



# Mississauga Public Library Board Meeting

Wednesday, October 21, 2020 | 5:30 - 7:30 p.m.  
Virtually via Webex

## 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

Jennifer Stirling  
Director, Library

## Leadership Team

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

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## The Library Board's Ends Are:

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

**The Library**



# Agenda

Item No.	Item Description	Time Allotted
1.0	<b>Call to order: Welcomes &amp; Land Acknowledgement Statement</b>	5:30-5:31
1.1	<b>Excused Absences</b> <i>(Motion required to excuse absences)</i>	5:31-5:33
1.2	<b>Approval of Agenda</b> <i>(Motion required to approve agenda)</i>	5:33-5:35
1.3	<b>Declaration of Conflict of Interest</b>	
1.4	<b>Delegations</b>	
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>	5:35-5:40
2.1	Minutes of the Regular Meeting on September 16, 2020	
3.0	<b>CEO Report</b>	5:40-5:55
3.1	CEO Report	
4.0	<b>Policy Review</b>	
5.0	<b>Executive Limitations/Internal Monitoring Reports</b>	5:55-6:15
5.1	Review of Q3 Financial Report and COVID-19 Financial Update	
5.2	Library Board Bank Account Electronic Transfers	
6.0	<b>Ends</b>	
6.1	Trends Report Collection HQ	6:15-6:30
6.2	Recovery Plan & Resurgence Planning	6:30-6:45
7.0	<b>Governance</b>	6:45-7:05
7.1	Review of Work Plan	
7.2	Upcoming Meetings/Events/Chair Rotation	
7.3	Mission & Vision Strategic Planning Information Gathering Approach	
7.4	Annual Board Self Evaluation	
8.0	<b>Ownership Linkage</b>	
9.0	<b>Board Advocacy</b>	
10.0	<b>Board Development</b>	

11.0 11.1	<b>Other Business</b> Action Log Review	7:05-7:10
12.0 12.1	<b>In Camera Agenda</b> Pursuant to Ontario Public Library Act Sections (4) (b) personal matters about an identifiable individual (4) (d) labour relations or employee negotiations	7:10-7:25
13.0	<b>Board Self-Evaluation -</b> L. Naismith to lead self-evaluation- Prepared for the meeting...time spent appropriately on Ends...full participation...courteous treatment of others...adherence to Rules of Order...emphasis on the future.	7:25-7:30
14.0	<b>Adjournment</b> <i>(Motion required to adjourn)</i>	
	<b>TOTAL TIME</b>	120 minutes



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**DATE:** October 15, 2020  
**TO:** The Mississauga Public Library Board  
**FROM:** Jennifer Stirling, Director, Library  
**SUBJECT:** **Consent Agenda**

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**RECOMMENDATION:** That the Consent Agenda comprising of Agenda 2.0 to 2.2 are hereby approved as written and the CEO of the Library is hereby authorized and directed to take such action that may be necessary to give effect to the recommendations as therein contained:

2.0 **Consent Agenda**

2.1 Minutes of the Regular Meeting on September 16, 2020

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Jennifer Stirling  
Director, Library



**MISSISSAUGA PUBLIC LIBRARY BOARD**  
**Regular Meeting**  
**Minutes of the meeting held on Wednesday, September 16, 2020 at 5:30 p.m.,**  
**Virtual via Webex**

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

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

Minutes Recorded: Anne Marie Solleza

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**1.0 Call to Order**

C. Williams called the meeting to order at 5:33pm.

**1.1 Excused Absences**

There were no absences to excuse.

**1.2 Approval of Agenda**

**70:20 Resolved that the agenda be approved as presented.**

**Moved by W. Mirjan**

**Seconded by V. Ohori**

**Carried**

**1.3 Declaration of Conflict of Interest**

There were no conflicts of interest declared.

**1.4 Delegations**

There were no delegations scheduled for this meeting.

## **2.0 Consent Agenda**

**71:20 Resolved that Consent Agenda be approved as presented and the Director, Library hereby authorized and directed to take such action that may be necessary to give effect to the recommendations as therein contained.**

**Moved by L. Naismith  
Seconded by S. MacKinnon  
Carried**

## **3.0 CEO Report**

The CEO provided updates on the following:

### **1. Virtual Branch Service Acceleration:**

The library introduced online program registration in August allowing customers to search and register for programs online instead of having to attend the branch.

### **2. Curbside Pickup and PC Services**

Since being offered in June over 35,000 appointments have been created for customers to pick up their materials. In August the library enhanced available pick up times by adding slots and increasing hours at the five busiest branches. Pick-up volume continued to be strong at over 4,000 pick-up appointments per week, and wait times decreased with the additional slots. Curbside pick-up will continue at most locations until September 11 when it will close for staff orientation for part-time employees returning to work for modified service. Only McKechnie Library will continue to offer curbside pick-up until mid-October when a planned roof replacement is completed.

PC services were released on August 18, 2020. Detailed queuing paths were developed to keep staff spaces separated from PC spaces and to provide clear paths for access to and from the PC stations. A branch ambassador greets all attendees to review public health screening, masking and hand-washing guidelines and helps to confirm appointments. Sessions are limited to one hour lengths.

### **3. Community Recovery**

#### **Open Window Hub**

At the end of August, the Open Window Hub opened a small presence inside the Glass Pavilion at the Central Library to support to our customers facing homelessness and requiring other supports such as access to PC services and printing of government forms, providing advisory and referral services and access to donated boxed lunch meals. The team will continue to offer service from this location facilities re-open. The shower trailer will be discontinued as of September 18, 2020 as alternate services come back on line. This has been a very successful initiative with the region to provide needed support at this time.

#### **Laptop Donation to schools**

With the pandemic, it has become clear that access to technology is a right and a requirement for educational success. Working with the City IT Department, the Library embarked on a pilot project to evaluate the use of end of lifecycle City laptops. Through Library Board liaison

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Councillor Matt Mahoney, the Library reached out to the Dufferin-Peel Catholic District School Board and the Peel District School Board who indicated that families at risk have requested assistance with access to technology. The City and Library donated 50 laptops to each school board for distribution to families who require assistance. The money required for Microsoft licenses was paid for out of the P&L Odette Foundation grant received by the library.

