



Mississauga Public Library Board Meeting

Wednesday, September 16, 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 August 18, 2020	
3.0	CEO Report	5:40-6:00
3.1	CEO Report	
4.0	Policy Review	6:00-6:15
4.1	Revised Meetings Policy	
5.0	Executive Limitations/Internal Monitoring Reports	6:15-6:30
5.1	COVID 19 Financial Update	
5.2	Review Executive Limitations Policies	
6.0	Ends	6:30-6:50
6.1	Phase 4 Update	
7.0	Governance	6:50-7:10
7.1	Review of Work Plan	
7.2	Upcoming Meetings/Events/Chair Rotation	
7.3	Mission & Vision Update	
8.0	Ownership Linkage	
8.1	Board CEO Linkage Policies Review	
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 (As required - will confirm closer to the meeting)	
13.0	Board Self-Evaluation - W. Mirjan 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: September 10, 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 2.1 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 August 18, 2020

Jennifer Stirling
Director, Library

*Mississauga Public Library Board Meeting
Wednesday, August 18, 2020*

The Chair added her appreciation to the members for their cooperation and willingness to add meetings over the summer as the Board strives to keep on top of all the work that the library has needed to do to continue serving Mississauga residents.

14.0 Adjournment

69:20 Resolved that the meeting adjourn at 7:24pm

**Moved by S. MacKinnon
Seconded by L. Naismith
Carried**

NEXT MEETING

The next Library Board meeting will be on September 16, 2020 virtually via Webex.

Secretary/Treasurer

Chair



Briefing Note

To:	The Mississauga Public Library Board
From:	Jennifer Stirling, Director, Library
Date:	September 9, 2020
Subject:	CEO Report – September 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.

SYSTEM HIGHLIGHTS

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

Virtual Branch Service Acceleration:

The library introduced online program registration in August. This is a significant improvement which will allow customers to search and register for programs online instead of having to attend the branch. This is a significant step in the development of the virtual branch. It will allow for more agile communication of programs online, cross-promotion with other City departments and remove a barrier to program attendance.

Library Recovery

Curbside Pickup

Since its release in June over 35,000 appointments have been created for customers to pick up their materials. In August the library enhanced available pick up times by adding slots and increasing hours at the five busiest branches. Pick-up volume continued to be strong at over 4,000 pick-up appointments per week, and wait times decreased with the additional slots.

Curbside pick-up will continue at most locations until September 11 when it will close for staff orientation for part-time employees returning to work for modified service. Only Mississauga Valley will continue to offer curbside pick-up and this will continue until mid-October when a planned roof replacement will be completed. We look forward to offering this important service as we move throughout the service delivery.

PC services were released on August 18, 2020. The service was used steadily throughout its opening hours which provided one hour of internet access, word processing, printing and scanning services. The service has been used by 93 unique users 117 times during the period.

FOCUS ON COMMUNITY RECOVERY

One of the key tenets of both the City recovery framework is to focus on community recovery. At the end of August, the Open Window Hub opened a small presence inside the Glass Pavilion at the Central Library to support to our customers facing homelessness and requiring other supports. Avery and Vee quickly mobilized to provide access to PC services and printing to allow access to government document printing, providing advisory and referral services and access to donated boxed lunch meals. The team will continue to offer service from this location as we re-open our facilities. The shower trailer will be discontinued as of September 18, 2020 as alternate services come back on line. This has been a very successful initiative with the region to provide needed support at this time.



The City of Mississauga's Smart City team and the Library have a joint project to support customers who fall below the digital divide. During the pandemic the City significantly expanded its free wi-fi coverage across the City and the Library expanded its fleet of portable hotspots for lending.

We have embarked on a large scale project to evaluate how to equip residents with access to needed technology. One of the pilot projects that the library has undertaken is to evaluate the

use of end of lifecycled City laptops for loan. With the pandemic, it has become clear that access to technology is a right and a requirement for educational success. The Library and City reached out to the Dufferin-Peel Catholic District School Board and the Peel District School Board through our board liaison Councillor Mahoney. Both school boards indicated that parents had reached out to request assistance with access to technology for families at risk. The City and Library donated 50 laptops to each school board for them to distribute to families who require assistance. We kicked off the event with a press conference with Mayor Crombie, the school board chairs, the CIO of Information Technology, Shawn Slack, school board trustees and key board staff members. The money required for Microsoft licenses was paid for out of the P&L Odette Foundation grant received by the library. We hope that this is the first donation of many to come. This also helped us to gain some new contacts with the branch and has allowed us to initiate discussions on other partnership opportunities in the near future.



