



Mississauga Public Library Board Meeting

Wednesday, October 16, 2019 | 5:30 - 7:30 p.m.
[South Common Library](#) | 2233 South Millway L5L 3H7

Board Members

Margot Almond
Councillor John Kovac
Councillor Matt Mahoney
Priscilla Mak
Wahab Mirjan
Laura Naismith
Val Otori
Carol Williams

Secretary/Treasurer/CEO

Lori Kelly
Director, Library

Leadership Team

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

The Library Board's Ends Are:

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

Land Acknowledgement

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

Agenda

Item No.	Item Description	Time Allotted
1.0	Call to order: Welcomes & Land Acknowledgement Statement	5:30-5:31
1.1	Excused Absences <i>(Motion required to excuse absences)</i>	5:31-5:33
1.2	Approval of Agenda <i>(Motion required to approve agenda)</i>	5:33-5:35
1.3	Declaration of Conflict of Interest	
1.4	Delegations 1.4a - Citizenship Satisfaction Survey- David Ferreira, Manager, City Marketing & Planning 1.4b - Marketing Plan and Communication Plan - Rob Simeon, Marketing Consultant Tamara Stojakovic, Manager, Social Engagement Cynthia Ulba, Senior Communications Advisor	5:35-6:00 6:00-6:20
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>	6:20-6:25
2.1	Minutes of the Regular Meeting on September 18, 2019	
2.2	Minutes of the In Camera Meeting on September 18, 2019	
2.3	CEO Report	
2.4	2020-2023 Business Plan and 2020 Budget Update	
3.0	CEO Report (see consent agenda)	
4.0	Policy Review	6:25-6:40
4.1	Monitoring Executive Performance	
4.2	Annual Board Self-Evaluation	
5.0	Executive Limitations/Internal Monitoring Reports	
5.1	KPI Update (Access to Many Resources in many Ways)	6:40-6:50
6.0	Ends Marketing Plan & Communication Plan	
7.0	Governance	6:50-7:00
7.1	Review of Work Plan	
7.2	Upcoming Meetings/Events/Chair Rotation	
8.0	Ownership Linkage	

9.0	Board Advocacy CULC Advocacy Update	7:00-7:05
10.0 10.1	Board Development SOLS Governance HUB: The Role of Board Members in Financial Oversight	7:05-7:10
11.0 11.1	Other Business Action Log Review	7:10-7:15
12.0	In Camera Agenda	
13.0	Board Self-Evaluation - L. Naismith to lead self-evaluation- Prepared for the meeting...time spent appropriately on Ends...full participation...courteous treatment of others...adherence to Rules of Order...emphasis on the future.	7:15-7:20
14.0	Adjournment <i>(Motion required to adjourn)</i>	
	TOTAL TIME	110 minutes
TOUR OF SOUTH COMMON LIBRARY		

City of Mississauga
Library Board Report



Date: October 7, 2019	Agenda 1.4b
To: Mississauga Public Library Board	
From: Lori Kelly, Director, Library	Meeting date: October 16, 2019

Subject

Library Marketing Plan and Communication Plan

Recommendations

1. That the report dated October 7, 2019 entitled “*Library Marketing Plan and Communication Plan*” from the Director, Library be received.

<p>REPORT HIGHLIGHTS:</p> <ul style="list-style-type: none">• The Marketing Plan and Communication Plan fulfill a recommendation from Future Directions under the Strategic Priority “Tell the Library’s Story”.• The plans have been developed to raise the community’s awareness of what the Mississauga Library System (Library) offers as well as enhance engagement and library usage.• The plans have a multi-year strategy focussed on General Awareness, Collections, Programs and Events, as well as Technology and Maker, and Services and Resources.• The Marketing Plan uses Environics data as a foundation to identify key audiences and demographics to ensure that campaigns are effectively targeted.• The Marketing Plan is a living document that will change with priorities throughout 2019 and 2020 and is complimented by the Communications Plan.
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Background

The 2019 Citizen Satisfaction survey recently completed by Forum Research indicated a 90% satisfaction rating with library services overall. However, a further breakdown of the analysis showed that only 64% of respondents are satisfied with the Library efforts in “Informing the Public of Library Services”. This is consistent with Focused Survey that Monteith Brown Planning Consultants completed in 2017 as part of Future Directions. In that survey 60% of respondents indicated they don’t participate in Library programs or events because they are not aware of what is available.

In order to ensure that the Library builds awareness of its programs and services as well as effectively positions itself as a place that drives learning, innovation and community engagement, a Marketing Plan and a Communication Plan have been prepared. This is a recommendation in Future Directions to “create and implement a plan to raise the community’s awareness of what the Library offers to enhance engagement and library usage.”

In 2017 the City of Mississauga contracted Environics Research to identify audience segments for both current and potential customers of the Library. Using a research-based approach Environics identified the top five demographic and personification profiles for the Library and cross referenced these with each of the 18 locations. This provides the Library with information on the interests and media usage patterns of individuals in these audience segments and has helped to build both plans. With this information marketing and communication efforts will target the interests and needs of each segment and the channels that are most likely used to find information.

Comments

The Library, in partnership with Strategic Communications and Business Planning, has created a multi-year marketing strategy and integrated communications plan. Building off the strength of the demographic analysis of library catchment areas done by Environics in 2017, the plans use identified key target audiences, demographics and psychographics to build an approach that will effectively target Mississauga residents. Using this information as a base, the Library has developed a series of campaigns and key messages to promote the Library in five areas:

1. **General Awareness:** Campaigns focusing on library cards, registration and promoting active card use as well as knowledge and awareness of library locations by promoting spaces and unique library features.
2. **Collections:** Campaigns highlighting physical and digital collections to increase usage, provide knowledge of alternate formats and support the love of reading through promotion of reader recommendations. In addition, the plan will provide marketing

support to eBook advocacy campaigns to ensure continued availability of this important format.

3. **Programs and Events:** Campaigns will promote attendance at programs, awareness of programs, events and related materials. In addition, campaigns will be designed to increase the amount of social media engagement before, during and after events to increase two-way communication with customers.
4. **Technology and Maker:** Focused campaigns will promote usage of all technology and maker equipment and position the Library as a leader in offering emerging technology. Campaigns will also promote the use of programming to support digital literacy, improve access to technology to those who fall below the digital divide and support science, technology, arts and math (STEAM) development.
5. **Services and Resources:** Campaigns will promote usage of services and resources including eLearning tools, increase awareness of the variety of services the Library offers and promote staff skills and knowledge to support customers in meeting their learning objectives.

The plans develop unique “selling propositions” for each of the five areas and cross reference these with the unique characteristics of the top four audience segments. Using data in this way has provided for campaigns and key messages that will promote the five areas effectively to Mississauga residents. The campaigns and key messages have been organized into a blocking chart that plans for the timing of the campaigns and key messages over the course of a year. The blocking chart will be used by Strategic Communications and Business Planning to support the Social Engagement team in developing and implementing specific tactics. The plans also include measures of success to ensure the effectiveness of each tactic is understood. The success of campaigns and tactics will be reported to the Mississauga Public Library Board (Board) with the appropriate Key Performance Indicator (KPI) report consistent with the schedule approved in September 2018.

The plans will be continuously reviewed and adjusted to respond to the changing demands of the Library and feedback from customers. They will be flexible and responsive to meet the needs of the Library, yet provide structure and a plan for when campaigns and key messages are released.

Financial Impact

Any costs related to campaigns or tactics will be funded through the Library's existing budgets for marketing and communications.

Conclusion

Future Directions includes a Strategic Priority entitled “Tell the Library’s Story” and a recommendation to build a plan to raise the community’s awareness of what the Library offers as well as enhance engagement and library usage. The integrated Marketing Plan and Communication Plan, both built using data around key target audiences, demographics and

psychographics, will provide a targeted way to promote Library services, programs, collections, technology and resources. Identified measures of success will continually evaluate progress to ensure the Library's efforts are reaching Mississauga residents and increase library engagement and usage.

