



Mississauga Public Library Board Meeting

Wednesday, February 17, 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 Ohori
Carol Williams

Secretary/Treasurer/CEO

Rona O'Banion
Director, Library

Leadership Team

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

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 January 20, 2021	
3.0	CEO Report	5:40-5:55
3.1	CEO Report	
4.0	Policy Review	
5.0	Executive Limitations/Internal Monitoring Reports	5:55-6:25
5.1	Business Plan and Budget	
5.2	2020 Utilization Review	
5.3	2020 Count Week Review	
6.0	Ends	
6.1	2021 Annual Key Objectives	6:25-6:40
7.0	Governance	6:40-6:55
7.1	Review of Workplan	
7.2	Upcoming Events & Meetings	
7.3	Insurance Protection	
8.0	Ownership Linkage	
9.0	Board Advocacy	
10.0	Board Development	

11.0	Other Business	
11.1	Action Log	6:55-7:00
11.2	Looking back at 2020 (<i>deferred from January 20,2021 meeting</i>)	7:00-7:25
12.0	In Camera Agenda	
13.0	Board Self-Evaluation – S. MacKinnon 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

Land Acknowledgement

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

The Library





DATE: February 17, 2021

TO: The Mississauga Public Library Board

FROM: Rona O'Banion, Director, Library

SUBJECT: **Consent Agenda**

RECOMMENDATION: That the Consent Agenda comprising of Agenda 2.0 to 2.1 are hereby approved as written and the CEO of the Library is hereby authorized and directed to take such action that may be necessary to give effect to the recommendations as therein contained:

2.0 **Consent Agenda**

2.1 Minutes of the Regular Meeting on January 20, 2021

Rona O'Banion
Director, Library



Agenda 2.1

MISSISSAUGA PUBLIC LIBRARY BOARD

Regular Meeting

Minutes of the meeting held on Wednesday, January 20, 2021 at 5:30 p.m.,
Virtual via Webex

Present: Margot Almond
Councillor John Kovac
Samantha MacKinnon
Councillor Matt Mahoney
Priscilla Mak
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
Fawzia Raja, Library Business Consultant
Sue Coles, Manager, Facilities & Operations
Milka Zlomislic, Project Leader, Senior Capital Projects
Michael Ferriera, Project Leader, Senior Capital Project
Anna Cascioli, Senior Manager, Capital Design & Construction

Minutes Recorded: Anne Marie Solleza

1.0 Call to Order

W. Mirjan called the meeting to order at 5:31pm.

1.1 Excused Absences

All members were present.

1.2 Approval of Agenda

At the suggestion of the CEO, item 6.2 Central Library Revitalization Update was moved up in the agenda, immediately after item 1.3 Declaration of Conflicts of Interest.

01: 21 Resolved that the agenda be approved as amended.

Moved by M. Almond
Seconded by S. MacKinnon
Carried

1.3 Declaration of Conflict of Interest

There were no conflicts of interest declared.

6.2 Central Library Revitalization Update

L. Reed, supported by M. Zlomislic, provided a detailed presentation on the progress of the Central Library Revitalization project. Some highlights from the presentation:

- Per the timelines, Central Library would close mid- March 2021 and re-open to the public in the summer of 2023.
- The Central Library staff reassignment process is currently underway.
- Library Administration, Material Handling & Processing, Collection Development, Program Development & Training will move to Kings Masting Public School for the duration of the renovation.
- Nathan Whitford from Urban Visuals Collective, has created *Light Fall*, a commissioned art piece to be installed in the renovated Central Library
- As part of former Mayor Hazel McCallion's 100th birthday celebration on February 14, 2021, the Central Library will be renamed *the Hazel McCallion Central Library*

02:21 Resolved that the presentation entitled *Central Library Revitalization Update* be received for information.

Moved by V. Ohori

Seconded by C. Williams

Carried

1.4 Delegations

There were no delegations scheduled for this meeting.

2.0 Consent Agenda

03:21 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 M. Almond

Carried

3.0 CEO Report

The CEO provided updates on the following:

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

The Province moved to a state of emergency on January 13, 2021 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 at the branches during the state of emergency.

2) 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 takes place on February 6. Board members are encouraged to Attend.

3) Library Adds Kanopy Movie Streaming

In December, the Library added the [Kanopy movie streaming service](#) to its suite of electronic resources. Customers are 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 have unlimited use of downloaded items for up to three days each month on their computer, tablet or Smart TV.

4) Staffing Change

The Library welcomed Alex MacCutchan back to the Mississauga management team. Alex has taken on the role of Branch Manager at the Cooksville and Courtneypark locations effective December 14, 2020. 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.

04:21 Resolved that the *CEO Report dated January 13, 2021 by the Director, Library* be received for information.

Moved by Councillor J. Kovac
Seconded by S. MacKinnon
Carried

4.0 Policy Review

There were no items to be reviewed.

