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INSPIRING,
WELCOMING AND
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MULTI-TALENTED
PEOPLE CHANGING LIVES

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The Library mississauga.ca/library 

MISSISSAUGA PUBLIC LIBRARY BOARD MEETING

Wednesday, May 17, 2017

5:30 to 7:30 p.m. [Mississauga Valley Community Centre & Library](#)
Lower Level, Program Room 2, 1275 Mississauga Valley Blvd, L5A 3R8
Mississauga ON 905-615-4670

Members

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

Secretary/Treasurer/CEO

Rose Vespa

Leadership Team

Anne Murphy, Manager, Area One
Alex MacCutchan, Acting Manager, Area Two
Mai Lu, Acting Manager, Area Three
Sue Coles, Acting Manager, Shared Services
Mike Menary, Manager, Planning, Development & Analysis



Agenda – May 17, 2017

Item No.	Item Description	Time Allotted
1.0	<u>Call to order/Excused Absences</u>	3
1.1	<u>Approval of Agenda</u>	5
1.2	<u>Declaration of Conflict of Interest</u>	2
1.3	<u>Delegations- (5 minutes per presentation)</u> a)Citizen Apprenticeship - Catherine Soplet	5
2.0	<u>Consent Agenda –</u> <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> 2.1 Minutes of the Regular Meeting on April 19, 2017 2.2 1st Quarter Financial Report 2.3 Code of Conduct Report	5
3.0	<u>CEO Report</u>	10
4.0	<u>Policy Review</u>	
5.0	<u>Executive Limitations/Internal Monitoring Reports</u>	
5.1	FOPL E-Book Advocacy Update (verbal)	10
6.0	<u>Ends</u>	
6.1	Communications Strategy 2017-Next Steps	10
6.2	Update on Small Business Support	10
6.3	Website Update & Demo	10
7.0	<u>Governance</u>	
7.1	Workplan	10
7.2	Revised Governance Policies Review	10
7.3	Mid-term Legacy Document	10
8.0	<u>Ownership Linkage</u>	
9.0	<u>Board Advocacy</u>	
10.0	<u>Board Development</u>	
10.1	Trustee Council Report (verbal)	5
11.0	<u>Incidental Information</u>	
12.0	<u>Other Business</u>	
12.1	Action Log Review	5
13.0	<u>In Camera Agenda –</u>	
13.1	<u>Labour Relations</u> <u>Pursuant to Ontario Public Library Act Sections</u> <u>(4) (b) personal matters about an identifiable individual</u>	15
14.0	<u>Board Self-Evaluation –</u> T. Thomas to lead self-evaluation- Prepared for the meeting...time spent appropriately on Ends...full participation...courteous treatment of	5

	others...adherence to Rules of Order...emphasis on the future.	
15.0	<u>Adjournment</u>	
	<u>TOTAL TIME</u>	130



**MISSISSAUGA PUBLIC LIBRARY BOARD
Regular Meeting**

**Minutes of the meeting held on Wednesday, April 19, 2017 at 5:30 p.m., Mississauga
Central Library, 301 Burnhamthorpe Road West, Mississauga, ON L5B 3Y3**

- Present: Margot Almond
Nokha Dakroub
Harry Hastilow
Councillor John Kovac
Councillor Matt Mahoney
Priscilla Mak
Antonio Maraschiello
Laura Naismith
Val Ohoi
- Absent: Raj Chopra
Thomas Thomas
- Staff Present: Rose Vespa, Director
Alex Maccutchan, Acting Manager, Area 2
Sue Coles, Acting Manager, Shared Services
Mike Menary, Manager, Planning, Development & Analysis
- Minutes Recorded: Anne Marie Solleza
-

1.0 Call to Order/Excused Absences

The meeting was called to order at 5:35pm.

36:17 Resolved that P. Mak and R. Chopra be excused from the meeting.

**Moved by A. Maraschiello
Seconded by Councillor J. Kovac
Carried**

1.1 Approval of Agenda

37:17 Resolved that the agenda be approved as presented.

**Moved by L. Naismith
Seconded by A. Maraschiello
Carried**

Mississauga Public Library Board Meeting
Wednesday, April 19, 2017

1.2 Declaration of Conflict of Interest

There were no conflicts of interest declared.

1.3 Delegations

Enviro-nics Report Presentation

David Ferreira and Wanda Day from the City Communications Department presented the Enviro-nics final report on Library Positioning & Market Segmentation. The purpose of this project is to identify audience segments for both current and potential patrons of the Mississauga Library System.

There was a lively discussion, with the presenters answering several questions from the Board. The Chair suggested that members reflect on the actions recommended and their implications to the Board's Ends.

The Chair requested that the presentation be forwarded to all Board members. She thanked D. Ferreira and W. Day for their presentation.

2.0 Consent Agenda

38:17 Resolved that items 2.0 to 2.2 on 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 Councillor M. Mahoney

Seconded by L. Naismith

Carried

3.0 CEO Report

The CEO took the Board members through her report, highlighting recent government updates and organizational changes. She drew the Board's attention to the update on Future Directions and the opportunity for the Board to provide input to the plan. The Board opted to hold a special meeting in May for a workshop to be facilitated by the Future Directions consultants. A survey for date preferences/availabilities will be sent and finalized once confirmed with the consultants.

39:17 Resolved that the CEO Report dated April 19, 2017 be received for information.

Moved by M. Almond

Seconded by Councillor J. Kovac.

Carried

4.0 Policy Review

There were no policies scheduled for review.

5.0 Executive Limitations/Internal Monitoring Reports

5.1 Website Project Update

S. Coles expanded on the report and took questions from the Board members. She highlighted the top priorities, where the project currently is at and what it hopes to achieve. A demo of the over-all City website will be provided in May.

40:17 Resolved that the report Website Project Update dated April 19, 2017 be received for information.

**Moved by L. Naismith
Seconded by A. Maraschiello
Carried**

5.2 Central Library Renovation Project Update

The Director provided a verbal update on the Central Library Revitalization project. She informed the Board that the project is now in the design phase. In previous weeks, the project manager and A. Murphy, Area Manager for Central Library have had extensive meetings with staff to share plans, answer questions and listen to ideas and concerns. Meetings have been set up to respond to architectural drawings and get broader staff input. Meetings with Corporate Communications have also been initiated to develop a plan for roll-out in the fall. Further updates will be provided to the Board as the project progresses.

5.3 Report on Services to Indigenous People

The Director reviewed the report underlining the current relationship that the library has with the Mississaugas of New Credit and the Peel Aboriginal Network as well on-going initiatives that help support and celebrate their community. A key element of the new Culture strategy encourages public libraries to work with First Nations to better understand and support their unique needs. It was agreed that the Library would endeavour to continue to enhance programs and services for this community.

41:17 Resolved that the report on Services to Indigenous People dated April 10, 2017 be received for information.

**Moved by H. Hastilow
Seconded by L. Naismith
Carried**

5.4 Statistics

The Board approved the Director's recommendations but also requested that apart from the annual report to be submitted during the first quarter of each year, KPIs and Outcome measures be provided to them as information becomes available. Since KPIs are currently still being developed, the first report is not expected until early 2018. Additional Project Outcome data will be available before the end of the 3rd Quarter of 2017.

42:17 Resolved that the recommendations in the report on Statistics dated April 19, 2017 be approved.

**Moved by N. Dakroub
Seconded by A. Maraschiello
Carried**

5.5 Mid-point Legacy Document

H. Hastilow asked if staff could look into how many First Step cardholders had transitioned into regular cardholders. Further discussion was deferred to the May meeting.

6.0 Ends

6.1 1st Quarter Ends Review

The Director provided updates to the strategic initiatives in pursuit of the Board's Ends for the first quarter. There was a question from the Board on why small business programming was mostly being run from Central Library. The Director informed the Board that there is quite a number of small business programs and initiatives at other locations, e.g. Port Credit Library. However, with the Sciences and Business Department and MBEC (Mississauga Business Enterprise Centre) located at Central Library, it would make sense that customers come to this location for their small business needs. More information will be provided in May.

43:17 Resolved that the 1st Quarter Ends Report dated April 19, 2017 be received for information.

**Moved by N. Dakroub
Seconded by councillor J. Kovac
Carried**

7.0 Governance

7.1 Review of Governance Policies

The Chair commented that there were a few policies that she felt compliance was unclear. She will provide feedback to the Director and requested that the report be brought back to the Board at a future meeting.

44:17 Resolved that a revised report on Governance Policies Review be brought back to the Board at a future meeting.

Mississauga Public Library Board Meeting
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Moved by A. Maraschiello
Seconded by L. Naismith
Carried

8.0 Ownership Linkage

There were no items included for discussion.

9.0 Board Advocacy

There were no items scheduled for discussion.

10.0 Board Development

There were no items scheduled for discussion.

11.0 Incidental Information

There were no items for discussion.

12.0 Other Business

12.1 Action Log Review

The Chair reviewed the action log. New items were added.

13.0 In Camera Agenda

There were no in-camera items for discussion.

14.0 Board Self-Evaluation

A. Maraschiello volunteered to lead the self-evaluation on behalf of T. Thomas who was not able to attend the meeting. He noted that everyone came on time. He thanked staff for all their hard work in putting all the reports together and the Board members for their full participation and engagement. Everyone was courteous and respectful.