Lori Kelly
Director, Library

Prepared by: Jennifer Stirling, Manager, Digital Library Services & Collections



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

RECOMMENDATION: That the Consent Agenda comprising of Agenda 2.0 to 2.4 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 September 18, 2019
- 2.2 Minutes of the In Camera Meeting on September 18, 2019
- 2.3 CEO Report
- 2.4 2020-2023 Business Plan and 2020 Budget Update

Lori Kelly
Director, Library



**MISSISSAUGA PUBLIC LIBRARY BOARD
Regular Meeting**

**Minutes of the meeting held on Wednesday, September 18, 2019 at 5:30 p.m.,
Streetsville Library, 112 Queen Street South, Mississauga, On**

Present: Margot Almond
Councillor John Kovac
Councillor Matt Mahoney
Priscilla Mak
Laura Naismith
Val Otori
Carol Williams

Absent: Wahab Mirjan

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

Minutes Recorded: Anne Marie Solleza

1.0 Call to Order

While waiting for the arrival of M. Almond, V. Otori, Library Board Chair called the meeting to order at 5:36 pm.

1.1 Excused Absences

59:19 Resolved that W. Mirjan be excused from the meeting.

Moved by L. Naismith

Seconded by P. Mak

Carried

The Board also discussed next steps to address the vacancy brought about by the resignation of a Board member.

At this point M. Almond arrives and as designated Chair, presides over for the meeting.

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1.2 Approval of Agenda

60:19 Resolved that the in camera agenda item 12.0 be moved forward after the Delegations and that agenda be approved as amended.

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

1.3 Declaration of Conflict of Interest

There were no conflicts of interest declared.

1.4 Delegations

**Bill 108 (More Homes, More Choice Act 2019) – Susan Cunningham, Manager,
Development Financing & Reserve Management**

S. Cunningham provided the Board with a detailed overview of Development Charges (DC), what they are, what is included/excluded and the changes to City's DC Policy after Bill 108 was passed.

The Board thanked her for the presentation and for answering their many questions.

61:19 Resolved that the Board move into closed session at 6:35pm.

**Moved by P. Mak
Seconded by . Williams
Carried**

12.0 In Camera Agenda

Pursuant to Ontario Public Library Act Sections

**(4) (d) labour relations and employee negotiations
Bargaining Update**

2.0 Consent Agenda

63:19 Resolved that the Consent Agenda and that the be approved and the CEO of the Library hereby authorized and directed to take such action that may be necessary to give effect to the recommendations as therein contained.

**Moved by V. Ohori
Seconded by Councillor J. Kovac
Carried**

3.0 CEO Report

See Consent Agenda.

4.0 Policy Review

4.1 Review of Executive Limitations Policies

There are currently 12 policies governing the executive limitations of the CEO. The policies under the Executive Limitations heading are designed to articulate the Board's checks and balances for the CEO consistent with the tenets of the Carver Model of Board Governance, and to monitor that the CEO is adhering to them. If warranted, the Executive Limitations policies can be amended to further limit or increase the responsibilities of the CEO. As there have been no issues in recent times, the present policies are considered effective.

64:19 Resolved that the report entitled Review of Executive Limitations Policies A1-A12 by the Director, Library dated September 9, 2019 be approved.

Moved by L. Naismith

Seconded by P. Mak

Carried

4.2 Review of Board-CEO Linkage Policies

There are currently five policies governing the linkage between the Board and the CEO. The policies under the Board- CEO Linkage are designed to ensure a compliant and effective relationship with a clear understanding of roles and responsibilities consistent with the tenets of the Carver Model of Board Governance, and to monitor that the Board and CEO are adhering to them. If warranted, the Board-CEO Linkage policies can be amended to further articulate the relationship. As there have been changes to the PDP (Performance Development Plan), a revised Monitoring Executive Performance (C5) policy will be brought to the Board for approval.

65:19 Resolved that the report entitled Review of Board-CEO Linkage Policies by the Director, Library dated September 9, 2019 be approved.

Moved by V. Ohori

Seconded Councillor J. Kovac

Carried

5.0 Executive Limitations/Internal Monitoring Reports

5.1 Key Performance Indicator(KPI) Update – Multi-Talented People Changing Lives

The "Multi-talented People Changing Lives" report is one of eight KPI reports provided to the Board annually. The report provides data, analysis and business impacts of the training opportunities provided to staff to allow them to develop the talents needed to support community members and change lives. The Library has been able to increase investment in staff training in 2019 by 46.7%, allowing for more staff development. This investment also supports the Library's

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Future Directions Strategic Priority “To Invest in our People” through ongoing training opportunities. New methods of supporting multi-talented staff are consistently being considered and implemented, with new trainings in areas such as customer service and staff resilience being introduced through the end of 2019 and in to 2020. As many of the KPIs in this report are being presented for the first time, the Library will enhance tracking of staff training and professional development to better evaluate year over year trends and enrich business decisions.

66:19 Resolved that the recommendations in the report entitled Key Performance Indicator (KPI) Report – Multi Talented People Changing Lives by the Director,

Library dated September 18, 2019 be approved as follows:

- 1. That the report entitled “*Multi-talented People Changing Lives*” dated September 18, 2019 from the Director, Library be received.**
- 2. That the Board approves future Key Performance Indicators (KPI) Reports for Multi-talented People Changing Lives to include reporting on job skill development and professional development, turnover, eligible vs. actual retirement, education and training and languages spoken by staff .**

**Moved by Councillor J. Kovac
Seconded by C. Williams
Carried**

5.2 Utilization Report

The Utilization report is one of eight KPI reports provided to the Board annually. The Library is seeing shifts in the expectations of customers as well as how they use the offerings that are available. The report shows a steady use of physical resources and a strong increasing trend in the use of electronic resources when comparing June 2019 and June 2018. Foot traffic and website visits are trending up year over year which indicates where the Library is providing high demand services. The Utilization Report and data provides the Board and the Library with information to make business decisions to enhance the experience for customers.

67:19 Resolved that the report entitled 2019 Q2 Utilization Trends and Analysis dated September 6, 2019 be approved as follows:

- 1. That the report entitled “*2019 Q2 Utilization Trends and Analysis*” dated September 6, 2019 from the Director, Library be received for information.**
- 2. That the Library Board (Board) endorse the expanded measures for future Utilization Reports.**

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Moved by V. Ohori
Seconded by P. Mak
Carried

6.0 Ends

6.1 Quarterly Ends Report

In April 2019 the Board approved one set of annual key objectives. These objectives are driven from the Board Ends and remain consistent with Future Directions and Community Services Department initiatives. The objectives serve both customers and staff in advancing the Library's Mission to provide services to meet the life-long informational, educational, cultural and recreational needs for all citizens.

This report provides the Board with an update on the progress on Board Ends for the 2018-2022 term. A request made at the June 2019 Board meeting to review the 2014-2108 Legacy Report for any actions that should be included in the 2019 work plan has also been addressed in this report.

68:19 Resolved that the report entitled Library Board Ends-Third Quarter Review dated September 9, 2019 be received.

Moved by Councillor J. Kovac
Seconded by P. Mak
Carried

7.0 Governance

7.1 Review of Workplan

The Trends Report (Collection HQ) has been moved to November.

7.2 Upcoming Meetings/Events/Chair Rotation

The following were added to the list of upcoming events:
October 16, 2019 - Citizenship Ceremony
November 5, 2019 – Webinar on The Role of Board Members in Financial Oversight

8.0 Ownership Linkage

There were no items for discussion.

9.0 Board Advocacy

There were no items for discussion.

10.0 Board Development

There were no items for discussion.

