

The City of Pickering Public Library Board

Meeting Agenda

BCD = Board CEO
Delegation Policies

EL = Executive Limitations

[Link to Board Sharepoint Site](#)

On Thursday **January 28, 2021** at 7:00 pm

Virtual

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 | Land Acknowledgement & Board Member Introductions | | J. Flowers | |
| | "We acknowledge that the City of Pickering resides on land within the Treaty and traditional territory of the Mississaugas of Scugog Island First Nation and Williams Treaties signatories of the Mississauga and Chippewa Nations. Pickering is also home to many Indigenous persons and communities who represent other diverse, distinct, and autonomous Indigenous nations. This acknowledgement reminds us of our responsibilities to our relationships with the First Peoples of Canada, and to the ancestral lands on which we learn, share, work, and live." | | | |
| 2 | Public Delegations - Public attendance registration not required. | By-Laws Link see pgs. 6-7 | J. Flowers | |
| 3 | Approval of Agenda, Conflict of Interest Disclosure | | J. Flowers | MOTION to Approve |
| 4 | Board Elections | By-Laws Link see pgs. 1-2 | E. Bird | |
| | 4.1 Nomination for Election of Chair for 2021-2022 | | | MOTION to Elect |
| | 4.2 Nomination for Election of Vice Chair for 2021-2022 | | | MOTION to Elect |
| | 4.3 Direction to Destroy Ballots | | | MOTION to Destroy |
| | 4.4 Opportunity for Chair and Vice Chair to speak | | | |
| 5 | Appointment of Linkage Committee for 2021 | Link to Policies 06 & 07 | Board Chair | |
| | 5.1 Appointment of Linkage Committee Members | | Board Chair | MOTION to Appoint |
| | 5.2 Appointment of Staff Liaison | | J. Flowers | |
| 6 | Board Education | | | |
| | None | | | |
| 7 | Consent Agenda | | Board Chair | MOTION to Approve |
| | 7.1 Minutes of the Previous Meeting - November 26, 2020 | Link to Minutes | | |
| | 7.2 Draft Audited Financial Statements 2019 | Link to Audit | | |
| | 7.3 Annual Board Calendar | Link to Calendar | | |
| | 7.4 Library Information Update | Link to Update | | |
| 8 | Ends Discussion | | | |
| | 8.1 EP 1 Global Ends Policy | Link to Report | J. Flowers | MOTION to Adopt |
| | 8.2 2020 Stats Review | Verbal Update | E. Bird | |
| 9 | Staff Reports | | | |
| | 9.1 Virtual Programming | Verbal Update | U. Siva/J. Sutherland | |
| | 9.2 Review of Updated Capital and Current Budgets | Verbal Update | J. Flowers | |
| | 9.3 Anti-Black Racism Working Group | Verbal Update | J. Flowers | |

The City of Pickering Public Library Board

Meeting Agenda

BCD = Board CEO
Delegation Policies

| | | | | |
|----|--|--|-------------|-------------------|
| 10 | Monitoring Reports - Executive Limits | | | |
| | 10.1 EL #8 Asset Protection | Link to Report | D. Sharma | MOTION to Approve |
| 11 | Board Committee Reports | | | |
| | 11.1 Report of the Community Linkage Committee | | | |
| | 2021 Linkage Plan | Link to Plan | M. Anderson | MOTION to Adopt |
| 12 | Governance | | | |
| | 12.1 Previous Board Meeting Evaluation Results | Verbal Update | M. Brenner | |
| 13 | Board Policy Review | | | |
| | The following EL policy will be discussed at the next Board meeting. All members to review prior to the next meeting. | | | |
| | 13.1 EL #3 Staff Treatment | Link to Policy EL #3 | M. Anderson | |
| 14 | New Business | | | |
| | 14.1 Member Community Reports | Verbal Update | | |
| | 14.2 Midterm Board Check-In Update | Verbal Update | J. Flowers | |
| 15 | Confidential Matter | | | |
| | None | | | |
| 16 | Board Meeting Evaluation | Link to Meeting Evaluation | Vice Chair | |
| 17 | Adjournment | | | MOTION to Adjourn |

Thursday, February 25, 2021 at 7:00 pm

Virtual

Preliminary List of Motions

Item # Draft Motion

- 3 THAT the items in the Agenda be adopted by the Board.
- 4.1 THAT ... be elected Chair for 2021-2022.
- 4.2 THAT ... be elected Vice Chair for 2021-2022.
- 4.3 THAT the ballots used in the election of Chair and Vice Chair be destroyed.
- 5.1 THAT ... be named to the Board Linkage Committee for 2021.
- 7 THAT the items in the Consent Agenda be adopted by the Board.
- 8.1 THAT the Board adopt Monitoring Report EP 1 Global Ends Policy as presented and; THAT the Board adopt Policy EP 1 Global Ends Policy as presented/amended, the Policy being complete, sound and effective.
- 10.1 THAT the Board adopt Monitoring Report EL 8 Asset Protection as presented and; THAT the Board adopt Policy EL 8 Asset Protection as presented/amended, the Policy being complete, sound and effective.
- 11.1 THAT the Board adopt the 2021 Linkage Plan as presented/amended.
- 17 THAT the meeting be adjourned.

