



# Mississauga Public Library Board Meeting

Wednesday, February 26, 2020 | 5:30 - 7:30 p.m.  
[Mississauga Central Library](#) | 301 Burnhamthorpe Road  
West, Mississauga

## Board Members

Margot Almond  
Councillor John Kovac  
Samantha MacKinnon  
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**



# 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>In Camera Agenda</b> <b>Pursuant to Ontario Public Library Act Sections (4) (b) personal matters about an identifiable individual</b> A. Approval of CEO's 2019 performance and 2020 PDP B. Update on Organizational Changes	5:35-6:00
1.5	<b>Delegations</b> How We Partner – Amanda French, Supervisor, Program Development & Training	6:00-6:15
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>	6:15-6:25
2.1	Minutes of the Regular Meeting on January 22, 2020	
2.2	Minutes of the In Camera Meeting on January 22, 2020	
2.3	CEO Report	
2.4	2019 Count Week	
2.5	Business Plan and Budget	
2.6	Revised Board Meetings Policy due to changes in the Public Libraries Act	
3.0	<b>CEO Report (see consent agenda)</b>	
4.0	<b>Policy Review</b>	
5.0	<b>Executive Limitations/Internal Monitoring Reports</b>	6:25-6:35
5.1	2019 Utilization Report	
6.0	<b>Ends</b>	
6.1	Annual Key Objectives	6:35-6:50
6.2	Mission & Vision Update	6:50-7:00
7.0	<b>Governance</b>	7:00-7:05

7.1 7.2	Review of Work Plan Upcoming Meetings/Events/Chair Rotation	
8.0	<b>Ownership Linkage</b>	
9.0 9.1	<b>Board Advocacy</b> Approval of ULC Race and Social Equity Statement	7:05-7:10
10.0 10.1	<b>Board Development</b> OLBA Boot Camp - Margot Almond & Priscilla Mak	7:10-7:20
11.0 11.1 11.2	<b>Other Business</b> Action Log Review Open Window Hub	7:20-7:30
12.0	<b>In Camera Agenda</b> (see item 1.4)	
13.0	<b>Board Self-Evaluation -</b> W. Mirjan 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.	7:30-7:35
14.0	<b>Adjournment</b> ( <i>Motion required to adjourn</i> )	
	<b>TOTAL TIME</b>	125 minutes



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**DATE:** February 26, 2020  
**TO:** The 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 2.6 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 January 22, 2020
- 2.2 Minutes of the In Camera Meeting on January 22, 2020
- 2.3 CEO Report
- 2.4 2019 Count Week
- 2.5 Business Plan and Budget
- 2.6 Revised Policies due to changes in the Public Libraries Act

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Lori Kelly  
Director, Library



## Agenda 2.1

### MISSISSAUGA PUBLIC LIBRARY BOARD

#### Regular Meeting

Minutes of the meeting held on Wednesday, January 22, 2020 at 5:30 p.m.,  
Mississauga Central Library, Mississauga, On

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

Absent:

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

Minutes Recorded: Anne Marie Solleza

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

L. Naismith, Acting Chair, called the meeting to order at 5:32pm.

#### **1.1 Excused Absences**

None.

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

01:20 Resolved that the agenda be approved as presented

Moved by M. Almond  
Seconded by V. Otori  
Carried

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

There were no conflicts of interest declared.

Mississauga Public Library Board Meeting  
Wednesday, January 22, 2020

**1.4 Delegations**

None.

**2.0 Consent Agenda**

**02:20 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 V. Otori**

**Seconded by C. Williams**

**Carried**

**3.0 CEO Report**

See Consent Agenda.

**4.0 Policy Review**

**4.1 Review of Executive Limitations Policies**

There are currently 12 policies governing the executive limitations of the CEO. The policies under the Executive Limitations heading are designed to articulate the Board's checks and balances for the CEO consistent with the tenets of the Carver Model of Board Governance, and to monitor that the CEO is adhering to them. If warranted, the Executive Limitations policies can be amended to further limit or increase the responsibilities of the CEO. As there have been no issues in recent times, the present policies are considered effective.

**03:20 Resolved that the report entitled *Review of Executive Limitations Policies* by the Director, Library dated January 12, 2020 be approved.**

**Moved by C. Williams**

**Seconded by Councillor J. Kovac**

**Carried**

**5.0 Executive Limitations/Internal Monitoring Report**

There were no items for discussion.

**6.0 Ends**

**6.1 Mission & Vision Refresh**

The CEO provided a presentation with suggestions on how the Board could approach the refresh.

Some suggestions from the Board to be included in the pre-work are as follows:

- 1) Consider inviting other stakeholders to the facilitated discussion
- 2) Bring samples of vision/mission statements from other libraries
- 3) Include photos in vision/mission
- 4) Use Future Directions customer survey data
- 5) Build a plan, schedule a separate meeting specifically for this discussion

The CEO will provide the Board with an updated plan at the February meeting.

## **7.0 Governance**

### **7.1 Review of Workplan**

There were no new additions or changes to the workplan.

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

M. Almond and P. Mak have registered to attend the OLBA Bootcamp and will provide a debrief at the February meeting.

### **7.3 Amendments to the Public Library Act**

On December 11, 2019 the Province made two amendments to the *Public Libraries Act (PLA)* as part of the government's *Better for People, Smarter for Business Act, 2019*. The first amendment will permit Canadian permanent residents to serve as public library board members. The second amendment reduces the minimum number of annual public library board meetings from ten per year to seven per year. The Library Leadership Team reviewed the Board's workplan, the schedule for KPIs as well as the business cycle/business demands for the Library to support the reduction in the number of Board meetings to seven. The months of January, February, April, May, June, October and November are being recommended to the Board for consideration along with a revised 2020 Workplan and schedule for reviewing KPIs.

**04:20 Resolved that the recommendations in the report entitled Amendments to the Public Libraries Act by the Director, Library dated January 12, 2020 be approved as follows:**

1. That the Mississauga Public Library Board approves holding seven meetings per year consistent with the amendments to the *Public Libraries Act* in the months of January, February, April, May, June, October and November.
2. That the Mississauga Public Library Board approves the revised 2020 workplan

**Moved by W. Mirjan**

**Seconded by P. Mak**

**Carried**

## **8.0 Ownership Linkage**

There were no items for discussion.

**9.0 Board Advocacy**

There were no items for discussion.

**10.0 Board Development**

There were no items for discussion.

**11.0 Other Business**

**11.1 Action Log Review**

The following items were added to the action log:

1. Discussion on role library plays during school strike
2. Board meeting evaluation tool review
3. Assess "7 meetings/year" schedule and send out 2021 meeting dates

**05:20 Resolved that the Board go into closed session at 6:26pm.**

**Moved by V. Ohori**

**Seconded by W. Mirjan**

**Carried**

**12.0 In Camera Agenda**

**Pursuant to Ontario Public Library Act Sections**

**(4) (b) personal matters about an identifiable individual  
Organizational Changes**

**13.0 Board Self-Evaluation**

P. Mak led the self-evaluation. She was happy to note the Board's perfect attendance and the forward-thinking discussion from every member. She thanked the Chair for her leadership and the members for always being respectful while driving the discussion forward. She is excited for the vision and mission refresh that the Board will be undertaking. She thanked the Acting Chair keeping the discussion focused, making excellent use of everyone's time.

**14.0 Adjournment**

**07:20 Resolved that the meeting adjourn at 7:30pm**

**Moved by Councillor J. Kovac**

**Seconded by M. Almond**

**Carried**



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*Mississauga Public Library Board Meeting  
Wednesday, January 22, 2020*

NEXT MEETING

The next Library Board meeting will be on February 26, 2020 at Central Library.

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Secretary/Treasurer

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Chair

# Mississauga Library System



## Briefing Note

<b>To:</b>	<b>The Mississauga Public Library Board</b>
<b>From:</b>	Lori Kelly, Director, Library
<b>Date:</b>	February 19, 2020
<b>Subject:</b>	<b>CEO Report – February 2020</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

#### **Provincial Government Pre-Budget Submission from Federation of Ontario Public Libraries (FOPL) and Ontario Library Association (OLA)**

Each year FOPL and OLA participate in Ontario's Pre-Budget consultation process. Together, OLA and FOPL are committed to finding opportunities to strengthen provincial investment in local public libraries. Last year's Ontario Budget maintained direct funding support to public libraries at existing levels while reducing funding to Ontario's library services agencies and their services, including inter-library loan. Since that time, OLA and FOPL have met extensively with the Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI) to discuss the important role that libraries play in local communities across Ontario, and the opportunity and need to help support their ongoing modernization with some additional targeted investments.