11.0 Other Business

11.1 Action Log Review

The following item was added:

- 1) CEO to provide the Board with options on the process of reviewing mission and vision

13.0 Board Self-Evaluation

C. Williams led the self-evaluation. She thanked the acting Chair for a well managed meeting that finished on time despite the packed agenda. She appreciated the detailed presentation from Finance on Development Charges and how this will impact the library going forward. She thanked everyone for coming to meeting on time, well-prepared and for adhering to the rules of order.

14.0 Adjournment

69:19 Resolved that the meeting adjourn at 7:35pm

Moved by V. Ohori

Seconded by Councillor J. Kovac

Carried

NEXT MEETING

The next Library Board meeting will be on October 16, 2019 at South Common Library.

Secretary/Treasurer

Chair



Briefing Note

To:	Mississauga Public Library Board
From:	Lori Kelly, Director, Library
Date:	October 7, 2019
Subject:	CEO Report – October 2019

BACKGROUND

The following report demonstrates compliance with Item 2 of policy A-1.

Inform the Mississauga Public Library Board (Board) of relevant trends, significant changes in provincial or municipal policies, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.

GOVERNMENT UPDATES

Public Library Operating, Pay Equity, and First Nation Salary Supplement Grants

The Library will be submitting its application for the 2018-19 Public Library Operating, Pay Equity, and First Nation Salary Supplement Grants (PLOG/PE/FNSS) to the Ministry of Tourism, Culture and Sport (Ministry) by October 24, 2019. This grant provides the Mississauga Library System (Library) with approximately \$715,000 in funding to help offset operating costs. Once the application is approved, the Ministry will deposit the grant funding into the Board's bank account at which point it will be electronically transferred to the City of Mississauga's (City) account so that it can appear in accounting statements.

2020-2023 Business Plan and 2020 Budget Process

The City's 2020 - 2023 Business Plan and 2020 Budget process has launched. There are several ways to become familiar with the process:

- Visit mississauga.ca/budget ;
- Read an [overview](#) of the 2020 preliminary Business Plan and Budget that was presented to the Budget Committee on June 26, 2019;
- Watch for the full 2020 proposed Budget and Business Plan (posted [online](#) on November 11);
- Watch or attend Budget Committee deliberations scheduled for November 18, 19, 25, 26 and 27 (Budget Committee meeting schedules are subject to change)

The City's budget process is transparent and offers several ways for residents to get involved, provide feedback and engage over a four-week period from September 16 to October 25 including:

- [Requesting a meeting](#) by community group
- Emailing a question or comment to budget@mississauga.ca
- Following the City budget conversations and posts on [Facebook and Twitter](#)
- Attending or watch a Budget Committee meeting via [live stream](#)
- Signing up for a [telephone budget session](#)
- Trying out the [budget allocator tool](#)

Mississauga's interactive budget allocator tool for the 2020 Budget is now available at mississauga.ca/budget. Residents can explore and learn more about City services included in the budget while gaining insight into the overall budget process. Residents can use the allocator to test different spending options in 12 service areas. Results from the allocator will be shared at Budget Committee on November 18. The results will help inform the committee's review of the 2020 proposed Business Plan and Budget.

Council is expected to approve the final budget at the December 11 Council Meeting.

ORGANIZATIONAL CHANGES

There are no organizational changes to note at this time.

SYSTEM HIGHLIGHTS

Citizenship Ceremony

The Institute for Canadian Citizenship (ICC) is a national charity co-chaired and co-founded by the Right Honourable Adrienne Clarkson, former Governor General of Canada and Mr. John Ralston Saul. It was founded in 2006 to welcome new Canadian citizens and to foster inclusion and active citizenship.

The ICC partners with Immigration, Refugees and Citizenship Canada (IRCC) to welcome thousands of new Canadian citizens each year through their unique community citizenship ceremonies. The ICC community citizenship ceremonies are anchored by their signature

roundtable sessions. The official citizenship ceremony will be held in C Banquets, 12th floor Civic Centre on October 16, 2019. Special guests are scheduled to include Natalia Kusendova (Member of Provincial Parliament for Mississauga Centre), Paul Mitcham (Commissioner, Community Services and Laura Naismith (Vice Chair, Mississauga Public Library Board) and myself.

Canadian Library Workers Day and Ontario Public Library Week and Initiatives

Friday October 18 marks Canadian Library Workers Day followed closely on October 21 with the start of Ontario Public Libraries Week. Initiatives to celebrate these events include:

- Social media campaign in the spirit of “Humans of New York” featuring our own Library employees and their stories as well as features on the unique spaces in Mississauga libraries;
- Media releases and promotion on the City’s internal and external websites as well as Celebration Square screens, community centre and library reader boards;
- Appreciation messages to staff from leaders including Paul Mitcham and myself;
- Customized appreciation initiatives in each location lead by the manager;
- Flag raising and related media as well as communication to Mayor and Members of Council; and
- Book mark handouts and posters from Ontario Library Association.

Library Is Here

The “Library Is Here” campaign began the week of September 30 with signs and posters on MiWay buses. The campaign promotes the materials, programs and services the Library offers both within and beyond the 18 branches. Bus ads focus on promoting the collection of materials available through the Library’s virtual branch. While the bus advertising will run through October, the “Library Is Here” campaign will continue, as it did in 2019, with additional advertising being placed throughout 2019/2020. Through this campaign, the Library looks for unique places to advertise, including within branches. Depending on the tactic used, tracking of analytics and usage data is gathered to measure the effectiveness of the campaign.

Put a Sock on it ‘Sauga

The second annual “*Put a Sock on it ‘Sauga*” sock drive launches in October. During the first drive in the winter of 2017/2018 the Library collected over 1,000 pairs of socks. The socks were distributed out of the Open Window Hub, but also to shelters and organizations working with individuals experiencing homelessness across the city. The socks provided the Library with an opportunity to build relationships with individuals and organizations, and to build awareness of the work in the Open Window Hub. Socks are the most requested item at shelters, and clean dry socks are important for healthy feet. Donating a pair of socks can make a difference. Donations will be accepted until the end of February and the Library has set a goal to collect over 1,000 pairs of socks during this campaign.

STAFF DEVELOPMENT

Ontario Library Association (OLA) Super Conference and Public Library Association (PLA) Invitation to Staff

OLA Super Conference, *Dream Here*, will take place at the Metro Toronto Convention Centre from January 29 to February 1, 2020. The PLA Conference will take place at the Music City Center in Nashville, Tennessee from February 25-29, 2020.

This is a great opportunity for learning and networking. All staff have been invited to submit their attendance requests for OLA Super Conference by October 18 for the Library Leadership Team (LLT) to consider. Managers, Senior Librarians and selected individual contributors have been invited to submit their request for PLA by October 31 for LLT to consider. All the requests will be considered and request will be granted based on identified learning outcomes, benefits and budget availability.

Office Space Strategy Workshop

On October 4 and 7 staff from the Central Library participated in a workshop to learn about the Office Space Strategy (OSS). The OSS principles will be used to guide the design of staff work spaces in the Central Library renovation. OSS is led by the Space Planning team in Facilities and Property Management and supported by Information Technology, Human Resources and Records Management to ensure people, business, space and technology are all considered in the new work space design.

The objective of the workshop was to provide information on the OSS and the changes in work space design. The workshop was an opportunity to share ideas, solicit feedback and provoke new thinking about the future of work in the Library. Staff also had an opportunity to visit and explore the 5th floor staff space for Information Technology, the first OSS space in the City, to see the strategy in action.

Lori Kelly
Director, Library

City of Mississauga
Library Board Report



Date: October 7, 2019	Agenda 2.4
To: Mississauga Public Library Board	
From: Lori Kelly, Director, Library	Meeting date: October 16, 2019

Subject

2020-2023 Business Plan and 2020 Budget Update

Recommendations

1. That the report dated October 7, 2019 entitled “*2020-2023 Business Plan and 2020 Budget Update*” from the Director, Library be received.

