



WE KNOW AND
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 

MISSISSAUGA PUBLIC LIBRARY BOARD MEETING

Wednesday, January 17, 2018
5:30 to 7:30 p.m. Central Library-Classroom 3
301 Burnhamthorpe Road West, Mississauga ON L5B 3Y3

Members

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

Secretary/Treasurer/CEO

Rose Vespa

Leadership Team

Sue Coles – Manager of Facilities and Operations
Mike Menary- Manager, Planning, Development and Analysis
Laura Reed- Manager, Central Library & Community Development
Jennifer Stirling- Manager, Digital Library Services & Collections
Sven Tretrop – Manager, IT Architecture & Innovation



Library Board Meeting
Wednesday, January 17, 2018
Central Library – Classroom 3 (2nd Floor)

Item No.	Item Description	Time Allotted
1.0	Call to order/Excused Absences <i>(Motion required to excuse absences)</i>	3
1.1	Approval of Agenda <i>(Motion required to approve agenda)</i>	2
1.2	Declaration of Conflict of Interest	1
1.3	Delegations C. Sopley- Update on Peel Youth Charter	
2.0	Consent Agenda – <i>(Motion required to approve consent agenda)</i> <i>(All items listed under the Consent Agenda are considered to be routine and are recommended for approval by the Chair. They may be enacted in one motion or any item may be discussed if a member so requests.)</i> 2.1 Minutes of the Regular Meeting on December 13, 2017 2.2 Minutes of the In-Camera Meeting on December 13, 2017 2.3 Canada 150 Update	5
3.0 3.1	CEO Report CEO Report <i>(motion required to receive)</i>	10
4.0	Policy Review	
5.0	Executive Limitations/Internal Monitoring Reports	
5.1	Review of Executive Limitations Policies <i>(motion required to approve)</i>	5
5.2	Adoption of 2018 Budget <i>(motion required to adopt 2018 budget)</i>	10
6.0	Ends	
6.1	Review of Count Week Report <i>(motion required to receive)</i>	10
6.2	Central Library Revitalization Update <i>(motion required to receive)</i>	20
6.3	2018 Ends Action Items – <i>(motion required to review and approve proposed actions for 2018)</i>	30
7.0	Governance	

7.1	Proposed Governance Policy B14 – Board Meetings <i>(motion required to approve)</i>	15
7.2	Review of Workplan	2
8.0	Ownership Linkage	
9.0	Board Advocacy	
10.0	Board Development	
11.0	Incidental Information	
11.1	Upcoming Events/Meetings with rotating Chair	2
12.0	Other Business	
12.1	Action Log Review	5
13.0	In Camera Agenda	
14.0	Board Self-Evaluation – H. Hastilow 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	Adjournment <i>(Motion required to adjourn)</i>	2
	TOTAL TIME	127



DATE: January 17, 2018
TO: Mississauga Public Library Board
FROM: Rose Vespa, Director of Library Services
SUBJECT: **Consent Agenda**

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

2.0 **Consent Agenda**

- 2.1 Minutes of the Regular Meeting on December 13, 2017
- 2.2 Minutes of the In-Camera Meeting on December 13, 2017
- 2.3 Canada 150 Update

Rose Vespa
Director of Library Services



**MISSISSAUGA PUBLIC LIBRARY BOARD
Regular Meeting**

Minutes of the meeting held on Wednesday, December 13, 2017 at 5:30 p.m., Central Library Boardroom, 301 Burnhamthorpe Road West, L5B 3Y3

Present: Margot Almond
Raj Chopra
Nokha Dakroub
Harry Hastilow
Councillor John Kovac
Priscilla Mak (Acting Chair)
Antonio Maraschiello
Laura Naismith
Val Ohori

Absent: Councillor Matt Mahoney
Thomas Thomas

Staff Present: Rose Vespa, Director
Sue Coles, Manager of Facilities and Operations
Mike Menary, Manager, Planning, Development & Analysis
Laura Reed, Manager, Central Library & Community Development
Jennifer Stirling, Manager, Digital Library Services & Collections
Sven Tretrop, Manager, IT Architecture & Innovation

Minutes Recorded: Anne Marie Solleza

1.0 Call to Order/Excused Absences

The meeting was called to order at 5:33pm by Acting Chair P. Mak.

98:17 Resolved that T. Thomas and Councillor M. Mahoney be excused from the meeting.

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

1.1 Approval of Agenda

The Board Chair requested that a short update from Catherine Sopleet on the Peel Youth Charter is added to the agenda under Other Business.

Mississauga Public Library Board Meeting
Wednesday, December 13, 2017

99:17 Resolved that the agenda be approved as amended.

**Moved by L. Naismith
Seconded N. Dakroub
Carried**

1.2 Declaration of Conflict of Interest

There were no conflicts of interest declared.

1.3 Delegations

There were no delegations scheduled.

2.0 Consent Agenda

100:17 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 N. Dakroub
Seconded by V. Ohori
Carried**

3.1 CEO Report

The CEO highlighted the organizational activities that happened in November and December. These include the granting of project funds by the Friends of the Library, the on-going Job Evaluation process, meetings with the Dufferin-Peel District School Board (DPCDSB) for joint initiatives, Central Library revitalization, and the approval of the 2018 Budget which the Board will be adopting in January 2018.

The CEO answered a few questions regarding the joint initiatives with DPCDSB. N. Dakroub suggested that this might be something the Peel District School Board (PDSB) would also be open to doing. She offered to get the PDSB contact connected with Mississauga Library for a similar initiative.

101:17 Resolved that the CEO Report dated December 13, 2017 be received for information.

**Moved by Councillor J. Kovac
Seconded by H. Hastilow
Carried**

Mississauga Public Library Board Meeting
Wednesday, December 13, 2017

3.2 Renewal of FOPL Membership

The CEO provided highlights of FOPL's activities in 2017. She answered questions about FOPL's efforts on marketing, data analytics and ebooks. She also informed the Board that a vacancy has come up and she has been nominated for a Board seat in the Large Urban Caucus for CEOs.

102:17 Resolved that the library's membership renewal to FOPL for 2018 be approved.

**Moved by M. Almond
Seconded by R. Chopra
Carried**

3.3 Digital Content Creation

J. Stirling and Tamara Stojakovic, Manager for Social Engagement, provided a presentation on web content creation. T. Stojakovic touched on the website as a virtual branch, the Library's digital products and social media as a platform and communication vehicle.

In 2018, the Library website will be redesigned and relaunched on a new content platform (WordPress) which will improve the flexibility of content formats on the website, more fully integrate the social media posts and curated content from our digital products and allow for content creation by staff and customers to the front page of the website. Dedicated Social Media and Digital Marketing Web Specialists will provide the library with the capacity to extend its services.

The Board reiterated the importance of putting the infrastructure in place for how and who creates content. T. Stojakovic assured that all these will be addressed once members of the Social Engagement team have been hired and the team is complete.

103:17 Resolved that the report on Digital Content Creation be received.

**Moved by A. Maraschiello
Seconded by R. Chopra
Carried**

4.0 Policy Review

There were no policies scheduled for review.

5.0 Executive Limitations/Internal Monitoring Reports

5.1 KPIs Next Steps and Recommendations

At the November 6th, 2017 Board meeting the Library Board received the draft KPI worksheet and requested that staff return with recommendations.

M. Menary presented the recommendations for each of the KPIs which if approved by the Board will be researched, developed and ultimately presented to the Board on a quarterly basis in the form of a dashboard.

Mississauga Public Library Board Meeting
Wednesday, December 13, 2017

104:17 Resolved that the KPI Next Steps and Recommendations Report dated December 13, 2017 be approved.

**Moved by A. Maraschiello
Seconded by V. Ohori
Carried**

6.0 Ends

6.1 Future Directions Update

Mai Lu, Library Business Consultant, provided an update on the background studies that have been conducted and completed. The results and recommendations from the Community Engagement Study and the Traffic Flow study will help shape the Future Directions Master Plan.

The draft FD masterplan will be presented to the Board in February 2018 with the final Masterplan expected to be completed and presented to the Board for approval in May 2018.

The results of both the Community Engagement Study and the Traffic Flow Study will be shared with the Board via email.

105:17 Resolved that the update on Future Directions dated December 13, 2017 be received.

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

6.2 Ends Action Items

As suggested by the Chair, the Board agreed to reflect on the action items presented by the CEO and come back in January with comments and suggestions. Everyone agreed that the Board's mission and vision needed an update and will be one of the first items to address in 2018.

7.0 Governance

7.1 Workplan

There were no changes to the workplan.

8.0 Ownership Linkage

There were no items included for discussion.

9.0 Board Advocacy

There were no items scheduled for discussion.

Mississauga Public Library Board Meeting
Wednesday, December 13, 2017

10.0 Board Development

The CEO reminded the Board of the upcoming OLA SuperConference, specifically the OLBA Boot Camp. Members were encourage to attend as this year's sessions will focus on the Board's work for the last year of their term.

11.0 Incidental Information

11.1 Upcoming Events/Meetings with Rotating Chair

The members agreed to continue with the practice of rotating chair duties and will confirm via email to A. Solleza.

12.0 Other Business

12.1 Action Log Review

No new items were added to the action log.

13.0 In Camera Agenda

106:17 Resolved that the Board go into closed session at 7:25pm.

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

14.0 Board Self-Evaluation

A, Maraschiello led the self-evaluation. He thanked the members for coming and for being respectful during the course of the meeting. He was happy to have participated in what was a very fruitful discussion of the libraries future plans and projects.

15.0 Adjournment

108:17 Resolved that the Board adjourn at 8:30pm.

**Moved by R. Chopra
Seconded by A. Maraschiello**

NEXT MEETING

The next Library Board meeting will be on January 17, 2018 at Central Library.

Secretary/Treasurer

Chair

City of Mississauga Library Board Report



<p>Date: January 9, 2018</p> <p>To: The Mississauga Public Library Board</p> <p>From: Rose Vespa, Director of Library Services</p>	<p>Agenda</p> <hr/> <p>Meeting date:</p>
--	---

Subject

Final Report on “One Book, One Mississauga” and the Library’s Canada 150 Events

Recommendation

That the Board receive this report for information.

Report Highlights

The Mississauga Library completed all scheduled events for the celebration of Canada 150 in 2017. 50th anniversaries were celebrated at Lakview, Lorne Park and Streetsville libraries. The Library provided citizens with access to Mississauga’s Biggest Birthday Card which commemorated Canada’s 150th birthday. The “One Book, One Mississauga” program was launched on July 1, 2017 and all events with the author, Frances Itani, have been completed. The Library also assisted with soliciting sketches from the community for the “Conference at the Council House” public art piece which was installed in Celebration Square in November 2017.