The City of Pickering Public Library Board

DRAFT Meeting Minutes

Held: November 26, 2020
Location: Virtual meeting
<http://www.pickeringlibrary.ca/board>

Attendees: M. Anderson, Councillor M. Brenner, R. Coelho, Councillor I. Cumming, M. Fatema, A. Maginley, D. Sharma, D. Barham (arrived 7:06 pm), S. Sheehy (Chair).

Absent: S. Beckett

Staff: J. Flowers – CEO, E. Bird – Director of Support Services, K. Williams – Director of Public Services, U. Siva – Manager of Technology, S. Yung – Manager of Community Engagement and Marketing (in attendance to report on Agenda Item 6.2), Brenda Gregory – Administrative Assistant

Meeting Commencement Time: 7:03 pm

1. Public Delegations

None

2. Approval of Agenda, Conflict of Interest Disclosure

No interest was declared.

Motion #20.61

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

Carried

3. Consent Agenda

Motion #20.62

Moved by M. Anderson, Seconded by M. Brenner. **Motion** THAT the items on the Consent Agenda be adopted.

Carried

4. Board Education

4.1 Age Friendly Community Plan Update

Aided by a PowerPoint presentation, K. Williams provided an update on what has been accomplished at the Library on the Age Friendly Community Plan in 2020.

In response to a question, it was noted that human-centered design applies to both products and programs. The Library had previously used this approach in the design of the Maker

Space but is planning to use this approach with many of the Library's programs and services.

M. Brenner suggested that a discussion with the Pickering Fit and Recreation Pickering departments regarding human-centered design could be beneficial.

A question arose about City staff being trained in human-centered design as offered by IDEO. J. Flowers responded that training is free but it is a 6-week program, requiring a two hour commitment per week.

J. Flowers reiterated that practicing human-centered design is not just for libraries. Our Library is an early adopter of the IDEO program, but she expects that it will catch on with other libraries. The training ahead of the City Centre planning will be beneficial to developing the best library system possible.

5. Ends Discussion

5.1 Library Information Update

J. Flowers reported on the new programs and services launched in October.

Brainfuse's HelpNow and JobsNow programs were launched. The service features live tutoring services to support students, providing homework help, learning English, and résumé coaching.

This year saw a new Halloween program designed and implemented by the Disruptors team, using Zoom and its breakout rooms. Some staff (as ghosts) participated as observers to learn from this first prototype and the team will build on their observations.

Website stats were highlighted for the new website. Interesting to note that the highest number of users were age 65+. It was noted that we now have access to stats and analytics which are far superior to what was previously available.

The boardroom has been reimaged as "The Set," allowing staff to film, edit, and deliver pre-recorded and live-streamed programming content. A short video created by The Disruptors team was streamed for the Board members, highlighting the design and proposed usage of this new resource.

Grab and Go Kits are now available at the Central and George Ashe Libraries. These are mystery packages containing several items for clients to borrow.

Kudos given by Board members to the Library staff at the impressive show of innovation in 2020. J. Flowers confirmed Senior Leadership felt the same way; they too are impressed with staff that, despite the challenging times, still found capacity to do amazing work.

6. Staff Reports

6.1 Public Library Fundraising Landscape (verbal update)

J. Flowers, with the aid of a PowerPoint presentation, provided an update on fundraising for Canadian libraries, and some thoughts on what direction the Library could take when it comes to philanthropy.

The City Centre project is a window to position the Library as a donation recipient. She noted that there are currently limited fundraising activities in Durham Region libraries. Fundraising is not without its challenges, though; libraries are currently not top of mind for donors and we would need to decide on how to structure philanthropy.

J. Flowers stressed that it was important to keep municipal funding separate from philanthropic funds. City funds would continue to be used towards core operations and lifecycle replacements. Donor funds can be restricted (tied to spaces, programs, pilot initiatives) or unrestricted, focusing on innovations and enhancements.

J. Flowers noted that the City Centre project was very high profile and would be a good opportunity to build a donor base. Proposed next steps would be to develop a small-scale campaign in 2021 to build awareness, and internal capacity and competency for philanthropy work. A report to the Board with recommendations for a 3-year philanthropy plan will be presented by the end of 2021.

Board members expressed concerns about blurring the lines between philanthropy and the core operations paid by the City, and that fundraising would become something that you *must* do. Related to that was a concern that if raised funds were considerable, then support from City would decline. These same concerns were shared by Library staff. J. Flowers agreed that it would be important for the Library to explicitly delineate what falls under core operations funded by the City versus additional enhancements funded by philanthropy.

In answer to a question regarding the appetite of Pickering residents to donate, it was thought that this could be gauged through the small-scale initiative. It was hoped that a Library initiative could attract smaller donors, and first time (new, younger) donors which could build engagement.