COMMUNICATIONS VIA EMAIL

Email communications were received about the school laptop donations and the finalization of the Phase Four Rollout strategy.

EMPLOYEE DEVELOPMENT

The StrengthsFinder team building session was attended by Supervisory Staff in August. Over the summer we have trained over 90 library leaders to help understand their strengths and those of their colleagues. 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 have their questions answered.

Jennifer Stirling
Director, Library

City of Mississauga
Library Board Report



Date: September 9, 2020
To: Mississauga Public Library Board
From: Jennifer Stirling, Director Library

Agenda 4.1

Meeting date:
September 16, 2020

Subject

Revision to Meetings Policy

Recommendation

That the proposed amendments to Policy B13 Meetings, be approved.

That the Library Board approve the continuation of electronic board meetings for the remainder of 2020, and the recommendation to approve the review of the format of 2021 meetings at the Board meeting in December 2020.

Background

The Board's meeting policy was last updated in April 2020 to add the ability of the Library Board to conduct electronic meetings during a legislated state of emergency. Since the approval of this report additional research has been undertaken to establish the legal authority for the continuation of electronic meetings after the emergency has been lifted. The Library Act permits the ability for some or all board members to join Board meetings electronically as long as certain conditions are met. The Meetings Policy will be adjusted to allow for the continued use of electronic meetings as an approved meeting format.

Comments

The Public Libraries Act specifies requirements for open meetings to ensure that business is conducted transparently with public access being provided. It has been normal practice to have a meeting in a public location with the ability for the public to attend and interact with the Board members. This still needs to be maintained.

The Library Act provides for electronic participation in both Open and Closed (In-Camera) meetings subject to the meeting of certain conditions. Board members are required to be able to

interact and vote on any issue and quorum must be obtained for the meeting to be valid. Quorum can include members who are meeting in person and electronically, as long as the technology can enable the verification of the identity of each participating board member and allow for live real-time member participation. Careful consideration must be taken to ensure board members can be clearly identified by the technology and through the meeting processes.

Open meetings require public advertisement and notification ahead of time through the provision of an agenda shared electronically. The advertisement must provide information on how the public can join the meeting. Live streaming of meetings is not approved as it would not allow for public participation. Minutes must be recorded and shared at the conclusion of the meeting to ensure transparency.

The ability for closed meetings must be maintained in order to align with Section 16.1 (4)(5) of the Public Libraries Act which specifies when a meeting can be closed with the public (an issue relating to personnel members or litigation). Such meetings can be closed to the public.

In recognition of the current situation the policy has been updated to include the option of meeting electronically. It is recommended that the meeting policy allow for meetings to be approved to continue in person and that hybrid meetings and remote meetings be approved as a normal option provided to Board members. Attendance preferences would need to be provided through the regular polling process to ensure that the Board is aware of the Board members' proposed attendance type would be for each meeting.

The provincial state of emergency was lifted on July 24, 2020, and limited in-person meetings are available with appropriate social distancing. The Board has been meeting electronically since April 2020. The Library Board room is not equipped to provide the social distancing required for all members but could accommodate limited in-person attendance. Many of the meeting rooms in branches are being used to provide additional staff space to meet the additional distancing requirements or to quarantine library materials upon return. It is recommended that at this time, the Library Board approve the plan to continue to meet electronically for the remainder of 2020 and review the protocols and recommendations in December 2020 for the meetings to be held in 2021.

Financial Impact

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

Conclusion

The Library Board will solidify its ability to meet electronically on a regular basis through the update of the Policy to include electronic meetings for its members. The Policy will ensure that the conditions which define the acceptability of electronic meetings will be met. In addition, given the current status and recommendations from Peel Public Health and the current usage of library meeting rooms, it is recommended that the Board vote to extend electronic meetings as the defined meeting format for the remainder of 2020, with a review of the 2021 meeting format

to be held at the meeting in December 2020. This will ensure that the Board continues to meet effectively and in alignment with best practices and public health protocols.

Attachment

Appendix 1: Revised B13 Meeting Policy

Jennifer Stirling

Director, Library

POLICY B13

Policy Type:	GOVERNANCE POLICIES
Policy Name:	BOARD MEETINGS
Date Approved:	April 22, 2020
Reviewed:	Annual in March

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

A. MEETINGS

A.1 Meetings

All Board meetings shall be open to the public.