Background

The City of Mississauga developed a steering team in 2015 to coordinate city-wide activities to celebrate Canada 150 in 2017. The Library was involved from the initial stages and a staff representative met with the city committee every month.

For the “One Book, One Mississauga” program, preparations began in 2016. The Mississauga Library Readers’ Advisory committee developed a long list of titles in the summer of 2016 and a shortlist of titles was chosen in September. The shortlist included the following titles: **Kay’s Lucky Coin Variety** by Ann Choi (2016), **The Promise of Canada: 150 Years—People and Ideas That Have Shaped Our Country** by Charlotte Gray (2017), **Requiem** by Frances Itani (2012), **All the Broken Things** by Kathryn Kuitenbrouwer (2014), **Birdie** by Tracey Lindberg (2016) and **On the Shores of Darkness, There Is Light** by Cordelia Strube (2016)

A selection committee was developed including: Raj Chopra, Vice Chair, Mississauga Public Library Board; Jayme Gaspar, Executive Director, Heritage Mississauga; **Shelley Hawrychuk**, Interim Chief Librarian, UTM Library; Eva Kolaczowski, Friends of the Mississauga Library and

Sean McNabney, Associate Dean, Sheridan College, Hazel McCallion Campus. The selection committee met in February 2017 to select the final title.

Plans for the Anniversary celebrations were made in advance of the events in accordance with City of Mississauga protocol events.

Comments

Biggest Birthday Card

The Library hosted “Mississauga’s Biggest Birthday Card” at most library locations, allowing customers to share their best wishes for Canada at 150. The panels proved extremely popular and several new panels were added with comments from across the City. The panels, when laid side by side, extended across the green field in Celebration Square.



50th Anniversaries

50th Anniversary events were held across the Mississauga Library System for branches that opened their doors in 1967, Canada’s Centennial.

Lorne Park Library hosted a three hour event on April 8, 2017 for the community. Approximately 150 people attended the event and a customer commented: “Great event. Wonderful music. What a beautiful day for this neighbourhood event.”



Lakeview Library hosted a “Block Party” for a 4 hour event on July 4, 2017. Approximately 400 people attended the event.

Streetsville Library hosted a 3 hours event on September 23, 2017. Approximately 175 people attended the event.



One Book, One Mississauga

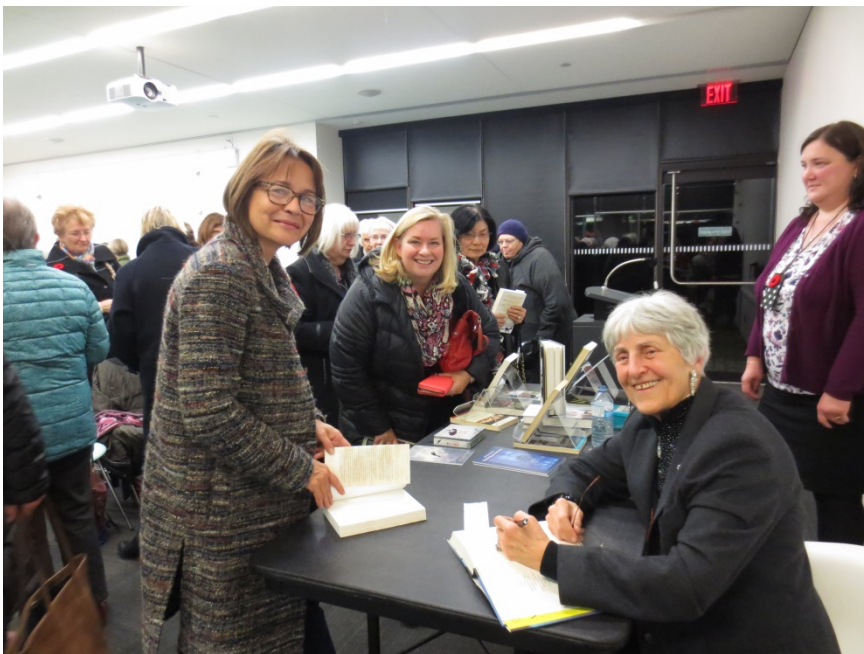
“One Book, One Mississauga” was an extremely successful program for the Mississauga Library in 2017. The interest and participation in this program surpassed any previous author events and reading initiatives. Following the work of the selection committee at the beginning of 2017, negotiations with the author, Frances Itani, were very positive and she agreed to attend two in-person events at the Central Library and Lorne Park Library. The title was announced on July 1, 2017 at the Canada Day event on Celebration Square. Library staff were in attendance to promote the title and the Library’s summer activities.

In response to the Library’s selection of her work, **Requiem**, Frances Itani said: "I am honoured to know that Requiem has been chosen for One Book, One Mississauga. This is a novel that is close to me for many reasons, and I am thrilled that it is about to be widely shared. I look forward to meeting as many readers as possible while I am in Mississauga for associated events. Thank you so much for choosing REQUIEM."

Frances Itani attended the Central Library on September 25 for a three hour event. 72 people attend the Central Library to hear Itani talk about her book. Following the program, Frances commented, “It was a wonderful event. I thoroughly enjoyed myself. Thank you so much for the hospitality. The audience was so responsive, so attentive. That’s always rewarding for the person up there at the microphone.”



Frances attended the Lorne Park Library on November 9. A capacity crowd of 70 was reported at that event. A customer commented: "It was an exceptional evening for me, well organized and appointed. Frances Itani is an erudite and a very well-spoken person, which makes a great literary evening for the audience eager to hear a good story 'behind the story'. I loved every minute of it, and you can quote me on that :-). If there is an opportunity, please provide good feedback on my behalf for the One Book, One Mississauga event, I would love to see it continue in the future."



In addition to the in-person events, Frances has phoned the book clubs at Lakeview and Port Credit to discuss her books with the participants. In total, over 50 people have attended book clubs that have discussed the book in 2017.

In 2017, *Requiem* was checked out 1500 times and renewed 700 times. The e-book was

borrowed 1300 times. These are all considered high rates of circulation for an individual work of adult fiction.

Conference at the Council House

On November 21, a public art piece called, “Conference at the Council House” was unveiled on Celebration Square, close to the glass pavilion. The Library assisted the artist, Hadley Howes, with inviting library customers to submit a drawing of a bird that they see in their local community. One of the images submitted at the Clarkson Library was used in the final design.



Financial Impact

All of the in-house programs were done with existing funds and staff hours.

The Friends of the Mississauga Library provided financial support up to \$10,000 to support the “One Book, One Mississauga” program. Funding was used to purchase the additional copies of the books and support the attendance of the author at both in-person library events.

Transportation and accommodation costs were fully supported and the author worked with Library staff to reduce costs.

A small number of branded Canada 150 souvenirs were purchased to give out to participants at 50th Anniversary celebrations.

Conclusion

All of the scheduled activities to celebrate Canada 150 were accomplished and only positive was received from participants. The “One Book, One Mississauga” program is an effective

model for community reading engagement and should be offered again with adequate funding available from the Friends of the Mississauga Library.

Rose Vespa

Director of Library Services

Prepared by: Diana Krawczyk, Manager, Children Youth and Popular Collection



Briefing Note

To:	Mississauga Library Board	
From:	Rose Vespa, Director	
Date:	January 17, 2018	
Subject:	CEO Report – January 2018	Agenda 3.1

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

There are no government updates to share this month.

ORGANIZATIONAL CHANGES

Recruitments for Selector positions are now underway. Senior Librarians are now in place at most library locations as are Program Coordinators. Librarian vacancies and remaining Senior Librarian positions are in the process of being filled as well.

SYSTEM HIGHLIGHTS

Toys for Tots

The Peel Regional Police, in partnership with the Salvation Army and the Canadian Tire Corporation, are collecting new, unwrapped toys this month and distributing them as gifts to under privileged children, in the Region of Peel, during the December festive season.

This year, through the United Way, the Libraries along with Mississauga Fire Services, joined the Toys for Tots collection campaign as drop off locations.

This is Mary DaSilva's message to all staff after the completion of the Toy collection:

*“We collected a total of **344** toys system wide for the Toys for Tots campaign! Thank you to all staff and also the many customers who brought in donations. The delivery and pick up of the toys from the branches to Central was a team effort. Thank you so much to Jessica, Colleen, the Couriers and also to Al Hills (Fire Department).”*

I want to thank Mary for her dedication and efforts. Mary retired at the end of December 2017. We will miss her especially as it relates to her work on behalf of the Library for the United Way.



One Book, One Mississauga

I want to acknowledge Diana Krawczyk for her leadership of the Library's One Book, One Mississauga to commemorate Canada's 150.

Peel District School Board

In December, I reported on some initial collaboration with the Dufferin Peel Catholic District School Board. I am happy to report that some initial conversations are also under way with the Library Coordinator at the PDSB as well.

FINAL THOUGHTS

It has been a good start to the year with more substantial activity to come in the following months.

Rose Vespa
Director of Library Services

City of Mississauga
Library Board Report



Date: January 17, 2018

To: Mississauga Public Library Board

From: Rose Vespa, Director of Library Services

Agenda 5.1

Meeting date:
January 17, 2018

Subject

Review of Executive Limitations Policies A1-A12

Recommendation

That the compliance report on the Executive Limitations Policies A1 to A12 be approved.

Highlights

Twice annually, the CEO reports on compliance of the Executive Limitations Policies. September 2017 additions are bolded in **black** and the January 2018 additions are bolded in **red**.

Background

The Executive Limitations policies are designed to ensure that the Board has articulated adequate checks and balances that these are in place; consistent with the tenets of the Carver model of board governance, and that the CEO is adhering to them through semi-annual reporting. They are:

1. Communication and Counsel to the Board
2. Protection of Services
3. Treatment of Customers
4. Staff Treatment
5. Staff Conduct
6. Financial Planning/Budgeting
7. Financial Condition
8. Emergency Executive Succession

9. Protection of Privacy
10. Asset Protection
11. Compensation and Benefits
12. Legal Compliance

Updates to each policy are placed in bold for the Board's information and 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 are working effectively and are compatible with the expectations of the City.

Policy 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.

