



Mississauga Public Library Board Meeting

Wednesday, January 20, 2021 | 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

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	Call to order: Welcomes & Land Acknowledgement Statement	5:30-5:31
1.1	Excused Absences <i>(Motion required to excuse absences)</i>	5:31-5:33
1.2	Approval of Agenda <i>(Motion required to approve agenda)</i>	5:33-5:35
1.3	Declaration of Conflict of Interest	
1.4	Delegations	
2.0	Consent Agenda – <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 December 16, 2020	
2.2	Minutes of the In-Camera Meeting on December 16, 2020	
3.0	CEO Report	5:40-5:55
3.1	CEO Report	
4.0	Policy Review	
5.0	Executive Limitations/Internal Monitoring Reports	5:55-6:05
5.1	Review of Executive Limitations Policies	
6.0	Ends	
6.1	Annual Key Objectives Review <i>(deferred from November 18, 2020)</i>	6:05-6:15
6.2	Central Library Revitalization Update	6:15-7:00
7.0	Governance	7:00-7:05
7.1	Review of Workplan	
7.2	Upcoming Events & Meetings	
8.0	Ownership Linkage	
9.0	Board Advocacy	
10.0	Board Development OLA 2021 Superconference Registration	

11.0	Other Business	
11.1	Action Log	7:05-7:10
11.2	Looking back at 2020 (discussion)	7:10-7:25
12.0	In Camera Agenda	
13.0	Board Self-Evaluation – J. Kovac 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	Adjournment (<i>Motion required to adjourn</i>)	
	TOTAL TIME	120 minutes



DATE: January 20, 2021

TO: The Mississauga Public Library Board

FROM: Jennifer Stirling, Director, Library

SUBJECT: **Consent Agenda**

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 December 16, 2020
- 2.2 Minutes of the In-Camera Meeting on December 16, 2020

Jennifer Stirling
Director, Library



MISSISSAUGA PUBLIC LIBRARY BOARD

Regular Meeting

**Minutes of the meeting held on Wednesday, December 16, 2020 at 5:30 p.m.,
Virtual via Webex**

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

Absent: Councillor John Kovac
Councillor Matt Mahoney

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

1.0 Call to Order

S. Mackinnon called the meeting to order at 5:31pm.

1.1 Excused Absences

113:20 Resolved that Councillors J. Kovac and M. Mahoney be excused from the meeting.

**Moved by M. Almond
Seconded by V. Otori
Carried**

1.2 Approval of Agenda

114:20 Resolved that the agenda be approved as presented.

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

1.5 In Camera Agenda

Pursuant to Ontario Public Library Act Sections

(4) (d) labour relations or employee negotiations

Update on Collective Bargaining

(4) (b) personal matters about an identifiable individual

Update on recruitment for Library Director

115:20 Resolved that the Board go into closed session.

Moved by V. Ohori

Seconded by L. Naismith

Carried

2.0 Consent Agenda

117:20 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 W. Mirjan

Seconded by C. Williams

Carried

3.0 CEO Report & Covid Briefing

Highlights from the CEO Report include the following:

1) Peel Region Moves to Lockdown

Effective November 23, 2020 the City of Mississauga was moved into Lockdown stage in the pandemic for a period of four weeks.

2) One eRead Canada

Canadian Urban Libraries Council (CULC) hold its first bilingual (English and French) digital book club, One eRead Canada, from January 1 – 31, 2021. Over 500 libraries across Canada will participate providing unlimited eBook and eAudiobook downloads of the book Vi by Kim Thúy through library digital platforms.

3) Urban Libraries Council Beyond Allyship Series

The Urban Libraries Council libraries are working together to create strategies for strengthening race and social equity leadership in libraries. The organization will be holding a series of seminars on various topics through 2021 to promote learning and growth in these areas.

4) Student and Teacher Education Resource Enhancements

In December, the library released Class Visit Videos on YouTube to promote available library resources for teachers and students. These videos complement the growing production of Maker Videos, focused on STEAM (Science, Technology, Arts and Math) content and new Library Learning Videos, which are 2-5 minute videos supporting specific curriculum-based (Ontario Ministry of Education) information topics.