In addition to the recommendation to maintain existing funding for Ontario's public libraries, OLA and FOPL are recommending further investment in Ontario libraries to ensure all Ontario residents continue to have access to modern, cost-effective resources and services through their local public libraries.

Specifically, the Pre-Budget Submission is recommending that the Ontario government make an ongoing, multi-year investment to:

- Launch an Ontario Digital Public Library, which would leverage the province's significant purchasing power to give all Ontarians access to a common set of online and e-learning resources through their public library, free-of-charge (Total annual investment - \$4.5 - \$4.7 million annually in Year 1; increasing to \$12 million annually by Year 3);
- Complete the transformation of inter-library loan by supplementing existing provincial funding in order to ensure that local public libraries can fulfill the existing demand from people across Ontario, and address the historic imbalance for public libraries in Northern Ontario (Additional provincial funding required to meet anticipated demand in 2020-21: \$375,000 - \$425,000)

The complete Pre-Budget submission can be found at this [link](#).

## **ORGANIZATIONAL CHANGES**

### **Development Opportunities for Manager, Cooksville and Port Credit Libraries and Supervisor, Program Development and Training**

On March 16, 2020 Lina van Velzen will move from her current role as Manager, Cooksville and Port Credit Libraries to take on the role of Supervisor, Program Development and Training. This vacancy is a result of a development opportunity Amanda French, the current Supervisor Program Development and Training, has taken on with the LEAN Office on the Corporate Performance and Innovation team in the Corporate Services Department. Elizabeth Caione, currently the Senior Librarian at Cooksville Library will move into the role of Manager, Cooksville and Port Credit Libraries. The assignments for both Lina and Elizabeth will be in place until December 24, 2020 and will be re-evaluated to continue at that time subject to the Staffing Plan for the Central Library renovation. All three of these assignments are excellent examples of the Mississauga Library System's (Library) investment in its high potential employees and its active succession plan.

## **SYSTEM HIGHLIGHTS**

### **Forbes Names the City of Mississauga One of Canada's Best Employers**

The City of Mississauga has been recognized by Forbes as one of Canada's Best Employers in 2020. The list featured companies and corporations across Canada, including 22 Mississauga-based businesses who also received a number of accolades and recommendations. According to Forbes, the publication partnered with market research company Statista to identify the companies liked best by employees. To determine the list, Statista surveyed 8,000 Canadians working for businesses with at least 500 employees. All the surveys were anonymous, allowing participants to openly share their opinions. The respondents were asked to rate, on a scale of zero to 10, how likely they'd be to recommend their employer to others. Statista then asked respondents to nominate organizations other than their own. The full list of Canada's Best

Employers, can be found at this [link](#).

### January and February Marketing and Communications Plan Campaigns

In October 2019, the Board approved the first ever Marketing and Communications Plan (Plan) for the Library. The Plan includes monthly planned initiatives to “tell the Library’s story” in a consistent, coordinated way across all 18 library locations as recommended in the [Future Directions Master Plan](#). The campaigns build awareness in one or more of the five areas of focus for the Plan:

- General Awareness
- Collections
- Programs and Events
- Technology and Maker
- Services

For January and February the campaigns are as follows:

	January	February
General Awareness	<ul style="list-style-type: none"><li>• Placing a Hold</li><li>• Extended Hours at Clarkson, Cooksville and Lakeview</li></ul>	<ul style="list-style-type: none"><li>• Light Therapy Lamps</li></ul>
Collections	<ul style="list-style-type: none"><li>• Books and eBooks</li></ul>	<ul style="list-style-type: none"><li>• Raves and Faves</li></ul>
Programs and Events	<ul style="list-style-type: none"><li>• New Year, New You</li><li>• Creating Community Conference</li><li>• Family Literacy Day</li><li>• Conversation Circles</li></ul>	<ul style="list-style-type: none"><li>• Black History Month</li><li>• March Break registration</li><li>• Valentine’s Day</li><li>• Love, Your Library</li></ul>
Technology and Maker	<ul style="list-style-type: none"><li>• Internet/WiFi at the Library</li></ul>	
Services	<ul style="list-style-type: none"><li>• Run a Book Club</li><li>• Local History</li></ul>	<ul style="list-style-type: none"><li>• Ancestry</li></ul>

These campaigns take various forms from digital promotion to posters, tent cards, displays and book marks to publications in What’s On and Library newsletters. As a standing item in the CEO report, the Marketing and Communications campaigns will be reported monthly. Board

members are encouraged to promote the information in the monthly campaigns through their networks.

### **New Hours Introduced at Clarkson, Cooksville and Lakeview Libraries on February 4, 2020**

From the 2009 Future Directions Master Plan to the most current [Future Directions Master Plan](#), Library customers have been asking for more operating hours. In addition, customers regularly share that they want more consistency in hours across libraries and better alignment with community centre hours. The Library currently ranks behind provincial and national comparators in operating hours per resident.

As a first step in responding to customer feedback, three locations have changed their open hours. As of February 4, 2020, and to launch “Love, Your Library” month, Clarkson, Cooksville and Lakeview libraries now open at 10 am on Tuesdays and Wednesdays, providing an additional 500 hours of service a year. This addresses some of the Library customers’ requests for more hours and brings these three libraries in line with the opening times of the other libraries. These additional hours are possible within the Library’s existing budget as a result of efficiencies that have been found.

Information about the new hours was shared with customers beginning in mid-January.

An Hours Study will continue into 2020 to assess operating hours and develop a plan to respond to customers’ feedback. Any additional hours beyond these introduced in February will be subject to budget approval by Council.

### **#SaugaClimateReads Book Club**

This year in partnership with the Parks, Forestry and Environment Division, the Library is participating in the #SaugaClimateReads book club. Each month the Mayor and Members of Council will be unveiling their environmentally themed book club pick and encouraging everyone to read along with them. The titles were chosen in consultation with the Library’s Program Development and Training team to ensure that the books are on theme and available in the sufficient numbers. In January, the Mayor invited everyone to read Dr. Seuss’s *The Lorax*. In February, Ward 8 Councillor and Library Board Member Matt Mahoney picked *Eyes Wide Open: going behind the environmental headlines*, by Paul Fleischman. Community members are invited to follow the Book Club @mississaugalib and @MiLivingGreen social media channels for future picks and to participate in the discussions using the hashtag #SaugaClimateReads.

## **STAFF DEVELOPMENT**

### **Success at the Ontario Library Association Conference (OLA)**

OLA Super Conference, *Dream Here*, took place at the Metro Toronto Convention Centre from January 29 to February 1, 2020. The Library Leadership Team approved 80 staff to attend the

conference for one, two or three days. As part of the Conference program, OLA hosted a “Dragon’s Den” where attendees were given one minute to pitch an idea for the “Dragon’s” to invest in. Hayley Thomas, Supervisor at Cooksville Library, asked the Dragons to invest in musical instruments for programming at the Library. In her one minute pitch Hayley described how participating in musical programming improves literacy especially amongst preschool and school aged children. Hayley’s passionate and well prepared pitch won her third place and an investment of \$1250 that will be spent on djembe drums and xylophones for programming across all libraries.

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Lori Kelly  
Director, Library

City of Mississauga  
**Library Board Report**



Date: February 12, 2020

To: The Mississauga Public Library Board

From: Lori Kelly, Director, Library

**Agenda 2.4**

Meeting date:  
February 26, 2020

**Subject**

Count Week 2019

**Recommendation**

1. That the report entitled “*Count Week 2019*” dated February 12, 2020 from the Director, Library be received for information.

**REPORT HIGHLIGHTS:**

- Every Fall all public libraries in Ontario are required to conduct a one week sampling of activities for standardized reporting to the Ministry of Heritage, Sport, Tourism and Culture Industries (Ministry).
- The Library chose the week of December 2 to December 8, 2019 for Count Week 2019.
- Data prescribed by the Ministry is collected both manually and electronically.
- Count Week 2019 data shows an increase in accessible requests, wireless sessions, information communication technology requests, and social media and website visits compared to Count Week 2018.
- Count Week 2019 data shows a decrease in number of physical visits, circulation, standard reference questions and reader’s advisory questions compared to Count Week 2018.
- The Library’s Future Directions Master Plan is well positioned to guide the Library’s response to trends identified through Count Week 2019.

**Background**

Every year in the Fall, all public libraries in Ontario are required to conduct a one week sampling of activities for standardized reporting to the Ministry. The Library chose the week of December

2 to December 8, 2019 for Count Week 2019. The results of Count Week are annualized (multiplied by 50 weeks) and sent to the Ministry for the public library statistics database. Count Week is a largely manual process although some automated methods of retrieving the required data are becoming available as the Library continues to upgrade technology to collect data.

