

The City of Pickering Public Library Board

Meeting Agenda

[Link to Board Sharepoint Site](#)

To be held:	On Thursday September 24, 2020 at 7:00 pm
Location:	Virtual meeting

In accordance with Pickering Public Library Board Bylaws and Section 16.1(4) of the Public Libraries Act, parts of this meeting may be closed due to the nature of the discussion.

1	Public Delegations - Public attendance registration not required.	By-Laws Link see pg. 6-7		
2	Approval of Agenda, Conflict of Interest Disclosure		S. Sheehy	MOTION to Approve
3	Consent Agenda (includes previous minutes to be approved)	SharePoint Package Link	S. Sheehy	MOTION to Approve
	3.1 Minutes of the Previous Meeting - July 2020			
	3.2 Health and Safety Policy			
	3.3 Violence in the Workplace Policy			
4	Board Education	SharePoint Package Link		
	None			
5	Ends Discussion	SharePoint Package Link		
	5.1 Library Information Update		J. Flowers	
6	Staff Reports	SharePoint Package Link		
	6.1 2020 Budget update (verbal)		E.Bird	
	6.2 Fine Free Library proposal		J. Flowers	MOTION to Adopt
	6.3 Innovative Outreach Proposal		J. Flowers	MOTION to Adopt
	6.4 Budget 2021 highlights (verbal)		J. Flowers	
	6.5 Anti-Black Racism Plan Update (verbal)		J. Flowers	
	6.6 Recovery and COVID preparedness plan (verbal)		J. Flowers	
7	Monitoring Reports - EL	SharePoint Package Link		
	7.1 EL #6 Financial Condition	Policy Link to Picnet.org	S. Beckett	MOTION to Adopt
	7.2 EL #5 Financial Planning	Policy Link to Picnet.org	D. Barham	MOTION to Adopt
8	Board Committee Reports			
	8.1 Report of the Community Linkage Committee - no meetings held			
	8.2 Report of the Board Building Committee - no meetings held			
9	Governance			
	9.1 Previous Board Meeting Evaluation Results (verbal update)		M. Brenner	
10	Board Policy Review	Policy Link to Picnet.org		
	10.01 The following EL policies will be discussed at the next Board meeting. All members to review prior to the next meeting			
	EL Assignment #9 Compensation and Benefits		R. Coelho	
	EL Assignment #2 Treatment of Clients		M. Fatema	
11	New Business	SharePoint Package Link		
	11.1 Member Community Reports (verbal update)			
	11.2 Board Training in 2020		J. Flowers	
	11.3 Update on City Shared Services		S. Sheehy	

The City of Pickering Public Library Board

Meeting Agenda

12	Confidential Matter	
	None	
13	Board Meeting Evaluation	Meeting Evaluation Link
14	Adjournment	MOTION to Adjourn

Next
Meeting

To be held: Thursday October 22, 2020 at 7:00 pm

Location: Virtual meeting

Preliminary List of Motions

- Item # Draft Motion
- 2 THAT the items in the Agenda be adopted by the Board
- 3 THAT the items in the Consent Agenda be adopted by the Board
- 6.2 THAT the Board adopt the recommendations in the Report as presented/amended.
- 6.3 THAT the Board adopt the recommendations in the Report as presented/amended.
- 7.1 THAT the Board adopt Monitoring Report Executive Limitation #6 Financial Condition as presented and; THAT the Board adopt Policy Executive Limitation #6 Financial Condition presented/amended, the Policy being complete, sound and effective.
- 7.2 THAT the Board adopt Monitoring Report Executive Limitation #5 Financial Planning as presented and; THAT the Board adopt Policy Executive Limitation #5 Financial Planning presented/amended, the Policy being complete, sound and effective

Alternate formats available upon request. Contact Kathy Williams at kathyw@picnet.org or 905-831-6265 ext. 6251.

The City of Pickering Public Library Board

DRAFT Meeting Minutes

Held: Thursday July 23, 2020
Location: Virtual meeting
<http://www.picnet.org/libraryboard>

Attendees: M. Anderson, D. Barham, Councillor M. Brenner, R. Coelho, Councillor I. Cumming, M. Fatema, A. Maginley, D. Sharma, S. Sheehy (Chair).

Absent: S. Beckett.

Staff: J. Flowers – CEO, E. Bird – Director of Support Services, U. Siva – Manager of Technology, C. Waida – Manager of Support Services, B. Williamson – Client Service Specialist – Teen and Children, R. Coutinho – Administrative Services Assistant

Meeting Commencement Time: 7:05 pm

1. Public Delegations

None

2. Approval of Agenda, Conflict of Interest Disclosure

No interest was declared.

Motion #20.44

Moved by D. Sharma, Seconded by A. Maginley. **Motion** THAT the Agenda be adopted as presented.
Carried.

3. Consent Agenda

Motion #20.45

Moved by M. Brenner, Seconded by D. Sharma. **Motion** THAT the items on the Consent Agenda be adopted as presented.
Carried.

4. Board Education

4.1 Children and Teen Virtual Services

B. Williams spoke to the Board about a variety of virtual programming being offered to children and teens during the pandemic. He also reported on programs such as TGIS (teen summer reading program), TDSRC (children's summer reading program) and an upcoming program with author Zetta Elliot, a Black Canadian Author from Ajax. The program staff also piloted a Regional collaboration where clients from Ajax, Oshawa and

Clarington can attend two online programs from the Pickering Library and vice versa to increase programming options for Pickering clients.

Staff are committed to continuing virtual programming as they perceive value in it even once the library is opened to the public. In answer to a question from the Board, B. Williamson noted that, staff will offer some informal programming at the library, but no registered in-house programs are planned for the rest of the year.

4.2 Library Collections

C. Waida gave the Board a collections update. Year-to-date physical collection circulation is down as the library was closed for three months with no public access to the physical collections. The Library has only started accepting shipments of new materials since the end of June. During the pandemic, usage trends have been changing and adjustments are being made to collections. Before the pandemic the average number of new clients using the Library's digital resources was 92 per month. This has increased to an average of 140 per month during the pandemic.

C. Waida also discussed future plans for a revitalized and curated collections project. This project will include weeding materials to create space for clients and other projects to promote the collection.

5. Ends Discussion

5.1 Library Information Update

J. Flowers spoke about the monthly Information Update. She noted that the Pickering Library has received a \$15,000 grant from the Emergency Community Support Fund. This grant will be used to purchase iPads with data to loan to clients.

She reported that virtual support had been found for clients who had signed up for the Library's tax clinics. Fifteen clients have been served by this service.

The Library is offering two Anti-black racism virtual programs. Both are being held next week. The first is a panel discussing the topic "Combatting the Roots of Anti-Black Racism" and the second is a presentation called "Racism in 2020".

The Library will be undertaking a review of its Land Acknowledgement to make sure it is inclusive and respectful to all peoples who have resided here for thousands of years. J. Flowers will provide an update at the September Board meeting.

6. Staff Reports

6.1 Recovery Update (verbal)

J. Flowers updated the Library Services Recovery Roadmap. She discussed the current and planned service levels at all three branches.

