



# Mississauga Public Library Board Meeting

Wednesday, November 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

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## 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	<b>Call to order: Welcomes &amp; Land Acknowledgement Statement</b>	5:30-5:31
1.1	<b>Excused Absences</b> <i>(Motion required to excuse absences)</i>	5:31-5:33
1.2	<b>Approval of Agenda</b> <i>(Motion required to approve agenda)</i>	5:33-5:35
1.3	<b>Declaration of Conflict of Interest</b>	
1.4	<b>Delegations</b>	
2.0	<b>Consent Agenda –</b> <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 October 21, 2020	
3.0	<b>CEO Report</b>	5:40-5:55
3.1	CEO Report	
4.0	<b>Policy Review</b>	
5.0	<b>Executive Limitations/Internal Monitoring Reports</b>	5:55-6:15
5.1	November 2020 Covid Financial Update	
5.2	Library Mid-Year Unaudited Financial Statement	
5.3	KPI Update	
6.0	<b>Ends</b>	
6.1	Open Window Hub Year In Review Presentation	6:15-6:40
7.0	<b>Governance</b>	6:40-6:50
7.1	Review of Work Plan	
7.2	Upcoming Meetings/Events/Chair Rotation	
7.3	Review of 2021 Meeting Formats	
8.0	<b>Ownership Linkage</b>	6:50-7:00
8.1	Annual Key Objectives Review	
9.0	<b>Board Advocacy</b>	
10.0	<b>Board Development</b>	
11.0	<b>Other Business</b>	7:00-7:10
11.1	Action Log Review	

11.2	Cancellation of December Meeting - discussion	
12.0 12.1	<b>In Camera Agenda</b> Pursuant to Ontario Public Library Act Sections  (4) (a) the security of the property of the Board Renaming of Central Library  (4) (b) personal matters about an identifiable individual Update on recruitment of Library Director	7:10-7:25
13.0	<b>Board Self-Evaluation –</b> V. Ohori 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.	7:25-7:30
14.0	<b>Adjournment</b> <i>(Motion required to adjourn)</i>	
	<b>TOTAL TIME</b>	120 minutes



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**DATE:** November 16, 2020

**TO:** The Mississauga Public Library Board

**FROM:** Jennifer Stirling, Director, Library

**SUBJECT:** **Consent Agenda**

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**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 October 21, 2020
- 2.2 Minutes of the In-Camera Meeting on October 21, 2020

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Jennifer Stirling  
Director, Library



## Agenda 2.1

### MISSISSAUGA PUBLIC LIBRARY BOARD

#### Regular Meeting

Minutes of the meeting held on Wednesday, October 21, 2020 at 5:30 p.m.,  
Virtual via Webex

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

Absent: Wahab Mirjan

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

Minutes Recorded: Anne Marie Solleza

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#### **1.0 Call to Order**

P. Mak called the meeting to order at 5:32pm.

#### **1.1 Excused Absences**

**83:20 Resolved that W. Mirjan be excused from the meeting.**

**Moved by M. Almond  
Seconded by S. MacKinnon  
Carried**

#### **1.2 Approval of Agenda**

**84:20 Resolved that agenda item 6.1 be moved forward immediately after 1.3 and that the agenda be approved as amended.**

**Moved by L. Naismith  
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.

### **1.5 Collection Trends**

Highlights from the presentation of Katharine Pryma, Manager, Collection & Material Handling, on collection trends:

#### **General Overview of 2020 (so far)**

- Closed – no physical circulation for 3 months - from March 13 – June 23
  - Only eCirculation available
- Curbside – only pickup up for 3 months - June 23 – Sept 15
  - Limited circulation based strictly on holds
  - eCirculation continued to grow
- Limited In-Library
  - Reduced hours - reduced circulation – greatly reduced foot traffic
  - Circulation still driven by high hold rates
  - eCirculation continues to grow

#### **General Themes**

- Acceleration of existing trends
  - Faster adoption of digital and streaming
  - Accelerated decline of some physical formats (DVD, CD, audiobook, paperback)
  - Faster acceptance of eBook and eAudiobook format
  - Diversification of eBook audience to children, youth, and seniors
  - Customer needs and interests have shifted
- Impact of changes on publishing industry
  - No new feature films released or in development
  - Publishing schedules changed – more titles pushed to fall release
  - Magazines and newspapers ceased publication
- Demand for / Expansion of eResources
  - City processes make difficult to add new resources
  - Vendors have expanded access to libraries (Ancestry, Tumble Books, etc.)

#### **Focus on eCirculation**

- eCirculation continues to grow – on pace to hit 1M circulation for Overdrive
- Customer base continues to grow
- Reciprocal Lending Agreement with Hamilton & Burlington
- Growth of children's materials and presumably child users
- New services that encourage "discoverability" and promote circulation – book lists, Lucky Day Collection (Skip the Line)

- Pandemic-friendly features – no touch; search, borrow and return from home; no fines
- Improved integration between catalogue and eResource - PressReader

The Board thanked K.Pryma and appreciated the effort put into preparing the very informative presentation.

**85:20 Resolved that the Board receive the presentation entitled *Collection Trends dated October 2020* be received for information.**

**Moved by V. Otori**

**Seconded by C. Williams**

**Carried**

## **2.0 Consent Agenda**

**86:20 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 V. Otori**

**Carried**

## **3.0 CEO Report**

The CEO drew attention to the following in her report:

**1. October is Canadian library month.** This year celebrations will a little different with a more virtual focus. The library will highlight the importance and meaning of the public library during COVID with a wide variety of programs, personal stories and lots of activities.

### **2. Peel Region Moved to Modified Stage 2**

On October 9 the Region of Peel was moved back to a modified Stage 2. In consultation with the government regulations and with the Ministry, the library's Modified Service level is still supported.

### **3. Government of Ontario Yearly Grant Received**

The Government of Ontario has deposited its 2020 operating grant into the Board's bank account. The library has received \$715,203 in funding to support its operations in 2020. The Library will work with the City's finance department to facilitate the transfer to the City of Mississauga for operational use.

### **4. SOLS/OLS-North Merger**

In early 2020 the OLS North and SOLS boards announced that they would explore the feasibility of merging organization. In June 2020 they boards developed a transition committee to negotiate the amalgamation of the two entities and create the new "Ontario Library Service", which was ratified by both boards in August 2020. The boards are developing a transition plan for consolidated services, which will be implemented by April 1, 2021.

## **5. Mississauga Comic Expo**

Mississauga Comic Expo (MCX) returned for the first ever, fully-virtual expo on October 9, 16, 23 & 24, 2020. A full range of programming celebrating the diverse culture of comics, anime and gaming was on offer. The event highlights comic artists and authors, and guest speakers from the Manga Classics publisher.

## **6. Online Fines Payment**

On October 19 the Library will launched online fine payments (eFines) through the online library catalogue. This service allows customers to pay their fines online using their credit card. This is an important project to promote customer self-service and was a key initiative in the library's strategic technology roadmap.

7. **The Open Window Hub** provided Thanksgiving dinner to 32 customers. The Hub also launched a clothing drive, providing warm outdoor clothing to 22 customers. Surplus clothing left over was donated to the Cawthra Shelter and Peel Family Services. The Hub has also been providing customer training on how to deal with stress during COVID-19.

**87:20 Resolved that the *CEO Report dated October 13, 2020 by the Director, Library* be received for information.**

**Moved by S. MacKinnon**

**Seconded by Councillor J. Kovac**

**Carried**

## **4.0 Policy Review**

There were no items to be reviewed.

## **5.0 Executive Limitations/Internal Monitoring Report**

### **5.1 Review of Q3 Financial Report and COVID-19 Financial Update**

At the May 2020 Board Meeting, staff were requested to provide a more comprehensive view of the Library's financial performance in light of the financial challenges experienced by the City during the pandemic. The format of this report is in response to that feedback and provides a more granular look at the Library's finances. In addition, the Board requested that staff look into providing a bi-annual financial statement that is in the format of the year-end audited financial statements that the Board receives annually. The City's Finance team is currently evaluating the feasibility of this request and is working with Library staff shortly to discuss next steps.

Based on this financial update, the Library anticipates meeting its overall budget targets for 2020 and operating approximately \$3.1 million favourable to budget largely driven off of labour savings due to the operating decisions made in response to the COVID-19 pandemic.