Accordingly, the CEO shall:

1. *Submit monitoring data required by the Board in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored.*
2. *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.*
3. *Advise the Board if the Board is not in compliance with its own policies, particularly in the case of Board behaviour that is detrimental to the work relationship between the Board and the CEO.*
4. *Respect the adopted standards of service for library service as accepted by the Corporation regarding holdings, annual acquisitions, and space provision, or to ensure the involvement of the Board in the change or addition to such standards by the Corporation.*

The meetings over the year are dedicated to ensuring compliance with this policy by making it a standard item on all agendas. As well, a schedule of the review of all Board policies is followed over the year. Consent agenda approvals are also followed as per the annual work plan.

In April of 2017, the CEO started a monthly CEO Report to the Board which includes system highlights, organizational changes, government updates, and relevant trends. A more detailed report on system highlights is also submitted to the Board quarterly. This change in format has allowed for a timelier and comprehensive report from the CEO while allowing for more flexibility in the kinds of information provided to the Board.

Additionally, a report on Performance Measures Initiatives with proposed timelines on Metrics reporting was submitted to the Board at its meeting in June.

Outcome Measures and KPI measurement protocols are also being developed. These measures have been brought to the Board for review in November and December of 2017.

I confirm that I am in compliance with any reasonable interpretation of the policy.

Policy A2 – Protection of Services

The CEO shall protect the services delivered by the Mississauga Library System to its residents.

Accordingly, the CEO shall:

- 1. Inform the Library Board of and involve them in the determination of any service reductions and changes to fees.*
- 2. Inform the Board on changes to service levels.*
- 3. Report on satisfaction surveys and customer feedback.*
- 4. Inform the Board semi-annually of service trends and issues for public libraries.*
- 5. Inform the Board of any relevant planned or recent changes at any level (municipal, provincial, federal) in order to allow the Board to consider and comment.*

This policy was developed by the Board to cover situations involving service reductions due to budget cuts. It outlines a fair and reasonable process to be followed.

All changes to fines and fees are reviewed and approved by the Library Board in October of each year. All changes to public policies are submitted to the Board for approval prior to implementation.

All major survey results are regularly reported to the Board with Count Week results communicated to the Board in January of each year.

The Future Directions Master Plan, endorsed by the Board in May of 2014, outlined recommendations that will enhance service levels as it relates to the Library's resources, facilities and technological infrastructure over the next five years. The Library Leadership Team is now in the final stages of implementing these changes to the service delivery model. The Library Board has been provided with regular updates in every stage of this process.

Future Directions Master Plan presentations were done for the Library Board in December of 2017. Full copies of the Background Studies were provided to the Board via email on January 9, 2018.

CEO Reports include monthly analysis of trends in public libraries and changes at all levels of government.

Customer Satisfaction Survey data was presented to the Board in 2017 that indicated a 90% satisfaction rating amongst citizens in Mississauga. The Library was the highest rated service in the City.

I confirm that I am in compliance with any reasonable interpretation of the policy.

Policy 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, unintrusive, or provide appropriate confidentiality and privacy.

Accordingly, the CEO shall:

- 1. Use application forms or procedures that only elicit information for which there is a clear necessity.*
- 2. Use methods of collecting, reviewing, transmitting or storing client information that protect against improper access to the information elicited.*
- 3. Maintain facilities that provide a reasonable level of privacy, both aural and visual.*
- 4. Establish with customers a clear understanding of what may or may not be expected from the service offered.*
- 5. Use reasonable judgment in dealing with customers.*
- 6. Inform customers of this policy or provide a grievance process to those customers who believe that they have not been accorded a reasonable interpretation of their rights under this policy.*
- 7. Ensure the rules and regulations of the Library respect the needs of and convenience of the greatest number of users and are defensible given application and practices elsewhere.*
- 8. Ensure an open, accessible customer comment process.*
- 9. Take all necessary steps to safeguard the safety and welfare of library users in the event of unplanned emergencies.*
- 10. Implement a full communications plan to ensure that all key stakeholders are initially and subsequently informed of the nature and extent of any unplanned disruption of service.*
- 11. Provide full and proper public notice of the privacy policy of the Mississauga Library System.*
- 12. Ensure adherence by employees to the procedures that respect and protect the privacy of personal information of customers and other members of staff.*

The Library's practices and procedures involving the maintenance of personal information have been thoughtfully and responsibly developed as part of a corporate initiative and are regularly reviewed on the basis of both intent and application as was evidenced with the approval of the Privacy Policy in December 2016.

Public service policies are codified and stated. Complaints concerning library practices are dealt with professionally under corporate procedures followed by the Library. Library forms involved are routinely reviewed. The wide use of complaint mechanisms, both formal and informal, as well as the ease of access to management, the Board and to local politicians, ensures a means

of recourse for any complaints. All citizen concerns are routinely responded to in a courteous and timely manner resulting in good public opinion.

As an integrated part of the City, the Library operates in full awareness of the legal requirements of the new Integrated Accessibility Standards Regulation. Requirements regarding the provision of accessible web information have been met.

I confirm that I am in compliance with any reasonable interpretation of the policy and that the Library meets relevant corporate requirements.

Policy 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.

Accordingly, the CEO shall:

- 1. Operate with written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.*
- 2. Acquaint staff with their rights under this policy.*
- 3. Take all necessary steps to safeguard the safety and welfare of employees in the event of unplanned emergencies.*
- 4. Implement a full communications plan to ensure that all key stakeholders are initially and subsequently informed of the nature and extent of any unplanned disruption of service.*
- 5. Develop a full staff training plan annually and to report on the results annually to the Board and the wider community.*

This is a very broad policy that requires full compliance with labour and human rights legislation as well as sound, articulated management practices that are fair, dignified and safe. On the first point - compliance with legislation – appropriate procedures have been established with corporate direction and as a result there have been no infractions. This is due largely to pro-action, timely response to labour issues and solid HR and legal support from the City. On the second point - fair, dignified and safe treatment of staff and volunteers - again there are sound policies, practices and training in place in support of these in alignment with City policies and practices. New legislative requirements are routinely implemented. **Labour management meetings are held monthly. Mid-way meetings have also been added recently. These meetings are still in place and have been extremely valuable for sorting out issues and building relationships.** One of these is the contact between the union and the library board as employer, where unresolved concerns could be raised. A formal Delegations Policy approved by the Board provides an appropriate framework for this communication.

The policy further requires written personnel policies, an effective grievance process, and an open complaint process. All three elements are in place across the library system with evident sound results. Routine meetings of union and management provide a working forum to address issues and take action. Staff orientation regularly covers these important issues. The City has approved a new Whistleblower Policy for all employees.

As an integrated part of the City, the Library operates in full awareness of the legal requirements of the new integrated Accessibility Standards Regulation.

The final requirement of the policy identifies the need to acquaint staff with their rights. All volunteers receive formal orientation and routine evaluation. All new employees receive formal union orientation and corporate orientation. **For 2017, three staff orientations have been conducted.** All employees and volunteers receive regular formal performance reviews. On-going training is used to update or reinforce specific areas of personnel policies. Training has been more formally reported on in recent years.

A Relationship Building Workshop is planned for January 19, 2018 for the Labour and Management groups at the Library. This will enhance existing relationships and hopefully will lay the ground work for success for the next set of negotiations in 2019.

I confirm that I am in compliance with any reasonable interpretation of the policy and that the Library meets relevant corporate requirements.

Policy 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.

Further, without limiting the scope of the foregoing, by the following, the CEO shall:

- 1. Provide to staff a definition of prohibited behaviour, including conflict of interest, harassment of customers or others.*
- 2. Prohibit any employee to claim as his or her own products which have been developed using the time and resources of the employer.*

The Library, working in close alignment with the City, follows all city HR policies and procedures unless specifically countered by public library legislation or the Library's collective agreement. The City's policies fully describe acceptable employee behaviour and the processes to deal with transgressions.

In addition, policies and procedures covering staff conduct are routinely communicated to all staff. Prohibited behaviour is routinely reviewed as a good management practice. Complaints from the public are treated seriously and used to reinforce acceptable conduct.

The established practice is that all products developed at work are clearly the Library's for use by the Library, including modification.

A formal incremental discipline process is followed in incidents requiring action. Although such situations are rare, all are dealt with in a timely, standardized manner focused on behaviour improvement. Regular performance appraisals for all staff reinforce the remedial approach to exhibited unacceptable conduct.

I confirm that I am in compliance with any reasonable interpretation of the policy and that the Library meets relevant corporate requirements.

Policy 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.

Accordingly, he or she shall allow budgeting which:

- 1. Contains information to enable credible projection of revenues and expenses, separation of capital and operational items, and disclosure of planning assumptions.*
- 2. Is adequate for a full line or program budget presentation.*
- 3. Plans the expenditure in any fiscal year only of funds that are conservatively projected to be received in that period.*
- 4. Enables the Board to govern effectively.*
- 5. Conforms to the requirements and duties as spelled out in the Public Libraries Act or to requirements of the Corporation.*

Each year, the CEO will provide the draft Capital and Operating budget estimates prepared under City requirements to the Board for a Direct Inspection Monitoring Report. The Board will review the budgets according to the following Financial Planning/Budgeting Policy:

- (a) If the estimates are deemed to be a reasonable interpretation of Board policy, the Chair shall place the budgets on the Consent Agenda for acceptance for submission to the City's estimates process.*
- (b) If the estimates are not deemed to be a reasonable interpretation of Board policy due to incomplete or unsatisfactory evidence proving compliance with Board policy and multi-year plan, the Board shall require the CEO to provide additional evidence to prove compliance.*
- (c) If the estimates are not deemed to be a reasonable interpretation of Board policy due to changes in the assumptions upon which Board policy and multi-year plan are based, the Board shall review and revise the policy and the plan.*
- (d) Once the Board has completed its Direct Inspection Monitoring Report, the Board may use the time between the completion of the Monitoring Report and the consideration of the budgets by Council, to promote the Library to Council, to ensure a clear understanding of library needs and required resources.*
- (e) In accordance with approved multi-year plans.*

The intent of this policy is to assure financial performance in support of stated short term and long term priorities in a sound manner.

Financial performance within the City of Mississauga is a top priority with extensive procedures and practices in place, resulting in awards for the process and kudos for the results. The Library gets more attention to its finances than any other area of the City because of its uniqueness and dual accountability.

The CEO must comply with all city requirements in developing cost estimates and must properly reflect the priorities and the expectations of the Library Board. This is done in a multi-year context for both operating and capital needs ensuring regular review and updating of all plans and costs. In addition, on-line accounting provides systematic and timely reporting for all managers of expenditures and revenues in understandable and useful formats.