In answer to another question regarding fundraising at other Durham Region libraries, specifically why Oshawa ahead of us, E. Bird advised that the Oshawa Library has a history of being funded by the McLaughlin Family.

Questions were expressed regarding the set up and maintenance of a foundation. E. Bird confirmed that the Library does have a charitable number but was unsure if it could be used for a Foundation. It was noted that a Library Foundation would require a separate Board. The 2021 report to the Board will address these questions and concerns.

6.2 Anti-Black Racism Working Group Update (verbal update)

S. Yung began by expressing her appreciation to R. Coehlo and A. Maginley for their time and work on the Community Panel. The Panel has appointed eight diverse and passionate

community volunteers, each bringing a unique set of personal and professional experiences to the table.

The first Anti-Black Racism Working Group meeting was held on November 18, 2020. It focused on getting to know each other and sharing and discussing aspirations. The Working Group was provided with a brief introduction to the library's strategic plan, learning organization principles, and the Anti-Black Racism Community Survey. The group also received an introduction to the Group's Terms of Reference (TOR) draft.

The next meeting is scheduled for December 16, 2020. The group will finalize the TOR and then focus on getting to work on priorities identified: staffing, collections, community engagement, programs/events, and staff training.

6.3 Pandemic Recovery (verbal)

J. Flowers reported that the province unveiled a new colour-coded system of restrictions. Staff have revised the framework to align with the new system.

She updated the Board on recent information from the province regarding library services if Durham moves to a lockdown. The Library would be open for curbside, returns, materials pick-up, and access to computers and photocopiers. There would be no browsing of collections nor studying in the Library.

7. Monitoring Reports – Executive Limitations

7.1 EL 7 Emergency Executive Succession

A. Maginley reported that EL #7 is straightforward, providing guidance and procedures that will be followed if the CEO is not in place. Two Directors in the organization would be able to act in place of the CEO if necessary. Small amendment made to reflect Director titles, rather than actual names. The Board members had no questions or concerns brought forward.

Motion #20.63

Moved by D. Sharma, Seconded by M. Anderson. **Motion** THAT the Board adopt Monitoring Report Executive Limitation #7 Emergency Executive Succession as presented; and THAT the Board adopt Policy Executive Limitation #7 Emergency Executive Succession as presented/amended, the Policy being complete, sound and effective.

Carried

8. Board Committee Reports

8.1 Report of the Community Linkage Committee

No meeting held.

8.2 Report of the Board Building Committee

No meeting held.

9. Governance

9.1 Previous Board Meeting Evaluation Results (verbal update)

M. Bremmer reported that there were six responses. Of the six, everybody was satisfied. There were two comments provided: 1) Board member was pleased that S. Karwowski, Director of Finance, attended the meeting; and 2) that occasionally the meeting seemed to stray off topic.

10. Board Policy Review

No Executive Limitation Policies to be discussed at the December 2020 meeting.

11. New Business

11.1 Member Community Reports (verbal update)

S. Sheehy reported that there is a woman named Dar(lene) Walker who hosts some of Pickering's unsheltered population in the library each Wednesday. On Ms. Walker's Facebook page, she is seeking donations to assist in providing meals to her clients. S. Sheehy suggested that each Board member could consider making a donation in support of Ms. Walker's work. All donations would be grouped together on behalf of the PPL Board. S. Sheehy will send a follow up email with details and asking for donations.

M. Brenner inquired about the 3D printer out on loan during the pandemic and would it be necessary to replace it. U. Siva advised that it indeed was used to manufacture face shield parts but was not removed from the Library; no replacement was required. K. Williams added that sewing machines were loaned out to Canada Sews to sew masks. Three are still out on loan. M. Brenner enquired if cost of replacements required in capital budget. E. Bird advised that this would not be required at the moment.

11.2 OLA Super Conference 2021

E. Bird reported that the 2021 OLA Super Conference is scheduled from February 3 to 6, 2021 and will be completely virtual.

On February 6th, the OLBA (Ontario Library Board Association) will run their annual Board Bootcamp.

E. Bird advised that when the meeting evaluation link is sent out, it will include link to the conference so Members can review what is planned. If any Board Members are interested in attending, they are asked to respond to E. Bird via email. She noted that registrants would have access to all sessions for up to six months after the conference.

12. Confidential Matter

None

13. Board Meeting Self Evaluation (complete online)

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

14. Date of Next meeting and Adjournment

The next Board meeting will be held on Thursday, January 28, 2021 at 7:00 pm as a virtual meeting.

Motion #20.64

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

Carried

The meeting was adjourned at 8:52 pm.

