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**ENGAGE**  
WITH OUR COMMUNITY

**RECOGNIZED**  
AS A KEY LEARNING INSTITUTION

**INSPIRING,**  
WELCOMING AND  
CREATIVE SPACE

**MULTI-TALENTED**  
PEOPLE CHANGING LIVES

**ACCESS**  
TO MANY RESOURCES IN MANY WAYS

**The Library** [mississauga.ca/library](http://mississauga.ca/library) 

## MISSISSAUGA PUBLIC LIBRARY BOARD MEETING

**Wednesday, January 16, 2019  
5:30 to 7:30 p.m. Central Library  
301 Burnhamthorpe Road West, Mississauga ON**

### **Members**

Margot Almond  
Raj Chopra  
Nokha Dakroub  
Harry Hastilow  
Councillor John Kovac  
Councillor Matt Mahoney  
Priscilla Mak  
Antonio Maraschiello  
Laura Naismith  
Val Ohori  
Thomas Thomas

**Secretary/Treasurer/CEO**

**Lori Kelly –Director, Library**

**Leadership Team**

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



**Library Board Meeting Agenda**  
**Wednesday, January 16, 2019**  
**Central Library Boardroom**

<b>Item No.</b>	<b>Item Description</b>	<b>Time Allotted</b>
1.0	<b>Call to order: Welcomes &amp; Excused Absences</b> <i>(Motion required to excuse absences)</i>	3
1.1	<b>Approval of Agenda</b> <i>(Motion required to approve agenda)</i>	2
1.2	<b>Declaration of Conflict of Interest</b>	1
1.3	<b>Delegations</b> Social Engagement Workplan	30
2.0	<b>Consent Agenda –</b> <i>(Motion required to approve consent agenda)</i> <i>(All items listed under the Consent Agenda are considered to be routine and are recommended for approval by the Chair. They may be enacted in one motion or any item may be discussed if a member so requests.)</i>	5
2.1	Minutes of the Regular Meeting on December 12, 2018	
3.0	<b>CEO Report</b>	10
4.0	<b>Policy Review</b>	
5.0	<b>Executive Limitations/Internal Monitoring Reports</b>	
5.1	Review of Executive Limitations Policies <i>(motion required to approve)</i>	15
6.0	<b>Ends</b>	
6.1	Future Directions <i>(motion required to endorse)</i>	5
6.2	Count Week Report <i>(motion required to receive)</i>	10
7.0	<b>Governance</b>	
7.1	Legacy Document Final Proof – to be sent under separate cover <i>(motion required to approve)</i>	20
7.2	Review of Workplan	5
7.3	Upcoming Meetings/Events/Chair Rotation	5
8.0	<b>Ownership Linkage</b>	
9.0	<b>Board Advocacy</b>	
10.0	<b>Board Development</b>	
11.0	<b>Incidental Information</b>	
12.0	<b>Other Business</b>	
12.1	Action Log Review	5
13.0	<b>In Camera Agenda</b>	
13.1	Collective Bargaining	10

14.0	<b>Board Self-Evaluation –</b> N. Dakroub 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.	5
15.0	<b>Adjournment</b> <i>(Motion required to adjourn)</i>	2
	<b>TOTAL TIME</b>	133



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**DATE:** January 16, 2019  
**TO:** Mississauga Public Library Board  
**FROM:** Lori Kelly, Director, Library  
**SUBJECT:** **Consent Agenda**

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**RECOMMENDATION:** That the Consent Agenda comprising of Agenda 2.0 to 2.2 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 13, 2018

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Lori Kelly  
Director, Library



**MISSISSAUGA PUBLIC LIBRARY BOARD  
Regular Meeting**

**Minutes of the meeting held on Wednesday, December 12, 2018 at 5:30 p.m.,  
Lakeview Library, 1110 Atwater Avenue - Mississauga, On**

Present: Margot Almond  
Raj Chopra  
Harry Hastilow  
John Kovac  
Priscilla Mak  
Antornio Maraschiello  
Laura Naismith  
Val Ohoi  
Thomas Thomas

Absent: Nokha Dakroub  
Councillor Matt Mahoney

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

Minutes Recorded: Anne Marie Solleza

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**1.0 Call to Order/Excused Absences**

Acting Chair Priscilla Mak called the meeting to order at 5:35pm.

