

**OAKVILLE PUBLIC LIBRARY BOARD**

**APPROVED MINUTES**

**THURSDAY, JANUARY 14, 2016**

**TRAFALGAR ROOM  
OAKVILLE MUNICIPAL BUILDING  
1225 TRAFALGAR ROAD, OAKVILLE**

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A meeting of the Oakville Public Library Board was held on Thursday, January 14, 2016, in the Trafalgar Room of the Oakville Municipal Building, commencing at 7:00 p.m.

**Present:** Councillor Jeff Knoll, Chair  
Steven Bright, Vice-Chair  
Councillor Marc Grant  
Mark Bettiol

**Also Present:** Joan Sweeney Marsh (Special Advisor) *(Left at 8:05 p.m.)*

**Regrets:** Pankaj Sardana

**Staff:** Charlotte Meissner, Chief Executive Officer  
Colleen Bell, Commissioner of Community Services  
Janice Kullas, Director of Branch Services/Deputy CEO  
Melanie Burgess, Director of Community Engagement  
Tara Wong, Director of Collections and Technologies  
Jill Marcovecchio, Council and Committee Coordinator

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**The items in these minutes are not necessarily in the order discussed.**

**Call to Order**

Councillor Knoll, Chair, called the meeting to order at 7:02 p.m.

The Chair welcomed Councillor Grant who had been appointed to the board by Council at its meeting on November 16, 2015.

The members and staff introduced themselves.

**Regrets**

As noted above.

**Declarations of Pecuniary Interest**

No declarations of pecuniary interest were declared.

**Confirmation of Minutes of the Previous Board Meeting(s)**

Minutes of the Regular Session of Board, **NOVEMBER 26, 2015**

Moved by Steven Bright

Seconded by Mark Bettiol

**That the minutes of the regular meeting of the Oakville Public Library Board, dated November 26, 2015, be approved.**

CARRIED

**CONSENT ITEM(S)**

**1. Status of Outstanding Board Reports**

- Report from Charlotte Meissner, CEO

**2. 2016 Board Key Agenda Items**

- Report from Charlotte Meissner, CEO

**3. Monthly Health and Safety Report**

- Report from Charlotte Meissner, CEO

Moved by Mark Bettiol

Seconded by Steven Bright

**That the consent items be received.**

CARRIED

**DISCUSSION ITEM(S)**

**4. Report from the CEO**

- Report from Charlotte Meissner, CEO

**a. Questions arising from November 26, 2015 Board Meeting CEO Report**

There were no questions arising from the November 26, 2015 board meeting CEO report.

**b. Questions arising from Financial Reports dated November 30, 2015**

CEO Charlotte Meissner provided a brief overview of the financial reports dated November 30, 2015.

There were no questions arising from the financial reports.

**c. 2016 Budget was approved December 14, 2015**

The CEO advised that the 2016 budget was approved by Council on December 14, 2015.

**d. CEO Report – January 14, 2016**

CEO Charlotte Meissner provided a PowerPoint presentation regarding the strategic update report for January 14, 2016. Documentation was distributed to the members. She reported on the library events, highlighting special events that had taken place recently and upcoming events. The CEO also reported on a number of technology projects, including the success of the Integrated Library System (ILS) upgrade launched on December 10, 2015; print management for self-serve document printing and scanning, mobile printing from a laptop, tablet or smart phone device, scheduled for February 8 -12, 2016; self-checkout using Radio Frequency Identification (RFID), to be launched shortly; and redesigning the library website, which is a customer focused initiative.

Tara Wong, Director of Collections and Technologies, responded to a question regarding the website redesign, advising that staff are working with Information Systems + Solutions on the content management system needs and how to proceed with this initiative.

Melanie Burgess, Director of Community Engagement, responded to questions regarding the trends, types of comments posted, and monitoring

the electronic customer comment card to provide feedback on library services. Ms. Burgess advised that staff are testing the comment card for use on social media as part of community engagement. She also advised that the comment card was not being used extensively at this time.

Melanie Burgess responded to a question regarding the special holiday library program for December 2015, advising that digital resource starter kits consisting of a cell phone case and brochures, were distributed to all library branches for customers to take and enjoy. Ms. Burgess advised that it was the second year providing the starter kit, and it was very successful as customers were pleased to receive the kit.

The CEO played a video entitled *Our Customers Say Thanks*, providing feedback from the public on the library using PowToon.

It was suggested that PowToon, a software program, which is used for videos and presentations, would be a great tool for client groups.

Tara Wong, Director of Collections and Technologies, responded to a question, advising that PowToon was being used internally by library staff at this time.

Moved by Councillor Grant

Seconded by Mark Bettiol

**That the report from the CEO be received.**

CARRIED

## **5. Governance: Board of Directors Charter**

Vice-Chair Steven Bright reviewed the changes and notes to the draft Board of Directors Charter, which he had made further to the direction that was provided at the November 26, 2015 board meeting. He indicated that the Board Positions and Appointment Terms section was added as a new section, noting that the board members can serve a maximum of two consecutive terms of Council (eight years). The Vice-Chair advised that he had reviewed a number of other charters for profit and non-profit organizations and companies for information.