Signature of Library CEO:

Date:

Signature of Library Board Chair:

Date:

*Alternate formats available upon request.
Contact Kathy Williams at kathywilliams@pickeringlibrary.ca or 905-831-6265 ext. 6251.*

Financial statements of
City of Pickering
Public Library Board

December 31, 2019

| | |
|-----------------------------------|------|
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Independent Auditor's Report

To the Board of Directors of
The City of Pickering Public Library Board,
and Members of Council of the Corporation of the City of Pickering

Opinion

We have audited the financial statements of City of Pickering Public Library Board (the "Library Board"), which comprise the statement of financial position as at December 31, 2019, and the statements of operations, change in net debt and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Library Board as at December 31, 2019, and the results of its operations, changes in net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards ("PSAS").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our report. We are independent of the Library Board in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with PSAS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Library Board's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Library Board or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Library Board's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Library Board's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Library Board's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Library Board to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants
Licensed Public Accountants
December 14, 2020

City of Pickering Public Library Board

Statement of financial position

As at December 31, 2019

| | Notes | 2019 \$ | 2018 \$ |
|--|-------|------------------|------------------|
| Financial assets | | | |
| Cash | | 1,225 | 1,225 |
| Accounts receivable | | 874 | 2,294 |
| Due from the Government of Canada | | 12,934 | 11,335 |
| Due from City of Pickering | | 221,888 | 147,759 |
| | | <u>236,921</u> | <u>162,613</u> |
| Liabilities | | | |
| Accounts payable and accrued liabilities | | 285,661 | 208,301 |
| Post-employment benefits liability | 2 | 471,282 | 464,078 |
| | | <u>756,943</u> | <u>672,379</u> |
| Net debt | | <u>(520,022)</u> | <u>(509,766)</u> |
| Non-financial assets | | | |
| Tangible capital assets | 4 | 1,420,297 | 1,494,063 |
| Prepaid expense | | 48,740 | 45,688 |
| | | <u>1,469,037</u> | <u>1,539,751</u> |
| Accumulated surplus | 5 | <u>949,015</u> | <u>1,029,985</u> |

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

Approved by the Board

_____, Director

_____, Director

City of Pickering Public Library Board

Statement of operations

Year ended December 31, 2019

| | Budget | 2019 | 2018 |
|---|------------------|------------------|------------------|
| | \$ | \$ | \$ |
| | (Note 6) | | |
| Revenue | | | |
| City of Pickering grants | 6,018,601 | 5,930,982 | 5,882,770 |
| Federal grants | — | 6,728 | 9,234 |
| Province of Ontario grants | 106,425 | 135,345 | 138,049 |
| Fines and other receipts | 166,500 | 130,761 | 136,720 |
| | <u>6,291,526</u> | <u>6,203,816</u> | <u>6,166,773</u> |
| Expenses | | | |
| Operating | | | |
| Salaries | | | |
| Salaries and wages | 3,621,301 | 3,582,595 | 3,440,087 |
| Fringe benefits | 949,320 | 939,763 | 916,264 |
| | <u>4,570,621</u> | <u>4,522,358</u> | <u>4,356,351</u> |
| Material, supplies and utilities | | | |
| Books | 252,290 | 262,455 | 234,355 |
| Utilities | 267,211 | 217,186 | 219,266 |
| Other supplies | 55,950 | 59,186 | 52,556 |
| | <u>575,451</u> | <u>538,827</u> | <u>506,177</u> |
| Services | | | |
| Repairs and maintenance | 341,837 | 333,060 | 284,079 |
| Insurance | 25,918 | 23,918 | 23,918 |
| Travel | 6,000 | 6,341 | 7,358 |
| Consulting and professional | 21,850 | 28,535 | 112,978 |
| Advertising | 27,000 | 29,093 | 27,107 |
| Conference | 9,000 | 8,694 | 13,106 |
| Postage | 2,800 | 3,505 | 2,823 |
| Telephone | 77,915 | 60,263 | 65,597 |
| Seminars and education | 22,500 | 22,475 | 18,602 |
| Software/hardware maintenance | 172,765 | 172,902 | 150,008 |
| Vehicle repairs and maintenance | 4,843 | 2,324 | 3,816 |
| Minor capital purchases | 24,500 | 56,589 | 119,775 |
| Miscellaneous | 14,730 | 18,161 | 20,636 |
| | <u>751,658</u> | <u>765,860</u> | <u>849,803</u> |
| Amortization of tangible capital assets | 463,289 | 457,741 | 466,629 |
| | <u>6,361,019</u> | <u>6,284,786</u> | <u>6,178,960</u> |
| Annual deficit | (69,493) | (80,970) | (12,187) |
| Accumulated surplus, beginning of year | 1,029,985 | 1,029,985 | 1,042,172 |
| Accumulated surplus, end of year | <u>960,492</u> | <u>949,015</u> | <u>1,029,985</u> |

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

City of Pickering Public Library Board
Statement of change in net debt
Year ended December 31, 2019

| | Budget | 2019 | 2018 |
|---|------------------|------------------|-----------|
| | \$ | \$ | \$ |
| | (Note 6) | | |
| Annual deficit | (69,493) | (80,970) | (12,187) |
| Acquisition of tangible capital assets | (401,000) | (383,975) | (465,952) |
| Amortization of tangible capital assets | 463,289 | 457,741 | 466,629 |
| | 62,289 | 73,766 | 677 |
| Acquisition of prepaid expenses | — | (48,740) | (45,688) |
| Usage of prepaid expenses | — | 45,688 | 37,453 |
| Change in prepaid expense | — | (3,052) | (8,235) |
| Change in net debt | (7,204) | (10,256) | (19,745) |
| Net debt, beginning of year | (509,766) | (509,766) | (490,021) |
| Net debt, end of year | (516,970) | (520,022) | (509,766) |