- 5) The Library partnered with Recreation to provide access to showers and washrooms for at risk populations at the Malton and Meadowvale Community Centres and in the Port Credit Arena. The Library has contracted for a towel service and the Open Window Hub staff are providing hygiene kits for use at the facilities. The service is available from Monday to Saturday from 1 – 4 and will allow customers access to core facilities and a place to warm up from the cold.

118:20 Resolved that the *CEO Report dated December 9, 2020 by the Director, Library* be received for information.

Moved by V. Otori

Seconded by P. Mak

Carried

4.0 Policy Review

There were no items to be reviewed.

5.0 Executive Limitations/Internal Monitoring Report

There were no items for discussion.

6.0 Ends

There were no items for discussion.

7.0 Governance

There were no items for discussion.

8.0 Ownership Linkage

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 revised to include the following:

- a) Adopt evaluation tool recommended by M. Almond and mark evaluation tool review as completed

119:20 Resolved that updates to the Action Log be approved.

Moved by P. Mak

Seconded by M. Almond

Carried

12.0 In Camera Agenda

See Item 1.5

13.0 Board Self-Evaluation

M. Almond led the evaluation of the meeting. She noted the important discussion on change in what has been a year of many changes and the amazing work done by staff. Despite the challenges, much has been achieved. She thanked the staff for constantly providing the Board with all the information it needs to make decisions. She congratulated the Board doing its job effectively considering meetings have been conducted remotely since April. She commended S. MacKinnon for successfully chairing the meeting.

14.0 Adjournment

120:20 Resolved that the meeting adjourn at 6:58pm

Moved by C. Williams

Seconded by L. Naismith

Carried

NEXT MEETING

The next Library Board meeting will be on January 20, 2021 virtually via Webex.

Secretary/Treasurer

Chair

Briefing Note

To:	The Mississauga Public Library Board
From:	Jennifer Stirling, Director, Library
Date:	January 13, 2021
Subject:	CEO Report – January 2021

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 HIGHLIGHTS

Further Lockdown Measures Instituted

Effective December 26, 2020 the provincial government implemented a lockdown for a period of 28 days. The library is permitted to operate curbside pick up services and social services only. The library was no longer authorized to provide customer computer access.

Ontario Moves to State of Emergency and Stay at Home Order Initiated

Effective Thursday January 13, 2021 the Province is moving to a state of emergency and a stay at home order was initiated for a 28-day period. The Library can continue to offer curbside pick up service and its social services in its branches during the state of emergency.

LIBRARY GOVERNANCE HIGHLIGHTS

One eRead Canada

One eRead Canada was successfully launched on January 1. Customers can join the [book club site on Facebook](#) and can join in Mississauga-led discussions on January 19 and 28 or participate in live discussions with the author on Facebook on January 19, 2021 at 7 pm EST (in English) and on January 20, 2021 (in French) at 7 pm EST. We have confirmed that Shelagh Rogers will host the national English author panel.

OLA Conference

The Ontario Library Association Conference with a theme of “Clever Mind & Human Hearts” is taking place from February 2 – 6. The conference will be virtual this year with many interesting seminars throughout the [schedule](#). The Library Boards’ Association Bootcamp taking place on Saturday February 6. Board members are encouraged to attend and will receive online registration instructions in their email.

STAFFING CHANGES

The Library welcomed Alex MacCutchan back to the Mississauga management team. Effective December 14, 2020 Alex has taken on the role of Branch Manager at the Cooksville and Courtneypark locations. Alex joins us from Vancouver Public Library where in his role as Manager, Information Services he ensured the delivery of customer centred reference and reader’s advisory services at the Central Library. He had an integral role in developing community partnerships, designing the future City of Vancouver Archives, and most recently, Alex has been a key leader in Vancouver PLs COVID-19 response planning and delivery. Alex was previously with Mississauga in the positions of Library Branch Manager, Area Manager, and colleague.

SYSTEM HIGHLIGHTS

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

Virtual Branch Service Acceleration:

Library Adds Kanopy Movie Streaming

In December, the Library added the [Kanopy movie streaming service](#) to its suite of electronic resources. Customers will be able to access this service with their library card and download up to six items per month. Customers can stream critically acclaimed classic movies, documentaries and many award-winning foreign films. Customers can use downloaded items for up to three days unlimited each month on their computer, tablet or Smart TV.

