



# Mississauga Public Library Board Meeting

Wednesday, December 11, 2019 | 5:30 - 7:30 p.m.  
[Lorne Park Library](#) | 1474 Truscott Drive, Mississauga

## 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

**The Library**



# 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>  Entrepreneurship & Innovation Study – Bonnie Brown, Director, Economic Development  Open window Hub Year in Review – Kevin Berry, Homelessness Prevention Outreach Worker	5:35-6:00  6:00-6:20
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>	6:20-6:25
2.1	Minutes of the Regular Meeting on November 20, 2019	
2.2	Minutes of the In Camera Meeting on November 20, 2019	
2.3	CEO Report	
3.0	<b>CEO Report (see consent agenda)</b>	
4.0	<b>Policy Review</b>	6:25-6:40
4.1	Board Job Description Policy	
5.0	<b>Executive Limitations/Internal Monitoring Reports</b>	6:40-6:50
5.1	Utilization Report	
6.0	<b>Ends</b>	
7.0	<b>Governance</b>	6:50-7:00
7.1	Review of Work Plan	
7.2	Upcoming Meetings/Events/Chair Rotation	
8.0	<b>Ownership Linkage</b>	
8.1	Evaluation of CEO's Efforts & Compliance <i>(see in camera agenda)</i>	
9.0	<b>Board Advocacy</b>	

10.0	<b>Board Development</b>	
11.0 11.1	<b>Other Business</b> Action Log Review	7:00-7:05
12.0 12.1	<b>In Camera Agenda</b> <b>Pursuant to Ontario Public Library Act Sections</b> (4) (b) personal matters about an identifiable individual A. Evaluation of CEO's Efforts & Compliance	7:05- 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 LORNE PARK LIBRARY</b>		



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**DATE:** December 11, 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 2.3 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 November 20, 2019
- 2.2 Minutes of the In-Camera Meeting on November 20, 2019
- 2.3 CEO Report

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Lori Kelly  
Director, Library



## Agenda 2.1

### MISSISSAUGA PUBLIC LIBRARY BOARD

#### Regular Meeting

**Minutes of the meeting held on Wednesday, November 20, 2019 at 5:30 p.m.,  
Meadowvale Library, 6655 Glen Erin Drive, Mississauga, On**

Present: Margot Almond  
Councillor Matt Mahoney  
Priscilla Mak  
Laura Naismith  
Val Ohori

Absent: Councillor John Kovac  
Wahab Mirjan  
Carol Williams

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

Minutes Recorded: Anne Marie Solleza

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#### **1.0 Call to Order**

V. Ohori called the meeting to order at 5:34pm.

#### **1.1 Excused Absences**

**79:19 Resolved that W. Mirjan, C. Williams and Councillor J. Kovac be excused from the meeting.**

**Moved by M. Almond  
Seconded by Councillor M. Mahoney  
Carried**

#### **1.2 Approval of Agenda**

**80:19 Resolved that the agenda be approved as presented.**

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

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

There were no conflicts of interest declared.

### **1.4 Delegations**

#### **Trends Report Collection HQ-**

#### **Ted Sharp, Collection Development Supervisor**

Ted Sharp, Supervisor, Library Collection and Development, did a presentation on trends using data from Collection HQ. He answered questions from several Board members regarding foreign language collections, book clubs and the future of libraries. The Chair thanked him for his lively and interesting presentation.

## **2.0 Consent Agenda**

**81:19 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 P. Mak**

**Seconded by M. Almond**

**Carried**

### **3.0 CEO Report**

See Consent Agenda.

## **4.0 Policy Review**

### **4.1 Review of Governance Policies**

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 Mississauga Library System. 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.

In addition, the Board agreed to rescind the policy on Council of Former Library Board Members policy (B9) to reflect current practices.