**71:18 Resolved that Nokha Dakroub and Councillor M. Mahoney be excused from the meeting.**

**Moved by T. Thomas  
Seconded by R. Chopra  
Carried**

**1.1 Approval of Agenda**

**72:18 Resolved that the agenda be approved as presented.**

**Moved by H. Hastilow  
Seconded A. Maraschiello  
Carried**

Mississauga Public Library Board Meeting  
Wednesday, December 12, 2018

### **1.2 Declaration of Conflict of Interest**

There were no conflicts of interest declared.

### **1.3 Delegations**

There were no delegations scheduled for this meeting.

### **2.0 Consent Agenda**

**73:18 Resolved that the Consent agenda be approved as presented 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.**

**Moved by T. Thomas**

**Seconded by Councillor J. Kovac**

**Carried**

### **3.0 CEO Report**

(see Item 2.2 in Consent Agenda)

### **4.0 Policy Review**

There were no policies scheduled for review.

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

#### **5.1 Business Plan and Budget Report**

The CEO took a few questions from the Board. She encouraged everyone to try the Budget Allocator on the City website. M. Almond thanked the CEO for the new format of the budget presentation.

**74:18 Resolved that the report Library 2019-2022 Business Plan and 2019 Budget Update dated October 24, 2018 be received for information.**

**Moved by L. Naismith**

**Seconded by M. Almond**

**Carried**

### **6.0 Ends**

#### **6.1 HPOW (Homeless Prevention Outreach Worker) Project Update**

L. Reed provided an update on the HPOW project. She introduced Kevin Berry, the Library's HPOW, who talked about his experience, the challenges he faces on a daily basis, the

connections he has forged with other City departments like Transit, Animal Services, Parks, Recreation, Tax and Security as well as external partners. He spoke of how the scope of the project has increased and evolved along the way to meet the needs of the Library

Mississauga Public Library Board Meeting  
Wednesday, December 12, 2018

and the community. He thanked the Board and the leadership team for their continued support.

**75:18 Resolved that the report Innovative Solutions to Homelessness Pilot Project Update dated December 5, 2018 be received for information.**

**Moved by T. Thomas**  
**Seconded by A. Maraschiello**  
**Carried**

## **7.0 Governance**

### **7.1 Legacy Document**

Several changes and additions were suggested. The Chair offered to work on narrowing down the Board accomplishments to their top 10 and will send to the members for confirmation. A second draft will be presented to the Board at the January 2019 meeting.

### **7.2 Review of Workplan**

Due to the timing of budget approval by Council, adoption of budget was moved to the February meeting.

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

The CEO drew the Board's attention to the Future Directions Open House on Thursday, December 13 at Meadowvale Community Centre. She also informed them that registration to the OLA SuperConference is now open.

## **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 Incidental Information**

There were no items for discussion.

## **12.0 Other Business**

### **12.1 Action Log Review**

The action log was reviewed and the following updates were added:

Mississauga Public Library Board Meeting  
Wednesday, December 12, 2018

### **For Legacy Document**

Val to do Items 9-11

9) Edit accomplishments for the top 10 and group them according to Ends and add a category for Policy Governance

10) Write additional piece to reflect what we learned from the strike

11) Add paragraph under "Thank You" to acknowledge past and present LLT and Union executive

Lori to make changes to slides as discussed at the meeting.

### **13.0 In-Camera Agenda**

There were no in-camera items for discussion.

### **14.0 Board Self-Evaluation**

A. Maraschiello led the self-evaluation. He appreciated the refreshing discussion and open camaraderie between the attendees. He thanked staff for doing a great job with all aspects of preparation as well as the impressive presentations. He felt everyone worked as part of a single cohesive team. He thanked P. Mak for skillfully chairing the meeting.

### **15.0 Adjournment**

**76:18 Resolved that the meeting adjourn at 7:40pm**

**Moved by A. Maraschiello**

**Seconded by L. Naismith**

**Carried**

### **NEXT MEETING**

The next Library Board meeting will be on January 16, 2019 at Central Library.