<p>REPORT HIGHLIGHTS:</p> <ul style="list-style-type: none">• The Mississauga Public Library Board (Board) received the initial submission on the 2020-2023 Business Plan and 2020 Budget in April 2019.• The Central Library revitalization, modernizing customer facing technology and an expansion of Maker Mississauga are the driving forces behind the Mississauga Library System’s (Library) 2020 – 2023 Business Plan and 2020 Budget.• To date, there are no changes to the original submission received by the Board in April 2019.• The Business Plan and Budget book was submitted on September 9, 2019 to the Finance Division and will be taken to Council in November 2019.
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Background

The Business Plan (Plan) outlines the major areas of focus for service delivery over the next four years. The Plan includes an overview of the Library’s vision, service delivery model, trends, key initiatives and performance indicators. The Library’s Plan is aligned with and guided by the City of Mississauga’s (City) Strategic Plan, the Board Ends and the Future Directions Master Plan.

The Board was provided with a 2020-2023 Business Planning and Budgeting process presentation in April 2019. The presentation also included a review of the Library's 2020 budget requests. This report is a follow up to that presentation. Note, the Library's business plan and budget remain unchanged from the submission the Board was presented in April 2019.

The Library's Plan and budget still requires the City's Leadership Team and Council approval before its recommendations are endorsed.

Comments

The Library's 2020-2023 Business Plan requests focus on the following areas:

- Identified additional funding for the Central Library Revitalization (2021) for a more modern and future-focused library; redeveloping underutilized and ancillary spaces; creating a layout that is conducive to current library collections; and expanding the fourth floor by adding 6,000 square feet of library space.
- Through modernization of customer facing library technology (2020) the budget request will increase and enhance customer access to services and collections including an improved mobile presence, a modern online catalogue, and an expansion of the technology lending program.
- Continued expansion of Maker Mississauga offerings through a mobile makerspace (2021)
- Investing in infrastructure and community through the renovation of South Common Library (2023)

Each of these areas of focus is guided by one or more of the Strategic Plan, Board Ends and/or Future Directions.

The Plan also includes requests for additional operating funds to support continuity in Library programs and events, increased Library marketing and promotions, ongoing support for makerspaces and expansion of the WiFi Hotspot lending program.

Providing cost reductions in the Plan is required by all service areas. The Library has identified cost efficiencies totaling approximately \$23,500 for 2020. Those proposed by the Library System do not have any impact on service levels for customers.

Key Dates

- The Leadership Team is reviewing Business Plans on October 17, 2019.
- Budget Committee will review and deliberate over Business Plans on November 18 - 19 and 25 - 27, 2019
- Council is targeting passing a motion to approve the total City budget on December 11, 2019.

Public Engagement

There is dedicated time for residents, businesses, special interest groups and taxpayers to provide input into the budget process through the following:

- Email questions and comments to budget@mississauga.ca
- Follow the City on [Twitter and Facebook](#)
- Submit comments directly to Budget Committee through [public question period](#)
- Follow discussions via [Mayor/Councillor news updates](#)

Financial Impact

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

Conclusion

The Library's 2020-2023 Business Plan and 2020 Budget are guided by the Strategic Plan, Board Ends and Future Directions. The budget requests shared with the Board in april 2019 are unchanged and are currently awaiting approval from the Leadership Team and Council. Council is targeting to pass a motion to approve the budget on December 11, 2019.

Lori Kelly
Director, Library

Prepared by: Fawzia Raja, Business Consultant

City of Mississauga
Library Board Report



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

Agenda 4.1

Meeting date:
October 16, 2019

Subject

Annual Board Self-Evaluation

Recommendation

That the report entitled “*Annual Board Self-Evaluation*” dated October 7, 2019 from the Director, Library be received for information.

Background

The Mississauga Public Library Board (Board) has developed a comprehensive statement of its roles and responsibilities based on the Public Libraries Act and its unique relationship to the City of Mississauga and its appointing body, Council. It reviews this document and evaluates its performance of its duties each year according to the Board’s work plan. This review may result in amendments to the Board’s roles and responsibilities or become key objectives for the upcoming year.

Comments

At the October 2018 meeting, the Board reviewed their roles and responsibilities and made no changes. The 2019 self-evaluation is based on the roles and responsibilities agreed to in 2018.

Financial Impact

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

Conclusion

The annual Board self-evaluation allows for a review of the Board’s roles and responsibilities as well as documents performance of its duties.

Attachments

Appendix 1: Board Roles and Responsibilities Worksheet

Lori Kelly
Director, Library

Mississauga Public Library Board

Roles and Key Responsibilities

Last Revised November 2017

Roles and Key Responsibilities	Satisfactory or Unsatisfactory	<i>Suggestions for Improvement</i>
<p>1. Governance/Policy Making</p> <ul style="list-style-type: none">(a) determine mission, purpose and strategic goals(b) set annual objectives and evaluate performance against objectives(c) determine policies in response to community data and needs(d) provide orientation for new members and development for all members(e) approve appropriate governance policies and monitor compliance(f) ensure compliance with Library legislation(g) Require the CEO's efforts of compliance in areas of corporate responsibility(h) Create a legacy document at the end of Board term <p>2. Community Relations/Services</p> <ul style="list-style-type: none">(a) ensure appropriate service standards are in place(b) engage and participate in community activities(c) seek to extend library service in meaningful and relevant ways(d) participate in Library Board activities(e) collaborate with officials and local community groups(f) develop and maintain a working relationship with local school boards(g) maintain a working relationship with local libraries and information providers		

<p>3. Finance</p> <ul style="list-style-type: none"> (a) approve resource strategies (b) adopt annual budgets and monitor performance (c) communicate with Council (d) ensure sound financial management <p>4. Personnel</p> <ul style="list-style-type: none"> (a) employ and annually evaluate the Chief Executive Officer (b) approve policies on human resources (c) approve compensation (d) provide for agreeable working conditions (e) provide for the proper development and training of staff (f) approve collective agreements <p>5. Legal</p> <ul style="list-style-type: none"> (a) respond to proposed legislative changes (b) ensure the retention of complete and accurate records (c) report on library operations to Council (d) maintain full membership of the Board (e) ensure the Library makes reasonable efforts to comply with all applicable legislation 		
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Mississauga Public Library Board

Roles and Key Responsibilities

Last Revised November 2017

Roles and Key Responsibilities	Satisfactory or Unsatisfactory	<i>Suggestions for Improvement</i>
<p>1. Governance/Policy Making</p> <ul style="list-style-type: none"> (a) determine mission, purpose and strategic goals (b) set annual objectives and evaluate performance against objectives (c) determine policies in response to community data and needs (d) provide orientation for new members and development for all members (e) approve appropriate governance policies and monitor compliance (f) ensure compliance with Library legislation (g) Require the CEO's efforts of compliance in areas of corporate responsibility (h) Create a legacy document at the end of Board term <p>2. Community Relations/Services</p> <ul style="list-style-type: none"> (a) ensure appropriate service standards are in place (b) engage and participate in community activities (c) seek to extend library service in meaningful and relevant ways (d) participate in Library Board activities (e) collaborate with officials and local community groups (f) develop and maintain a working relationship with local school boards (g) maintain a working relationship with local libraries and information providers 		

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City of Mississauga
Library Board Report



Date: October 7, 2019	
To: Mississauga Public Library Board	
From: Lori Kelly, Director, Library	Meeting date: October 16, 2019

Subject

Revisions to Policy C5: Monitoring Executive Performance

Recommendations

That the revised policy; Monitoring Executive Performance as attached as Appendix 1 to the report entitled “*Revisions to Policy C5: Monitoring Executive Performance*” dated October 7, 2019 from the Director, Library be approved.