Mississauga Public Library Board Meeting  
Wednesday, November 20, 2019

**82:19 Resolved that the report entitled *Review of Governance Policies B1-B14* by the Director, Library dated November 11, 2019 be approved.**

**Moved by Councillor M. Mahoney  
Seconded by P. Mak  
Carried**

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

### **5.1 Key Performance Indicator(KPI) Update – We know and engage with our community**

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.” The Library will continue to work to increase opportunities for community engagement through innovative thinking, technology and outreach. The following suggestions from the Board will also be incorporated into the next report:

- 1) include a summary/dashboard of KPIs to be reviewed at the meeting
- 2) benchmark against other libraries

**83:19 Resolved that the report entitled *KPI Report –We know and engage with our community* by the Director, Library dated November 20, 2019 be approved.**

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

### **5.2 3<sup>rd</sup> Quarter Financial Review**

M. Menary took the Board through the 3<sup>rd</sup> Quarter Financial report.

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.

2019 3rd 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.



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**84:19 Resolved that the report entitled *Review of Q3 Financials* by the Director, Library dated November 13, 2019 be approved.**

**Moved by P. Mak  
Seconded by M. Almond  
Carried**

## **6.0 Ends**

### **6.1 Library Board Ends - 4<sup>th</sup> Quarter Ends Review 2019**

This report provides the Board with an update on the progress on Board Ends for the 2018-2022 term based objectives the Board approved in April 2019. 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. The report highlighted achievements from the fourth quarter indicating good progress towards the Board's objectives as a result of the good work by the Library Leadership team, Library staff and Divisional partners.

**85:19 Resolved that the report entitled *Library Board Ends - 4<sup>th</sup> Quarter Ends Review 2019* by the Director, Library dated November 11, 2019 be received for information.**

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

## **7.0 Governance**

### **7.1 Review of Workplan**

There were no new additions to the workplan.

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

The following events were added to the schedule:  
November 27, 2019 – Put a Sock on it 'Sauga Photo Op  
April 25, 2020 – SOLs Trustee Meeting

Acting chair for meetings from January to April were also designated.

## **8.0 Ownership Linkage**

There were no items for discussion.

## **9.0 Board Advocacy**

There were no items for discussion

### **10.0 Board Development**

M. Almond provided an update from the November 9, 2019 SOLs Trustee Meeting.

Highlights are as follows:

- Budget cuts : \$3.5 Million to \$1.5 Million
- Inter-Library Loans: sold all the trucks, now use Canada Post to exchange books (impact is on libraries since they shoulder the cost, not SOLS)
- Governance Hub – training specifically for BOARD MEMBERS – covering topics suitable for the 4 year life cycle of a Library Board – free training (see handout for website).
  - 1) governance roles & responsibilities
  - 2) relationship with municipality, community, media, community leaders
  - 3) assessing & planning for the future
  - 4) legacy & transition

All Board members are encouraged to register for the OLA Superconference (Wed-Fri) & especially for “Board Boot Camp” (Saturday) to be held in Toronto from January 29-February 1, 2019.

### **11.0 Other Business**

#### **11.1 Action Log Review**

A request for a presentation on “how we partner” was added to the action log.

**86:19 Resolved that the Board go into closed session at 7:07pm.**

**Moved by P. Mak**

**Seconded by L. Naismith**

**Carried**

### **13.0 Board Self-Evaluation**

L. Naismith led the self-evaluation. She expressed appreciation for all the work being done by staff with the reports and statistics all aligning to support Future Directions and the Board’s initiatives. She thanked everyone for coming prepared to the meeting and actively participating in an honest and open discussion.

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#### **14.0 Adjournment**

**88:19 Resolved that the meeting adjourn at 7:30pm**

**Moved by Councillor M. Mahoney**

**Seconded by L. Naismith**

**Carried**

#### **NEXT MEETING**

The next Library Board meeting will be on December 11, 2019 at Lorne Park 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>	December 2, 2019
<b>Subject:</b>	<b>CEO Report – December 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

### **Public Library Operating, Pay Equity, and First Nation Salary Supplement Grants**

The Mississauga Library System (Library) submitted its application for the 2018-19 Public Library Operating, Pay Equity, and First Nation Salary Supplement Grants (PLOG/PE/FNSS) to the Ministry of Tourism, Culture and Sport (Ministry) in time for the October 24, 2019 deadline. This grant historically provides the Library with approximately \$715,000 in funding to help offset operating costs. On November 28, the Library received notification from the Ministry that staff are currently reviewing applications and processing payments in batches. Once batch payments have been approved, libraries will receive an email from Ministry staff confirming payments have been released. Due to the high volume of transactions to be completed, Ministry staff cannot provide exact dates to individual libraries on when they can expect their

payments. Best efforts are being made to complete all payments by December 31, 2019. To date, the Library has not received its grant.