A.2 Inaugural Meeting in New Term

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

A.3 Regular Meetings

The Board shall hold at least 7 scheduled meetings each year. These regular meetings shall be held at 5:30pm on the 3rd Wednesday of each month in January, February, April, May, June, October, and November. The Board may pass a motion to amend this schedule as required but preferably at the last meeting of each year for the following year.

The Board shall not hold a Board meeting that falls on a municipal, provincial or federal election date. The Board shall make an effort to meet at branch locations at minimum twice a year.

The Secretary shall provide a 7 month rolling “Meetings & Events” schedule to members at each meeting.

The Secretary shall provide to each member electronic meeting requests for all Regular Meetings, together with the proposed agenda and the minutes of the immediately preceding Regular Meeting, five calendar days in advance of such meetings.

A.4 Meeting Notification

The Notice shall be in an electronic form of an agenda accompanied by its supporting documents. All documents will be posted electronically on the Mississauga Library website five calendar days in advance of the meeting.

The Chair, in consultation with the CEO/Secretary-Treasurer, shall prepare the agenda. Any member wishing to place an item on the agenda may make the request to do so through the Chair or

CEO/Secretary-Treasurer no later than ten calendar days in advance of the meeting. Such requests shall then be considered at the Chair's discretion.

A.5 Order of Business

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

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

A.6 Special Meetings

The Chair or any 2 members may summon a Special Meeting at any time. The meeting's purpose must be stated in the notice and no other business will be transacted without the consent of a Board majority. Special emergency meetings may be called with notice 24 hours prior to the meeting.

A.7 In-Camera Meetings

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

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

- (a) Debate as to whether or not an item is properly in-camera or not, if in the Chair's opinion, such discussion would be prejudicial if discussed at an open meeting.

- (b) The security of the Board's property
- (c) Personal matters about an identifiable individual
- (d) A proposed or pending acquisition or disposition of land by the Board
- (e) Labour relations or employees negotiations
- (f) Litigation or potential litigation, including matters before any Court or Administrative Tribunal, affecting the Board
- (g) Advice that is subject to solicitor-client privilege, including communications for that purpose
- (h) A matter in respect of which a Board or Board committee may hold a closed meeting under another Act
- (i) A request under the Municipal Freedom of Information And Protection of Privacy Act

A meeting may be closed to the public during a vote only if conditions permitting or requiring the meeting to be closed to the public exist as described in the *Public Libraries Act*.

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

A.8 Meeting Procedures

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

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

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

For purposes of board development and succession training, board members may elect to train and sit as Acting Chair and the Chair will assign members to chair the meeting as part of the "Meeting & Events" schedule.

A.9 Attendance

Members are strongly encouraged to notify the Secretary if they are unable to attend the Board Meeting at least 3 calendar days in advance of the meeting to establish quorum. Meeting attendance shall be recorded. If a Member is absent for three meetings without being excused by Board resolution the Member ceases to be qualified for membership and forfeits their membership on the Board.

A.10 Electronic Meeting Protocols

In alignment with the Public Libraries Act, the Library Board is authorized to meet electronically to conduct normal Board business, including in-camera items, in alignment with its existing meeting procedures.

A.11 Conflict of Interest

The *Municipal Conflict of Interest Act* shall govern the Board, and the agenda shall include provision for members to disclose a direct or indirect pecuniary interest in a matter and the general nature thereof. Members are also subject to the City of Mississauga's [Codes of Conduct for Members of Local Boards](#) and the Board Member's Code of Conduct policy (B7).

A.12 Quorum

A quorum shall be a simple majority of the Board.

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

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

A.13 Voting

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

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

Decisions shall be made by motion with seconds. Voting shall be a show of hands with the results of the vote declared by the Chair.

Upon the request of a member who is present when a question is stated, a recorded vote shall be taken.

A.14 Rules of Order

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

A.15 Chair's Procedures

The Chair will:

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

A.16 Public Conduct

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

Members of the public will arrange for an appointment or permission, to address the Board.. Refer to the Board's Delegations Policy.

B. MOTIONS

B.1 Decisions

All decisions will be made on the basis of motions.

B.2 Moving a Motion

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

B.3 Seconding a Motion

Another member must second every motion.

