



Mississauga Public Library Board Meeting

Wednesday, August 18, 2020 | 5:30 - 7:30 p.m.
Virtually via Webex

Board Members

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

Secretary/Treasurer/CEO

Jennifer Stirling
Director, Library

Leadership Team

Sue Coles
Manager, Facilities & Operations
Mike Menary
Manager, Planning, Development and Analysis
Laura Reed
Manager, Central Library & Community Development
James Cooper
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

The Library



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	
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>	5:35-5:40
2.1	Minutes of the Regular Meeting on July 23, 2020	
2.2	Minutes of the In-Camera Meeting on July 23, 2020	
3.0	CEO Report	5:40-6:00
3.1	CEO Report	
4.0	Policy Review	
5.0	Executive Limitations/Internal Monitoring Reports	6:00-6:30
5.1	COVID 19 Financial Update	
5.2	COVID-19: Digital Collections and Curbside Pickup	
6.0	Ends Recovery Strategy for Phase 3 and 4	6:30-6:50
7.0	Governance	6:50-7:10
7.1	Review of Work Plan	
7.2	Upcoming Meetings/Events/Chair Rotation	
7.3	Results of Mission/Vision Survey	
8.0	Ownership Linkage	
9.0	Board Advocacy	
10.0	Board Development	
11.0	Other Business	7:10-7:15
11.1	Action Log Review	

12.0	In Camera Agenda	
13.0	Board Self-Evaluation - P. Mak 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



DATE: August 18, 2020
TO: The Mississauga Public Library Board
FROM: Jennifer Stirling, Director, Library
SUBJECT: **Consent Agenda**

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

2.0 Consent Agenda

- 2.1 Minutes of the Regular Meeting on July 23, 2020
- 2.2 Minutes of the In-Camera Meeting on July 23, 2020

Jennifer Stirling
Director, Library



MISSISSAUGA PUBLIC LIBRARY BOARD
Regular Meeting
Minutes of the meeting held on Thursday July 23, 2020 at 5:30 p.m.,
Virtual via Webex

Present: Margot Almond
Councillor John Kovac
Priscilla Mak
Wahab Mirjan
Laura Naismith
Carol Williams

Absent: Councillor Matt Mahoney
Samantha MacKinnon
Val Ohori

Staff Present: Jennifer Stirling, Director, Library
Laura Reed, Manager, Central Library & Community Development
Mike Menary, Manager, Planning, Development & Analysis

Minutes Recorded: Anne Marie Solleza

1.0 Call to Order

L. Naismith called the meeting to order at 5:32pm.

1.1 Excused Absences

53:20 Resolved that Councillor M. Mahoney, S. MacKinnon & V. Ohori be excused from the meeting.

Moved by C. Williams
Seconded by M. Almond
Carried

1.2 Approval of Agenda

54:20 Resolved that the agenda be approved as presented.

Moved by W. Mirjan
Seconded by M. Almond
Carried

1.3 Declaration of Conflict of Interest

There were no conflicts of interest declared.

1.4 Delegations

There were no delegations scheduled for this meeting.

2.0 Consent Agenda

55:20 Resolved that Consent Agenda be approved as presented and the Director, Library hereby authorized and directed to take such action that may be necessary to give effect to the recommendations as therein contained.

Moved by L. Naismith

Seconded by M. Almond

Carried

3.0 CEO Report

Highlights of the CEO provided include the following:

1. Ontario Government Framework for Re-Opening Phase 3

With the latest COVID results in the community the province is now moving the regions to Phase 3 services on a regional basis. Peel Region is still in Phase 2, but we anticipate that based upon current trends that it will be in Phase 3 by the end of July 2020. Phase 3 restrictions decrease the service limits imposed in Phase 2. Libraries are allowed to re-open for all on-site services, as long as materials that are circulated, returned or accessed within the library are disinfected or quarantined before being recirculated. The regulations require that all libraries limit the number of customers able to access the space at one time to ensure that social distancing can be maintained at all times. In response to this, the library is looking at consolidating PCs in several spaces to provide temporary PC labs at up to 7 locations. Logistics are currently being assessed at Burnhamthorpe and Central Library to enable PC and printing services at these locations in early August.

2. City of Mississauga Face Coverings/Mask By-law

Based upon the recommendation of the medical officer of Health, Mississauga has mandated that face coverings are mandatory in indoor public environments in Peel until October 1, 2020. Face coverings include masks, bandanas, scarves or other coverings made of cloth, linen or other similar fabric that fit securely to the head and are large enough to completely cover the mouth, nose and chin without gaping. Exceptions were created for individuals who have underlying medical conditions, children under the age of 2 and persons who are unable to remove a face covering without assistance. The By-law also requires business operators to refuse entry to persons not wearing a face covering unless the person is exempt from the By-law. Fines can be assessed by the By-law services team for non-compliance.

3. Curbside Pick-Up

On June 23, the library's contactless curbside pickup service was launched at four locations. The service requires customers to schedule appointments and includes physical markers to support customer physical distancing. The service was expanded to four new locations over the next two weeks to bring the service to its full implementation of 13 branches across the system.

The service has been well received by customers and all slots have been fully booked at many locations. In response, the library is increasing in branch hours the week of July 22 and beginning to gradually increase the customer pick up slots starting July 28 in order to respond to the significant demand.

56:20 Resolved that the CEO Report dated July 16, 2020 by the Director, Library be received for information.

Moved by M. Almond

Seconded by Councillor J. Kovac

Carried

4.0 Policy Review

There were no items for discussion.

5.0 Executive Limitations/Internal Monitoring Report

5.1 Covid 19 Financial Update

At the May, 2020 Board Meeting the Library presented estimates related to the financial impact of the pandemic in the Q1 Financial Report. This report refines those estimates with additional months of actual financial information, and a clearer picture of next steps for the Library's return to business.