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

Draft

City of Pickering Public Library Board**Statement of cash flows**

Year ended December 31, 2019

| | 2019 | 2018 |
|---|------------------|-----------|
| | \$ | \$ |
| Operating transactions | | |
| Annual deficit | (80,970) | (12,187) |
| Non-cash items | | |
| Amortization of tangible capital assets | 457,741 | 466,629 |
| | 376,771 | 454,442 |
| | | |
| Change in non-cash operating items | | |
| Decrease (increase) in accounts receivable | 1,420 | (961) |
| (Increase) decrease in due from Government of Canada | (1,599) | 3,592 |
| (Increase) decrease in due from City of Pickering | (74,129) | 14,947 |
| Increase (decrease) in accounts payable and accrued liabilities | 77,360 | 5,450 |
| Decrease in deferred revenue | — | (14,793) |
| Increase in post-employment benefits liability | 7,204 | 11,510 |
| (Increase) decrease in prepaid expense | (3,052) | (8,235) |
| | 7,204 | 11,510 |
| | 383,975 | 465,952 |
| | | |
| Capital transaction | | |
| Acquisition of tangible capital assets | (383,975) | (465,952) |
| | | |
| Net change in cash | — | — |
| Cash, beginning of year | 1,225 | 1,225 |
| Cash, end of year | 1,225 | 1,225 |

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

City of Pickering Public Library Board

Notes to the financial statements

December 31, 2019

1. Significant accounting policies

The financial statements of the City of Pickering Public Library Board (the "Library Board") are the representations of management prepared in accordance with Canadian public sector accounting standards established by the Public Sector Accounting Board ("PSAB") of Chartered Professional Accountants of Canada.

Significant accounting policies adopted by the Library Board are as follows:

Basis of accounting

(a) Accrual basis of accounting

Revenues and expenses are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they are earned and measurable; expenses are recognized, as they are incurred and measurable as a result of the receipt of goods and services and the creation of a legal obligation to pay.

(b) Non-financial assets

(i) Tangible capital assets

Tangible capital assets are recorded at cost less accumulated amortization. Cost includes all amounts that are directly attributable to acquisition, development or betterment of the asset. The cost of the tangible capital asset is amortized on a straight-line basis over the estimated useful life as follows:

| | |
|---------------------------------|----------------|
| Machinery and equipment | 2 to 25 years |
| Information technology hardware | 4 to 8 years |
| Library collection materials | 4 to 7 years |
| Furniture and fixtures | 10 to 50 years |

One-half of the annual amortization is charged in the year of acquisition and in the year of disposal.

Other major assets including the Library buildings are owned by the City and are not reflected in these financial statements.

(ii) Contribution/donation of tangible capital assets

Tangible capital assets received as contributions or donations are recorded at their fair value at the date of receipt, and that fair value is also recorded as revenue.

(iii) Intangible assets

Intangible assets are not recognized as assets in the financial statements.

(c) Post-employment benefits

The present value of the cost of providing employees with future benefits programs is recognized as employees earn these entitlements through service. Any actuarial gains or losses are amortized on a straight-line basis over the average remaining service period (ARSP) of employees. The actuary estimated the ARSP to be 13 years for retirement and 12 years for sick leave benefits.

(d) Government transfers

Government transfers are recognized as revenue by the Library Board in the period in which the transfer is authorized and any eligibility criteria are met, unless they are restricted through stipulations that require specific actions to be carried out in order to keep the transfer. For such transfers, revenue is recognized as the stipulation has been met.

City of Pickering Public Library Board

Notes to the financial statements

December 31, 2019

1 Significant accounting policies (continued)

Basis of accounting (continued)

(e) Use of estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amount of assets, liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Actual results could differ from those estimates. Balances which require significant estimates include amortization expense of tangible capital assets, which are based on estimated useful lives, and post-employment benefits.

2. Post-employment benefits liability

The Library Board makes available to qualifying employees who retire before the age of 65 the opportunity to continue their coverage for benefits such as post-employment extended healthcare benefits. Coverage ceases at the age of 65. The Library Board also provides full-time and permanent part-time employees a sick time entitlement, with any unused entitlement accumulated year to year. This accumulated entitlement is not vested and therefore is forfeited at the time of retirement or termination. The post-employment benefits obligation at December 31, 2019 and the changes in the accrued benefit obligation for the 2019 fiscal year was determined by actuarial valuation prepared as at December 31, 2017, with projection to December 31, 2019.