The Chair will not put any matter to the vote, and a member will not move a procedural motion to have the vote taken, until every member who wishes to speak has spoken at least once. Members who have already spoken may speak again only after all other members have been given the opportunity to speak. Members will make the best effort to be concise speaking for up to five minutes each time they speak. After members debate a motion, the Chair puts the question to a motion and announces the voting result.

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

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

B.4 Notice of Motion

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

B.5 Withdrawing a Motion

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

B.6 Adjournment

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

C. MINUTES AGENDA AND ACTION LOGS

C.1 Distribution

Regular Board Meeting agenda and minutes are public information and will be made available to the public by posting on the Mississauga Library website.

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

C.2 Regular Meeting Minutes and Action Logs

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

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

The minutes shall be confirmed at the following Regular Meeting.

Action Logs shall be forwarded to board members within five calendar days of the meeting.

C.3 Committee Minutes

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

C.4 New Business

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

City of Mississauga
Library Board Report



Date: September 8^h, 2020

To: Mississauga Public Library Board

From: Jennifer Stirling, Director, Library

Agenda 5.1

Meeting date:
September 16th, 2020

Subject

September 2020 COVID-19 Financial Update

Recommendation

That the report dated September 8th, 2020 entitled “September 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 October 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 the resumption of in-branch service in mid-September 2020.

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. In Phase One of the relief funding, Mississauga will receive \$46.083 million of which \$31.086 is earmarked for Transit, and the remaining \$15 million will be distributed by Council to address Mississauga's local priorities. 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. However, the Library may receive a portion of Phase 1 Funding depending on how the rest of our fiscal year progresses. At the time of writing this report, the Library's financial forecasts are only accurate until August 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 in the 2020 Q3 Financial Update report.

The information below reflects the best estimates based on the business decisions made by leadership due to the pandemic. This draft information is based on best estimates and 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
- 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
- Modification of branch spaces to accommodate enhanced safety protocols

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. As the library has recalled a significant number of part-time employees this will be updated in the projections next month. A more detailed revision will be presented to the Board in October 2020.

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	\$11,033,571	\$16,877,399	\$18,317,456	-\$1,440,057	\$16,877,399	\$16,124,857	\$752,542
PT Labour Expenses	\$2,603,257	\$5,941,287	\$5,261,161	\$680,126	\$5,941,287	\$6,258,562	-\$317,275
Operating Expenses	\$3,468,382	\$7,551,105	\$7,613,559	-\$62,454	\$7,551,105	\$7,406,459	\$144,646
Total Expenses	\$17,105,209	\$30,369,791	\$31,192,176	-\$822,385	\$30,369,791	\$29,789,878	\$579,913
Revenue	\$410,105	\$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. When the Library reopens for in branch services in mid-September, and Part Time Labour is called back, this chart will be updated to reflect the monthly impact of the pandemic moving forward.

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 financials available as of August 31st 2020, 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: September 9, 2020
To: Mississauga Public Library Board
From: Jennifer Stirling, Director Library

Agenda 5.2

Meeting date:
September 16, 2020

Subject

Review of Executive Limitations Policies A1-A12

Recommendation

That the report dated September 9, 2020 entitled “*Review of Executive Limitations Policies A1-A12*” from the Director, Library be approved.

Background

There are currently 12 policies governing the executive limitations assigned by the Mississauga Public Library Board (Board) to the CEO to assist in effective governance oversight. The policies are designed to articulate the Board’s requirements for the CEO and are consistent with the tenets of the Carver Model of Board Governance. Current Executive Limitations policies can be found by following this [link](#). Compliance to the policies is reviewed bi-annually and was last reviewed on January 12, 2020.

Comments

Executive limitations are critical to the Carver Model of Board Governance. The satisfactory performance of the Library and its CEO year after year indicate that these policies are working effectively and are compatible with the expectations of the City of Mississauga (City).

Following a review of the Executive Limitations policies, it is concluded that the CEO has complied with all current policies. A detailed assessment of the CEO’s compliance can be found in Appendix 1: Review of Executive Limitations Policies September 9, 2020.

Financial Impact

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

Conclusion

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 operational requirements for the CEO consistent with the tenets of the Carver Model of Board Governance. 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.

Attachment

Appendix 1: Review of Executive Limitations Policies September 9, 2020.