45:17 Resolved that the Board adjourn at 7:15pm

Moved by Councillor M. Mahoney
Seconded by L. Naismith
Carried

NEXT MEETING

The next Library Board meeting will be on May 17, 2017 at Mississauga Valley Community Centre and Library (Program Room 2).

Secretary/Treasurer

Chair

City of Mississauga
Library Board Report



Date: May 17th, 2017

To: Mississauga Public Library Board

From: Rose Vespa, Director of Library Services

Agenda 2.2

May 17, 2017

Subject

First Quarter Financial Report 2017

Recommendation

That the First Quarter Financial Report from the Director dated May 17, 2017, be received for information.

REPORT

HIGHLIGHTS:

- Based on first quarter performance, the Mississauga Library System expects to meet its 2017 budget

Background

Quarterly reports are submitted to the Board in May, September and November, providing an overview of financial activity to-date and year-end forecast estimates.

Comments

2017 first quarter financial performance is generally consistent with the same period in 2016 and prior years. The Library anticipates meeting budget at year end.

Labour is favourable to budget projection due to normal labour gapping and estimated based on existing vacancies and historical performance. Collections' spending is slightly lower than this time last year, but that was caused by an accounting issue that was corrected in the first week of April.

The Ontario Library Capacity Fund Grant for IT in the amount of \$76,000 was expended as of March 31, 2017. The Provincial operating grant of \$715,000 should be received within the third or fourth quarter of 2017 depending on processing times by the Ministry and explains the big gap to full year budget.

Other revenue is down year over year because of the cessation of lease revenue from the Region of Peel Police at Meadowvale.

The table below details the 2017 operating budget as at March 31, 2017, by major budget category.

2017 Q1 Results to Budget - City of Mississauga Library Services

All dollar figures below have been divided by 1,000 for ease of reading

Q1 Position to 2017 Budget			
EXPENSES	Actuals April 1st, 2017	Full 2017 Budget	% of Budget Spent
Labour Costs	\$4,986	\$22,123	23%
Library Materials	\$438	\$3,755	12%
Other Operating Expenses	\$605	\$2,469	24%
TOTAL EXPENSES	\$6,029	\$28,347	21%

Year over Year Comparison		
Actuals April 1st, 2017	Actuals April 1st, 2016	%
\$4,986	\$4,877	102%
\$438	\$732	60%
\$605	\$838	72%
\$6,029	\$6,447	94%

REVENUES	Actuals April 1st, 2017	Full 2017 Budget	% of Budget Achieved
Fines	\$139	\$509	27%
Grants	\$76	\$715	11%
Other Revenue	\$155	\$725	21%
Municipal Contribution	\$5,658	\$26,398	21%
TOTAL REVENUES	\$6,029	\$28,347	21%

Actuals April 1st, 2017	Actuals April 1st, 2016	%
\$139	\$132	105%
\$76	\$76	100%
\$155	\$196	79%
\$5,658	\$6,043	94%
\$6,029	\$6,447	94%

Item Details:

Library Materials: Includes purchase of collection items for public use including all print material, all e-books, databases and other e-resources.

Other Operating includes occupancy, utilities, transportation, equipment and materials and supplies, corporate allocation costs

Other Revenues includes program room rentals, photocopying charges, leases, vending commission and various miscellaneous.

Financial Impact

None

Conclusion

The Library anticipates meeting its overall budget targets for 2017.

Attachments

None

Rose Vespa
Director of Library Services

Prepared by Mike Menary, MBA
Manager | Planning Development & Analysis

City of Mississauga
Library Board Report



Date: May 10, 2017 To: The Mississauga Public Library Board From: Rose Vespa, Director of Library Services	Agenda 2.3
	May 17, 2017

Subject

Library Code of Conduct

Recommendation

The Board receive this report as information.

Background

In December 2015, the Library Board reviewed the existing Code of Conduct and approved a revised and updated version for the library. It is posted in all library locations. In February of 2017, the Board inquired as to our experience with Code of Conduct situations as a result of information provided at the OLBA Bootcamp at Super Conference.

Report Highlights

- Code of Conduct was reviewed and approved by the Library Board in 2015
- The Library Code of Conduct focusses on establishing a framework which contributes to a welcoming atmosphere for all customers
- The Code of Conduct is one of many tools relied upon to help ensure a positive and welcoming experience for all library customers
- Library staff also work very closely with City and community partners such as Security, Recreation, Our Place Peel and other agencies serving residents in need.

- In conjunction with existing practices, an intentional effort to identify and remove barriers for library customers is underway as well.

Comments

The Library has posted a Code of Conduct in all locations for many years. It serves to inform customers of expectations that help ensure a positive experience for everyone using the library's services. Should a customer engage in unacceptable behaviour, the Code of Conduct can be used as a visual reminder of what is considered appropriate and/or inappropriate. It is rare that staff require this additional support but it confirms what behaviours require attention should they not be adhered to.

The Library Code of Conduct focusses on establishing a framework which contributes to a welcoming atmosphere for all customers. It addresses everything from unattended children to noise to responsibility for personal belongings and the need to get permission for recording activities within the Library.

The most effective means of dealing with behaviours which disrespect library facilities, resources and the rights of others is a proactive and consistent approach by staff. Appropriate handling of these types of situations is regularly reviewed at staff meetings and in-house customer service training. Special workshops such as the Customer Service and De-Escalation Training by CAMH provide an in-depth team opportunity to learn how to handle customers with mental health issues and/or escalated emotions.

Library staff also work very closely with City and community partners such as Security, Recreation, Our Place Peel and other agencies serving residents in need. This helps to further awareness and better deal with more complex customer situations.

In conjunction with existing practices, an intentional effort to identify and remove barriers for library customers is underway as well. Partnerships with internal City Divisions and more social service agencies within Peel are commencing. Initiatives such as the Library's First Step card are examples of things the Library can do to remove barriers.

Financial Impact

None.

Conclusion

The Library has a solid and informed approach to dealing with challenging customer situations. The Code of Conduct is one of many tools relied upon to help ensure a positive and welcoming experience for all library customers.

Attachments

1. Code of Conduct Policy

Rose Vespa
Director of Library Services

Prepared by Anne Murphy, Area Manager



Code of Conduct

Welcome to your Library!

We request your cooperation in following the Code of Conduct. We will endeavour to uphold these rules in a manner that is fair and equitable.

- Respect the rights of others to a pleasant and positive library visit
- Supervise and attend to children under 10 years of age
- Keep noise levels to a minimum to respect others' use of the Library
- Leave animals outside the Library except for service animals
- Wear a shirt and shoes at all times in the Library
- Eat and drink in designated areas only
- Be responsible for personal belongings while in the Library
- Be responsible for any damage to personal equipment while using with library materials
- Refrain from running or using skateboards, rollerblades, scooters, or other like equipment in the library, for your own safety and the safety of others
- Present all bags, briefcases and other cases for inspection on request
- Get permission to photograph, film or record inside the Library
- Refrain from soliciting on Library property

Behaviour which disrespects the facility, its resources and the rights of others to use or work in the Library may result in a person being asked to leave the Library and/or having his or her library privileges suspended or cancelled.

Mississauga Library System

Briefing Note



To:	Mississauga Library Board
From:	Rose Vespa, Director
Date:	May 17, 2017
Subject:	CEO Report – May 2017

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

➤ Ontario

On Tuesday, May 2, 2017 it was reported through the media that the Ministry of Tourism, Culture and Sport was intending to reduce funding to the Toronto Public Library by 1.4 million dollars annually. This decision was reversed on May 3, 2017.

The Mississauga Library System receives an annual operating grant of \$715, 203 from the Ministry of Tourism, Culture and Sport.

➤ Public Library Roundtable – Standards and Performance Measurement

On May 2, 2017, the Ministry of Tourism, Culture and Sport hosting a second roundtable related to the release of the Ontario Culture Strategy. A discussion summary will be shared and feedback will be garnered via an online survey. Engagement with the library sector will happen more broadly following the completion of the roundtables. During this discussion, three questions were posed to the group:

What are the benefits of enhancing the collection, analysis and sharing of outcomes-based performance measurement for Ontario libraries? What are the challenges?

What are the best mechanisms for collecting outcomes-based performance measures?

How could the Annual Survey of Public Libraries be improved to facilitate the collection and sharing of outcomes-based performance measures?

A final roundtable on Digital Services is planned for June 9, 2017.

➤ **SOLS Trustee Meeting – Saturday, April 29, 2017 at Meadowvale Library**

The Mississauga Library System hosted over 20 public library trustees from around the province. Updates were shared by the Southern Ontario Library Services and each trustee shared information during the roundtable sessions. Raj Chopra and Margot Almond represented the Mississauga Library Board. A Library fact sheet was provided (see attached) and the following updates were shared:

1. Environics Report

* Final report completed. Market segmentation reflects what groups use the Library and it confirmed that our market penetration is good. Board would like to look at non users and social mobility as next steps.

2. Board Renewal and Midpoint Legacy Document

* In February, the Chair presented a plan for board renewal after consultations with the citizen members of the Board. An initial deliverable includes a Midpoint Legacy Document to celebrate past accomplishments and to outline future initiatives to be completed by the end of the Board term.

3. Canada 150 - One Book, One Mississauga

* The Library will launch One Book, One Mississauga on July 1 to commemorate our 150th Birthday celebrations on Canada Day. The chosen book title will be revealed on that day.

A written update was also provided by the Federation of Ontario Public Libraries (FOPL). It is attached to this report.