She noted that Durham Region is moving into Stage 3 as of July 24th. In Stage 3, there will be a 50-person capacity for clients at the Central Library. The Central branch of the library is expected to move to Stage 3 by mid-August, Claremont Library by late August and George Ashe Library by September. In this stage, there would be a certain number of spots for longer use like studying and some spots for a quick visit to the library to pick up holds.

Masks will be provided to all clients who did not bring masks. Client contact information will be kept in case contact tracing is necessary. Clients are expected to wear masks for their entire visit at the library. No appointments will be necessary for curbside service or for computer use.

Virtual programming will continue until the end of 2020. Staff are currently developing a strategy for virtual programming for the future. Virtual programming offers great potential. More information will be available in the fall with a plan in place by year end. The Library will be investing in staff skills to provide this important service.

6.2 Anti-Black Racism Working Group update (verbal)

J. Flowers reported that the Letter to the Community was posted on July 2, 2020. The letter included a call to action where people were asked to subscribe to receive Anti-Black Racism Working Group updates. Currently there are 25 members of the email group from the community.

S. Yung, Manager of Community Engagement and Marketing has been appointed as project lead for this group. The process for forming the Anti-Black Racism Working Group will be community-led.

The Anti-Black Racism Working Group will identify and make recommendations that will improve Library programs, services, collections, spaces, and policies and will be made up of individuals with voices and experiences that represent the diversity within Pickering's Black community.

Meetings with community partners are ongoing. A staff survey and community survey will be sent out. The community survey will shape the draft Anti-Black Racism Working Group's Terms of Reference. There will also be a call for interested staff and community members to participate in the process. The first Anti-Black Racism Working Group meeting is expected to take place on September 30th.

A #ReadThisPPL social media campaign will be launched August 5th to amplify community voices addressing anti-Black racism through recommendations of books, movies and music.

7. Monitoring Reports

None

8. Committee Reports

No Committee Reports were presented

9. Governance

9.1 Previous Board Meeting Self Evaluation

M. Brenner reported that there was only one online evaluation completed and it was 100% positive.

10. Board Policy Review for next meeting

Note: The following Executive Limitation policy will be discussed at the next Board meeting. All members to review prior to meeting. The Board member listed will review any evidence they feel is necessary and lead the discussion at the meeting

EL #5 Financial Planning
EL #6 Financial Condition

D. Barham
S. Beckett

11. Member Community Reports

None.

12. Other Business

12.1 Virtual Meeting Declaration

Pickering City Council is continuing to meet virtually. The Library Board members agreed to follow the City Council's lead and continue meeting virtually. J. Flowers will inform the Board if there are any changes based on Ministry updates or changes to City Council plans.

13. Confidential Matter

None

14. Board Meeting Self Evaluation (complete online)

The Board Chair requested that Board members complete the Board Meeting Self Evaluation for this meeting online.

15. Date of Next meeting and Adjournment

The next Board meeting will be held on Thursday September 24, 2020 at 7 pm as a Virtual meeting.

Motion #20.46

Moved by M. Anderson, Seconded by M. Brenner. **Motion** THAT the meeting be adjourned.

Carried

The meeting was adjourned at 8:45 pm.

Signature of Library CEO:

Date:

Signature of Library Board Chair:

Date:

Policy Type/Number Administrative A06		Pages 1
Date Revised (m/d/y) 09/14/20 (by Board motion XX)	Date Originated (m/d/y)	Date Reviewed(m/d/y) Annually in June by the Library Board
Point of Contact Human Resources		

Health and Safety Policy

Policy Statement

Pickering Public Library (“the Library”) considers its employees to be its most valuable resource and is committed to protecting the occupational health and safety of all employees. The Library considers mental health to be an important component of the overall health and safety of employees. The Library is committed to creating awareness and to the prevention of mental health issues in the workplace, in consultation with the appropriate committees and the Union through use of appropriate programs and resources.

Policy Principles

1. The Library will comply with the Occupational Health and Safety Act as amended from time to time, and all other relevant legislation.
2. The Library will take every precaution reasonable in the circumstances to ensure that the workplace is safe and healthy for all employees. This includes establishing and supporting programs and policies to control workplace hazards, including a Joint Health and Safety Committee, and informing all employees of their rights and responsibilities in the workplace and applicable standards and procedures for protecting their health and safety.
3. The Library recognizes that health and safety is a joint responsibility and requires all employees to protect their own health and safety by complying with relevant

health and safety legislation, standards and safe practices and procedures established by the Library.

4. The Managers and Senior Management are responsible for ensuring that safe and healthy work conditions are maintained at all times. They will lead and demonstrate commitment to health and safety by example and will ensure employees work in compliance with the law and follow guidelines and procedures established by the Library.
5. The Library will endeavour to prevent workplace injuries, illnesses, and property damage. All employees have an obligation to report any health and hazards and unsafe conditions or practices to their manager or the Joint Health and Safety Committee for corrective action.

For further information please contact Human Resources.

Alternate formats available upon request. Please talk to Library staff.

Policy Type/Number Administrative A27		Pages 8
Date Revised (m/d/y) 09/14/20 by Board Motion	Date Originated (m/d/y)	Date Reviewed(m/d/y) Annually by the JHSC & in June by the Library Board
Point of Contact Human Resources		

Workplace Violence Prevention Policy

Policy Statement

Under the provisions of the Occupational Health and Safety Act (OHSA), employers are responsible for putting programs in place to prevent violence in the workplace. Under the Act, all employers must take every precaution reasonable in the circumstances to protect the health and safety of their workers in the workplace. This includes protecting employees against the risk of workplace violence and includes domestic violence. The Library will ensure an investigation is conducted into all incidents and complaints of violence including sexual violence in the workplace in a manner that is appropriate in the circumstances.

Pickering Public Library is committed to providing a work environment that is free from such violence. In keeping with its legal and social responsibilities as an employer, the Library will treat any complaint of workplace violence as a serious matter which, if substantiated, constitutes a serious offence that will not be tolerated or condoned. The Library has zero tolerance for workplace violence.

Policy Objectives

1. Demonstrate the Library's commitment to the provision of a working environment that is free of violence.
2. Define workplace violence.
3. Provide all employees with an opportunity to bring forward and remedy allegations of workplace violence in a fair and impartial manner.
4. Establish a mechanism for receiving complaints of workplace violence and to provide a procedure to deal with complaints.

5. Ensure that all complaints are dealt with expeditiously and objectively and that the rights of all parties are respected.
6. Ensure that risk assessments of workplace violence are conducted and ensure that reasonable measures are taken to control such risks.

Definitions

Workplace means the working or work-related environment (e.g. the offices, buildings, parking lots and worksites of the Library, including washrooms, locker rooms, lunch rooms, vehicles and any other location where library business is being conducted, and places where employees have gathered as a result of employment responsibilities, employment relationships or social gatherings sanctioned by the Library).