**88:20 Resolved that the report entitled "*Review of Q3 Financial Report and COVID-19 Financial Update*" dated October 21, 2020 from the Director, Library be received for information.**



Moved by M. Almond  
Seconded by Councillor M. Mahoney  
Carried

## **5.2 Library Board Bank Account Electronic Transfers**

The process to deposit grant funding from the Board account to the Library's account can be streamlined by allowing the Library Board Chair to give electronic authorization to the Library Director via email to electronically transfer funds. The Library Director would then activate City Finance staff to process the transaction. Authorized City Finance staff would have access to complete the transfer once the approval had been forwarded from the Director and the Board Chair. This process is in alignment with best practice used by the Enersource Board and other boards with a relationship with the City. This streamlined process will ensure that grant funding is available to offset the Library's operating costs as soon as possible and will increase the efficiency of the transfer.

**89:20 Resolved that the report entitled *Library Board Bank Account Electronic Transfers dated October 21, 2020 by the Director, Library* be approved and that the Board authorize a process whereby the Chair of the Mississauga Public Library Board (Board) gives electronic approval to the Director of the Library via email for the transfer of grant funding from the Board's bank account to the City of Mississauga (City).**

Moved by C. Williams  
Seconded by L. Naismith  
Carried

## **6.0 Ends**

### **6.1 Collection Trends Presentation (see Item 1.5)**

### **6.2 Recovery Plan and Resurgence Planning**

As part of the library's comprehensive recovery strategy, the Library has developed key service implementation phases to restore service gradually. Should the library be required to reduce service levels in response to community conditions, the library will progress backwards through the phases, making service modifications as required. The library is working closely with the Province, the Peel Medical Office of Health, the City and other libraries to continually monitor the situation and will adjust its operations accordingly.

**90:20 Resolved that the report entitled *Recovery Plan and Resurgence Planning* dated October 15, 2020 by the Director, Library be received for information.**

Moved by V. Otori  
Seconded by S. MacKinnon  
Carried

## **7.0 Governance**

### **7.1 Review of Workplan**

The Board made the following changes to the workplan:

- a) Move the facilitated discussion scheduled for December to 2021
- b) Push discussion of December meeting to November

**91:20 Resolved that the revised workplan be approved.**

**Moved by L. Naismith**

**Seconded by S. Mackinnon**

**Carried**

### **7.2 Upcoming Meetings/Events/Chair Rotation**

No changes were made to the schedule.

### **7.3 Mission and Vision - Strategic Planning Information Gathering Approach**

The Library needs to ensure that it is gathering relevant information from key stakeholders. Based upon the work of the board, this report recommends an approach to solicit information from key stakeholder groups using surveys, social media and interviews. It is recommended that the Library Board approve the preliminary information gathering approach for the Board's exercise in Mission and Vision renewal.

The Board suggested that the social media efforts be supplemented through another medium e.g. print ads in Globe and Mail and ethnic paper publications.

The CEO also encouraged the Board to let her know if they had an interest in any the stakeholder groups.

**92:20 That the report entitled Strategic Planning Information Gathering Approach dated October 21, 2020 by the Director, Library outlining the preliminary information gathering approach for the Board's exercise in Mission and Vision renewal be approved.**

**Moved by V. Otori**

**Seconded by Councillor M. Mahoney**

**Carried**

### **7.4 Annual Board Self-Evaluation**

Using the Roles and Key Responsibilities document, the Board reviewed their efforts over the past year. Comments and suggestions are summarized below:

#### **a) Governance & Policy Making**

S. Mackinnon, as the newest member of the Board expressed her thanks for the warm welcome she received from the Board and the orientation provided to make sure she was ready for her first meeting.

As a group, the Board felt it did very well handling the challenges posed by COVID 19 due largely to the excellent work of staff of keeping them informed.

b) Community Relations

Due to COVID 19, the library has had to engage the community differently. Online programming and the virtual call centre are 2 of the services that the library was able to offer very quickly. The Open Window Hub continued to offer valuable services to customers facing homelessness and other supports. The Board feels it has done good work in terms of looking out for the community

c) Finance

M. Almond and W. Mirjan continue to lead the Board in asking relevant questions related to financial reporting. They also provided feedback for the new formatting of the quarterly financial reports. The Board appreciates this new format and thanks M. Menary for making this happen. As a suggestion for improvement, the Board feels more advanced information regarding budget would be beneficial. A representative from the City Finance team will be invited to a future meeting to provide additional training for the Board.

d) Personnel

The Board feels that staff are being provided with plenty of support especially during this difficult time under COVID. The lay-offs and recall of employees were handled in a sensitive manner and health & safety protocols are in place to ensure that workplaces are safe. Several training sessions on dealing with change have been conducted and additional sessions on stress management and resiliency are being planned. Collective bargaining has resumed and making good progress.

e) Legal

The Board is confident that with guidance from the City Legal, the library is always in compliance with all legal requirements especially with all the new regulations from the province as a result of COVID. The Board thanks the CEO for keeping them constantly informed of developments.

**93:20 Resolved that the report entitled “*Annual Board Self-Evaluation*” dated October 13, 2020 from the Director, Library be received and consider the annual evaluation completed.**

**Moved by L. Naismith**

**Seconded by S. MacKinnon**

**Carried**

**8.0 Ownership Linkage**

There were no items for discussion.

**9.0 Board Advocacy**

There were no items for discussion.

**10.0 Board Development**

There were no items for discussion.

**11.0 Other Business**

### **11.1 Action Log Review**

The action log was revised to include recent updates.

**94:20 Resolved that updates to the Action Log be approved.**

**Moved by Councillor J. Kovac**

**Seconded by C. Williams**

**Carried**

### **12.0 In Camera Agenda**

Pursuant to Ontario Public Library Act Sections

(4) (a) the security of the property of the Board

(4) (b) personal matters about an identifiable individual

(4) (d) labour relations or employee negotiations

**95:20 Resolved that the Board go into closed session at 7:29pm.**

**Moved by S. MacKinnon**

**Seconded by L. Naismith**

**Carried**

### **13.0 Board Self-Evaluation**

L. Naismith led the self-evaluation. She noted that the board is being responsive to the changes that the library has faced over the last several months and noted that it is pivoting to address all the future needs of the system, with emphasis on strategy and taking experiences into account to inform the Board's decisions. Collaboration with other libraries is a highlight and helps the Board to leverage existing knowledge and insights while adapting and creating services that are responsive to the community. She noted good participation from all and that the Board was engaged and committed throughout the discussion, enabled in large part to the preparation done by Jennifer and team.

### **14.0 Adjournment**

**97:20 Resolved that the meeting adjourn at 8:07pm**

**Moved by V. Otori**

**Seconded by C. Williams**

**Carried**

### **NEXT MEETING**

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

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Secretary/Treasurer

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Chair

## Briefing Note

<b>To:</b>	<b>The Mississauga Public Library Board</b>
<b>From:</b>	Jennifer Stirling, Director, Library
<b>Date:</b>	November 11, 2020
<b>Subject:</b>	<b>CEO Report – November 2020</b>

### 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 HIGHLIGHTS

#### **Peel Region Moves to Red Zone**

On Saturday November 7 the region of Peel was moved to the new provincial Red Zone classification. After a review of the government regulations and in alignment with discussions with the Ministry, the library's Modified Service level is still supported. The library will continue to offer its Modified branch and online services and will work closely with the Peel Health Services to continue to monitor the public health situation in the region and make adjustments where required.

#### **Peel Health Services – Enhanced Public Health Measures**

Peel Health Services released enhanced public health measures in response to transmission growth in the region on November 7, 2020. The initiatives seek to limit prolonged social exposure without personal protective equipment and physical distancing. The library has controls in place to ensure alignment with public health protocols. It will be evaluating staff gatherings outside of regular job activities in order to limit exposure at this time and will continue to evaluate changes in these recommendations as they are released.

## **LIBRARY GOVERNANCE HIGHLIGHTS**

### **OLA Superconference**

The OLA Superconference will be held from February 3 - 6, 2021 with the theme of “Clever Minds & Human Hearts”. In response to the current public health situation, the conference will be held virtually. The conference program is yet to be released but will include all-conference keynote sessions, 120 education sessions and a virtual vendor exposition. Please mark your calendar and let Anne Marie know if you are interested in participating in this important event.

### **Federation of Ontario Public Libraries (FOPL) & the Ontario Library Association (OLA) submit Budget Recommendations to the Ontario Government**

As part of the Ontario Government’s pre-budget consultation process FOPL and the OLA put forward [key recommendations](#) for consideration to support the emerging role of libraries during the pandemic and for the future. The recommendations included:

- Maintain critical provincial funding for Ontario’s public libraries at current levels
- Leverage Ontario’s broadband action funding
- Provide critical e-Learning support through fair access to modern, digital resources
- Preserve the proven impact of school libraries on student achievement and success

## **SYSTEM HIGHLIGHTS**

### **Diversity and Inclusion Survey**

Library staff took part in the City’s comprehensive diversity and inclusion survey. The results of this confidential survey, conducted by an external provider, will allow the City and the Library to have a more detailed understanding of workforce demographics and perceptions of inclusivity. From this feedback the Library will participate in the development of a Diversity and Inclusion Action plan.