5.0 Executive Limitations/Internal Monitoring Report

5.1 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. Compliance with the policies is reviewed bi-annually and was last reviewed on September 16, 2020.

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

05:21 Resolved that the report dated January 5, 2021 entitled "*Review of Executive Limitations Policies A1-A12*" from the Director, Library be approved.

Moved by K. Almond
Seconded by L. Naismith
Carried

6.0 Ends

6.1 Annual Key Objectives Review

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.

Since the June update, there have been significant achievements in the implementation of long standing IT projects to support virtual branch enhancement, including the electronic fines payment from the catalog (eFines), and online registration 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. There has been a conscious decision to defer projects such as 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 as the Board works to confirm its strategic goals for 2021.

06:21 Resolved that the report dated November 12, 2020 entitled “*Review of Executive Limitations Policies A1-A12*” from the Director, Library be approved.

Moved by S. MacKinnon

Seconded by L. Naismith

Carried

7.0 Governance

7.1 Review of Workplan

No changes were made to the workplan.

7.2 Upcoming Events & Meetings

The meeting Chair drew the Board’s attention to the OLA SuperConference from February 3-6, 2021 and its registration deadline of January 20, 2021.

8.0 Ownership Linkage

There were no items for discussion.

9.0 Board Advocacy

There were no items for discussion.

10.0 Board Development

There were no items for discussion.

11.0 Other Business

11.1 Action Log Review

The action log was revised to include the following:

- a) Confirmed the Mission & Vision facilitated discussion for the April meeting.
- b) Requested an update on costs for the Central Library renovation

*Mississauga Public Library Board Meeting
Wednesday, January 20, 2021*

- c) Requested a timeline on the system Infrastructure review

06.21 Resolved that updates to the Action Log be approved.

**Moved by P. Mak
Seconded by L. Naism
Carried**

11.2 Looking Back at 2020

This discussion deferred to February 17, 2021.

12.0 In Camera Agenda

There were no in-camera items for discussion.

13.0 Board Self-Evaluation

Councillor J. Kovac led the self-evaluation. He noted the very balanced participation from members and thanked them for the enthusiastic discussion. The members always adhered to the rules of order and remained courteous to one another. Emphasis was given to the future with the presentation on the Central Library renovation. He thanked the Acting Director for her exceptional leadership throughout the past year as we went through the toughest of times.

14.0 Adjournment

07:21 Resolved that the meeting adjourn at 7:39pm

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

NEXT MEETING

The next Library Board meeting will be on February 17, 2021 virtually via Webex.

Secretary/Treasurer

Chair



Briefing Note

To:	The Mississauga Public Library Board
From:	Rona O'Banion, Director, Library
Date:	February 3, 2021
Subject:	CEO Report – February 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

Provincial Broadband Funding For Libraries

On February 4, the Ontario government announced a \$4.8 million investment to upgrade broadband at public libraries in unserved and underserved communities to decrease the impact of the digital divide. The Ontario Library Service will administer the program, where they will evaluate and prioritize investment in library systems and branches to assess need, with priority given to library systems where there is inadequate broadband connectivity within five kilometres of a secondary school. As Mississauga has a robust broadband network through its Wireless Mississauga network, it is unlikely that Mississauga will receive any of this funding, but this is an important milestone for the Ontario Library Community that requires acknowledgement. The Ontario Library Association and the Federation of Ontario Public Libraries (FOPL) had actively lobbied the government for this support.

Healthy Communities Initiatives

On February 9 the Government of Canada announced a \$31M investment named the Healthy Communities Initiative. This fund will support communities as they create and adapt public spaces to respond to the new realities of COVID-19, with an emphasis on projects that support communities who were already experiencing vulnerability and marginalization. Funding will be available to support organizations who are showing creativity and resourcefulness in creating solutions that enable people to connect and access public spaces safely while still respecting

public health measures. Applications for funding will be accepted until March 9, 2021. The City is currently reviewing the community initiative documentation to evaluate its projects and modifications for submission.

Ontario Library Service Update

The amalgamation of the Southern Ontario Library Services (SOLS) and Ontario Library Services North (OLS-N) will take place on April 1, 2021 creating a newly integrated organization called the Ontario Library Service. There will be a process to create a new board assembly to govern this service that will be similar to the SOLS Trustee Council. The Library will receive information on how to participate and to volunteer a board representative in March 2021. The new assembly expects to meet for the first time in June 2021.

LIBRARY GOVERNANCE HIGHLIGHTS

One eRead Canada

In the month of January participants from all across Canada joined together in reading *Vi* by Kim Thúy in both official languages. While the statistics are still being gathered, over 4,000 people participated in the two national author discussions online and even more participated in local and online discussions. Preliminary results show that in the first few weeks of the campaign the title was downloaded in eBook and eAudiobook format over 20,000 times. The CULC taskforce will work with other libraries to continue to evolve this program over time to engage participants in a national discussion of ideas and to work to promote the work of Canadian and emerging offers to support and measure the impact of the exposure for authors through the library's reach and influence.