Business decisions related to the global pandemic which result in budget impact include:

- A graduated provision of Curbside Pickup in July, 2020
- The temporary lay-off of 203 part-time staff
- A temporary hiring freeze, except for essential positions
- Reductions in utility and fuel expenses
- Reductions in travel and conference expenses
- An amnesty period for fines during closure
- No revenue from fees or charges during closure
- Purchase of personal protective equipment for staff
- Purchase of sanitization supplies
- Increased cleaning costs

The Library is working closely with Finance to manage the costs related to changing service models and pandemic requirements within its allotted budget envelope.

57:20 Resolved that the report entitled “July 2020 COVID-19 Financial Update” dated July 12th, 2020 entitled from the Director, Library be received for information.

**Moved by M. Almond
Seconded by C. Williams
Carried**

6.0 Ends

There were no items for discussion.

7.0 Governance

7.1 Review of Workplan

The Board made the following changes to the workplan:

- a) Add discussion of Mission/Vision results survey to August meeting
- b) Add report on Phase 4 Roll-Out Strategy to August meeting
- c) Move Mission/Vision facilitated discussion to December; designate September as a regular Board meeting

7.2 Upcoming Meetings/Events/Chair Rotation

Meeting chairs were designated as follows:

August - Wahab Mirjan
September – Carol Williams
October – Priscilla Mak
November – Margot Almond

8.0 Ownership Linkage

There were no items for discussion.

9.0 Board Advocacy

9.1 Mississauga Library Response to CULC Statement on Race and Social Equity

The City of Mississauga and Mississauga Library have undertaken a number of initiatives to address issues related to race, diversity and equity, and have been doing so over the past few years and will continue to work to make positive and lasting change.

1. City Council Resolution 0207-2020 – Anti-Black and Indigenous Racism

On June 24, the City of Mississauga took a strong stand against anti-black racism, indigenous racism, systemic racism and discrimination. In a unanimous decision, City Council passed a resolution that not only denounced racism and discrimination, but also outlined specific actions moving forward, including listening to and actively engaging black, indigenous and people of colour on staff, making changes, and educating all staff.

2. Anti-Black Racism Focus Groups

The City has organized several sessions to enable frank conversations. These conversations will focus on building a deeper understanding of anti-Black racism, and the role each employee plays in addressing it. There are sessions for black employees only, as well as sessions open to all employees. The results of these focus groups will help create a workplace resource on how to be an effective ally to Black communities in the workplace. Library staff have been encouraged to participate in these sessions, and if unable to, to provide written feedback.

3. Land Acknowledgement Statement

In response to the calls to action in the Truth and Reconciliation Report, Mississauga Library adopted a land acknowledgement statement which is read at the beginning of meetings and programs in recognition and support of the indigenous heritage of Mississauga. This statement has been shared at all Library Board meetings and large staff meetings since March 20, 2019.

4. Modernizing Our Cataloguing Terms

An update to the terms used to describe and classify items in the catalogue to more effectively reflect the language used by indigenous populations has been undertaken by the Cataloguing team. Naming decisions were made in consultation with local Indigenous groups and the Association of Manitoba Archives (AMA)'s subject list. In most cases, each term was individually examined and re-cross referenced to ensure accuracy.

5. Diversity & Inclusion Programming Highlights (2020)

Mississauga Library strives to ensure that it is offering a diverse range of programs, delivered by diverse staff and partners. It is important that library programs reflect and support the community. Below are some programs which fall within the library's diversity and inclusion mandate.

6. Staff Training

In 2019/2020 a lot of work has been done on the development of a comprehensive Learning Plan for all staff. Implementation of the plan has been impacted by the COVID related closure; however, when work continues on the plan we will ensure there is a strong component related to race and social equity.

The library has historically supported diversity and equity through its programs, services, training and policies, but it needs to ensure that it continues to review these services and policies through a critical lens. The Library will work collaboratively with the City's Diversity Coordinator to review the survey and focus group results to investigate required changes. In 2020 it will provide opportunities for staff to participate in training to build the skills and awareness to better help assess collections, programs and services.

In early 2021 a comprehensive policy review will be undertaken to evaluate the programs and services and the library will build a plan for a collection diversity and program assessment. A review schedule will also be established and presented to the board at this time.

58:20 Resolved that the report entitled *Mississauga Library response to CULC Statement on Race and Social Equity* dated July 13, 2020 be received and that Board approve the following proposed actions to support the elimination of systemic racism and the promotion of equity and inclusion:

- 1. The library assess the results of the City's employee focus groups and survey to integrate responses into its planning to support continuous improvement.**
- 2. A review of Library policies and procedures to identify and change any wording or actions that contribute to systemic racism.**
- 3. The Development staff training to address unconscious bias, microaggressions, and racial insensitivity and discrimination.**
- 4. A review process to ensure that services, programs, and collections are reviewed regularly through a race and social equity lens.**

**Moved by Priscilla Mak
Seconded by C. Williams
Carried**

10.0 Board Development

There were no items for discussion.

11.0 Other Business

11.1 Action Log Review

There were no items added to the action log.

12.0 In Camera Agenda

Pursuant to Ontario Public Library Act Sections

(4) (d) labour relations or employee negotiations

a. COVID-19 Staffing re possible end of emergency orders

59:20 Resolved that the Board go into closed session at 6:58pm

**Moved by Councillor J. Kovac
Seconded by W. Mirjan
Carried**

13.0 Board Self-Evaluation

C. Williams led the self-evaluation. She noted that all Board members present were prepared for the meeting and had read the proposed presentations. The Board spent an appropriate time on each agenda item focused not only the Ends but the situation created by the pandemic. Discussion included reopening, financial issues and staffing related to the reopening. Full participation by all Board members present.

All Board members were respectful of each other, allowed time for all to ask questions on agenda items. Board members were respectful of staff as well. The agenda and presentation

were focused on the future, meeting the Ends as stated and recognized that the current pandemic may alter capacity to achieve the stated Ends.

14.0 Adjournment

61:20 Resolved that the meeting adjourn at 7:05pm

Moved by P. Mak

Seconded by W. Mirjan

Carried

NEXT MEETING

The next Library Board meeting will be on August 18, 2020 virtually via Webex.

