO's performance from previous year		Establish Annual Key Objectives (CEO)		Adopt 2020 Budget
March	Approve CEO's PDP for the year				
April	Utilization Report; Budget Discussion				
May	KPI Update(Recognized as a Key Learning Institution)	Review of Fines & Fees			Review Year-End Financial Report; Review 1st Qtr Financial Report
June	KPI Update(Inspiring, Welcoming & Creative Spaces); Evaluate CEO's efforts & compliance (tentative)	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		Review Board-CEO Linkage Policies (CEO)	Quarterly Report on Ends (LLT)	2 <sup>nd</sup> Qtr Financial Review
October	Budget Estimates Report; KPI Update(Access to Many Resources in Many Ways)	Annual Board Self-Evaluation;			

Agenda 7.2

CentralUpcoming Events/Meetings with proposed locations & Chair		
Date	Event/Location	Meeting Chair
<b>2019</b>		
<b>November 5, 2019</b>	SOLS Webinar (GovernanceHUB): The role of Board Members in financial oversight	Log in to <a href="#">LearnHQ</a> to register for this webinar
<b>November 9, 2019 Saturday, 10:00am</b>	SOLS Trustees Meeting Burlington Library, Central Branch	
<b>November 20, 2019</b>	Board Meeting Meadowvale Library	Carol Williams
<b>December 11, 2019</b>	Board Meeting Lorne Park Library	
<b>2020</b>		
<b>January 22, 2020</b>	Board Meeting Central Library	
<b>January 23, 2020</b>	“The Public” Screening Noel Ryan Auditorium	
<b>February 19, 2020</b>	Board Meeting Central Library	
<b>March 25, 2020</b>	Board Meeting Central Library	
<b>April 22, 2020</b>	Board Meeting TBD	
<b>May 20, 2020</b>	Board Meeting TBD	
<b>June 17, 2020</b>	Board Meeting Woodlands Library	
<b>September 16, 2020</b>	Board Meeting TBD	
<b>October 21, 2020</b>	Board Meeting TBD	
<b>November 18, 2020</b>	Board Meeting TBD	
<b>December 16, 2020</b>	Board Meeting Central Library	



**Action Items – from October 16, 2019 Library Board Meeting**

Agenda Item and Related Follow Up Actions	Status	Updates	Originator	PMR	Resolution
<p><b>Brought forward from June 19, 2019 meeting</b></p> <p>1) Walk through audited financial statements for Board development</p> <p>2) Explore the implementation of renewing library cards</p> <p>3) Create infographic on "current" vs. "future" library (2019 vs. 2029) similar to graphic in Smart Cities Master Plan</p>	<p><b>To be presented at next review of audited statements in June 2020</b></p> <p><b>To be added to 2020 workplan</b></p> <p><b>Active</b></p>	<p>To be done in December alongside 2019 Annual Report infographic</p>	<p>V. Ohori</p> <p>V. Ohori</p>	<p>M. Menary</p> <p>J. Stirling</p> <p>J.. Stirling</p>	
<p><b>Brought forward from September 18, 2019 Meeting</b></p> <p>4) Bring options on process for renewing Vision/Mission</p>	<p><b>To be presented to the Board at January 2020 meeting</b></p>			<p>L. Kelly</p>	
<p>5) D. Ferreira to provide comparison on how library fared compared to other city services re Customer Satisfaction Survey results</p>	<p><b>COMPLETE</b></p>		<p>L. Naismith</p>	<p>L. Kelly</p>	