ORGANIZATIONAL CHANGES

Recruitment is ongoing for the Manager of Digital Library Services and Collections. We hope to have this position filled before the end of May, 2017. We are now interviewing for the Managers of Burnhamthorpe/Lakeview and CourtneyPark/Malton libraries as well.

SYSTEM HIGHLIGHTS

Rebel17 – May 1-7, 2017

From May 1 to 7 the City of Mississauga hosted Rebel17. This annual campaign empowers youth ages 13 to 30 to make a difference within their community through music, film, the arts, culture and sport. Rebel17 features free drop-ins, workshops, events and activities created by youth for youth. Rebel17 marks National Youth Week and National Youth Arts Week.

Among many other library events, Mississauga libraries offered a free Magnetic Poetry station at each location. The week culminated with the Youth Achievement Awards on Sunday, May 7. Each year, the Library receives nominations for the Jim Wilde Achievement Award to recognize one youth library volunteer and one youth library staff member who volunteers in the community. This year our recipients were:

Yuvraj Tripathy is involved in taekwondo instruction, the DECA business competition, and his school's Symphonic and Jazz Band. He also volunteers with Evergreen, at Pueblo Science, and as a school tutor. He is Cooksville Library's TAG President, where he was instrumental in establishing TAG rules and shows genuine interest in developing ideas to attract youth. He displays maturity, leadership, and enthusiasm with every new idea.

Jessica Bernt is dedicated to her volunteer activities, takes them seriously, and makes them a priority in her life. She runs a book collection drive with Operation Every Child to give new books to disadvantaged youth, and recently set up two bookshelves of books at the Christie Refugee Centre in Toronto, as well as volunteering as a student stage manager at Sears Ontario Drama Festival. Jessica takes pride in her work, is eager to learn, and loves the library.

Congratulations to both Yuvraj and Jessica!

Mai Lu, Acting Area Manager was on hand to present the awards to our library recipients. More information on Rebel 17 can be found on the City's website at [Rebel17](#)

Science Rendezvous – May 13, 2017

On Saturday, May 13 Mississauga Central Library will host Science Rendezvous. This free, all-ages event explores science, technology, engineering and math (STEM) through exciting hands-on activities, live demos and entertaining experiments by Let's Talk Science. Visitors can also talk to scientists from the University of Toronto Mississauga and learn more about innovative research projects happening throughout the city.

[Science Rendezvous](#) is Canada's largest national science festival. On May 13, events are happening at the same time at 40 sites across 30 cities.

FINAL THOUGHTS

Ontario's Cultural Strategy consultations represent opportunities for libraries to provide input for the future. As always, the Mississauga Libraries have so much to offer the community every month. I want to thank Raj Chopra and Margot Almond for representing Mississauga at the SOLS Trustee Council Meeting.

Attachments:

1. Mississauga Library System – Fact Sheet
2. FOPL Written Report

Rose Vespa

Director of Library Services

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WITH OUR COMMUNITY

RECOGNIZED
AS A KEY LEARNING INSTITUTION

INSPIRING,
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PEOPLE CHANGING LIVES

ACCESS
TO MANY RESOURCES IN MANY WAYS

The Library mississauga.ca/library  MISSISSAUGA

Population Served	766,000 (Source: City of Mississauga Vital Statistics Office)
Number of Branches	18 locations (including Central Library)
Annual Budget	\$27.8M
Total Hours of Operation/Week	1087 hours/week (based on 2016 Count Week Statistics)
Annual Circulation	6,021,923



Subject: FOPL Executive Director's Report
Date: March 21, 2017
Prepared by: Stephen Abram Executive Director
Prepared for: SOLS Regional Councils

It is that time of year when we report on our commitment to FOPL as the voice for Ontario's public libraries.

ONE VOICE FOR ONTARIO PUBLIC LIBRARIES

I have served you as the Executive Director of FOPL since June 2013 focusing our board's leadership on issues important to you. In that time it has brought me great satisfaction to work with our members and Board to represent the public libraries of Ontario and to meet your needs.

This has been a very important year in the progress of Ontario's public libraries and FOPL is there for you. **Indeed the province's Public Library Funding Review is a great opportunity for our community to communicate with our provincial funders and to use the data and stories and positions we have collected, analyzed and reported that show the value and impact of the public library sector in Ontario.**

In the past year, as a member, you've seen the strides we've made together. We have focused on the important issues identified by your board and members to move public libraries forward in our province.

FOPL has provided leadership and allied with everyone in our sector to respond to the Culture Strategy Public Library Funding Review that is taking place into 2017. Now more than ever before – FOPL membership is vital and the groundwork we've done in recent years is about to play a key role including:

- Our most important priority in 2016-17 is the **Public Library Funding Review**. This Fall FOPL has gotten support from all library Ontario associations and agencies (OLA, OPLA, OLBA, SOLS, OLS-North, FOPL, CELUPL, AMPLO, ARUPLO, and CULC) for our joint submission. This important document is attached and provides a launching pint for our discussions with the province over the coming year. Please note that Wednesday Feb. 1, 2017 at 1 pm we had a Ministerial Session on the Culture Strategy and PLFR as well as initiated our discussions based on our papers. We are speaking with **One Voice**.

- FOPL's 2016 **longitudinal analysis of the Ontario Public Library Statistics** that the Ministry of Culture collects from you was updated and released. FOPL has committed to update these analyses in 2017 for members with the release of the 2015 data and we have started to offer a popular custom reports service to all members (at cost) to help with your planning, strategy, and municipal relationship goals.
- Our **major 2015 public opinion poll about our public libraries** with a wide sample of Ontarians that we have employed to inform all levels of government about our sector's critical role and impact in Ontario.
- FOPL is at the table in consultations with the provincial government on key issues to public libraries. We made submissions to the Premier's advisory council on **Community Hubs** and continue to participate in their discussions on public policy in this area. We were consulted and made submissions to the first **Ontario Culture Strategy** and look forward to displaying the role of public libraries in our provincial cultural fabric. We have also made submissions on your behalf in the **Municipal Act** consultations.
- FOPL has participated in the Provincial 2017 **Budget Consultations** and provided written commentary as well as advice. We again made a presentation to the Minister of Finance in January 2017 and we discussed e-resource funding, CELA funding, connectivity funding, and the PLOG (primarily) as well as FN Library funding. We're very hopeful that the 2017 or 2018 budgets will see a sea change in provincial government support. That's what FOPL is here for and that's why I am the registered lobbyist for our sector.
- We received funding from the Ontario Culture Development Fund to increase and enhance the **sustainability of trustee and board training in Ontario**. The 5 LearnHQ models are now in full release and bi-weekly announcements are delivered to members and boards through 2016-2017. This was done as an OLA/OLBA partnership with OLBA and their Learning by Design efforts on LearnHQ.
- The FOPL Board has adopted a new Strategic Plan and aligned it with my annual goals and contract. This will be a key focus for 2017 and our continued execution of our plan(s).
- **OLA Super Conference:** All of our sessions from FOPL were accepted by the OLA Super Conference planning committee and were delivered at the OLA Super Conference 2017.
- **Public Library Awards:** The executive director was involved with the Ministry of Culture public library awards committee. The short list was announced by the Minister during Ontario Public Library Week and the awards were given at OLA Super Conference 2017 during the OPLA Gala on Thursday night!

Many of our efforts are built on a foundation of strong, co-operative and collaborative relationships with the other associations and agencies in our sector. We work closely and collaboratively with OLA, OPLA, OLBA, SOLS, OLS-North and CULC.

FOPL has written and submitted discussion papers and white papers to cabinet and the government this year on:

- Ontario's Culture Strategy
- Ontario Community Hubs Strategy
- Municipal Act Review Consultations
- CELA funding
- eResources funding and eBooks policies
- Connectivity Funding
- FN Strategy review consultations

Each of these papers referenced FOPL's work in building data and stories to support our agenda for provincial government public library support (among other targets):

- We release a free annual summary of public library statistics. 2015 was released at OLA Super Conference. These are used extensively by members for strategic planning and dealing with municipalities as well.
- We support our members with a service for custom peer comparisons statistics reports based on these data at cost.
- We provide a free 2015 independent, full-scale public opinion report about public libraries in Ontario.
- We provide free infographics and marketing materials on the impact of Ontario public libraries.
- We support and are growing an open media desk strategy throughout 2017 to influence public opinion and government policies. We're at almost at 3 dozen libraries involved now and moving towards most of our members in 2017.
- We developed a professional 3 year plan and tagline for Ontario public library marketing in consultation with our partner organizations.
- We have done legal opinions on important issues like copyright and anti-spam legislation.
- We helped to coordinate the top priorities for Ontario's public libraries through Libraries 2020 and 2025 Summits.
- We introduced FN Library sponsorships by FOPL members of all First Nation reserve libraries to address issues identified in the Truth & Reconciliation Report. In 2017 ALL First Nation Libraries are members of FOPL.
- We built and maintain a large e-learning course portal on LearnHQ for library board members to increase their capacity for success.
- All FOPL members are now members of CFLA through our membership to lobby and influence national issues.

FOPL is focused on communicating the difference we make as library workers, leaders, and trustees for our communities and province and educating about the need for appropriate funding and support for public libraries to influence key decision makers.

In 2017 you can expect to see many more strategic initiatives on your behalf and an increase in **assertive communications** to, in a non-partisan way, position libraries well and educate about our vital role in Ontario's social, cultural and economic fabric.