Secretary/Treasurer

Chair

Mississauga Library System



Briefing Note

To:	The Mississauga Public Library Board
From:	Jennifer Stirling, Director, Library
Date:	August 11, 2020
Subject:	CEO Report – August 2020

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

The Region of Peel entered Stage 3 of its recovery on July 31, 2020, providing the regulations and support for the library to re-open its services. The regulations state that libraries are allowed to re-open for all on-site services, as long as materials that are circulated, returned or accessed within the library are disinfected or quarantined before being recirculated. The regulations require that all libraries limit the number of customers able to access the space at one time to ensure that social distancing can be maintained at all times.

Safe Restart Agreement to Ontario – On July 27 the Premier announced the availability of funding to support municipal operating costs and transit pressures related to COVID. On August 12 the Phase One funding was announced of \$695 million to be shared in between upper and lower-tier municipalities to support operational pressures. Mississauga will receive \$14.997M in funding in phase one and an additional \$31.086M in transit funding while the Region of Peel will receive \$27.88 in Regional funding. This will provide additional support for the City to manage its budget shortfalls as a result of COVID-related expenses. The City will be eligible to apply for additional funding in Phase 2 to provide further support.

STAFF ANNOUNCEMENTS

On July 31, 2020 Ted Sharp retired from the Mississauga Library after 36 years of service, where he has served in several key positions at Central and the branch manager at Lorne Park. In 2007 Ted became the manager of collections and has been responsible for introducing new collections and video formats from music CDs to blu-ray, and building the Library's digital collections strategy including its Overdrive ebook and eaudiobook collections. We wish Ted all the best as he enjoys the next chapter in his life. Ted was committed to the collection, his staff and customer service. An email from a customer summarizes our sentiments well:

"I just heard he was retiring and am so sad. I could always rely on Ted. As you can tell, I am an avid reader and knew if I asked Ted, he would come through. I have often requested books not yet in stock but Ted always saved the day. If he couldn't get it, nobody could!"

It is also with mixed emotions I announce that Melanie Southern, manager of Lakeview and Burnhamthorpe, is leaving us on August 17 to take on the CEO role at Halton Hills Public Library. Melanie joined the Library in November 2018 and has become an important part of the Extended Leadership Team, ably leading the Two Way Communications Team through her role of Chair and providing key leadership during the closure to virtual programming. She is an effective leader and will be a good asset to Halton Hills. We wish Melanie well as she transitions to this new position.

I am also happy to report that Mississauga Library has an award winning author on staff. Our talented staff member Jason Loo won the 2020 Eisner Comic Industry Award for Best Digital Comic at this year's Comic Con in Sandiego. Afterlift, a collaboration with Chip Zdarsky, is a unique story about a rideshare driver who picks up an unexpected customer. Jason is a talented author and illustrator and we are very proud of this achievement.

SYSTEM HIGHLIGHTS

The Library has continued its dual focus on virtual branch management and in-library service.

Virtual Branch Service Acceleration:

The Library continued its high use of electronic resources. In June we found out that with our increased virtual circulation that we are one of the 100 library systems on pace to check out over 1 million ebooks in 2020. This would be the first time that Mississauga has made this list. At the end of June we had circulated 511,000 circulations of eBooks compared to 741,000 in all of 2019. Digital use continues to be high, with 13,004 unique eBook customers in July using the service, making the annual number of 47,039 compared to 24,297 in 2019.

Virtual class visit planning is underway as we contemplate how to support class requirements in a new way and allowing the library to respond to physical distancing requirements.

In addition, the Programming and Development team is set to launch online program registration in September, to increase our ability to promote our programs online and allow for remote registration. This will be a significant improvement in virtual branch functionality.

The Library continued to expand its virtual programming options to meet a wide variety of needs in the pandemic. Some highlights include:

- “Learn to Camp” – Mississauga Library’s first ‘co-hosted’ program partnership in the ‘virtual world’. In total, 62 people registered for the program to help people to learn how to successfully camp with their families.
- “Author Talk” Bridget Liang - an new LGBTQ+ author, hosted in July in celebration of Pride Month.
- Multilingual programs – 4 different languages were highlighted during our Wednesday afternoon “Multilingual Storytimes” including Russian, Urdu, Spanish and Polish.
- Sixteen adults attended the Library’s second virtual Canadian Citizenship test preparation program, which highlighted Library resources that Library users have access to which will support them as they prepare for this important exam.

Library Recovery

Curbside Pickup

Curbside pickup volumes remain high across most locations. In response to increasing wait times, the pickup window was increased to every 2 minutes adding 120 slots per day at all locations and an additional 120 slots were increased at the five busiest locations. The additional slots are reducing service wait times. Customer with holds requested peaked at week 6 and has decreased slightly since then. Staff have made significant progress decreasing the number of outstanding holds to be pulled decreasing from approximately 9,000 at Week 5 to 5,384 at Week 8. Text notification reminders are being added to provide additional customer notification.

As part of the library’s phased return to normal operations, the library’s due date extension program was completed on July 31, 2020. As a result all of the items checked out before the pandemic closure were required to be returned. Customers were notified of items coming due through email and normal notification channels and fines were re-instated. As a result the library has processed over 61,371 returns from July 31 to date, resulting in overflowing return bins. Staff have done a masterful job dealing with a significant volume of returns and placing them in quarantine. Check-in periods will be delayed as a result of the significant processing volumes. Notices to this effect have been placed upon the website to ensure effective customer communication.



The Library's Virtual Call Centre has been providing excellent customer service to provide customer support through curbside providing assistance with account issues, holds transfers, digital services support and specialized research support. For the week of July 27 – August 1 the staff answered 1,130 calls, not including voicemails. The teams are all working together to support excellence in customer service in new ways during this time.

The library is on pace to open Burnhamthorpe and Central for PC services on August 18. A cross functional team of library, the City's Facility and Property Management, Health and Safety and Information Technology Teams all worked to create safe segregated spaces for this service. Detailed queuing paths were developed to keep staff spaces separated from PC spaces and to provide clear paths for access to and from the PC stations. A branch ambassador greets all attendees to review public health screening, masking and handwashing guidelines and helps to confirm appointments. Sessions will be confirmed to one hour lengths in response to the best practice recommendations from the Peel Medical Office of Health.