Jennifer Stirling

Director, Library

Review of Executive Limitations Policies September 9, 2020

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the CEO?
A1. Communication and Counsel to the Board	The CEO shall ensure that the Board remains informed, supported in its work, and compliant with legal or fiscal obligations.	<ul style="list-style-type: none"> • Monthly Board meetings ensure the CEO provides information and counsel to the Board • Monthly CEO report includes Government Updates, Organizational Changes, System Highlights and Staff Development • Mid-year update on annual objectives (June 2020) • Board Utilization Report (February 2020) • Review of Governance policies (April 2020) • 2020-2023 Business Plan and 2020 Budget update (October 2019) • COVID budget reports and updated KPI reports • Information on key milestones provided to the Board between meetings e.g. branch re-opening protocols (September 2020), Smart City/Library Laptop donation to school boards (September 2020), relevant government announcements (May 2020). 	Yes
A2. Protection of Services	The CEO shall protect the services delivered by the Mississauga Library System to its residents.	<ul style="list-style-type: none"> • Monthly CEO report includes Government Updates, Organizational Changes, System Highlights and Staff Development • Library Recovery Planning (June, July, August, September 2020) • Update to Library Act – Number of Meetings (January 2020) • Library Meetings Policy Changes (September 2020) • Trends Report Collection HQ (November 2019) • Open Window Hub Annual Review (December 2019) 	Yes

Review of Executive Limitations Policies January 2020

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the CEO?
A3. Treatment of Customers	With respect to interactions with customers, or those applying to be customers, the CEO shall ensure that conditions, procedures, or decisions are safe, dignified, unobtrusive, or provide appropriate confidentiality and privacy.	<ul style="list-style-type: none"> • Procedures for the retrieval and storage of personal information thoughtfully and responsibly developed and regularly reviewed for both intent and application • Library Recovery Communication Plan • Library Curbside/Study Space Scheduling • Customer Code of Conduct posted at libraries and on line • Open, accessible customer comment process including website with easily accessible feedback options • Protocol for communicating service disruption to customers updated through website and virtual call centre during pandemic closure 	Yes
A4. Staff Treatment	With respect to the treatment of paid and volunteer staff, the CEO shall ensure that conditions are fair, dignified, safe and in compliance of any applicable labour and/or human rights legislation.	<ul style="list-style-type: none"> • Policies, practices and training in place and routinely reviewed with Human Resources • Employee Engagement Survey Action Plans completed (December 2019) • Grievance procedure outlined in Collective Agreement and followed with support from Human Resources (Three grievances received to date; one is active, one has been withdrawn by the Union and one has been settled) • Collective bargaining workshop held with bargaining teams (June 2019) • Relationship building workshop completed (March 2020) with Union Team • Monthly and mid-monthly meetings held with Union Executive • Weekly discussions with the Union through the pandemic • Annual Learning Plan in development consistent with recommendations in Future Directions • Bi-monthly town hall meetings during pandemic • Regular staff messages through Pandemic to keep them abreast of changes and processes • Creation of Change Management Team to ensure effective communication and support for staff during Pandemic 	Yes

Review of Executive Limitations Policies January 2020

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the CEO?
A5. Staff Conduct	The CEO shall ensure that conditions of employment spell out the expectations for employee behaviour and enforce these expectations in a fair and due process manner.	<ul style="list-style-type: none"> • Policies, practices and training in place and routinely reviewed with Human Resources • Regular performance appraisals completed to describe and evaluate expectations • Updated performance appraisals to be introduced in 2020 to allow individual performance goal setting for unionized staff • Performance goal setting for non-union and management staff established in 2019. 	Yes
A6. Financial Planning/Budgeting	Budgets for any fiscal year or the remaining part of any fiscal year shall conform materially to Board Ends priorities, the requirements of the Public Libraries Act, and not risk fiscal jeopardy. Budgets are accordingly set in relation to approved Library Board multi-year plans.	<ul style="list-style-type: none"> • Compliance with all City of Mississauga (City) requirements to develop cost estimates and properly reflect the priorities and the expectations of the Board through operating and capital budgets • Monthly monitoring of budget and on-line accounting providing systematic and timely reporting for all managers of expenditures and revenues • Capital project monitoring for some Library projects e.g. construction, information technology, completed by project leads in Facilities and Property Management and Information Technology • Budget, Business Plan and Financial Statement report to the Board (October, November 2019) • Monthly COVID budget forecast reports (July, August, September 2020) 	Yes
A7. Financial Condition	With respect to the actual, ongoing financial condition and activities of the organization, the CEO shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies and under the <i>Public Libraries Act</i> .	<ul style="list-style-type: none"> • Full compliance with City financial practices • Financial operations are fully integrated within the City's ensuring proper fiscal performance including preventing over expenditures or over commitment. The associated processes required by City practice similarly ensure timelines, comprehensiveness and legal compliance. • Quarterly reviews of budget performance are routinely conducted over the year by Library staff • Regular standardized reporting is in place to provide assurance and/or identify corrections • Regular forecasting initiated within the COVID closures to ensure accurate projections undertaken with new and changing fiscal conditions. 	Yes