We will continue to invest membership dollars and seek additional grants to do collaboratively what none of us can really do alone. We are investing in building a very large public library marketing effort for an **Open Media Desk** to use social media skills and channels to inform the Ontario resident as well as opinion and political leaders about our value and impact. We are launching this in phases and expect to have more public library systems on board after OLA Super Conference throughout 2017.

We have met with like organizations, political leaders and civil servants and are expanding our reach into government and other partners. We are working cooperatively with other partner organizations such as OLA and OLBA/OPLA, SOLS, OLS-North, AMPLO, ARUPLO, U of T, CULC, and others like AMO and ROMA. We will strive to speak with **one voice** and with power. We are too important to our communities to do otherwise.

That just a few of the things FOPL has done on members' behalf in 2016. And we're growing a lot this year with many new members.

LOOKING FORWARD

Our dream about a major marketing push, province-wide, for public libraries in Ontario to promote our value and impact is within our grasp for 2017. How do we complement promoting our branches, collections and programs and do more local marketing with a collaborative push? Can we raise awareness, library usage, and the number of cardholders of public libraries in Ontario? How do we turn these dreams into a reality? We are focusing one of our key priorities in 2017 on promoting the value and impact of public libraries in Ontario.

- **Marketing Campaign:** We are now implementing a major province-wide marketing campaign on the value and impact of libraries in Ontario based on the research we accomplished in 2014-2016. Our timing and collaboration with members is critical. If you want to participate let me know!
- **Communicating Results:** Investing time and effort in making sure our members get value out of our research through press releases, tweets, blog postings, webinars, and meetings.
- **Lobbying:** We need to intensify our lobbying efforts with more ministries (sometimes opportunistically) as well as address funding issues, opportunities and threats (PLOG, e-books, hubs, culture, legislation, e-resources, AODA, etc.)
- **Webinars, Symposia and Training:** FOPL continues to offer free webinars to its members and archive them on the FOPL.ca website for viewing and listening at any time. There is a ten part series on influence and advocacy as well as sessions on Statistics and CASL.

- **Library Day at Queen's Park 2017 planning:** We worked closely with OLA and planning this large initiative as one of the lead organizations.

Each of these activities supports one or more of FOPL's strategic pillars. Members have input and priority access. Our association is led by a volunteer board equally balanced between library CEOs and board members. Progress is being made! Every member enjoyed a great return on investment for their investment in FOPL and the efforts of their FOPL staff and volunteer Board.

Thank you to the FOPL Board for their support and leadership in their volunteer roles supporting our entire community. We also think our great partner organizations OLA, SOLS, OLS-North, and CULC. We look forward to continue working with the Board, partners, and members! And we're just part-time!

Thank you for your support of FOPL over the years. I am always available to chat via e-mail or telephone at the contact information below. If I can be helpful in any way, please don't hesitate to call.

Cheers,

Stephen

Stephen Abram, Executive Director, FOPL

sabram@fopl.ca

Office: 416-395-0746 / Cel: 416-669-4855

The Federation of Ontario Public Libraries is a non-profit with a mandate to benefit Ontario public libraries through advocacy, research, and marketing.

La Fédération des bibliothèques publiques de l'Ontario est un organisme à but non-lucratif. Elle a comme mandat, de répondre aux besoins de toutes les bibliothèques, en concentrant leurs efforts dans la recherche, en marketing et en agissant comme plaidoyer.

City of Mississauga
Library Board Report



Date: May 17, 2017	Agenda 6.1
To: Mississauga Public Library Board From: Rose Vespa, Director of Library Services	

Subject

Communications Strategy 2017 – Next Steps

Recommendation

That the report dated May 17, 2017, on Library's Communication Strategy 2017 be received for information.

Report Highlights

- Several key initiatives are planned to further the Library's goal to know and engage with our community
- We will move to complete Future Directions consultations by the end of June 2017
- Website redevelopment will be completed before the end of October 2017.
- The Social Engagement Team will be in place by early 2018.
- A tactical communication framework is in place for the remainder of 2017.

Background

The Library was an early adopter of social media and its presence is reaching an increasing audience. A small group of skilled staff from across the system, led by our Marketing/Community Development Manager and Web Coordinator, maintains the Library's Facebook and Twitter accounts. They post content, monitor and share content from other sources, and respond to followers and fans.

In March 2017, a report detailing current state was reviewed by the Board. This report outlines the tactical framework that will be implemented for the remainder of 2017. During the next seven months, we will move to complete the Website redevelopment, the Library organizational review and Future Directions consultations.

Comments

The Library has made good strides in getting its message out and there is a need to continue to grow in this area in order to achieve the Library Board's End "We know and engage with our community." Several key initiatives are underway that will begin to position the Library to achieve this End:

- Library organizational review
- Website redevelopment
- Future Directions
- Tactical communications plan 2017

Tactical Communications Plan 2017

The Library is working with City of Mississauga Communications Division staff to develop a tactical communications plan for 2017. This plan will outline key tactics for public awareness of library services and programs as an interim step while a longer-term strategy is developed (See Appendix A).

Since April, stories have been issued to the media regarding the Library's Maker Mississauga programs. Press Releases have gone out to publicize Science Rendezvous, Library Technology Funding and the Grade 4 Read to Succeed Event.

Social media campaigns are being planned for early July to celebrate Canada's 150.

Financial Impact

None

Conclusion

The Library uses various types of communication to raise awareness, share our story, highlight our value, start a conversation, and celebrate our successes. We need to build on our efforts to achieve the Library Board's End "We know and engage with our community." We are currently working on four initiatives that will help us do that but in the meantime a tactical communications framework is in place as an important next step.

Attachments

Appendix A: Tactical Framework for 2017

Rose Vespa
Director of Library Services

The Library

Communication Initiative	Description	Timing	Comments
Branding	Continue to develop and establish a clear and recognizable Mississauga Library System brand.	May	Develop a brand story to pitch to Library publications
Social Media	Continue to refine the process of gathering content for social media purposes and platforms in collaboration with Mississauga Library System staff. Ensure there is a clear link between Library goals/ objectives and social. .media posts/messages.	April to June Review social media posts from @MississaugaLib to look for any linkages <u>Complete items</u>	Look for new and innovative ideas that allow for high-level of engagement.
eNewsletter	Continue streamlining content in the monthly eNewsletter to ensure Mississauga Library System messages are clear.	Review stories in the eNewsletter May to December <u>Complete items</u> Future Directions	Provide a strategic lens on the types of stories being sent out.
News Releases Media Advisories	Issue news releases on all significant Mississauga Library System initiatives and achievements while employing a creative, storytelling approach to external communications/media relations. Make sure Library Board is sent all media materials.	Issue at least two news releases/media advisories per month May to December <u>Complete items</u> Provincial Technology funding news release	Write about different topics that provide profile to the Library as well, look for opportunities to quote the Library Director

<p>Feature Stories</p>	<p>Develop one or two feature articles about the overall importance of libraries (and/or a specific and unique Mississauga Library System story) and share with media outlets and publish on the Library's website.</p>	<p>May to December</p> <p><u>Complete items</u></p> <p>Maker Mississauga media pitch STEM-education (in draft)</p>	<p>The importance of having a Library card.</p> <p>Learning a new language can be fun – let the Library help.</p>
<p>Consultation</p>	<p>Seek opportunities to use public consultation within the Library environment – which will help to stay apprised of stakeholder expectations and adequately respond to needs of the community.</p>	<p>May to June</p> <p><u>Complete items</u></p> <p>Social media posts for @MississaugaLib regarding Future Directions</p>	<p>Future Directions timeline Online survey</p>
<p>Calendar of events/activities</p>	<p>Develop a Mississauga Library System “month at a glance” marketing calendar featuring events/activities organized by Mississauga Library System, as well as those that Mississauga Library System regularly participates in / profiles.</p>	<p>May to June</p>	

Appendix A.

Prepared by Karen Flores, Senior Communications Advisor, City of Mississauga

City of Mississauga
Library Board Report



Date: May 17, 2017	Agenda 6.2
To: The Mississauga Public Library Board	
From: Rose Vespa, Director of Library Services	Meeting date: May 17, 2017

Subject

Update on Small Business

Recommendation

That the Board receive this report for information.

Report Highlights

- The Mississauga Library System continues to support its City partners in providing assistance to Small Businesses and Entrepreneurs.
- The Library has undertaken 2 initiatives in partnership with the Mississauga Business Enterprise Centre (MBEC)
- The Library provides continuous support to local BIAs
- Beyond, the “germination” stage, Library staff have received no requests for in-depth small business support.
- Next steps include community consultation via Future Directions to determine any gaps in service provision

Background

The Library Board requested more information on Library Support to Small Businesses and BIAs as well as Entrepreneurship in Mississauga.

Comments

In partnership with the Mississauga Business Enterprise Centre (MBEC), Library has undertaken two initiatives.

- 1) MaRS’ Entrepreneurship 101 (E101) program has been redesigned and condensed in length; best suited for tech-related start-ups, and no longer has an in-person facilitated component. MaRS sees the role of organizations like MBEC and the

Library in a supporting role from a marketing perspective only. Both MBEC and Library have created awareness of the E101 program through various marketing and social channels and printed a small supply of print marketing pieces.

- 2) CNSB staff prepared a 10-minute PowerPoint presentation, which highlights Library resources that will help Small Business clients. This has been delivered at some of MBEC's programs since fall 2016. Staff also prepared a "silent" version of this same presentation, which has been designed to run at the beginning/during MBEC presentations or for Small Business outreach (fairs, etc.).