Workplace Violence is defined by the OHSA as:

- (a) the exercise of physical force by a person against a worker in a workplace that causes, or could cause, physical injury to the worker; and/or
- (b) an attempt to exercise physical force against a worker in a workplace that could cause physical injury to the worker;
- (c) a statement or behaviour that is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

Workplace violence can include but is not limited to the following examples:

- physically abusive or threatening behaviour such as pushing, hitting, finger pointing or standing close to someone in an aggressive manner;
- leaving threatening notes or sending threatening emails to the workplace; and/or
- using or threatening to use a weapon.
- This can include situations where two non-employees (the public for example) are fighting and a worker could be injured if the violence spills over.

Sexual Violence includes any sexual act or act targeting a person's sexuality, gender identity or gender expression, whether the act is physical or psychological in nature, that is committed, threatened or attempted against a person without the person's consent, and includes sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation.

Domestic Violence is any use of physical, sexual force or psychological act attempted or threatened, in an intimate relationship. Intimate relationship includes those between the opposite-sex and same-sex partners. Domestic violence may include a single act of abuse and may include physical assault, threats, and emotional, psychological and sexual abuse.

Retaliation means action taken against an individual in response to having invoked the Workplace Violence Policy on behalf of themselves or another individual, or for having participated or co-operated in any investigation under the policy.

Policy Principles

The policy is applicable to all library employees, including volunteers, and others with whom the Library may contract or undertake services.

1. Responsibilities

Board to:

- a) to approve this policy and any amendments to it from time to time, and to;
- b) actively support and adhere to the Workplace Violence Policy;
- c) co-operate in any investigation respecting any incident or investigation under this policy;
- d) the Board Chair to initiate an expeditious and confidential investigation into any complaint of apparent workplace violence brought forward by any employee where the alleged perpetrator is the CEO or member of the Board.

The CEO and Directors to:

- a) ensure that all Library employees are provided with a work environment free from any form of violence; and
- b) actively support and adhere to the Workplace Violence Prevention Policy;
- c) create and maintain a violence free workplace for all employees within their department/division;
- d) prevent and discourage workplace violence through action and example by ensuring that their own conduct and that of their employees is not hurtful, intimidating or embarrassing;
- e) ensure that workplace behaviour contrary to this Policy is not permitted, condoned, or ignored;

- f) ensure that all employees within their department/division are conversant with the Library's Workplace Violence Prevention Policy and with their rights and responsibilities under this Policy;
- g) treat all complaints of workplace violence seriously and respond in a timely manner to complaints in accordance with the procedures outlined in this Policy;
- h) in accordance with the procedure below, initiate or conduct an expeditious and confidential investigation into any complaint of apparent workplace violence brought forward by any employee;
- i) undertake appropriate corrective or disciplinary action including making recommendations to terminate employment as required;
- j) co-operate in any investigation respecting any incident or investigation under this policy.

Management to:

- a) take reasonable precautions to protect the health and safety of workers which includes preventing workplace violence by creating and maintaining a violence free workplace for all employees within their work unit;
- b) prevent and discourage workplace violence through action and example by ensuring that their own conduct and that of their employees is not hurtful, intimidating or embarrassing;
- c) offer training and information to workers to ensure that workplace behaviour contrary to this Policy is not permitted, condoned or ignored;
- d) treat all complaints of workplace harassment and violence seriously and respond in a timely manner to complaints in accordance with the procedures outlined in this Policy;
- e) communicate and reinforce the Library's Policy and Procedures on workplace violence to all employees within department and across the organization;
- f) refer the matter to senior management in a timely fashion when they become aware of violence so that the matter can be investigated; and
- g) in accordance with the procedure below, initiate or conduct an expeditious and confidential investigation into any complaint of apparent workplace violence brought forward by any employee.
- h) co-operate in any investigation respecting any incident or investigation under this policy;

Human Resources to:

- a) provide training and education to all employees on the interpretation and application of this Policy;
- b) serve as a resource to management and staff on workplace violence and related issues;
- c) provide consultation and advice to Library management regarding appropriate corrective or disciplinary action to be undertaken to resolve a complaint;
- d) receive complaints and undertake or ensure, a prompt and confidential investigation into all complaints brought forward;
- e) maintain a centralized record of all workplace violence complaints and related documentation;
- f) undertake or ensure follow-up interviews with the complainant in accordance with the procedures outlined in this Policy; and
- g) initiate and conduct regular reviews of the Workplace Violence Prevention Policy and provide a written report and recommendations to the CEO;
- h) take every reasonable precaution given the circumstances to protect the worker if made aware or ought reasonably to be aware that domestic violence would likely expose the worker to physical injury; and
- i) assess the risk of workplace violence that may arise and to report the results of the assessment to the Joint Health & Safety Committee or its representative;
- j) provide information to worker(s), including personal information, related to a risk to workplace violence from a person with a history of violent behaviour if:
 - i. the worker can be expected to encounter that person in the course of his or her work; and
 - ii. the risk of workplace violence is likely to expose the worker to physical injury.

Employees to:

- a) participate in ensuring that the working environment is free from workplace violence, or retaliation respecting any incident of apparent workplace violence;
- b) have the right to refuse to work or do particular work where they have a reason to believe that workplace violence is likely to endanger themselves;
- c) comply with this Policy and take all steps to maintain a violence free workplace;
- d) report any incident or observations of inappropriate action in accordance with this Policy as outlined below;
- e) notify their manager and Human Resources if they have a legal court order (e.g. restraining order) against another individual if the employee believes the aggressor may put them or other employees at risk of workplace violence; and
- f) cooperate fully in any investigation arising from complaints brought forward under this Policy.

2. Complaint Process

- a) If an emergency exists and the situation is one of immediate danger, contact the local police officials by dialing 9-1-1. Employees can take whatever emergency steps are available and appropriate to protect themselves from immediate harms, such as leaving the area.
- b) If the situation is not one of immediate danger, you must report the violent incident(s) and/or risks, to the person in-charge, a manager, senior management or HR. This includes fears of retaliation or concerns of domestic violence entering the workplace from a fellow employee's domestic partner.

Where the alleged perpetrator is;

- i. **A member of management or senior management**, the complaint should be brought directly to HR or CEO.
- ii. Where the alleged perpetrator is **a member of the Board**, the complaint should be brought directly to the CEO who will refer it to the Board Chair or Vice-Chair, as appropriate.
- iii. Where the alleged perpetrator is **the CEO**, the complaint should be brought directly to the Board Chair or Vice Chair, as appropriate.

- c) The person to whom the incident has been reported must immediately report the incident to senior management (who will notify HR), and complete the Employee Incident or Public Incident Form as soon as possible.

3. Investigation

- a) The situation will be assessed by Senior Management and HR (or appropriate designate). All reports shall be investigated and dealt with appropriately. An expeditious and confidential investigation into the incident or complaint will be conducted to review the circumstances surrounding the matter, interview witnesses and allow the alleged perpetrator an opportunity to respond to the complaint.
- b) An investigation will be conducted by a designated individual(s) as appropriate in the circumstances, and may include members from the following groups: management, senior management, human resources, the chief executive officer, board chair or vice chair or an external investigator(s).
- c) Written records of the nature of the apparent workplace violence or retaliation, relevant dates, times and circumstances, and the names of any witnesses shall be retained whenever incidents are reported.
- d) Employees covered by the Collective Agreement may file a complaint through the Union as a grievance if not satisfied by the investigation.
- e) Acts or threats of violence involving a weapon or incidents where the violence is extreme must be reported to the police and management immediately.