<p>REPORT HIGHLIGHTS:</p> <ul style="list-style-type: none">• The Monitoring Executive Performance policy describes the performance review process for the CEO.• The policy was last revised on March 23, 2016.• In January 2019, the City of Mississauga (City) introduced a new performance monitoring process called the Performance Development Plan (PDP).• The new PDP provides a great deal of flexibility allowing for the Board Ends to be monitored and evaluated and aligns with the Executive Limitations policies.• As a result of the changes to PDP, the Monitoring Executive Performance policy requires edits to Section 3 to align with the new process. Specifically, the timing and number of check ins require a change to better align with the new PDP.• A Standard Operating Procedure (SOP) has been developed to describe the step by step administration processes for both the Board and the Administrative Coordinator.
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Background

The Monitoring Executive Performance policy is one of six policies that govern the linkage between the Mississauga Public Library Board (Board) and the CEO. The policy describes the performance review process for the CEO. The process is complementary to the process used at the City for comparable positions. The CEO's performance is measured against the expected organizational outputs and accomplishments that support the Board's policies on Ends and are achieved within the Board's policies on Executive Limitations. The policy was last revised by the Board on March 23, 2016.

Comments

In January 2019, the City introduced a new performance monitoring process called the Performance Development Plan (PDP). PDP represents a shift in focus from solely evaluating past performance to focusing more intentionally on continuous performance management and creating a culture of development. The PDP consists of a Performance Goal Plan (includes SMART goals and competencies) and an Individual Development Plan (IDP). PDP is grounded in new core competencies. For all leaders the new competencies include:

- Acting with Integrity
- Communicating Effectively
- Driving Continuous Improvement
- Serving Customers
- Setting a Strategic Vision
- Developing Talent
- Driving for Results
- Working with Financial Information

PDP includes four check ins between an employee and their leader each year.

All eligible employees are expected to create a performance goal plan, select competencies (if applicable) and create an individual development plan (IDP) with their leader that sets out expectations for the coming year and future career aspirations, and is aligned with the goals and objectives of the organization. The duration of PDP is one calendar year (January to December). Only one PDP agreement will be created in each performance year.

Historically the CEO performance evaluation has aligned with the City's process and it is recommended that continue with the change to the PDP. This will ensure the CEO is evaluated consistent with how their peers are evaluated and their management staff are evaluated. The new PDP provides a great deal of flexibility allowing for the Board Ends to be monitored and evaluated and aligns with the Executive Limitations policies.

As a result of the changes to PDP, policy C5: Monitoring Executive Performance requires some edits to align with the new process. Specifically, the timing and number of check ins require a change to better align with the new PDP. Section 3 of policy C5: Monitoring Executive Performance, attached as Appendix 1, has been revised to align with the timing for PDP check ins and deadlines. In addition, a Standard Operating Procedure (SOP) has been developed to describe the step by step administration processes for both the Board and the Administrative Coordinator.

Financial Impact

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

Conclusion

The Monitoring Executive Performance policy is one of six policies that govern the linkage between the Board and the CEO. Historically the CEO performance evaluation has aligned with the City's process. In January 2019, the City introduced PDP and it is recommended that the Monitoring Executive Performance policy be revised to continue to align with PDP. Specifically, the timing and number of check ins require a change to better align with the new PDP.

Attachments

Appendix 1: Monitoring Executive Performance

Lori Kelly
Director, Library

POLICY C5

Policy Type: BOARD – CEO LINKAGE
Policy Name: **MONITORING EXECUTIVE PERFORMANCE**
Date Approved: February 19, 2003 (revised October 16, 2019)
Reviewed: Annual in February

The Library Board will ensure an on-going performance review process for the CEO that is complementary with that in use at the City for comparable positions.

The CEO's performance will be measured against the expected organizational outputs and accomplishments that support the Board's policies on Ends and are achieved within the Board's policies on Executive Limitations.

1. The Board shall monitor the degree to which Board policies are being met. Only data that supports this will be considered relevant to the review.
2. The Board will acquire monitoring data by:
 - (a) compliance reports from the CEO to the Board.
 - (b) external evaluative reports to assess compliance with Board policies.
 - (c) direct inspection by the Board to assess compliance with Board policies.
3. Under the City process currently in place annually the Board shall:
 - (a) in February communicate its expectations of the CEO to the CEO and the Commissioner of Community Services by establishing the Annual Key Objectives;
 - (b) in March approve the CEO's performance agreement for the year;
 - (c) in June, and at the discretion of the Board Chair in consultation with the Commissioner Community Services, provide an evaluation of the CEO's compliance with Board policies as evidenced in January to June compliance reports and against expectations captured in the formal performance agreement;
 - (d) in December provide an evaluation of the CEO's compliance with Board policies as evidenced in January to November compliance reports and against expectations captured in the formal performance agreement;
 - (e) in February approve the CEO's year-end review from the Commissioner and the CEO
4. In every case, the standard for compliance shall be "*any reasonable interpretation by the CEO* of Board policy.
5. All policies will be reviewed by the Board according to its annual schedule.

POLICY C5 Contd...

6. The Board may exercise discretion in the evaluation of the CEO's performance based on circumstances.
7. The following questions be answered by the Board to finalize the CEO's performance review:
 1. Has the Director achieved acceptable progress towards the Library Board's Ends?
 2. Are there any Ends the Director has not made acceptable progress towards?
 3. Are there any Ends the Director has made exceptional progress towards?
 4. Has the Director consistently operated within the Executive Limitations policies?
 5. Has the Director contravened any Executive Limitations without providing a rationale or remedy?
 6. Have contraventions, if any, been properly acted on by the Director?

City of Mississauga
Library Board Report



Date: October 7, 2019	Agenda 5.1
To: Mississauga Public Library Board From: Lori Kelly, Director, Library	

Subject

KPI Report – Access to Many Resources In Many Ways

Recommendations

1. That the report entitled “*Access To Many Resources In Many Ways*” dated October 7, 2019 from the Director, Library be received.

<p>REPORT HIGHLIGHTS:</p> <ul style="list-style-type: none">• Key performance indicators have been gathered to reflect customers access to a variety of resources including the website, eResources, technology as well as accessibility services.• The new Mississauga Library System (Library) website launched in June 2019 and has seen an 8% year over year increase in visits.• Through the digitization of local history materials, 15,391 resources have been made more accessible to customers.• Circulation trends for eResources are consistent with comparator libraries with the Library surpassing 1 million circulations in 2018.• Technology resources, including hot spots and Chromebooks introduced in 2018, are in high demand with over 689 uses in 2019 to date.• In partnership with CELA, the Library has provided access to collections designed for people who have difficulty reading print for 310 customers to date.• Following a 50% budget cut to SOLS and OLS-North, Ontario libraries saw an interruption in the ILLO delivery service in mid-2019. The Library has since worked to reinstate this service to allow for continued enhanced resource access for customers.

Background

At the June 2018 Mississauga Public Library Board (Board) meeting, staff presented a dashboard with Key Performance Indicators (KPI) aligned to the Board Ends. At the September 2018 Board meeting a schedule of KPIs for review by the Board, including those related to the Board's Ends, was presented and approved. This is the "Access To Many Resources In Many Ways" report identified in that schedule. This report provides information regarding how the Mississauga Library System (Library) provides customers with access to resources in various ways including the website, eResources, technology as well as accessibility services and resources.

Prior to this KPI report, there has been no regular requirement to consistently track all of these statistics and, as a result, some of these statistics have been gathered for the first time. Consequently, trending on some of the statistics was not possible for all the KPIs. In those cases, this report serves as the baseline for future reports and year over year trends will be included and compared in future reports

Comments

As community needs change, providing access to resources in many ways has become of great importance to support the demands of Library customers. To reflect these changing expectations, the Library is working to increase access to a variety of resources through improvements to existing services and the introduction of new services. Technology improvements has been a core factor in increasing access to resources by providing more resources as well as increased accessibility.