COMMUNICATIONS VIA EMAIL

There were no email communications in August.

EMPLOYEE DEVELOPMENT

The StrengthsFinder team building session was deployed to Senior Librarians and will be deployed to all supervisory staff to provide an important development opportunity. With the return of part-time staff a change management session has been added to their training plan to provide additional support as they return to the workplace. The Library continues to offer Town Hall sessions to provide updates on the many changes happening in the system, and to provide a chance for staff to answer questions.

Jennifer Stirling
Director, Library

City of Mississauga Library Board Report



Date: August 12th, 2020

To: Mississauga Public Library Board

From: Jennifer Stirling, Director, Library

Agenda 5.1

Meeting date:
August 18th, 2020

Subject

August 2020 COVID-19 Financial Update

Recommendation

That the report dated August 12th, 2020 entitled “August 2020 *COVID-19 Financial Update*” from the Director, Library be received for information.

Background

The Library was forced to close its branches on March 17th, 2020 due to the COVID-19 pandemic. Financial reports are submitted to the Mississauga Public Library Board (Board) on a quarterly basis to provide an overview of financial activity to-date and year-end forecast estimates. At the April, 2020 Board meeting it was requested that the Library Leadership Team present rolling financial reports to the Board moving forward outlining the financial impact of the COVID-19 pandemic. At the May, 2020 Board Meeting the Library presented estimates related to the financial impact of the pandemic in the Q1 Financial Report. This report refines those estimates with additional months of actual financial information, and a clearer picture of next steps for the Library’s return to business. In addition, during the July COVID-19 Financial Update discussion it was requested that the Library provide the Board with a greater level of granularity in the next quarterly financial report. That new format will be presented to the Board at the Q3 Financial Update during the September Board meeting.

Comments

In July 2020, the Chief Financial Officer (CFO) of the City provided an update to Council regarding the expected financial impact of the pandemic on future budget requests. Although no official direction has been provided to the Library yet, the expectation based on the CFO’s presentation to Council is that no funding will be available in 2021 for any increase in service levels and or advancement on master plans. This could result in the defunding of some of the Library’s Information Technology Business Cases, however the Library is confident that financial resources will be sufficient to ensure that the Central Library Renovation moves forward and that in-branch service will continue to be expanded on as soon as possible.

New Federal funding, announced July 16, 2020, could impact the budget direction as the details are confirmed. At this point the Library is aware that \$19 billion in funding has been earmarked for municipalities, of which \$2 billion will be allocated to the projected operating deficits of municipalities across Canada. Mississauga's share is still to be determined. It was also announced on August 12th that the Provincial Government will be providing \$1.6 billion to municipalities in Ontario. In Phase One Mississauga is will receive \$46.03 million and the Region of Peel will receive \$27.88 million for financial pressures related to COVID. This funding will provide municipalities the flexibility to address their unique pressures. The funding will be split on a per-household basis and will be shared 50/50 between upper and lower-tiered municipalities. It is anticipated that this funding will be received sometime in Fall 2020 to decrease this year's projected budget pressure of \$60 million.

As is evident in the chart below, the Library is actually projecting a surplus to budget due to the business decisions made by leadership as a result of the pandemic. At the time of writing this report, the Library's financial forecasts are only accurate until July 31st, 2020. The Library's 2020 Forecast estimate will be revisited as part of the Q3 Forecast exercise and presented to the Board in October. The information below reflects the best estimates based on the business decisions made by leadership due to the pandemic. This draft information is provided solely for Board information and discussion. As the impact of COVID becomes clearer, the Library's actual financial information will be provided to the Board through the official quarterly financial reports the Board has historically received. The impact related to COVID will be highlighted and commented on as appropriate.

Business decisions related to the global pandemic which result in budget impact include:

- A graduated provision of Curbside Pickup in July, 2020
- The temporary lay-off of 203 part-time staff and a graduated staff return plan
- A temporary hiring freeze, except for essential positions
- Reductions in utility and fuel expenses
- Reductions in travel and conference expenses
- An amnesty period for fines during closure
- No revenue from fees or charges during closure
- Purchase of personal protective equipment for staff
- Purchase of sanitization supplies and increased cleaning costs
- Building modifications to support personal distancing
- Customer keyboard upgrades to support effective cleaning

The Library is working closely with Finance to manage the costs related to changing service models and pandemic requirements within its allotted budget envelope. The chart below shows the Library's anticipated financial position based on the current situation.

Anticipated Financial Position							
Scenario	YTD Actuals	2020 Forecast	2020 Budget	Est. Var. to Budget	2020 Forecast	2019 Full Year	YoY Est. Variance
FT Labour Expenses	\$8,742,419	\$16,877,399	\$18,317,456	-\$1,440,057	\$16,877,399	\$16,124,857	\$752,542
PT Labour Expenses	\$2,476,741	\$5,941,287	\$5,261,161	\$680,126	\$5,941,287	\$6,258,562	-\$317,275
Operating Expenses	\$2,268,933	\$7,551,105	\$7,613,559	-\$62,454	\$7,551,105	\$7,406,459	\$144,646
Total Expenses	\$13,488,092	\$30,369,791	\$31,192,176	-\$822,385	\$30,369,791	\$29,789,878	\$579,913
Revenue	\$379,197	\$1,948,699	\$2,101,900	-\$153,201	\$1,948,699	\$2,038,471	-\$89,772
NET PROJECTION	\$8,983,469	\$28,421,092	\$29,090,276	-\$669,184	\$28,421,092	\$27,751,407	\$669,685

The chart below is a high level estimate of the monthly budget impact of the pandemic on the Library. As is evident below, for each month the Library is closed it saves approximately \$500,000 to budget; largely driven off savings from part time labour lay-offs. As the Library has started to reopen for in-branch services, and Part Time Labour call-backs have started, the savings will be adjusted to account for actual savings with the interim operating model defined in the Modified Service Phase.