CEO Charlotte Meissner provided comments regarding changes to the draft charter, indicating how the charter had evolved and she acknowledged Vice Chair Steven Bright for his assistance with the document. The CEO indicated that the principles contained in the appendix to draft charter are worth considering and may be incorporated, as needed. The CEO advised that the two term maximum (eight years) for board members to serve consecutively was consistent with the current

Board Procedural By-law. She also advised that the Board Procedural By-law will be updated once the board charter was finalized.

Discussion ensued regarding the draft Board of Directors Charter. The changes and additions suggested by the board included:

- determining the minimum number of members of the board on committees under the Committee section;
- establishing the criteria for the removal of a board member in the rather unlikely event such steps are required, similar to the manner in which the criteria was established for incoming members under the Board Member Qualifications, Development and Assessment section;
- adding wording to the Relationship with Town of Oakville section, which is to be determined, as Colleen Bell is working on the Memorandum of Understanding (MOU);
- incorporating the language used in the Appendix – Example for Discussion to the draft charter, in terms of the purpose and expectations/conduct of directors as may be appropriate:
  - the members should make every effort to attend the board and meetings of committees (Commitment and Attendance);
  - the members should be sufficiently familiar with business of the board (Participation in Meetings);
  - in their roles as members, all members owe loyalty to the board (Loyalty and Ethics); and
  - the role of the members in dealing with town/library staff and library business (Other Directorships, and Contact with Management).
- clarifying the purpose of the board under the Purpose section and adding wording to indicate the responsibilities of the board of directors as indicated under the *Public Libraries Act* (e.g., the governance of the library, which is one of the principles under the Act, and to uphold the by-laws and policies of the board), and rewording ‘to uphold intellectual freedom and maximize literacy’;
- rewording the Chief Executive Officer (CEO) section as part of the purpose of the board which should be added to the Purpose section (e.g., the board sets a strategic plan that guides the CEO);
- delegating the Board Secretary function to the Town Clerk or his/her designate and the Board Treasurer function to the Town Treasurer or his/her designate, under the Board Secretary and Treasurer section, as required

under the *Public Libraries Act* and adding this wording to the Board Procedural By-law;

- referencing the legislation, board charter and board by-law in order of hierarchy for clarity in terms of who does what, and identifying where the charter ends and the by-law begins (e.g., the *Public Libraries Act*, Board of Directors Charter and Board Procedural By-law); and
- adding the words 'and staff' after the words 'The Board will seek customer, stakeholder' to the Strategic Framework section.

The Chair indicated that the board charter deals with the bigger picture items and the Board Procedural By-law deals with the board members. The Chair asked that staff provide a revised draft board charter with the changes, including the board comments and notes provided by Vice-Chair Steven Bright, for consideration at a future board meeting. The Vice Chair indicated that he would further review the board charter and board by-law for the purpose of cross referencing and to tie in the related sections.

Colleen Bell, Commissioner of Community Services, responded to a question regarding the draft board charter, advising that staff will forward the draft charter to a consultant, who has expertise in governance, for review once it has been revised.

Colleen Bell provided background information regarding the draft Town-Library Memorandum of Understanding (MOU) to provide public library service, indicating that it was brought forward as part of business improvement area associations with the library. Ms. Bell advised that the MOU clarifies the roles and responsibilities of the board and CEO, and the services provided by the town to the library. Ms. Bell also advised that Service Level Agreements (SLAs) will be in place, which provide support to the library from Facilities and Construction Management, Finance department, Information Systems + Solutions, and Clerk's department. She indicated that the CEO has a liaison role and does not report to her, although they work together closely and ensure that town resources are available to assist the library. The CEO participates in the Community Services Commission's Management Team and Senior Management Team.

The CEO responded to a question advising of the status of the SLAs between the library and town departments.

Colleen Bell asked for comments from the board regarding the draft town-library MOU.

Responding to questions, Colleen Bell advised that the MOU will be signed by the Mayor and Chair of the library board, and that the library board is responsible for obtaining its own legal advice should there be a conflict with town interests.

Discussion ensued regarding the draft town-library MOU reporting relationships, and role of the CEO. The changes suggested by the board included:

- rewording section 1.5 from 'and shall have a reporting relationship with the Town's Commissioner of Community Services with respect to town delivered services' to 'and shall liaise closely with the Town's Commissioner of Community Services with respect to town delivered services' (section 1.0 General Agreement); and
- inserting the words 'and reports to the OPLB' under section 1.5 (section 1.0 General Agreement).

The Chair asked that staff provide a revised draft MOU with the changes for consideration at a future board meeting.