Information about the Library Board's post-employment benefits liability is as follows:

| | 2019 | 2018 |
|---|-----------------|----------|
| | \$ | \$ |
| Post-employment benefits liability, beginning of year | 464,078 | 452,568 |
| Current service costs | 31,813 | 30,062 |
| Amortization of actuarial (gains) losses | (363) | (262) |
| Interest expense | 13,512 | 13,157 |
| Benefits paid during the year | (37,758) | (31,447) |
| Post-employment benefits liability | 471,282 | 464,078 |
| | 2019 | 2018 |
| | \$ | \$ |
| Accrued post-employment benefits obligation | 370,872 | 363,305 |
| Unamortized actuarial gains | 100,410 | 100,773 |
| Post-employment benefits liability | 471,282 | 464,078 |

The main actuarial assumptions employed in the actuarial valuation are as follows:

(a) Discount rate

The present value as at December 31, 2019 of the future benefits was determined using a discount rate of 3.75% (3.75% in 2018).

(b) Dental cost

The dental cost trend rate was 3.75% (3.75% in 2018) per annum.

2. Post-employment benefits liability (continued)

(c) Health costs

Health costs were assumed to increase at 6.09% (6.42% in 2018) and decrease by 0.33% (0.33% in 2018) increments per year to an ultimate rate of 3.75% per year in 2027 and thereafter.

3. Pension agreement

The Library Board makes contributions to the Ontario Municipal Employees Retirement Fund (OMERS), which is a multi-employer plan, on behalf of eligible members of its staff. The Plan is a defined benefit plan that specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay.

OMERS provide pension services to over 496,000 active and retired members and about 1,000 employers. Each year an independent actuary determines the funding status of OMERS Primary Pension ("the Plan") by comparing the actuarial value of the invested assets to the estimated present value of all pension benefits that members have earned to-date. The most recent actuarial valuation of the Plan was conducted as at December 31, 2019. The results of this valuation disclosed total actuarial liabilities as at that date of \$106,443 million in respect of benefits accrued for service with actuarial assets at that date of \$103,046 million indicating an actuarial deficit of \$3,397 million. Because OMERS is a multi-employer plan, any pension plan surpluses or deficits are a joint responsibility of Ontario municipal organizations and their employers. As a result, the Library Board does not recognize any share of the OMERS pension surplus or deficit.

Contributions in the amount of \$300,971 (\$288,959 in 2018) were paid to OMERS on behalf of its members during the year.

City of Pickering Public Library Board
Notes to the financial statements
December 31, 2019

4. Tangible capital assets (TCA)

| | Machinery and equipment | Information technology hardware | Library collection materials | Furniture and fixtures | Assets under construction | 2019 |
|--|--------------------------------|--|-------------------------------------|-------------------------------|----------------------------------|------------------|
| | \$ | \$ | \$ | \$ | \$ | \$ |
| Cost | | | | | | |
| Balance, beginning of year | 23,681 | 301,848 | 2,250,862 | 423,691 | — | 3,000,082 |
| Additions during the year | — | 13,013 | 344,482 | 26,480 | — | 383,975 |
| Disposals/transfers to TCA during the year | — | — | 421,679 | — | — | 421,679 |
| Balance, end of year | 23,681 | 314,861 | 2,173,665 | 450,171 | — | 2,962,378 |
| Accumulated amortization | | | | | | |
| Balance, beginning of year | 12,914 | 171,719 | 1,155,683 | 165,703 | — | 1,506,019 |
| Amortization | 1,869 | 49,180 | 383,642 | 23,050 | — | 457,741 |
| Accumulated amortization on disposals | — | — | 421,679 | — | — | 421,679 |
| Balance, end of year | 14,783 | 220,899 | 1,117,646 | 188,753 | — | 1,542,081 |
| Net book value | 8,898 | 93,962 | 1,056,019 | 261,418 | — | 1,420,297 |
| 2018 | | | | | | |
| | \$ | \$ | \$ | \$ | \$ | \$ |
| Cost | | | | | | |
| Balance, beginning of year | 23,681 | 255,350 | 2,358,369 | 350,759 | 20,290 | 3,008,449 |
| Additions during the year | — | 46,498 | 366,812 | 72,932 | — | 486,242 |
| Disposals/transfers to TCA during the year | — | — | 474,319 | — | 20,290 | 494,609 |
| Balance, end of year | 23,681 | 301,848 | 2,250,862 | 423,691 | — | 3,000,082 |
| Accumulated amortization | | | | | | |
| Balance, beginning of year | 10,546 | 129,978 | 1,224,942 | 148,243 | — | 1,513,709 |
| Amortization | 2,368 | 41,741 | 405,060 | 17,460 | — | 466,629 |
| Accumulated amortization on disposals | — | — | 474,319 | — | — | 474,319 |
| Balance, end of year | 12,914 | 171,719 | 1,155,683 | 165,682 | — | 1,980,317 |
| Net book value | 10,767 | 130,129 | 1,095,179 | 257,988 | — | 1,494,063 |