4. Complaint resolution

- a) Where the investigation results in a finding that the complaint of workplace violence is substantiated authorities may be involved and corrective workplace action (which may include progressive forms of discipline including termination of employment) will be taken by the Library.
- b) No reprisals will be taken against any party for having invoked their rights under the policy. However, if it is determined after investigation that a complaint was made maliciously or in bad faith, disciplinary action may be taken against the complainant.

- c) Where the investigation results in finding that the complaint of workplace violence is not substantiated, and where the person against whom the complaint was brought is an employee, no record of the complaint will be retained in their personnel file.
- d) If the complainant is not satisfied with the outcome of the investigation or the corrective action taken, the complainant should notify the CEO, who will advise the complainant of their continuing right to file a complaint with the appropriate legislated bodies (e.g. the police, Ministry of Labour).

7. Confidentiality

- a) Allegations of workplace violence involve sensitive disclosures.
- b) All records (including records of meetings, interviews, reports, etc.) pertaining to a complaint under this Policy are subject to Municipal Freedom of Information and Protection of Privacy Act, 1989, the Human Rights Code and the rules governing court proceedings. All complaints of workplace violence (including the identities of the complainant, the alleged perpetrator and any witnesses) will be held in confidence, except when disclosure is necessary to aid in an investigation or to take disciplinary action. The complainant, the alleged perpetrator and the witnesses should also maintain confidentiality.

8. Other recourses

The Library is committed to providing all its employees with a safe work environment that is violence-free. Thus, every employee has the right to make a complaint or to enforce their rights under this policy, without retaliation or the threat of retaliation, and in the expectation that complaints of workplace violence will be successfully resolved by the Library without recourse to other avenues. However, all employees are free to pursue their rights independent of this Policy.

This policy and any related programs and procedures is reviewed annually.

Alternate formats available upon request. Please talk to Library staff.

Related policies: A05 Workplace Harassment Prevention



Library Update

September 2020

Board End: Lifelong Learning

Girls Who Code

The online Girls Who Code program met every Tuesday on Zoom for seven weeks throughout the summer. The teens completed coding tutorials and they collaboratively worked on building a website about something personally important and relevant. The group decided to create a website that features local small businesses that might have been affected by the pandemic. On their website, you can browse restaurants, grocery stores, clothing stores, and other businesses in Durham Region.

Staff arranged guest speaker Aneesa Haniff, Senior Economic Development Officer for the City of Pickering, to attend one of the online program sessions. The participants got to share their project with Aneesa and learn about the City of Pickering's Economic Development department. It was a great opportunity for the teens to have a question and answer experience with a local professional whose work directly relates to their project. Their final project can be viewed at this link:

<https://girlswhocode2020.weebly.com/>.

Board End: Culture of Reading

TD Summer Reading Club

The TD Summer Reading Club wrapped up in August. 308 clients registered for the SRC this year. Over the course of the program, staff took over 180 reading reports from younger readers using Zoom. The wrap-up event, which included prize draws and a performance by magician Scott Dietrich using Zoom, drew 39 clients. Public Service staff reported positive feedback from clients, including one who thanked the library for running Zoom reporting throughout the summer and "keeping everything going" with the SRC. Notably, our quick pivot to an engaging online experience resulted in the highest SRC registration numbers amongst libraries in the region.

Teen Summer Reading Club (TGIS)

The Teen Summer Reading program finished at the end of August. 54 registrants took part in the program. Over the course of the summer, they read 77,923 pages. While this is down slightly from the nearly 100,000 pages read in 2019, it was accomplished with 35 fewer participants. On average, each participant read significantly more than in 2019. After the program ended, 16 clients attended the Zoom-based wrap-up event.

Board End: Welcoming Public Facilities / Virtual Spaces

Client experience and Stage 3

All Library branches are now open to the public. Each branch offers the opportunity to browse physical collections, use a computer workstation or engage in individual or group study. Time limits are in place for each service and there is a restriction of 50 clients at the Central Library, 25 clients at George Ashe and 7 clients at Claremont at any time. Although clients are happy to be back in the building, so far no building has been at capacity and lineups move quickly. Contract tracing information is gathered from anyone who is staying longer than a half hour. All staff and clients wear face masks unless medically unable to do so. Plexiglass screens have been set up at all locations to protect staff and clients (see photos below from George Ashe). For Library clients who do not wish to enter the Library, curbside service is still available.



Technology Enables Safer Staff Interactions

The IT department is ready to pilot a custom-built platform to remotely assist clients using desktop computers in the Central Library. A Jumpbox is a dedicated workstation used to access and manage devices in a separate security zone. Only approved staff can login to the Jumpbox, once connected, they will have the ability to monitor, support and control the Library's public computer workstations at Central. This will minimize face to face interactions with clients while enabling staff to provide critical technology support.

Staff and UX testing for the website

The Library's website is almost ready for release. In September, the website team is completing dozens of user experience tests. These tests involve observing new users to the website as they complete a series of tasks. The results will finetune the design of the site and improve usability. Staff are also familiarizing themselves with the layout of the new website by completing a daily scavenger hunt designed by the website implementation team.

Butterfly Display at Central Library



The Central Library is hosting a Butterfly display from the City of Pickering. The butterflies are currently in the chrysalis stage. The display will be in the Library until Friday (September 18) at which point City staff will remove it and as the butterflies emerge in the following week or so they will be tagged and released near the pollinator gardens in Ernie L. Stroud Park.

Board End: Community Engagement

Anti-Black Racism Working Group Community Survey

To direct the development of the Library's Anti-Black Racism Working Group, a survey was facilitated to engage our community in a conversation regarding client experiences with Library services through the lens of anti-Black racism.

The survey was developed with the support of community partners who self-identify as Black and work directly with our Black community members in various aspects, across various ages. Their feedback and edits to the survey provided valuable insights and helped shaped the questions.

109 community members participated in the survey. The survey results are being reviewed for major themes and priorities that will direct the draft Terms of Reference for the Working Group. These themes and priorities will also inform the membership application process, namely driving what key stakeholders and areas of expertise are needed within the Working Group to tackle the issues the community has asked be prioritized at this time. A high-level summary of the results will be prepared and shared soon with the public online.

Combatting the Roots of Anti-Black Racism

On July 28th, the Congress of Black Women of Canada (CBWC) – Ajax/Pickering and Oshawa/Whitby Chapters – hosted an event in partnership with Pickering Public Library and Durham Region libraries. This event was developed by the CBWC Ajax/Pickering and the Pickering Public Library to ensure there was a platform for Black voices of Durham Region to be heard. The event was focused on combatting the roots of systemic and anti-Black racism. The panel of experts with specialties in education, mental health, justice, and policy, discussed their experiences and insights. Local politicians were also in attendance and spoke to the changes that they would like to see

and how they could use their platforms to speak against systemic racism. The event had 291 registrants, with 168 participants watching live and 121 views following the event on the Library's YouTube channel.