## Comments

The required counts as prescribed by the Ministry for Count Week are:

- Hours open
- Circulation
- In-house use of materials
- Public workstation users
- Reference and readers' advisory questions (in person)
- Electronic reference transactions
- Visits
- Wireless users and accessible requests
- Number and average time spent on information communication technology requests

Below are the results of Count Week 2019 as well as a comparison to the Count Week statistics from 2018:

	<b>November 26 – December 2, 2018</b>	<b>December 2- 8, 2019</b>	<b>2018 - 2019 % Change</b>
Hours Open	1,081	1,087	0.5%
Circulation	116,644	112,569	- 3.5%
Total In-house Materials Use	22,219	17,929	-19.3%
# Using Public Working Stations	11,272	*	N/A
# Standard Reference Transactions	3,102	2,467	-20.5%
# Reader's Advisory Transactions	991	565	-43%
# of Electronic Reference Transactions	163	161	-1.2%
# People Entering	108,394	88,199	-18.6%
# Wireless Users	91,868	92,859	1.1%
# of Accessible Requests	21	201	857%
<b>Information Communication Technology Requests</b>			
Number of Requests	1,949	2,617	34.3%
Avg. Time in Minutes per Request	2.80	2.70	-3.6%
Social Media & Website Visits	35,395	72,224	104%
# of Database Searches	6,645	3,721	-44%

- \* Data for usage of public workstations is currently unavailable for 2019 due to a technical error. This data will be reported as it becomes available.



Results to note for Count Week Comparison:

- The number of physical visits has decreased by 18.6% overall in comparison to the previous year.
- Overall circulation has decreased by 3.5%; however it should be noted that electronic circulation has increased by 0.4% with OverDrive experiencing a 13.9% increase in usage.
- Standard reference and readers' advisory questions have decreased by 20.5% and 43% respectively while electronic reference questions have remained relatively stable.
- The number of wireless users has increased by 1.1%.
- The number of information technology requests saw an increase of 34.3%.
- Social media and website visits increased by 104% overall demonstrating a strong interest in virtual library services.
- The largest increase to service requests was with accessible requests which saw a drastic increase of 857%.

Count Week data shows trends towards more interest in virtual library services and technology, and decreases in access to traditional library services such as in-person reference, reader's advisory, and library visits. This trend aligns with the Library's investment in more access to technology resources such as makerspace equipment, as well as Chromebook, hotspot, and laptop lending services. Social media and website visits have also largely increased in comparison to 2018, demonstrating a continued shift in customer information seeking trends and affirming the Library's investment in virtual library services. Count Week data also shows an increase in accessible requests as the public becomes more aware of accessible offerings in the Library. With plans for further implementation of assistive computer workstations across all library locations in 2020, this may be an increased area of interest going forward.

It is important to note that Count Week is a snapshot in time for the year. Count Week data will be validated for some activities where annual statistics are available such as in-person visits, circulation and public workstation use. Many other activities are counted and reported regularly over the year including programs, program attendance, and school visits.

## **Financial Impact**

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

## **Conclusion**

Each Fall the Library participates in Count Week to comply with the requirements of the Ministry to provide data to the public library database. For Count Week 2019, data was collected both manually and electronically from December 2 to December 8, 2019. Overall, the results of Count Week 2019 show an increased interest in technology and virtual services, and a decrease in interactions relating to traditional in-person library services. The Library's Future Directions Master Plan is well positioned to guide the Library's response to these changing trends.

## Attachments

- Appendix 1: Count Week Statistics – Summary Report
- Appendix 2: Count Week Comparison Charts – 2018 vs. 2019

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Lori Kelly  
Director, Library

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

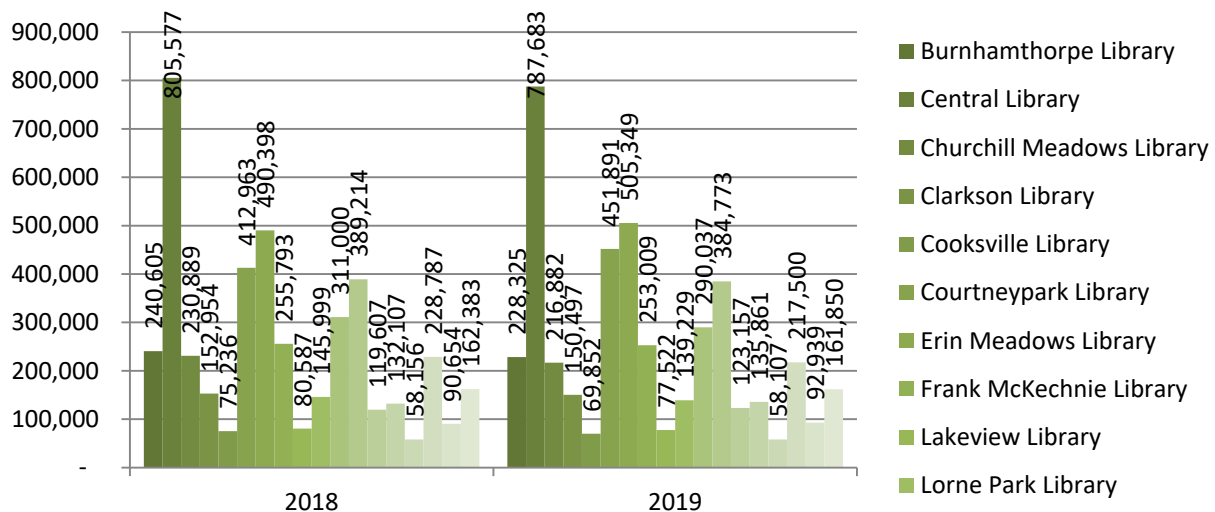
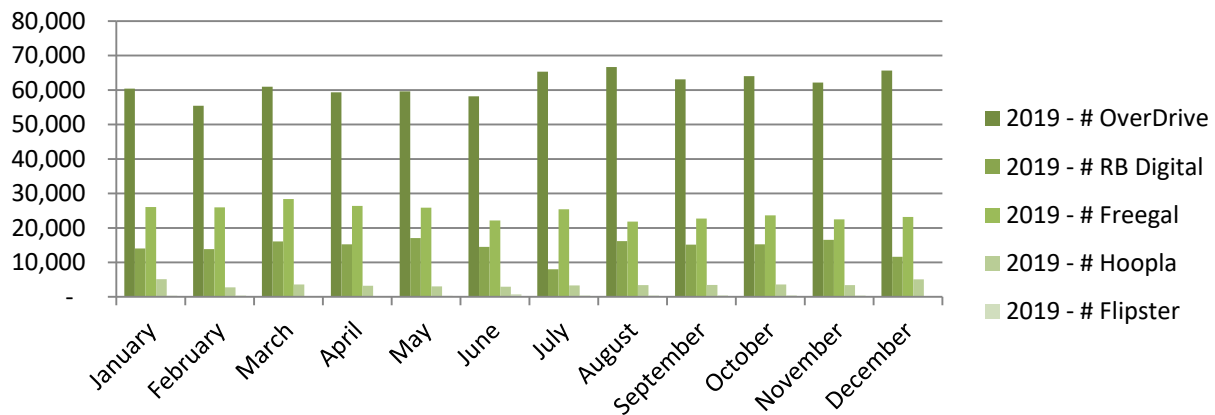
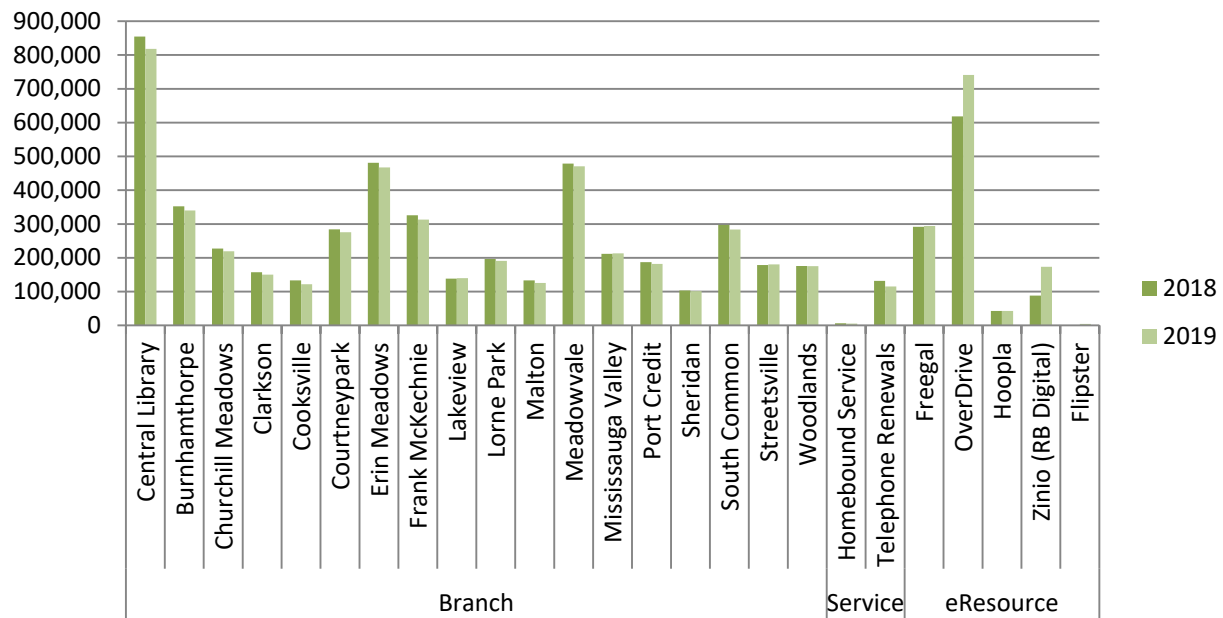
## Appendix 1: Count Week Statistics