In Branch Services

The Library returned to its Curbside delivery level on December 26, 2020. The library has re-established contactless pick up customer holds by appointment at all locations. Most locations have re-established pick up locations outside in alignment with the revised regulations. Our mall locations have established internal pick up with other mall services at a designated location. In alignment with its regulations, PC services are no longer offered during this stage of the Pandemic.

The library is also permitted to offer social services with appropriate public health restrictions in place and as a result is continuing to offer Open Window Hub support services during this time. Service has been modified to permit take out food only, to further restrict capacity and limit time spent in the location. The Library is committed to serving our customers through this period.

FOCUS ON COMMUNITY RECOVERY

The Library continues to partner to provide necessary services during the Pandemic. The Shower and Warming has received minimal pick up to date but additional promotion is planned in January to help increase awareness of this service. This is also being promoted through our partner organizations at the Region and through the Street Outreach Team. The Open Window Hub continues to provide support to our at risk populations. Working with our partners at the Region of Peel the Hub team helped to find housing for 4 more Mississauga families over the holiday break. The team is establishing plans for a distributed service during Central closure to ensure that they can serve customers from across the City.

CENTRAL CLOSURE PROGRESS

With the closure of Central approximately four months away, things are starting to look different at Central. Furniture is in the process of being removed from the 3rd and 4th floors and a significant weeding project is underway. The Library's Administration Team will be moved out by the end of January and working from home until the Kings Masting School satellite is open in March of 2021. The weeding plan is impacting all locations as branches are preparing to receive some of Central's distinct collections to ensure we can provide access to this information during the closure period. Work is underway at the Living Arts Centre to establish a holds pick up service in the downtown precinct.

COMMUNICATIONS VIA EMAIL

Email communications sent to the Board on December 21 provided information on the changes to the regulations for library operations and again on January 12 to provide information on the changing regulations in relation to the State of Emergency.

EMPLOYEE DEVELOPMENT

Employees were recognized by their managers in December to recognize their significant accomplishments and unique contributions to the team. The Two Way Communications Team built a thank you video using unique employee content to highlight the significant successes and resilience shown in 2021. In December and January Health and Safety refresher training was initiated to provide additional support and reinforcement of health and safety protocols. In addition, staff are involved in CLASS training to provide training on the back end of the program

management and payment system implemented over the past few months. As we shift to 2021, we have re-established work on the Learning Plan to embed library training into SuccessFactors, the City's centralized HR information system, providing the library the ability to record and manage the training records of its 400 employees.

Jennifer Stirling
Director, Library

City of Mississauga Library Board Report



Date: January 5, 2021

To: Mississauga Public Library Board

From: Jennifer Stirling, Director Library

Agenda 5.1

Meeting date:
January 20, 2021

Subject

Review of Executive Limitations Policies A1-A12

Recommendation

That the report dated January 5, 2021 entitled "*Review of Executive Limitations Policies A1-A12*" from the Director, Library be approved.

Background

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 September 9, 2020.

Comments

Executive limitations are critical to the Carver Model of Board Governance. The satisfactory performance of the Library and its CEO year after year indicate that these policies are working effectively and are compatible with the expectations of the City of Mississauga (City).

Following a review of the Executive Limitations policies, it is concluded that the CEO has complied with all current policies. A detailed assessment of the CEO's compliance can be found in Appendix 1: Review of Executive Limitations Policies January 5, 2021.

Financial Impact

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

Conclusion

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 operational requirements for the CEO consistent with the tenets of the Carver Model of Board Governance. 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.

Attachment

Appendix 1: Review of Executive Limitations Policies January 5, 2021.

Jennifer Stirling

Director, Library

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the CEO?
A1. Communication and Counsel to the Board	The CEO shall ensure that the Board remains informed, supported in its work, and compliant with legal or fiscal obligations.	<ul style="list-style-type: none"> • Monthly Board meetings provide information and counsel to the Board • Monthly CEO report includes Government Updates, Organizational Changes, System Highlights and Staff Development • Year-end update provided on annual objectives (November 2020) • Board Utilization Report (February 2020) • Review of Governance policies (April 2020) • 2020-2023 Business Plan • COVID budget reports and updated KPI reports (Monthly) • Information on key milestones provided to the Board between meetings e.g. legislative changes impacting library operations (December 2020, January 2021). 	Yes
A2. Protection of Services	The CEO shall protect the services delivered by the Mississauga Library System to its residents.	<ul style="list-style-type: none"> • Monthly CEO report includes Government Updates, Organizational Changes, System Highlights and Staff Development • Library Recovery Planning (November 2020, December 2020) • Library Meetings Policy Changes (November 2020) • Collections Trends Reporting (November 2020) • Open Window Hub Annual Review (December 2020) 	Yes