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the CEO?
A8. Emergency Executive Succession	In order to protect the Board from sudden loss of chief executive services, the CEO shall have two other executives familiar with Board and chief executive issues and processes.	<ul style="list-style-type: none"> • Four members of Library Leadership Team are kept familiar with the duties and obligations of the CEO's position and of the organization through bi-weekly team meetings and individual bi-weekly update meetings • Monthly Extended Library Leadership Team meetings ensure full and timely awareness of all key issues • Regular practice of implementing acting managers for absent Director and all managers 	Yes
A9. Protection of Privacy	In order to protect the privacy of users, the CEO as Head of Privacy shall comply with legislation requiring the establishment and adherence to a retention schedule for personal information that is collected for the purpose of registering customers, and to ensure the public's awareness of the schedule.	<ul style="list-style-type: none"> • Procedures in place with assistance from Legal Services and Legislative Services covering the collection and retention of personal information in the Library • Procedures are regularly reviewed with staff and monitored by managers in accordance with corporate practices • Electronic data on customers are likewise treated responsibly under City policies and practices • No privacy breaches reported to the Information and Privacy Commissioner of Ontario to date • No Freedom of Information requests to date 	Yes

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the CEO?
A10. Asset Protection	The CEO shall ensure that assets are protected, adequately maintained and kept safe.	<ul style="list-style-type: none"> • All assets of the Library are routinely evaluated and insured • All products developed by employees for the Library are considered for Library's use by the Library, including modification • Loss, theft and damage are routinely assessed and corrective action taken as warranted complying with the City's guidelines and requirements • Periodically inventories and write offs are completed to update records • Safety of customers and staff is a key operational value addressed through regular staff training, inspections and process review, all consistent with City practices and requirements • Security engagement plan implementation in progress with 12 of 20 actions complete 	Yes
A11. Compensation and Benefits	With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the CEO shall ensure fiscal integrity and protect public image.	<ul style="list-style-type: none"> • Working in an integrated manner with Human Resources all Library non-union compensation and benefits matters are routinely handled as they are for other City employees • Non-union Library employees' compensation and benefits are linked to City for the comparable group • Benefits changes continue to be made annually and/or as required by new legislation e.g. options for Health Spending Account or Personal Spending Account • Annual performance appraisal process for all employees allows for a merit rating and corresponding pay increase for employees • Job Evaluation implementation in progress 	Yes

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the CEO?
A12. Legal Compliance	<p>With respect to the operational aspects of the Library, the CEO shall:</p> <p>Comply with the requirements of the <i>Public Libraries Act</i> and with the requirements of the Corporation, unless they contravene the <i>Public Libraries Act</i>, the collective agreement, or other direct Board decisions.</p> <p>Raise to the Board and other parties as warranted any identified or potential issues of conflict among legal requirements.</p>	<ul style="list-style-type: none"> • The Library operates in full awareness of the legal requirements of the <i>Public Libraries Act (Act)</i> • Library policies, using the Carver model, are strictly adhered to and reviewed annually • The requirements of employment legislation e.g. Bill 147, Bill 47, Occupational Health and Safety Act, are strictly adhered to with support from Human Resources • The requirements of the Library's collective agreement with its unionized employees are stringently followed 	Yes

City of Mississauga
Library Board Report



Date: September 9, 2020

To: The Mississauga Public Library Board

From: Jennifer Stirling, Director Library

Agenda 6.1

Meeting date:
September 16, 2020

Subject

Recovery Plan Implementation Update – Phase 4

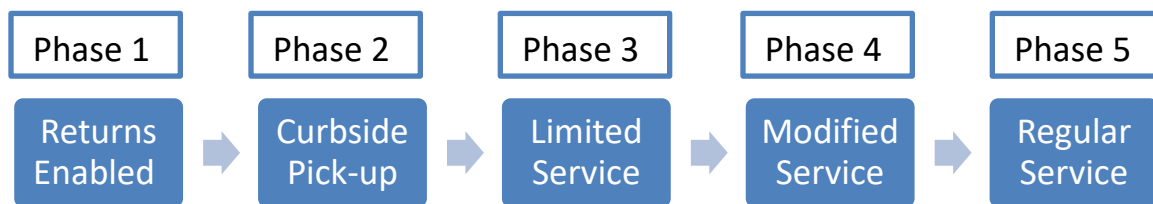
Recommendation

That the Mississauga Library Board receive the update on the Recovery Plan – Phase 4 for information.