Supporting Organizational Excellence

Introducing the Disruptors

PPL's programming team pivoted to online programming at the beginning of the Covid-19 pandemic shutdown and continued to provide responsive online programming to our community for the past 6 months. Building on this first phase of programming, a project team coined "the Disruptors" has been organized to further refine, enhance and test the technology, formats and content of our online programs with the ultimate goals of developing an online programming strategy for the organization by early 2021 and building larger online engagement with the community.

This project is made up of a team of programming staff with different areas of expertise (children, teen, adult and technology) and is co-led by the Manager of Technology and the Manager of Client Experience. The project team has been learning about design thinking principles and building prototypes to rapidly test their ideas in real time. Examples of their prototypes have included a podcast for young children and a kid's digital paint night.

This project received \$15,000 in Emergency Community Support Funding via the United Way Durham Region to purchase equipment to support high quality online programming.

What's New?



Internet kit grant

The pandemic highlighted the challenges faced by Pickering residents who do not have access to the Internet. To support the mental health and well-being of these community members by ensuring digital access, the Library was granted \$15,000 through the Emergency Community Support Fund and Durham Community Foundation. These funds will be used to develop 14 loanable "Internet kits" which contain a WIFI hotspot and iPad and can be borrowed for up to 3 months. To identify Pickering residents who will benefit most from the opportunity to borrow these kits, the Library is working with seven community partners.



Pickering Public Library Board

REPORT

Meeting date: September 24, 2020

From: CEO's Office

Subject: Permanent Fine Free Model

Recommendation

1. That the Pickering Public Library Board supports the recommendations of this report in principle so as to enable the CEO to put forward this initiative in preparing the 2021 budget.

Key Facts

The following are key points for consideration with respect to this item:

- Fines are applied to all physical materials that are returned past their due date; no overdue fines are charged to digital collections. As the annual circulation of digital materials increases and physical materials decreases, the revenue from fines will continue to decrease. Fine revenue has decreased by 45% from 2015 to 2019.
- Fine revenue generated in 2019 was \$52,000 or less than 1% of the total budget.
- In January 2019, the American Library Association passed a resolution recognizing that library fines are a “form of social inequity” and urging “governing bodies of libraries to strengthen funding support for libraries so they are not dependent on monetary fines as a necessary source of revenue.”
- Current number of clients with fines from the last 4 years is 10,854. Of these cards, 972 are blocked because fines exceed \$20.

Overview

The mission of the Pickering Public Library outlined in the 2019-2023 Strategic Plan is “to provide equitable access to the resources and ideas that inspire lifelong learning and well-being”.

As defined under Our Guiding Principles:

Equity of access means that all people have the Library resources they need—regardless of age, ancestry, colour, race, citizenship, creed, disability, education,

ethnicity, family status, gender identity, gender expression, language, income, physical limitations, place of origin or geographic barriers, sex, sexual orientation; they are able to obtain information in a variety of formats and are free to exercise their right to know without fear of censorship or reprisal.

The equity of access pertains to a variety of formats and yet the only format that is currently subjected to fines is physical items. This application of fines is unfair for clients who do not have the technology to access digital collections and rely on physical collections.

The application of late fines on physical materials historically was intended to incentivize clients to return materials on time. Studies performed by libraries across North America have shown that the application of late fines reduces equitable access to library services and disproportionately impacts newcomers, families and those in lower socioeconomic brackets.¹

Over 270 public libraries in North America have transitioned to fine free models permanently. Canadian urban libraries included in this figure include Burnaby, Calgary, Edmonton, Saskatoon and all librairies in Nova Scotia. The momentum is building in Ontario with the Library Boards of Barrie, Innisfil, Oakville and Vaughan all approving permanent fine free models within the past 4 months.²

Background

I. Fine Free Rationale

1. Declining revenue streams, new efficiencies

The shift in demand from physical to digital collections has been underway for many years. Over the past 5 years, fine revenues at Pickering Public Library have declined by 45%. This continuing trend would have predicted that fines would decrease to insignificant levels over the next several years had the pandemic not sped up this decline.

Since the start of pandemic in March 2020 physical circulation has sharply declined and digital circulation is up 56%. This trend is expected to remain steady during the pandemic with more clients switching from physical to digital collections. At this time, it is not known if this will be a permanent change to library use or not. Pickering Public Library will continue to invest in high quality, high appeal physical and digital collections to ensure that our community has access to a variety of materials for reading, watching, listening and learning.

¹ <https://sfpl.org/uploads/files/pdfs/commission/Fine-Free-Report011719.pdf>

² <https://www.thestar.com/news/canada/2020/08/08/in-canadian-libraries-the-era-of-late-fees-may-be-headed-to-history-books.html>

The elimination of fines will also reduce the number of cash-related transactions performed by library staff, create efficiencies, and allow staff to engage in other forms of public service.

2. Access to library services when needed most

The economic impact of the pandemic has already caused increased unemployment and additional financial stress for Canadians. Eliminating fines would ensure that everyone in our community is able to access library services when they need them most.

In addition, fine-free libraries have “found that eliminating fines has raised circulation numbers, brought lapsed users back to the library, and boosted goodwill” among clients.³ This is expected to increase membership levels.

3. Access to books to promote literacy development and lifelong learning

Families experiencing economic stresses can limit their children from borrowing library materials because they fear owing fines. This fear can be compounded if collection agencies are used to collect outstanding fines. As a result of fines, the trust in the relationship between the library and families in our community can be damaged.

A fine free model ensures that children and youth have the uninterrupted access to books and digital resources required to support early literacy, success in school and build the habits of lifelong readers and learners.

Discussion

Implementing a fine free model at Pickering Public Library will be made possible with these supports:

1. Autorenewal and lost book charges

Library materials that are not returned by their due date will be eligible to renew automatically if there are no holds on the materials for up to an additional 3 loan periods. Following the final automatic renewal, the client will have addition time to return the item before it is marked lost on their account and charge for the replacement cost of the item. When the item is returned the charge will reverse.

If the item is lost, clients will be responsible for the charges on their account. The lost item revenue in 2019 was \$9,800.

³ Peet, Lisa. “The End of Fines.” *Library Journal* 143, no.15 (September 2018).

2. Deletion of fine balances

In transitioning to a fine free model, Pickering Public Library will eliminate all historic fine balances in client accounts. There are currently 10,854 clients with fines with an average account charge of \$12.63.

3. Savings

The 2019 fine revenue collected was \$52,000. The projected fine revenue during a pandemic will be dramatically reduced for all libraries - revenues from fines in 2021 would have been estimated to be less than half of the pre-pandemic levels. This loss of revenue of \$25,000 will be made possible through savings found in the 2021 budget.

Conclusion

The 2021 budget approved by the Library Board will reflect a permanent fine free model for Pickering Public Library.