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

### **Virtual Branch Service Acceleration:**

#### **Library Programming**

In November the library premiered its fall [Author talk](#) series. Every Friday evening, from November 6 to December 11, the library features an interactive online author talk. The first session was a partnered program with the Museums department in our Culture division which featured author Lawrence Hill with moderator Natasha Henry. At this session they discussed his current project, a novel about the little-known story of African-American soldiers in Canada during WWII. The program was attended by over 420 participants with participants from Nova Scotia, the Yukon and from as far away as Africa. It was an engaging discussion and a successful kick off to this series. I hope you can join us for the next author talk, with Janie Chang on Friday November 20.

### **In Branch Services**

The Library is currently operating in its Modified Services level. With the changing situation the operating model is reviewed weekly and feedback is received on a regular basis from the City's Senior Leadership Team, other libraries in the region and governing authorities as required. As a result of the changing operating model with limited services available, our services are being used differently. The KPI report (Agenda Item 5.3) indicates the significant drop in foot traffic as a result of many onsite services being either not available or significantly reduced, while the physical circulation still remains strong comparatively.

At our libraries, we are continuing to look to new ways to adapt services to our current environment. In October South Common implemented a "Book Bundle" pilot, providing access to collated resources on a topic or targeted at a specific age range. Since customers are accessing our services in a "grab and go" environment, this introduces collections to customers who don't have time to browse for materials on a specific topic. Early indications are that they are very popular. This is just one of the ways that our branches are using targeted displays to expose customers to new and topical materials.

McKechnie Library continued to offer curbside service in October and was averaging 80 appointments per day. Although the opening of the McKechnie branch on November 17 is the end of formalized registered curbside services, the Library will still provide curbside upon request to support at-risk populations throughout the pandemic. Instructions on how to request this service are being updated online and will be available through all locations.

The Library will run its Typical Week Survey in November, providing an average count of service use metrics for comparison with other library systems across the province. It is anticipated that the numbers will be atypical given the current situation as the maker spaces are closed, computer workstation access is limited and there is limited capacity in the team providing accessibility support. It is anticipated that this will be the same for all libraries in Ontario and will need to be reflected in the notes associated with the metrics.

## **FOCUS ON COMMUNITY RECOVERY**

The Open Window Hub continues to grow in popularity. In addition to its regular customers, it has been adding new customers per week as the news of the service offering spreads through the community. In October, the Hub held a seminar on housing support initiatives available through regional, federal and provincial sources. As a result, the Hub was able to refer customers to the Region of Peel which led to 5 customers being housed in the two weeks following the seminar.

The Open Window Hub is creating a photo exhibit in the Glass Pavilion in November to provide a sense of "Life through the Eyes" of the Open Window Hub customers. Customers were provided with a disposable camera and asked to film key scenes from their lives. The Hub staff will be developing and displaying the photos with customer annotations to provide the sense of a day in the life. This is an important project to promote inclusivity and understanding.

## **COMMUNICATIONS VIA EMAIL**

Email communications were sent to the board to outline the City's Facility Naming Policy and to clarify the timelines for the completion of the naming process for the Central Library outlined in the policy. A report to council will be submitted on November 25, 2020 and it is anticipated that the naming be completed by February 14, 2021. An additional email was sent to detail an extended closure to the McKechnie location to complete necessary HVAC and mechanical repairs scheduled for completion on Tuesday November 17, 2020 and a third email was sent to clarify the regulations for library service in the Provincial Red Zone classification.

## **EMPLOYEE DEVELOPMENT**

In October the library offered Mental Health First Aid training for our staff. With the increase in prevalence of mental health issues in society and the additional strain of the pandemic on mental health, this course provided crisis first aid skills for staff. The course provided information on how to recognize signs and symptoms of mental health problems and how to approach crisis situations. This program was well received and will be repeated throughout the fall and winter.

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Jennifer Stirling  
Director, Library



# City of Mississauga Library Board Report



Date: November 9<sup>th</sup>, 2020

To: Mississauga Public Library Board

From: Jennifer Stirling, Director, Library

## ***Agenda 5.1***

November 18<sup>th</sup>, 2020

### **Subject**

Review of November, 2020 COVID-19 Financial Update

### **Recommendation**

1. That the report titled "*Review of November, 2020 COVID-19 Financial Update*" dated November 9<sup>th</sup>, 2020 be received for information
2. That the Library Board endorse the recommendation to return to quarterly financial reporting moving forward.

### **Background**

Financial reports are submitted to the Library Board (Board) quarterly to provide an overview of the Library's financial activity to-date. This report represents the financial activity of the Library year to date as of October 31<sup>st</sup>, 2020 and additionally reflects the monetary impact of all of the operational decisions that have been made due to the COVID-19 pandemic.

### **Comments**

As reported in the October Q3 Financial Forecast to the Board, the Library anticipates being favourable to budget at year end by approximately \$3.1 million. The main driver of this budget variance is labour which will be favourable to budget due to the temporary lay-off of part time staff, and the hiring freeze that was implemented as the extent of the pandemic became clearer to senior staff. Full time labour is trending in line with previous years while part time labour is trending below budget and previous years due to layoffs resulting from the closure.

Staff development is trending below previous year and below in year budget due a reduction in the number of available development opportunities due to the pandemic. Building occupancy and general materials are estimated to be below budget at end of year due to favourable utility costs caused by reduced prices and facility closures caused by the pandemic. These minor savings are offset by enhanced cleaning and the

purchase of PPE and other protective measures to ensure staff and customer safety. Collections spending is trending below budget at this point in the year, but it is anticipated to be on budget by year end. The Library's Collections and Material Handling team has directed additional funding from physical formats to digital resources to match the current customer demand. Other operating expenses are estimated to be below budget as well largely because of the lack of third party programming costs.

Revenue is also trending lower due to library closures and policy changes. It is not anticipated that fees or fines will improve significantly year end as the library is applying leniency and waiving fines to support customers throughout the pandemic. The Library received the Open Window Hub Odette foundation donation earlier this year. The Provincial operating grant of \$715,000 is currently in the Board's bank account and will be processed and reflected on the Library's financial statement in December. The Board approved an electronic approval system for the transfer of funds at the September Board meeting, and that approval process is almost complete.

The table below details the 2020 operating budget as at October 31<sup>st</sup>, 2020, and the forecasted operating budget for 2020 year end by budget category.

<b>City of Mississauga - Library Services</b>						
<b>Period Ending October 31, 2020</b>						
<b>in \$ '000s</b>	<b>Actuals YTD</b>			<b>Budget FY</b>	<b>YTD % of Budget</b>	<b>Remaining Budget</b>
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2020</b>	<b>2020</b>
Permanent, Labour	13,037	13,305	13,443	18,635	72%	5,192
Temp, Labour	4,895	5,037	3,111	5,261	59%	2,151
Other Labour		72	-20	-480	4%	-460
<b>Total Labour Expenses</b>	<b>17,932</b>	<b>18,414</b>	<b>16,533</b>	<b>23,416</b>	<b>71%</b>	<b>6,883</b>
Staff Development	106	130	78	166	47%	88
Occupancy	1,162	809	1,154	1,757	66%	603
Library Collection Material	2,988	3,272	2,585	4,005	65%	1,420
Materials & Supplies	228	215	321	528	61%	207
Other Operating Expenses	334	267	220	643	34%	423
<b>Total Operating Expenses</b>	<b>4,818</b>	<b>4,693</b>	<b>4,357</b>	<b>7,099</b>	<b>61%</b>	<b>2,742</b>
Grants	-105	-38	-8	-715	1%	-707
Fees & Services Charges	-280	-270	-70	-340	21%	-270
Rents, Concessions	-287	-276	-224	-408	55%	-184
Fines	-443	-438	-131	-509	26%	-378
Other Revenue		-4	-122	-130	94%	-8
<b>Total Revenue</b>	<b>-1,115</b>	<b>-1,026</b>	<b>-555</b>	<b>-2,102</b>	<b>26%</b>	<b>-1,547</b>
Allocations	354	376	411	515	80%	104
<b>Net of Allocations</b>	<b>21,988</b>	<b>22,457</b>	<b>20,746</b>	<b>28,928</b>	<b>72%</b>	<b>8,182</b>

**Key Item Details:**

**Internal Gapping Target:** vacancy budget

**Library Collections:** includes purchase of collection items for public use including all print material, all e-books, databases and other e-resources

**Other Operating** includes transportation, equipment and maintenance, marketing, programming, allocation costs for municipal staff

**Other Revenues:** includes donations and interest earned

## Financial Impact

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

## Conclusion

The Library anticipates meeting its overall budget targets for 2020 and operating approximately \$3.1 million favourable to budget largely driven off of labour savings due to the operating decisions made in response to the COVID-19 pandemic.