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Secretary/Treasurer

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Chair



# Mississauga Library System



## Briefing Note

<b>To:</b>	<b>Mississauga Library Board</b>
<b>From:</b>	Lori Kelly, Director, Library
<b>Date:</b>	January 7, 2019
<b>Subject:</b>	<b>CEO Report – January 2019 – Agenda 3.0</b>

### BACKGROUND

The following report demonstrates compliance with Item 2 of policy A-1. Inform the Board of relevant trends, significant changes in provincial or municipal policies, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.

### GOVERNMENT UPDATES

#### **Bill 47 (Making Ontario Open for Business Act)**

Bill 47 received Royal Assent on November 21, 2018 repealing a number of changes recently introduced to the Employment Standards Act, 2000 (the “ESA”) by the previous Liberal government. The ESA provides minimum standards that govern the employer-employee relationship. Where a policy or Collective Agreement provides a greater right or benefit, the policy and/or collective agreement continues to apply. Human Resources is in the process of reviewing and updating any applicable policies and compliance protocols. The Bill repeals changes that were introduced with Bill 148 (the Fair Workplaces Better Jobs Act) including the minimum wage increase and the two paid Personal Emergency Leave days which are now being replaced with new types of unpaid leaves effective January 1, 2019. Human Resources have prepared a Frequently Asked Questions document for managers to understand the changes to the ESA.

## **2018-19 Public Library Operating, Pay Equity, and First Nation Salary Supplement (PLOG/PE/FNSS) Grant**

On December 11, 2018 the Library received notification from the Ontario Ministry of Tourism, Culture and Sport confirming the annual operating grant. The grant amount remains unchanged from previous years at \$715,203.

## **ORGANIZATIONAL CHANGES**

### **Supervisor, Customer Experience**

Cate Chasse joined the Customer Experience team as the Supervisor on January 2, 2019 for a temporary assignment. Cate has worked with the Library since 2005. During her time at the Library Cate has worked with staff at several locations in various roles; most recently for the last seven years as the Senior Librarian at Meadowvale Library. Cate played an important role in the building and opening of the new Meadowvale Library. She has strong leadership and technology skills and an excellent grounding in customer service.

### **CUPE Local 1989 Elections**

On December 12, 2018 CUPE Local 1989 held elections for their executive, committee and member positions. The following are the union executive positions and the successful candidates:

President - Kunwal Farooqui  
Vice President - Laura Fenech  
Secretary-Treasurer - Erin Baker  
Recording Secretary - Lucy Lemieux  
Chief Steward - Sylvia Prout

The incumbents will serve in these positions for a three year term.

## **SYSTEM HIGHLIGHTS**

### **Launch of ebook Campaign**

Under the auspices of Canadian Urban Libraries Council, with generous support from Toronto Public Library, the campaign and website to help Canadian libraries advocate for access to digital content is ready to launch on January 14, 2019. The Library's participation in this campaign was approved by the Board on June 20, 2018. The website, available in French and English, explains Canadian public library digital audiobook access issues, and highlights the high prices libraries are being charged for digital content. This campaign builds on the Fair

Pricing campaign that ran in 2016, but expands the scope and message, and puts a clear focus on the “Big 5” publishers; Hachette Book Group, HarperCollins, MacMillian Publishers, Penguin Random House, Simon and Schuster. The campaign will take several forms including:

- Social media postings;
- Outreach to local media outlets about the campaign and what access for libraries means for the community;
- Staff education so staff can educate customers at point of need.

A report to Council is scheduled for January 16, 2019 for endorsement of the campaign.

### **Record Number of Electronic Resources Checked Out and Social Media Impressions**

On December 20, 2018 the Library hit a record 1 million electronic checkouts for the year. This marks the first time the Library has hit the 1 million check out threshold in a year. Achieving this milestone is a reflection of the excellent selection of eBooks, audio, downloadable music and magazines being made by the Collections team and the intentional promotion of the Library’s eResources by the Social Engagement team. Just a few days later on December 24, 2018 it was announced the Library’s social media impressions had reached over 1.5 million people. Under the leadership of the Social Engagement team, with contributions from all staff in creating content and promoting the Library accounts on [Facebook](#), [Instagram](#) and [Twitter](#), the Library has achieved this significant milestone. Both these milestones represent the modern aspects of the Library and are in direct alignment with the Priorities described in Future Directions.