**72:20 Resolved that the CEO Report dated September 9, 2020 by the Director, Library be received for information.**

**Moved by Councillor J. Kovac**

**Seconded by W. Mirjan**

**Carried**

#### **4.0 Policy Review**

##### **4.1 Revised Meetings Policy**

The Library Board will solidify its ability to meet electronically on a regular basis through the update of the policy to include electronic meetings for its members. The Policy will ensure that the conditions which define the acceptability of electronic meetings will be met. In addition, given the current status and recommendations from Peel Public Health and the current usage of library meeting rooms, it is recommended that the Board vote to extend electronic meetings as the defined meeting format for the remainder of 2020, with a review of the 2021 meeting format to be held at the meeting in December 2020. This will ensure that the Board continues to meet effectively and in alignment with best practices and public health protocols.

**73:20 Resolved that the recommendations in the report entitled *Revisions to Meetings Policy* dated September 9, 2020 by the Director, Library be approved as follows:**

- a) that the proposed amendments to Policy B13 allowing the Board to meet electronically on a regular basis be approved**
- b) that the Board extend electronic meetings as the defined meeting format for the remainder of 2020, with a review of the 2021 meeting format to be held at the meeting in December 2020.**

**Moved by L. Naismith**

**Seconded by Councillor M. Mahoney**

**Carried**

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

##### **5.1 Covid 19 Financial Update**

Business decisions related to the global pandemic which result in budget impact include:

- A graduated provision of Curbside Pickup in July, 2020
- The temporary lay-off of 203 part-time staff
- A temporary hiring freeze, except for essential positions
- Reductions in utility and fuel expenses
- Reductions in travel and conference expenses

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- An amnesty period for fines during closure
- No revenue from fees or charges during closure
- Purchase of personal protective equipment for staff
- Purchase of sanitization supplies and increased cleaning costs
- Modification of branch spaces to accommodate enhanced safety protocols

The Library is working closely with Finance to manage the costs related to changing service models and pandemic requirements within its allotted budget envelope. As the library has recalled a significant number of part-time employees, more detailed updated projections will be provided at the October meeting.

**74:20 Resolved that the report entitled “September 2020 COVID-19 Financial Update” dated September 8, 2020 from the Director, Library be received for information.**

**Moved by V. Ohori**

**Seconded by M. Almond**

**Carried**

## **5.2 Review of Executive Limitations Policies**

There are currently 12 policies governing the executive limitations assigned by the Mississauga Public Library Board (Board) to the CEO to assist in effective governance oversight. The policies are designed to articulate the Board's requirements for the CEO and are consistent with the tenets of the Carver Model of Board Governance. Current Executive Limitations policies can be found by following this [link](#). Compliance to the policies is reviewed bi-annually and was last reviewed on January 12, 2020.

Following a review of the Executive Limitations policies, it is concluded that the CEO has complied with all current policies.

**75:20 Resolved that the report dated September 9, 2020 entitled “Review of Executive Limitations Policies A1-A12” from the Director, Library be approved.**

**Moved by S. MacKinnon**

**Seconded by L. Naismith**

**Carried**

## **6.0 Ends**

### **6.1 Recovery Strategy Phase 4 Update**

A significant recall of part-time staff was undertaken at the end of August to support branch operations. Staff were recalled in alignment with the Memorandum of Agreement jointly developed with the Union. As staff were recalled by seniority, they were not all deployed to their home locations, but to available positions throughout the system. Employees have been recalled with a start date of September 11, 2020.

The Library has developed occupancy calculations for all of our locations in alignment with Provincial regulations and best practice to ensure that physical distancing is possible in the



branches. Significant branch modifications have been undertaken in the public and staff areas. Most of the branch furniture has been removed to allow for maximum movement through the space and to align with the service delivery model available under the current regulations, which recommends brief visits for transactional services only. Physical branch modifications including the installation of plexi glass at staff locations is being completed before opening. Signage will help direct customers and staff move safely through all of our locations.

Service modifications have been developed to support operations in this phase. In addition to the study booking system, quarantining procedures have been developed to separate out materials handled but not borrowed by customers. Customers will have access to collections but will be asked to “browse with their eyes” instead of unnecessarily handling large quantities of materials. Customer self-screening protocols have been developed to ensure customers entering the building have completed a self-assessment before entering the library. Since library visits will be different at re-opening we will have a staff member acting as a branch ambassador at entry to help describe the services available and protocols in place. They will also help to manage occupancy limits for each location. The ambassador will help customers understand the limitations of service and to support an effective branch visit.

Training on all of the new protocols and services will take place before branch opening. In addition to protocols and branch orientation all returning employees will participate in change management training to help with their transition back to the work place during the pandemic. It is important to acknowledge not only the importance of the service mechanics but all of the personal feelings and concerns to ensure a safe and effective return to work.

In Phase four the service limitations include:

**Available Services Include:**

- One hour visits maximum per day for library visits
- Computer services, with booked appointments limited to a one hour block per day.
- Limited individual study with registered appointments for a maximum one hour block.
- Customer access to collections and browsing.
- Customer holds pick-up.
- Access to self check-out.
- Short research assistance and readers advisory can be supported at staff desks with customer barriers in place
- Creation of library cards.
- Virtual class visits.
- Virtual programming

**Services Not Available at the Beginning Of Modified Services Include**

- Group study
- Individual study sessions of more than one hour
- Access to newspapers
- Access to toys and play items will not be available in the children’s area.
- Makerspaces will remain closed.
- Donations will not be accepted.’
- In library physical class visits.

Service availability and limitations will be continuously evaluated and adjusted as conditions and use permit throughout the Phase.

The effective communication of these changes will be undertaken through the implementation of the library recovery communication plan. Communication will be spread through a variety of channels to ensure customers understand services provided and limitations during the opening phase.