## Attachments

None

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Jennifer Stirling  
Director, Library

Prepared by Mike Menary, MBA  
Manager, Planning Development & Analysis

# City of Mississauga Library Board Report



Date: November 9<sup>th</sup>, 2020

To: Mississauga Public Library Board

From: Jennifer Stirling, Director, Library

## **Agenda 5.2**

November 18<sup>th</sup>, 2020

### **Subject**

Review of Library Mid-Year Unaudited Financial Statements

### **Recommendation**

That the report titled "*Review of Library Mid-Year Unaudited Financial Statements*" dated November 18<sup>th</sup>, 2020 be received for information.

### **Background**

Financial reports are submitted to the Library Board (Board) quarterly to provide an overview of the Library's financial activity to-date.

At the May 2020 Board Meeting, the Board expressed interest in seeing detailed financial statements in the same format as the year-end audited financial statements at mid-year. The attached Appendix 1 is the report that was created in response to that request.

### **Comments**

The Library worked with its City partners in Finance to create the attached report for the Library Board. Appendix 1 displays an unaudited view of the Library's 2020 financial position as of June 28<sup>th</sup>, 2020. The format of this report is the same as the year-end audited financial statement report the Board receives annually. Appendix 1 compares 2020 mid-year financial results to expected mid-year 2020 budgets and also to a complete fiscal year in 2019. The attached was created manually using the City's accounting software by the Library's municipal partners in the Accounting section. Wesley Anderson the City's Manager of Financial and Treasury Services will attend the November Board meeting to assist the Library in answering any questions the Board may have regarding these financial statements.

### **Financial Impact**

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

## Conclusion

The Library along with its City partners in the Finance Division worked to create the attached unaudited mid-year financial report and commit to providing the attached annually for the Board to review and comment as they see appropriate. It is recommended that the Library Board receive the unaudited mid-year financial statements for information.

## Attachments

Appendix 1 - City of Mississauga - Public Library Board Unaudited Financial Statements  
Period Ended June 28, 2020

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Jennifer Stirling  
Director, Library

Mike Menary  
Manager, Planning Development & Analysis

**City of Mississauga - Public Library Board**  
**Unaudited Financial Statements**  
**Period Ended June 28, 2020**

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# City of Mississauga - Public Library Board

## Statement of Financial Position

as at June 28, 2020 with comparatives for full year 2019  
(All dollar amounts are in \$000)

	2020 Mid-Year \$	2019 Full Year \$
<b>Financial Assets</b>		
Cash	202	15
Accounts receivable	-	27
Due from City of Mississauga (Note 2)	1,984	2,806
<b>Total Financial Assets</b>	<b>2,186</b>	<b>2,848</b>
<b>Financial Liabilities</b>		
Accounts payable and accrued liabilities	2,072	1,946
Employee benefits and other liabilities (Note 4)	3,300	3,043
<b>Total Financial Liabilities</b>	<b>5,372</b>	<b>4,989</b>
<b>Net Debt</b>	<b>(3,186)</b>	<b>(2,141)</b>
<b>Non-financial Assets</b>		
Tangible capital assets (Note 7)	70,903	70,903
Prepaid expenses	22	51
<b>Total Non-Financial Assets</b>	<b>70,925</b>	<b>70,954</b>
<b>Accumulated Surplus mid-year or end of year</b>	<b>67,739</b>	<b>68,813</b>
Commitments (Note 5)		
Subsequent Event and Contingencies (Note 8)		

The accompanying notes are an integral part of these financial statements.



# City of Mississauga - Public Library Board

## Statement of Operations

for the period ended June 28, 2020 with comparatives for full year 2019  
(All dollar amounts are in \$000)

	Mid-Year Budget 2020 \$ Note 6	Mid-Year Actual 2020 \$	Full Year Actual 2019 \$
<b>Revenues</b>			
City of Mississauga	12,846	10,938	27,258
Funding transfers from other governments	-	-	765
Contributed assets by the City of Mississauga	-	-	226
Fines, service charges and rents	673	426	1,156
Recoveries from third parties	20	5	117
<b>Total Revenues</b>	<b>13,539</b>	<b>11,369</b>	<b>29,522</b>
<b>Expenses</b>			
Salaries, wages and employee benefits	11,589	10,885	22,275
Equipment	165	17	66
Materials and supplies	315	573	1,516
Communication	4	27	25
Staff development	123	64	167
Transportation	28	20	68
Professional Services	42	2	41
Advertising and promotion	20	13	30
Occupancy	807	566	1,849
Collection fees	25	14	54
Bank Charges	4	4	13
Amortization of tangible capital assets (Note 7)	-	-	5,715
Administrative support charged by the City	258	258	486
<b>Total Expenses</b>	<b>13,380</b>	<b>12,443</b>	<b>32,305</b>
<b>Mid-year or end of year surplus/(deficit)</b>	<b>159</b>	<b>(1,074)</b>	<b>(2,783)</b>
Accumulated surplus, beginning of year		68,813	71,596
<b>Accumulated Surplus, mid-year or end of year</b>		<b>67,739</b>	<b>68,813</b>

The accompanying notes are an integral part of these financial statements.

# City of Mississauga - Public Library Board

## Statement of Change in Net Debt

for the period ended June 28, 2020 with comparatives for full year 2019  
(All dollar amounts are in \$000)

	2020 Mid-Year Actual \$	2019 Full Year Actual \$
<b>Mid-year or end of year surplus/(deficit)</b>	(1,074)	(2,783)
Acquisition of tangible capital assets (Note 7)	-	(3,254)
Amortization of tangible capital assets (Note 7)	-	5,715
Acquisition of prepaid expenses	(22)	(51)
Use of prepaid expenses	51	-
<b>(Increase)/Decrease in net debt</b>	<b>(1,045)</b>	<b>(373)</b>
<b>Net debt, beginning of year</b>	<b>(2,141)</b>	<b>(1,768)</b>
<b>Net debt, mid-year or end of year</b>	<b>(3,186)</b>	<b>(2,141)</b>

# City of Mississauga - Public Library Board

## Statement of Cash Flows

for the period ended June 28, 2020 with comparatives for full year 2019  
(All dollar amounts are in \$000)

	2020 Mid-Year \$	2019 Full Year \$
<b>Cash provided by (used in):</b>		
Operating activities:		
<b>Mid-year or end of year surplus/(deficit)</b>	(1,074)	(2,783)
<b>Items not involving cash:</b>		
Amortization of tangible capital assets	-	5,715
Contributed assets by the City of Mississauga	-	(226)
Change in employee benefits and other liabilities	256	(108)
<b>Change in non-cash working capital:</b>		
Accounts receivable	27	(27)
Due from the City of Mississauga	824	(367)
Accounts payable and accrued liabilities	126	890
Prepaid expenses	28	(51)
<b>Net change in cash from operating activities</b>	<b>187</b>	<b>3,043</b>
<b>Capital Activities:</b>		
Tangible capital asset additions	-	(3,028)
<b>Net Change in Cash mid-year or end of year</b>	<b>187</b>	<b>15</b>
<b>Cash, beginning of year</b>	<b>15</b>	<b>-</b>
<b>Cash, mid-year or end of year</b>	<b>202</b>	<b>15</b>

The accompanying notes are an integral part of these financial statements.

# City of Mississauga - Public Library Board

## Notes to the Financial Statements

For the Period Ended June 28, 2020  
(All dollar amounts are in \$000)

### 1. Significant Accounting Policies

The financial statements of the City of Mississauga Public Library Board (the "Board") are prepared by management in accordance with generally accepted accounting principles ("GAAP") for local governments as recommended by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada ("CPA Canada"). Significant aspects of the accounting policies adopted by the Board are as follows:

#### a) Basis of accounting

Sources of financing and expenses are reported on the accrual basis of accounting except for fines, service charges and rents which are reported upon receipt. The accrual basis of accounting recognizes revenues as they become measurable; expenses are the cost of goods and services acquired in the period whether or not payment has been made on invoices received.

#### b) Government transfers

Government transfers are recognized in the financial statements in the period in which the events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made. The Corporation of the City of Mississauga's (the "City") contribution consists of the current year's requisition as approved by Council.