5. Accumulated surplus

Accumulated surplus consists of the following:

| | 2019 | 2018 |
|-------------------------------------|------------------|-----------|
| | \$ | \$ |
| Invested in tangible capital assets | 1,420,297 | 1,494,063 |
| Post-employment benefits liability | (471,282) | (464,078) |
| | 949,015 | 1,029,985 |

6. Budget figures

The 2019 budget was not prepared on a basis consistent with that used to report actual results. The budget was prepared on a modified accrual basis while Canadian public sector accounting standards require a full accrual basis of accounting. The budget figures treated all tangible capital asset (TCA) acquisitions as expenditures and did not include amortization expense on tangible capital assets or post-employment benefits expenses on a full accrual basis. The following provides a reconciliation from the approved budget to the budget numbers presented in the financial statements.

| | 2019 Council approved budget | Post-employment benefits / Amortization/ City Assets | 2019 budget presented in statements |
|-------------------------------------|---|---|--|
| | \$ | \$ | \$ |
| Revenue | | | |
| City of Pickering | 8,002,747 | (1,984,146) | 6,018,601 |
| Province of Ontario grants | 2,090,571 | (1,984,146) | 106,425 |
| Fines and other receipts | 166,500 | — | 166,500 |
| | 10,259,818 | (3,968,292) | 6,291,526 |
| Expenditures | | | |
| Salaries and benefits | 4,563,417 | 7,204 | 4,570,621 |
| Material, supplies and utilities | 575,451 | — | 575,451 |
| Services | 751,658 | — | 751,658 |
| Amortization | — | 463,289 | 463,289 |
| | 5,890,526 | 470,493 | 6,361,019 |
| Annual surplus (deficit) | 4,369,292 | (4,438,785) | (69,493) |
| Capital expenditures/ additions | 4,369,292 | (3,968,292) | 401,000 |

7. Comparative figures

Certain of the prior year's comparative figures have been reclassified to conform to the current year's presentation.

8. Subsequent event

Subsequent to the year-end, on March 11, 2020, the World Health Organization characterized the outbreak of a strain of the novel coronavirus ("COVID-19") as a pandemic which has resulted in a series of public health and emergency measures that have been put in place to combat the spread of the virus. The duration and impact of COVID-19 is unknown at this time and it is not possible to reliably estimate the impact that the length and severity of these developments will have on the financial position, results of operations and cash flows of the Library Board in future periods.

Draft

BOARD DRAFT CALENDAR 2021

| Meeting Date & Location | Activities & Ownership Linkage | Ends – Development & monitoring | Board Education | EL Policies- Monitoring | Board Means/ Activities | Other |
|---|-------------------------------------|--|---|---|---|---|
| January 28 7:00 pm Virtual | Linkage Plan for 2021 | EP 1 Global Ends Policy 2020 Stats Review | Virtual Programming | EL 8 Asset Protection | Election of Board Chair and Vice Chair Appoint Linkage Committee | Approval of Annual Calendar Land Acknowledgement |
| February 25 7:00 pm Virtual | Council Presentation | | Pickering Heritage and Community Centre | EL 3 Staff Treatment | | OLA Super Conference February 3 - 5 |
| March 25 7:00 pm Virtual | | | Risk Management | EL 9 Compensation & Benefits | | |
| April 22 7:00 pm Virtual | | Quarterly Stats review (1 st quarter) | Collections Update | EL 1 General Executive Constraint | Annual Advocacy Plan | Board By-Law review |
| May 27 7:00 pm Virtual | | | Community Engagement | EL 4 Staff Conduct | | Policy Review |
| June 17 (3rd week) Virtual | | | Children's & Teens | EL 10 Communication and Counsel to the Board | | Land Acknowledgement for Indigenous History Month |
| No meetings during July & August – Summer Reading Club Kick-off and Completion Events, Board members welcome | | | | | | Library as Place Conference |
| September 23 7:00 pm Virtual | | Budget Estimates for 2022 Quarterly Stats Review (2 nd quarter) | Treasurer | EL 5 Financial Planning EL 6 Financial Condition | Audit Board's Annual Report to the Community | |
| October 28 7:00 pm Virtual | | Quarterly Stats Review (3 rd quarter) | Outcomes and Evaluation Measurement | EL 2 Treatment of Clients | CEO Evaluation Committee | |
| November 25 7:00 pm Virtual | Council Presentation | | Board Succession Planning | EL 7 Emergency Executive Succession | | |
| December 16 7:00 pm Virtual | Linkage Plan for 2022 & Review 2021 | Budget Update | | | Celebration of Accomplishments | |

Board End: Lifelong Learning

Wee Listen Podcast

In November, three members of the Disruptors events team began recording a children's podcast titled "Wee Listen." Using the human-centred design thinking process that involved interviewing clients and testing prototypes, the idea for a "screenless" program format came into focus. The podcast features stories and songs for children, along with jokes, puzzlers, and fun facts. Six episodes have been recorded for Season One. The first episode, "Vroom!", was released on January 5 and has been downloaded nearly 200 times. The upcoming Black History Month episode will feature special guest and local storyteller, Kesha Christie. Other episode themes include friendship, pets, and camping. "Wee Listen" is available on pickeringlibrary.ca and several other podcast platforms, including Apple Podcasts and Spotify.