**76:20 Resolved that the report entitled *Recovery Plan Implementation Update – Phase 4* dated September 9, 2020 by the Director, Library be received for information.**

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

## **7.0 Governance**

### **7.1 Review of Workplan**

The Board made the following changes to the workplan:

- a) Move the review of the meeting formats to the November meeting

**77:20 Resolved that the revised workplan be approved.**

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

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

Acting chairs were assigned for the 2021 meetings, as follows:

Date of Meeting	Acting Chair
<b>January 20, 2021</b>	Wahab Mirjan
<b>February 17, 2021</b>	Val Ohoi
<b>April 21, 2021</b>	Laura Naismith
<b>May 19, 2021</b>	Carol Williams
<b>June 16, 2021</b>	Priscilla Mak
<b>October 20, 2021</b>	Samantha MacKinnon
<b>November 17, 2021</b>	Margot Almond

**78:20 Resolved that the upcoming meetings Chair rotation be approved.**

Moved by M. Almond  
Seconded by Samantha MacKinnon  
Carried

### **7.3 Mission and Vision Updates**

V. Ohori thanked P. Mak and C. Williams for volunteering to work with her as a committee on the Board's on-going initiative to renew its mission and vision. To set the stage, the group agreed on key tenets on how the questions should be formulated. Based on those, they then came up with some proposed questions for the survey that will be sent out to key stakeholders.

To be able to send targeted questions, the committee then categorized the stakeholders into 3 sub-categories: users, sponsors and partners, with some groups falling into multiple categories. Each stakeholder category will receive questions specific to their group.

The committee requested feedback on any other stakeholders that may have been missed and suggestions on how best to word the survey questions. The group agreed that due to survey fatigue, the questions need to be simple but need to stand out. Feedback gathered from the survey will inform the new mission and vision for the library.

Next steps include engaging City resources on how best to craft the survey and how to maximize engagement. The CEO will provide updates at the October meeting. It was suggested that for best results, the facilitated discussion scheduled for December may have to be moved to a later date and may need to be a face-to-face meeting for best results.

V. Ohori requested that the Board members identify areas of interest (example: children, newcomers, older adult) and to let her know at the October meeting.

**79:20 Resolved that the Mission and Vision update be received.**

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

## **8.0 Ownership Linkage**

### **8.1 Review of Board CEO Linkage Policies**

Effective Board - CEO linkage is critical to effective library operations and the success of the Carver Model of Board Governance. Adherence to the policies by both the Board and the CEO ensures an effective relationship and a clear understanding of roles and responsibilities. Using the Board's approved evaluation tool, an assessment of compliance for all Board-CEO Linkage policies for the period of January - September 2020 was completed and it is concluded that the Board and CEO have complied with all current policies.

**80:20 Resolved that the report dated September 3, 2020 entitled “Review of Board – CEO Linkage Policies C1 to C5” from the Director, Library be approved.**

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

#### **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 action log was updated to reflect Board's direction to CEO to engage City resources in crafting approach to survey and engagement.

**81:20 Resolved that updates to the Action Log be approved.**

**Moved by S.Mackinnon  
Seconded by P. Mak  
Carried**

#### **12.0 In Camera Agenda**

There were no in camera items.

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

W. Mirjan led the self-evaluation. He congratulated the Board on 100% attendance and appreciated the full participation from members. Everyone was well-prepared for the meeting including staff who provided valuable information on library operations during the pandemic. He thanked P. Mak and C. Williams for helping the Chair work on the mission and vision renewal. He thanked C. Williams for efficiently chairing the meeting and sharing her experience during her visit to Meadowvale Library when it reopened to the public on September 15<sup>th</sup>.

He thanked the Board members for always observing the rules and staying respectful and courteous during discussions.

#### **14.0 Adjournment**

**82:20 Resolved that the meeting adjourn at 7:21pm**

**Moved by V. Otori  
Seconded by W. Mirjan  
Carried**

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### NEXT MEETING

The next Library Board meeting will be on October 21, 2020 virtually via Webex.

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Secretary/Treasurer

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Chair

# Briefing Note

<b>To:</b>	<b>The Mississauga Public Library Board</b>
<b>From:</b>	Jennifer Stirling, Director, Library
<b>Date:</b>	October 13, 2020
<b>Subject:</b>	<b>CEO Report – October 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.



October is Canadian library month. This year we will be celebrating a little bit differently with a more virtual focus. We will be developing a social media campaign sharing images and stories from staff. We will also be highlighting the importance and meaning of the public library during COVID. We will celebrate virtually with a wide variety of programs, personal stories and lots of activities.

## GOVERNMENT HIGHLIGHTS

### Peel Region Moves to Modified Stage 2

On Friday, October 9 the region of Peel was moved back to a modified Stage 2. In consultation with the government regulations and with the Ministry, the library's Modified Service level is still supported. The library will continue to offer its Modified branch and online services and will work

closely with the Peel Medical Office of Health to continue to monitor the public health situation in the region and make adjustments where required.

### **Government of Ontario Yearly Grant Received**

The Government of Ontario has deposited its 2020 operating grant into the Board's bank account. The library has received \$715,203 in funding to support its operations in 2020. The Library will work with the City's finance department to facilitate the transfer to the City of Mississauga for operational use.

### **Ontario Public Libraries & Development Charges**

Bill 197 - The COVID-19 Economic Recovery Act, 2020, amended the Development Charges Act, 1997, to make services including public libraries recoverable through development charges.

Community benefits charges (CBCs) work with development charges to ensure that municipalities have the revenue tools and resources they need to build complete communities while making the costs of building housing more predictable.

Public libraries depend on development charge revenue to fund new and renovated buildings, digital infrastructure, and library collection growth in order to keep up with the increases in demand for library space and resources in growing communities across Ontario.

The Ontario Library Association (OLA) and the Federation of Ontario Public Libraries (FOPL) worked with Counsel Public Affairs to advocate for public libraries in this process. The inclusion of public libraries in the changes to the Development Charges Act is a result of a year-long effort. This new regulation will have a multi-million dollar positive impact for libraries and the communities they serve.

### **Ontario's Broadband Action Plan**

The importance of accessible, modern access to broadband for all has been highlighted through the pandemic. OLA and FOPL have worked to effectively advocate for the needs of libraries in a recent Standing Committee on Finance and Economic Affairs. As a result the following recommendation for libraries has been included in the [Fifth Interim Report: Economic Impact of COVID-19 on Infrastructure](#), which is influencing the broadband action plan funding. The recommendation states

"Leverage Ontario's broadband action plan funding to ensure that modern broadband connectivity is available in more public library branches in communities across Ontario, most especially rural and northern areas." Libraries will continue to advocate for consistent access across and within communities to support educational attainment and success.