OLA Conference

The first virtual Ontario Library Association Conference was held on February 2 – 6. The conference was attended by 48 staff members and 3 members of the Library Board. The Conference focussed on *Clever Minds & Human Hearts* and provided important insight into Library Services and the emerging roles of libraries during the pandemic and beyond.

STAFFING CHANGES

On February 1, 2021 Rona O'Banion joined the library as its new Director. Rona has 18 years of experience as a public library CEO, most recently in King Township. In addition to her career experience, she has two Bachelors degrees from York University and a Master of Library Science from the University of Toronto. Rona is an experienced senior leader who has led the transformation and modernization of a number of smaller library systems, library construction projects and strategic planning.

SYSTEM HIGHLIGHTS

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

Virtual Branch Service Acceleration:

Author Talk Series Released

The Library has released a new series of [virtual author talks](#) on Friday nights to provide an interactive discussion between its participants and a wide variety of authors. Participants can learn about the writing process from the authors themselves, and interact with others to talk about the books they love in community. The sessions require registration but are open to everyone. The sessions are recommended for participants aged 13 and up.

Black History Month

The library is celebrating [Black History month](#) virtually this year. The library has a series of author talks featuring interactive discussions with Natasha Henry (February 12) and Jael Richardson (February 26) and a series of weekly [children's videos on our YouTube channel](#) to highlight resources available and support learning. The library has also curated a list of [physical](#) and [digital resources](#) available to educate on black history and highlight black experience.

January Overdrive Use

With the continuation of the pandemic and lockdown, our electronic use continues to grow. In January 2021 Overdrive usage established new highs – the highest monthly checkouts, with 108,920 items, the highest growth of unique users, adding 19, 536 new users in the month and the highest circulation of Adult and Junior book collections. The collections team continues to monitor usage trends and will continue to adjust our spending plan to meet customer demands.

eResource Tutorials Added

The Library has released new [eResource tutorials](#) to provide online support and orientation to the wide variety of tools available to support literacy and lifelong learning. New videos include an introduction to the genealogical research available in Ancestry.com and instructions on how to use the new streaming video service Kanopy.

In Branch Services

Holds Pickup

In January, contactless holds pickup returned outside in alignment with the allowable service regulations. The staff braved winter weather and continued to provide this important and valued customer service despite the changing January weather.

3D Printing Services Now Available

3D printing is now available through contactless pickup services at select locations. 3D Printing services are available at [Central Library](#), [Malton Library](#) or [Sheridan Library](#). Customers who are interested in 3D printing send an email to our maker team who will provide information on how to transfer the printing request and receive a quote for the cost of the print job. Payments will be made online through the customers' library account. When the print job is complete, customers will be notified and will be able to schedule an appointment for curbside pick up at the specified location.

FOCUS ON COMMUNITY RECOVERY

In January the Open Window Hub focussed on connecting customers with employment resources. This month the service linked 9 clients with employment based service providers to assist in finding meaningful employment through the creation of connections and participation in available training programs. There was also a continued emphasis on housing support with our Region of Peel partners. In January another 6 people received permanent housing through our shared efforts. In January a total of 38 people participated in the use of the shower pass program at the community centres. Work is underway to develop a distributed model for the Open Window Hub during Central closure. The team is developing a rotating schedule to provide services through the Library's other locations throughout the City.

CENTRAL LIBRARY

In recognition of Hazel McCallion's significant contributions to the city of Mississauga, the Central Library is being renamed the Hazel McCallion Central Library in honour of Hazel's 100th birthday on February 14, 2021. On February 4, 2021 banners were erected on Living Arts Drive and Celebration Square to reflect this change. A picture of the banner will be presented to Hazel during the Council meeting on February 10, 2021 and a [video](#) will be played to recognize some of the artifacts which are an outcome of her legacy in politics in Mississauga. The Library will examine ways to celebrate this naming within the library with the re-opening of the Central Library in 2023.



The Library is continuing its efforts to decommission the Central Library building in preparation for the start of construction in April 2021. Working with our Environmental Services division, the City is working to divert waste and donate furniture and equipment to community partners. In

January the Library has worked with Habitat for Humanity and the Georgian Bay Cancer Centre to redeploy furniture in alignment with the City's Surplus Assets policy.

COMMUNICATIONS VIA EMAIL

There were no Board communications sent via email in this period.