### **Retirement of Janice Baker, CAO and City Manager**

On November 20, Janice Baker, the City of Mississauga's (City) CAO and City Manager announced her retirement effective May 31, 2020. Janice has been the CAO and City Manager for the past 15 years and has been with the City an additional five years prior to that as the Commissioner, Corporate Services. Janice has actively supported the Mississauga Library System (Library) throughout her time as the CAO and City Manager both in her administrative role and as an avid reader.

### **Posting for Board Member**

The posting for the vacant Board member position closed on November 22. The Office of the City Clerk is currently reviewing applications and interviews for the position will be held in January. The term for the new Board member will be until November 14, 2022.

## **ORGANIZATIONAL CHANGES**

There are no organizational changes to note at this time.

## **SYSTEM HIGHLIGHTS**

### **Request for Expression of Interest (RFEI) for Library Technology**

The RFEI officially closed on Friday, November 15. The Library received proposals from several potential contributors interested in partnering in technology solutions. A team from the Library, Information Technology, Smart City and Sponsorship are now reviewing the proposals to consider their alignment with the Library's strategic goals. Where there is alignment, the Library will work with the potential contributors to clarify their interest and determine what next steps can be taken to bring the proposals to implementation.

### **Cooksville Joint Use Study**

The Cooksville Joint Study Project team continue to gather information from past studies and reports to form recommendations. The team is currently looking into preliminary options for the T.L. Kennedy site. The consulting team is expected to provide both City of Mississauga (City) and Peel District School Board (PDSB) staff with a research report in early 2020 which will summarize the needs of the City and the school board.

## SMRT City: Centre for Civic Curiosity Idea Jam

In partnership with the SMRT City Master Plan, the Library participated in the Centre for Civic Curiosity's Idea Jam on November 30. The focus of the idea jam was to solve for solutions to make municipal government more accessible and inclusive for all. The event included two parts:

1. **Accessibility and Inclusion Talks:** These talks provided an overview of cutting edge technologies available to aid with accessibility and inclusion by Ricardo Wagner, Accessibility Lead for Microsoft Canada, as well as information on the City's current initiatives. Jennifer Stirling, Manager Digital Library Services and Collections was one of the speakers sharing the Library's story of programs and services available to customers to support accessibility and inclusion.
2. **Idea Jam:** In The Idea Jam participants were asked to propose innovative solutions to improve accessibility around screens. Participants were asked: "*Since the main way citizens access their government is through screens, how do we ensure that digital screens are as accessible and inclusive as possible?*" In answering the question participants were encouraged to come up with creative, innovative and implementable ideas using technology to help ensure that Mississauga feels like a welcoming, safe, efficient, innovative and creative urban city. The solution needed to ensure that people of all abilities, backgrounds, ages, socio-economic situations and location in the city are able to engage in a wide variety of activities throughout the city.

The Idea Jam winners proposed the following projects:

- **Mississauga Open Doors Assistant (MODA)** won first place for their online instant messaging platform allowing residents to get real-time answers to their questions about City programs and services. Their app could also be used to open accessible doors to avoid having to push a button.
- **MiPass** won second place for their smartphone app allowing residents to send information to a bus driver prior to boarding a bus (e.g. having a bike, needing a wheelchair lift)
- **Inclusive Transit** won third place for their smartphone app allowing residents to receive real-time information while they wait for their bus (e.g. estimated arrival time) in accessible text or audio format.

## **Friends of the Library**

The Library's annual request for funds from the Friends of the Library for 2020 has been granted. The Friends of the Library have generously agreed to support a combination of new and returning initiatives including:

- Grade 4 Read to Succeed program
- TD Summer Reading Club
- Summer Reading Challenge for Teens and Adults
- Author visits
- Bussing for class trips to the Library
- Maker Program Boxes
- Indigenous Programming
- Hydroponic Gardens
- Plants

The Library is grateful for the work of the Friends of the Library and their ongoing support for these important initiatives.