The Library Online

In June 2019, the Library launched a new website to increase ease of use with enhanced accessibility features such as increased text size, and improved clarity in terms of where to find information. Year over year analysis shows that website visits have increased by 8% compared to 2018. Further improvements to the website are planned for 2020 including upgrading the catalogue search feature to allow for easier searching capabilities and upgrades to the discovery layer which will further increase access for customers. These investments are the first steps in the Library's plan of establishing a virtual library which will operate as an "always open" 19th branch as described in the Future Directions Master Plan. Ultimate plans for the virtual library include online program registration (2020), online book clubs, reader recommendations and online fine payment (2019).

Digitizing Local History

In the Central Library, the Canadiana Reading Room provides access to historical documents, records, and images. In order to increase ways of accessing these resources, Library staff have

worked to make some of these resources either searchable or available online, when possible. The online Historical Images Gallery currently contains 4,277 images of Mississauga and its' people. This gallery is maintained and updated by staff as new images become available.

Peel Biographies Index is a local history website that is hosted by the Library and updated by staff. This website contains an index to news articles on people in/from Mississauga and their accomplishments. News articles from the Mississauga News are clipped and scanned by staff for immediate online access as well. Currently there are 2,453 items available for searching through Peel Biographies Index with articles featuring tennis sensation Bianca Andreescu being among the more recent entries.

Local Archives is another local history website accessible through the Library which contains an index of over 7,788 items of archival material including newspaper clippings, brochures, pamphlets and photographs – all pertaining to local history, events, buildings, and people. Customers can browse through the Library archival holdings online and request access based on their needs. While material is all housed in at the Central Library Canadiana Reading Room, staff can scan and digitally share files (where copyright permissions allow) if customers cannot access the Central Library.

Library staff have also increased ease of access to historical copies of the Mississauga News by converting print copies of the publication into Microfilm. Currently, 873 reels of microfilm have been created, covering up to editions published in January 2019. The papers are sent externally for scanning to microfilm every two months, and reels are located in the Canadiana Reading Room; where customers also have access to a microfilm reader.

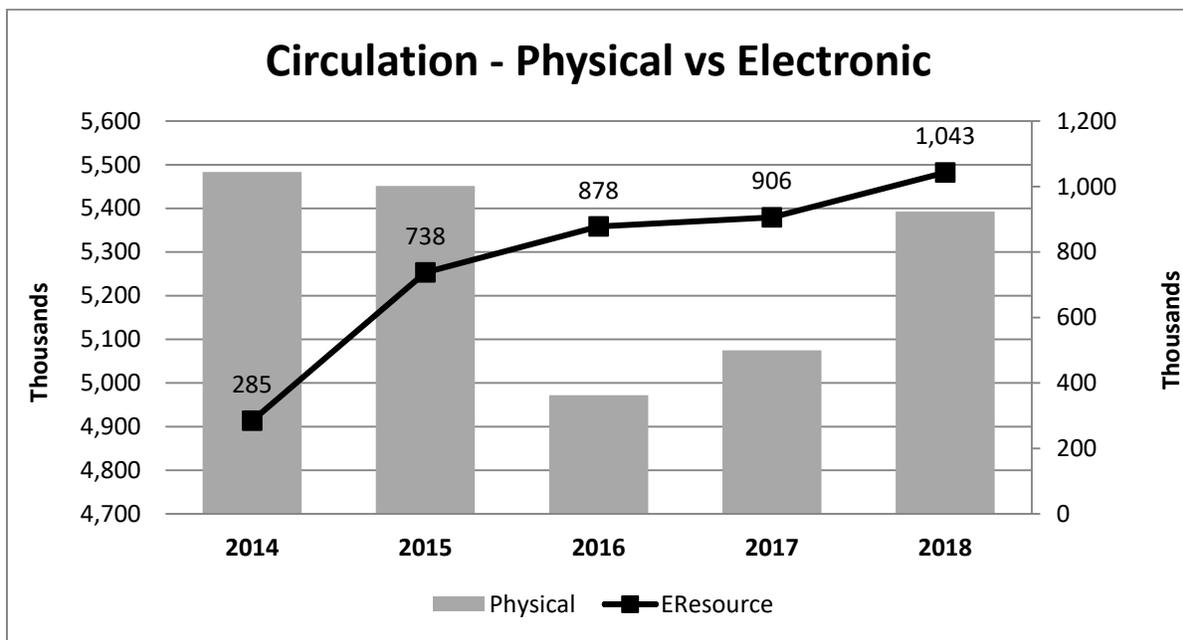
Resource	Number of Items Available
Historical Images Gallery	4,277
Peel Biographies Index	2,453
Local Archives	7,788
Mississauga News Microfilm	873
Total	15,391

Overall, the Library has been able to increase access to over 15,391 local history resources through digitization projects. These online resources have provided support to many City of Mississauga (City) divisions, local businesses and residents. The City's Culture and Heritage Planning team has used the support of staff and online local history resources for updating their own databases as well as investigations into heritage properties. On multiple occasions, architectural firms have also used and requested resources on historical lands when developing new communities. As the preservation of local history resources is of great interest for the Library and the community, staff are continuously working to find possible opportunities to expand and simplify the digitization process. The Library has requested funding for \$12,600 in 2020 for a new webhosting service for its online local history collection to ensure future availability to customers. Without the service images and documents holding the history of Mississauga would not be able to migrate to the new City website.

eResources

In order to provide multiple avenues for access to collections, the Library offers an array of resources online for customers to access academic research, entertainment media, books and more. With the Library already seeing high usage of the RB Digital online resource for access to digital copies of popular magazines (90,663 items circulated in 2018), an investment was made in late 2018 to procure access to Flipster; a second digital magazine resource. With the new Library website, it has also become easier to discover and locate these electronic collections.

The Library also houses eBooks and eAudiobooks to provide access to reading materials in many ways. Since the introduction of these eResources, the Library has seen consistent increase in usage annually; reaching over 1 million electronic circulations in 2018. In 2019, the Library also worked with other library systems in advocacy for changes to increasingly restrictive purchasing models and embargos from major publishers. The impact of these changes causes more difficulty with acquiring eBooks and eAudiobooks for Library customers. The Library will continue to participate in advocacy campaigns to find fair resolutions for libraries and publishers and ensure customer access to resources. Funding in the amount of \$53,000 has also been requested in the Library's 2020 budget to increase spending on eBooks to meet customer demand. Alongside the eResources, physical collections have also been well accessed with over 5.3 million circulations in 2018. This trend is consistent with comparator libraries with small increases or decreases in physical circulation and large digital increases. By providing access to reading resources in many ways, customer of all different needs and interests can be supported.



** A slight, temporary decrease in circulation was noted in 2016 likely due to the labour disruption.*

Technology

In 2019, the Library began participating in the Bridge Project. This project is a partnership between 50 Ontario public libraries and seeks to help libraries measure and compare the effectiveness of their technology services. The first round of the survey ran in February 2019 and saw 2,339 respondents. Through this customer feedback, the Library heard that 51% of respondents said that the technology services they used in the Library gave them access to technology they would not have otherwise had. This demonstrates how the Library is able to impact the community through increased access to technology. The most used technology service by respondents was Wi-Fi access at the Library, followed by internet connected workstations. A second round of the Bridge survey was conducted in September 2019, and results will be examined to provide further plans for technology considerations in the Library.

The Library has also worked towards increasing access to technology resources by introducing hotspot and Chromebook lending to select library locations. The hotspots released for borrowing in September 2018 at Cooksville Library, while Chromebooks were made available for in-library use at Cooksville, Malton, and Sheridan libraries in late November 2018. The technology devices have been very heavily circulated with over 689 uses in 2019 (YTD). Due to this vast interest, the Library is looking to invest in an expansion of the technology lending program in the near future to align with the Future Directions Strategic Priority to “Invest in Technology to Bridge the Digital Divide.” The Library has requested \$19,500 to expand lending of hotspots to various branches over the next four years, with plans to launch the lending program at Central, Malton, Frank McKechnie, Mississauga Valley and Woodlands libraries by the end of November 2019.