Line Item	Est. Mthly Closure Impact
FT Labour Expenses	-\$1,473
PT Labour Expenses	-\$540,117
Operating Expenses	-\$22,643
Total Expenses	-\$564,233
Revenue	-\$68,089
NET PROJECTION	-\$496,144

Financial Impact

The recommendations in this report result in no financial impact.

Conclusion

The Library is working with its partners at the City to forecast the financial impact of the COVID-19 pandemic. The information contained in this report is for Board discussion and comment and are high level estimates based on the latest financials, logical assumptions and business decisions made by leadership due to the pandemic. The Library Leadership Team is committed to monitor the financial impact of the pandemic and report back to the Board on a frequent basis.

Jennifer Stirling
Director, Library

Prepared by Mike Menary, Manager, Planning, Development and Analysis

City of Mississauga
Library Board Report



Date: August 18, 2020

To: Mississauga Public Library Board

From: Jennifer Stirling, Director, Library

Agenda 5.2

Meeting date:
August 18, 2020

Subject

COVID-19: Digital Collections and Curbside Pickup

Recommendations

1. That the report entitled “COVID 19: *Digital Collections and Curbside Pickup*” dated August 18, 2020 from the Director, Library be received.

REPORT HIGHLIGHTS:	<ul style="list-style-type: none">• With the closure of library facilities due to COVID-19 in mid-March, the Library has worked towards continued customer access to resources through digital collections and a new curbside pickup service.• From February to July 2020, the Library saw an increase of 112 per cent for holds placed on eBooks and eAudiobooks through the Overdrive platform.• Circulation of digital collections has increased across all online platforms, with the largest increase seen with usage of Hoopla.• Curbside pickup service for access to physical resources launched in June 2020 and the Library has since expanded this service to meet customer demand.
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Background

In March 2020, the provincial government mandated the closure of all non-essential services in response to the COVID-19 pandemic. This resulted in the closure of all 18 Mississauga Library locations; temporarily suspending access to in-person services and physical resources. During this time, the Library has worked to provide continuous service to the community in a variety of ways.

Comments

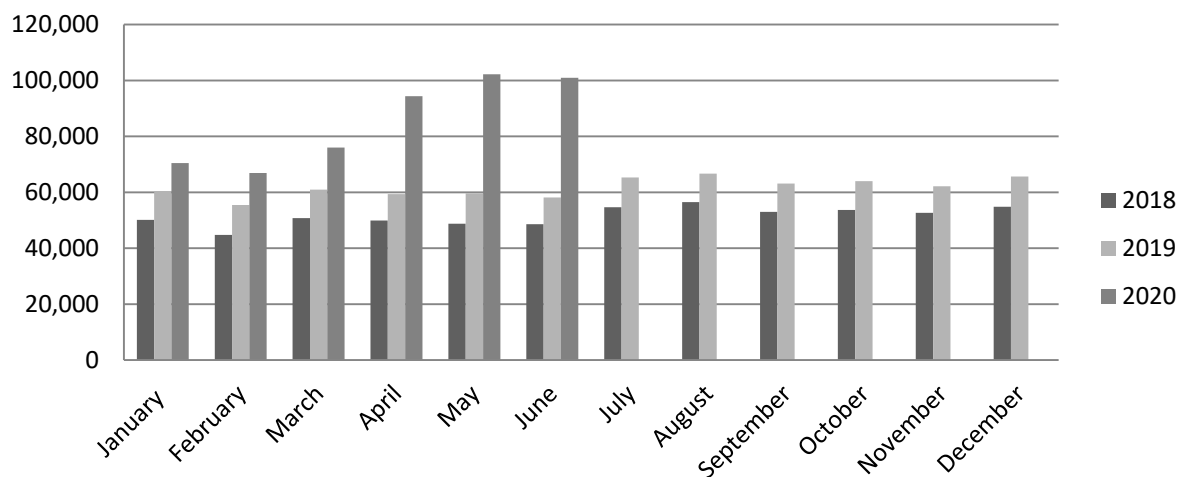
In an effort to continue providing access to library collections, the Library began with a focus on digital collections. As the province moved towards recovery planning in May 2020, the Library then launched a curbside pickup service providing access to physical resources to provide further access to resources for the community,

Digital Collections

The Library operates a virtual branch through the library website and catalogue, and this provides customer with access to digital collections. With the closure of physical library locations, a focus was put on digital collections through an increase in marketing and the size of the collection.

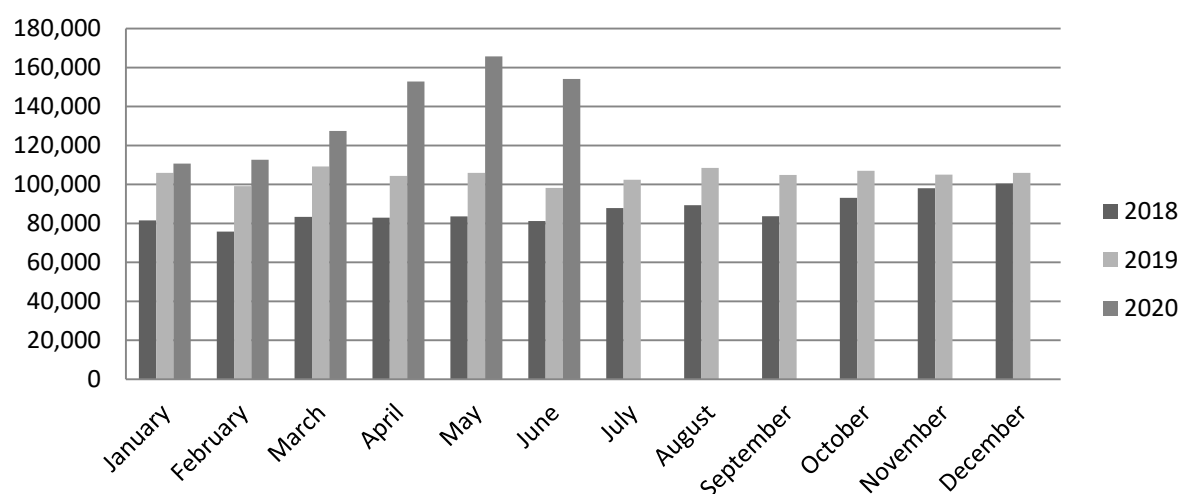
As the Library's most popular digital resource for eBooks and eAudiobooks, Overdrive became a primary focus for the Library following facility closures in mid-March. Through digital marketing, the Library encouraged users to take advantage of this online service and data has shown the success of that advertising. Customer holds on materials available through Overdrive rose from 30,296 in February 2020 to 64,309 in July 2020; an increase of 112 per cent in holds. Borrowing of digital collections on Overdrive also significantly increased. The chart featured below demonstrates that while the Library experienced increases in circulation of Overdrive materials year-over-year, the increase since facility closures in March has been more drastic than regular trends. Between February and June 2020, circulation increased by almost 27 per cent. With the start of curbside pickup services in June, the increase has maintained steady as well; which proves optimistic for future usage trends.