Jennifer Stirling
Manager, Digital Library Services & Collections

City of Mississauga Library Board Report



Date: February 12, 2021

To: The Mississauga Public Library Board

From: Rona O'Banion, Director, Library

Agenda 5.1

Meeting date:
February 17, 2021

Subject

Library Board Budget Process

Recommendations

1. That the report entitled "*Library Board Budget Process*" dated February 12, 2021 from the Director, Library be received.

Background

This report and accompanying presentation are intended to provide the Library Board with an overview of the Library's 2021 business planning, budget development and approval process. The presentation will further demonstrate/clarify how the budget was developed to support ongoing library operations as well as the Board's identified strategic priorities. The 2021 budget process is slightly delayed this year and will be tabled for Council's consideration at the end of February. Following Council's approval of the 2021 budget, work will immediately begin on the 2022 budget. Staff will be seeking the Board's input and direction to ensure the 2022 budget incorporates funds to support their goals and objectives

In an effort to keep the Board well informed, a timetable based on Council's prescribed budget-process timeline has been created. For example, Staff are providing a refresher presentation on the 2021 budget at the February Board Meeting. At the April meeting, Staff will report back on the whether or not Council adopted the Library's budget as tabled and begin seeking input for the draft 2022 budget. The full table can be seen below in the comments section.

Comments

Below are the key milestones relating to the Library's 2022-2025 business planning and budgeting process.

February 2021 Board Meeting	Report and presentation on the draft 2021 Budget
April 2021 Board Meeting	Report to Adopt 2021 Budgets
April 2021 Board Meeting	Report on the proposed budget requests by the Library
November 2021 Board Meeting	Report on the finalized Draft Library 2022-2025 Business Plan
December 2021 Board Meeting	Tentative Council Approval

Financial Impact

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

Conclusion

This report outlines the 2022-2025 business planning milestones that will be received by the Board. In addition, a presentation accompanied this report and summarized the final draft 2021 budget and its associated process including how the Board's priorities are incorporated.

Rona O'Banion
Director, Library

Prepared by:
Mike Menary, Manager Planning Development and Analysis

City of Mississauga
Library Board Report



Date: February 10, 2021

To: The Mississauga Public Library Board

From: Rona O'Banion, Director, Library

Agenda 5.2

Meeting date:
February 17, 2021

Subject

2020 Full Year Utilization Trends and Analysis

Recommendations

1. That the report entitled "*2020 Full Year Utilization Trends and Analysis*" dated February 12, 2021 from the Director, Library be received.

REPORT HIGHLIGHTS:

- The COVID-19 Global Pandemic shut the Library down from March to June, and limited the availability of physical services
- Physical circulation decreased by 59% in 2019, offset by an increase of 37% in electronic circulation; affirming the Library's continued investment in virtual services
- Foot traffic decreased by 70% from 2019, due to pandemic related closures and restricted services
- The number of Registered Card Holders continues to grow with a 1.8% increase in 2020
- Website visits have increased by 20% year over year with the increased focus on virtual service use
- Social media impressions have increased year over year with an increased focus on online communications

Background

This report provides analysis of all data related metrics currently available and compares them to the previous year. Previously, utilization reports presented to the Mississauga Public Library Board (Board) only focused on circulation, foot traffic and cardholder trends. These metrics, although very important, only reflect on a limited number of services offered by the Mississauga Library (Library). The metrics below were endorsed by the Board at the September 2019 meeting and present a more modern and comprehensive approach to measuring utilization and trends, providing a year over year analysis of library services being utilized on various platforms. It should be noted that the COVID-19 Pandemic and subsequent Provincial Regulations have significantly affected the physical services offered by the Library as will be displayed below.

Comments

The table below shows utilization metrics for 2020 compared to the previous year.

Utilization Metric	2019	2020	2019 - 2020 % Change
Collection Size (Yearly Avg.)	1,088,052	1,085,319	-0.25%
Physical Circulation	4,888,776	1,996,417	-59.16%
Electronic Circulation	1,256,236	1,720,978	36.99%
Catalogue Users	1,033,912	476,292	-53.93%
Foot Traffic*	4,344,463	1,301,472	-70.04%
Programs*	6,982	1,193	-82.91%
Program Attendees*	132,844	19,513	-85.31%
Registered Card Holders	551,894	561,838	1.80%
Database (Retrievals, Searches & Sessions)	454,946	437,800	-3.77%
Website Visits	1,301,015	1,551,697	19.7%
Social Media			
- Posts	1,832	1,504	-17.90%
- Impressions	1,929,788	2,036,198	5.51%
- Engagements	18,802	36,023	91.59%
- Reach	560,322	935,737	67.00%
TOTAL USAGE	17,569,864	12,161,981	-30.78%

*Early in the year some library gate counts have reported errors and misleading data. In order to ensure accurate counts, average data was applied for consistency

*Physical programs ran in 2020 were only held in Jan and Feb. From May – Dec 2020 Online Webex based programs were conducted and are included in the total. Due to COVID, there was significantly less programming than planned.