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the CEO?
A3. Treatment of Customers	With respect to interactions with customers, or those applying to be customers, the CEO shall ensure that conditions, procedures, or decisions are safe, dignified, unobtrusive, or provide appropriate confidentiality and privacy.	<ul style="list-style-type: none"> • Procedures for the retrieval and storage of personal information thoughtfully and responsibly developed and regularly reviewed for both intent and application • Library Recovery Communication Plan • Library Curbside, Computer Booking, Study booking protocols to promote safe use of services during pandemic • Customer Code of Conduct posted at libraries and on line • Open, accessible customer comment process including website with easily accessible feedback options • Protocol for communicating service disruption to customers updated through website and virtual call centre during pandemic closure 	Yes
A4. Staff Treatment	With respect to the treatment of paid and volunteer staff, the CEO shall ensure that conditions are fair, dignified, safe and in compliance of any applicable labour and/or human rights legislation.	<ul style="list-style-type: none"> • Policies, practices and training in place and routinely reviewed with Human Resources • Grievance procedure outlined in Collective Agreement and followed with support from Human Resources (One grievance received in 2020 – working with labour relations to resolve) • Relationship building workshop completed (March 2020) with Union Team • Monthly and mid-monthly meetings held with Union Executive • Monthly meeting with Health and Safety and Library Leadership Team • Weekly discussions with the Union through the pandemic • Annual Learning Plan in development consistent with recommendations in Future Directions • Bi-monthly town hall meetings during pandemic • Regular staff messages through Pandemic to keep them abreast of changes and processes • Creation of Change Management Team to ensure effective communication and support for staff during Pandemic • Regular communications through Change Management and Two Way Communications Teams 	Yes

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the CEO?
A5. Staff Conduct	The CEO shall ensure that conditions of employment spell out the expectations for employee behaviour and enforce these expectations in a fair and due process manner.	<ul style="list-style-type: none"> • Policies, practices and training in place and routinely reviewed with Human Resources • Regular performance appraisals completed to describe and evaluate expectations • Updated performance developed for unionized staff to allow individual performance goal setting • Performance goal setting for non-union and management staff established in 2019. • Quarterly performance review process in place for all non-union staff 	Yes
A6. Financial Planning/Budgeting	Budgets for any fiscal year or the remaining part of any fiscal year shall conform materially to Board Ends priorities, the requirements of the Public Libraries Act, and not risk fiscal jeopardy. Budgets are accordingly set in relation to approved Library Board multi-year plans.	<ul style="list-style-type: none"> • Compliance with all City of Mississauga (City) requirements to develop cost estimates and properly reflect the priorities and the expectations of the Board through operating and capital budgets • Monthly monitoring of budget and on-line accounting providing systematic and timely reporting for all managers of expenditures and revenues • Capital project monitoring for some Library projects e.g. construction, information technology, completed by project leads in Facilities and Property Management and Information Technology • Budget, Business Plan and Financial Statement report to the Board (November 2020) • Creation of mid-year Financial Statements to meet board requests (November 2020) • Monthly COVID budget forecast reports (October, November, December 2020) 	Yes
A7. Financial Condition	With respect to the actual, ongoing financial condition and activities of the organization, the CEO shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies and under the <i>Public Libraries Act</i> .	<ul style="list-style-type: none"> • Full compliance with City financial practices • Financial operations are fully integrated within the City's ensuring proper fiscal performance including preventing over expenditures or over commitment. The associated processes required by City practice similarly ensure timelines, comprehensiveness and legal compliance. • Quarterly reviews of budget performance are routinely conducted over the year by Library staff • Regular standardized reporting is in place to provide assurance and/or identify corrections • Regular forecasting initiated within the COVID closures to ensure accurate projections undertaken with new and changing fiscal conditions. • Updated transfer process developed and approved by the Board to modernize banking transactions (October 2020) 	Yes