#### c) Pensions and employee benefits

The Board accounts for its participation in the Ontario Municipal Employee Retirement System ("OMERS"), a multi-employer public sector pension fund, as a defined contribution plan.

Vacation entitlements are accrued for as entitlements are earned. Sick leave benefits are accrued where they are vested and subject to pay out when an employee leaves the Board's employment. Other post-employment benefits and compensated absences are accrued in accordance with the projected benefit method prorated on service and management's best estimate of salary escalation and retirement ages of employees. Actuarial valuations, where necessary for accounting purposes, are performed triennially. The discount rate used to determine the accrued benefit obligation was determined by reference to market interest rates at the measurement date on high-quality debt instruments with cash flows that match the timing and amount of expected benefit payments. Unamortized actuarial gains or losses are amortized on a straight line basis over the expected average remaining service life of the related employee groups. Unamortized gains / losses for event-triggered liabilities, such as those determined as claims related to the Workplace Safety Insurance Board ("WSIB") are amortized over the average expected period during which the benefits will be paid.

Costs related to prior period employee services arising out of plan amendments are recognized in the period in which the plan is amended. For the purposes of these financial statements, the plans are considered unfunded.

#### d) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They are not intended for sale in the ordinary course of operations.

##### (i) Tangible capital assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributed to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight-line basis over their useful lives as follows:

<u>Asset</u>	<u>Useful Life (Years)</u>
Land	Unlimited
Land improvements	15 - 20
Buildings	40 - 50
Equipment, books and other	5 - 40
Vehicles	10 - 20

A full year of the annual amortization is charged in the year of acquisition. Assets under construction are not amortized until the asset

# City of Mississauga - Public Library Board

## Notes to the Financial Statements

For the Period Ended June 28, 2020  
(All dollar amounts are in \$000)

### **1. Significant Accounting Policies**

#### **d) Non-financial assets**

(i) Tangible capital assets  
is available for productive use.

(ii) Contributions of tangible capital assets

Tangible capital assets received as contributions are recorded at their fair market value at the date of receipt. The contributions are recorded as contributed assets in the statement of operations.

(iii) Leased assets

Leases are classified as either operating or capital leases. Lease agreements which substantially transfer all the risks and rewards of ownership to the Board are accounted for as a capital lease. All other leases are considered operating leases and the related payments are charged to operating expense as incurred.

(iv) Works of art and historical treasures

The Board does not own any notable works of art and historical treasures at their branches. Typically these assets are deemed worthy of preservation because of the social rather than financial benefits they provide to the community. The historic cost of art and treasures are not determinable or relevant to their significance hence a valuation is not assigned to these assets nor would they be disclosed of in the financial statements.

#### **e) Use of estimates**

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Significant estimates include assumptions used in performing actuarial valuations of employee benefits and determining useful lives of tangible capital assets.

Actual amounts could differ from these estimates.

#### **f) Adoption of new accounting policy**

The Board has adopted the following PSAB Standard effective January 1, 2020:

(i) PS 3430, Restructuring Transactions, requires that assets and liabilities in restructuring transactions be measured at their carrying amount. It also prescribes financial statement presentation and disclosure requirements. For the year ended December 31, 2019, there are no such material restructuring transactions to disclose.

#### **g) Future accounting pronouncements**

These standards and amendments were not effective for the period ended June 28, 2020, and have therefore not been applied in preparing these financial statements. Management is currently assessing the impact of the following accounting standards updates on the future financial statements.

(i) PS 1201, Financial Statement Presentation, was issued in June, 2011. This standard requires entities to present a new statement of remeasurement gains and losses separate from the statement of operations. This new statement includes unrealized gains and losses arising from remeasurement of financial instruments and items denominated in foreign currencies and any other comprehensive income that arises when a government includes the results of government business enterprises and partnerships. This standard is effective for fiscal years beginning on or after April 1, 2021 and applies when PS 3450, Financial Instruments, and PS 2601, Foreign Currency Translation, are adopted (the Board's December 31, 2022 year-end).

(ii) PS 3450, Financial Instruments, establishes the standards on accounting for and reporting all types of financial instruments including derivatives. The effective date of this standard has recently been deferred and is now effective for fiscal periods beginning on or after April 1, 2021 (the Board's December 31, 2022 year-end).

# City of Mississauga - Public Library Board

## Notes to the Financial Statements

For the Period Ended June 28, 2020  
(All dollar amounts are in \$000)

### 1. Significant Accounting Policies

#### g) Future accounting pronouncements

(iii) PS 2601, Foreign Currency Translation, establishes the standards on accounting for and reporting transactions that are denominated in a foreign currency. The effective date of this standard has been deferred and is now effective for fiscal periods beginning on or after April 1, 2021 (the Board's December 31, 2022 year-end). Earlier adoption is permitted. A public sector entity adopting this standard must also adopt the new financial instruments standard.

(iv) PS 3280, Asset Retirement Obligations (ARO), addresses the recognition, measurement, presentation and disclosure of legal obligations associated with retirement of tangible capital assets in productive use. This standard is effective for fiscal years beginning on or after April 1, 2021 (the Board's December 31, 2022 year-end).

(v) PS 3400, Revenue, establishes a single framework to categorize revenues to enhance the consistency of revenue recognition and its measurement. This standard is effective for fiscal years beginning on or after April 1, 2022 (the Board's December 31, 2023 year-end).

### 2. Due from the City of Mississauga

There are no specific terms of repayment and the amounts do not bear any interest due from the City.

### 3. Pension Agreements

The Board makes contributions to OMERS, a multi-employer defined benefit plan, which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay on behalf of all permanent, full-time members of its staff. The plan is accounted for as a defined contribution plan. For the fiscal year 2019, the Board contributed \$1,453 on behalf of these eligible employees and the employees contributed \$1,452.

### 4. Employee Benefits & Other Liabilities

Employee benefits and other liabilities, reported on the statement of financial position, are made up of the following:

	2020	2019
	\$	\$
WSIB benefits	316	131
Accumulated sick leave benefit plan entitlements	60	107
Early retirement benefits	983	985
Post-employment benefits	1,030	909
Vacation Liability (2020 will be updated at year-end)	911	911
<b>Total</b>	<b>3,300</b>	<b>3,043</b>

(i) WSIB: The Board has elected to be a Schedule 2 employer under the provisions of WSIB, and as such, remits payments to the WSIB only as required to fund disability payments. A full actuarial study of this obligation was completed in December 2019, in accordance with the financial reporting guidelines established by PSAB.

(ii) Accumulated sick leave benefits accrue to certain employees of the Board and are paid out either on approved retirement, or upon termination or death. The accrued benefit obligation and the net periodic benefit cost were determined by a full actuarial valuation completed in December 2019, in accordance with the financial reporting guidelines established by PSAB.

(iii) Early retirement benefits are representative of the Board's share of the cost to provide certain employees with extended benefits upon early retirement. The accrued benefit obligation and the net periodic benefit cost were determined by a full actuarial valuation completed in December 2019, in accordance with the financial reporting guidelines established by PSAB.

(iv) Post-employment benefits are paid on behalf of any employee on long-term disability. The accrued benefit obligation and the net periodic cost were determined by a full actuarial valuation completed in December 2019, in accordance with the financial reporting guidelines established by PSAB.

# City of Mississauga - Public Library Board

## Notes to the Financial Statements

For the Period Ended June 28, 2020  
(All dollar amounts are in \$000)

### 4. Employee Benefits & Other Liabilities

Information about the Board's defined benefit plans is as follows:

	2020				2019
	WSIB \$	Sick Leave \$	Early Retirement \$	Post- Employment \$	Total \$
Accrued benefit obligation, beginning of year	132	107	985	909	2,133
Service cost	190	-	31	171	392
Interest cost	37	1	31	30	99
Amortization of actuarial (gain)/loss	93	(41)	(5)	(5)	42
Benefit payments	(136)	(7)	(59)	(75)	(277)
<b>Accrued benefit obligation, end of year</b>	<b>316</b>	<b>60</b>	<b>983</b>	<b>1,030</b>	<b>2,389</b>
Unamortized actuarial (gain)/loss	814	(35)	(75)	(14)	690
<b>Actuarial valuation update, end of year</b>	<b>1,130</b>	<b>25</b>	<b>908</b>	<b>1,016</b>	<b>3,079</b>

Expected average remaining service life      10 years      3 years      13 years      8 years

The actuarial valuations of the plans were based upon a number of assumptions about future events, which reflect management's best estimates. The following represents the more significant assumptions made:

	WSIB	Sick Leave	Early Retirement	Post Employment
Expected inflation rate	1.75 %	1.75 %	1.75 %	1.75 %
Expected level of salary increases	n/a	2.75 %	2.75 %	2.75 %
Interest discount rate	3.50 %	3.50 %	3.50 %	3.25 %
Expected health care increases	3.75 %	n/a	6.75 %	6.75 %

### 5. Commitments

The Board has entered into various operating leases for premises. Anticipated payments under such leases during the next five years are approximately as follows:

	\$
2020	334
2021	343
2022	202
2023	156
2024	39
Thereafter	-
<b>Total</b>	<b>1,074</b>

### 6. Budget Adoption

The 2020 budget, as approved by Council, was adopted by the Board at the April 24, 2020 meeting.