Collections

The 2014 Future Directions Master Plan recommended that the Library increase collection spending per capita to \$4.25 per resident. In 2018, the Library achieved that benchmark, giving the Collections and Materials Handling team more spending power to increase the Library's

collection size and resulting in the maintenance of the size of the collection in 2020. The collection is now stratified between owned physical items, online items available with time and use restrictions and items procured on a per-unit basis through streaming in order to respond to changing customer demands and content availability. The percentage of investment in physical collections versus electronic collections is approximately 44% and 56%, respectively. However, the collections team has the latitude to change that percentage to meet the needs of customers. As lockdown or limited services continue into 2021 the collections team will continue to shift a portion of the physical to electronic collections to ensure resource availability to customers. The trend in physical collection demand versus electronic collection demand will continue to be monitored and investments will be made to respond to those trends.

Circulation and Catalogue

Collection use is defined by two measures, turnover rate and circulation. Turnover is the number of materials circulated divided by the number of physical materials held; which indicates how often each item in the collection has been used in a given time period. Mississauga's turnover is an average of 4.5 circulations, which exceeds the 2.99 average for large libraries.

Overall, total circulation decreased by about 20%, significantly altering the patterns of use as a result of COVID-19. Physical circulation has decreased by 60% year over year; however, this is offset by an increase of 37% in electronic circulation driven predominantly by increased usage of OverDrive (19.8%) and RB Digital (96.5%). There is also a decrease in circulation of physical "non-book items" including juvenile DVDs, adult DVDs and audiobook CDs as changes in market availability and general use of items is shifting preference to digital formats.

The Library expects electronic circulation will continue to rise due to COVID-19 and as customers enjoy the portability and integration with other products and services they consume. Furthermore, the continued improvement of the virtual library and the recent launch of the virtual library card will further encourage use of electronic materials going forward.

In 2020, there were approximately 470,000 catalogue users, which is a 50% reduction year over year. This decrease makes sense due to the pandemic, and to a lesser extent as the catalogue is focused on physical items while collection and borrowing trends move towards greater interest in electronic resources. These eResources are searched for and managed in a separate application and visits to these resources are not reflected in the catalogue user data. Through approved future projects, the Library will move towards a more unified catalogue in which customers will be able to interact and manage their physical and digital accounts in one platform. More information will come to the Board around this platform unification as progress is made on the project. The Library will monitor the impact of these changes on catalogue and resource use.

Foot Traffic

As expected, Foot Traffic was reduced significantly in 2020 due to the pandemic. The Library experienced an almost 70% decrease from 2019. This can be attributed to wariness of customers to visit the Library, the 3 months of closure, the limited service availability in branch, and people making fewer trips to the Library but borrowing more per trip. In a benchmarking review with other Ontario libraries, a 70% decrease in foot traffic is aligned with the experience of other libraries operating in the pandemic... The Library will commit to a careful reporting on the foot traffic as health and safety regulations change permitting additional services to understand the longer term impacts of the pandemic on physical library use.

Library Cardholders

In 2020, the total number of registered cardholders has increased by 5.7%, while the number of active cardholders has also fallen by 1.6%. The Library is actively monitoring this trend and has developed tactics to promote its expanded service offerings to help retain active cardholders through its Marketing and Communications Plan. It should also be noted that in December 2019 the Library launched a virtual library card option for customers to access virtual library services from home. Soon after this launch, the Library saw 160 new customers register for virtual library cards after an active discussion on Reddit peaked interest in the new service. Trends from this service option will be monitored as data becomes available.

Quarter / Year	Average Active User	Average Total User	% Active / Total
Qtr 1 – 2019	211,100	526,514	40.1%
Qtr 2 – 2019	209,707	532,757	39.4%
Qtr 3 – 2019	208,596	538,449	38.7%
Qtr 4 – 2019	208,903	547,091	38.2%
Qtr 1 – 2020	208,310	554,139	37.6%
Qtr 2 – 2020	203,983	558,312	36.5%
Qtr 3 – 2020	194,140	559,498	34.7%
Qtr 4 – 2020	184,322	561,148	32.8%

The Library is also working to examine the definition of “active use” as currently only customers who interact with the Library’s physical database are counted as having activity. Other uses like printing, program attendance, facility use, PC use and database may not be counted. A project has been inserted in the 2022 IT project proposals to streamline authentication methods. This coupled with the move towards online room reservation, program registration and other tools should increase our ability to accurately count use for all new modes of service delivery.