Pickering Public Library Board**REPORT****Meeting date: September 24, 2020**

From: CEO's Office**Subject: Innovative Outreach Proposal**

Recommendation

1. That the Pickering Public Library Board supports the recommendations of this report in principle so as to enable the CEO to put forward this initiative in preparing the 2021 capital budget.

Key Facts

The following are key points for consideration with respect to this item:

- Major development within the City of Pickering is underway with residents moving into new communities like Seaton.
- The Library does not currently own a vehicle dedicated to outreach services.
- Outreach vehicles extend library services into the community to connect with new communities awaiting the construction of planned library facilities and populations experiencing barriers to library service.

The Background

By the 2030s, the City of Pickering projects that the population of Pickering will double in size.¹ While Covid-19 may impact this timeline, the circumstances behind these numbers remains the same: Pickering is poised for growth. Future plans for residential development will naturally result in a larger Pickering Public Library system and additional library facilities.

The delay between building new residential communities and city-built amenities is common in growing municipalities. Residents move into their newly-constructed homes years ahead of the opening of a community centre or library. In this interval, there is opportunity.

¹ <https://www.pickering.ca/en/business/demographicsstatistics.aspx>

The Opportunity

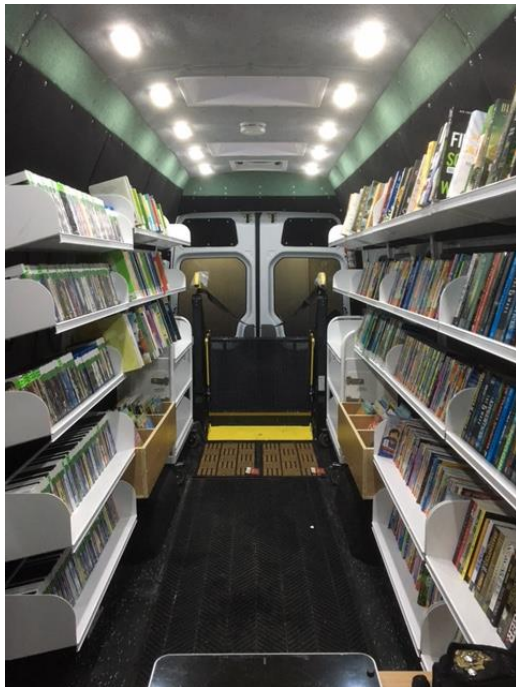


The bookmobile concept dates back over 100 years to the first prototype of a horse-drawn carriage full of books.² Throughout the 20th century, large, motorized vehicles carried thousands of books to communities who could not access a library facility due to geographic and other barriers. The modern-day bookmobile vehicle goes beyond offering just books. In addition to loaning popular materials, it is also a public WIFI hotspot, a travelling Maker Space and a community connector.

The projected growth for the City of Pickering makes outreach an attractive service model for Pickering Public Library. The estimated 70,000 residents in Pickering's newest community, Seaton, would have access to library services years ahead of the two planned library facilities.

In addition to the opportunity to provide service to growth communities planned for the next 10-15 years, the vehicle would also provide library service to communities that are underserved by library service because of identifiable barriers (i.e. geographic, transportation, etc.).

Operational Components



The outreach vehicle's regular schedule of stops would include visits to parks in new communities, schools, daycares, community partner locations, social housing (senior and family) and assisted living and retirement centres.

The vehicle's collections would allow clients to select, borrow and return materials while onboard the vehicle. Public libraries in Guelph, Calgary and Ottawa have all constructed these "mini bookmobiles" in the past 5 years. These vehicles can carry up to 2,000 items on board.

² <https://www.wbur.org/hereandnow/2018/04/10/library-on-wheels-sharlee-glenn>



Edmonton Public Library and LA County Library chose to utilize their vehicles as mobile Maker Spaces that deliver outreach programming through the technology they carry on board.

The Pickering solution would be a combination of these models, carrying collections and technology aboard to show the community the full range of library services. The vehicle would also act as a travelling internet hotspot, allowing the public to connect to WIFI during a community stop.

Library Brand

The vehicle will serve as a promotional instrument for the library. With an eye-catching, branded vehicle wrap, the Library's profile will be elevated when the vehicle is driving through local communities in Pickering.



Illustration – LA County Library's vehicle wraps

The outreach vehicle would also be utilized for community events, expanding the Library's existing outreach service capacity while also elevating the Library's visible presence.



Financial implications

Capital:

Outfitting <i>(electrical, heating, flooring, shelving, etc.)</i>	\$100,000
Sprinter van	70,000
Collections	25,000
Technology	<u>25,000</u>
TOTAL	<u>\$220,000</u>

Annual operating costs related to staffing, collection renewal and supplies can be absorbed within existing budgets. Additional costs related to internet connectivity and offering public wifi are estimated to be \$10,000 per year.

Timelines

Vehicle ordering	3-6 months
Vehicle outfitting	6-8 months
Project total	12-14 months

Impact

The expected and intended impacts of implementing an outreach vehicle to deliver library services are:

- Growth in circulation of materials and active membership
- New relationships between residents and the Library
- Embedded support and excitement for planned library facilities in Seaton and future communities
- More equitable provision of library services across the city
- Improved community knowledge about technology connected to our Maker Space

Pickering Public Library's 2019-2023 Strategic Plan includes the goals of the improving library experience, leading in inclusion and belonging and empowering community well-being. Implementing a new outreach model connects to each of these goals and is a bold step towards a future in which everyone in our community is supported to reach their potential.

Conclusion

The 2021 capital budget approved by the Board and submitted to the City of Pickering will include a request for \$220,000 to fund the outreach vehicle initiative.



INTERNAL MONITORING REPORT

POLICY TYPE: Executive Limitations (EL 6)

POLICY TITLE: Financial Conditions and Activities

I hereby present my monitoring report on your Executive Limitations policy "Financial Conditions and Activities" according to the schedule set out. I certify that the information contained in this report is true, and represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.

Flowers

September 17, 2020

Signed (CEO/Director of Public Libraries)

Date

Policy Element: Header paragraph

With respect to the actual, ongoing financial condition and activities of the organization the CEO may not cause or allow the development of fiscal jeopardy or a material deviation in expenditures from those included in the Library Budget adopted by the Board in order to accomplish its Ends and approved by Council, nor under the Public Libraries Act, RSO 1990, c.P. 44; nor deviate from the fiscal policies, procedures and practices of the City of Pickering.

I interpret this as follows:

1. "fiscal jeopardy": permitting any fiscal year to end with more expenditures than revenues.
2. "material deviation": a significant reallocation of funds from what was originally outlined to the Board in the submitted budget.
3. "deviation from the Public Libraries Act RSO 1990, c.P. 44": the sections of the Act which directly refer to the Estimates, that is,
 - a. s. 24 (2) (the Board must adopt the budget approved by Council)
 - b. s. 24 (3) (the Council may authorize variation from the submitted budget).

4. “deviate from the fiscal policies, procedures and practices of the City of Pickering”: the City’s requirements to process financial information in a prescribed format within a specific time frame.