## **LIBRARY GOVERNANCE HIGHLIGHTS**

### **SOLS/OLS-North Merger**

In early 2020 the OLS North and SOLS boards announced that they would explore the feasibility of merging organization. In June 2020 they boards developed a transition committee to negotiate the amalgamation of the two entities and create the new "Ontario Library Service", which was ratified by both boards in August 2020. The boards are developing a transition plan for consolidated services, which will be implemented by April 1, 2021. The service will be

located in Sudbury and managed by Melissa D'Onfrio-Jones. Barbara Franchetto will retire effective March 31, 2021.

### **CULC Endorses Readers First eLending Position Paper**

The CULC Digital Content Working group works collaboratively with other groups advocating for fair access to eContent. The group brought forward a [new position paper](#) for endorsement at the October general meeting which proposes eBook lending models to promote flexibility and sustainability for libraries and fair pricing for publishers. The work is fair and balanced. As a result of the feedback from the CEOs at the event, the Content Working group is validating some of the pricing data in the report to provide a Canadian analysis as the pricing varies for Canadian libraries. This work was unanimously endorsed and is an important next step in meaningful conversations that are required with publishers on an ongoing basis.

### **CULC Annual General Meeting**

The CULC AGM was held on October 1 – 6. At the first ever virtual general meeting we participated in a virtual tour of the new Stanley Milner Library in Edmonton, discussed opportunities for partnership with the CBC, reviewed the possibilities of controlled digital lending and participated in an important discussion on transforming our cities through COVID-19 led by the Canadian Urban Institute. The disruptive impact of COVID-19 on Cities, residents and businesses was discussed and a key takeaway was that “we need to innovate quickly to solve collective challenges and seize opportunities”. Libraries have a key role to play with cities and other core partners to provide needed support in sustainment and transformation.

There were also updates from the Canadian Federation of Library Associations, who introduced their [strategic plan](#) to assist in their role of advocacy, policy development, benchmarking and governance. CELA also provided important updates on their role in ensuring accessible formats are available to Canadians. An important outcome of these meetings was the resolution to establish a Post COVID-19 taskforce on envisioned library services. CULC will work together to explore the changing context of libraries by reviewing research on consumer behaviours to help both navigate the current situation and recommend how they can continue to “remain key community contributors that support their citizens’ needs”.

### **First Nations Public Library Week**

The First Nations Public Library Week ran from October 4 -10. With the theme of Celebrating Diversity, the week features a number of key online resources including author readings, panel discussions, which highlight the important of indigenous storytelling.

## **SYSTEM HIGHLIGHTS**

The Library has continued its dual focus on virtual branch and in-library service.

### **Virtual Branch Service Acceleration:**

#### **Library Programming**

The fall program session has begun and provides a wide variety of opportunities for customers to learn, interact, and participate in. An important series in the fall lineup is the Indigenous Learning Circle. Led by Traditional Indigenous Elder Cat Criger the weekly learning circle explores Indigenous cultures, perspectives and issues. Thoughts and questions of the



participants, and Indigenous teaching and philosophies will help guide the discussions to facilitate an intercultural dialogue. Join us to understand the importance of building and nurturing relationships with Indigenous Peoples. In addition, the library is continuing with its Friday author talks to allow customers to unwind with a great discussion about books. Also, the Lecture Me Series in partnership with University of Toronto Mississauga provide an opportunity to learn about important topics. The library also continues to offer its regular sleight of reading and story times on a weekly basis.

### **Teacher Resource Page**

As the library looks to find new ways to support schools during its pandemic operations, the Library has released a [Resources for Teachers](#) page on the library website. The site highlights programs, videos and learning tools and will soon include pre-recorded class visit videos tailored for specific grades. It also provides important service information for teachers on how to obtain cards and provides direct access to the programming team so teachers can request additional support.

### **Mississauga Comic Expo**



Mississauga Comic Expo (MCX) will be returning for the first ever, fully-virtual expo on Fridays, October 9, 16, 23 & Saturday, October 24, 2020. We are excited to offer a [full range of programming](#) celebrating the diverse culture of comics, anime and gaming. The event will highlight comic artists and authors, and guest speakers from the Manga Classics publisher. There will also be a panel from Sheridan's Honours Bachelor of Game Design Program.

### **Online Fines Payment**

On October 19 the Library will be launching online fine payments (eFines) through the online library catalogue. This service will allow customers to pay their fines online using their credit card. This is an important project to promote customer self-service and was a key initiative in the library's strategic technology roadmap. We have created [a video](#) that will launch with the service on October 19 to introduce the service to our customers.

### **In Branch Services**

On September 15, 2020 the library moved to its Modified Service level in alignment with the regulations of provincial stage 3. The Library has opened 17 of 18 locations for limited services to allow for customer access to the collection, holds pick up and time-limited study and PC services. The library welcomed back a significant number of part-time staff to its locations to support this service level change. Branch ambassadors provide support to customers as they enter each location to inform them of the services available and the public health initiatives in place to support safe operations. Customers have excitedly returned to the branch and have been operating within the defined operational guidelines. A Clarkson customer commented "*The best thing that happened this year was when you opened for pickup*". Curbside pick-up service

is still strong at Frank McKechnie. This remains an important service at this time. Customers are using the service and booking 80-90 appointments per day.

The library will be monitoring use and evaluating circulation, foot traffic, and bookings of study and PC use to develop a baseline of use during the pandemic to allow us to understand use patterns and to make recommendations for hours adjustments as the public health situation continues to evolve.

## **FOCUS ON COMMUNITY RECOVERY**

The Open Window Hub provided Thanksgiving dinner to 32 customers last week. The Hub also launched a clothing drive, through which they provided warm outdoor clothing to 22 customers. As a result of the donations from Corporate Security and others, there was surplus clothing left over. This was donated to the Cawthra Shelter and Peel Family Services. The Hub has also been providing customer training on how to deal with stress during COVID-19. Three sessions have been well received and more are planned in the future. The Open Window Hub will continue to work with community partners to provide important referral and support services through the different phases of the pandemic.

## **COMMUNICATIONS VIA EMAIL**

Email communications were received clarifying the changes in the regulations with the Peel rollback to a modified Phase 2. They provided instruction that library services were not impacted in the initial list of services impacted by the change, and that continued monitoring would evaluate changes necessitated by changes in the community situation in alignment with provincial direction and the Peel Medical Office.