The Library's annual budgeting process is detailed, practical and comprehensive. The stages of review ensure that priorities are regularly evaluated and important needs met within available funds.

The approval process for new funds is equally thorough and fair. A business case approach is taken to all new initiatives in an annual multi-year planning process for both operating and capital requirements. Safeguards exist to prevent overspending.

The solid financial planning and budgeting process allows the governing body to focus on outputs – services and ends - rather than on inputs – funds and costs - and thereby be truly effective.

Preliminary budgets reflecting approved multi-year plans are developed, refined and presented for approval normally by year-end. This year, a report on the Library 2018-2021 Business Plan & 2018 Budget Recommendation was presented to the Board in March. This report included timelines for a Budget Estimates Report in September, budget deliberations by the City's Budget Committee in November and budget approvals in December. The Library Board is kept informed of the process and any key issues likely to arise through monthly updates. Budgets are then adopted early in the New Year.

A Report on the Budget and Business Plan was presented to the Board in October of 2017 for review and feedback. A presentation from the City's Finance Department was also made to the Board at the same meeting. Changes recommended by the Board were incorporated in the presentation to Council. A report requesting the Board's adoption of the Budget is in the Board's Agenda for January of 2018.

I confirm that I am in compliance with any reasonable interpretation of the policy and that the Library has met relevant corporate requirements.

Policy 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 **Public Libraries Act**.*

Accordingly, the CEO shall:

- 1. Limit expenditure only to funds than have been received in the fiscal year to date unless the debt guideline is met.*
- 2. Ensure legally required payments or filings are made on time and accurately filed.*
- 3. Aggressively pursue receivables after a reasonable grace period.*
- 4. With respect to the relationship with the City of Mississauga, its staff or officers shall comply with the City's requirements and practices unless they contravene the Public Libraries Act, collective agreements or other Board decisions.*
- 5. Operate within the requirements of the Public Libraries Act.*

This policy is intended to prevent any fiscal jeopardy for the organization or departure from fiscal plan.

The Library fully follows City financial practices and its operations are fully integrated within the City's. These practices ensure proper fiscal performance including preventing over expenditures or over commitment. The associated processes required by City practice similarly ensure timelines, comprehensiveness and legal compliance. Quarterly reviews are routinely conducted over the year.

Annually, the Library is audited by both internal and external auditors. Where specified, remedial actions are always pursued and satisfactorily completed in accordance with corporate practices.

A Library Board bank account was set up to facilitate the electronic transfer of the annual provincial grant as mandated by the government. Prior to this, the province issued the funds via cheques.

Regular standardized reporting is also in place to provide assurance and/or identify corrections at an early point.

I confirm that I am in compliance with any reasonable interpretation of the policy and that the Library has met relevant corporate requirements.

Policy 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.

Further the CEO shall ensure that the four (4) positions reporting to the CEO –

a) Manager, Library Facilities & Operations

b) Manager, Central Library & Community Development

c) Manager, Digital Library Services & Collection

d) Manager, Planning, Development & Analysis

shall at all times be kept familiar with the duties and obligations of the CEO's position and of the organization.

The CEO shall ensure the continuance of key positions within the organization.

Recent changes to the organizational structure have ensured that the proper authority is centralized in order for effective decision making and accountability; however, it has also ensured that operational decision making is appropriately delegated. There are currently three Senior Managers who are able to act on the Director's behalf during her absence.

As a result, the operations of the Library are well covered. In addition, the on-going involvement of City personnel from the Community Services Department in HR, IT, finance, planning, facilities and projects ensures broad awareness of key needs, plans and priorities by Library managers. Finally, formal processes have been put in place to have acting managers for all absent managers. **The Library's new organizational structure has formulized the numerous informal task teams, committees and project teams to ensure accountability and transparency.** In addition, regular meetings of the management team, of the Community Services management team, and with the Commissioner of Community Services ensure full and timely awareness of all key issues.

I confirm that I am in compliance with any reasonable interpretation of the policy and that the Library has met relevant corporate requirements.

Policy 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.

The Library has established sound procedures with Legal's assistance covering the collection and retention of personal information in the Library. These procedures are regularly reviewed with staff and monitored by managers in accordance with corporate practices. Electronic data on customers are likewise treated responsibly under city policies and practices. Facilities provide a reasonable level of privacy for users with practices that respect it.

Under the Freedom of Information Act, the Library received 2 requests for Disclosure of Personal Information in 2017. The annual report filed with the IPC will be sent to the Board when completed.

I confirm that I am in compliance with any reasonable interpretation of the policy and that the Library has met relevant corporate requirements.

Policy A10 – Asset Protection

The CEO shall ensure that assets are protected, adequately maintained and kept safe.

Accordingly, the CEO shall:

- 1. Comply with the City policies and procedures concerning asset protection except as outlined by the Board.*
- 2. Safeguard the organization, its Board or staff from claims of liability.*
- 3. Protect intellectual property, information and files from loss or significant damage.*
- 4. Protect the organization's public image or credibility, so as not to hinder the accomplishment of mission.*
- 5. Preserve funds and other donations intended for the ownership of the Mississauga Public Library Board and hold such assets in secure instruments.*

Libraries need to secure their significant assets, both today and long term. The appraised replacement value of the Library's collection alone exceeds \$200 million, with buildings and equipment on top of that.

As an integrated part of the City, all assets of the Library are routinely evaluated and insured. As well, all aspects of operations have normal City liability coverage.

Loss, theft and damage are routinely assessed and corrective action taken as warranted complying with the City's guidelines and requirements. Periodically, inventories and write offs are completed to update records.

Safety of customers and staff is a key operational value addressed through regular staff training, inspections and process review, all consistent with City practices and requirements.

In financial areas, reserves are routinely audited in accordance with standard city practices. Each year actionable items are identified as part of the annual objective setting process.

I confirm that I am in compliance with any reasonable interpretation of the policy and that the Library has met relevant corporate requirements.

Policy A11 – Compensation and Benefits

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the CEO shall ensure fiscal integrity and protect public image.

Accordingly, the CEO shall:

- 1. Not make any changes to his or her own compensation and benefits.*
- 2. Keep the Board apprised of competitive practices regarding compensation and benefits.*

The Library's employees fall into three categories: director, non-union employees and union (full time and part time). Compensation and benefits are determined differently for each of these groups.

A full job evaluation including a review of union compensation, and pay equity maintenance will be undertaken this year and coincides with the Library's realignment of its organizational structure.

As per the CEO's update in December of 2017, Job Evaluation is underway with the first phase to be completed by appropriate unionized staff by February 28, 2018.

Communication regarding Bill 148 to all unionized staff is ongoing and will be sent out through the City's Human Resources Division during the Week of January 8, 2018.

A new Collective Agreement for the period of April 1, 2015 – March 31, 2019 was ratified on July 25, 2016.

The Library continues to employ an annual performance appraisal process for all union employees supported by the union which allows for a merit rating of each union employee.

The Library's non-union compensation and benefits are linked to those at the City for the comparable group. The same job evaluation system, job titles, salary grid, benefits package and annual performance management process used by the City for its non-union employees covers all Library non-union employees. Changes continue to be made annually in the benefits area or as required by new legislation. Working in an integrated manner with Community Services and using the dedicated Human Resources Manager within that department, all Library non-union compensation and benefits matters are routinely handled as they are for other City employees.

In addition to the above, the annual performance management process for non-union employees has been modified recently in an effort to better serve the changing needs of the workplace and the workforce. The distribution of merit pay each year has varied. Currently, the merit pay based process is stable.

Library management works with HR to ensure that the Library's practices will attract and retain quality professionals for the future of the service.

The compensation and benefits of the director are similarly aligned with those within the City for other senior positions.

Under the Public Libraries Act, the Library Board is the employer:

3. (3) A public library shall be under the management and control of a board...

15. (1) A board may appoint and remove such employees as it considers necessary, determine the terms of their employment, fix their remuneration and prescribe their duties.

Consistent with this responsibility and authority, all remuneration issues affecting Library employees are regularly approved by the Library Board. The City has agreed to a board approved hiring process for a director which respects the Board's legal role as "employer".

I confirm that I am in compliance with any reasonable interpretation of the policy and that the Library has met relevant corporate requirements.

Policy A12 – Legal Compliance

With respect to the operational aspects of the Library, the CEO shall:

- 1. Comply with the requirements of the Public Libraries Act and with the requirements of the Corporation, unless they contravene the Public Libraries Act, the collective agreement, or other direct Board decisions.*
- 2. Raise to the Board and other parties as warranted any identified or potential issues of conflict among legal requirements.*

The Library operates in full awareness of the legal requirements of the Public Libraries Act. In Mississauga, the Act and the Library's legal requirements have been thoroughly investigated as its unique situation within the City has evolved. Similarly, the requirements of the Library's collective agreement with its unionized employees are stringently followed as are the policies of the Library Board under the Carver model.

I confirm that I am in compliance with any reasonable interpretation of the policy and that the Library has met relevant corporate requirements.

Conclusion

The Executive Limitations policies of the Library Board cover those areas of operation assigned by the Library Board to the CEO. In total they represent the Library Board's expectations of the CEO and they do this under the Carver model by defining the limitations of that position. If and when warranted by application, 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 seem effective.

Rose Vespa
Director of Library Services

City of Mississauga
Library Board Report



Date: Jan. 17, 2018
To: Mississauga Public Library Board
From: Rose Vespa, Director of Library Services

Agenda 5.2

Meeting date:
Jan. 17, 2018

Subject

Adoption of 2018 Budgets

Recommendation

That the Library's 2018 operating and capital budgets, as approved by Council on November 22nd, 2017, be adopted.

- | |
|---|
| <p>REPORT HIGHLIGHTS:</p> <ul style="list-style-type: none">• The 2018 Library operating budget is \$29.0 million, an increase of \$680K or 2% above the 2017 budget.• Approved 2018 Capital projects include funding for Central design and furniture and equipment for branches |
|---|

Background

Each year City Council approves both the operating and capital budgets allocating funds for the library to support the Library Board's strategic priorities and the Library's Business Plan initiatives. Operating funds are provided to enable the Library to meet service needs. The Library also annually receives capital funds to replace public furniture and equipment and implement major initiatives such as library redevelopments or technological improvements.