Mississauga Library System Count Week Statistics December 2 - December 8, 2019

Location	Hours Open	Circulation	In-house Materials Use	# Using Public Workstations	# Standard Reference Transactions	# Reader's Advisory Transactions	# Electronic Reference Transactions	# People Entering	# Wireless Users	# Accessible Requests	# Attending Maker Space Programs	Information Communication Technology Requests	
												Number of Requests	Avg. Time in Minutes / Request
Burnhamthorpe	64	6,298	1,158	N/A	233	40		4,551			2	146	2.3
Churchill Meadows	74	4,115	622	N/A	45	11		5,077				38	3.1
Clarkson	49	2,932	918	N/A	78	41		5,878				70	2.0
Cooksville	49	2,055	476	N/A	53	13	7	2,483		1		69	4.0
Courtneypark	77	4,910	1,544	N/A	119	86		8,532		1	17	181	2.6
Erin Meadows	77	8,669	2,231	N/A	294	70	3	11,136		4	45	566	2.3
Frank McKechnie	67	5,741	1,235	N/A	121	36		4,992		3	11	66	2.5
Lakeview	49	2,487	195	N/A	28	5		1,381		1	15	16	2.0
Lorne Park	67	3,185	316	N/A	55	15		1,869		4		28	3.2
Malton	64	2,290	1,544	N/A	47	15		4,611				130	1.8
Meadowvale	64	8,061	1,601	N/A	208	45		6,612		12	36	163	4.0
Mississauga Valley	53	4,064	917	N/A	50	5		2,288			7	24	3.0
Port Credit	53	3,509	413	N/A	64	13		4,016				86	1.5
Sheridan	38	1,677	358	N/A	83	24		972				43	2.6
South Common	64	5,041	735	N/A	58	20		4,152				65	2.6
Streetsville	53	3,835	637	N/A	56	16		1,710				63	1.8
Woodlands	53	3,312	674	N/A	282	47		3,393		1		125	2.6
<b>Branch Total</b>	<b>1,015</b>	<b>72,181</b>	<b>15,574</b>	<b>N/A</b>	<b>1,874</b>	<b>502</b>	<b>10</b>	<b>73,653</b>		<b>27</b>	<b>133</b>	<b>1,879</b>	<b>2.6</b>
CNT Arts & History	72		357		147	1	2					34	2.3
Central Children's	72		1,098		88	28	2						3.2
Central Circulation	72	14,522	151		282		289	14,546		166		466	5.2
Homebound Services		165											
Telephone Services		2,408											
Central Readers' Den	72		391		126	29	146			8		149	1.8
CNT Science & Business	72		509		232	5	1				25	89	3.7
<b>Central Total</b>	<b>72</b>	<b>17,095</b>	<b>2,506</b>	<b>N/A</b>	<b>875</b>	<b>63</b>	<b>440</b>	<b>14,546</b>		<b>174</b>	<b>25</b>	<b>738</b>	<b>3.2</b>
Freegal		5,201											
Hoopla		1,013											
OverDrive		14,438											
RB Digital		2,641											
<b>eServices Total</b>		<b>23,293</b>											
<b>System Total</b>	<b>1,087</b>	<b>112,569</b>	<b>18,080</b>		<b>2,749</b>	<b>565</b>	<b>450</b>	<b>88,199</b>	<b>92,859</b>	<b>201</b>	<b>158</b>	<b>2,617</b>	<b>2.7</b>
<b>Social Media &amp; Website Statistics</b>	<b>Visits</b>		<b>Databases</b>										
Facebook	13,216		Databases Owned		21								
Twitter	24,048		# of Searches		3,721								
Instagram	3,557												
Website Visits	31,403												
<b>Total eVisits</b>	<b>72,224</b>												

Note: Due to some technical issues in MyPC reporting, public usage stats of workstations are not available. Count week report will be revised as soon as the stats become available.

## Appendix 2: Count Week Comparison 2018 vs 2019



# City of Mississauga Library Board Report



Date: February 20, 2020

To: The Mississauga Public Library Board

From: Lori Kelly, Director, Library

## **Agenda 2.5**

Meeting date:  
February 26, 2020

## **Subject**

2020-2023 Business Plan Approval

## **Recommendations**

1. That the report dated February 20, 2020 entitled “*2020-2023 Business Plan Approval*” from the Director, Library be received.

**REPORT HIGHLIGHTS:**

- The Mississauga Public Library Board (Board) received the initial submission on the 2020-2023 Business Plan and 2020 Budget in April 2019 and another report with the Library’s final submission in October 2019.
- Mississauga City Council (Council) approved the Library’s 2020-2023 Business Plan submission on January 22, 2020.
- The Central Library revitalization, modernizing customer facing technology and an expansion of Maker Mississauga are the driving forces behind the Mississauga Library System’s (Library) 2020 – 2023 Business Plan and 2020 Budget.

## **Background**

The Business Plan (Plan) outlines the major areas of focus for service delivery over the next four years. The Plan includes an overview of the Mississauga Library System’s (Library) vision, service delivery model, trends, key initiatives and performance indicators. The Library’s Plan is aligned with and guided by the City of Mississauga’s (City) Strategic Plan, the Mississauga Public Library Board (Board) Ends and the Future Directions Master Plan.

The Board was provided with a 2020-2023 Business Planning and Budgeting process

presentation in April 2019. The presentation also included a review of the Library's 2020 budget requests. In October 2019, a follow up confirmation of the Library's Business Plan submission was brought to the Board for approval, noting that Budget Committee would be reviewing the Library's submission in November and Council would consider the budget submission for approval in December. This report is to confirm that Council has reviewed and approved the Library's 2020-2023 Business Plan and 2020 Budget.

## Comments

The Library's approved 2020-2023 Business Plan can be found on [page 383 of this link](#) and focusses on the following areas:

- Identified additional funding for the Central Library Revitalization (2021) for a more modern and future-focused library; redeveloping underutilized and ancillary spaces; creating a layout that is conducive to current library collections; and expanding the fourth floor by adding 6,000 square feet of library space.
- Through modernization of customer facing library technology (2020) the budget request will increase and enhance customer access to services and collections including an improved mobile presence, a modern online catalogue, and an expansion of the technology lending program.
- Continued expansion of Maker Mississauga offerings through a mobile makerspace (2021).
- Investing in infrastructure and community through the renovation of South Common library (2023).

Each of these areas of focus is guided by one or more of the Strategic Plan, Board Ends and/or the Future Directions Master Plan.

The Plan also includes requests for additional operating funds to support continuity in Library programs and events, increased Library marketing and promotions, ongoing support for makerspaces and expansion of the WiFi Hotspot lending program.

Through the approval of the Library's 2020-2023 Business Plan and Budget, Council has generously endorsed an investment of approximately \$1 million in the Library's operating budget for 2020 and more than \$43 million in Capital expenditures from 2020-2029.

Providing cost reductions in the Plan is required by all service areas. The Library has identified cost efficiencies totaling approximately \$23,500 for 2020. Those proposed by the Library System do not have any impact on service levels for customers.

## Financial Impact

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

## Conclusion

The Library's 2020-2023 Business Plan and 2020 Budget are guided by the Strategic Plan, Board Ends and the Future Directions Master Plan. The budget requests shared with and approved by the Board in April 2019 and October 2019, respectively were approved by Council on January 22, 2020.