### **Inside the Library Redesign**

On December 24, 2018 the Library’s intranet site, Inside the Library, was relaunched with an updated design, refreshed content, improved navigation and new functionality including searchable lists and current “headline articles”. This employee-only site is an effective tool that assists in internal communications, while also being a hub for resources and important documents including training materials. Updating the site, from both a design and a content perspective, was a high priority identified in the summer by the Library Leadership Team. Under the leadership of the Social Engagement team, with input and content writing from a large number of staff, as well as support from Information Technology and Creative Services, the site is much improved and enhanced.

### **Employee Engagement Survey Results**

On December 17, 2018 the complete results from the October 2018 Employee Engagement Survey were received by the Director. The Library had an excellent participation rate of 87.1% of employees, both full time and part time, completing the survey. This represents an increase from the 2015 participation rate of 81.9%. Debriefing and action planning sessions are scheduled for January 9, 2019 for the Library Leadership Team and January 21, 2019 for the Extended Library Leadership Team. Debriefing and action planning for individual teams will follow with Action Plans being completed by June 2019 and implemented by December 2019.

## **STAFF DEVELOPMENT**

### **Staff Conference 2019**

The annual Library Staff Conference is scheduled for March 19-22, 2019. The Conference is in the final planning stages with registration set to open on January 11, 2019. Highlights of the Conference include an address by Richard Pinnock, Senior Manager, Diversity & Inclusion for Walmart Canada, as well as an opportunity for staff to pitch new ideas to a leadership panel in a kinder, gentler version of the popular TV show Dragon's Den.

## **FINAL THOUGHTS**

As we begin 2019 the Library is actively planning for the year taking direction from Future Directions, the employee engagement survey results and budget approved initiatives. There is much to look forward to in 2019.

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Lori Kelly  
Director, Library

City of Mississauga  
**Library Board Report**



Date: January 7, 2019  
To: Mississauga Public Library Board  
From: Lori Kelly, Director Library

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**Agenda 5.1**

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Meeting date:  
January 16, 2019

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## Subject

Review of Executive Limitations Policies A1-A12

## Recommendation

That the report dated January 7, 2019 entitled "*Review of Executive Limitations Policies A1-A12*" from the Director, Library be approved.

## Background

There are currently 12 policies governing the executive limitations of the Chief Executive Officer (CEO). The policies cover those areas of operation assigned by the Library Board (Board) to the CEO. The policies are designed to articulate the Board's checks and balances for the CEO consistent with the tenets of the Carver Model of Board Governance, and to monitor that the CEO is adhering to them. Current Executive Limitations policies can be found by following this [link](#). Compliance to the policies is reviewed bi-annually and was last reviewed by the previous CEO in January 2018. Note, the Board approved deferring the second policy review in 2018 to January 2019 as a result of the new CEO being in place for only three months at the time of the scheduled review.

## Comments

The need for effective executive limitations is the backbone of the Carver Model of Board Governance. The satisfactory performance of the Library and its Director 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.

## 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 checks and balances for the CEO consistent with the tenets of the Carver Model of Board Governance, and to monitor that the CEO is adhering to them. If warranted, the Executive Limitations policies can be amended to further limit or increase the responsibilities of the CEO. As there have been no issues in recent times, the present policies are considered effective.

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Lori Kelly

Director, Library

## Appendices

Appendix 1: Review of Executive Limitations Policies January 2019

**Review of Executive Limitations Policies  
January 2019**

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"> <li>• Monthly Board meetings ensure the CEO provides information and counsel to the Board</li> <li>• Monthly CEO report includes Government Updates, Organizational Changes, System Highlights and Staff Development</li> <li>• Board Ends Quarterly Review</li> <li>• Annual Governance Policy Review (June 2018)</li> <li>• Implementation of Key Performance Indicators (KPI) and Dashboard with schedule of KPI review (September 2018)</li> <li>• Count Week Report (January 2019)</li> </ul>	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"> <li>• Fees and Fines Modifications (June 2018, October 2018)</li> <li>• Customer feedback and library trends shared through Future Directions Background Studies (January 2018, December 2018)</li> <li>• Monthly CEO report includes Government Updates, Organizational Changes, System Highlights and Staff Development</li> </ul>	Yes
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"> <li>• Procedures for the retrieval and storage of personal information thoughtfully and responsibly developed and regularly reviewed for both intent and application e.g. (Freedom of Information statement reviewed with Legal Services July 2018)</li> <li>• Customer Code of Conduct posted at libraries and on line</li> <li>• Open, accessible customer comment process including new protocols developed for responding to on line communication (December 2018)</li> <li>• Updated Protective Measures Plan (June 2018)</li> <li>• Protocol for communicating service disruption to customers under review</li> </ul>	Yes