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the CEO?
A8. Emergency Executive Succession	In order to protect the Board from sudden loss of chief executive services, the CEO shall have two other executives familiar with Board and chief executive issues and processes.	<ul style="list-style-type: none"> • Four members of Library Leadership Team are kept familiar with the duties and obligations of the CEO's position and of the organization through bi-weekly team meetings and individual bi-weekly update meetings • Monthly Extended Library Leadership Team meetings ensure full and timely awareness of all key issues • Regular practice of implementing acting managers for absent Director and all managers 	Yes
A9. Protection of Privacy	In order to protect the privacy of users, the CEO as Head of Privacy shall comply with legislation requiring the establishment and adherence to a retention schedule for personal information that is collected for the purpose of registering customers, and to ensure the public's awareness of the schedule.	<ul style="list-style-type: none"> • Procedures in place with assistance from Legal Services and Legislative Services covering the collection and retention of personal information in the Library • Procedures are regularly reviewed with staff and monitored by managers in accordance with corporate practices • Electronic data on customers are likewise treated responsibly under City policies and practices • No privacy breaches reported to the Information and Privacy Commissioner of Ontario to date • No Freedom of Information requests to date 	Yes

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the CEO?
A10. Asset Protection	The CEO shall ensure that assets are protected, adequately maintained and kept safe.	<ul style="list-style-type: none"> • All assets of the Library are routinely evaluated and insured • All products developed by employees for the Library are considered for Library's use by the Library, including modification • Loss, theft and damage are routinely assessed and corrective action taken as warranted complying with the City's guidelines and requirements • Periodically inventories and write offs are completed to update records • Safety of customers and staff is a key operational value addressed through regular staff training, inspections and process review, all consistent with City practices and requirements • Security engagement plan implementation in progress 	Yes
A11. Compensation and Benefits	With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the CEO shall ensure fiscal integrity and protect public image.	<ul style="list-style-type: none"> • Working in an integrated manner with Human Resources all Library non-union compensation and benefits matters are routinely handled as they are for other City employees • Non-union Library employees' compensation and benefits are linked to City for the comparable group • Benefits changes continue to be made annually and/or as required by new legislation e.g. options for Health Spending Account or Personal Spending Account • Annual performance appraisal process for all employees allows for a merit rating and corresponding pay increase for employees • Job Evaluation completed (December 2020) 	Yes

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the CEO?
A12. Legal Compliance	<p>With respect to the operational aspects of the Library, the CEO shall:</p> <p>Comply with the requirements of the <i>Public Libraries Act</i> and with the requirements of the Corporation, unless they contravene the <i>Public Libraries Act</i>, the collective agreement, or other direct Board decisions.</p> <p>Raise to the Board and other parties as warranted any identified or potential issues of conflict among legal requirements.</p>	<ul style="list-style-type: none"> • The Library operates in full awareness of the legal requirements of the <i>Public Libraries Act</i> (Act) • Library policies, using the Carver model, are strictly adhered to and reviewed annually • The requirements of employment legislation e.g. Bill 147, Bill 47, Occupational Health and Safety Act, are strictly adhered to with support from Human Resources • The requirements of the Library's collective agreement with its unionized employees are stringently followed 	Yes

City of Mississauga
Library Board Report



Date: November 12, 2020

To: The Mississauga Public Library Board

From: Jennifer Stirling, Director, Library

Agenda 6.1

Meeting date:
January 20, 2021

Subject

2020 Annual Key Objectives – Year End Update

Recommendation

That the update on the key annual objectives provided in Appendix 1 of the report dated November 12, 2020 entitled “*Annual Key Objectives Year End Update*” from the Director, Library, be received.

Background

In alignment with the Roles and Responsibilities Policy (B10) the CEO is responsible each year for proposing annual objectives with input from the Commissioner, Community Services, and providing regular updates on their progress. The Mississauga Public Library Board (Board) approved the 2020 objectives on February 26, 2020. The fourteen identified key 2020 objectives were the first consolidated set of objectives that were derived from the established Board Ends and are consistent with Future Directions and Community Services Department initiatives.

Comments

An update on the progress made towards the 2020 annual key objectives for the Library is provided in the attached in “*Appendix 1: 2020 Annual Key Objectives Year End Update*”. The information in the appendix includes a mid-year update on key deliverables linked to the Board Ends, Key Objectives (as approved in 2014 by the Board), and Future Directions Master Plan Strategic Priorities.