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Lori Kelly  
Director, Library

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

City of Mississauga  
**Library Board Report**



Date: February 18, 2020

To: The Mississauga Public Library Board

From: Lori Kelly, Director, Library

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**Agenda 2.6**

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Meeting date:  
February 26, 2020

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**Subject**

Changes to Board Meetings Policy (B13) Resulting from Amended *Public Libraries Act*

**Recommendation**

That the Mississauga Public Library Board approves the revised Board Meetings policy (B13) as attached in Appendix 1 of the report dated February 18, 2020 entitled “*Changes to Board Meetings Policy (B13)*” from the Director, Library.

**Background**

On December 11, 2019 the Province made two amendments to the *Public Libraries Act (PLA)* as part of the government's *Better for People, Smarter for Business Act, 2019*. The first amendment, to section 10(1) of the PLA, will permit Canadian permanent residents to serve as public library board members. Prior to this amendment, only Canadian citizens were permitted to serve on public library boards. This amendment provides boards with a larger and more diverse pool of potential board members. The second amendment, to section 16(1) of the PLA, reduces the minimum number of annual public library board meetings from ten per year to seven per year. This amendment provides more flexibility for public library boards to determine the appropriate number of meetings needed for their local circumstances. The purpose of the legislation is to simplify and modernize regulations, and eliminate requirements that are outdated or duplicative, making regulatory processes more efficient for business and better for people. The wording of the amendments are available for review [here](#)

At the January 2020 meeting of the Mississauga Public Library Board (Board), the Board approved a schedule of meetings consistent with the changes to the PLA. The new schedule has seven meetings a year.



## Comments

To reflect the decision of the Board at the January 2020 meeting and the new schedule a meetings, revisions to the Board Meetings policy (B13) were required. Two changes were necessary in section A3 Regular Meetings:

- The list of months when meetings were held was changed to reflect the new schedule. The new language is: These regular meetings shall be held at 5:30pm on the 3<sup>rd</sup> Wednesday of each month in January, February, April, May, June, October, and November.
- The number of months for the rolling Meetings and Events schedule was changed to reflect the new number of meetings. The new language is: The Secretary shall provide a 7 month rolling “Meetings & Events” schedule to members at each meeting.

The revised policy is attached as Appendix 1: Board Meetings policy (B13)

## Financial Impact

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

## Conclusion

On December 11, 2019 the Province made two amendments to the *Public Libraries Act (PLA)* as part of the government's *Better for People, Smarter for Business Act, 2019*. One of the amendments, to section 16(1) of the PLA, reduces the minimum number of annual public library board meetings from ten per year to seven per year. This amendment provides more flexibility for public library boards to determine the appropriate number of meetings needed for their local circumstances. At the January 2020 meeting, the Board approved a revised schedule of meetings consistent with the PLA and as a result changes to the Board Meetings policy (B13) are required.

## Appendices

Appendix 1: Board Meetings policy (B13)

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Lori Kelly  
Director, Library

## **POLICY B13**

Policy Type:	GOVERNANCE POLICIES
Policy Name:	<b>BOARD MEETINGS</b>
Date Approved:	March 20, 2019
Reviewed:	Annual in March

To ensure orderly, effective and productive Board meetings, the Board shall observe the following framework:

### **A. MEETINGS**

#### **A.1 Meetings**

All Board meetings shall be open to the public.

#### **A.2 Inaugural Meeting in New Term**

The Public Libraries Act, Section 14(1) and (2) authorize the CEO/Secretary-Treasurer to call the first Board Meeting in each new term.

#### **A.3 Regular Meetings**

The Board shall hold at least 7 scheduled meetings each year. These regular meetings shall be held at 5:30pm on the 3<sup>rd</sup> Wednesday of each month in January, February, April, May, June, October, and November. The Board may pass a motion to amend this schedule as required but preferably at the last meeting of each year for the following year.

The Board shall not hold a Board meeting that falls on a municipal, provincial or federal election date. The Board shall make an effort to meet at branch locations at minimum twice a year.

The Secretary shall provide a 7 month rolling “Meetings & Events” schedule to members at each meeting.

The Secretary shall provide to each member electronic meeting requests for all Regular Meetings, together with the proposed agenda and the minutes of the immediately preceding Regular Meeting, five calendar days in advance of such meetings.

#### **A.4 Meeting Notification**

The Notice shall be in an electronic form of an agenda accompanied by its supporting documents. All documents will be posted electronically on the Mississauga Library System (MLS) website five calendar days in advance of the meeting.

The Chair, in consultation with the CEO/Secretary-Treasurer, shall prepare the agenda. Any member

wishing to place an item on the agenda may make the request to do so through the Chair or CEO/Secretary-Treasurer no later than ten calendar days in advance of the meeting. Such requests shall then be considered at the Chair's discretion.

### **A.5 Order of Business**

The Order of Business at regular meetings shall be as follows:

- Call to Order
  - Chair's Remarks
  - Excused Absences
  - Approval of Agenda
  - Declaration of Conflicts of Interest
  - Delegations
- Consent Agenda
  - E.g. Minutes of previous meeting
- CEO Report
- Policy Review
- Executive Limitations/Internal Monitoring Reports
- Ends
- Governance
- Ownership Linkage
- Board Advocacy
- Board Development
- Incidental Information
- Other Business
- In Camera Agenda
- Board Self-Evaluation
- Adjournment

### **A.6 Special Meetings**

The Chair or any 2 members may summon a Special Meeting at any time. The meeting's purpose must be stated in the notice and no other business will be transacted without the consent of a Board majority. Special emergency meetings may be called with notice 24 hours prior to the meeting.

### **A.7 In-Camera Meetings**

When the Board determines that matters should and can be appropriately dealt with in the absence of the public, a motion to move into an In-Camera session must be moved, seconded, , prior to the meeting being closed. Motions to move in-camera are not debatable.

The following subjects may be discussed at properly constituted closed meetings:

- (a) Debate as to whether or not an item is properly in-camera or not, if in the Chair's opinion, such

discussion would be prejudicial if discussed at an open meeting.

- (b) The security of the Board's property
- (c) Personal matters about an identifiable individual
- (d) A proposed or pending acquisition or disposition of land by the Board
- (e) Labour relations or employees negotiations
- (f) Litigation or potential litigation, including matters before any Court or Administrative Tribunal, affecting the Board
- (g) Advice that is subject to solicitor-client privilege, including communications for that purpose
- (h) A matter in respect of which a Board or Board committee may hold a closed meeting under another Act
- (i) A request under the Municipal Freedom of Information And Protection of Privacy Act

A meeting may be closed to the public during a vote only if conditions permitting or requiring the meeting to be closed to the public exist as described in the *Public Libraries Act*.

The Board may invite appropriate persons, such as the CEO/Secretary-Treasurer and Secretary to attend an In-Camera session. The Secretary takes the minutes of In-Camera meetings. Minutes are kept brief and do not contain the discussions at the In-Camera meeting. Motions passed in camera are ratified when the Board returns to its regular meeting. Minutes are circulated to the Board and appropriate staff and approved at a subsequent meeting.

### **A.8 Meeting Procedures**

The Chair will preside at all Board meetings, maintain order, decide whether motions are in order, and rule on all procedural matters.

If the Chair is not present at the time for the meeting to begin, The Vice-Chair will call the meeting to order and will preside for that meeting or until the Chair arrives.

If both the Chair and Vice-Chair are not present within 15 minutes after the time for the meeting to begin, the CEO/Secretary-Treasurer will call the meeting to order and will preside for the election of the Acting Chair. While presiding, the Acting Chair will have all the Chair's rights, duties and responsibilities.

For purposes of board development and succession training, board members may elect to train and sit as Acting Chair and the Chair will assign members to chair the meeting as part of the “Meeting & Events” schedule.

#### **A.9 Attendance**

Members are strongly encouraged to notify the Secretary if they are unable to attend the Board Meeting at least 3 calendar days in advance of the meeting to establish quorum. Meeting attendance shall be recorded. If a Member is absent for three meetings without being excused by Board resolution the Member ceases to be qualified for membership and forfeits their membership on the Board.

#### **A.10 Conflict of Interest**

The *Municipal Conflict of Interest Act* shall govern the Board, and the agenda shall include provision for members to disclose a direct or indirect pecuniary interest in a matter and the general nature thereof. Members are also subject to the City of Mississauga’s [Codes of Conduct for Members of Local Boards](#) and the Board Member’s Code of Conduct policy (B7).

#### **A.11 Quorum**

A quorum shall be a simple majority of the Board.

As soon as there is a quorum present, the chair shall call the meeting to order.