Usage of Chromebooks and Hotspots

	Quantity	2018 Circulation	2019 Circulation
Chromebooks	30	19	366*
Hotspots	10	149	323
Total	40	168	689

**Chromebooks were out of service through May, June, and most of July 2019 due to a technical disruption.*

Accessibility

In order to ensure equitable access to resources, the Library offers various means of accessing resources to accommodate customers with accessibility needs. The Youth and Popular Collections team at Central Library heads up accessibility services for the Library through three main services/resources: assistive workstations, homebound services, and resource borrowing from the Centre for Equitable Library Access (CELA).

Assistive workstations provide customers with enhanced accessibility software such as JAWS (screen reading software), Dragon Speech Recognition (speech recognition software) and

Kurzweil 3000 (assistive learning technology) along with an accessible mouse, microphone and headphones, and adjustable height tables. From 2018 to 2019, the Library has seen a 139% increase in usage (based on percentage of time “in-use”) of these workstations, demonstrating an increase in awareness and interest. The Library is looking to upgrade the accessibility computer at every branch to become an Assistive Workstation. This upgrade will begin with 8 branches (Meadowvale, Erin Meadows, South Common, Clarkson, Port Credit, Frank McKechnie, Burnhamthorpe, and Malton) in 2020 and all remaining branches in 2021. This will ensure every branch provides a fully accessible workstation providing computing services for all customers, regardless of their personal challenges.

Homebound is another service that the Library uses to increase access to resources. This service enlists volunteers who deliver custom selected library materials to customers who are unable to visit the Library in person. To date in 2019, 78 customers used this service to access 2,678 resources with the help of 31 volunteers. This is a slight decrease in users in comparison to previous years; however the number of volunteers has increased. Number of items sent year-over-year can vary for this service due to reading trends and needs of customers. The Library intends to continue offering Homebound Services to ensure access to resources for those who do not have physical access to library locations. This continuation of service is in line with the service offerings of comparator libraries that also run similar outreach programs involving delivery of items or “bookmobiles” services.

The Library also partners with CELA to provide access to collections designed for people who have difficulty reading print due to a visual, physical or learning disability. Items such as DAISY disks and braille materials can be borrowed from CELA, and the Library supports these services through lending of DAISY disk readers. Although we have seen a decrease in number of circulations since 2017, the number of customers using the CELA service with their Mississauga Library card is on the rise demonstrating a growing interest in and need to continue providing this service.

Service		2017	2018	2019 (YTD)
Homebound Services	Number of customers using service	83	80	78
	Number of items circulated	2,190	4,958	2,678
	Number of volunteers	40	26	31
CELA	Number of customers using service	290	293	310
	Number of circulations	22,270	17,401	9,878*

**Due to CELA experiencing a system change from January to April, number of circulations for 2019 only covers from April until September.*

Interlibrary Loans

Interlibrary loan is a system of borrowing and lending of books between library systems across Canada. The Library takes part in this system which allows for sharing of resources between library systems therefore expanding access to various resources that may not otherwise be

available to customers. The ILLO service is quite popular, and in 2018 the Library saw a 12% increase in customer requests for ILLOs. In 2019, due to unforeseeable changes in provincial funding, Ontario libraries saw an interruption in the ILLO delivery service.

	2017	2018	2019 (YTD)
ILLO Items Requested by Mississauga Library Customers (Incoming)	1807	2026	688
Mississauga Library Items Sent to Other Library Systems (Outgoing)	3615	3891	2186

In April 2019, a 50% funding cut for Southern Ontario Library Service (SOLS) and the Northern Ontario Library Service (OLS-North) was announced, resulting in the termination of the Ontario Interlibrary Loan Service. The Library, in understanding the importance of this service in providing customers with equitable resource sharing across the country, worked with other libraries to evaluate the process, technology and systems required to provide an alternate service delivery option. In June 2019, the Library was able to reinstate partial ILLO service as SOLS announced that a new delivery solution had been found using Canada Post as the primary means of delivering materials. Due to constraints with the new delivery method, the Library temporarily restricted formats available for ILLO requests and reduced the number of on-going requests allowed per customer from 10 to 5 requests. Later this year, the Library is looking to fully restore ILLO services and improve the ILLO customer service process.

Financial Impact

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

Conclusion

The “Access To Many Resources In Many Ways” report is one of eight KPI reports provided to the Board annually. The report provides data, analysis and business impacts of how the Library provides access to many resources in many ways for the community. Many of the Library’s investments in increasing access to resources have also helped to support the Future Directions Master Plan priorities; specifically “Enhance the Customer Experience” and “Invest in Technology to Bridge the Digital Divide.” Moving forward, the Library has requested funding to invest further in digitization of local history, increase investment in eResources and technology lending, and expand on accessibility features in the Library to ensure various access points to resources for the community.

Lori Kelly
Director, Library

Prepared by: Fawzia Raja, Business Consultant

**MISSISSAUGA PUBLIC LIBRARY BOARD
2019 Work Plan**

Month	Executive Limitations	Governance	Board CEO Linkage	Ends	Consent Items
2019					
October	Budget Estimates Report; KPI Update(Access to Many Resources in Many Ways)	Annual Board Self-Evaluation; Monitoring Executive Performance		Results of the Citizen Satisfaction Survey; Marketing Plan Presentation	
November	KPI(Know & Engage with Our Community)	Review Governance Policies (CEO)		Unattended Child Policy; Trends Report Collection HQ	3 rd Qtr Financial Report
December	Business Plan and Budget			Quarterly Report on Ends (LLT)	
2020					
January	CEO Report (Monthly); Review Exec. Limitations Policies (CEO)				Review Count Week
February	Utilization Review(for previous year); Review of CEOs Efforts & PMP				Adopt 2020 Budget
March					
April	Utilization Report; Budget Discussion		Annual Key Objectives (CEO)		
May	KPI Update(Recognized as a Key Learning Institution)	Review of Fines & Fees			Review Year-End Financial Report; Review 1st Qtr Financial Report
June	KPI Update(Inspiring, Welcoming & Creative Spaces)	Customer Use Policy		Quarterly Report on Ends (LLT);	Business Plan(included in CEO Report); Approve Audited Financial Statement
September	Review of Exec. Limitations Policies (CEO); KPI Update (Multi-Talented People Changing Lives); Utilization Report		Review Board-CEO Linkage Policies (CEO)	Quarterly Report on Ends (LLT)	2 nd Qtr Financial Review

Agenda 7.2

Upcoming Events/Meetings with proposed locations & Chair		
Date	Event/Location	Meeting Chair
2019		
October 15, 2019	Open Window Hub Thanksgiving Luncheon	
October 16, 2019	Citizenship Ceremony – 9:00am-12:30pm C Banquets, Civic Centre Board Meeting – 5:30pm South Common Library	Priscilla Mak
October 18, 2019	Canadian Library Worker Day	
October 18-19, 2019	MCX (Mississauga Comic Expo)	
October 20-26, 2019	Public Libraries Week Flag raising October 21 at 9:30 am	
November 5, 2019	SOLS Webinar (GovernanceHUB): The role of Board Members in financial oversight	Log in to LearnHQ to register for this webinar
November 9, 2019 Saturday, 10:00am	SOLS Trustees Meeting Burlington Library, Central Branch	
November 20, 2019	Board Meeting Meadowvale Library	
December 11, 2019	Board Meeting Lorne Park Library	

City of Mississauga
Library Board Report



Date: October 7, 2019

To: Mississauga Public Library Board

From: Lori Kelly, Director, Library

Agenda 9.0

Meeting date:
October 16, 2019

Subject

Advocacy Update

Recommendations

1. That the report dated October 7, 2019 entitled “*Advocacy Update*” from the Director, Library be received.

REPORT HIGHLIGHTS:

- The Mississauga Library Board (Board) has been a significant supporter of the Canadian Urban Libraries Council’s (CULC) advocacy efforts.
- In the spring of 2019 two initiatives were endorsed by the Board; letters to all Members of Parliament and Federal candidates in Mississauga ridings urging them commit to working collaboratively with libraries to ensure multinational publishers provide public libraries with access to digital content and the One eRead Canada campaign.
- The Board issued letters to all local Members of Parliament (MP) in June 2019 and to Federal candidates in October 2019.
- The One eRead Canada campaign was successful both in Mississauga and across the country with over 300 library systems participating representing over 20 million Canadians.
- In response to the mounting pressure on libraries from the publishing industry’s eBook models and pricing, the Urban Libraries Council (ULC) reached out to CULC and created a shared taskforce in order to increase the reach and breadth of the advocacy efforts.