In terms of local BIA Support, Library has provided the following:

- 1) Lynda.com available to learn business, software, technology, and creative skills through tutorials and video courses led by industry experts
- 2) Resources (staff/print/online) to help:
 - a. Build and manage small businesses
 - b. Train employees in relevant industries (Lynda.com, Learning Express, etc.)
- 3) Online resources include:
 - a. Scott's Canadian Business Directory;
 - b. Canadian Business Online;
 - c. Gale Virtual Reference Library (which provides online access to the Business Plans Handbook)
- 4) Partner with MBEC to provide assistance with business plans, etc.
- 5) Access to 3D Printer for modelling and prototyping
- 6) Supplementary information curated by staff to provide support and education, such as:
 - a. The Business Bridge online newsletter
 - b. Small Business Resource brochure, which highlights key Library print and electronic resources and services for small business owners and entrepreneurs
- 7) "Small Business Resources" one-hour seminar, offered four times a year, by the Central Library Sciences and Business Department; similar seminars are provided to adult students in entrepreneurship training programs, such as those run by Newcomer Centre of Peel (NCP)

Central Library supports local Mississauga Libraries by providing "train-the-trainer" sessions on demand for print/online Small Business resources as well as being available via phone/email for referral purposes.

Beyond the “germination” state, Library staff has received no requests for in-depth Small Business support. Requests, when they do arrive, are mostly focussed on promotional opportunities (which we provide via the Commercial Advertising Avenue) and free space rental (which we do not provide).

Financial Impact

None.

Conclusion

Library staff provides support based on resources available and feedback from Small Businesses. Next steps will look to having community consultation via Future Directions. These consultations will help to determine if there are any gaps in service provision and, if so, where they might be.

Rose Vespa
Director of Library Services

Prepared by Amanda French
Manager, Science and Business – Central Library

**MISSISSAUGA PUBLIC LIBRARY BOARD
2017 Work Plan**

Month	Executive Limitations	Governance	Board CEO Linkage	Ends	Consent Items
January	CEO Report (Monthly); Review Exec. Limitations Policies (CEO);				Review Count Week
February			CEO's PMP Review	Annual Key Objectives (CEO); Trends Report Collection HQ-T. Sharp	Adopt Budgets
March	Budget Discussion	Elections	Review Board-CEO Linkage Policies (CEO);		Report on Conferences/ Trends; Review Year-End Financial Report
April		Review Governance Policies (CEO);		Quarterly Report on Ends (LLT);	
May					Review 1 st Qtr Financial Report
June			Semi-Annual Review of CEO Efforts	Staff Recognition Event (Long Service) June 2, 2017	Business Plan; Approve Audited Financial Statement
September	Review of Exec. Limitations Policies (CEO)	Review of Anti-Spam Policy;		Quarterly Report on Ends (LLT); Staff Appreciation – September 14, 2017	Report on Conferences/Trends
October	Presentation to Council	Annual Board Self- Evaluation (CEO); Review of Fines & Fees		Quarterly Report on Ends (LLT);	Review Mid-Year Financial Report
November				Review Work Plan (CEO); Trends Report Collection HQ-T. Sharp	Review 3 rd Qtr Financial Report
December			Semi-Annual Review of CEO Efforts	Staff Appreciation	

****Lakeview Library's 50th Anniversary Celebration – Tuesday, July 4, 2017 – 6:30-7pm Official Ceremony**

****Streetsville Library's 50th Anniversary Celebration – Saturday, September 23, 2017 - 2:00-4:00pm**

Upcoming Events/Meetings with proposed locations & Chair

Date	Event/Location	Meeting Chair
May 17, 2017 (Wednesday)	Regular Library Board Meeting – Mississauga Valley Library (confirmed)	Val Oori
May 24, 2017 (Wednesday)	Special Library Board Meeting Future Directions Session Mississauga Central Library (confirmed)	Val Oori
June 21, 2017 (Wednesday)	Regular Library Board Meeting – Malton Library (confirmed)	Margot Almond
September 20, 2017 (Wednesday)	Regular Library Board Meeting Churchill Meadows Library (confirmed)	Raj Chopra
October 18, 2017 (Wednesday)	Regular Library Board Meeting South Common Library (to be confirmed)	Harry Hastilow
November 15, 2017 (Wednesday)	Regular Library Board Meeting Sheridan Library (confirmed)	Priscilla Mak
December 13, 2017 (Wednesday)	Regular Library Board Meeting Central Library (confirmed)	Antonio Maraschiello
2018		
January 17, 2018 (Wednesday)	Regular Library Board Meeting Central Library	Laura Naismith
February 21, 2018 (Wednesday)	Regular Library Board Meeting Central Library	Val Oori
March 21, 2018 (Wednesday)	Regular Library Board Meeting Central Library	Margot Almond
April 18, 2018 (Wednesday)	Regular Library Board Meeting Cooksville Library (to be confirmed)	Raj Chopra
May 16, 2018 (Wednesday)	Regular Library Board Meeting Clarkson Library (to be confirmed)	Harry Hastilow
June 20, 2018 (Wednesday)	Regular Library Board Meeting Courtneypark Library (to be confirmed)	Priscilla Mak
September 19, 2018 (Wednesday)	Regular Library Board Meeting Frank McKechnie Library (to be confirmed)	Antonio Maraschiello
October 17, 2018 (Wednesday)	Regular Library Board Meeting Erin Meadows Library (to be confirmed)	Val Oori
November 21, 2018 (Wednesday)	Regular Library Board Meeting Burnhamthorpe Library (to be confirmed)	Margot Almond

TO: Mississauga Public Library Board
FROM: Rose Vespa, Director of Library Services
DATE: May 17, 2017
SUBJECT: **Annual Review of Governance Policies (B1 to B13)**
ORIGIN: Mississauga Public Library Board

RECOMMENDATION: That the compliance report dated May 17, 2017 on the Governance Policies B1 to B13 be approved.

REPORT HIGHLIGHTS: The Library Board has 13 policies governing its operation. These are reviewed annually to ensure compliance and to note areas for attention in the next cycle.

BACKGROUND: The policies under the Governance heading are designed to ensure that effective policies are in place, consistent with the tenets of the Carver model of board governance, to cover the proper operation of the library board. These policies were last reviewed in April of 2016 except for Policy B12 which was reviewed separately and revised in November 2016. **Specific details were requested for Policies B3, B5, B6, B9 and B13.**

Additional information on the purpose of governance policies can be found at <http://www.cmraso.com/pg.htm>.

COMMENTS:

Policy B1 – Global Governance Commitment

The purpose of the Board on behalf of the people who live, work and play in the City of Mississauga, is to see that the Mississauga Public Library Board (a) achieves appropriate results for appropriate persons at appropriate cost, and (b) avoids unacceptable actions and situations.

Accordingly, the Board shall:

1. Operate in all ways mindful of its accountability to the people who live in Mississauga. No

Board officer, committee or member will hinder this commitment.

2. Direct, control and inspire the organization through the careful establishment of the broadest organizational policies (Ends) reflecting the Board's values and perspectives.
3. Operate in accordance with the Public Libraries Act and the requirements of the Corporation.

This policy is a complete summary of the Board's role within the Carver model of governance. Its intent guides all actions of the Library Board.

The Board over the past year has focused on identifying and achieving Ends for the Library, with clear objectives and priorities, and evident focus on the task.

I submit the Board has effectively followed the intent of this policy.

Policy B2 – Governing Style

The Board will govern lawfully with an emphasis on:

- outward vision
- encouragement of diversity in viewpoints
- strategic leadership
- clear distinction of Board and chief executive roles
- collective decisions
- a future orientation
- proactivity
- inclusiveness reflecting the entire community

Accordingly, the Board shall:

1. Ensure the continuity of governance capability through orientation of new members.
2. Ensure the periodic discussion of the Board's governance policies.
3. Cultivate a sense of group responsibility by using the expertise of individual Board members to enhance the ability of the Board as a whole.
4. Monitor and discuss the Board's process and performance regularly.

This policy captures the operational obligations of the Library Board in clear, succinct terms. It has guided the regular meeting evaluation process, the orientation process, and the routine review and revision of policies as necessary. All members of the Board continue to contribute according to their interests and skills. The Board continually evaluates its efforts and reports on its progress regularly.

In March, the Library Board Chair presented the results of her Board renewal consultations with the citizen members. This included enhanced stewardship roles with members choosing an area of expertise and stakeholder groups. Conversations with Councillor members and school board trustees are also planned.

I submit the Board has effectively followed the intent of this policy.

Policy B3 – Board Job Description

Specific job outputs of the Board, as an informed agent of the ownership, are those that ensure appropriate organizational performance.

Accordingly, the Board shall:

1. Create the link between the ownership and the operational organization by:
 - (a) Maintaining a communication process that ensures reporting on plans, priorities and results each year to the broader community
 - (b) Maintaining involvement in community activities
 - (c) Communicating plans and results routinely to Mississauga City Council
 - (d) Contact both local school boards semi-annually for the purpose of meeting to discuss service delivery to local students, school personnel and parents; send a report to both local school boards and the wider community every spring and fall on service successes for local students, their parents and teachers.
2. Create written governing policies that address the broadest levels of all organizational decisions and situations, specifically:
 - (a) Ends: Organizational products, the recipients and the relative worth (what's good for which recipients at what cost).
 - (b) Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - (c) Governance Process: Specification of how the Board conceives, carries out and monitors its own actions.
 - (d) Board-CEO Linkage: How power is delegated and its proper use monitored.
3. Create assurance of successful organizational performance.
4. Respond to proposed legislative changes affecting the Library.
5. Hire a CEO as necessary and appoint the CEO each term.
6. Evaluate and remunerate the CEO's performance annually.