## **EMPLOYEE DEVELOPMENT**

A significant effort has been undertaken to support the return of part-time employees to the workplace. Health and safety and procedural training were provided in addition to the change management training provided to ensure employees were supported in their return to work. This month a new employee evaluation form will be launched for unionized employees which will provide employees an opportunity to more clearly define their career goals and ensure that their manager has a conversation on how to support them in their growth during their yearly performance review. This will be an important conversation to help build the training plan to support employee growth and progression in the organization.

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Jennifer Stirling  
Director, Library

# City of Mississauga Library Board Report



Date: October 21, 2020

To: Mississauga Public Library Board

From: Jennifer Stirling, Director, Library

## ***Agenda 5.1***

October 21, 2020

### **Subject**

Review of Q3 Financial Report and COVID-19 Financial Update

### **Recommendation**

That the report titled Review of Q3 Financial Report and COVID-19 Financial Update dated October 21, 2020 be received for information.

### **Background**

Financial reports are submitted to the Library Board (Board) quarterly to provide an overview of the Library's financial activity to-date. This report represents the financial activity of the Library year to date as of September 30<sup>th</sup> 2020 and an updated financial forecast for 2020 which reflects the monetary impact of all of the operational decisions that have been made due to the COVID-19 Pandemic.

At the May 2020 Board Meeting, staff were requested to provide a more comprehensive view of the Library's financial performance in light of the financial challenges experienced by the City during the pandemic. The format of this report is in response to that feedback and provides a more granular look at the Library's finances. In addition, the Board requested that staff look into providing a bi-annual financial statement that is in the format of the year-end audited financial statements that the Board receives annually. The City's Finance team is currently evaluating the feasibility of this request and will be scheduling a meeting with Library staff shortly to discuss next steps.

### **Comments**

The Library anticipates being favourable to budget at year end by approximately \$3.1 million. The main driver of this budget variance is labour due to the temporary lay-off of part time staff, and the hiring freeze that was implemented as the extent of the pandemic became clearer to senior staff.

Staff development is trending below previous year and below in year budget due to the pandemic reducing the number of staff development opportunities. Building occupancy

and general materials are estimated to be unfavourable budget at year end due to enhanced cleaning and the purchase of personal protective equipment and other protective measures implemented by staff to support staff safety. Collections spending is anticipated to be on budget by year end, as the Library's Collections team has pivoted a good portion of the collection budget from physical copies to digital resources to match current customer demand. Other operating expenses are estimated to be favourable to budget largely due to the lack of physical and third party programming in 2020.

Revenue is also trending much lower to budget due to the pandemic and it is not known whether fees or fines will materially increase this year. The Library received the Open Window Hub Odette foundation donation earlier this year and it is reflected in the financial statement below. The Provincial operating grant of \$715,000 is currently in the Board's bank account and will be processed and reflected on the Library's financial statement in November.

The table below details the 2020 operating budget as at September 30, 2020, and the forecasted operating budget for 2020 year end by budget category.

Mississauga Library								
Period Ending September 30, 2020 in \$ '000s	Actuals YTD			Budget FY 2020	YTD % of Budget 2020	Remaining Budget 2020	Fcst FY 2020	Var Budget/Fcst 2020
	2018	2019	2020					
Full Time Labour	11,822	12,115	12,231	18,635	66%	6,404	16,215	2,420
Part Time Labour	4,456	4,573	2,733	5,261	52%	2,528	3,300	1,961
Internal Gapping Target		60	112	-480	-23%	-592	149	-629
<b>Total Labour Expenses</b>	<b>16,278</b>	<b>16,748</b>	<b>15,075</b>	<b>23,416</b>	<b>64%</b>	<b>8,341</b>	<b>19,664</b>	<b>3,753</b>
Staff Development	113	123	77	166	47%	88	80	86
Building Costs	1,085	792	1,022	1,757	58%	735	1,787	-31
Library Collections	2,645	3,033	2,290	4,005	57%	1,715	4,005	
General Materials and Supplies	207	189	262	528	50%	266	603	-75
Other Operating Expenses	320	246	198	643	31%	445	408	235
<b>Total Operating Expenses</b>	<b>4,369</b>	<b>4,382</b>	<b>3,850</b>	<b>7,099</b>	<b>54%</b>	<b>3,249</b>	<b>6,883</b>	<b>216</b>
Grants	-105	-38		-715	0%	-715	-715	
Fees & Services Charges	-258	-244	-60	-340	18%	-280	-55	-285
Rents and Concessions	-262	-246	-224	-408	55%	-184	-224	-184
Fines	-402	-398	-116	-509	23%	-393	-116	-393
Other Revenue		-	-122	-130	94%	-8	-122	-8
<b>Total Revenue</b>	<b>-1,027</b>	<b>-926</b>	<b>-522</b>	<b>-2,102</b>	<b>25%</b>	<b>-1,580</b>	<b>-1,232</b>	<b>-870</b>
Allocations	323	354	386	515	75%	129	515	
<b>Net of Allocations</b>	<b>19,942</b>	<b>20,559</b>	<b>18,789</b>	<b>28,928</b>	<b>65%</b>	<b>10,139</b>	<b>25,830</b>	<b>3,098</b>

#### Key Item Details:

**Internal Gapping Target:** vacancy budget

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

**Other Operating** includes transportation, equipment and maintenance, marketing, programming, allocation costs for municipal staff

**Other Revenues:** includes donations and interest earned

## Financial Impact

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

## Conclusion

The Library anticipates meeting its overall budget targets for 2020 and operating approximately \$3.1 million favourable to budget largely driven off of labour savings due to the operating decisions made in response to the COVID-19 pandemic.

## Attachments

None

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Jennifer Stirling  
Director, Library

Prepared by Jennifer Lau, MBA  
Library Business Consultant

# City of Mississauga Library Board Report



Date: October 21, 2020

To: Mississauga Public Library Board

From: Jennifer Stirling, Director Library

## ***Agenda 5.2***

October 21, 2020

### **Subject**

Electronic Fund Transfers from the Library Board to the City of Mississauga

### **Recommendation**

That the Library Board authorizes a process whereby the Chair of the Mississauga Public Library Board (Board) gives electronic approval to the Director of the Library via email for the transfer of grant funding from the Board's bank account to the City of Mississauga (City).