## **Expansion of Hot Spot Lending and Introduction of Laptop Lending and Digital Library Card**

On December 2, the Library launched three technology services for customers:

1. Expanded hot spots at five new libraries with five hotspots at each of Malton, Frank McKechnie, Mississauga Valley, Woodlands libraries and ten hotspots at Central library. In total, the Library now lends 40 hotspots at six libraries (Cooksville has been lending hotspots since September 4, 2018).
2. SMRTCity laptop lending at three libraries with five laptops at each of Frank McKechnie and Woodlands libraries and ten laptops at Central library. These 20 laptops will follow many of the same lending policies as Chromebooks already available at Sheridan, Cooksville and Malton.
3. A Virtual Library Card for customers 17 years of age and older to access eResources only including OverDrive, Hoopla, RBDigital, Freegal and PressReader.

Training is on-going with staff at libraries that will lend the technology. Social media campaigns as well as promotion of these new services by staff have been planned so customers are aware of these new services.

## **Count Week**

The Library's annual Count Week will take place from December 2 - 8. During Count Week staff compile individual reports with statistics that show customer behaviour and library utilization. In addition to helping make decisions that directly affect library services, the statistics that are collected are annualized to represent a full year's worth of utilization and then used to complete the provincial Annual Survey of Public Libraries. Providing the Province with yearly statistics is one of the mandatory requirements for the Library to receive grant funding.

## **Town Hall**

On November 28 over 50 staff attended the fourth Town Hall for the year at the Burnhamthorpe Community Centre. The Town Hall is intended to bring staff together and provides the Library Leadership Team with an opportunity to update staff on key initiatives. The November Town Hall provided updates on:

- 2020 Budget and Business Plan Update
- Marketing and Communications Plan
- Year End Review of the Open Window Hub
- Annual Collections Review
- Symphony Log-In Changes

For those that were not able to attend the Town Hall they were invited to send in questions for the Q&A portion of the event in advance. As is the usual practice a survey was sent to gather feedback on the Town Hall agenda items and plan for agenda items for the next Town Hall on February 19, 2020.

## **STAFF DEVELOPMENT**

### **Mental Health First Aid Training**

First Aid training is mandatory training for supervisors; it ensures there are always staff on duty prepared to respond to medical emergencies and physical injuries. Similarly, Mental Health First Aid (MHFA), a course developed and certified by the Mental Health Commission of Canada, is designed to help staff provide initial support to someone who may be developing a mental health problem or experiencing a mental health crisis. Research has shown that this evidence-based course offers significant positive impacts for participants and their workplaces, communities, and families. Kevin Berry, the Library Outreach Worker, is trained to deliver this course, and will be doing so in collaboration with a nurse specializing in mental illness. Together they will train 15 staff, including staff who work as the Person-in-Charge at the Central Library and three staff from Security Services, December 18 and 19. This initial training will be a pilot to assist in determining other staff who should receive the training in the future.



## **BRAVO Customer Service Training**

The City's Customer Service Strategy, which received support from Council in 2017, includes key recommendations that span large and small-scale initiatives to be implemented over four years until 2022. The goal is to promote a customer-centric culture that creates better interactions by improving the consistency of service delivery across departments and channels, resulting in improvements for both external customers and City employees. The new City-wide Customer Service Training Program is one of fifteen recommendations, which started rolling out in 2019.

The training program is based on a new model for customer service called BRAVO. This fall, BRAVO Leader Workshops for the supervisory level and above with direct reports comprised the first phase of implementation. All eligible Library leaders have completed this training and are now equipped to support their employees who will go through eLearning on the same model in 2020. A Library representative has also participated in a multi-divisional Train-The-Trainer Course – to gain a more in-depth understanding of the model - which will complement the next phase of training implementation by ensuring applicability to the workplace.

By training all City employees, including Library staff, consistent skills are being developed and additional tools are being provided to deliver high value experiences that meet external and internal customer needs. As this is “job required” training for all staff, participation is recorded in the Learning Management System and will be incorporated into the onboarding of future employees.

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Lori Kelly  
Director, Library

City of Mississauga  
**Library Board Report**



Date: December 2, 2019

To: Mississauga Public Library Board

From: Lori Kelly, Director Library

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***Agenda 4.1***

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Meeting date:  
December 11, 2019

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**Subject**

Revisions to Board Job Description Policy (B3)

**Recommendation**

That the Board approve the revised Board Job Descriptions Policy (B3) as attached to the report dated December 2, 2019 entitled "*Revisions to Board Job Description Policy (B3)*" from the Director, Library.