# City of Mississauga - Public Library Board

## Notes to the Financial Statements

For the Period Ended June 28, 2020  
(All dollar amounts are in \$000)

### 7. Tangible Capital Assets

Tangible capital assets are non-financial assets that are generally not available to the Library for use in discharging its existing liabilities and are held for use in the provision of services. These assets are significant economic resources that are not intended for sale in the ordinary course of business and have an estimated useful life that extends beyond the current year. Examples include buildings, books, furniture, land, etc. 2020 asset additions, disposals and amortization have yet to be recorded as of the date of these statements.

#### Library Tangible Capital Assets

Cost	December 31, 2019 \$	Additions \$	Disposals \$	June 28, 2020 \$
Land	1,247	-	-	1,247
Land improvements	404	-	-	404
Buildings	99,488	-	-	99,488
Equipment, books and other	35,140	-	-	35,140
Vehicles	158	-	-	158
<b>Total</b>	<b>136,437</b>	<b>-</b>	<b>-</b>	<b>136,437</b>

Accumulated Amortization	December 31, 2019 \$	Amortization Expense \$	Disposals \$	June 28, 2020 \$
Land	-	-	-	-
Land improvements	349	-	-	349
Buildings	45,781	-	-	45,781
Equipment, books and other	19,286	-	-	19,286
Vehicles	118	-	-	118
<b>Total</b>	<b>65,534</b>	<b>-</b>	<b>-</b>	<b>65,534</b>

Net Book Value	December 31, 2019 \$	June 28, 2020 \$
Land	1,247	1,247
Land Improvements	55	55
Buildings	53,707	53,707
Equipment, books and other	15,854	15,854
Vehicles	40	40
<b>Total</b>	<b>70,903</b>	<b>70,903</b>



# **City of Mississauga - Public Library Board**

## **Notes to the Financial Statements**

For the Period Ended June 28, 2020  
(All dollar amounts are in \$000)

### **8. Subsequent Event and Contingencies**

Subsequent to June 28th, 2020, the COVID-19 outbreak initially declared a pandemic by the World Health Organization in early 2020 continued. This has resulted in governments worldwide, including the US, Canadian, Ontario and local governments, enacting emergency measures to combat the spread of the virus. These measures, which include the implementation of travel bans, self-imposed quarantine periods and social distancing, have caused material disruption to businesses globally resulting in an economic slowdown.

Governments and central banks have reacted with significant monetary and fiscal interventions designed to stabilize economic conditions, however, the success of these interventions is not currently determinable. The situation is dynamic and the ultimate duration and magnitude of the impact on the economy and the financial effect on the Board is not known at this time.

### **9. Comparative Figures**

Certain comparative information has been reclassified to the financial presentation adopted in the current year.

# City of Mississauga Library Board Report



Date: November 9<sup>th</sup>, 2020

To: Mississauga Public Library Board

From: Jennifer Stirling, Director Library

## **Agenda 5.3**

November 18<sup>th</sup>, 2020

### **Subject**

Snapshot of COVID-19 Impact on Library Key Performance Indicators

### **Recommendation**

That the Library Board receive the report titled “*Snapshot of COVID-19 Impact on Library Key Performance Indicators*” dated November 9<sup>th</sup>, 2020 for information.

### **Background**

The Library reopened to the public with limited services on September 15<sup>th</sup>, 2020. Prior to this, as part of the Library’s COVID-19 pandemic recovery plan, the Library had two phases of service – Curbside Pickup, and Limited PC Usage. Since the usage of these services is unprecedented, there is a summary of performance below without a comparison to previous years.

In an effort to give the Library Board (Board) a snapshot of how the limited in-branch services are being used by customers, the Library has been tracking key performance indicators (KPIs) on a weekly basis and comparing them to the previous year to show the pandemic’s effect on customer behaviour. This report will provide a snapshot of circulation and foot traffic in the first week of November before and during the pandemic for the Board’s review.

### **Comments**

#### **Curbside Pickup**

Since its release in June, 2020 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 continued until September 11<sup>th</sup>, 2020 and technically ceased in anticipation of the Library reopening to the public but will be continued for those customers who request it on an ad hoc basis.

### **Limited in Branch Services**

There are four statistics that provide a sense of how customers are using available services including circulation of items, foot traffic, PC use and study table use.

### **Circulation**

The chart below shows the circulation trend for the first week in November 2020, compared to 2019. With decreased operating hours, limited service offerings and the changing community health directions a decrease in circulation is expected. It is important to note the differences in branch circulation and we will be monitoring this for any changes as we proceed to the end of the year. In the first week of November across the system Library physical branch circulation has declined by an average of 46% in comparison to 2019 volumes. This is declined from October when the average was a 30% decrease. Digital circulation continues to display strong performance with an approximate 23.5% increase during this period.<sup>1</sup> The overall impact on physical circulation without including the digital uptake is a decrease of 48.92%.

	Nov 2019 Week 1	Nov 2020 Week 1	
	# Check-Out	# Check-Out	% Diff
Burnhamthorpe	6641	3514	-47.1%
Central Library	15500	9911	-36.1%
Churchill Meadows	4112	2350	-42.9%
Clarkson	2922	1138	-61.1%
Cooksville	2551	1204	-52.8%
Courtneypark	5161	2791	-45.9%
Erin Meadows	9569	4855	-49.3%
Frank McKechnie	6733	1622	-75.9%
Lakeview	2473	698	-71.8%
Lorne Park	3963	2419	-39.0%
Malton	2194	759	-65.4%
Meadowvale	8826	4487	-49.2%
Mississauga Valley	4286	2129	-50.3%
Port Credit	3643	2119	-41.8%
Sheridan	1968	1093	-44.5%
South Common	5166	2491	-51.8%
Streetsville	3504	1980	-43.5%
Virtual Library	25436	31417	23.5%
Woodlands	3760	2273	-39.5%
<b>Grand Total</b>	<b>118408</b>	<b>79250</b>	<b>-46.5%</b>

<sup>1</sup> Please note that some electronic statistics are not counted weekly (for example Flipster), therefore the numbers for those services are calculated by using the previous month's usage and dividing by four.

### Foot Traffic

Foot traffic is a measure of customer branch access. The drop in foot traffic is more significant than the drop in circulation. Overall foot traffic is down by an average of 76% across the system. The Library measures foot traffic by generating counts from the Library's security gates<sup>2</sup>. With the decreased services available and service limitations, customers are not permitted to come and visit the library to take part in branch-based amenities which require longer visits. The lack of programs, group study, newspapers, unlimited PC use time impacts the attractiveness of coming to the library to participate in activities relating to space. In addition, the school board restrictions which prohibit students from entering the library during the day will also impact branch use, especially at school locations. This reinforces the library's role of providing quick transactional services as permitted during this phase of the pandemic and providing other services like programming using alternative formats.

	Nov 2019 Week 1	Nov 2020 Week 1	
	# Foot Traffic	# Foot Traffic	% Diff
Burnhamthorpe	5051	1164	-77.0%
Central Library	16466	1835	-88.9%
Churchill Meadows	4892	690	-85.9%
Clarkson*	3105	0	-100.0%
Cooksville	1540	270	-82.5%
Courtneypark	10191	974	-90.4%
Erin Meadows	12173	235	-98.1%
Frank McKechnie*	5551	0	-100.0%
Lakeview	1458	778	-46.6%
Lorne Park*	2933	0	-100.0%
Malton	5269	745	-85.9%
Meadowvale*	7486	0	-100.0%
Mississauga Valley	2698	420	-84.4%
Port Credit	2788	915	-67.2%
Sheridan	1232	424	-65.6%
South Common	4344	1027	-76.4%
Streetsville	2020	866	-57.1%
Woodlands	3591	1467	-59.1%
<b>Grand Total</b>	<b>92788</b>	<b>11810</b>	<b>-76.1%</b>
* Not included in the Grand Total Calculation			

Following the trend in circulation, electronic visits to the virtual branch continue to show a pattern of growth each week. The chart below is an accurate reflection of this growth.