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the CEO?
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"> <li>• Policies, practices and training in place and routinely reviewed with Human Resources (e.g. Employee Recruitment Policy updated to reflect SuccessFactors implementation June 2018, Attendance Support and Management Program Training for managers completed June 2018, Health and Safety Awareness for Ontario Supervisor completed December 2018)</li> <li>• Implementation of Better Impact (volunteer management system) completed December 2018</li> <li>• Employee Engagement Survey completed October 2018</li> <li>• Grievance procedure outlined in Collective Agreement and followed with support from Human Resources (Four grievances in 2018; one settled, two referred to mediation scheduled April 2019 and one to mediation scheduled August 2019)</li> <li>• Monthly and mid-monthly meetings held with Union Executive</li> <li>• Focus on relationship building with Union Executive</li> <li>• Three employee orientation sessions hosted with Union Executive (April, July and October 2018)</li> <li>• Annual Learning Plan in development consistent with recommendations in Future Directions</li> </ul>	Yes
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"> <li>• Enhancements to employee onboarding including mandatory review of policies implemented with SuccessFactors in July 2018</li> <li>• Policies, practices and training in place and routinely reviewed with Human Resources (e.g. Standard of Behaviour Policy updated to reflect cannabis legislation September 2018)</li> <li>• Regular performance appraisals completed to describe and evaluate expectations</li> </ul>	Yes



Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the CEO?
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"> <li>• 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</li> <li>• Monthly monitoring of budget and on-line accounting providing systematic and timely reporting for all managers of expenditures and revenues</li> <li>• Capital project monitoring for some Library projects e.g. construction, information technology, completed by project leads in Facilities and Property Management and Information Technology</li> <li>• Budget, Business Plan and Financial Statement report to the Board (April, May, June, October and December 2018)</li> </ul>	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"> <li>• Full compliance with City financial practices</li> <li>• 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.</li> <li>• Quarterly reviews of budget performance are routinely conducted over the year by Library staff</li> <li>• Regular standardized reporting is in place to provide assurance and/or identify corrections</li> </ul>	Yes
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"> <li>• Smooth transition from former CEO to Acting Director with manager (March to April 2018)</li> <li>• 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</li> <li>• Monthly Extended Library Leadership Team meetings ensure full and timely awareness of all key issues</li> <li>• Regular practice of implementing acting managers for absent Director and all managers</li> </ul>	Yes

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the CEO?
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"> <li>• Procedures in place with assistance from Legal Services covering the collection and retention of personal information in the Library.</li> <li>• Procedures are regularly reviewed with staff and monitored by managers in accordance with corporate practices.</li> <li>• Electronic data on customers are likewise treated responsibly under City policies and practices.</li> <li>• One Freedom of Information request responded to in 2018</li> </ul>	Yes
A10. Asset Protection	The CEO shall ensure that assets are protected, adequately maintained and kept safe.	<ul style="list-style-type: none"> <li>• All assets of the Library are routinely evaluated and insured</li> <li>• All products developed by employees for the Library are considered for Library's use by the Library, including modification</li> <li>• Loss, theft and damage are routinely assessed and corrective action taken as warranted complying with the City's guidelines and requirements</li> <li>• Periodically inventories and write offs are completed to update records</li> <li>• 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</li> <li>• Security engagement workshops led by Security Services held Summer and Fall 2018 with an extensive action plan in place</li> <li>• Quarterly security information reminders for staff implemented in April 2018</li> </ul>	Yes