Compliance will be demonstrated when:

1. Audited Financial Statement shows no concerns regarding Library accounts.
2. A comparison of the 2020 Approved Budget vs Year to Date numbers shows no significant reallocation of funds from those approved by the Board in its budget without documentation or explanation as in 3b.
- 3a. Board passes a motion to adopt the Council-approved budget.
- 3b. Any significant variation from the budget submitted by the Board is properly documented, including authorization from City officials.
4. The Library’s processing of all financial data (invoices, payroll, revenues, etc.) complies with requirements expected by the Treasurer.

Evidence:

1. Oversight of the Library’s accounts provided by City of Pickering Treasurer. External audit of the Library’s 2019 financial statements was started in early 2020 but has not been completed due to global covid-19 pandemic.
2. Variation analysis of the 2020 approved budget versus actual year-to-date figures was provided to the City in September 2020. Figure 1 provides this analysis.
- 3a. Unlike in previous years, the Board did not pass a motion to adopt the Council Approved budget because the March 2020 Board meeting was cancelled. At the Board meeting in April 2020, the Board reviewed the revised budget submitted to the City altered to reflect the change in revenues and expenditures due to the pandemic.
- 3b. The City Treasurer requested all departments submit a revised 2020 budget in September 2020 based on expected revenues and expenditures for the remaining four months of the year. This report assisted the City in forecasting the overall surplus/deficit position for 2020. The Library is projecting a surplus position for 2020. The September 2020 Board meeting will include a presentation about this surplus.
4. Review of internal processes related to financial management systems complies with procedures established by the Treasurer.

Policy Element #1

Accordingly, the CEO will not:

Expend more funds than have been received in the fiscal year;

I interpret this as follows:

At the end of the year, after all calculations are completed, expenses do not exceed revenues.

Compliance will be demonstrated when:

A comparison of the Approved Budget vs Actual Budgets demonstrates that expenditures do not over exceed budget allotted.

Evidence:

A comparison of the 2020 approved budget vs year-to-date actual position shows a projected surplus position of approximately \$400,000.

Figure 1 – 2020 Year to Date and Forecast + Variance Report

2020 YTD ACTUALS WITH FORECAST

City of Pickering
Jan 1, 2020 - Dec 31, 2020 Forecast
As of August 31, 2020
2745 Libraries

	Col. A 2020	Col. B 2020	Col. C 2020	Col. D 2020		
	APPROVED	YTD	ESTIMATE	JAN - DEC	Variance	VARIANCE ANALYSIS
	BUDGET	ACTUALS	(July/Aug) to Dec	FORECAST (Col. B + C)	>10%	
Expenditures						
1100 Salaries & Wages	3,461,809	1,986,477	1,100,000	3,086,477	11%	Variance in staffing costs caused by reduced operating hours and the closure of facilities in the spring.
1200 Overtime	0	480	0	480		
1400 Employer Contributions	914,436	598,333	316,103	914,436		
1700 Employee Recognition & Appreciation	3,000	165	2,500	2,665	11%	Reduced to support cost-saving efforts
1800 Conferences	6,500	4,971	500	5,471	16%	Reduced to support cost-saving efforts
1900 Uniforms	2,300	153	2,200	2,353		
2110 Travel	6,000	510	1,000	1,510	75%	Less travel during pandemic
2121 Postage	3,800	1,125	1,000	2,125	44%	Interlibrary loans suspended
2122 Freight, Express & Cartage	1,000	189	250	439	56%	Reduced to support cost-saving efforts
2131 Cellular Phones	11,000	5,421	5,000	10,421		
2140 Telephones	57,276	34,616	22,660	57,276		
2210 Advertising	14,000	3,186	6,000	9,186	34%	Lower due to cancellation of large, in-person events
2340 Seminars & Education	16,900	6,772	15,700	22,472	-33%	Additional costs for Anti-Black Racism training
2365 Purch Printing/Broch/News Ltr	9,000	1,352	4,000	5,352	41%	Lower printing costs from not producing What's On
2370 Insurance Premium	24,345	24,345	0	24,345		
2371 Ins. Deductible	2,000	0	2,000	2,000		
2392 Consulting & Professional	31,850	14,999	8,500	23,499	26%	Reduced to support cost-saving efforts
2394 Recpt, Prom & Sp Events	9,000	342	2,750	3,092	66%	Reduced to support cost-saving efforts
2395 Memberships	7,500	6,793	500	7,293		
2399 Outside Agency Serv	274,760	16,227	233,000	249,227		

Agenda Item 7.1

2435 Build Repairs & Mtce	260,389	44,129	200,000	244,129		
2457 Veh - Repairs & Maintenance	2,000	161	200	361	82%	Reduced to support cost-saving efforts
2478 Misc Equip Repairs	43,250	20,367	15,000	35,367	18%	Reduced to support cost-saving efforts
2479 Software/Hardware Maintenance Contr	187,841	166,811	31,000	197,811		
5300 Stationery & Office Supplies	19,000	5,089	5,500	10,589	44%	Reduced to support cost-saving efforts
5303 Catalogue Processing Supp	5,000	591	4,000	4,591		
5310 Lib Materials	273,290	213,151	87,500	300,651	-10%	Additional expenses required to support digital collections during the pandemic
5320 Program Supplies	35,750	6,038	6,500	12,538	65%	Reduced to support cost-saving efforts
5510 Utilities - Water	17,940	8,463	9,477	17,940		
5520 Utilities - Gas	34,461	17,940	16,521	34,461		
5530 Utilities - Hydro	189,000	71,215	117,785	189,000		
5900 Gas, Oil Tires	2,132	1,857	275	2,132		
5902 Supplies & Tools	3,500	3,218	500	3,718		
5973 Minor Furniture & Fixtures	5,000	303	4,700	5,003		
5975 Hardware Replacements	46,075	4,588	50,000	54,588	-18%	Technology costs funded by community grants.
Total Expenditures	5,981,104	3,270,377	2,272,621	5,542,998	7%	
Revenues						
1529 Fines - Library Matls.	-80,000	-15,044	-3,500	-18,544	77%	Fines not collected for 10 months of the year
1580 Misc. - Photocopies Lib.	-52,000	-8,587	-1,600	-10,187	80%	Lower revenues due to closure, reduced operating hours and reduced traffic
1592 Donations	-16,000	-3,455	-1,500	-4,955	69%	Fewer donations due to pandemic
1600 Federal Grants	0		-30,000	-30,000		Grants received through Community Emergency Support Fund
1623 Ont. Specific Grants	-106,425	-136,689	-34,294	-170,983	-61%	Grant for summer student and provincial grant for internet costs
9916 Vending Machines	-2,500	-670	200	-470	81%	Lower revenues due to closure, reduced operating hours and reduced traffic
9933 Rentals - Mtg. Room/Public	-8,000	-830	0	-830	90%	Room rentals not available from March - December 2020
9990 Other Misc Revenue	-6,000	-996	0	-996	83%	
Total Revenues	-270,925	-166,271	-70,694	-236,965	13%	
1910 Transfer to/(from) Reserve	63,000	0	63,000	63,000		
Total Transfers	63,000	0	63,000	63,000		
Net	5,773,179	3,104,106	2,264,927	5,369,033		
Surplus/(Deficit)				404,146		

Policy Element #2

Fail to process payables and receivables for timely submission to the City's Treasury Department.