<sup>2</sup> Locations identified with a star on the above chart have gates that are not effectively recording gate counts. A remediation plan is underway to resolve this matter so that accurate counts will be available for all locations.

Virtual branch use continues to increase as seen through the unique page views on the website. The Library is currently in the process of developing a metric dashboard for the other electronic interactions we have with customers, including but not limited to virtual programming, Facebook, Instagram and Twitter. These statistics will be included in future KPI reports.

	Nov 2019 Week 1	Nov 2020 Week 1	
	Unique Page Views	Unique Page Views	% Diff
Website	29301	32548	11.1%

### PC Services

PC services were introduced on August 18, 2020 at Central and Burnhamthorpe and extended to all locations with the introduction of modified service. The service is currently restricted to a one hour customer block per day with limited workstations at all locations to ensure physical distancing can be maintained. Overall the percentage of time computers were booked across the system is low, but there are definite patterns of use emerging, with certain locations having a much higher use than others.

Location	Utilization
Burnhamthorpe	15%
Central	17%
Central Assistive	16%
Churchill Meadows	61%
Clarkson	66%
Cooksville	23%
Courtneypark	16%
Erin Meadows	7%
Frank Mckechnie*	0%
Lakeview	16%
Lorne Park	14%
Malton	11%
Meadowvale	16%
Mississauga Valley	11%
Port Credit	19%
Sheridan	9%
South Common	9%
Streetsville	9%
Woodlands	10%
<b>Grand Total</b>	<b>19%</b>
* not included in Grand Total	

Future reports will include a historical comparison of computer utilization across the system, but staff need more time to validate data from Reserve a Computer (RAC) which was the system used at this time last year, and also to ensure that there is a valid

comparison because of the impact of COVID-19 and things like the decreased number of workstations required to ensure physical distancing and the Library's current limited hours of operation.

### Study Table Usage

With the public health protocols in place, customers are required to book study table use, with a one hour daily limit per person. Uptake has been fairly modest, however it appears to be growing slightly over time. The table below displays the number of times customers have booked a study room in September (half month), October (full month) and November (November 1<sup>st</sup> - 7<sup>th</sup>).

	September (9-30)	October (1-31)	November (1-7)
<b>Central</b>	215	351	61
<b>Burnhamthorpe</b>	54	144	21
<b>Churchill Meadows</b>	39	25	13
<b>Clarkson</b>	11	23	4
<b>Cooksville</b>	20	15	1
<b>Courtneypark</b>	63	96	13
<b>Erin Meadows</b>	47	55	11
<b>Frank McKechnie</b>	0	0	0
<b>Lakeview</b>	6	8	2
<b>Lorne Park</b>	20	23	9
<b>Malton</b>	50	98	18
<b>Meadowvale</b>	107	191	33
<b>Mississauga Valley</b>	38	45	11
<b>Port Credit</b>	27	36	10
<b>Sheridan</b>	6	18	8
<b>South Common</b>	38	120	20
<b>Streetsville</b>	26	37	10
<b>Woodlands</b>	17	17	6

## **Financial Impact**

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

## **Conclusion**

The Library is committed to providing the Board with key performance indicators (KPIs+) that provide information on how the library is being used. The pandemic has had a significant impact on the availability and use of in-branch Library services and virtual branch services. These statistics will be gathered and analyzed monthly basis in order to understand patterns of use and to continue to adjust operations to meet emerging

customer needs. In conclusion, it is recommended that the Library Board receive the *Snapshot of COVID-19 on Key Performance Indicators* report for information.

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Jennifer Stirling  
Director Library

Prepared by Mike Menary  
Manager, Planning Development & Analysis

**MISSISSAUGA PUBLIC LIBRARY BOARD  
2020 Work Plan**

Month	Executive Limitations	Governance	Board CEO Linkage	Ends	Consent Items	Other Business
<b>2020</b>						
November	KPI Update; Evaluate CEO's efforts & compliance ( <i>deferred</i> )	Review of 2021 Meeting Formats	Review Annual Key Objectives (CEO)	Open Window Hub Year in Review Presentation		
December		Mission & Vision Facilitated Discussion;				
<b>2021</b>						
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;					
September		Board CEO Linkage Policies Review;Review Executive Limitations Policies (CEO)				
October	Budget Estimates Report; Q2-Q3 Utilization Report; CEO Report;KPI Update (Multi Talented People Changing Lives- <i>deferred</i> )	Annual Board Self-Evaluation;		Trends Report Collection HQ	2 <sup>nd</sup> Qtr Financial Review	



Agenda 7.2

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

# City of Mississauga Library Board Report



Date: November 12, 2020

To: The Mississauga Public Library Board

From: Jennifer Stirling, Director, Library

## ***Agenda 7.3***

Meeting date:  
November 18, 2020

## **Subject**

Review of 2021 Meeting Format and Schedule

## **Recommendation**

That the Mississauga Public Library Board approve the following recommendations:

- 1) That the Library Board approve that the first three meetings of 2021 be conducted virtually and;
- 2) The Library Board approve the proposed 2021 meeting schedule.

## **Background**

On September 16 2020, the Library Board approved an amendment to the Meetings Policy to permit electronic participation in Library Board meetings on an ongoing basis, and confirmed that the meetings for the remainder of 2020 would be held virtually. The report directed that a decision defining meeting formats for 2021 be added to the December 2020 Board Agenda. On November 7, 2020, the Peel Medical Officer of Health, Dr. Lawrence Loh, issued a letter to which requested all persons responsible for regional organizations adopt additional public health controls until further notice.

Two of these recommendations impact the Board direction on 2021 meeting formats:

- Regulation 3a) which requires organizations to prohibit non-essential visitors from attending their facilities; and
- Regulation 4) that requests that all discretionary activities should be held virtually until further notice.

With the flexibility of the policy to allow virtual meetings, and the directions provided by the Peel

Health Services, it is recommended that the Library Board continue meeting virtually for the first three meetings of 2021 and that a decision on the meeting formats for the remainder of the year be established at the April Board meeting.

Section 16.1 of the Public Libraries Act (PLA), requires that the Board hold a minimum of seven meetings per year. At the January 22, 2020 board meeting the Board approved a new 7 meeting schedule and updated the Board Meetings Policy (B13) to reflect the change. According to the policy “regular meetings shall be held at 5:30pm on the 3<sup>rd</sup> Wednesday of each month in January, February, April, May, June, October, and November”. As a result of the COVID pandemic which required additional board consultation, the library board will have exceeded the minimum in 2020 and have met ten times.

It is recommended that the Board adopt the revised schedule as defined in the meeting policy for 2021. Should circumstances arise that would necessitate the addition of a supplementary meeting, the Administrative Coordinator will poll for availability to establish a satisfactory day and time.

## **Financial Impact**

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

## **Conclusion**

With the approved changes to the meeting policy (B13) permitting ongoing use of the virtual meetings, and the recommendations recently released by the Peel Health Services, it is recommended that the Board consider extending virtual meetings into 2021.

It is proposed that the Board approve the following recommendations:

- 1) That the Library Board approve that the first three meetings of 2021 be conducted virtually and;
- 2) The Library Board approve the proposed 2021 meeting schedule.

## **Appendices**

Jennifer Stirling  
Director, Library

City of Mississauga  
**Library Board Report**



Date: November 12, 2020

To: The Mississauga Public Library Board

From: Jennifer Stirling, Director, Library

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***Agenda 8.1***

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Meeting date:  
November 18, 2020

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## **Subject**

2020 Annual Key Objectives – Year End Update

## **Recommendation**

That the update on the key annual objectives provided in Appendix 1 of the report dated November 12, 2020 entitled “*Annual Key Objectives Year End Update*” from the Director, Library, be received.

## **Background**

In alignment with the Roles and Responsibilities Policy (B10) the CEO is responsible each year for proposing annual objectives with input from the Commissioner, Community Services, and providing regular updates on their progress. The Mississauga Public Library Board (Board) approved the 2020 objectives on February 26, 2020. The fourteen identified key 2020 objectives were the first consolidated set of objectives that were derived from the established Board Ends and are consistent with Future Directions and Community Services Department initiatives.

## **Comments**

An update on the progress made towards the 2020 annual key objectives for the Library is provided in the attached in “*Appendix 1: 2020 Annual Key Objectives Year End Update*”. The information in the appendix includes a mid-year update on key deliverables linked to the Board Ends, Key Objectives (as approved in 2014 by the Board), and Future Directions Master Plan Strategic Priorities.

Health Services, it is recommended that the Library Board continue meeting virtually for the first three meetings of 2021 and that a decision on the meeting formats for the remainder of the year be established at the April Board meeting.