Virtual Services

Virtual services at the Library are the compilation of three categories; electronic circulation, database searches and website visits. All three categories experienced significant growth in 2020. Most notably electronic circulation increased by an outstanding 37%, with the Library reaching over 1.25 million electronic circulations in 2020. OverDrive experienced a 19.8% increase in circulation in 2020 with one million one hundred two thousand, five hundred sixty one circulations in 2020. This number eclipses the number of circulations of Central Library's physical collection which is the highest circulating library in Mississauga. In 2020, with further investments in electronic collections and through our promotional campaigns will result in a decreasing gap between physical and electronic circulation. Digital magazines are also seeing continued growth with RB Digital increasing circulation by 96.5% and Flipster (launched in September 2018) increasing by 836.2%.

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

Website visits increased by 20% in 2020, as customers shifted their usage to eResources due to the pandemic. Social media impressions across Facebook, Twitter and Instagram showed an overall increase of 17.2% in 2020 with Instagram experiencing the largest increase with a 62.6% change from the previous year. The additional interest and traffic online are largely driven by the hard work of the Library's Social Engagement and their social media service offerings including Instagram like personalized readers advisory recommendations during the closure. The team also developed a YouTube channel and developed videos to support virtual use, including videos providing customers with instructions on how to access new services, allowed interaction with the team to provide children's, makerspace and teen programming and how to use electronic resources. In 2021, the Marketing and Communications Plan will continue to utilize social media to promote the Library, and extend library services to our customers in new and innovative ways. The Library expects to see the trend of increased online visits and interactions carry forward with these investments.

Financial Impact

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

Conclusion

The Utilization report is one of eight KPI reports provided to the Board annually. The Library usage has shifted in 2020, due to the changes in service availability and the increased use of electronic means to provide services that would normally be provided in the branch. The report shows a continued use of physical resources in spite of the COVID-19 pandemic, and a strong

increasing trend with the use of electronic resources / databases year over year. Website visits and social media impressions are also showing significant growth as more investment is put into high demand services through the Library's virtual library initiative. The Utilization Report and data provides the Board and the Library with information to make business decisions to enhance the experience for customers.

Rona O'Banion
Director, Library

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

City of Mississauga
Library Board Report



Date: February 10, 2021

To: The Mississauga Public Library Board

From: Rona O'Banion Director, Library

Agenda 5.3

Meeting date:
February 17, 2021

Subject

Count Week 2020

Recommendation

That the report dated February 10, 2021 entitled "*Count Week 2020*" from the Director, Library be received for information.

Highlights

- Every Fall all public libraries in Ontario are required to conduct a one week sampling of activities for standardized reporting to the Ministry of Tourism, Culture and Sport (the Ministry) for release of the Public Library Operating Grant (PLOG)
- In spite of the COVID-19 global pandemic causing lockdown orders across the province, the Mississauga Library System (Library) chose the week of November 16 to November 22, 2020 to conduct Count Week 2020, during this week data is collected both manually and electronically
- As expected, Count Week 2020 showed a significant decrease in physical library usage including visits, circulation, standard reference questions, Public PC usage and number of wireless sessions

Background

Every fall all public libraries in Ontario are required to conduct a one-week sampling of activities for standardized reporting to the Ministry. The Library chose the week of November 16 to November 22, 2020 for Count Week 2020. The results of Count Week are annualized (multiplied by 50 weeks) and sent to the Ministry for the public library statistics database. Count Week is a largely manual process although some automated methods of retrieving the required data are becoming available as the Library continues to upgrade technology to collect data. This year the unprecedented global pandemic

significantly affected the results of Count Week when compared to the previous year, however as outlined in the Utilization Report customers have increased their use of electronic resources.

Comments

The required counts for Count Week are:

- Hours open
- Foot Traffic
- Circulation
- In-house use of materials
- Public workstation usage
- Reference and Readers' Advisory questions (in person)
- Electronic reference transactions
- Accessible requests
- Number and avg. time spent on information communication technology requests

Below are the results of Count Week 2020 as well as a comparison to the Count Week statistics from 2019:

	2019	2020
Hours Open	1,087	673
Foot Traffic	88,199	11,837
Circulation	112,569	99,180
Total In-house Material Use	18,080	6,272
# of Public Workstations Usage	7,144	940
# of Standard Reference Transaction	2,467	984
# of Reader's Advisory Transaction	565	336
# of Electronic Reference Transaction	161	98
# of Accessible Requests	201	47
Information Computer Technology Requests		
- Number of Requests	2617	390
- Avg. Time in Minutes per Request	2.7	3.6
Social Media & Website Visits	40,821	30,334
# of Database Searches	31,403	34,886

There are several results to note:

- The library's opening hours were reduced by approximately 25% with limited services.
- Foot Traffic dropped off dramatically as the library offered limited services and time limits on visits in alignment with the regulations governing library access and the increased use of library virtual services.

- Physical circulation decreased by 20% during this week. A more thorough display of 2020 circulation will be shown in the 2020 Utilization Report in this Board Package
- Public workstation usage decreased dramatically due to the limited availability of computers that allowed within the Provincial Government's regulation orders. During this period computer services were only available at 3 locations, significantly decreasing service availability.
- Standard reference and reader advisory questions decreased by more than 50% while electronic reference questions have been reduced by approximately 40% with the limited service availability
- Social media and website visits decreased during Count Week, but are up annually when compared to 2019.