Moved by Steven Bright

Seconded by Mark Bettiol

1. **That the draft Oakville Public Library Board of Directors Charter and draft Town-Library Board Memorandum of Understanding (MOU), be received; and**
2. **That staff be requested to revise the draft Board of Directors Charter and draft MOU, as indicated, for consideration at a future board meeting.**

CARRIED

## 6. **Oakville Public Library Strategic Plan**

CEO Charlotte Meissner outlined the Request for Proposal (RFP) for the library's new strategic plan, which is expected to be issued to the market next week following the board's decision regarding the draft business requirements/specifications. The CEO also advised that staff are looking at the lean library piece of the Radio Frequency Identification (RFID) rollout and internal processes, noting that the lean process mapping was included in the scope of the specifications instead of having a consultant do the work separately. She indicated that a fresh approach was taken to the new strategic planning process, noting that transformation is the key as it relates to technology and digital services, which will best serve the strategies of the plan.

The CEO responded to questions regarding the library strategic plan, RFP, consultants' expertise in manufacturing and public library processes, and lean library process mapping. The CEO advised that the lean library process mapping will assist with the budget requirements going forward, saving money related to technology rollouts, particularly RFID, the need to look at everything in this manner

for efficiencies and effectiveness, and to protect the library resources. She also advised of the RFP process for the strategic plan.

Colleen Bell, Commissioner of Community Services, suggested that the RFP for the strategic plan be separated into two proposals, with one for strategic planning and another one for process reengineering, as they are separate issues. Ms. Bell advised that it has been very difficult to quantify the savings for technology projects, as the process may not change significantly when new technology is introduced. She advised that staff were attempting to do the process reengineering piece to maximize the benefit of the technology for RFID.

Discussion ensued regarding the draft specifications for the library's strategic plan. It was suggested that a determination be made regarding the vision and to build from the vision of what we want the Oakville Public Library to be, while asking questions as part of the RFP process. It was also suggested that what a library is be redefined once the management and financial sides have been dealt with, noting that libraries are becoming more advanced. It was indicated that 'lean' is not the only concept (Lean Six Sigma) for library processing mapping and opening it up to other processes. The changes and additions to the RFP for the strategic plan suggested by the board included:

- adding the environmental component, as there are others than the board, staff and customers who play into the environment, such as vendors, technology, etc.;
- deleting key task 4 in its entirety regarding 'lean library processing mapping', and deal with it as a separate RFP recognizing that some of it will be identified as part of this process;
- starting with the strategic vision and out of that will come the principles, such as cost efficiencies or lean processes, and not starting with the lean concept first;
- adding Sheridan College, school boards, and the Oakville Chamber of Commerce as stakeholders;
- deleting the word 'upset' from the first sentence of the second paragraph under section 6 Project Schedule and Budget; and
- clarifying the process for presentations by the candidates to be shortlisted, and the role of the board in awarding the RFP to consultants under the Selection Criteria section subject to the town's tendering process.

The Chair advised of basically building a library from the ground up in some ways having regard to technology and consumer demands, and that it is worth it to take a two-step approach to the RFP for the strategic plan.

Colleen Bell responding to a question, suggested rewording the Selection Criteria section to indicate that the candidates may be invited to a board meeting for presentation of their proposals, and that staff prepare a shortlist of the top three consultants for the board's consideration.

The Chair asked that the board approve the request for proposal for the library's new strategic plan, and that staff make the changes as discussed, which does not need to come back to the board, and issue the RFP. He advised that the board does not require all proposals to be presented to them, only those which have been shortlisted by staff for up to three candidates.

Moved by Mark Bettiol

Seconded by Councillor Grant

1. **That the Request for Proposal to obtain the services of a qualified suite of consultants to assist with the creation of the new Oakville Public Library Board Strategic Plan (2016-2019), be approved, as revised;**
2. **That the CEO be authorized issue the Request for Proposal once revised; and**
3. **That staff be requested to shortlist up to three consultants to present their submissions to the Board at a future meeting.**

CARRIED

7. **New Business**

1. **Rzone Appeal, December 27, 2015 – Oakville Public Library**

**CLOSED SESSION**

Moved by Mark Bettiol

Seconded by Councillor Grant

**That the Oakville Public Library Board resolve into a closed meeting session for the purpose of dealing with a personal matter about an identifiable individual.**

CARRIED

*Board resolved into closed session at 8:15 p.m.*

*Board resolved back into open session at 8:49 p.m.*

Moved by Councillor Grant

Seconded by Mark Bettiol

1. **That the Rzone appeal dated December 27, 2015, be denied; and**
2. **That the CEO be authorized to proceed in accordance with the staff direction which was provided in closed session.**

CARRIED

**2. 2016 Oakville Public Library Schedule of Meetings**

Moved by Councillor Grant

Seconded by Mark Bettiol

**That the 2016 Oakville Public Library schedule of meetings, be received.**

CARRIED

**ADJOURNMENT**

Moved by Steven Bright

Seconded by Mark Bettiol

**That this meeting be adjourned.**

CARRIED

The meeting adjourned at 8:55 p.m.