**Background**

There are currently 14 Governance Process policies for 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. Compliance to the policies is reviewed annually and was last reviewed on November 20, 2019. During the review a recommendation was made to revise the Board Job Description policy (B3).

**Comments**

Given the change in the composition of the Board and the revised approach to working with the school boards in Mississauga, the Board agreed to amend 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 has been drafted for Board and is attached as Appendix 1.

## **Financial Impact**

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

## **Conclusion**

Compliance to the Governance Process policies is reviewed by the Board annually and was last reviewed on November 20, 2019. During the review a recommendation was made to revise the Board Job Description policy (B3). Given the change in the composition of the Board and the revised approach to working with the school boards in Mississauga, the Board agreed to amend 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 has been drafted for Board review and approval.

## **Attachments**

Board Job Description Policy (B3) (revised)

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Lori Kelly  
Director, Library

## POLICY B3

Policy Type:	GOVERNANCE POLICIES
Policy Name:	<b>BOARD JOB DESCRIPTION</b>
Date Approved:	February 19, 2003 (Revised: June 6, 2012; April 20, 2016, December 11, 2019)
Reviewed:	Annual in March

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

Accordingly, the Board shall:

1. Create the link between the ownership and the operational organization by:
  - (a) Maintaining a communication process that ensures reporting on plans, priorities and results each year to the broader community
  - (b) Maintaining involvement in community activities
  - (c) Communicating plans and results routinely to Mississauga City Council
  - (d) Contact both local school boards, as required, through the school board liaisons as determined by the Library Board and the school board, to discuss service delivery to local students, school personnel and parents.
  
2. Create written governing policies that address the broadest levels of all organizational decisions and situations, specifically:
  - (a) *Ends*: Organizational products, the recipients and the relative worth (what's good for which recipients at what cost).
  - (b) *Executive Limitations*: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
  - (c) *Governance Process*: Specification of how the Board conceives carries out and monitors its own actions.
  - (d) *Board-CEO Linkage*: How power is delegated and its proper use monitored.
  
2. Create assurance of successful organizational performance.
  
3. Respond to proposed legislative changes affecting the Library.
  
4. Hire a CEO as necessary and appoint the CEO each term.
  
5. Evaluate and remunerate the CEO's performance annually.

City of Mississauga  
**Library Board Report**



Date: December 4, 2019

To: Mississauga Public Library Board

From: Lori Kelly, Director, Library

**Agenda 5.1**

Meeting date:  
December 11, 2019

## Subject

2019 Q3 Utilization Trends and Analysis

## Recommendations

1. That the report entitled “*2019 Q3 Utilization Trends and Analysis*” dated December 4, 2019 from the Director, Library be received for information.

<b>REPORT HIGHLIGHTS:</b>	<ul style="list-style-type: none"><li>• Physical circulation decreased by 3.4% year over year.</li><li>• The largest growth is seen in virtual services, which affirms the Library’s investment in eResources and technology.</li><li>• Electronic circulation increased 25.15% driven by RB Digital and OverDrive.</li><li>• Website visits have gone up by 52% year over year.</li><li>• Foot Traffic remains largely stable year over year, which is a positive sign as trends in other Canadian urban libraries show a decrease in Foot Traffic.</li><li>• The number of Registered Card Holders continues to grow while the Active Card Holders remains relatively stable.</li><li>• Total usage of Library Services has increased by 450,000 interactions from September 2018 to September 2019.</li></ul>
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## Background

At the September 2018 Mississauga Public Library Board (Board) meeting a schedule of Key Performance Indicator (KPI) reports were presented for review by the Board including those related to the Board’s Ends. This report is the Q3 Utilization Report identified in that schedule. This report provides analysis of all data related metrics currently available and compares them

to the same periods in the previous year. Previously, Utilization Reports to the Board (December 2018, February 2019 and April 2019) only focused on Circulation, Foot Traffic and Card Holder trends. These metrics, although very important, represent only a small picture of what the Library provides and what can be reported on now that the Library has a dedicated Data Analyst and a more extensive KPI program. The measures below were endorsed by the Board at the September 2019 Board meeting and represent a more modern and comprehensive approach to measuring utilization and trends.