When a quorum is not present within the 30 minutes after the time fixed for a meeting, the meeting may continue at the discretion of the Chair, however no motion may be made or passed.

#### **A.12 Voting**

The Chair or Acting Chair may vote with the other members upon all questions. The Chair or Acting Chair shall cast a vote after all members have voted.

Any question on which there is a tied vote shall be deemed to be negative.

Decisions shall be made by motion with seconds. Voting shall be a show of hands with the results of the vote declared by the Chair.

Upon the request of a member who is present when a question is stated, a recorded vote shall be taken.

#### **A.13 Rules of Order**

The Chair may use *Robert’s Rules of Order* as a tool to govern proceedings and member conduct.

#### **A.14 Chair’s Procedures**

The Chair will:

1. Open meetings by taking the chair and calling meetings to order.
2. Determine the presence of a quorum.
3. Maintain a list of members who have signaled-that they wish to speak or ask questions.
4. Recognize members in the order in which they signaled that they wish to speak or ask questions.
5. Receive and submit, in the proper manner, all motions presented by the members, unless a motion is contrary to the Board's policies. If the Chair rules that a motion is contrary, the Chair will tell the members immediately and will cite the rule, policy or authority applicable to the case without argument or comment.
6. Determine whether a question is properly one of privilege and admissible and to be dealt with immediately. The Chair's ruling on order or procedure may only be appealed by Board motion, duly seconded. If the motion is carried, the Chair's decision is overturned.
7. State all motions, to be moved and seconded in the course of proceedings and announce the results.
8. Expedite business.
9. Decide all questions of order and ensure security of meetings in consultation with the CEO
10. Ensure appropriate conduct of members and the public.
11. Sign on behalf of the Board, where applicable.
12. Ensure the decisions of the Board are in conformity with the Board policies and the *Public Library Act*.
13. Declare the meeting adjourned when moved by the Board.

#### **A.15 Public Conduct**

Members of the public will be courteous, will comply with the meeting agenda and will not engage in any action that disturbs the meeting.

Members of the public will arrange for an appointment or permission, to address the Board.. Refer to the Board's Delegations Policy.

### **B. MOTIONS**

#### **B.1 Decisions**

All decisions will be made on the basis of motions.

**B.2 Moving a Motion**

A motion properly moved before the Board must be completed before any other motion can be received, except a motion to amend or adjourn or on a matter of privilege.

**B.3 Seconding a Motion**

Another member must second every motion.

The Chair will not put any matter to the vote, and a member will not move a procedural motion to have the vote taken, until every member who wishes to speak has spoken at least once. Members who have already spoken may speak again only after all other members have been given the opportunity to speak. Members will make the best effort to be concise speaking for up to five minutes each time they speak. After members debate a motion, the Chair puts the question to a motion and announces the voting result.

Any member may require the question or motion under discussion to be read at any time during the debate.

There will only be one substantive motion before the Board at any one time. An amendment may be made to a motion, but may not negate the main motion or materially alter its intent.

**B.4 Notice of Motion**

All motions other than routine business or those arising out of reports from standing or special committees may be void unless the mover gives notice thereof at least 10 calendar days before the meeting at which said motion is to be presented. This notice shall be given in writing to the Secretary and it shall be accompanied by a copy of the proposed motion. Said notice and motion shall be mailed to all members 5 calendar days before the meeting.

**B.5 Withdrawing a Motion**

When a motion is before the Board and the mover wants to withdraw or modify it or substitute another motion, the Chair shall grant permission if no member objects. If a member objects, the Chair will have to put the question on granting the request to a vote, or someone can make a motion to grant it. A motion to withdraw another motion cannot be debated or amended.

**B.6 Adjournment**

A motion to adjourn is not debatable, cannot be amended and, if resolved in the negative, cannot be made again until after the Board shall have completed some intermediate proceeding.

**C. MINUTES AGENDA AND ACTION LOGS****C.1 Distribution**

Regular Board Meeting agenda and minutes are public information and will be made available to the public by posting on the MLS website.

Copies of all approved Regular Meeting and Committee Meeting minutes are retained in an official minute book filed in the Administration Office.

**C.2 Regular Meeting Minutes and Action Logs**

The Secretary records minutes for later transcription in draft form and forwards to members before the next meeting.

Amendments are brought to the following Regular Meeting for adoption in the minutes.

The minutes shall be confirmed at the following Regular Meeting.

Action Logs shall be forwarded to board members within five calendar days of the meeting.

### **C.3 Committee Minutes**

The Secretary, or Committee Member, records Committee Meeting minutes.

### **C.4 New Business**

At the beginning of any Regular Meeting, The Chair may announce additional items to be added to the agenda.



City of Mississauga  
**Library Board Report**



Date: February 12, 2020

To: The Mississauga Public Library Board

From: Lori Kelly, Director, Library

**Agenda 5.1**

Meeting date:  
February 26, 2020

## Subject

2019 Full Year Utilization Trends and Analysis

## Recommendations

1. That the report entitled “*2019 Full Year Utilization Trends and Analysis*” dated February 12, 2020 from the Director, Library be received.

<b>REPORT HIGHLIGHTS:</b>	<ul style="list-style-type: none"><li>• Physical circulation decreased by 3.29% in 2019, offset by an increase of 20.64% in electronic circulation; affirming the Library’s continued investment in virtual services.</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 with a 5.7% increase in 2019, while the number of Active Card Holders saw a 1.6% decrease.</li><li>• Website visits have increased by 16.6% year over year showing user interest in virtual library services.</li><li>• Social media impressions have increased by 17.2% overall with the largest increase on the Instagram platform which saw a 62.6% impression increase in 2019.</li></ul>
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## Background

This report provides analysis of all data related metrics currently available and compares them to the previous year. Previously, Utilization Reports to the Mississauga Public Library Board

(Board) only focused on Circulation, Foot Traffic and Card Holder trends. These metrics, although very important, represent only a small picture of what the Mississauga Library System (Library) provides and what can be reported on now that the Library has a dedicated Data Analyst and a more extensive Key Performance Indicator (KPI) program. The measures below were endorsed by the Board at the September 2019 meeting and represent a more modern and comprehensive approach to measuring utilization and trends through a year over year analysis of library services being utilized on various platforms.

## Comments

The table below shows utilization metrics for 2019 compared to the previous year.

Utilization Metric	2018	2019	2018 - 2019 % Change
Collection Size	1,056,257	1,094,925	3.66%
Physical Circulation	5,054,923	4,888,776	-3.29%
Electronic Circulation	1,041,342	1,256,236	20.64%
Catalogue Users	1,136,876	1,033,912	-9.06%
Foot Traffic	4,382,909	4,344,463	-0.88%
Programs	7,333	7,039	-4.01%
Program Attendees	152,399	132,420	-13.11%
Registered Card Holders	523,630	551,894	5.40%
Database Searches	298,891	333,749	11.66%
Website & Social Media	2,360,010	2,761,583	17.02%
<b>TOTAL USAGE</b>	<b>16,014,570</b>	<b>16,404,997</b>	<b>2.44%</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 by 3.66 % in 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. 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>

On January 22, 2020 Council approved the Library's 2020-2023 Business Plan. The Business Plan includes a budget request for 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 4.5 circulations, which exceeds the 2.99 average for large libraries.

Overall, total circulation increased by 0.8% with usage changes being driven by format preference and availability. Physical circulation has decreased by 3.29% year over year; however this is offset by an increase of 20.64% in electronic circulation driven predominantly by increased usage of OverDrive (19.8%) and RB Digital (96.5%). Trends in physical collections show small decreases in adult, youth and junior fiction (1.4%) while non-fiction usage across adult and junior collections is increasing (4.8%). Graphic novels (fiction and non-fiction; junior and adult) have also seen a relevant change in usage; boasting a 10% increase in circulation year over year. There is a decrease in circulation of physical "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.

The Library expects electronic circulation will continue to rise as customers enjoy the portability and integration with other products and services they consume. Furthermore, the continued improvement of the virtual library and the launch of the virtual library card in late 2019 will further encourage use of electronic materials going forward.

In 2019, there were approximately 1.03 million catalogue users; a 9% reduction year over year. This decrease makes sense as the catalogue is focused on physical items while collection and borrowing trends move towards greater interest in electronic resources. These eResources are searched for and managed in a separate application and visits to these resources are not reflected in the catalogue user data. Through approved future projects, the Library will move towards a more unified catalogue in which customers will be able to interact and manage their physical and digital accounts in one platform. The Library will monitor the impact of these changes on catalogue and resource use.