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the CEO?
A11. Compensation and Benefits	<p>With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the CEO shall ensure fiscal integrity and protect public image.</p>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Non-union Library employees' compensation and benefits are linked to City for the comparable group</li> <li>• 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</li> <li>• Annual performance appraisal process for all employees allows for a merit rating and corresponding pay increase for employees</li> <li>• Job Evaluation completed and presented to the Union Executive (September 2018)</li> </ul>	Yes
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"> <li>• The Library operates in full awareness of the legal requirements of the <i>Public Libraries Act (Act)</i></li> <li>• Library policies, using the Carver model, are strictly adhered to and reviewed annually (Annual Governance Policy Review June 2018)</li> <li>• 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</li> <li>• The requirements of the Library's collective agreement with its unionized employees are stringently followed</li> </ul>	Yes

City of Mississauga  
**Library Board Report**



Date: January 16<sup>th</sup>, 2019

To: Mississauga Public Library Board

From: Lori Kelly, Director, Library

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***Agenda 6.1***

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Meeting date:  
January 16<sup>th</sup>, 2019

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**Subject**

2019 Future Directions Library Master Plan and Implementation Guide

**Recommendation**

That the recommendations and implementation plan for the 2019 Future Directions Library Master Plan be approved by the Mississauga Library Board and presented at the January 30, 2019 General Committee meeting for approval.

**Background**

Future Directions is the Master Plan document that directs the provision of facilities, services and programs for the Library. To remain relevant and effective the Master Plan is updated every five years. Last reviewed in 2014, the 2019 Master Plan will help guide the direction for Library over the next five to ten years with a 21 year outlook.

The 2019 Future Directions Master Plan update began in January 2017. Research and consultation initiatives included: benchmarking and trends analysis; demographic analysis; stakeholder and resident meetings and engagement; Mississauga Library Board (Board) engagement, Council and staff consultations; and public engagement sessions. The draft Future Directions Master Plan was presented to General Committee on December 5, 2018 presented to the Board on December 12, 2018 and referred to the public for feedback in December, 2018 and January, 2019.

**Project Methodology and Timelines**

**Timeframe**

**Project Phase**

Jan - Nov 2017

Background Research

Apr – Jun 2017

Staff, Council, Stakeholder and Public Engagement

Oct 2017 – Oct 2018

Review of Draft Report

Dec 5, 2018

Draft Interim Report to General Committee

Dec 12, 2018	Draft Interim Report to Library Board
Dec 2018 – Jan 2019	Public Feedback
Jan 2019	Final Report to Board for Approval
Feb 2019	Final Report to Council for Approval

## Comments

Following the December 5, 2018 presentation of the draft Future Directions Master Plan public consultation began. Consultation was both in person and on line and provided residents and staff the opportunity to provide feedback on the recommendations as well as assist in shaping the implementation plan. The online survey garnered 932 responses. Two (2) public information centres were held in December, 2018 for residents to provide feedback. Overall, there was widespread support for the draft recommendations emanating from the online survey and public information centres with no significant changes to the draft recommendations presented to the Board on December 12, 2018 required.

The Implementation Guide (Guide) categorizes the recommendations into short term, medium term and long term actions and suggests triggers for the implementation of each recommendation. The Guide will be used by staff to inform the annual Corporate Business Planning and Budget process. The final Future Directions Master Plan, public feedback on the Plan as well as the Guide will be presented at the January 16, 2019 Board meeting.

## Financial Impact

The cumulative impact of Library's Future Directions recommendations over the life of the plan is approximately \$84.5 million. The financial impact and detailed prioritization of the Master Plan recommendations will be validated through the Corporate Business Planning and Budget process.

## Conclusion

The Library's Future Directions Master Plan responds to themes of: intensification; population growth; changing demographics; effective service delivery; and Strategic Plan alignment. With the Board's approval of the final version of this Plan, the next step in process is to take the Plan to General Committee for approval on January 30, 2019.

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Lori Kelly

Director, Library

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

City of Mississauga  
**Library Board Report**



Date: January 16, 2019

To: The Mississauga Public Library Board

From: Lori Kelly, Director, Library

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**Agenda 6.2**

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Meeting date:  
January 16, 2019

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**Subject**

Count Week 2018

**Recommendation**

That the report dated January 16, 2019 entitled “*Count Week 2018*” 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).
- The Mississauga Library System (Library) chose the week of November 26 to December 2, 2018 for Count Week 2018.
- Data prescribed by the Ministry is collected both manually and electronically.
- Count Week 2018 data shows an increase in number of physical visits, circulation, standard reference questions and reader’s advisory questions along with the number of wireless sessions, website visits and database searches compared to Count Week 2017.
- Count Week 2018 data shows a small decrease in public workstation usage and information communication technology requests compared to Count Week 2017.
- The Library’s Future Directions Master Plan is well positioned to guide the Library’s response to these trends.