Comments

City Council approved the 2018 Library Business Plan and Budget on November 22nd, 2017. The approved Library operating budget for 2018 of \$29.0 million is an increase of \$680K or 2% above the 2017 budget.. The Library's 2018 operating budget includes

additional \$200,000 in funding for the materials budget for RFID tags, and to reach the \$4.25 per capita benchmark recommended by the Library's Strategic Plan.

	2018	2017	Change
Labour	22,580	22,140	2%
Library Materials	3,955	3,755	5%
Other	2,504	2,469	1%
Total Expenses	29,040	28,364	2%
Library Revenues	-1,949	-1,949	0%
Tax Portion	27,091	26,415	3%
Total Revenues	29,040	28,364	2%

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

Library Revenues includes all fines and fees as well as program room rentals, photocopying charges, leases, vending commission and various miscellaneous.

The 2018 Library capital budget includes continued funding for the Revitalization of Central Library and the lifecycle replacement of public-use furniture and equipment.

2018 Capital Budget New Projects	(000)\$
Central Library Redevelopment	1,000
Lifecycle Equipment	127
Library Renovations to Various Locations	51

Conclusion

The 2018 Library Operating and Capital budgets position the Library to move forward on the Library Board's strategic objectives.

Attachments

None.

Rose Vespa
 Director of Library Services

(Prepared by Mike Menary, Manager, Planning Development & Analysis)

City of Mississauga
Library Board Report



Date: January 17, 2018	Agenda 6.1
To: The Mississauga Public Library Board	
From: Rose Vespa, Director of Library Services	Meeting date: January 17, 2018

Subject
Count Week 2017

Recommendation
That the report dated January 17, 2018, on the Library's 2017 Count Week be received for information.

Highlights
Count Week data shows good growth in the usage of electronic collections and a decline in visits to the Library.

Background
Every fall all public libraries in Ontario are required to conduct a one week sampling of activities for standardized reporting to the Ministry of Culture. This is a sample, photo in time view of library statistics and is not necessarily reflective of what the statistics would be if we collected them on a more frequent basis. The results of count week are annualized (multiplied by 50 weeks) and sent to the Ministry of Culture for the public library statistics database. Since count week is a largely manual counting process, in future we will be working on automated methods of retrieving the required data for count week. For example, this year we used technology to track in person visits rather than a manual count. Library Staff are also working on a more robust metric system which will be rolled out at various Board meetings in 2018.

Comments
The required elements of Count Week are hours open, circulation, in-house use of materials, public workstation users, reference and readers' advisory questions in person, electronic reference transactions, visits, wireless users, accessible requests and the number and average time spent on information communication technology requests.

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

Financial Impact

None.

Conclusion

Highlights of the results for 2017 include:

- Website visits and electronic reference transactions went up by more than 52% year over year
- The number of database searches increased by 40%
- Circulation was down by 7.3%
- The number of physical visits to the library appears reduced by about 6,500 customers in 2017 compared to 2016 – it should be noted that historically physical visits were measured by a manual count, this year we were able to use technology to track physical visits so the year over year comparison is not necessarily apples to apples.

Although caution should be applied to any analysis of Count Week trends due to this simply being a snapshot of Library operations. System-wide Count Week data indicates the trend in the declining use of traditional library services continues. Circulation of physical library collections, in-house use, standard reference transactions and reader's advisory transactions all decreased. The decreases were felt at both the branches and Central. The decline in circulation was somewhat offset by an increase in the use of electronic collections which saw an increase of 6.2% this year over last year during Count Week. The decline of traditional library services is in keeping with what other libraries are reporting.

The continuing decline in the number of standard reference transactions is likely a result of the ease of access to information on the Internet.

System-wide Count Week data also indicates a slight decline in public workstation users. The number of wireless users remains high, as customers continue to bring their own mobile technology into the Library.

Count Week confirms that library usership continues to be strong but customers are seeking to meet different needs than they used to. The Library as meeting space, purveyor of technology and program provider continues to grow in importance as the more traditional use declines.

The Library's Future Directions master plan and the results of the Environics customer analysis will help guide our response to these changing needs while the system's new

metric program will provide more robust information on Library's performance and customer usage in the coming months.

This report on Count Week demonstrates legislative compliance to the Board.

Attachments

Appendix 1: Count Week Statistics

Appendix 2: Count Week Comparison – 2017 vs. 2016

Rose Vespa
Director of Library Services

Prepared by: Mike Menary, Manager Planning Development and Analysis

Appendix 1 - Mississauga Library System Count Week Statistics November 20 - November 26, 2017

Location	Hours Open	Circulation	Total In-house Materials Use	# Using Public Workstations	# Standard Reference Transactions	# Reader's Advisory Transactions	# of Electronic Reference Transactions	# People Entering	# Wireless Users	# of Accessible Requests	# Attending Maker Space Programs	Information Communication Technology Requests	
												Number of Requests	Avg. Time in Minutes per Request
Burnhamthorpe	69	6,973	957	838	99	25	3	4,784				111	1.8
Churchill Meadows	74	4,769	762	727	100	30	2	5,264				73	1.9
Clarkson	49	3,352	746	223	82	30		3,256		5	14	211	1.9
Cooksville	49	2,262	259	274	50	75		1,470				108	2.0
Courtneypark	77	5,611	985	471	288	89		9,129		2	3	94	1.8
Erin Meadows	77	9,378	2,523	1,110	424	111	3	11,654		2	54	383	2.2
Frank McKechnie	67	6,381	1,377	673	116	35		5,528				66	1.6
Lakeview	49	2,405	447	159	11	9		1,378				22	3.2
Lorne Park	67	3,424	615	250	30	21	1	3,039				37	2.4
Malton	64	2,706	1,578	1,058	123	20	1	5,929			97	172	2.1
Meadowvale	64	8,470	1,861	947	92	14	2	6,569				105	3.3
Mississauga Valley	54	3,824	1,152	503	87	8		2,890			20	41	2.6
Port Credit	53	3,591	752	274	54	15	1	3,023				60	2.1
Sheridan	38	2,213	609	283	74	17		1,422				26	4.0
South Common	54	5,946	1,122	637	86	24		4,626			13	98	2.6
Streetsville	53	3,553	633	181	91	34		2,337		1	50	128	1.5
Woodlands	53	3,356	469	274	97	6		3,499				44	4.4
Branch Total	1,011	78,214	16,847	8,882	1,904	563	13	75,797		10	251	1,779	2.4
Central Arts & History	72		486	341	121	8	1					41	3.9
Central Children's	72		3,346	266	280	219	12					24	3.0
Central Circulation	72	15,983						15,138		4		347	1.5
Homebound Services		210											
Central Readers' Den	72		596	598	160	16	50			1		86	2.3
Central Sciences & Business	72		690	1,029	224	1	3				3	179	4.0
Central Total	72	16,193	5,118	2,234	785	244	66	15,138		5	3	677	2.9
Freegal		6,260											
Hoopla		146											
OverDrive		9,910											
Zinio		1,287											
eSupport												16	9.4
eServices Total		17,603										16	9.4
System Total	1,083	112,010	21,965	11,116	2,689	807	79	90,935	89,166	15	254	2,472	2.8

Social Media & Website Statistics	Visits
Facebook	232
Twitter	164
Website Visits	16,260
Total eVisits	16,656

Databases	
Databases Owned	21
# of Searches	4,574

City of Mississauga
Library Board Report



Date: January 17, 2018	Agenda 6.2
To: Mississauga Public Library Board From: Rose Vespa, Director of Library Services	

Subject
Central Library Revitalization - 2017 Year End Update

Recommendation

- The Board receives this report as information (further to the original report sent to the Board in April of 2016 and the 2016 year-end update sent in January 2017)
- The Board endorse, in principal, the concept of exploring potential partnership, sponsorship and donation opportunities within the local technology and educational communities; ostensibly, via a formal “Request for Expressions of Interest” (RFEI) process to be conducted with the support of the City’s Materiel Management, Sponsorship & Corporate Development and Information Technology business units

Report Highlights

- Central library is 26 years old and needs major lifecycle replacements and upgrades
- 2013 Feasibility study & 2014 Library Master Plan supported Central Library revitalization
- Request for Proposals for an architectural firm issued in March 2016 (RDH Architects was successful bidder)
- RDH Architects worked with City staff (from Library, Facilities & Property Management, and Information Technology Divisions) throughout 2017 on design of revitalized building
- Design process is ongoing and targeted for completion in 2018
- A formal “Request for Expressions of Interest” (RFEI) to solicit potential partnership, sponsorship and/or donation proposals related to the provision of hardware, software

and other technologies in support of the Central Library revitalization will also be conducted in 2018

Background

The Central Library is now 26 years old and requires major facility lifecycle replacements and upgrades.

In 2013, a Feasibility Study was completed that recommended significant structural and accessibility updates as well as different options for space utilization.

In 2014, the Library's Master Plan (Future Directions) included a recommendation to implement the findings of the Feasibility Study.

A 2016 capital request was approved by Council to build on the feasibility study and turn these ideas into more detailed design concepts. A Request for Proposal was issued in March to produce detailed architectural drawings. RDH Architects were selected.

Project Highlights 2017

Starting in 2016 and continuing into 2017, a team of Library staff worked closely with the City's Facilities & Property Management (F&PM) section and RDH Architects to develop conceptual designs for the Central Library.

In mid-2017, Library engaged Rachel Van Riel (Opening the Book), a consultant with international expertise in customer and staff workflow and collection merchandizing. In a series of workshops she presented best practices from libraries around the world, and introduced the concepts of Family Friendly design and the Retail Service Model. The feedback and lessons from these workshops were used to evaluate the existing building program, and to identify guiding principles for the project.

Technology emerged as a key focus for the renovated Library, and a Senior Manager from the City's Information Technology Division, Sven Tretrop, was seconded to the project on a temporary basis (for a 12-18 month period) to work exclusively on the technology planning. A detailed plan for the Digital Hub and technology features throughout the building was developed.

As of the end of 2017, preliminary concepts and floorplans for all five floors of the building had been created and endorsed by the Steering Committee. Key features of the building will include:

- Lower Level: "Digital Hub" - Focus on technology learning & creativity including: podcasting booths, recording studios, maker space, digitization stations, high-end PC's, gaming & virtual reality space, performance stage, "genius bar" style customer service, and entrepreneurial learning resources
- Level One: Children's services, popular collections, customer experience
- Level Two: Youth services, popular collections, MBEC
- Level Three: Information services, local history, staff space
- Level Four: Information services, group & individual Study, reading lounge/patio

Each level will include: self-checkouts, assistive technology workstations, digital signage and collection promotion, reconfigured staff service points, easy access to power, and recharging stations.