<b>REPORT HIGHLIGHTS:</b>	<ul style="list-style-type: none"><li>• The current process to deposit grant money from the Board's account to the City's account is manual and requires signatures from both the Board Chair and the Board CEO and the deposit of a physical cheque</li><li>• Approval for the use of eTransfers was approved by the Board in April 2018, but the prescribed approval process has changed</li><li>• Allowing the Board Chair to delegate authority to the Library Director via email streamlines the process and would ensure any grant funding received by the Board is available to the Library as soon as possible</li></ul>
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### **Background**

The Library Act requires that public libraries have their own bank accounts. Through the Public Library Operating Grant process, the Provincial Government gives the Mississauga Library system a grant of approximately \$715,000 a year. This money is intended to offset a portion of the operating costs associated with providing Library services to residents. The operating budget of the Mississauga Library System is treated the same way as the other Divisions in the City, whereas Library and City staff have a symbiotic role in monitoring and controlling the Library's budget. Every year, the Board deposits received grant money from its own account into the City's account. The current process to deposit money from the Library's account into the City's account is manual and relies on a dual signature authorization system as well as a physical

cheque to be deposited at the bank. In April 2018 the Library Board approved that the transfer process be automated to modernize the process and an approval process was recommended. This approval has not yet been operationalized. As per the Public Library Act, the two signing authorizers for the transfer of funds are the Library Director and the Library Board Chair.

## **Comments**

The process to deposit grant funding from the Board account to the Library's account can be streamlined by allowing the Library Board Chair to give electronic authorization to the Library Director via email to electronically transfer funds. The Library Director would then activate City Finance staff to process the transaction. Authorized City Finance staff would have access to complete the transfer once the approval had been forwarded from the Director and the Board Chair. This process is in alignment with best practice used by the Enersource Board and other boards with a relationship with the City. This streamlined process will ensure that grant funding is available to offset the Library's operating costs as soon as possible and will increase the efficiency of the transfer.

## **Financial Impact**

None

## **Conclusion**

Giving the Library Board Chair the ability to electronically authorize the deposit of grant funding from the Board's account into the City's account will improve the efficiency of the accounting process required for that transaction to occur. This authorization will also reduce the need for City and Library Staff to make accounting reconciliations and accruals and ensure that grant funding is available to the Library as soon as possible.

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Jennifer Stirling  
Director Library

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

# City of Mississauga Library Board Report



Date: October 15, 2020

To: The Mississauga Public Library Board

From: Jennifer Stirling, Director Library

## ***Agenda 6.2***

Meeting date:  
October 21, 2020

### **Subject**

Recovery Plan & Resurgence Planning

### **Recommendation**

That the Mississauga Library Board receive the update on the Recovery Plan and Resurgence Planning for information.

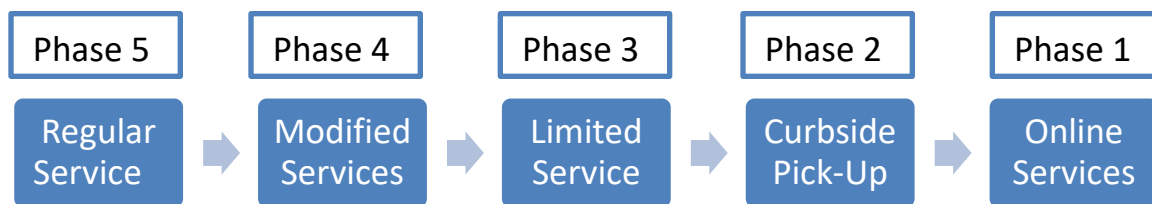
### **Background**

With the advent of the COVID-19 pandemic, physical library services were disrupted and all branches were closed in alignment with Federal and Provincial orders. In June 2020 a five stage recovery plan was endorsed by the Library board and approved by Council. The library has continued to evolve its service delivery in alignment with Provincial regulations, customer requirements and in alignment with library best practices. On September 15, 2020 the library entered Phase 4, Modified Service. The library is currently operating at this service and will continue to do so until the provincial regulations or the Peel Medical Officer of Health recommend a change in services.

The Library has built a phased approach to provide a clear path to increase and decrease services based upon the addition or subtraction of key services related to public health restrictions. As the public health restrictions increase the library will proceed back through the levels to modify available library services.

### **Comments**





With resurgence the library would progress back through the stages, restricting in person services and moving more services online. Detailed planning is underway to support this movement should the regulations provided by the Province or Peel Medical Office of Health warrant a change in service. With the detailed processes, infrastructure, and health protocols in place the library is well positioned to effectively move back to a previous level of service.

As a part of this resurgence planning, analysis is being done to review the effectiveness of the operating model for Curbside Pick-Up. Staff and customer surveys have been posted to gather feedback to assist with service modification improvements should the library be required to return to this phase. Slight adjustments to the operating model will also be undertaken to adapt the service to the weather conditions with the change of seasons. The library is also working with its Regional partners to evaluate how to effectively support vulnerable populations through the various stages of service delivery.

Although it is anticipated the library would progress backwards through the stages as defined, the operational model at any stage would be adopted to ensure alignment with any restrictions imposed by the Region or Province. The library will aim to keep in-branch services operational as long as practicable and supported by the public health regulations and staff availability. Should staffing availability lead to a requirement to decrease the number of locations, the library will prioritize locations that support at risk populations, have strong usage metrics or are required to support a unique geographic area.

In all phases, programming will continue to be provided virtually.

### **Modified Service**

Should restrictions be introduced which would recommend service changes but still allow customer collection access, the library would consider eliminating the one hour study and computer sessions. The Library would restrict its services to customer browsing, holds pick up and check out and quick customer service interactions.

### **Limited Service**

Should public health services restrict customer access to the collections, limited computer service and contactless holds pick up will be made available. In order to support virtual operations, the virtual call centre will be re-established. Should computer services not be permitted, the library will proceed directly to the Curbside Pick-up phase.

### **Curbside Pick-Up**

Curbside pick-up will be modified to account for the changes in the weather. Should customers be allowed to touch materials, the library will make hold shelves accessible for customers to come and pick up their holds. They will be encouraged to use self check-out to discharge their items. This would allow the maximum flexibility to access the service during open hours. Should the regulations restrict customer contact with library materials a modified service will be developed. The library will assess locations inside the library branch to allow for pick up. Appointments will be used to ensure social distancing during pick-ups and provide a reliable

service.

### **Online Services Only**

The library will move all services online and promote electronic collections and services. Interactive work teams will be re-established to support virtual customer service.