## Comments

The table below shows utilization metrics for Q3 2019 compared to the same period last year.

Utilization Metric	2018 (Jan – Sep)	2019 (Jan – Sep)	2018 - 2019 % Change
Collection Size	1,063,576	1,098,049	3.24%
Physical Circulation	3,736,505	3,610,869	-3.4%
Print Material Circulation	1,919,667	1,834,822	-4.42%
Electronic Circulation	749,384	937,889	25.15%
Catalogue Users	854,383	809,966	-5.20%
Foot Traffic	3,305,622	3,295,818	-0.30%
Programs	5,406	5,133	-5.05%
Program Attendees	109,062	96,003	-11.97%
Registered Card Holders	511,816	541,162	5.73%
Database Searches	211,078	245,372	16.25%
Website Visits	542,334	822,066	51.58%
<b>TOTAL USAGE</b>	<b>13,027,843</b>	<b>13,472,963</b>	<b>3.42%</b>

## Collections

The 2014 Future Directions Master Plan recommended that the Library increase collection spending per capita to \$4.25 per resident. In 2018, the Library achieved that benchmark, giving the Collections and Materials Handling team more spending power to increase the Library's collection size and resulting in the increase in the size of the collection from 2018 to 2019. The size of the collection is now stratified between owned items and items procured on a per-unit basis through streaming in order to respond to changing customer demands and content availability. The percentage of investment in physical collections versus electronic collections is approximately 80% and 20%, respectively. Some benchmarking of comparator library systems is below.

### Provincial Benchmarking Collections Analysis (Full Year 2018 Data)

Total Collections	
Toronto	9,561,634
Ottawa	1,626,336
<b>Mississauga</b>	<b>1,098,049</b>
London	809,205
Hamilton	652,225
Brampton	415,169

### National Benchmarking Collections Analysis (Full Year 2018 Data)

Total Collections	
Toronto	9,561,634
Calgary	1,977,333
Ottawa	1,626,336
Edmonton	1,600,064
<b>Mississauga</b>	<b>1,098, 049</b>

The Library's budget request for 2020 has further investments in the collection specific to eBooks and electronic resources to respond to the exponential demand in these resources. The trend in physical collection demand versus electronic collection demand will continue to be monitored and investments will be made to respond to those trends.

#### Circulation and Catalogue

Collection use is defined by two measures, turnover rate and circulation. Turnover is the number of materials circulated divided by the number of physical materials held; which indicates how often each item in the collection has been used in a given time period. Mississauga's turnover is an average of 5.05 circulations, which exceeds the average for large libraries of 2.99. Total circulation is increasing, with usage changes being driven by format preference and availability.

Physical circulation is down 3.4% year over year, with small decreases in physical adult and junior fiction, with corresponding increases in non-fiction circulation. There is a decrease in "non-book items" including juvenile DVDs, adult DVDs and audiobook CDs as changes in market availability and general use of items is shifting preference to digital formats. This is offset by a 25.15% increase in the use of eResources, predominantly driven by the usage increase in OverDrive (20.1%) and RB Digital (164%). In Overdrive use, there is a shift of audiobook uses to digital formats including an increased prominence of eAudio with an increase to 26% of eBook use, compared to 16% two years ago. eCirculation will continue to rise as customers like the portability and integration with other products and services they regularly consume.

There are approximately 810,000 catalogue users in 2019 year to date (YTD) used to manage physical items, which is a 5% reduction from this time last year. However, this makes sense given the fact that eResources and searched for and managed separately in different applications and through different services. The Library will move towards a unified catalogue through its approved projects, where customers will be able to interact and manage their physical and digital accounts in one platform and will monitor the impact of this on catalogue and resource use.

### Foot Traffic

On average, the Library continues to see a trend of approximately 366,000 visits a month. Approximately 3.3 million people visited the library as of Q3 2019, an immaterial decrease of less than half a percent compared to the first nine months of 2018. This effective maintenance of foot traffic numbers is a positive sign for library usage and sets Mississauga apart from comparator libraries who are experiencing, on average, a 4.5% decrease in foot traffic. Since further investment in the Library's virtual library project has been approved by Council, foot traffic numbers will continue to be monitored closely as many library services which formerly were only able to be accessed in person start being offered electronically as well.