As well, business planning is underway for the ancillary spaces, including the glass pavilion & breezeway, the Noel Ryan auditorium, and food services.

Next Steps

- Completion of the revised building program document (based on work done in 2017)
- F&PM will share this document with RDH Architects, who will use it to complete the detailed design process
- Development of a formal “Request for Expressions of Interest” (REFI) for potential partnership, sponsorship and/or donation opportunities related to the provision of hardware, software and other technologies in support of the Central Library revitalization

Estimated Timeline:

2018 – RFEI for Potential Partnerships, Sponsorships & Donations issued

2018 – Building program finalized

2018/2019 – Final architectural drawings

2019 – Construction RFP

2019/2020 – Construction begins

Note: construction start is highly tentative as project is still in planning & design phase. More details re: actual projected timelines will be provided to the Library Board as they become available.

Financial Impact

The estimated total capital budget is 23 million dollars. A capital request of \$800,000 was approved in 2016 to complete the design concepts. Funding was included in the 2017 capital budget. Any scope changes identified during the architectural design process will necessitate a request for additional funding via the City’s annual business planning process.

Conclusion

The Mississauga Central Library opened in 1991 – 26 years ago. As of the end of 2017, the design process for a revitalized Central Library facility was well underway. 2018 should see much of the architectural design process completed, in preparation for the construction process to follow. Revitalization in the next few years will ensure that the Central Library remains a state-of-the-art facility that continues to serve the needs of the community in the decades to come.

Rose Vespa
Director of Library Services

Prepared by: Laura Reed, Manager of Central Library and Community Development & Sven Tretrop, Senior Manager, Architecture and Innovation

City of Mississauga
Library Board Report



Date: January 17, 2018 To: Mississauga Public Library Board	Agenda 6.3
From: Rose Vespa, Director of Library Services	Meeting date: January 17, 2018

Subject

2018 Ends Action Items Review

Recommendation

The Board review and approve the recommendations for Actions Items in 2018.

Background

In preparation for the final year of the Board’s mandate, the CEO submitted recommendations for action items to be included in 2018 at the December meeting. At the Board Chair’s recommendation, the members agreed to reflect on the report and provide comments and suggestions at the January meeting. New items from the Board could be added at this time.

Comments

In total, the Library Board has overseen 35 initiatives with 94.3% of these initiatives either completed or ‘**In Progress**’. Only 2 initiatives have yet to be started. The ‘**In Progress**’ initiatives can be grouped into three categories related to Budget, Realignment or the Masterplan. Please see below:

Strategic Action (#)	Budget	Realignment	Masterplan	Completion
Card Campaign (1)		✓		Plans reactivated with new Manager in place
Remote Registration (2)		✓		Plans reactivated with new Manager in place
Customer Engagement (4)			✓	Future Directions Background Studies completed and presentation to Board done in December

Strategic Action	Budget	Realignment	Masterplan	Completion
Post -Secondary Partners			✓	Report presented to the Board in December regarding partnership strategies
Expansion of Maker (15)	✓			Money requested through FOL and Budget process for more equipment
Expand Book a Librarian (16)		✓		Plan will be reactivated once Manager of Innovation is hired.
New Makerspaces (20)	✓			Both Courtneypark and Burnhamthorpe should be completed early in 2018.
Service Desk Retrofit (24)	✓			Budget has been revisited for 2018 capital.
Central Library (27)	✓			Capital budget for 2019-2021
First Step Cards (31)			✓	Full report will be completed in July of 2018
Summer Reading Report (32)			✓	Report included in November Board Package
Open Window Hub (33)			✓	Pilot will be complete in July of 2018
Tablet lending for children(35)	✓			Project included in capital budget for 2018/2019.

The projects are spread fairly evenly over the Board's Ends. The two projects not started include the introduction of Online Courses and Outreach to Local BIA groups. Both items will be reactivated when the realignment is completed in early 2018.

To ensure focus on what needs to be accomplished, the Appendix attached to this report only includes action items from the previous year that haven't been started and those that are in-progress. Four new action items (6, 7, 20 & 21) have also been added and are indicated in bold.

Status reports on 'In Progress' items are included in red type.

Proposed Board Action Items for 2018

The 4 new actions in bold represent strategic areas that will need Board direction and endorsement. These initiatives will have impacts on the direction of the Library beyond 2018.

Item 6: Library KPIs

The approval of the Library's KPIs will be critically important for the long term. A draft metric dashboard will be submitted to the Board in February. Once approved, this dashboard will be presented quarterly to the Board.

Item 7: Vision/Mission

Collectively, the Board feels that its Vision/Mission needs to be updated. The CEO needs direction from the Board on how this important task is to be undertaken.

Item 20: Legacy Document

The Legacy Document will provide an outline of successes, strengths, opportunities, and challenges that the Board has experienced. It will also provide advice and serve as a guide to future Boards on how to achieve success.

Item 21: Skills Inventory

In anticipation of the new Board and to ensure that it is comprised of the ideal mix of professional skills, resources, backgrounds and experience, demographics, community connections, and other characteristics” for the board needs to achieve its goals, a skills inventory is necessary. This action item will ideally be completed by June 2018, to serve as a guide during Board member appointments by Council.

Financial Impact

All initiatives have been included in the Library’s operating and capital forecasts.

Conclusion

The proposed actions outlined above will assist the Board in deliberating on its focus during the final year of its term. New items recommended by the Board are welcome and will be included in the final draft.

Rose Vespa, Director of Library Services

Attachments: Appendix 1: Draft Library Board Ends as of January 2018



Library Board Ends for 2016 – 2018 (DRAFT)
As of January 2018

Agenda 6.3
Appendix 1

Ends We know and engage with our community	Key Objective: Develop a public awareness campaign that will highlight the role and importance of libraries in the community				
Strategic Action	Description	Milestone	Metric/Strategic Outcome	Impact	Status Update
1)Card Campaign IN PROGRESS	A methodology will be created to establish a pattern of card usage including connecting with lapsed users using data analytics.	When vendor service arrangements are completed this campaign will be initiated (2016/2017)	Increased market penetration		Developing approach and tactics, reviewing data, best practices. On Hold.
2)Remote card registration IN PROGRESS	To utilize technology in order to perform library card registration during outreach visits or at any locations outside of a library.	Currently exploring the technology to make this happen (2016/2017)	More card registration and library usage		Project re-initialized. Testing and process development will begin February 2018.
3)Customer Engagement Strategy IN PROGRESS	To prepare for Future Directions in 2018, a strategy for public consultations, public engagement and environmental scan activities prior to the commencement of the planning process	Exploration of appropriate external resources to be completed before the end of Third Quarter. Pre- planning project to commence in early 2017.	Increased customer intelligence		Update provided at March meeting including Communication & Engagement Plan. Consultant selected. Future Directions background report provided to the Board at the June meeting.
Ends We know and engage with our	Key Objective Develop partnerships which ensure a wide variety of quality programs				

community					
Strategic Action	Description	Milestone	Metric/Strategic Outcome	Impact	Status Update
4)Initiate collaboration with Post-Secondary Institution (Sheridan College) IN PROGRESS	Conversations have been ongoing with Sheridan College for the creation of a pilot site for Maker Mississauga and other Digital initiatives.	Pilot to be created in 2016	Increased digital literacy/knowledge.		<p>Exploring partnerships with the local educational and technology sectors will be conducted as part of the Central Library revitalization project. The intent will be to solicit partnership, sponsorship and donation opportunities for the Digital Hub, Maker-Spaces and other technology features, in part through a formal "Request for Expressions of Interest" process to be conducted in early 2018.</p> <p>Exploring possible sponsorship, partnership and donation opportunities within the local education and technology communities has also been added to the work plans of the</p>

					City's newly hired Manager, Digital Library Services & Collections.
5)Initiate collaboration with Post- Secondary Institution (University of Toronto - Mississauga Campus) IN PROGRESS	Conversations to be initiated regarding exploration of partnership and/or collaboration opportunities.	Second Quarter of 2016	Increased partnerships to enhance lifelong learning of residents.		<p>Conversations between the Library and UTM will be reinitiated in 2018 in tandem with the Central Library revitalization project. The intent will be to solicit partnership, sponsorship and donation opportunities for the Digital Hub, Maker-Spaces and other technology features, in part through a formal "Request for Expressions of Interest" process to be conducted in early 2018.</p> <p>Exploring possible sponsorship, partnership and donation opportunities within the local education and technology communities has also been added to the</p>

					work plans of the City's newly hired Manager, Digital Library Services & Collections.
Ends We know and engage with our community	Key Objective Utilize targeted customer behaviour analysis to improve customer experience				
6)Library KPIs	Develop effective measures that will ensure the Library system is continuously striving to adhere to the Library Boards Ends.	April 2018?	-Improved Customer Experience -Understanding Customer behaviour -Knowledge of Customer Expectations		Draft Metric Dashboard to be presented to the Board at February's meeting, Staff will continue to update the KPIs and develop automated data acquisition systems for identified metrics that are not currently available. Dashboard will be presented quarterly to the Board.
7)Mission & Vision	Review and update, if necessary the Board's mission and vision to ensure it represents current organizational goals	June 2018			
Ends Recognized as a key learning institution	Key Objective Provide E-Learning opportunities and continued skill development through online resources				
Strategic Action	Description	Milestone	Metric/Strategic Outcome	Impact	Status Update
8)Acquisition of Massive Open Online Course (MOOC)	Online learning has many forms. MLS is investigating products that would offer learning modules.	2017	Access to more formulized and free online learning environment.		No updates available at this time. Will re-visit upon completion of re-

NOT STARTED					organization
Ends Recognized as a key learning institution	Key Objective Develop service that will assist in the use of technology to access resources				
Strategic Action	Description	Milestone	Metric/Strategic Outcome	Impact	Status Update
9)Expand Maker Mississauga IN PROGRESS	Introduce 3D printer certification, Digital Filmmaking, Coding, and Robotics http://www.mississauga.ca/portal/residents/makermississauga	2016/2017	In 2016 the Mississauga Library System offered 837 Maker Mississauga programs to 12,758 attendees.	Increased technology skills	Mac laptop upgrades on order for all branches to enhance programming opportunities.
10)Expand Book a Librarian IN PROGRESS	One on One training with Library staff for accessing E-books, online resources and for learning how to use devices	2016/2017		Increased comfort and technical skills.	576 one-on-one sessions were booked with staff by the end of 3 rd Qtr 2017.
Ends Recognized as a key learning institution	Key Objective Increase support and awareness for small business				
Strategic Action	Description	Milestone	Metric/Strategic Outcome	Impact	Status Update
11)Renewed dialogue and collaboration with MBEC IN PROGRESS	To work collaboratively in offering Entrepreneurship 101 with Mississauga Business Enterprise Centre	2016	Staff began delivering these “enhancement” sessions in January 2017. So far, staff have presented twice and are scheduled to continue on a semi-monthly basis.	Small businesses are more informed and equipped for success.	The Sciences & Business staff prepared a 10-minute PowerPoint presentation, which highlights Library resources that with help Small Business clients. MBEC is still in the planning stages of Entrepreneurship