Since the June update, there have been significant achievements in implementation of long standing IT projects to support virtual branch enhancement, including the implementation of electronic fines payment from the catalog (eFines), and online program registration availability for library programs. With the re-establishment of the physical presence of the Open Window Hub a re-framed training program was reinstated in October 2020. The focus on mental health supports and housing subsidies have had tangible impacts on customers. Substantial progress has been made on the Central Library design process working with the architect. There has been a conscious decision to defer projects the Infrastructure Study until 2021, and some delays on completion dates but other deferred projects like the Fines review project are being restarted. There will be a review of carryover projects in 2021 as the Board works to confirm its strategic goals for 2021.

Financial Impact

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

Conclusion

Significant progress has been made on the approved annual key objectives for 2020 in the second half of the year, despite all of the operational change as a result of the COVID-19 pandemic. Updates on progress on the 14 proposed annual key objectives for the Library are included for review. After a review of progress this report recommends that the update on the key annual objectives provided in Appendix 1 of the report dated November 12, 2020 entitled *“Annual Key Objectives Year End Update”* from the Director, Library, be received.

Attachment

Appendix 1: 2020 Annual Key Objectives Year End Update

Jennifer Stirling
Director, Library

2020 Annual Key Objectives – Year End Update

Board End: We know and engage with our community <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 Future Directions Master Plan Strategic Priority <ul style="list-style-type: none"> • Tell the Library's Story • Enhance the Customer Experience • Revolutionize Service Delivery 			
Annual Key Objective	Board Role	November 2020 Update	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	Stakeholder information gathering approach approved to understand changing customer needs. Workshop delayed until 2021 to allow for in person delivery.	April 2021
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	KPI indicators delivered as scheduled and updated regularly to help measure library use during pandemic. Will continue to adjust and report on a regular basis.	December 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	Fines project was delayed by pandemic, but team re-established and has re-initiated project.	March 2021
Board End: We work to recognize the Library as a key learning institution <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 Future Directions Master Plan Strategic Priority <ul style="list-style-type: none"> • Tell the Library's Story • Invest in our People • Invest in Technology to Bridge the Digital Divide 			
Annual Key Objective	Board Role	November 2020 Update	Expected Completion Date
4. Explore additional online learning offerings including formal certification programs	Receive updates on new online learning offerings	Online learning opportunities actively promoted during COVID closure and utilized by staff for career development...	December 2020

2020 Annual Key Objectives – Year End Update

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	Implemented – April 2020	April 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	Maker plan drafted. Project implementation will be spread across multiple years and is dependent upon stable funding going forward.	April 2020
<p>Board End: We provide inspiring, welcoming and creative spaces</p> <p><u>Key Objectives:</u> Develop and provide facilities that offer an all-inclusive, safe and friendly environment that inspire learning and creativity Ensure that all prospective redevelopment of library spaces takes into account future community needs</p> <p>Future Directions Master Plan Strategic Priority</p> <ul style="list-style-type: none"> Enhance the Customer Experience Develop 21st Century Facilities 			
Annual Key Objective	Board Role	November 2020 Update	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	Detailed design completed. Architect is updating drawings based upon library feedback and should provide more detailed drawings by the end of the year. Closure and communication plans are being adjusted to account for project closure change to March, 20201.	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	Infrastructure Study has been delayed as a result of the COVID emergency. Project delayed until 2021.	June 2021
9. Complete the joint use study for T.L. Kennedy high school (Cooksville Library)	Provide input and receive updates on progress of the study	Preliminary options for site design and traffic study completed. Report is being finalized for presentation to council in Spring of 2021.	June 2021
10. Complete the design of Malton Makerspace	Receive updates on progress of the design	Malton Makerspace design complete.	November 2021
11. Deliver approved Open Window Hub programming consistent with the Odette Foundation agreement	Receive updates on progress of programming	Programming re-established with launch of physical presence in September. Programming delivered on housing supports and mental health.	December 2020