Section 16.1 of the Public Libraries Act (PLA), requires that the Board hold a minimum of seven meetings per year. At the January 22, 2020 board meeting the Board approved a new 7 meeting schedule and updated the Board Meetings Policy (B13) to reflect the change. According to the policy “regular meetings shall be held at 5:30pm on the 3<sup>rd</sup> Wednesday of each month in January, February, April, May, June, October, and November”. As a result of the COVID pandemic which required additional board consultation, the library board will have exceeded the minimum in 2020 and have met ten times.

It is recommended that the Board adopt the revised schedule as defined in the meeting policy for 2021. Should circumstances arise that would necessitate the addition of a supplementary meeting, the Administrative Coordinator will poll for availability to establish a satisfactory day and time.

## **Financial Impact**

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

## **Conclusion**

With the approved changes to the meeting policy (B13) permitting ongoing use of the virtual meetings, and the recommendations recently released by the Peel Health Services, it is recommended that the Board consider extending virtual meetings into 2021.

It is proposed that the Board approve the following recommendations:

- 1) That the Library Board approve that the first three meetings of 2021 be conducted virtually and;
- 2) The Library Board approve the proposed 2021 meeting schedule.

## **Appendices**

Jennifer Stirling  
Director, Library

<b>Board End: We know and engage with our community</b> <u>Key Objectives:</u> Develop a public awareness campaign that will highlight the role and importance of libraries in the community Utilize targeted customer behaviour analysis to improve customer experience Develop partnerships which ensure a wide variety of quality programs  <b>Future Directions Master Plan Strategic Priority</b> <ul style="list-style-type: none"> <li>• Tell the Library's Story</li> <li>• Enhance the Customer Experience</li> <li>• Revolutionize Service Delivery</li> </ul>			
Annual Key Objective	Board Role	November 2020 Update	Expected Completion Date
1. Develop a renewed and expanded vision and mission that signals the transformation and modernization of the Library	Develop and approve vision and mission	Stakeholder information gathering approach approved to understand changing customer needs. Workshop delayed until 2021 to allow for in person delivery.	April 2021
2. Develop enhanced Key Performance Indicators consistent with the City of Mississauga's Performance Measures Program	Provide input, direction and approval, as appropriate, in the program and receive updates on progress	KPI indicators delivered as scheduled and updated regularly to help measure library use during pandemic. Will continue to adjust and report on a regular basis.	December 2020
3. Review fines structure in consideration of modern day customer expectations and trends as well as financial expectations	Provide input, direction and approval, as appropriate, in the program and receive updates on progress	Fines project was delayed by pandemic, but team re-established and has re-initiated project.	March 2021
<b>Board End: We work to recognize the Library as a key learning institution</b> <u>Key Objectives:</u> Provide E-Learning opportunities and continued skill development through online resources Develop service that will assist in the use of technology to access resources Increase support and awareness for small business  <b>Future Directions Master Plan Strategic Priority</b> <ul style="list-style-type: none"> <li>• Tell the Library's Story</li> <li>• Invest in our People</li> <li>• Invest in Technology to Bridge the Digital Divide</li> </ul>			
Annual Key Objective	Board Role	November 2020 Update	Expected Completion Date
4. Explore additional online learning offerings including formal certification programs	Receive updates on new online learning offerings	Online learning opportunities actively promoted during COVID closure and utilized by staff for career development...	December 2020

5. Improve access to eBooks through shared OverDrive catalogue with Hamilton and Burlington libraries and the introduction of “Hot Reads”	Receive updates on status of access and usage	Implemented – April 2020	April 2020
6. Build a line of business plan for Makerspaces that includes objectives, resource needs, training and delivery methods to support STEAM learning	Receive updates on progress of business plan	Maker plan drafted. Project implementation will be spread across multiple years and is dependent upon stable funding going forward.	April 2020
<p><b>Board End:</b> We provide inspiring, welcoming and creative spaces</p> <p><u>Key Objectives:</u> Develop and provide facilities that offer an all-inclusive, safe and friendly environment that inspire learning and creativity Ensure that all prospective redevelopment of library spaces takes into account future community needs</p> <p><b>Future Directions Master Plan Strategic Priority</b></p> <ul style="list-style-type: none"> <li>Enhance the Customer Experience</li> <li>Develop 21<sup>st</sup> Century Facilities</li> </ul>			
<b>Annual Key Objective</b>	<b>Board Role</b>	<b>November 2020 Update</b>	<b>Expected Completion Date</b>
7. Central Library renovation including design and construction plan, communications plan and closure plan	Provide input, direction and approval, as appropriate, in the plan and receive updates on progress	Detailed design completed. Architect is updating drawings based upon library feedback and should provide more detailed drawings by the end of the year. Closure and communication plans are being adjusted to account for project closure change to March, 2021.	December 2020
8. Complete an infrastructure study to ensure facilities are properly planned for, maintained and address the needs and expectations of Library customers	Provide input, direction and approval, as appropriate, in the study and receive updates on progress	Infrastructure Study has been delayed as a result of the COVID emergency. Project delayed until 2021.	June 2021
9. Complete the joint use study for T.L. Kennedy high school (Cooksville Library)	Provide input and receive updates on progress of the study	Preliminary options for site design and traffic study completed. Report is being finalized for presentation to council in Spring of 2021.	June 2021
10. Complete the design of Malton Makerspace	Receive updates on progress of the design	Malton Makerspace design complete.	November 2021
11. Deliver approved Open Window Hub programming consistent with the Odette Foundation agreement	Receive updates on progress of programming	Programming re-established with launch of physical presence in September. Programming delivered on housing supports and mental health.	December 2020

<b>Board End:</b> We deliver service with multi-talented people changing lives <b>Key Objectives:</b> Devise and implement programs and services that will allow library staff to become agents of social mobility  <b>Future Directions Master Plan Strategic Priority</b> <ul style="list-style-type: none"> <li>Enhance the Customer Experience</li> <li>Revolutionize Service Delivery</li> <li>Invest in our People</li> </ul>			
<b>Annual Key Objective</b>	<b>Board Role</b>	<b>November 2020 Update</b>	<b>Expected Completion Date</b>
12. Create and implement a learning plan to ensure skills of all Library employees keep pace with literacy, technology, customer health, safety and wellness as well as leadership demands	Receive updates on progress of learning plan	Learning plan developed and ready to deploy to staff. Strong focus on employee development during closure through the provision of remote training from key learning institutions	February 2021
13. Implement refreshed performance appraisal process for unionized staff	Receive updates on progress of PDP and appraisal review process	Enhanced appraisal process completed. Will be rolled out to staff by the end of the year.	December 2020
<b>Board End:</b> We provide access to many resources in many ways <b>Key Objectives:</b> Develop and implement a strategy that will enable open access to technology and technology devices for residents, particularly older adults and job-seekers  <b>Future Directions Master Plan Strategic Priority</b> <ul style="list-style-type: none"> <li>Enhance the Customer Experience</li> <li>Revolutionize Service Delivery</li> <li>Invest in Technology to Bridge the Digital Divide</li> <li>Develop 21<sup>st</sup> Century Facilities</li> </ul>			
<b>Annual Key Objective</b>	<b>Board Role</b>	<b>November 2020 Update</b>	<b>Expected Completion Date</b>
14. Implement technology initiatives to enhance service delivery including: <ul style="list-style-type: none"> <li>Library catalogue upgrade</li> <li>Mobile app replacement</li> <li>Local history digitization</li> <li>Electronic fines payment</li> <li>Online program registration</li> <li>Renewing library cards</li> <li>Assistive workstation expansion</li> </ul>	Receive updates on progress of implementation	<ul style="list-style-type: none"> <li>RFP in progress</li> <li>RFP in progress</li> <li>Solution established for digitization</li> <li>Complete</li> <li>Program registration on track for completion in September</li> <li>Library card renewals project delayed as a result of COVID emergency.</li> <li>Deferred to 2021 to refocus on pandemic IT supports</li> </ul>	September 2021 September 2021 October 2020 October 2020  September 2020  March 2021  Deferred to 2021



**Action Items – from October 21, 2020 Library Board Meeting**

Agenda Item and Related Follow Up Actions	Status	Updates	Originator	PMR	Resolution
<b>Brought forward from January 22, 2020 meeting</b>  1) Board Evaluation Tool Review  2) Assess “7 meetings/year” schedule and send out 2021 meeting dates		To be scheduled before end of 2020  Scheduled for November 2020 meeting	W. Mirjan  V. Ohori		
3) relative to the renewal of Mission/Vision  a. re-schedule facilitated discussion to 2021			V. Ohori		
4) discuss potential cancellation of December meeting					