					101. So far, they have committed to connecting with MaRS and confirming the 2017 schedule, as well as details on the deliverables and requirements and expectations of the program. Once this schedule has been confirmed, MBEC will work with Library to determine the best way we can collaboratively deliver these sessions.
12)Develop an outreach strategy with local BIAs NOT STARTED	Identify all local BIAs and leverage the library locations in that catchment area to increase use of library by small business.	2017	Small businesses are more informed and equipped for success		Report provided at the May Board meeting. Will re-visit upon completion of re-organization .
13)RIC IN PROGRESS	Conversations underway since late 2015 to offer programming jointly for budding entrepreneurs	Joint program to be identified and conducted in 2016	Library positioned to be a part of the entrepreneurial pipeline		The Library met with the Executive Director of the RIC Centre and will be looking to further develop this partnership. The Library recently promoted the RIC Centre's Growing Your Business Seminar on Recruiting Talent: Strategy and Structure through our Twitter

					feed. No updates at this time. Entrepreneurship programming being pursued through MBEC.
Ends Inspiring, welcoming and creative space	Key Objective Develop and provide facilities that offer an all-inclusive, safe and friendly environment that inspire learning and creativity				
Strategic Action	Description	Milestone	Metric/Strategic Outcome	Impact	Status Update
14)The creation of dedicated Makerspaces IN PROGRESS	Makerspaces will be created by repurposing space in library locations across the City. The initial locations that have been identified include Courtnepark, Central Library and Burnhamthorpe. Other locations can be explored as opportunities arise.	Project costs for three initial locations incorporated into 2017 capital budget (2016-2018).	Expanded access points and increased opportunity for spontaneous creation. Increased STEM knowledge.		2017 capital budget has been approved for additional makerspace locations at Burnhamthorpe and Courtnepark Libraries. Architects are currently finalizing plans for both spaces.
15)Service Desk Retrofits IN PROGRESS	South Common Library, Cooksville Library and Frank McKechnie Library will all have redesigned and modern circulation desks.	Project initiated. Completion expected in 2017	Enhance the customer experience and more efficient service delivery.		South Common and McKechnie scope being reviewed. RFP for consulting services being developed. Project managers are identified by FPM. Have had initial site visits and are exploring retrieving a quote from contractors. Funds insufficient for work required.

					Additional funds will be sought for retrofits.
Ends Inspiring, welcoming and creative space	Key Objective Ensure that all prospective redevelopment of library spaces takes into account future community needs				
Strategic Action	Description	Milestone	Metric/Strategic Outcome	Impact	Status Update
16)Central Library Revitalization IN PROGRESS	Central Library Revitalization is under consideration for approval for 2017 capital budget. Design concepts are being developed in 2016.	2017-2019	Increased learning, digital literacies and workforce preparedness.		<p>Review of work to date was completed, and guiding principles and concepts have been endorsed by the Steering Committee. Building Program to be finalized by spring 2018, followed by the detailed design phase.</p> <p>RDH Architects have been selected to develop architectural drawings for a revitalized Central Library. Concept drawings are currently under development and being iteratively refined. A cross-sectional renovation team from the Library and IT has been working with RDH Architects and the City's Facilities &</p>

					Property Management Team to conceptualize and design the layout and features of the revitalized building. A more detailed update on current project status will be provided in the January 17, 2018 Library Board Report.
17) Automated Sortation IN PROGRESS	This initiative represents a second phase to the RFID Self Check Out Project and will be installed at 7 branches in addition to Central Library as part of the renovations.	Project Manager will be on stream in 3 rd Quarter of 2016. The project is expected to be completed in 2018.	Enhance the customer experience and more efficient service delivery.		Central library sorter requirements discussions have commenced. More work to be completed in 1Q2018
Ends Multi-talented people changing lives	Key Objective Devise and implement programs and services that will allow library staff to become agents of social mobility				
Strategic Action	Description	Milestone	Metric/Strategic Outcome	Impact	Status Update
18) First Step card IN PROGRESS	In early 2016, the Library introduced a First Step card. This card allows customers who do not have identification the opportunity to borrow materials and have access to library computers.	2016		Increased knowledge, social inclusion, and quality of life.	1,452 cards have been issued to date. Since tracking started in July, 93 have transitioned into regular cards.
19) Open Window Hub IN PROGRESS	The <i>Open Window Hub</i> will: <ul style="list-style-type: none"> • promote inclusiveness of vulnerable youth and adults; • provide outreach services in the library; • allow the homeless to work with a professional to prepare plans to address their situation; and • offer a referral service that connects those at risk or those who 	\$122,524 in federal funding received in July;			Homelessness Prevention & Outreach Worker hired in September 2017. Innovative Solutions to Homelessness

	are homeless with community agencies that provide tools and resources for empowerment.				<p>Sessions held on September 13, 2017.</p> <p>Homelessness Prevention and Outreach Worker has established the Open Window Hub, attended staff meetings across the system, and is working directly with customers. Agreements are in place for us to offer ID Clinics. Working with Peel Region and CMHA, we have established a logic model to outline goals, and we are working with UT for project evaluation.</p>
<i>Ends</i> Multi-talented people changing lives	<i>Key Objective</i> To ensure smooth transition between outgoing and incoming Boards				
20) Legacy Document	To provide an outline of successes, strengths, opportunities, and challenges that the Board has experienced, and advice on how to achieve success in the future.	September 2018?			
21) Skills Inventory for Board members	Determine the ideal mix of professional skills, resources, backgrounds and experience, demographics, community connections, and other characteristics” the board needs to achieve its goals.	June 2018?			
<i>Ends</i>	<i>Key Objective</i>				

Access to many resources in many ways	Develop and implement a strategy that will enable open access to technology and technology devices for residents, particularly older adults and job-seekers				
Strategic Action	Description	Milestone	Metric/Strategic Outcome	Impact	Status Update
22)Lending program for preloaded tablets for children and their families. IN PROGRESS	Through provincial technology grants, the Library has acquired preloaded tablets, called Launch pads that circulate for children. We will devise an evaluation method to assess the impacts and outcomes of lending devices for future initiatives.	First Quarter of 2017	Increased early literacy skills. Increased comfort with technology.		Sturdier replacement parts are being supplied for Launchpads. Still working with vendor to address this issue.

City of Mississauga
Library Board Report



Date: The Library Board
To: The Mississauga Public Library Board
From: Rose Vespa, Director of Library Services

Agenda 7.1

Meeting date:
January 17, 2018

Subject

Board Meetings – Governance Policy B-14

Recommendation

The Board review and approve draft Governance Policy B-14

Highlights

- Rotating Chair duties has required additional guidance and policy related to protocols and duties related to running a board meeting.
- The Governance Policy was adapted from the Markham Public Library Board's document.
- It is comprehensive and would provide helpful guidance to any board member who found themselves in the role of Chair temporarily and/or in the role with little notice.
- This policy, along with some of the other governance policies that have been developed since 2014, provides a complete and transparent overview of meeting protocols for both the Board and for the public.

Background

In the Fall of 2017, the Board implemented a practice to rotate Chair duties for monthly board meetings. It was suggested that training be offered to members in running/chairing a meeting. It was also suggested that some assistance be sought from

the Clerk's Office. The City's Clerks Department recommended that a by-law or policy be created to outline the specific features of the board meeting including the duties of the Chair. A draft policy was developed and is attached for the Board's review.

Comments

The policy is adapted from the Markham Public Library Board's governance policy. It is intended to outline all mechanisms and features of a board meeting including; notice, quorum, motions, in camera discussions and specific duties of the Chair. It is comprehensive and would provide helpful guidance to any board member who found themselves in the role of Chair temporarily and/or in the role with little notice.

Financial Impact

There is no financial impact.

Conclusion

The draft policy speaks to the training and guidance gaps articulated by the Library Board. It also facilitates the rotating of the Chair duties amongst board members by providing important information about the running of meetings and the specific duties of the Chair. This policy, along with some of the other governance policies that have been developed since 2014, provides a complete and transparent overview of meeting protocols for both the Board and for the public.

Attachments

Governance Policy B-14

Rose Vespa
Director of Library Services

POLICY B14

Policy Type: GOVERNANCE POLICIES
Policy Name: **BOARD MEETINGS**
Date Approved:
Reviewed: Annual in March

To ensure orderly, effective and productive Board meetings, the Board shall observe the following framework:

A. MEETINGS

A.1 Meetings

All Board meetings shall be open to the public.

A.2 Inaugural Meeting in New Term

The Public Libraries Act, Section 14(1) and (2) authorize the CEO/Secretary-Treasurer to call the first Board Meeting in each new term.

A.3 Regular Meetings

The Board shall hold at least 10 scheduled meetings each year. These regular meetings shall be held at 5:30pm on the 3rd Wednesday of each month from January to June and from September to December.

The Board shall not hold a Board meeting that falls on a municipal, provincial or federal election date.

The Board Secretary shall provide a meeting date schedule to members at the beginning of each year.

The Board shall provide to each member written notice of all Regular Meetings, together with the proposed agenda and the minutes of the immediately preceding Regular Meeting and of any Special Meetings, at least 5 days in advance of such meetings. The Board Secretary shall provide to each member advance electronic minutes.

A.4 Meeting Notification

The Notice shall be in the form of a written agenda accompanied by its supporting documents.

The Board Chair, in consultation with the CEO/Secretary-Treasurer, shall prepare the agenda. Any member wishing to place an item on the agenda may make the request to do so through the Chair or CEO/Secretary-Treasurer no later than 7 days prior to the meeting. Such requests shall then be considered at the Chair's discretion. Minutes of the previous regular meeting and any special

meetings shall be provided to the members in the same manner as the agenda.

The members shall be delivered electronically to the members' designated addresses at least 5 days prior to the upcoming meetings.