Overdrive Monthly Circulation



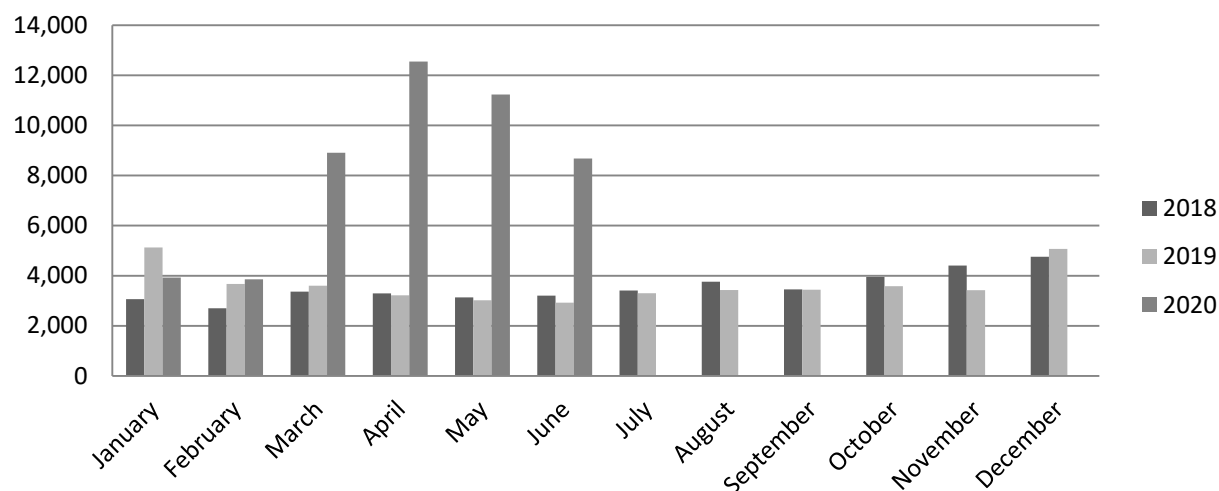
In addition to Overdrive, the Library offers access to digital collections through RB Digital (magazines), Hoopla (video, music, books), Freegal (music), and Flipster (magazines). With the closure of library facilities and increase in marketing for digital resources, increases in circulation were noted across all digital collections platforms. The chart below demonstrates the overall increases to circulation for digital collection including those on Overdrive. In this chart, there is a slight decrease in June 2020 circulation as library branches began offering curbside pickup service; allowing customers access to physical collections once again.

Digital Collections Circulation



Amongst the digital resources offering access to collections, Hoopla experienced the largest increase in usage, with a 225 per cent increase between February and April 2020. This success has been supported through online marketing through social media and a regular featured section in the weekly Library eNewsletter throughout the closure period.

Hoopla Circulation



Curbside Pickup

Following provincial guidelines for the reopening of libraries, Mississauga Library started offering curbside pickup of physical resources in mid-June 2020. This new service option is important as it expands access to resources to those who may not have access to technology and digital collections. Although the Library continued to see customers placing holds on physical collections since the closure in March, within the first five weeks of curbside pickup the number of unique customers with holds at branches open for this service saw a drastic increase of 178 per cent over the first five weeks. This increase in holds continued into week 8 and demonstrates the continued demand for physical resources alongside digital collections.

Number of Unique Customers with Holds since the Start of Curbside Pickup

Open Branches	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8
Burnhamthorpe	174	240	290	395	486	649	793	688
Central	267	408	565	720	933	993	1,184	1,077
Churchill Meadows	111	179	236	294	266	271	273	278
Courtneypark	117	148	243	335	303	359	344	310
Erin Meadows	158	316	456	456	565	669	746	643
Frank McKechnie	111	192	246	246	334	346	407	310
Lorne Park	87	169	335	384	338	508	536	481
Malton	39	44	60	88	96	115	124	114
Meadowvale	259	406	543	696	729	971	1,159	889
Port Credit	177	197	253	254	323	407	406	356
Sheridan	65	64	119	143	95	100	133	113
South Common	169	204	311	266	376	452	492	366
Woodlands	69	95	184	249	175	224	238	203
Total	1,803	2,662	3,841	4,526	5,019	6,064	6,835	5,828

The launch of curbside pickup was a phased approach which saw a few branches at a time returning to service over a three week period. Social media marketing, the Library eNewsletter and digital billboards throughout the city helped to increase interest in this service. Below, the number of appointments booked by customers is shown demonstrating the increased usage of the curbside service.

Number of Curbside Pickup Appointments

Open Branches	Week 0*	Week 1	Week 2	Week 3	Week 4	Week 5
Burnhamthorpe	72	136	161	236	240	238
Central	13	177	177	281	280	281
Churchill Meadows				162	191	198
Courtneypark				163	153	233
Erin Meadows			180	237	240	236

Frank McKechnie			124	198	240	240
Lorne Park	7	157	180	234	240	238
Malton	12	29	46	54	57	72
Meadowvale	9	237	180	237	240	240
Port Credit			150	213	226	240
Sheridan				84	77	89
South Common			174	170	238	239
Woodlands				151	171	173
Total	113	736	1372	2420	2593	2717

* Week 0 refers to the week in which customers could start booking appointments, but the Library was not yet open for curbside pickup.