**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 26 to December 2, 2018 for Count Week 2018. 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. As an example, and for the first time in 2018, gate counting technology was used to count visits as opposed to the previous practice of manually counting. In 2019, myPC, an online personal computer reservation system, will be used to count workstation usage.

## Comments

The required counts for Count Week are:

- Hours open
- Circulation
- In-house use of materials
- Public workstation usage
- Standard Reference transactions
- Readers' Advisory questions (in person)
- Electronic reference transactions
- People Entering (Visits)
- Wireless users
- Accessible requests
- Number and average time spent on information communication technology requests
- Social Media & Website Visits
- Database Searches

Below are the results of Count Week 2018 as well as a comparison to the Count Week statistics from 2017:

	<b>2017</b>	<b>2018</b>
Hours Open	1,083	1,081
Circulation	112,010	116,644
Total In-house Materials Use	21,965	22,219
# Using Public Workstations	11,618	11,272
# Standard Reference Transactions	2,689	3,102
# Reader's Advisory Transactions	807	991
# of Electronic Reference Transactions	79	163
# People Entering	90,935	108,394
# Wireless Users	89,166	91,868
# of Accessible Requests	20	21
<b>Information Communication Technology Requests</b>		
Number of Requests	2,472	1,949
Avg. Time in Minutes per Request	3	3
Social Media & Website Visits	16,656	35,395
# of Database Searches	4,574	6,645

There are several results to note:

- The number of physical visits has increased by 19% compared to the previous year.
- Circulation decreased, primarily in the branches, but increased overall by 4%, driven mostly by the increase in use of electronic collections.
- Standard reference and reader advisory questions have increased by more than 15% while electronic reference questions have more than doubled, increasing 106% over the previous year.
- The number of wireless users has increased by 3% while public workstation usage has decreased by 3%.
- Social media and website visits have more than doubled from the previous year increasing by 112% and database searches have increased 45%.

Count Week data shows that while traditional library services are still strong, there is an increasing shift towards using the Library as a meeting space as well as a way to access technology. With the increase in reference and reader's advisory requests the Library continues to be seen as an authoritative source for customers seeking information and guidance. Social media and website visit increases indicate that customers continue to move to a more electronic based method of communication and information seeking. The decrease in workstation usage can be attributed to the increase in the number of customers who bring their own devices to the Library. The Library's Future Directions Master Plan is well positioned to guide the Library's response to these trends.

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

## **Conclusion**

Each Fall the Library participates in Count Week to comply with the requirements of the Ministry to provide data to the public library database. This year data was collected both manually and electronically from November 26 until December 2, 2018. Overall, the results of Count Week show an increase in the majority of indicators from 2017. The Library's Future Directions Master Plan is well positioned to guide the Library's response to these changing trends.

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Lori Kelly  
Director, Library

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



**MISSISSAUGA PUBLIC LIBRARY BOARD  
2019 Work Plan**

Month	Executive Limitations	Governance	Board CEO Linkage	Ends	Consent Items
<b>2019</b>					
January	CEO Report (Monthly); Review Exec. Limitations Policies (CEO); Social Engagement Workplan;			Review Count Week	
February	Utilization Review(for previous year)			Trends Report Collection HQ-T. Sharp; Review of Strategic Objectives for 2019; Review Work Plan (CEO);	Adopt Budgets
March		Review of Anti-Spam Policy;	Annual Key Objectives (CEO); CEO's PMP Review		
April	Budget Discussion; Utilization Report		Review Board-CEO Linkage Policies (CEO		
May	KPI Update(Recognized as a Key Learning Institution)	Elections		Quarterly Report on Ends (LLT);	Review Year-End Financial Report; Review 1st Qtr Financial Report
June	KPI Update(Inspiring, Welcoming & Creative Spaces); New Technology Update	Review Governance Policies (CEO);			Business Plan; Approve Audited Financial Statement
September	Review of Exec. Limitations Policies (CEO); KPI Update (Multi-Talented People Changing Lives)			Quarterly Report on Ends (LLT); Staff Appreciation (Long Service)	
October	Budget Estimates Report; KPI Update(Access to Many Resources in Many Ways)	Annual Board Self- Evaluation; Review of Fines & Fees		Quarterly Report on Ends (LLT);	Review Mid-Year Financial Report (includes 2nd & 3rd Qtr)
November	Business Plan and Budget				
December					