2020 Annual Key Objectives – Year End Update

Board End: We deliver service with multi-talented people changing lives Key Objectives: Devise and implement programs and services that will allow library staff to become agents of social mobility Future Directions Master Plan Strategic Priority <ul style="list-style-type: none"> Enhance the Customer Experience Revolutionize Service Delivery Invest in our People 			
Annual Key Objective	Board Role	November 2020 Update	Expected Completion Date
12. Create and implement a learning plan to ensure skills of all Library employees keep pace with literacy, technology, customer health, safety and wellness as well as leadership demands	Receive updates on progress of learning plan	Learning plan developed and ready to deploy to staff. Strong focus on employee development during closure through the provision of remote training from key learning institutions	February 2021
13. Implement refreshed performance appraisal process for unionized staff	Receive updates on progress of PDP and appraisal review process	Enhanced appraisal process completed. Will be rolled out to staff by the end of the year.	December 2020
Board End: We provide access to many resources in many ways Key Objectives: Develop and implement a strategy that will enable open access to technology and technology devices for residents, particularly older adults and job-seekers Future Directions Master Plan Strategic Priority <ul style="list-style-type: none"> Enhance the Customer Experience Revolutionize Service Delivery Invest in Technology to Bridge the Digital Divide Develop 21st Century Facilities 			
Annual Key Objective	Board Role	November 2020 Update	Expected Completion Date
14. Implement technology initiatives to enhance service delivery including: <ul style="list-style-type: none"> Library catalogue upgrade Mobile app replacement Local history digitization Electronic fines payment Online program registration Renewing library cards Assistive workstation expansion 	Receive updates on progress of implementation	<ul style="list-style-type: none"> RFP in progress RFP in progress Solution established for digitization Complete Program registration on track for completion in September Library card renewals project delayed as a result of COVID emergency. Deferred to 2021 to refocus on pandemic IT supports 	September 2021 September 2021 October 2020 October 2020 September 2020 March 2021 Deferred to 2021

**MISSISSAUGA PUBLIC LIBRARY BOARD
2021 Work Plan**

Month	Executive Limitations	Governance	Board CEO Linkage	Ends	Consent Items	Other Business
2021						
January	CEO Report (Monthly); Review Exec. Limitations Policies (CEO)		Annual Key Objectives Review (<i>deferred from November 2020</i>)	Central Library Revitalization Update		
February	Business Plan and Budget; Utilization Review(for previous year);	Insurance Protection	Establish Annual Key Objectives (CEO)		Review Count Week;	
April	Q1Utilization Report; Budget and Business Plan Discussion (initial submission) Approve CEO's performance from previous year; Approve CEO's PDP	Governance Policies Review		Mission & Vision Facilitated Discussion;	Adopt 2021 Budget (budget doesn't get approved until Feb this year)	
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 (deferred)	Customer Use Policy Review; Review Executive Limitations Policies (CEO)	Review Annual Key Objectives (CEO)		Business Plan and Budget (what was approved by LT); Approve Audited Financial Statement (depends on timing);	
October	Budget Estimates Report; Q2-Q3 Utilization Report; CEO Report; KPI Update (Multi Talented People Changing Lives- <i>deferred</i>)	Annual Board Self-Evaluation; Board CEO Linkage Policies Review		Trends Report Collection HQ	2 nd Qtr Financial Review	
November	KPI Update; Evaluate CEO's efforts & compliance		Review Annual Key Objectives (CEO)	Open Window Hub Year in Review Presentation		

Agenda 7.2

Upcoming Events/Meetings with proposed locations & Chair		
Date	Event/Location	Meeting Chair
2021		
January 20, 2021	Board Meeting Via Webex	Wahab
February 3-6, 2021	OLA Superconference OLA 2021 Superconference Registration Registration Deadline: January 20, 2021	
February 17, 2021	Board Meeting Via Webex	Val
April 21, 2021	Board Meeting Via Webex	Laura
May 19, 2021	Board Meeting Via Webex	Carol
June 16, 2021	Board Meeting Via Webex	Priscilla
October 20, 2021	Board Meeting Via Webex	Sam
November 17, 2021	Board Meeting Via Webex	Margot

Action Items – from December 16, 2020 Library Board Meeting

Agenda Item and Related Follow Up Actions	Status	Updates	Originator	PMR	Resolution
1) relative to the renewal of Mission/Vision a. re-schedule facilitated discussion to 2021	Date to be confirmed		V. Ohori		
6) Strategic budget presentation (budget vs. outcomes)	Scheduled for February Board meeting		C. Williams		