Lack of receipt of notice for a Regular Meeting, shall not affect the validity of holding the meeting or any action taken thereat, provided a quorum is obtained.

A.5 Order of Business

The Order of Business at regular meetings shall be as follows:

- Call to Order
 - Chair's Remarks
 - Excused Absences
 - Approval of Agenda
 - Declaration of Conflicts of Interest
 - Delegations
- Consent Agenda
 - Minutes of previous meeting
- CEO Report
- Policy Review
- Executive Limitations/Internal Monitoring Reports
- Ends
- Governance
- Ownership Linkage
- Board Advocacy
- Board Development
- Incidental Information
- Other Business
- In Camera Agenda
- Board Self-Evaluation
- Adjournment

A.6 Special Meetings

The Chair or any 2 members may summon a Special Meeting at any time. The meeting's purpose must be stated in the notice and no other business will be transacted without the consent of a Board majority.

Special emergency meetings may be called with notice 24 hours prior to the meeting.

Lack of receipt of notice for a Special Meeting shall not affect the validity of holding the meeting or any action taken thereafter, provided a quorum is obtained.

A.7 In-Camera Meetings

When the Board determines that matters should be dealt with in the absence of the public, a motion to move into an In-Camera session must be moved, seconded, and approved by majority vote, prior to the meeting being closed. Motions to move in-camera are not debatable.

The following subjects may be discussed at properly constituted closed meetings:

- (a) Debate as to whether or not an item is properly in-camera or not, if in the Chair's opinion, such discussion would be prejudicial if discussed at an open meeting.
- (b) The security of the Board's property
- (c) Personal matters about an identifiable individual
- (d) A proposed or pending acquisition or disposition of land by the Board
- (e) Labour relations or employees negotiations
- (f) Litigation or potential litigation, including matters before any Court or Administrative Tribunal, affecting the Board
- (g) Advice that is subject to solicitor-client privilege, including communications for that purpose
- (h) A matter in respect of which a Board or Board committee may hold a closed meeting under another Act
- (i) A request under the Municipal Freedom of Information And Protection of Privacy Act

A meeting may be closed to the public during a vote only if:

- (a) Conditions permitting or requiring the meeting to be closed to the public exist
- (b) If the vote is a procedural matter or for giving directions or instructions to Board officers, employees, or agents or Board committee or persons retained by or under contract with the Board.

The Board may invite appropriate persons, such as the CEO/Secretary-Treasurer and Board Secretary to attend an In-Camera session. The Board Secretary takes the minutes of In-Camera meetings. Minutes are kept brief and do not contain the discussions at the In-Camera meeting. Motions passed in camera are ratified when the Board returns to its regular meeting. Minutes are circulated to the Board and appropriate staff and approved at a subsequent meeting.

A.8 Meeting Procedures

The Chair will preside at all Board meetings, maintain order, decide whether motions are in order, and rule on all procedural matters.

If the Chair is not present at the time for the meeting to begin, The Vice-Chair will call the meeting to order and will preside for that meeting or until the Chair arrives.

If both the Chair and Vice-Chair are not present within 15 minutes after the time for the meeting to begin, the CEO/Secretary-Treasurer will call the meeting to order and will preside for the election of the Acting Chair. While presiding, the Acting Chair will have all the Chair's rights, duties and responsibilities.

For purposes of succession training, the Chair may from time to time, assign members to chair the meeting.

A.9 Attendance

Members shall notify the Board Secretary if they are unable to attend the Board Meeting. Meeting attendance shall be recorded.

A.10 Conflict of Interest

The *Municipal Conflict of Interest Act* shall govern the Board, and the agenda shall include provision for members to disclose a direct or indirect pecuniary interest in a matter and the general nature thereof.

A.11 Quorum

A quorum shall be a simple majority of the Board.

As soon as there is a quorum present, the chair shall call the meeting to order.

When a quorum is not present within the 30 minutes after the time fixed for a meeting, the meeting may continue; however, no motion may be made or passed.

A.12 Voting

The Chair or Acting Chair may vote with the other members upon all questions. The Chair or Acting Chair shall cast a vote after all members have voted.

Any question on which there is a tied vote shall be deemed to be negative.

Voting shall be a show of hands, unless otherwise indicated. Upon the request of a member who is present when a question is stated, a recorded vote shall be taken.

A.13 Rules of Order

The Chair may use *Robert's Rules of Order* as a tool to govern proceedings and member conduct.

A.14 Chair's Procedures

The Chair will:

1. Open meetings by taking the chair and calling meetings to order.
2. Determine the presence of a quorum.
3. Maintain a list of members who have signaled the Chair that they wish to speak or ask questions.
4. Recognize members in the order in which they signaled that they wish to speak or ask questions.
5. Receive and submit, in the proper manner, all motions presented by the members, unless a motion is contrary to the Board's policies. If the chair rules that a motion is contrary, the Chair will tell the members immediately and will cite the rule, policy or authority applicable to the case without argument or comment.
6. Determine whether a question is properly one of privilege and admissible and to be dealt with immediately. The Chair's ruling on order or procedure may only be appealed by Board motion, duly seconded. If the motion is carried, the Chair's decision is overturned.
7. State and put to a vote all motions, which are moved and seconded in the course of proceedings, and announce the results.
8. Expedite business.
9. Decide all questions of order.
10. Ensure appropriate conduct of members and the public.
11. Sign on behalf of the Board, where applicable.
12. Ensure the decisions of the Board are in conformity with the Board policies and the Public Library Act.
13. Declare the meeting adjourned when moved by the Board.

A.15 Public Conduct

Members of the public will be courteous and will not engage in any action that disturbs the meeting.

Members of the public will only address the Board if they have prior appointment or permission, using polite, respectful language. **Please refer to the Board's Delegations Policy.**

B. MOTIONS

B.1 Decisions

All decisions will be made on the basis of motions.

B.2 Moving a Motion

To make a motion, a member must have the floor first.

A motion properly moved before the Board must be completed before any other motion can be received, except a motion to amend or adjourn or on a matter of privilege.

B.3 Seconding a Motion

Another member must second every motion.

A motion will not be debated until it has been moved or seconded and put on the floor by the Chair.

The Chair will not put any matter to the vote, and a member will not move a procedural motion to have the vote taken, until every member who wishes to speak has spoken at least once. Members who have already spoken may speak again only after all other members have been given the opportunity to speak. After members debate a motion, the Chair puts the question to a vote and announces the voting result.

Any member may require the question or motion under discussion to be read at any time during the debate.

There will only be one substantive motion before the Board at any one time. An amendment may be made to a motion, but may not negate the main motion or materially alter its intent.

B.4 Notice of Motion

All motions other than routine business or those arising out of reports from standing or special committees may be void unless the mover gives notice thereof at least 10 days before the meeting at which said motion is to be presented. This notice shall be given in writing to the Board Secretary and it shall be accompanied by a copy of the proposed motion. Said notice and motion shall be mailed to all members 5 days before the meeting.

B.5 Amending a Motion

Only one motion to amend the main motion shall be allowed.

B.6 Withdrawing a Motion

When a motion is before the Board and the mover wants to withdraw or modify it or substitute another motion, the Chair shall grant permission if no member objects. If a member objects, The Chair will have to put the question on granting the request to a vote, or someone can make a motion to grant it. A motion to withdraw another motion cannot be debated or amended.

B.7 Adjournment

A motion to adjourn is not debatable, cannot be amended and, if resolved in the negative, cannot be made again until after the Board shall have completed some intermediate proceeding.

C. MINUTES AND AGENDA

C.1 Distribution

Regular Board Meeting agenda and minutes are public information and will be made available to the public.

Copies of all approved Regular Meeting and Committee Meeting minutes are retained in an official minute book filed in the Administration Office.

C.2 Regular Meeting Minutes

The Board Secretary records minutes for later transcription in draft form and forwards to members before the next meeting.

Amendments are brought to the following Regular Meeting for adoption in the minutes.

The minutes shall be confirmed at the following Regular Meeting.

C.3 Committee Minutes

The Board Secretary, or Committee Member, records Committee Meeting minutes.

C.4 New Business

At the beginning of any Regular Meeting, The Chair may announce additional items to be added to the agenda.

**MISSISSAUGA PUBLIC LIBRARY BOARD
2018 Work Plan**

Month	Executive Limitations	Governance	Board CEO Linkage	Ends	Consent Items
January	CEO Report (Monthly); Review Exec. Limitations Policies (CEO);			Annual Key Objectives	Review Count Week; Adopt Budgets
February				Trends Report Collection HQ-T. Sharp	
March	Budget Discussion	Elections	Review Board-CEO Linkage Policies (CEO); CEO's PMP Review		Review Year-End Financial Report
April		Review Governance Policies (CEO);		Quarterly Report on Ends (LLT);	
May					Review 1st Qtr Financial Report
June			Semi-Annual Review of CEO Efforts	Staff Recognition Event (Long Service)	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	
October	Presentation to Council; Budget Estimates Report	Annual Board Self-Evaluation; Review of Fines & Fees		Quarterly Report on Ends (LLT);	Review Mid-Year Financial Report (includes 2nd & 3rd Qtr)
November				Review Work Plan (CEO); Trends Report Collection HQ-T. Sharp; Review of Strategic Objectives for 2019	
December			Semi-Annual Review of CEO Efforts	Approve Strategic Objectives(for 2019 (ENDS); Staff Appreciation	

Upcoming Events/Meetings with proposed locations & Chair		
Date	Event/Location	Meeting Chair
2018		
January 17, 2018 (Wednesday)	Regular Library Board Meeting Central Library (Classroom 3)	
February 21, 2018 (Wednesday)	Regular Library Board Meeting Central Library Boardroom	
March 21, 2018 (Wednesday)	Regular Library Board Meeting Central Library Boardroom	
April 18, 2018 (Wednesday)	Regular Library Board Meeting Cooksville Library (to be confirmed)	
May 16, 2018 (Wednesday)	Regular Library Board Meeting Clarkson Library (to be confirmed)	
June 20, 2018 (Wednesday)	Regular Library Board Meeting Courtneypark Library (to be confirmed)	
September 19, 2018 (Wednesday)	Regular Library Board Meeting Frank McKechnie Library (to be confirmed)	
October 17, 2018 (Wednesday)	Regular Library Board Meeting Erin Meadows Library (to be confirmed)	
November 21, 2018 (Wednesday)	Regular Library Board Meeting Burnhamthorpe Library (to be confirmed)	
December 19, 2018 (Wednesday)	Regular Library Board Meeting Central Library	