Background

The Board has been a significant supporter of the CULC's advocacy efforts. In 2019 these efforts have included a Federal advocacy campaign and public awareness campaign.

The Federal campaign, launched in May 2019, called on the government to:

- Investigate the barriers faced by libraries in acquiring digital publications and the problems that it poses for vulnerable demographic groups in Canada; and
- Develop a solution that increases access to digital publications across Canada and assists libraries in meeting the cost requirements to acquire digital publications.

The Board issued letters to all local Members of Parliament (MP) in June 2019. The letters detailed the Library's position, brought attention to the issues for MPs and called for action following the Federal election. In addition, the Board approved notifying all Federal candidates in Mississauga ridings about the issues and the need for action. These letters were sent to candidates the week of October 7, 2019. A copy of the letter is included as Appendix 1: CULC Letter for Federal Candidates.

As part of the advocacy campaign the Board also endorsed CULC's One eRead Canada campaign of Glass Beads by Dawn Dumont. The campaign was held in June 2019. There were several goals of the campaign including:

- Providing an opportunity for Canadian libraries to prove to publishers and vendors that there are mutually beneficial impacts from working together;
- Proving that library access to digital content is good for publishers;
- Reinforcing the need for material to be available regardless of what platform customers or libraries choose; and
- Convincing publishers the pricing and renewal models that libraries want can work for both publishers and libraries.

Comments

The One eRead Canada campaign was successful, with over 300 library systems participating representing over 20 million Canadians. The CULC committee is still collecting the data on social media reach, sales and circulation to measure the impact of the program across Canada. This data should be available in late fall. The data will include the impact on book sales and circulation both during the campaign as well as in the three months following the campaign. The data will also include information on the impact of the campaign on the author's other books.

Preliminary information shows that social conversation about the book increased as a result of the campaign; for example, in Goodreads the book has 82 reviews with 61 reviews created after the June campaign. In addition, there are currently 544 ratings on Goodreads, with 394 created after the campaign.

In Mississauga, the book was checked out 404 times in multiple formats (290 in eBook, 74 in eAudio and 40 in physical books). After the campaign, the number of holds increased with 22 holds in August and five in September. The customer response to the social media interactions was strong and sustained. It is summarized in the chart below.

Platform	Reach	Impressions	Engagements (Likes, Comments, Shares, Retweets)
Facebook	8,668	12,513	166
Twitter	<i>n/a</i>	8,077	72
Instagram	377	547	27
TOTAL	9,045	21,137	265

As the national campaign data becomes available it will be provided to the Board through an advocacy update.

In response to the mounting pressure on libraries from the publishing industry’s ever changing eBook models and pricing, the Urban Libraries Council (ULC) reached out to CULC and created a shared taskforce in order to increase the reach and breadth of the advocacy efforts. ULC is a North American wide innovation and impact tank of leading urban public library systems. Mississauga is a member of ULC. The goals of the committee are to:

1. Raise awareness and advocate for change by providing the tools to empower libraries to advocate for change in a compelling and consistent manner;
2. Provide all library staff with information so they can clearly understand the issues and articulate them to customers;
3. Engage the community as an advocate through clear messaging and campaigns;
4. Engage politicians directly in the issues so that they take legislative action and/or apply pressure to the publishers to change their practices; and
5. Enlist other allies.

The committee has created a [website](#) and is currently mobilizing and developing its first set of strategic directions. Additional information will be provided in subsequent updates to the Board.

The American Library Association (ALA) has also initiated a new campaign entitled [#eBooksForAll](#). The campaign looks to gain grassroots support for library issues through a customer focussed campaign. ALA’s focus has been to highlight the impact of the MacMillan

embargo on libraries through targeted messages and a petition urging MacMillan to repeal this decision to only allow libraries to buy one copy of new works in eBook format during the first four months of publication. CULC is in the process of drafting a letter to MacMillan reinforcing the support of the messages of this campaign from Canadian libraries.

Financial Impact

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

Conclusion

The Board and the Library have been strong advocates for equity of access for all and for sustainable models for digital formats. The Board and the Library must continue to play an important role to ensure that it can continue to provide the breadth and depth of collections to support lifelong learning and literacy of all Mississauga residents.

Attachments

Appendix 1: CULC Letter for Federal Candidates

Lori Kelly
Director, Library

Prepared by: Jennifer Stirling, Manager Digital Library Services & Collections

October 5, 2019

MP NAME

Dear MP,

I am writing on behalf of the Mississauga Library to seek your support on an issue important to providing comprehensive, modern library services.

The Canadian Urban Libraries Council, of which the Mississauga Library is a member, is asking candidates from all political parties in this October's Federal election to commit to working collaboratively with libraries to ensure that multinational publishers provide Canada's public libraries with affordable access to digital content, to meet the needs of public library users in our community and across the country.

Public libraries increasingly struggle to obtain digital content from multinational publishers, primarily because of the often-strict licensing limitations and prohibitive prices. For example, Canadian author Louise Penny's book, *A Better Man*, is available to public libraries for \$22 in hard cover, for \$60 as an eBook, and for \$81.50 in eAudio.

Moreover, some titles, such as *21 Things You May Not Know About the Indian Act: Helping Canadians Make Reconciliation with Indigenous Peoples a Reality* by Robert P.C. Joseph are currently not available to Canadian libraries in any eAudio format due to exclusive licensing models that prevent titles being offered for sale to public libraries. Barriers to public libraries accessing digital content hamper our capacity to provide modern, digitized services to our customers.

Libraries and the programs they provide are integral to ensuring a thriving democracy. Public library digital literacy programs help ensure that citizens can contribute to our digital world. Additionally, for many seniors, low income families, youth, and new Canadians, public libraries provide access to resources they may not otherwise be able to obtain. Canadians rely on libraries as an important resource for their participation in the community. It is essential that we have affordable access to digital content so that all Canadians can benefit from the growing trend towards digital access.

I would appreciate hearing from you at your earliest convenience to confirm that you are prepared to commit to working with libraries across Canada to ensure we have the access to digital content required to adequately serve our communities.

Sincerely,

Action Items – from September 18, 2019 Library Board Meeting

Agenda Item and Related Follow Up Actions	Status	Updates	Originator	PMR	Resolution
<p>Brought forward from June 19, 2019 meeting</p> <p>1) Walk through audited financial statements for Board development</p> <p>2) Explore the implementation of renewing library cards</p> <p>3) Create infographic on "current" vs. "future" library (2019 vs. 2029) similar to graphic in Smart Cities Master Plan</p>	<p>To be presented at next review of audited statements in June 2020</p> <p>To be added to 2020 workplan</p> <p>Active</p>	<p>To be done in December alongside 2019 Annual Report infographic</p>	<p>V. Otori</p> <p>V. Otori</p>	<p>M. Menary</p> <p>J. Stirling</p> <p>J.. Stirling</p>	
<p>4) Bring options on process for renewing Vision/Mission</p>	<p>To be presented to the Board at January 2020 meeting</p>			<p>L. Kelly</p>	