### Programming

The number of programs offered YTD in 2019 is approximately 360 less than the same time last year. In concert, the number of documented program attendees has reduced by about 13,000 people. This is a trend that continues from the Q2 Utilization report which first outlined the following two explanations for this downturn:

1. The nomenclature and information gathering methodologies for programming statistics has evolved since the introduction of the Program Development and Training Centre of Expertise in 2017. As part of this new team's mandate definitions and information gathering has been reviewed and revised for better accuracy, consistency and ease of reporting. In the past, some events that would have been declared programs have been changed so they are no longer included in tracking e.g. outreach events, expos, etc., to better define what a program is and for consistency in reporting across comparator libraries. In addition, the number of attendees for some of the Library's larger programs was previously counted using the gate counter statistics for the day. A more accurate method of counting customers specifically attending the programs is now being used. These revised nomenclatures and information gathering methodologies will serve as the baseline going forward and future trend analysis will be compared to this baseline.
2. To a lesser extent, vacancy levels in 2019 for staff across the system have made it challenging to consistently offer programs. There are solutions that are being implemented to assist with this issue, including the Floater Pilot Project as well as ongoing discussions about recruitment solutions.



### Library Cardholders

Since December 2018, the total number of Library customers increased by 4.5%. Interestingly, the active cardholders in same period have fallen by 1.4% from 211,855 active users in Q3 of 2018 to 208,457 users in September 2019. The analysis reveals that the total number of users is increasing every year but the active users are dropping, which could indicate that although the Library is attracting new users to get library cards, the number of existing users who are remaining active is dropping by an amount that is larger than the number of new Library users. The recently endorsed Marketing and Communications Plan specifically addresses how to build awareness of what the Library offers and is expected to improve cardholder statistics over time. With the robustness of that plan and a dedicated Social Engagement team, the Library is well positioned to increase community awareness and grow library users in the near future.

The Library is also working to examine the definition of “active use” as currently only customers who interact with the Library’s physical database are counted as having activity. Other uses like printing, program attendance, facility use, PC use and database may not be counted. A project has been inserted in the 2021 IT project proposals to streamline authentication methods. This coupled with the move towards online room reservation, program registration and other tools should increase our ability to accurately count use for all new modes of service delivery.

	<b>Active Cardholders</b>	<b>Registered Cardholders</b>	<b>% of Active Users</b>
<b>Quarter 1 – 2018</b>	210,899	496,538	42.5%
<b>Quarter 1 – 2019</b>	210,820	529,172	39.8%
<b>Quarter 2 – 2018</b>	209,210	504,028	41.5%
<b>Quarter 2 – 2019</b>	209,357	533,471	39.2%
<b>Quarter 3 – 2018</b>	211,855	511,816	41.4%
<b>Quarter 3 – 2019</b>	208,457	541,162	38.5%

### Request a Computer (RAC)/ My PC

In June 2019, the Library migrated public service computer booking systems from RAC to My PC. Due to this timing there is no effective way to demonstrate trends in computer usage at the Library in this report. As enough data becomes available to develop a trend line, this section will be populated in future reports. In general, libraries across Canada are showing small decreases in PC utilization with the high concentration of personal wireless devices. The high concentration of personal devices and the introduction to portable devices for in-library use (Chromebooks) has shifted some use from the PCs to the use of wi-fi services to connect their personal devices.

## Virtual Services

Virtual services at the Library are the compilation of three categories; electronic circulation, database searches and website visits. All three categories are showing significant growth from September 2018 to September 2019. Most notably electronic circulation has gone up an outstanding 25%, which means the Library will again hit the milestone of over 1 million electronic circulations. This will make it two years in a row achieving this milestone. Also, website visits have gone up by 52% year over year which is reasonably attributed to the launch of the Library's new website in June 2019. In the Q2 2019 Utilization Report it was mentioned the Library will monitor website visits from June to September to confirm that the new website and the hard work of the Library's Social Engagement team is driving additional traffic. Given the incredible growth it is a safe assumption that the Social Engagement team and the continued investment in the virtual library project is paying dividends and responding to areas where there is high customer demand.