This policy details the accountabilities of the Library Board.

The Board goes before the City Council in October of each year to present its annual report and communicate plans and on-going projects and initiatives.

In December 2015, the Library Board finalized the revised Ends following two facilitated workshops and a public consultation. In April 2016, the Board approved strategic key initiatives in the pursuit of its ENDS. These key objectives represent a three year work plan that will take the current Board to the end of its term in 2018. The identification and distribution of objectives under each End are reflective of the priorities of the Board and provide the basis for the operational work plans of each location and department within the Mississauga Library System. Quarterly updates are provided to the Board to keep them apprised of the status of these initiatives.

In September 2016, the CEO and Board Chair met with both school boards and came to an understanding about the need to find areas of collaboration. Both school boards also expressed that the semi-annual meetings were no longer a necessity and that they prefer for connections to be made on an operational basis. Discussions have taken place between the CEO and operational staff of both school boards regarding collaboration opportunities. More information will be provided to the Board when plans are confirmed.

Executive Limitations policies are reviewed semi-annually in January and September while Board-CEO Linkage policies are reviewed once a year in March.

A KPI (Key Performance Indicators) methodology is currently being developed using the Board's Ends and strategic objectives.

I submit the Board has effectively followed the intent of this policy.

Policy B4 – Chairperson's Roles

The Chairperson assures the integrity of the Board's process and represents the Board to outside parties.

Accordingly, the Chairperson shall ensure:

1. That the Board behaves consistently with its own rules and those legitimately impose upon it from outside the organization.
2. That meeting discussions will be on those issues that, according to Board policy, clearly belong to the Board to decide or monitor.
3. That information that is neither for monitoring performance nor Board decisions will be avoided or minimized and always noted as such.
4. That deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.

The authority of the Chairperson consists in making decisions that fall within the policies on Governance Process and Board-CEO Relationship, except where the Board specifically

delegates authority to others. The Chairperson is authorized to use any reasonable interpretation of the provisions in these policies.

The Chairperson is empowered to chair Board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).

The Chairperson has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the Chairperson has no authority to supervise or direct the CEO.

The Chairperson may represent the Board to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations within the area delegated to him or her.

The Chairperson may delegate this authority but remains accountable for its use.

This policy fully defines the Chairperson's role within the Carver model of governance.

I submit the Board has effectively followed the intent of this policy.

Policy B5 – Board Committee Principles

Board committees, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from Board to CEO.

1. Board committees are to help the Board do its job, not to help or advise staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberations.
2. In keeping with the Board's broader focus, Board committees will normally not have dealings with current staff operations.
3. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the CEO.

Board committees cannot exercise authority over staff. Because the CEO works for the full Board, he or she will not be required to obtain approval of a Board committee before an executive action.

4. Board committees are to avoid over-identification with organizational parts rather than addressing the whole. Therefore, a Board committee which has helped the Board create policy on some topic will not be used to monitor organizational performance on that same subject.
5. Committees will be used sparingly and ordinarily on an ad hoc basis.
6. This policy applies to any group that is formed by Board action, whether or not it is called a committee, and regardless of whether the group includes Board members. It does not

apply to committees formed under the authority of the CEO.

7. A committee is a Board committee only if its existence and charge come from the Board, regardless whether Board members sit on the committee. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

This policy thoroughly outlines the purpose and operation of any Board committees.

The Board may strike committees at any time. In 2016 and 2017, the Board formed a Nominating Committee to aid in the conduct of its annual elections for Board Executive positions. These committees ceased to exist as soon as its task was completed.

The infrequent use and ad hoc nature of committees demonstrates the Board's compliance to this policy.

I submit the Board has effectively followed the intent of this policy.

Policy B6 – Agenda Planning

To do its job in a manner consistent with Board policies, the Board will follow an annual agenda which (a) completes a re-exploration of policies annually, and (b) continually improves its performance through Board education and enriched input and deliberation.

1. The cycle will conclude each year on the last day of December.
2. In the last one or two months of the cycle, the Board will develop its agenda for the ensuing one-year period.
 - (a) Education, input and deliberation will receive paramount attention in structuring the series of meetings and other Board activities during the year.
 - (b) To the extent feasible, the Board will identify those areas of education and input needed to increase the level of wisdom and forethought it can give to its decisions.
3. Throughout the year, the Board will deal with consent agenda items as expeditiously as possible.
4. CEO monitoring will be included on the agenda if monitoring reports show policy violations or if policy criteria are to be debated.
5. CEO remuneration will be decided each year-end after a review of monitoring reports received over the last year.

This policy outlines the proper approach to Board activity through thoughtful development of a work plan to ensure peak performance under the Carver model of governance. It emphasizes the dual roles of policy compliance and continuous board education.

The Board has adopted and follows a regular annual work plan. This work plan will be included as a standing item under Governance in the monthly agenda. It is suggested that a review of the work plan for agenda planning purposes could take place in November for 2018.

I submit the Board has effectively followed the intent of this policy.

Policy B7 – Board Members’ Code of Conduct

The Board commits itself and its members to ethical, businesslike and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

1. Board members must have loyalty to the ownership, unconflicted by loyalties to staff, other organizations, and any personal interest as a consumer.
2. Board members must avoid any conflict of interest with respect to their fiduciary responsibility by adhering to the regulations of the Municipal Conflict of Interest Act.
 - (a) There will be no self-dealing or any conduct of private business or personal services between any Board member and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to inside information.
 - (b) Board members will not use their position to obtain employment in the organization for themselves, family members or close associates. Should a member desire employment, he or she must first resign.
 - (c) Members will disclose their involvements with other organizations, vendors, or any other associations that might produce a conflict.
3. Board members may not attempt to exercise individual authority over the organization.
 - (a) Board members’ interaction with the CEO or with staff must recognize the lack of authority vested in individuals except when explicitly authorized.
 - (b) Board members’ interaction with the public, press or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
 - (c) Except for participation in Board deliberations about whether reasonable interpretation of Board policy has been achieved by the CEO, Board members will not express individual judgements of performance of the CEO or of any Library employee.
4. Members will respect confidentiality appropriate to issues of a sensitive nature.
5. Members will be properly prepared for Board deliberations
6. Members will govern with excellence with respect to:
 - policy-making principles
 - respecting roles
 - speaking with one voice
 - rules of order
 - attendance

This policy articulates in detail a code of conduct for Board members. I submit the Board is in compliance with this policy.

I submit the Board has effectively followed the intent of this policy.

Policy B8 - Recruitment Process for the CEO

The recruitment process for the CEO would recognize the unique role of the Board with the City's hiring process as follows:

1. A vacancy is declared to the Library Board and the Commissioner of Community Services.
2. A current job effectiveness description and pay level are confirmed for the position with the Library Board.
3. Human Resources prepares a job posting.
4. The Commissioner presents the posting to the Library Board for its approval.
5. A competition is announced by Human Resources for a set period of time.
6. Human Resources receives and ranks the applications.
7. The Commissioner and Human Resources develop a shortlist.
8. Shortlisted applicants are interviewed by the Commissioner, Human Resources and representatives of the Library Board.
9. The interview team determines a successful applicant.
10. The Commissioner informs the City Manager and the Library Board which formally approves the selection.
11. Human Resources arranges the announcement of the appointment.
12. Human Resources employs the successful candidate and sets the probation in place.
13. The Commissioner recommends the completion of probation to the Library Board which approves the decision.

The roles of the Board and the City regarding this process are made clear in this policy It reflects the responsibilities of all parties to the process.

The Board's role in the City's hiring process for the CEO is being followed as outlined. The Board Chair and Vice-Chair serve on the interview team.

I submit the Board has effectively followed the intent of this policy.

Policy B9 – Council of Former Library Board Members

In appreciation of the maintenance of the strongest possible contact with the community and key stakeholder groups in it, the Board will ensure that all former members of the Library Board are kept aware of the Library Board’s plans, priorities and results through the establishment of a council of such members who may also be a valuable resource in on-going Board activities.

At the Library Board meeting in November 2016, the Board honored former Chair Brad Hutchinson for his work with the Library Board. Darryl Carvalho, former member and Chair was also invited to this event. There were no further opportunities to involve former Board members at events in 2016.

I submit the Board has effectively followed the intent of this policy.

Policy B10 – Roles and Key Responsibilities

To be effective, the Library Board will work co-operatively and collaboratively with the City, senior management at the City and senior management in the Library. The attached document summarizes the unique roles and key responsibilities of these four partners in the five key areas of Library Board activity.