Due to long wait times and high demand for curbside pickup, service hours are being expanded by four hours a week in early August at Burnhamthorpe, Lorne Park, Central and Erin Meadows libraries. This is in addition to the extra 120 slots per curbside pickup service day that were added to all locations offering this service in late-July. Trends will continue to be tracked in order to make any changes or accommodations as needed, at the time of writing this report the curbside pickup information from weeks 5-8 has not been scrubbed yet, but will be included in the next iteration of this report to the Board.

Financial Impact

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

Conclusion

Libraries are one of many industries that are being affected by COVID-19 and having to rethink service delivery. This report provides information regarding how the Mississauga Library has strived towards continuing to provide access to many resources in many ways throughout the closure of library facilities; as well as the successes around digital collections and the curbside pickup service. The increase in digital circulation and holds since the closure, along with increases to holds on physical items with the launch of curbside pickup demonstrate the community's continued need for library services and resources. Through experiences with these services, the continued importance of supporting physical and digital resources for the Library is also highlighted as both mediums are in demand with customers. The Library will continue to monitor trends in digital and physical usage in order to plan for future service delivery.

Jennifer Stirling
Director, Library

Prepared by: Fawzia Raja, Library Business Consultant, Planning, Development and Analysis

City of Mississauga Library Board Report



Date: August 11, 2020

To: The Mississauga Public Library Board

From: Jennifer Stirling, Director Library

Agenda 6.1

Meeting date:
August 18, 2020

Subject

Recovery Strategy for Phase Three and Four

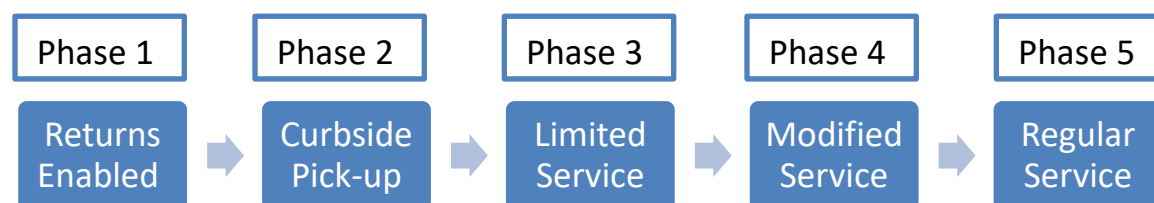
Recommendation

That the Mississauga Library Board endorse the draft strategy for Phase Three and Four of recovery and support the submission of this plan to the City's Leadership Team and Council for approval.

Background

With the advent of the COVID-19 pandemic, physical library services were disrupted and all branches were closed in alignment with Federal and Provincial orders. The Library directed all of its operations to digital only – transferring its service offerings through its virtual branch. As part of its defined recovery plans announced on May 14 the Province of Ontario announced that public libraries could be opened for curbside pick-up and delivery as part of Stage One – effective May 19 and that libraries could resume full operations in the province's Stage Three. The Library developed a five stage plan in alignment with the City's Recovery Framework and best practices in libraries across North America, which was approved in principle by the Library Board on May 20, approved by the City's Leadership Team on May 28 and by Council on June 3, 2020. The library has implemented Phase 1 and 2 of the plan and is proceeding to Phase 3 on August 18, 2020. This document summarizes the service approach and principles for Phase 3 and 4. The Region of Peel reached the provincial Stage Three on July 31, 2020, allowing the library to plan for a careful re-entry of library services.

Comments



The Library initiated Phase One, **Returns Enabled**, on June 15, 2020. Small discrete work teams of full-time staff were assigned to specific locations to decrease exposure. Staff screening, distancing and Personal Protective Equipment (PPE) protocols were enabled and enhanced cleaning was put in place. In alignment with provincial health protocols, shifts were kept to a four hour duration and staff continued to work on virtual work initiatives, including virtual training and the implementation of a virtual call centre, which was developed to provide remote customer support. Physical returns were enabled through external bookdrops to decrease staff contact and quarantining procedures were put into place.

One June 22, the Library launched **Curbside Pickup** at five locations and extended to thirteen locations over a three-week period. Software was enabled to manage appointments to allow for a contactless pick-up service. Service expansions were implemented in July and August to respond to customer demand. Libraries will continue to provide Curbside Services until they can open libraries fully in Phase 4.

One August 18, the Library will offer **Limited Service** at its Central and Burnhamthorpe locations, in alignment with the ability to offer Computer Services in Provincial Stage 2. Computers have been moved into a central location where the library will offer 1 hour computer bookings for customers with printing, scanning and photocopying services. In order to decrease physical interaction between customers and staff, printing fees will be waived during this phase and staff will manage print jobs. Enhanced sanitization practices were developed to meet the provincial guidelines, including the replacement of public keyboards with medical grade keyboards that could be sanitized on a regular basis. Customer screening protocols and signage were developed to support public health recommendations to allow customers to re-enter the building and prompts to support physical distancing have been installed. To support the increased need for staff in Phase 3, the library has begun to recall part-time staff.

In September, the Library will gradually begin to open its locations for service in its **Modified Service** level. In order to support physical distancing requirements, the library is limiting occupancy to a specific number of customers in all locations and instituting customer screening protocols. A branch ambassador will guide customers through a passive screening process and ensure that customers align with the provisions of the mask by-Law before entry. The ambassador will also manage the occupancy limits of the building and how to queue waiting customers if the library has reached its capacity. In order to ensure that the library is available to all and to decrease risk of virus transmission, the library is instituting service and timed access limits to the building. Customers will be informed that their visits will be limited to a one hour timeframe with service re-introduction. This will be monitored and adjusted through the Modified Service phase based upon customer use, public health recommendations, and community health assessments.