Service availability and limitations will be continuously evaluated and adjusted as conditions and regulations are adapted.

The effective communication of these changes will be undertaken through the implementation of the library recovery communication plan. Communication will be spread through a variety of channels to ensure customers understand services provided and limitations during the opening phase.

## **Financial Impact**

There is no financial impact as a result of this report, as all Personal Protective Equipment, space modifications and cleaning supplies will be purchased within the Library's existing budget envelope.

## **Conclusion**

As part of the library's comprehensive recovery strategy, the Library has developed key service implementation phases to restore service gradually. Should the library be required to reduce service levels in response to community conditions, the library will progress backwards through the phases, making service modifications as required. The library is working closely with the Province, the Peel Medical Office of Health, the City and other libraries to continually monitor the situation and will adjust its operations accordingly.

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Jennifer Stirling  
Director, Library

**MISSISSAUGA PUBLIC LIBRARY BOARD  
2020 Work Plan**

Month	Executive Limitations	Governance	Board CEO Linkage	Ends	Consent Items	Other Business
<b>2020</b>						
October	Q2-Q3 Utilization Report( <i>deferred</i> ); CEO Report;KPI Update (Multi Talented People Changing Lives- <i>deferred</i> ) 3rd Qtr Financial Report	Annual Board Self-Evaluation;		Trends Report Collection HQ		
November	KPI(Know & Engage with Our Community; Access to Many Resources in Many Ways) ; Evaluate CEO's efforts & compliance	Mission & Vision Update Review of 2021 Meeting Formats	Review Annual Key Objectives (CEO)	Open Window Hub Year in Review Presentation		
December		Mission & Vision Facilitated Discussion;				
<b>2021</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; Approve CEO's PDP		Establish Annual Key Objectives (CEO)		Review Count Week; Adopt 2020 Budget; Board Meetings policy	
April	Q1Utilization Report; Budget Discussion	Governance Policies Review				
May	KPI Update(Recognized as a Key Learning Institution- <i>deferred</i> )	Review of Fines & Fees			Review 1st Qtr Financial Report	
June	KPI Update(Inspiring, Welcoming & Creative Spaces- <i>deferred</i> ); Evaluate CEO's efforts & compliance ( <i>deferred</i> )	Customer Use Policy Review;	Review Annual Key Objectives (CEO)		Business Plan and Budget; Approve Audited Financial Statement; Review Year-End Financial Report;	COVID 19 Financial Update
July	CEO Report					
August	CEO Report;					
September		Board CEO Linkage Policies Review;Review Executive Limitations Policies (CEO)				

Agenda 7.2

Upcoming Events/Meetings with proposed locations & Chair		
Date	Event/Location	Meeting Chair
<b>2020</b>		
<b>September 16, 2020</b>	Board Meeting Via Webex	Carol
<b>October 21, 2020</b>	Board Meeting Via Webex	Priscilla
<b>October 9, 16, 23 &amp; 24, 2020</b>	<b>MCX - Mississauga Comic Expo is fully virtual. Register <a href="#">here</a></b>	
<b>November 18, 2020</b>	Board Meeting Via Webex	Margot
<b>December 16, 2020</b>	Mission & Vision Facilitated Discussion Via Webex	Samantha
<b>2021</b>		
<b>January 20, 2021</b>	Board Meeting Via Webex	Wahab
<b>February 17, 2021</b>	Board Meeting Via Webex	Val
<b>April 21, 2021</b>	Board Meeting Via Webex	Laura
<b>May 19, 2021</b>	Board Meeting Via Webex	Carol
<b>June 16, 2021</b>	Board Meeting Via Webex	Priscilla
<b>October 20, 2021</b>	Board Meeting Via Webex	Sam
<b>November 17, 2021</b>	Board Meeting Via Webex	Margot

# City of Mississauga Library Board Report



Date: October 21, 2020

To: Mississauga Public Library Board

From: Jennifer Stirling, Director Library

## ***Agenda 7.3***

October 21, 2020

### **Subject**

Strategic Planning Information Gathering Approach

### **Recommendation**

That the Library Board approve the preliminary information gathering approach for the Board's exercise in Mission and Vision renewal.

### **Background**

The Board's 2020 workplan includes an action item to review and update its mission and vision. This work was initially scheduled for June 2020. With the advent of the pandemic and the necessary service delivery changes that were required, and the extent of the upheaval in the community, the timing was delayed to December 2021. It was recommended that the Board gather information to determine how the pandemic has impacted the need for library services by key stakeholders. Board members participated in an exercise to identify key stakeholder groups that require consultation, and what we would want to learn from these stakeholders.

A poll was conducted of the Board members and library leadership which established key contacts and questions to asked.

The stakeholders were grouped into four categories, partners, sponsors, users and non-users and a series of targeted questions were developed for review and approval.

The developed questions included:

- Why is the Library important to you? (targeted at library users)
- What does the future library look to you? (library users, sponsors)
- What can the library do to capture your interest? (non-users)
- Why is the library important to your clients? (partners)

The Board reviewed the questions and stakeholders at its September meeting and determined that the sub-committee would work with the city facilitator and the Social engagement team to develop a recommended approach to information gathering. Initial meetings were held and suggested tactics and timelines included for review and approval.

## Comments

In order to obtain the relevant feedback from key stakeholders, different tactics need to be employed. The recommended tactics take into account access to the stakeholder, stakeholder reach and the library's current relationship with the stakeholder in question.

The suggested tactics include an online survey, a targeted social media campaign and a series of interviews.

<b>Tactic</b>	<b>User</b>	<b>Non-User</b>	<b>Partner</b>	<b>Sponsor</b>
Online Survey	√	√		
Social Media Campaign	√	√		
Interviews			√	√

### Online Survey

Using the target questions a survey will be posted online to ask the two questions for users. The online survey will be promoted through the Library's social media channels to encourage participation. An iPad will be placed in the library branch displaying the survey to encourage participation from our in-branch customers.

### Social Media

The Library will target existing customers through its social media channels to prompt them to answer the survey, but will also create a targeted campaign for non-users to try and solicit feedback from the non-user category. The social engagement team will look to engage with prominent Mississauga figures and ask them to send out a tweet or post an Instagram post asking what the library could do to provide a needed service to them right now. The posts would extend the reach to those who may not be current library customers and will provide interesting feedback. The responses would be gathered and tabulated. The library will also look to gather feedback received through its social media and other virtual channels during the pandemic and summarize the responses for review by the Board.