### Foot Traffic

On average, the Library continues to see a trend of approximately 362,039 in-person visits a month across all library locations. Overall approximately 4.34 million people visited the library in 2019, an immaterial decrease of less than one percent compared to 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. Furthermore, with extended hours at three library locations (Clarkson, Cooksville and Lakeview libraries) beginning in February 2020, the Library will be providing an additional 500 hours of service a year and more opportunities for library visits.

### Programming

The Library offered 7,039 programs in 2019; approximately 294 less than the previous year. In concert, the number of documented program attendees has reduced by approximately 19,979 people. This is a trend that continues from the Q2 Utilization report which first outlined the following two explanations for this downturn:

1. Change in the nomenclature and information gathering methodologies for programming statistics since the introduction of the Program Development and Training Centre of Expertise in 2017.
2. Position vacancy levels in 2019 for library locations have made it challenging to consistently offer programs. The Floater Pilot Project and ongoing discussions regarding

recruitment solutions hope to assist with this issue.

### Library Cardholders

In 2019, the total number of registered cardholders has increased by 5.7%. Interestingly, the amount of active cardholders has also fallen by 1.6%. The year over year trend analysis reveals that the total number of users is increasing every year, but the active users are decreasing. This could indicate that although the Library is attracting new users, the number of users who are continuing to actively use their library cards is decreasing by an amount that is larger than the number of new registrants. The Library is working towards increasing the amount of active users through upcoming work plans and projects including the Marketing and Communications Plan. It should also be noted that in December 2019 the Library launched a virtual library card option for customers to access virtual library services from home. Soon after this launch, the Library saw 160 new customers register for virtual library cards after an active discussion on Reddit peaked interest in the new service. Trends from this service option will be monitored as data becomes available.

<b>Year</b>	<b>Active Cardholders</b>	<b>Registered Cardholders</b>	<b>% of Active Users</b>
2019	209,025	550,063	38.0%
2018	212,336	520,520	40.8%
2017	212,404	490,506	43.3%
2016	207,262	445,763	46.5%
2015	212,270	424,673	50.0%

The Marketing and Communications Plan endorsed in 2019 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.

### Virtual Services

Virtual services at the Library are the compilation of three categories; electronic circulation, database searches and website visits. All three categories experienced significant growth in 2019. Most notably electronic circulation increased by an outstanding 20.6%, with the Library reaching over 1.25 million electronic circulations in 2019. OverDrive experienced a 19.8% increase in circulation in 2019 with 741,005 items circulated. This is almost as many circulations as the Central Library physical collection which rests at 818,274 circulations. In 2020, with

further investments in electronic collections and the Marketing and Communications Plan we may see this gap between physical and electronic circulations become even smaller. Digital magazines are also seeing continued growth with RB Digital increasing circulation by 96.5% and Flipster (launched in September 2018) increasing by 836.2%.

The increase in database usage is led by Lynda.com, the online video based learning database. In 2019, Lynda.com experienced an increase of 22.3% in usage with 181,606 course views. With the endorsed Marketing and Communications Plan, the Library plans to increase visibility and awareness of other online databases such as Ancestry.com to increase interest and usage throughout 2020.

Website visits increased by 16.6% in 2019, which is reasonably attributed to the launch of the Library's new website in June 2019. Social media impressions across Facebook, Twitter and Instagram showed an overall increase of 17.2% in 2019 with Instagram experiencing the largest increase with a 62.6% change from the previous year. The additional interest and traffic online are largely driven by the hard work of the Library's Social Engagement team. In 2020, the Marketing and Communications Plan will be actively using online mediums such as social media to promote the Library, and investments in the virtual library project will continue. The Library expects to see the trend of increased online visits and interactions carry forward with these investments.

## **Financial Impact**

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

## **Conclusion**

The Utilization report is one of eight KPI reports provided to the Board annually. The 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 with the use of electronic resources / databases year over year. Website visits and social media impressions are also showing significant growth as more investment is put into high demand services through the Library's virtual library initiative. 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:*  
*Fawzia Raja, Business Consultant, Planning, Development and Analysis*

# City of Mississauga Library Board Report



Date: February 18, 2020

To: The Mississauga Public Library Board

From: Lori Kelly, Director, Library

## ***Agenda 6.1***

Meeting date:  
February 26, 2020

## **Subject**

Annual Key Objectives

## **Recommendation**

That the proposed annual key objectives provided in Appendix 1 of the report dated February 18, 2020 entitled “*Annual Key Objectives*” from the Director, Library, be approved.

## **Background**

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

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

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

The Future Directions Master Plan Strategic Priorities (approved by the Board on December 12,

2018) are as follows:

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

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

One of the important aspects of the 2019 Future Directions Master Plan was to consider how the Strategic Priorities in the Master Plan serve as the means to the Board Ends. Given finite time, funding and resources it is necessary to ensure all the work that is done in the Library is driving towards the Ends with common, not conflicting or competing annual key objectives. In developing the 2020 annual key objectives careful consideration has been given to achieving the Board Ends and key objectives through the Strategic Priorities in the Master Plan as well as defining the Board's role for each of the deliverables.

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

## Comments

The 2020 proposed annual key objectives for the Library are attached in Appendix 1: 2020 Proposed Annual Key Objectives for the Mississauga Library. The information in the appendix includes the Board Ends, Key Objectives (as approved in 2014 by the Board), Future Directions Master Plan Strategic Priorities, Proposed Annual Key Objective, Board Role and Expected Completion Date. The Objectives listed are significant deliverables for 2020 and the chart does not represent all the work that is being done in the Library in 2020 such as annual expectations e.g. Business Planning and Budget preparations, operational improvements, contributions to City-wide initiatives delivered by other Divisions e.g. Smart Cities, Downtown21 Master Plan, Entrepreneur and Innovation Strategy, and work that the Board will be updated on as in camera items. Please note, that where the Expected Completion Date is listed as TBD work is currently underway with a partner e.g. Information Technology Division, to scope the project and build a work plan together.

While each annual key objective is listed under one of the Board Ends in many cases the objective delivers on more than one Ends. Updates on the progress of each objective will be provided to the Board in June and December.



## **Financial Impact**

There is no financial impact as a result of this report. Requests for annual objectives that require funding in 2020 have been previously been approved through the Business Planning and Budget process.

## **Conclusion**

The proposed annual key objectives for 2020 continue to represent an intentional alignment between the Board Ends and the Future Directions Master Plan Strategic Priorities in order to ensure all the work that is done in the Library is driving towards the Ends with common, not conflicting or competing annual key objectives. In developing the 2020 annual key objectives careful consideration has been given to how the Strategic Priorities serve as the means to the Board Ends. There are 14 proposed annual key objectives for the Library to deliver on in 2020. With the Board's approval of the proposed annual key objectives staff will work diligently to deliver on each of the objectives and provide updates in June and December on progress.

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Lori Kelly  
Director, Library

## **Appendices**

Appendix 1: 2020 Proposed Annual Key Objectives for the Mississauga Library

## 2020 Proposed Annual Key Objectives for the Mississauga Library

<b>Board End: We know and engage with our community</b> <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  <b>Future Directions Master Plan Strategic Priority</b> <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>		
Annual Key Objective	Board Role	Expected Completion Date
1. Develop a renewed and expanded vision and mission that signals the transformation and modernization of the Library	Develop and approve vision and mission	December 2020
2. Develop enhanced Key Performance Indicators consistent with the City of Mississauga's Performance Measures Program	Provide input, direction and approval, as appropriate, in the program and receive updates on progress	September 2020
3. Review fines structure in consideration of modern day customer expectations and trends as well as financial expectations	Provide input, direction and approval, as appropriate, in the program and receive updates on progress	June 2020
<b>Board End: We work to recognize the Library as a key learning institution</b> <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  <b>Future Directions Master Plan Strategic Priority</b> <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>		
Annual Key Objective	Board Role	Expected Completion Date
4. Explore additional online learning offerings including formal certification programs	Receive updates on new online learning offerings	June 2020
5. Improve access to eBooks through shared OverDrive catalogue with Hamilton and Burlington libraries and the introduction of "Hot Reads"	Receive updates on status of access and usage	June 2020
6. 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	April 2020