Agenda 7.3

Upcoming Events/Meetings with proposed locations & Chair		
Date	Event/Location	Meeting Chair
2019		
<b>January 16, 2019 (Wednesday)</b>	Regular Library Board Meeting Central Library	Laura Naismith
<b>February 2, 2019 (Saturday) 9:00am-4:00pm</b>	OLA SuperConference Sessions for Library Boards Click on <a href="#">link</a>	
<b>February 20, 2019</b>	Regular Board Meeting Central Library	
<b>March 20, 2019</b>	Regular Board Meeting Central Library	
<b>April 17, 2019</b>	Regular Board Meeting TBD	
<b>May 15, 2019</b>	Regular Board Meeting TBD	
<b>June 19, 2019</b>	Regular Board Meeting TBD	
<b>September 18, 2019</b>	Regular Board Meeting TBD	
<b>October 16, 2019</b>	Regular Board Meeting TBD	
<b>November 20, 2019</b>	Regular Board Meeting TBD	
<b>December 18, 2019</b>	Regular Board Meeting Central Library	

**Action Items – from December 12, 2018 Library Board Meeting**

Agenda Item and Related Follow Up Actions	Status	Updates	Originator	PMR	Resolution
<b>Carried Over from May 17, 2017 meeting</b>					
1)Val to connect with Mike for feedback re Q1 Financial Report	On Hold	Val to touch base with Mike on March 7th	V. Ohori	V. Ohori	
<b>From June 20, 2017 meeting</b>					
2)Invite City clerk to come and do short session on chairing a meeting.	Deferred until appointment of new Board.	Revised policy was discussed at June 20 meeting with revisions requested by the Board. Review with M. Almond requested over the summer and a revised draft brought back to the Board on September 19. City Clerk will attend to provide training on chairing a meeting once the Board approves the policy, if still required by the Board.	Councillor Mahoney	L. Kelly	
<b>From January 17, 2018 Meeting</b>					
3) Develop a Procurement Policy that is specific to Mississauga Library that builds on the existing City of Mississauga procurement policy.	Active	Lori and M. Almond met over the summer. Information gathering has been completed and a process has been identified for discussion.	M. Almond	M. Almond	
<b>From May 16, 2018 Meeting</b>					
4)Schedule Manager, Social Engagement to attend meeting to provide work plan overview	Active	Scheduled for January 2019.	T. Maraschiello	J. Stirling	

<b>From June 20, 2018 Meeting</b>					
<b>Agenda Item and Related Follow Up Actions</b>	<b>Status</b>	<b>Updates</b>	<b>Originator</b>	<b>PMR</b>	<b>Resolution</b>
5)B14 Meetings Policy	Active	Val to send out email to Board re 6 questions about policy.	V. Ohori	L. Kelly	
6)Provide LEAN small improvements update to the Board at year end	Complete	To be included with December CEO report	V. Ohori	L. Kelly	
7)Provide update on new technology activity and usage at 6 months	Active	To be included on June agenda	V. Ohori	J. Stirling	
<b>From September 19, 2018 Meeting</b>					
8)Provide update on School Board connections	Active	Discussion to be scheduled at a future meeting.	V. Ohori	L. Kelly	
<b>From December 13, 2018 Meeting</b>					
<b><u>For Legacy Document</u></b>	Active		V. Ohori	V. Ohori	
<b><u>Val</u></b> 9) Val to edit accomplishments for the top 10 and group them according to Ends and add a category for Policy Governance  10)Write additional piece to reflect what we learned from the strike  11)Add paragraph under "Thank You" to acknowledge past and present LLT and Union executive					
<b><u>Lori</u></b> 12)Make changes to slides as discussed at meeting. Rename slide 2 to Library Board.	Complete		Discussion with Board	L. Kelly	