### Interviews

The Library will establish interviews with the named partners and sponsors identified by the Board in its brainstorming exercise. The list is included as Appendix 1. The library will reach out to the named partners to establish the teleconference at which to discuss the Mission/Vision exercise and request their input. Board members who are interested in participating in these discussions need to identify the interested teleconferences and they will be included in the discussions.

### Next Steps

If the direction is approved, the Library will develop a structured project plan for the completion of this work. Initial thoughts would consider the survey to be completed in November/December and the structured interviews to take place in January. A report summarizing the inputs of the survey results will be compiled and distributed to the Board for use in its mission and vision setting. It is recommended that this session be re-established for early in the 2<sup>nd</sup> quarter of 2021.

## **Financial Impact**

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

## **Conclusion**

The Library needs to ensure that it is gathering relevant information from key stakeholders. Based upon the work of the board, this report includes an approach to solicit information from key stakeholder groups using surveys, social media and interviews. It is recommended that the Library Board approve the preliminary information gathering approach for the Board's exercise in Mission and Vision renewal.

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Jennifer Stirling  
Director Library

### Appendix 1: List of Key Consultation Stakeholders

Type	Stakeholder Groups or Contacts	Staff Contact	Board Contact	Interview Date Proposed
Users	Branch Teen Advisory Groups (Target: Youth population)			
Users	Seniors Centres: eg. Active Adult Centre of Mississauga (target: Older adults)			
Users	Mississauga Business Enterprise Centre (MBEC) or similar - (Small businesses)			
Users	Cultural Centers			
Users	Early Learning Centers			
Users	Newcomer Centre of Peel			
Users	Non-profits (not just those we partner with)- via Ontario Non-Profit Network (theonnn.ca)			
Users	Non-users			
Users	Poverty support			
Users	Neighbourhood associations like Malton Neighbourhood Services			
Users	Mississaugas of the Credit First Nation			
Users	Older adult advisory groups			
Sponsors	City Council			
Sponsors	Provincial MPP's			
Sponsors	FOL			
Sponsors	Tax Payers			
Sponsors	Foundations			
Partners	Kristina Zeitsma, Director Recreation			
Partners	Bonnie Brown, Director Economic Development			
Partners	Paul Damaso, Director Culture			
Partners	Leslie Morneau, Region of Peel			



Partners	Mississauga Library System staff - all levels, all branches			
Partners	School Boards			
Partners	Recreation dept and other city partners			
Partners	BIAs			
Partners	Union representatives			
Partners	Friends of the Library			
Partners	Family Services of Peel			
Partners	Interim Place			
Partners	Goodwill			
Partners	Peel Senior Link			
Partners	Habitat for Humanity			
Partners	Economic Development Office			

City of Mississauga  
**Library Board Report**



Date: October 13, 2020

To: Mississauga Public Library Board

From: Jennifer Stirling, Director, Library

**Agenda 7.4**

Meeting date:  
October 21, 2020

**Subject**

Annual Board Self-Evaluation

**Recommendation**

That the report entitled “*Annual Board Self-Evaluation*” dated October 13, 2020 from the Director, Library be received for information.

**Background**

The Mississauga Public Library Board (Board) has developed a comprehensive summary of its roles and responsibilities based on the Public Libraries Act, its relationship to the City of Mississauga and its appointing body, Council. It reviews this document annually and evaluates its performance according to the Board’s work plan. This review may result in amendments to the Board’s roles and responsibilities or become key objectives for the upcoming year.

**Comments**

At the October 2019 board meeting the board reviewed its performance and did not recommend any changes to the key roles and responsibilities. The 2020 self-evaluation is based on the roles and responsibilities agreed to in 2019.

**Financial Impact**

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

**Conclusion**

The annual Board self-evaluation allows for a review of the Board’s roles and responsibilities and provides a reflective exercise to evaluate its performance on a regular basis.

## Attachments

Appendix 1: Board Roles and Responsibilities Worksheet

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Jennifer Stirling  
Director, Library

Mississauga Public Library Board

**Roles and Key Responsibilities**

Last Revised November 2017

<b>Roles and Key Responsibilities</b>	<b>Satisfactory or Unsatisfactory</b>	<b><i>Suggestions for Improvement</i></b>
<p><b>1. Governance/Policy Making</b></p> <p>(a) determine mission, purpose and strategic goals</p> <p>(b) set annual objectives and evaluate performance against objectives</p> <p>(c) determine policies in response to community data and needs</p> <p>(d) provide orientation for new members and development for all members</p> <p>(e) approve appropriate governance policies and monitor compliance</p> <p>(f) ensure compliance with Library legislation</p> <p>(g) Require the CEO's efforts of compliance in areas of corporate responsibility</p> <p>(h) Create a legacy document at the end of Board term</p>		
<p><b>2. Community Relations/Services</b></p> <p>(a) ensure appropriate service standards are in place</p> <p>(b) engage and participate in community activities</p> <p>(c) seek to extend library service in meaningful and relevant ways</p> <p>(d) participate in Library Board activities</p> <p>(e) collaborate with officials and local community groups</p> <p>(f) develop and maintain a working relationship with local school boards</p> <p>(g) maintain a working relationship with local libraries and information providers</p>		

<p><b>3. Finance</b></p> <ul style="list-style-type: none"> <li>(a) approve resource strategies</li> <li>(b) adopt annual budgets and monitor performance</li> <li>(c) communicate with Council</li> <li>(d) ensure sound financial management</li> </ul> <p><b>4. Personnel</b></p> <ul style="list-style-type: none"> <li>(a) employ and annually evaluate the Chief Executive Officer</li> <li>(b) approve policies on human resources</li> <li>(c) approve compensation</li> <li>(d) provide for agreeable working conditions</li> <li>(e) provide for the proper development and training of staff</li> <li>(f) approve collective agreements</li> </ul> <p><b>5. Legal</b></p> <ul style="list-style-type: none"> <li>(a) respond to proposed legislative changes</li> <li>(b) ensure the retention of complete and accurate records</li> <li>(c) report on library operations to Council</li> <li>(d) maintain full membership of the Board</li> <li>(e) ensure the Library makes reasonable efforts to comply with all applicable legislation</li> </ul>		
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