Mississauga Public Library Board

Roles and Key Responsibilities

COUNCIL, LIBRARY BOARD, CHIEF EXECUTIVE OFFICER

AND COMMISSIONER OF COMMUNITY SERVICES

COUNCIL	LIBRARY BOARD	CEO	COMMISSIONER
1. Governance/Policy Making			
Responsible for: 1.1 appointing a board every 4 years under clear criteria 1.2 relaying identified community issues and needs 1.3 providing orientation to prospective Board members 1.4 assisting Board with legal guidance	Responsible for: 1.1 determining mission, purpose and strategic goals 1.2 setting annual objectives and evaluating performance against objectives 1.3 determining policies in response to community data and needs 1.4 providing orientation for new members and development for all members	Responsible for: 1.1 developing purpose and goals 1.2 proposing annual objectives 1.3 reporting on progress 1.4 collecting and providing community data 1.5 participating in orientation 1.6 preparing and implementing policies 1.7 maintaining current legal	Responsible for: 1.1 providing input on purpose and goals 1.2 providing input on annual objectives 1.3 monitoring progress 1.4 supplying information as required

1.5 developing support for the Library and the Library Board	1.5 approving appropriate governance policies and monitoring compliance 1.6 ensuring compliance with Library legislation 1.7 Requiring the CEO's efforts of compliance in areas of corporate responsibility	information 1.8 attending and recording all meetings 1.9 ensuring compliance	
2. Community Relations/Services			
Responsible for: 2.1 conveying community opportunities 2.2 encouraging trustee activity 2.3 seeking cooperative opportunities	Responsible for: 2.1 ensuring appropriate service standards are in place 2.2 participating in community activities 2.3 seeking to extend library service in meaningful and relevant ways 2.4 participating in Library Board activities 2.5 collaborating with officials and local community groups 2.6 developing and maintaining a working relationship with local school boards 2.7 maintaining a working relationship with local libraries and information providers	Responsible for: 2.1 implementing programs to support goals 2.2 identifying community contacts and developing partnerships 2.3 providing information on trustee activities 2.4 arranging opportunities for Board activity	Responsible for: 2.1 reviewing proposed policies 2.2 identifying community opportunities/needs 2.3 involving the Board as appropriate
COUNCIL	LIBRARY BOARD	CEO	COMMISSIONER
3. Finance			
Responsible for: 3.1 giving financial direction 3.2 keeping informed of library requirements 3.3 communicating with the Board 3.4 approving annual budgets	Responsible for: 3.1 approving resource priorities and strategies 3.2 adopting annual budgets and monitoring performance 3.3 communicating with Council 3.4 ensuring sound financial management	Responsible for: 3.1 developing resource strategies 3.2 presenting and implementing annual budgets and expenditure reports 3.3 providing sound financial operations	Responsible for: 3.1 supplying operational support 3.2 providing direction for budgets and expenditures

4. Personnel			
Responsible for: 4.1 providing input on senior staff recruitment and retention 4.2 enabling appropriate compensation 4.3 enabling good working conditions 4.5 enabling staff development	Responsible for: 4.1 employing and annually evaluating a Chief Executive Officer 4.2 approving policies on human resources 4.3 determining compensation 4.4 providing for agreeable working conditions 4.5 providing for the proper development and training of staff	Responsible for: 4.1 directing all staff 4.2 preparing policies on human resources 4.3 providing data on compensation 4.4 providing workplace amenities 4.5 providing staff training and development plans 4.6 negotiating satisfactory labour agreements	Responsible for: 4.1 awareness of library staffing 4.2 ensuring sound policies are in place 4.3 supporting funding needs 4.4 supporting workplace needs 4.5 supporting training needs
5. Legal			
Responsible for: 5.1 keeping aware of library legislation 5.2 keeping aware of library operations 5.3 maintaining a full Board	Responsible for: 5.1 responding to proposed legislative changes 5.2 ensuring complete and accurate records are kept 5.3 reporting on library operations to Council 5.4 maintaining full membership of the Board 5.5 ensuring the Library makes reasonable efforts to comply with all applicable legislation	Responsible for: 5.1 interpreting legislative changes 5.2 creating and retaining complete and accurate records 5.3 ensuring the legal operation of the library	Responsible for: 5.1 providing legal direction

This policy is pivotal to the proper functioning of the Library Board as it delineates the roles of the key players in the provision of the service. It has been helpful in ensuring each party understands its unique role. The five key areas – governance/policy making, community relations/services, finance, personnel, and legal – are based on the requirements of the Public Libraries Act.

The Board continues to refine its role and has made several revisions to its responsibilities under Community Relations/Services.

I submit the Board has effectively followed the intent of this policy.

Policy B11 – Annual Performance Review of CEO

The Library Board each November will prepare a summary evaluation of the Director based on a review of the Ends monitoring reports provided to the Board over the year. The summary will cite dates of specific monitoring reports (internal, external or direct inspection). It will address the following points regarding Ends policies compliance:

1. Which Ends has the Director achieved or achieved acceptable progress towards?
2. Which Ends has the Director not achieved or not made acceptable progress towards?
3. Which Ends has the Director exceeded over the year?

Over the year, the Board will also provide a summary evaluation of the Director based on a review of the Executive Limitations monitoring. The summary will cite dates of specific monitoring reports (internal, external or direct inspection). It will address the following points regarding Executive Limitations policies compliance:

- (a) Has the Director consistently operated within the constraints of the executive limitations policies?
- (b) Has the Director reported contraventions, provided acceptable rationales and a plan for future compliance which has been met?
- (c) Has the Director contravened the executive limitations without reporting the contravention or providing an acceptable rationale or remedy?

This policy comes from the Carver model adopted by the Board. It reflects the principles of a policy model of governance and how the CEO’s performance towards the achievement of the Board’s Ends is evaluated. The Board has used this regularly with good results; it has helped identify areas for more effort and areas of successful efforts.

I submit the Board has effectively followed the intent of this policy.

Policy B12 – Annual Library Board Self-Evaluation

In order to ensure sound operations of the Board, the Board will use the following tool to evaluate its strengths and weaknesses annually:

Roles and Key Responsibilities	Satisfactory or Unsatisfactory	<i>Suggestions for Improvement</i>

<p>1. Governance/Policy Making</p> <ul style="list-style-type: none"> (a) determine mission, purpose and strategic goals (b) set annual objectives and evaluate performance against objectives (c) determine policies in response to community data and needs (d) provide orientation for new members and development for all members (e) approve appropriate governance policies and monitor compliance (f) ensure compliance with Library legislation (g) require the CEO's efforts of compliance in areas of Corporate responsibility (h) create a legacy document at the end of the Board term <p>2. Community Relations/Services</p> <ul style="list-style-type: none"> (a) ensure appropriate service standards are in place (b) engage and participate in community activities (c) seek to extend library service in meaningful and relevant ways (d) participate in Library Board activities (e) collaborate with officials and local community groups (f) develop and maintain a working relationship with local school boards (e) maintain a working relationship with local libraries and information providers <p>3. Finance</p> <ul style="list-style-type: none"> (a) approve resource priorities and strategies (b) adopt annual budgets and monitoring performance (c) communicate with Council (d) ensure sound financial management <p>4. Personnel</p> <ul style="list-style-type: none"> (a) employ and annually evaluate a Chief Executive Officer (b) approve policies on human resources (c) approve compensation (d) provide for agreeable working conditions (e) provide for the proper development and training of staff (f) approve collective agreements <p>5. Legal</p> <ul style="list-style-type: none"> (a) respond to proposed legislative changes (b) ensure the retention of complete and accurate records (c) report on library operations to Council (d) maintain full membership of the Board (e) ensure the Library makes reasonable efforts to comply with all applicable legislation 		
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This policy codifies the key responsibilities of the Board under the 5 roles. The Board has used it annually to evaluate its own performance. The exercise has served to identify areas for improvement.

I submit the Board has effectively followed the intent of this policy.

Policy B13 – Board Decision-Making

In order to ensure a sound decision-making process, the Board will use the following framework for making major board decisions, employing all relevant criteria.

1. Clearly identify the issue to be decided.
2. Gather data to understand the issue:
 - (a) Legislation, government policy and direction
 - (b) General and specific community input (ownership)
 - (c) Past, present and future demographic information
 - (d) Comparative information, e.g., municipal, provincial, national
 - (e) Cost
 - (f) Relevant measurement data
 - (g) Resources available or possible, including third party sources
 - (h) Projected demand and future trends
 - (i) Liability
 - (j) Limiting factors
3. Develop alternatives:
 - (a) Consider short-term consequences
 - (b) Consider long-term consequences
4. Apply the following criteria for decision-making:
 - (a) Fairness
 - Giving consideration to the needs of the group(s), communities, individuals, etc.
 - Treating similar cases in a similar way
 - Striving for equitability (allocating resources to areas of greater need)
 - Looking at short and long-term consequences
 - (b) Impact of Benefits
 - Identify the benefits
 - Consider detriments to those affected
 - (c) Autonomy of Individuals Affected by Decision
 - Individuals are able to make voluntary and intentional decisions
 - Consider opinions of those affected
 - (d) User Reliance
 - Users are encouraged to do what they can independently
 - Necessary support is provided
 - Dependency is minimized
 - (e) Maximizing Utility
 - Providing the most good for the most people within available resources
 - Considers opportunity cost (what can't we do because we're doing this?)

- (f) Potential for partnerships
5. Make the decision and record in organizational records.
 6. Create a communications plan from internal to external including:
 - Mayor and Council
 - Local School Boards
 - Staff
 - Union
 - Other stakeholders
 - Media
 - Community ownership

This policy concerns major decisions of the Library Board and outlines a process to be followed to ensure sound decision-making by the Board. The intent of this process is acknowledged in the on-going work of the Board in setting its Ends and priorities.