Available Services Include:

- Computer services, with booked appointments limited to a one hour block per day.
- Limited individual study with registered appointments for a maximum one hour block.
- Customer access to collections and browsing.
- Customer holds pick-up.
- Access to self check-out.
- Short research assistance and readers advisory can be supported at staff desks with customer barriers in place
- Creation of library cards.
- Virtual class visits.
- Virtual programming

Services Not Available at the Beginning Of Modified Services Include

- Group study
- Individual study sessions of more than one hour
- Access to newspapers
- Access to toys and play items will not be available in the children's area.
- Makerspaces will remain closed.
- Donations will not be accepted.'
- In library physical class visits.

Service availability and limitations will be continuously evaluated and adjusted as conditions and use permit throughout the Phase. Branch re-opening dates are in the process of being confirmed. A follow-up email will be sent to the board with the re-opening plans for all locations by the beginning of September. Important consultations with key facility partners including the Dufferin Peel Catholic District School Board and Recreation are underway to ensure that all necessary coordination is undertaken for re-opening.

Customer branch hours will be from Tuesday to Saturday and the employee clusters established for curbside service would be extended to allow for service and hours expansion with part-time staff. It is anticipated that branches will be open 7 hours daily. The schedule will include day and evening hours on an alternating basis in order to provide flexible access to services for library customers, while introducing services gradually to help control the increased costs for cleaning and personal protective equipment (PPE) required to support public health standards during this phase of the recovery. The Library will evaluate the public health conditions and recommendations as the service is implemented and will bring forward recommended hours expansion as guidance is received from Peel Public Health and the City.

The Library is also working to evaluate how to embed important service delivery changes into its Phase Five planning, to ensure that it can capitalize on knowledge and experience gained through alternative service delivery. The Library will look to embed virtual programming and support into its service delivery and staffing models and look to evaluate how to continue to use remote broadcast technologies to support ongoing staff and customer needs.

The effective communication of these changes will be undertaken through the implementation of the library recovery communication plan. Communication will be spread through a variety of channels to ensure customers understand services provided and limitations during the opening phase.

Financial Impact

There is no financial impact as a result of this report, as all Personal Protective Equipment, space modifications and cleaning supplies will be purchased within the Library's existing budget envelope.

Conclusion

The Library has worked to develop a plan that is responsive to public service and reflective of the public health recommendations provided to support effective recovery from the Pandemic. With the provincial move to Phase 3, the library is expanding its services and allowing customer access to the building to allow access to collections and services. The Library is proposing a gradual service resumption model, in order to ensure that both staff and customers are protected. Public health conditions and recommendations will be continuously monitored to adjust service limitations in alignment with changes in the public health situation in Mississauga. I am recommending that the Mississauga Library Board endorse the draft recovery plan strategy as defined the Stage Three & Four Recovery Plan and support the movement of this plan to the City's Leadership Team and Council for approval.

Jennifer Stirling
Director, Library

**MISSISSAUGA PUBLIC LIBRARY BOARD
2020 Work Plan**

Month	Executive Limitations	Governance	Board CEO Linkage	Ends	Consent Items	Other Business
2020						
August	Covid19 Financial Update; CEO Report;	Val's survey for Mission/Vision		Recovery Strategy for Phase 3 and 4		
September						
October	Budget Estimates Report; Q2-Q3 Utilization Report; KPI Update(Multi Talented People Changing Lives)	Annual Board Self-Evaluation; Board CEO Linkage Policies Review		Trends Report Collection HQ	2 nd Qtr Financial Review	
November	KPI(Know & Engage with Our Community; Access to Many Resources in Many Ways)); Evaluate CEO's efforts & compliance	Review Executive Limitations Policies (CEO)	Review Annual Key Objectives (CEO)	Open Window Hub Year in Review Presentation	3 rd Qtr Financial Report	
December		Mission & Vision Facilitated Discussion				
2021						
January	CEO Report (Monthly); Review Exec. Limitations Policies (CEO)					
February	Business Plan and Budget; Utilization Review(for previous year); Approve CEO's performance from previous year; Approve CEO's PDP		Establish Annual Key Objectives (CEO)		Review Count Week; Adopt 2020 Budget; Board Meetings policy	
April	Q1Utilization Report; Budget Discussion	Governance Policies Review				
May	KPI Update(Recognized as a Key Learning Institution- <i>deferred</i>)	Review of Fines & Fees			Review 1st Qtr Financial Report	
June	KPI Update(Inspiring, Welcoming & Creative Spaces- <i>deferred</i>); Evaluate CEO's efforts & compliance (deferred)	Customer Use Policy Review;	Review Annual Key Objectives (CEO)		Business Plan and Budget; Approve Audited Financial Statement; Review Year-End Financial Report;	COVID 19 Financial Update
July	CEO Report					

Agenda 7.2

Upcoming Events/Meetings with proposed locations & Chair		
Date	Event/Location	Meeting Chair
2020		
August 18, 2020	Board Meeting Via Webex	Wahab
September 16, 2020	Board Meeting Via Webex	Carol
October 21, 2020	Board Meeting TBD	Priscilla
November 18, 2020	Board Meeting TBD	Margot
December 16, 2020	Mission & Vision Facilitated Discussion TBD	

Action Items – from July 23, 2020 Library Board Meeting

Agenda Item and Related Follow Up Actions	Status	Updates	Originator	PMR	Resolution
Brought forward from January 22, 2020 meeting					
1) Board Evaluation Tool Review		To be scheduled before end of 2020	W. Mirjan		
2) Assess “7 meetings/year” schedule and send out 2021 meeting dates		Scheduled for November 2020 meeting	V. Ohori		
3) Board to work on questions to ask and decide which groups/stakeholders the Board would like to get feedback from in preparation for the mission/vision discussion in September		Results of survey sent out by V.Ohori to be discussed at August meeting	V. Ohori	J. Stirling	
4) M. Almond to put together a statement on the additional information the Board would want to see in the next financial update.		M. Almond and W. Mirjan met virtually with M. Menary and J. Stirling on August 7 th to discuss.	M. Almond		
5) update on the T.L. Kennedy/Cooksville Library joint-use study	S. Coles to inquire on current state of project.		V. Ohori	S.Coles	