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 has continued to evolve its service delivery in alignment with Provincial regulations, customer requirements and in alignment with library best practices. After the endorsement of the strategy by the Board on August 11, 2020 the Library received senior leadership approval and direction to proceed with a move to Phase 4 Modified Services for all locations on September 15, 2020. The Library has been actively planning for re-opening.

Comments



In preparation for the re-opening of **Modified Service**, the library has done significant work to prepare for reopening. Significant work has been done to support staffing, physical branch modifications, service delivery modifications and to provide training.

A significant recall of part-time staff was undertaken at the end of August to support branch operations. Staff were recalled in alignment with the Memorandum of Agreement jointly developed with the Union. As staff were recalled by seniority, they were not all deployed to their home locations, but to available positions throughout the system. Employees have been recalled with a start date of September 11, 2020.

The Library has developed occupancy calculations for all of our locations in alignment with Provincial regulations and best practice to ensure that physical distancing is possible in the branches. Significant branch modifications have been undertaken in the public and staff areas. Most of the branch furniture has been removed to allow for maximum movement through the space and to align with the service delivery model available under the current regulations, which recommends brief visits for transactional services only. Physical branch modifications including the installation of plexi glass at staff locations is being completed before opening. Signage will help direct customers and staff move safely through all of our locations.

Service modifications have been developed to support operations in this phase. In addition to the study booking system, quarantining procedures have been developed to separate out materials handled but not borrowed by customers. Customers will have access to collections but will be asked to “browse with their eyes” instead of unnecessarily handling large quantities of materials. Customer self-screening protocols have been developed to ensure customers entering the building have completed a self-assessment before entering the library. Since library visits will be different at re-opening we will have a staff member acting as a branch ambassador at entry to help describe the services available and protocols in place. They will also help to manage occupancy limits for each location. The ambassador will help customers understand the limitations of service and to support an effective branch visit.

Training on all of the new protocols and services will take place before branch opening. In addition to protocols and branch orientation all returning employees will participate in change management training to help with their transition back to the work place during the pandemic. It is important to acknowledge not only the importance of the service mechanics but all of the personal feelings and concerns to ensure a safe and effective return to work.

In Phase four the service limitations include:

Available Services Include:

- One hour visits maximum per day for library visits
- 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.

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 developed an implementation plan for the successful re-opening of 17 libraries on September 15. The library looks forward to welcoming customers back into the branch to provide modified services and looks to the Board to receive this report for information.

Jennifer Stirling
Director, Library

**MISSISSAUGA PUBLIC LIBRARY BOARD
2020 Work Plan**

Month	Executive Limitations	Governance	Board CEO Linkage	Ends	Consent Items	Other Business
2020						
September	Revise meetings policies to amend language regarding virtual meetings;	Board CEO Linkage Policies Review; Review Executive Limitations Policies (CEO)		Update on Phase 4		
October	Budget Estimates Report; Q2-Q3 Utilization Report; KPI Update(Multi Talented People Changing Lives)	Annual Board Self-Evaluation;		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 Annual Key Objectives (CEO)	Open Window Hub Year in Review Presentation	3 rd Qtr Financial Report	
December		Mission & Vision Facilitated Discussion; Review of 2021 Meeting Formats				
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 (<i>deferred</i>)	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					
August	CEO Report;					

Agenda 7.2

Upcoming Events/Meetings with proposed locations & Chair		
Date	Event/Location	Meeting Chair
2020		
September 16, 2020	Board Meeting Via Webex	Carol
October 21, 2020	Board Meeting Via Webex	Priscilla
November 18, 2020	Board Meeting TBD	Margot
December 16, 2020	Mission & Vision Facilitated Discussion TBD	Samantha
2021		
January 20, 2021		
February 17, 2021		
April 21, 2021		
May 19, 2021		
June 16, 2021		
October 20, 2021		
November 17, 2021		

City of Mississauga
Library Board Report



Date: September 3, 2020
To: Mississauga Public Library Board
From: Jennifer, Director Library

Agenda 8.1

Meeting date:
September 16, 2020

Subject

Review of Board – CEO Linkage Policies C1 to C5

Recommendation

That the report dated September 3, 2020 entitled “*Review of Board – CEO Linkage Policies C1 to C5*” from the Director, Library be approved.