## **Conclusion**

The Utilization report is one of eight KPI reports provided to the Board annually. The Library is seeing shifts in the expectations of customers as well as how they use the offerings that are available. The report shows a steady use of physical resources and a strong increasing trend in the use of electronic resources / databases when comparing September 2019 and September 2018. Website visits are also showing significant growth as more investment is put into the Library's Virtual Library initiative which shows the Library is investing in high demand services. The Utilization Report and data provides the Board and the Library with information to make business decisions to enhance the experience for customers.

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Lori Kelly  
Director, Library

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

**MISSISSAUGA PUBLIC LIBRARY BOARD  
2019 Work Plan**

Month	Executive Limitations	Governance	Board CEO Linkage	Ends	Consent Items
<b>2019</b>					
December	Evaluate CEO's efforts & compliance			Entrepreneurship & Innovation Strategy Presentation; Open Window Hub Year in Review Presentation	
<b>2020</b>					
January	CEO Report (Monthly); Review Exec. Limitations Policies (CEO)				
February	Business Plan and Budget; Utilization Review(for previous year); Approve CEO's performance from previous year		Establish Annual Key Objectives (CEO)	How We Partner presentation	Adopt 2020 Budget; Review Count Week
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;			
November	KPI(Know & Engage with Our Community)	Review Governance Policies (CEO);		Trends Report Collection HQ; Quarterly Report on Ends (LLT)	3 <sup>rd</sup> Qtr Financial Report

## Agenda 7.2

<b>CentralUpcoming Events/Meetings with proposed locations &amp; Chair</b>		
<b>Date</b>	<b>Event/Location</b>	<b>Meeting Chair</b>
<b>2019</b>		
<b>November 27, 2019</b>	Put a Sock on it 'Sauga Photo Op Central Library Ground Floor	
<b>December 11, 2019</b>	Board Meeting Lorne Park Library	Carol Williams
<b>2020</b>		
<b>January 22, 2020</b>	Board Meeting Central Library	Laura Naismith
<b>January 23, 2020</b>	"The Public" Screening Noel Ryan Auditorium	
<b>January 29 – February 1, 2020</b>	Ontario Library Association Annual Conference Metro Toronto Convention Centre	
<b>February 19, 2020</b>	Board Meeting Central Library	Val Otori
<b>March 25, 2020</b>	Board Meeting Central Library	Priscilla Mak
<b>April 22, 2020</b>	Board Meeting TBD	Margot Almond
<b>April 25, 2020</b>	SOLs Trustees Meeting Location 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	

## Agenda 8.1

Review by the Mississauga Public Library Board of the CEO's efforts for the period March to December of 2019 to be conducted at its meeting on Wednesday, December 11, 2019

<b>BOARD REVIEW OF DIRECTOR'S EFFORTS</b>		
<b>December 11, 2019</b>		
1.	Has the Director achieved acceptable progress towards the Library Board's Ends?	
2.	Are there any Ends the Director has not made acceptable progress towards?	
3.	Are there any Ends the Director has made exceptional progress towards?	
4.	Has the Director consistently operated within the Executive Limitations policies?	
5.	Has the Director contravened any Executive Limitations without providing a rationale or remedy?	
6.	Have contraventions, if any, been properly acted on by the Director?	

**Action Items – from November 20, 2019 Library Board Meeting**

Agenda Item and Related Follow Up Actions	Status	Updates	Originator	PMR	Resolution
<b>Brought forward from June 19, 2019 meeting</b>  1) Walk through audited financial statements for Board development   2) Explore the implementation of renewing library cards   3) Create infographic on "current" vs. "future" library (2019 vs. 2029) similar to graphic in Smart Cities Master Plan	<b>To be presented at next review of audited statements in June 2020</b>  <b>To be added to 2020 workplan</b>  <b>Active</b>	       To be done in February 2020 alongside 2019 Annual Report infographic	   V. Ohori   V. Ohori	M. Menary   J. Stirling   J.. Stirling	
<b>Brought forward from September 18, 2019 Meeting</b> 4) Bring options on process for renewing Vision/Mission	<b>To be presented to the Board at January 2020 meeting</b>			L. Kelly	
5) Schedule a "how we partner" presentation at a future meeting	<b>To be presented at the February Board meeting</b>		V. Ohori	L. Reed	