Every Board meeting, the Board makes decisions in terms of the recommendations put forward in staff reports. Staff reports are intended to provide the necessary information to the Board that covers items 1-4 and to further support decision making related to setting Board Ends and priorities. Good examples would be Future Directions, the annual budget and business plan as well as the recent work stoppage in July of 2016.

I submit the Board has effectively followed the intent of this policy.

CONCLUSION: Over all, the current Board has complied with the requirements of it Governance policies.

Rose Vespa

Director of Library Services

Mississauga Public Library Board**Mid-Point Legacy Document 2015-2017**

Introduction

The purpose of this document is to reflect on the previous two years of the Board's term in order to celebrate its successes while planning for the final two years of the term. Successes for 2015 and 2016 have been highlighted below. Areas of Focus for 2017 and 2018 have also been identified. Finally, learnings, risks and opportunities have also been captured.

Successes and Accomplishments**EnviroNics Customer Satisfaction Survey 2015**

- 83% satisfied with Quality of Books (up 12% from 2012)
- 79% satisfied with Online Services such as eBooks (up 13% from 2012)
- 85% are satisfied with the library services in Mississauga (up 10 points from 2012)

Celebrations in 2015

- o 10th Anniversary of Courtneypark Library
- o Clarkson Library 50th Anniversary

RFID Self-Serve Check-Out in 2015

Implemented at all eighteen library locations – final installation at Central Library with a newly renovated entrance and circulation area

New Marketing Look

The new look focuses on two key themes: Discover. Learn. Create. THE LIBRARY & Discover Your Creative Space THE LIBRARY. The development of a new marketing look for the Library, which won the Association of Registered Graphic Designers In-house Design Award, was a key achievement in 2016

Website Refresh completed in 2015

- 600% improvement in visits

New Meadowvale Library in 2016

The new Meadowvale Library re-opened in September 2016, in the redeveloped Meadowvale Community Centre. For the month of September, Meadowvale Library had 43,687 items borrowed – an increase of 18.4% from 2015

LEAN Successes in 2016

Holds Process-Cycle Time Review in 2016 resulted in 22% shorter turnaround time.
80% hold requests are now filled 19 hours faster

First Step Cards in 2016

The Library introduced the First Step Card. This card allows customers who do not have identification, the opportunity to borrow materials and have access to library computers. To date, 939 first step cards have been issued. **Moving forward, efforts will be made to measure the number of First Step cards converted to full service cards on a quarterly basis.**

Project Outcome Pilot

Maker Mississauga was identified as the pilot project to test a new protocol for Outcomes and Impacts using Project Outcome Survey Tools and Data Analysis.

Maker Mississauga

Expanded Maker Mississauga with the introduction of 3D printer certification, Digital Filmmaking, Coding, and Robotics. In 2016, the Mississauga Library System offered 837 Maker Mississauga programs to 12,758 attendees.

Risks, Opportunities and Lessons Learned

- The Areas of Focus in the next two years present incredible opportunities to realize and measure the Boards Ends (opportunity)
- Succession Planning for board positions should be part of ongoing board development (learning)
- Funding from other levels of government beyond the municipality need to be monitored (risk)

Board Development and Areas of Focus for 2017/2018

- Revisit Vision and Mission 2017/2018
- Use of Statistics and Data Analytics 2017/2018
- More Project Outcome Initiatives 2017/2018
- Social Media Strategy 2017/2018
- Future Directions Masterplan for 2018-2022
- Central Library Redevelopment 2018-2020
- Stewardship Plan 2017/2018
- Final Legacy Report 2018

Attachments:

1. [Annual Report for 2015](#)
2. Successes for 2016

OUR SUCCESSES IN 2016

ENDS: We know and engage with our community

1. The development of a new marketing look for the Library, which won the Association of Registered Graphic Designers **In-house Design Award**, was a key achievement in 2016.

2. In October 2016, the Mississauga Central Library hosted **MCX, Mississauga Comic Expo**, featuring Canadian artists, exhibitors and performers along with workshops, panels, cosplay shoots, and gaming sessions. Over 2,000 young enthusiasts came to attend this highly successful event.

3. Mississauga Library is the second public library in Canada to participate in **ROAR (Reach Out and Read)**. This program allows public libraries to partner with health care professionals by providing the materials and resources needed for doctors to prescribe literacy to parents and their children during wellness visits.

4. **Maker Mississauga** was identified as the pilot project to test a new protocol for Outcomes and Impacts using Project Outcome Survey Tools and Data Analysis.

ENDS: Inspiring, welcoming and creative spaces

5. The new **Meadowvale Library** re-opened in September 2016, in the redeveloped Meadowvale Community Centre. For the month of September, Meadowvale Library had **43,687 items borrowed** - an increase of 18.4% from 2015.

6. The new **Woodlands Library** was nominated for the Ontario Library Association's **Library Building Award** and the **Mississauga Urban Design Award**.

7. **The Canadian Association of Mental Health (CAMH)** provided Customer Service and De-Escalation Training for staff that emphasized assisting and serving people with mental health issues and/or escalated emotions. Staff attended two training sessions in 2016. More planned for 2017.





ENDS: Multi-talented people changing lives

8. **Ontario Public Library Association's Leadership** in Adult Readers' Advisory was awarded to **Amy Colson, Manager, Meadowvale Library.**

9. Library staff delivered presentations at the **Ontario Library Association 2016 Super Conference.**

10. **Green Belt Certifications** in Lean have been completed by two Library staff.

11. Holds Process-Cycle Time Review in 2016 resulted in 22% shorter turnaround time. **80% of hold requests** are now filled **19 hours faster.**

12. **The Library's Newcomer Committee** expanded its connections within the city and the community. With the relaunching of the **newcomer webpage**, updated information on all City services is now easier to access.

13. The Library introduced the **First Step Card**. This card allows customers who do not have identification, the opportunity to borrow materials and have access to library computers. To date, **939 first step cards** have been issued.

ENDS: Recognized as a key learning institution

14. With the expanded **Book a Librarian** service, over **500 one-on-one sessions** were booked with staff in 2016.

15. Expanded Maker Mississauga with the introduction of 3D printer certification, Digital Filmmaking, Coding, and Robotics. In 2016, the Mississauga Library System offered **837 Maker Mississauga programs** to 12,758 attendees.

Action Items – from April 19, 2017 Library Board Meeting

Agenda Item and Related Follow Up Actions	Status	Updates	Resolution
Carried over from January 18, 2017 Meeting			
1) PPC (pay per click)	Active	Feb: Sue to explore possibilities and brief board on findings and recommendations. Proposed timing: May/June meeting	Mike to provide response via email.
Carried over from Feb 15, 2017 Meeting			
2) OLA 2017 Conference: Successes and Learnings	complete	Usage Statistics to be review during Special Board Meeting in April 2017. Code of Conduct Policy and Services to Indigenous Communities to be included in April Board Meeting.	Report on Code of Conduct Policy deferred to May due to agenda size for April meeting.
3) Share electronic copy of Environics presentation to entire Board and add to mid-term legacy document. request clarification of how this will be used to improve social equity per Tony's insights - request long term view (5-10 year projection) and community coverage - review implications if any for board Ends and target groups. Review 'At appropriate cost' governance requirement at same time.	complete	Copy of Environics presentation sent out to Board April 21, 2017 Request that Business Planning complete this request (Rose)	
4) Add Legacy Document to May Agenda with updates to Harry's inquiry about First step cards	complete	Item added to May agenda.	
5) Schedule special Board Meeting for Future Directions; Send pre-read material to Board	complete		Meeting scheduled for May 24. Pre-read Materials will be sent to the board by May 19, 2017 – Mai Lu and Sue Coles
5) Add Board Renewal to Q1 Ends accomplishments	complete		Board Renewal will be added to Q1 Ends – Anne Marie
6) Add timing to roll out of metrics: Outputs, Outcomes and KPI's and build into workplan and or action log. Add Margot's request for collections info. Clarify background to include request for steady cadence of performance metrics while outcome and KPI measurement systems are being developed and to replace School and older adult statistics reports which have been discontinued.	June	Sue Coles and Mike Menary to complete the report for June Board Meeting. Mai Lu and Tamara S. to select project outcomes service following the workshop on May 16 Mike Menary to work with Samantha in Business Planning to complete a KPI framework for the Library.	
7) update upcoming events with future anniversary celebrations	complete		
8) add ability to register for programs and capture postal codes with new website		Noted. This capability request will be communicated to Website Team (Sue Coles)	
9) sending a board thank you to Diana for findings and recommendation on our services to indigenous	complete		

communities in Missississauga and to keep us posted			
10) in camera check in on our organizational development at the May meeting	complete	Item added to May agenda.	
11) Restore visibility of the work plan with the May board package. Perhaps under Governance. Add upcoming events underneath.	complete	Workplan with upcoming events to be included as a standing item under Governance.	
12) Resuming board meetings at branches with May meeting. Possibly: Malton? Goal to rotate to all branches before end of board term.	complete	Anne Marie will arrange	Confirmed Mississauga Valleys Library for May Board meeting
13)A follow up on services to Indigenous peoples will be provided as it relates to the report releases today by the Truth and Reconciliation Committee of the Canadian Federation of Library Associations (CFLA-FCAB) outlining a path forward for respecting Indigenous culture and increasing access to traditional Indigenous knowledge.	June	Diana Krawczyk will complete this update.	
14)A report will be prepared on small business support across the system outlining the role of the branches and Central's role for the Board's information.	complete	Amanda French, Manager of Science and Business will complete this report.	