## 2020 Proposed Annual Key Objectives for the Mississauga Library

<b>Board End:</b> We provide inspiring, welcoming and creative spaces <b>Key Objectives:</b> Develop and provide facilities that offer an all-inclusive, safe and friendly environment that inspire learning and creativity Ensure that all prospective redevelopment of library spaces takes into account future community needs  <b>Future Directions Master Plan Strategic Priority</b> <ul style="list-style-type: none"> <li>Enhance the Customer Experience</li> <li>Develop 21<sup>st</sup> Century Facilities</li> </ul>		
Annual Key Objective	Board Role	Expected Completion Date
7. Central Library renovation including design and construction plan, communications plan and closure plan	Provide input, direction and approval, as appropriate, in the plan and receive updates on progress	December 2020
8. 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	September 2020
9. Complete the joint use study for T.L. Kennedy high school (Cooksville Library)	Provide input and receive updates on progress of the study	June 2020
10. Complete the design of Malton Makerspace	Receive updates on progress of the design	September 2020
11. Deliver approved Open Window Hub programming consistent with the Odette Foundation agreement	Receive updates on progress of programming	December 2020
<b>Board End:</b> We deliver service with multi-talented people changing lives <b>Key Objectives:</b> Devise and implement programs and services that will allow library staff to become agents of social mobility  <b>Future Directions Master Plan Strategic Priority</b> <ul style="list-style-type: none"> <li>Enhance the Customer Experience</li> <li>Revolutionize Service Delivery</li> <li>Invest in our People</li> </ul>		
Annual Key Objective	Board Role	Expected Completion Date
12. Create and implement a learning plan to ensure skills of all Library employees keep pace with literacy, technology, customer health, safety and wellness as well as leadership demands	Receive updates on progress of learning plan	April 2020
13. Implement refreshed performance appraisal process for unionized staff	Receive updates on progress of PDP and appraisal review process	March 2020

2020 Proposed Annual Key Objectives for the Mississauga Library

<p><b>Board End:</b> We provide access to many resources in many ways</p> <p><b>Key Objectives:</b> Develop and implement a strategy that will enable open access to technology and technology devices for residents, particularly older adults and job-seekers</p> <p><b>Future Directions Master Plan Strategic Priority</b></p> <ul style="list-style-type: none"><li>• Enhance the Customer Experience</li><li>• Revolutionize Service Delivery</li><li>• Invest in Technology to Bridge the Digital Divide</li><li>• Develop 21<sup>st</sup> Century Facilities</li></ul>		
Annual Key Objective	Board Role	Expected Completion Date
<p>14. 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>• Local history digitization</li><li>• Electronic fines payment</li><li>• Online program registration</li><li>• Renewing library cards</li><li>• Assistive workstation expansion</li></ul>	Receive updates on progress of implementation	TBD TBD TBD March 2020 September 2020 December 2020 December 2020

**MISSISSAUGA PUBLIC LIBRARY BOARD  
2020 Work Plan**

Month	Executive Limitations	Governance	Board CEO Linkage	Ends	Consent Items	Other Business
<b>2020</b>						
February	Business Plan and Budget; Utilization Review(for previous year); Approve CEO's performance from previous year; Approve CEO's PDP		Establish Annual Key Objectives (CEO)	How We Partner presentation	Review Count Week; Adopt 2020 Budget; Board Meetings policy	
April	Q1Utilization Report; Budget Discussion	Governance Policies Review		Downtown 21 Plan presentation		Library Response to School Strikes
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 Review	Review Annual Key Objectives (CEO)		Business Plan and Budget; Approve Audited Financial Statement	
October	Budget Estimates Report; Q2-Q3 Utilization Report; KPI Update(Multi Talented People Changing Lives)	Annual Board Self-Evaluation; Board CEO Linkage Policies Review		Trends Report Collection HQ	2 <sup>nd</sup> Qtr Financial Review	
November	KPI(Know & Engage with Our Community; Access to Many Resources in Many Ways) ); Evaluate CEO's efforts & compliance	Review Executive Limitations Policies (CEO)	Review Annual Key Objectives (CEO)	Open Window Hub Year in Review Presentation	3 <sup>rd</sup> Qtr Financial Report	
<b>2021</b>						
January	CEO Report (Monthly); Review Exec. Limitations Policies (CEO)					

## Agenda 7.2

<b>Upcoming Events/Meetings with proposed locations &amp; Chair</b>		
<b>Date</b>	<b>Event/Location</b>	<b>Meeting Chair</b>
<b>2020</b>		
<b>February 26, 2020</b>	Board Meeting Central Library	Val Otori
<b>April 22, 2020</b>	Board Meeting Central Library	Margot Almond
<b>April 25, 2020</b>	SOLs Trustees Meeting Location TBD	
<b>May 20, 2020</b>	Board Meeting Cooksville Library	Carol Williams
<b>May 25, 2019 Saturday 11 am-4 pm</b>	Maker Fest! Central Library	
<b>June 17, 2020</b>	Board Meeting Woodlands Library	Wahab Mirjan
<b>October 2020</b>	Comic Expo Details to follow	
<b>October 21, 2020</b>	Board Meeting TBD	
<b>November 18, 2020</b>	Board Meeting TBD	

# City of Mississauga Library Board Report



Date: February 18, 2020

To: The Mississauga Public Library Board

From: Lori Kelly, Director, Library

## ***Agenda 9.1***

Meeting date:  
February 26, 2020

## **Subject**

Urban Libraries Council Statement on Race and Social Equity

## **Recommendation**

That the Mississauga Public Library Board sign the Urban Libraries Council Statement of Race and Social Equity as provided in the report dated February 18, 2020 entitled "*Urban Libraries Council Statement on Race and Social Equity*" from the Director, Library.

## **Background**

The Urban Libraries Council (ULC) is an "innovation and impact tank" of North America's leading public library systems. ULC drives current research and strategic partnerships to elevate the power of libraries as essential, transformative institutions for the 21st-century. As part of ULC's mandate the Executive Board identifies significant challenges facing today's communities and develops new tools and techniques to help libraries achieve stronger outcomes in education, workforce and economic development, digital inclusion and race and social equity. The current Chair of the Executive Board is Vickery Bowles, City Librarian from Toronto Public Library. The Mississauga Library System (Library) is a member of ULC.

As one of its ongoing initiatives ULC has developed a Statement on Race and Social Equity as an act of commitment to a more equitable society and public libraries role in building that society. This report provides the Mississauga Public Library Board (Board) with the ULC Statement on Race and Social Equity and recommends the Library becomes a signatory to that statement.

## Comments

To date more than 160 public libraries across North America have signed the ULC's Statement on Race and Social Equity. In Canada that includes public libraries in Brampton, Hamilton, Kitchener, Markham, Milton, Ottawa and Toronto as well as Calgary, Edmonton and Surrey. This statement serves as a baseline upon which the Library can continue to build policies, programs and actions that contribute to Mississauga being more inclusive and just. The statement is consistent with and reinforces the Board Ends as well as the Strategic Priorities in the Future Directions Master Plan. In addition, by signing the Statement the Board provides staff with a solid reference point for discussions with customers about the values the Library holds in building collections, programs and providing services to card holders.

The statement reads as follows:

As leaders of North America's public libraries, we are committed to achieving racial and social equity by contributing to a more just society in which all community members can realize their full potential. Our libraries can help achieve true and sustained equity through an intentional, systemic and transformative library-community partnership. Our library systems are working to achieve equity in the communities we serve by:

- Eliminating racial and social equity barriers in library programs, services, policies and practices
- Creating and maintaining an environment of diversity, inclusion and respect both in our library systems and in all aspects of our community role
- Ensuring that we are reaching and engaging disenfranchised people in the community and helping them express their voice
- Serving as a convener and facilitator of conversations and partnerships to address community challenges
- Being forthright on tough issues that are important to our communities

Libraries are trusted, venerable and enduring institutions, central to their communities and an essential participant in the movement for racial and social equity.

By signing the statement the Library will be listed on the ULC website as a signatory to the Statement.

## Financial Impact

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



## Conclusion

As one of its ongoing initiatives ULC has developed a Statement on Race and Social Equity as an act of commitment to a more equitable society and public libraries role in building that society. Over 160 public libraries in North America have signed the Statement as a public demonstration of a commitment to inclusive and diverse service delivery. As the third largest library in Ontario, and consistent with the Board Ends and the Future Directions Master Plan, it is recommended that the Library sign the Statement. By signing the Statement the Library establishes a baseline upon which it will continue to build policies, programs and actions that contribute to Mississauga being more inclusive and just as well as provide staff with a solid reference point for discussions with customers about the values the Library holds in building collections, programs and providing services to card holders.

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Lori Kelly  
Director, Library

Action Items – from January 22, 2020 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	<b>To be presented at next review of audited statements in June 2020</b>		V. Ohori	M. Menary	
2) Discussion on role library plays during school strikes		To be scheduled for the April meeting	W. Mirjan		
3) Board Evaluation Tool Review		To be scheduled before end of 2020	W. Mirjan		
4) Assess “7 meetings/year” schedule and send out 2021 meeting dates		Scheduled for November 2020 meeting	V. Ohori		