I interpret this as follows:

1. "payables and receivables": all accounts payable, and all Library revenues.
2. "untimely": for invoices, a turnaround time of more than 30 days from receipt. For revenues, a turnaround time of 14 days from receipt.

Compliance will be demonstrated when:

Pending invoices are received by the City from the Library within 30 days.
Revenues are received within 14 days.

Evidence:

Direct inspection of the Treasurer who will confirm that payable and receivables are submitted within the timeframes indicated.

Policy Element #3

Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.

I interpret this as follows:

1. "tax payments": all tax payments and refunds which are completed on the Library's behalf by the City.
2. "government-ordered payments or filings": Ministry of Culture Annual Survey, grant reports, charitable status reports, and any other Provincial or Federal government-requested payment or filing.

Compliance will be demonstrated when:

All such submissions are accurately filed and submitted on time.

Evidence:

Direct inspection of submitted documents shows that information is accurate and complies with filing deadlines.

Policy Element #4

Make any purchase which is not in compliance with the PPL Purchasing Policy;

I interpret this as follows:

"Purchasing Policy": the Board-approved policy which outlines all purchasing and approval processes.

Compliance will be demonstrated when:

All purchases comply with the Policy.

Evidence:

The PPL Purchasing Policy references the Purchasing Card Procedures that outline the appropriate use of corporate credit cards by staff. Since the last monitoring report, two instances of misuse of staff cards have been reported. One incident involved staff unknowingly responding to a fraudulent email that looked to be sent by another library staff. The error was caught early enough that the full scam was not completed. The other incident involved a staff member's card being used for a personal charge by a family member. In both cases, the cards were suspended, and staff were required to review the errors and respond to their direct supervisor with how they will protect the organization in the future. The City of Pickering Finance Department was notified about both incidents and their processes for handling these errors were followed by the Library.



INTERNAL MONITORING REPORT

POLICY TYPE: Executive Limitations (EL 5)

POLICY TITLE: Financial Planning/Budgeting

I hereby present my monitoring report on your Executive Limitations policy "Financial Planning/Budgeting" according to the schedule set out. I certify that the information contained in this report is true and represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.

A handwritten signature in black ink that reads 'J. Howers'.

Signed (CEO/Director of Public Libraries) September 17, 2020
Date

Policy Element: Header Paragraph

The CEO will not cause or allow financial planning for any fiscal year or the remaining part of any fiscal year to: deviate materially from Board Ends priorities; risk financial jeopardy; or fail to be created without an acceptable level of foresight.

I interpret this as follows:

1. "deviate materially from Board Ends priorities": differ so substantially that it would affect the ability to achieve the Board's Ends priorities.
2. "financial jeopardy": planning for any fiscal year to end with insufficient assets to meet obligations; or planning to incur any of the unacceptable conditions (detailed in EL6) noted in Policy Element #1 below.
3. "acceptable level of foresight": planning which anticipates various future requirements both fiscal and operational.

Compliance will be demonstrated when:

1. Proposed budgets can be reasonably expected to achieve the Ends.
2. Budget plans for sufficient assets to meet obligations, as outlined by the Library's proposed budget; and the Board's adoption of EL6 Monitoring Report.

3. Budget plans take into account the needs of the Board's strategic plans and other plans and expected fiscal realities as articulated by City officials.

Evidence:

1. The draft 2021 Budget Estimates Memo presented to the Board in September 2020, together with the various statistics supplied throughout the year, provides evidence that Ends are supported by the prepared budgets.
2. In non-pandemic years, the annual Capital and Operating budgets in conjunction with the annual Audit and the City's financial statements provide evidence of compliance.

For 2020, the capital and operating budgets have been revised and resubmitted to the City twice to reflect the changes as a result of the global pandemic. The year-to-date update for 2020 will be presented at the September 2020 Board meeting.

3. Review of the Budget Estimates Memo and its update in conjunction with the Board approved Ends Policy and Strategic Plan.

Policy Element #1

Accordingly, the CEO will not cause or allow budgeting to:

Risk incurring those situations or conditions described as unacceptable in the EL policy, entitled "Financial Conditions and Activities".

I interpret this as follows:

"situations or conditions described as unacceptable": there are detailed prohibitions in EL6 regarding fiscal risks, failing to spend the budget to achieve Ends, presented in compliance with City requirements.

Compliance will be demonstrated when:

The CEO's Internal Monitoring Report on EL6 (Financial Conditions and Activities) shows compliance with these conditions.

Evidence:

The anticipated Board Motion adopting the CEO's Internal Monitoring Report on EL6 (Financial Conditions and Activities).

Policy Element #2

Omit: a) credible projection of revenues and expenses; b) separation of capital and operational items; and c) disclosure of planning assumptions.

I interpret this as follows:

1. “credible projection of revenues and expenses”: projections that can be substantiated based on known income and expenditures and using conservative estimates based on previous years.
2. “separation of capital and operational items”: the separation as defined by the PSAB (Public Service Accounting Board) principles, and as currently implemented by the City of Pickering.
3. “disclosure of planning assumptions”: all determining factors used in establishing estimates of revenues and expenses such as inflation, anticipated staffing levels and general activity are clearly stated.

Compliance will be demonstrated when:

1. The Board’s Budget Estimates outline reasonable revenues and expenses.
2. There are separate Capital and Operating budgets developed using the PSAB guidelines.
3. Each budget line includes sufficient planning assumptions to substantiate the request.

Evidence:

Direct inspection of draft Budget Estimates Memo shows:

1. Revenues and expenses that are based on current year’s year-to-date financial position
2. Separate documentation for capital and operating budgets.
3. Rationale for significant changes in revenues and expenditures over the previous year

Policy Element #3

Provide less for Board prerogatives during the year than is set forth in the Governance Investment Policy;

I interpret this as follows:

“Board prerogatives”: all aspects of the Board’s governance responsibilities as set forth in the Policy (GP9 Governance Investment): Board development; audit costs; monitoring expertise as required; and linkage costs.

Compliance will be demonstrated when:

The budget includes sufficient funds for all identified Board activities.

Evidence:

Direct inspection of the proposed Budget and the Board's Budget Estimates Memo shows sufficient funds for these activities.

Policy Element #4

Deviate from the budgeting procedures and limitations as set out by the City of Pickering.

I interpret this as follows:

“budgeting procedures and limitations”: all City directives for budget submission, including timelines, format and guidelines for cost estimation.

Compliance will be demonstrated when:

All City directives are followed.

Evidence:

Direct inspection of the City's mid-year financial forecasting exercise was completed for 2020 operating and capital budgets. This mid-year exercise was unique to 2020 as a result of the global pandemic.

Direct inspection of current comprehensive budget planning for 2021 and planned attendance at city-led staff budget meetings in October and November.