Count Week Data is a measure that is reported to the Ministry by all libraries using the same methodology to provide information on use. It is important to note that Count Week data is a snapshot in time and can be impacted by external factors. Count Week data provides one measure of use which is required to be supplemented with additional information to provide a more full and accurate picture of library use.

Count Week data will be validated for some activities where annual statistics are available such as in-person visits, circulation and public workstation use to ensure accuracy. Many other activities are counted and reported regularly over the year including programs, program attendance and school visits that are not included in the data reported to the Ministry. Quarterly utilization reports and regular Key Performance Indicator (KPI) reports are provided to the Board to provide a more in depth view of the Library's usage trends

Conclusion

Each Fall the Library participates in Count Week to comply with the requirements of the Ministry to provide data for inclusion into the Ontario public library database. This year data was collected both manually and electronically from November 16 until November 22, 2020. Overall, the results of Count Week show a significant decrease in the majority of indicators from 2019 as a result of operational constraints and temporary changes to customer use patterns resulting from the COVID-19 Pandemic.

Rona O'Banion
Director, Library

Prepared by Mike Menary, Manager Planning Development and Analysis

2020 Count Week Physical Results by Location

Location	Hours Open	# People Entering	Circulation	In-house Materials Use	# Using Public Workstations	# Standard Reference Transactions	# Reader's Advisory Transactions	Electronic Reference Transactions	# of Accessible Requests	Number of Requests	Avg. Time in Minutes per Request
CNT	37.5	2020	48,924	1211	214	157	46	41	24	80	1
BUR	32.5	741	4,839	493	87	59	59	4		5	8
CHU	37.5	235	2,867	406	20	32	2				3.8
CLK	37.5	358	1,912	95	23	17	8	4	10	12	11
CKV	34	235	1,429	151	42	22	4	6		26	1.5
CRT	37.5	541	3,573	463	41	44	8	1		35	2.9
EMR	37.5	980	5,773	508	56	45	26	5	4	48	2.2
MCK	37.5	431	3,202	224	6	74	21			1	1
LAK	37.5	448	800	231	51		1		1	4	3.8
LPK	45	724	3,587	255	18	51	43	29		21	2
MAL	37.5	372	1,167	150	85	6	1			12	2
MDV	37.5	1,081	6,034	514	60	107	41		5	22	3
MSV	37.5	443	2,508	51	44	12	7	2		12	3
PCR	33.5	660	2,776	350	40	58	8	4	2	18	2.6
SHM	37.5	253	1,298	130	29	22	5			13	4
SCM	37.5	1,098	3,317	478	59	77	13			38	3.8
STV	37.5	713	2,589	308	37	18	17	2		24	5.8
WDL	37.5	504	2,585	254	28	183	26		1	19	3.7
Total	670	11837	99180	6272	940	984	336	98	47	390	3.617

City of Mississauga Library Board Report



Date: February 5, 2021

To: The Mississauga Public Library Board

From: Rona O'Banion, Director, Library

Agenda 6.1

Meeting date:
February 17, 2021

Subject

Annual Key Objectives

Recommendation

That the proposed annual key objectives provided in Appendix 1 of the report dated February 5, 2021 entitled "*Annual Key Objectives*" from the Director, Library, be approved.

Background

The Director is responsible each year for proposing annual objectives with input from the Commissioner, Community Services as established in the Board's Roles and Responsibilities Policy (B10). The Mississauga Library Board (Board) is responsible for setting annual objectives and evaluating performance against those objectives. In 2020, the Library streamlined its objectives process developing one set of common objectives to align to its Ends, the Library's Future Directions Master Plan and operational priorities that was then approved by the Board.

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

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

The Future Directions Master Plan Strategic Priorities (approved by the Board on December 12, 2018) are as follows:

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

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

Comments

The 2021 proposed annual key objectives for the Library are attached in Appendix 1: 2021 Proposed Annual Key Objectives for the Mississauga Library. The information in the appendix includes the Board Ends, Key Objectives (as approved in 2014 by the Board), Future Directions Master Plan Strategic Priorities, Proposed Annual Key Objectives, a definition of Board Role for each objective and a proposed timeline for the completion of each of the objectives. As a result of project and operational impacts of the COVID pandemic, some 2020 initiatives were carried over to 2021 to ensure completion.

The objectives listed are significant deliverables for 2021 only. The chart does not include regular operational procedures including such items as business planning and budget development, City-wide initiatives or in camera items to be reviewed by the Board. The 2021 objectives are a living document and a progress update will be provided in June and December of 2021.