Background

There are five governing policies which define the relationship between the Mississauga Public Library Board (Board) and the Chief Executive Officer (CEO), which are designed to ensure that an effective connection exists between the Board and the CEO in alignment with the tenets of the Carver Model of Board Governance. The policies play a monitoring role to ensure that the Board and CEO are adhering to the policies. Current Board- CEO Linkage policies can be found by following this [link](#). Compliance to the policies is reviewed annually and was last reviewed in September 2019.

Comments

Effective Board - CEO linkage is critical to effective library operations and the success of the Carver Model of Board Governance. Adherence to the policies by both the Board and the CEO ensures an effective relationship and a clear understanding of roles and responsibilities. The following chart identifies the policy, purpose, and examples to support compliance and an evaluation of compliance for all Board-CEO Linkage policies for the period of January - September 2020.

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the Board and CEO?
C1. Global Governance – Management Connection	The Board's sole official connection to library operations, achievement and conduct will be through a CEO.	<ul style="list-style-type: none"> • The roles of the Board and CEO are clear and consistently observed by both parties • No examples of connections through other staff 	Yes
C2. Unity of Control	Only decisions or instructions of the Board are binding on the CEO.	<ul style="list-style-type: none"> • Requests for information or discussion from individual Board members have been authorized by the Board e.g. the discussion about the increased granularity in the breakdown of financial report information. 	Yes
C3. Accountability of the CEO	The CEO is the Board's only link to operational achievement and conduct, so that authority and accountability of staff, as far as the Board is concerned, is considered to be the authority and accountability of the CEO.	<ul style="list-style-type: none"> • No examples of instructions given to staff who report directly or indirectly to the CEO • No examples of evaluation given by the Board to staff other than the CEO • Board evaluation of CEO was based on achievement of stated Ends (February 2020) 	Yes

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the Board and CEO?
C4. Delegation to the CEO	The Board will instruct the CEO through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided, allowing the CEO to use any reasonable interpretation of these policies.	<ul style="list-style-type: none"> • Annual Key Objectives approved (February 2020) • Customer Use policy approved (June 2020) • Meetings policy approved (April 2020) • CEO Compliance with Executive Limitations confirmed (January 2020, September 2020) 	Yes
C5. Monitoring Executive Performance*	The Board will ensure an on-going performance review process for the CEO that is complimentary with that in use at the City of Mississauga for comparable positions.	<ul style="list-style-type: none"> • A variety of monitoring reports are provided to the Board e.g. Executive Limitations, Board Ends, KPI Reports, Utilization and Trends Report, Financial Review • CEO performance reviewed by Board and shared with Commissioner, Community Services (February 2020) 	Yes

Following a review of the Board – CEO Linkage policies, it is concluded that the Board and CEO have complied with all current policies. .

Financial Impact

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

Conclusion

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.

Jennifer Stirling

Director, Library

Action Items – from August 18, 2020 Library Board Meeting

Agenda Item and Related Follow Up Actions	Status	Updates	Originator	PMR	Resolution
<p>Brought forward from January 22, 2020 meeting</p> <p>1) Board Evaluation Tool Review</p> <p>2) Assess “7 meetings/year” schedule and send out 2021 meeting dates</p>		<p>To be scheduled before end of 2020</p> <p>Scheduled for November 2020 meeting</p>	<p>W. Mirjan</p> <p>V. Ohori</p>		
<p>3) relative to the renewal of Mission/Vision, the Board, led by the Chair will work on the following:</p> <ul style="list-style-type: none"> a. Boil down survey to three questions b. Further categorize stakeholder list into sub-groups c. Align on efficient but inclusive method d. Gather and summarize feedback e. Engage facilitator and plan communications f. Organize & conduct facilitated Visioning workshop g. Reconcile and align with strategic plans 		<p>Chair to provide update at September meeting;</p> <p>Facilitated discussion scheduled for December meeting</p>	<p>V. Ohori</p>		