Financial Impact

There is no financial impact as a result of this report. Requests for annual objectives that require funding in 2021 have been previously been approved through the Business Planning and Budget process.

Conclusion

The proposed annual key objectives for 2021 represent an intentional alignment between the Board Ends and the Future Directions Master Plan Strategic Priorities in order to ensure all the work that is done in the Library is driving towards the Ends with common annual key objectives. In developing the 2021 annual key objectives careful consideration has been given to how the Strategic Priorities serve as the means to the Board Ends. There are 19 proposed annual key objectives for the Library to deliver on in 2021. With the Board's approval of the proposed

annual key objectives staff initiate work on the objectives and provide updates in June and December on progress.

Jennifer Stirling
Manager, Digital Library Services & Collections

Appendices

Appendix 1: 2021 Proposed Annual Key Objectives for the Mississauga Library

2021 Annual Key Objectives

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	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	May 2021
2. Hold Board Governance refresher workshop to help orient new Director and Board members	Active participation in workshop	April 2021
3. Renew the Board's Commitment to Diversity and Inclusion	Review and provide input on diversity and inclusion recommendations put forward by the City and related library sector organizations	December 2021
4. 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	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	Expected Completion Date
5. Implement first phase of laptop lending through the external lending of 100 Chromebooks across the system	Receive updates on program and promote to key stakeholders through social media	September 2021
6. Expand Assistive Workstations throughout the system	Receive updates on the program	December 2021

2021 Annual Key Objectives

7. Implement business plan for Makerspaces that includes objectives, resource needs, training and delivery methods to support STEAM learning	Receive updates on progress of business plan	December 2021
Board End: We provide inspiring, welcoming and creative spaces Key Objectives: 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 Future Directions Master Plan Strategic Priority <ul style="list-style-type: none"> Enhance the Customer Experience Develop 21st Century Facilities 		
Annual Key Objective	Board Role	Expected Completion Date
8. Implement Central Library closure, open LAC pop up library to provide service downtown and localized program. Complete move to Kings Masting. Operationalize Central construction.	Provide input, direction and approval, as appropriate, in the plan and receive updates on progress	December 2021
9. Initiate an infrastructure study to ensure facilities are properly planned for, maintained and address the needs and expectations of Library customers	Provide input, direction and approval, as appropriate, in the study and receive updates on progress	September 2021
10. Complete the joint use study for T.L. Kennedy high school and develop recommendations (Cookeville Library)	Provide input and receive updates on progress of the study	June 2021
11. Construct the Malton Makerspace	Receive updates on progress of the construction	November 2021
12. Develop and implement distributed service model for Open Window Hub during Central closure – work with community partners to continue services and programming in alignment with the Odette agreement.	Receive updates on the service changes and operations of the Open Window Hub.	December 2021
13. Build back better – implement service recovery plan in alignment with public health recommendations.	Receive regular updates on the Service Recovery Plan	December 2021
14. Conduct RFI and RFP for Central Library Food Services	Receive regular updates on the RFI	December 2021
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		

2021 Annual Key Objectives

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	Expected Completion Date
15. 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	December 2021
16. Operationalize refreshed performance appraisal process for unionized staff	Receive updates on progress of PDP and appraisal review process	December 2021
17. Design & Implement Library Settlement Partnership Program (LSP) to provide enhanced newcomer services in Mississauga.	Received regular updates on the Newcomer services program.	December 2021
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	Expected Completion Date
18. Implement technology initiatives to enhance service delivery including: <ul style="list-style-type: none"> Library catalogue upgrade & Mobile app replacement Renewing library cards Update Print Management System Pilot Laptop Lending Kiosks Room & Material Booking System 	Receive updates on progress of implementation	June 2021 March 2021 October 2021 April 2021 2022
19. Advance technology procurement and acquisition for the Central library project including sortation, makerspace, audio-visual, workstations and gaming	Receive regular updates on progress of procurement	December 2021

**MISSISSAUGA PUBLIC LIBRARY BOARD
2021 Work Plan**

Month	Executive Limitations	Governance	Board CEO Linkage	Ends	Consent Items	Other Business
2021						
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		Governance Review Facilitated Session	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		Mission & Vision Facilitated Discussion	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		
2022						
January	CEO Report (Monthly); Review Exec. Limitations Policies (CEO)		Annual Key Objectives Review	Central Library Revitalization Update		

Agenda 7.2

Upcoming Events/Meetings with proposed locations & Chair		
Date	Event/Location	Meeting Chair
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 January 20, 2021 Library Board Meeting

Agenda Item and Related Follow Up Actions	Status	Updates	Originator	PMR	Resolution
1) Update on cost Central Library Renovation	To be included in Business Plan & Budget Report		V. Ohori	L. Reed	
2) System Infrastructure Review	Timing to be reviewed with the Board		M. Almond	M. Menary	