Virtual Interviewing Prototype Workshop



Due to the challenges posed by the COVID-19 pandemic with regards to employment and job seeking, the Disruptors hosted a very special workshop (which also served as a human-centred design prototype and learning opportunity for the team) dedicated to helping job seekers with setting up their space and technology for the perfect virtual job

interview. Career counsellors often help people with job interview skills, but not how to ensure they have the technical setup for a job interview. Topics of the workshop included hardware and software setup and best practices, webcam positioning & framing, lighting, audio, and room / set design just to name a few. The workshop was met with such enthusiasm and positive responses that a second event is scheduled for Friday, February 5.

Noon Year's Eve Party

On December 30, staff hosted a Noon Year's Eve Party. 35 children attended over Zoom, equipped with crowns and noise makers provided in advance as Take & Make kits. The participants listened to songs, danced, and coloured, as well as listening to a pair of New Year's stories. Just before noon, the children counted down and then let loose with noise makers. One client, who had attended many of our children's programs, made a special point of thanking staff for all the events they have run this year.

Board End: Welcoming Public Facilities / Virtual Spaces

Weeding the Collection and Creating Additional Space on the Second Floor

A weeding project of the second floor of the Central Library began in August to remove older, unused, and worn items. The collection that remains is more attractive, current, and browsable. This project also fulfilled a secondary goal of creating some much-needed space on the second floor for individual and group study. To create this additional space, items that were used less but have enduring value are housed in storage and are available for clients through holds. Photo to right shows all the new space created on the east side of the second floor!



Library Service During the Stay-at-Home order

The Ontario government issued a Stay-at-Home order that went into effect on January 14. It was specified that curbside pick up service can be provided by public libraries and all staff that can work from home should do so. The library has staff onsite to field questions by phone, chat, and email, and to provide curbside service to our clients while following all recommended health and safety protocols. Event staff who were coming into the library to provide live and recorded digital events are now delivering programs from home unless it is essential to come in to use The Set.

Board End: Community Engagement

St. Mary Catholic Secondary School ESL Class Students

Community Engagement staff hosted two virtual outreach sessions for high school students in ESL classes at St. Mary Catholic Secondary School, organized in partnership with the Settlement Workers in Schools (SWIS) team from Community Development Council Durham (CDCD). Library staff presented information to the students about how to register for a library card, how to search the online catalogue and place holds, and how to access all the library's digital resources and online events. The students and teachers were very interested in the new online tutoring resource, Brainfuse, as well as the Thursday evening events for Teens. These outreach presentations resulted in approximately 15 new library card registrations.

Black Children in Durham Region

In partnership with John Howard Society's *Together We Are* program, outreach staff hosted a virtual presentation for parents and caregivers of Black children in Durham Region. Library staff shared information about our digital library and online services with the parents and caregivers. The presentation focused on how to access the library during the pandemic. As requested by the partner, staff prepared and shared book lists of children's and young adult books by Black authors and shared some of the Library's anti-Black racism reading lists.

Supporting Organizational Excellence

Human-Centered Design (or Design Thinking)

Human-Centered Design is about solving problems. It requires connecting and understanding the needs, issues, and pursuits of the people that we are designing for. The process includes empathizing with people, brainstorming potential solutions, building and testing prototypes, and implementing and evaluating the new solution. Design thinking is an established method for generating innovative outcomes for an organization but it is still fairly uncommon practice in public libraries.

The management team took the Human-Centered Design course in the fall and the images below are from one prototype exercise. They were exploring the question "Why are parents not visiting the Library with young children during the pandemic?" They came up with many possible solutions and, in the images below, they tested out creating library cards and signing out books at an outdoor EarlyOn event. They also saw how another organization effectively reached this target audience by hosting regular programs in a park setting, even in November.

Twelve staff have been registered to take the introductory course in January and we look forward to using Human-Centered Design practices more widely in the future.

Our Final
Prototype
EarlyON Partnership



Lights! Camera! Action!

2020 was a challenging year and the Engagement Committee brought some much-needed fun and joy to PPL's Team by holding the 1st ever Virtual Celebrate Event at the end of 2020. The online event celebrated PPL's 2020 most memorable moments and achievements. The theme of the party was 'Oscars' and included glamorous and

memorable moments of the PPL Celebrities, Movie Trivia, Juicy Gossip and Scandals, Oscars Gift Bags, and an Awards Ceremony (Service Awards). We even had a Singing CEO and a costume competition! The event was a big success with many positive comments and feedback from the staff. Some of the comments included, "It was a best event yet"; "Take a bow! The 2020 Oscar production was really well done! Fun, funny & entertaining complete with motley Managers and a singing CEO!"



Management & Staffing Changes

Changing demand from the community for information and technology assistance has guided the Library to assess how we can best serve our clients. We've balanced this with the goal of building up our staff's skills and competencies to match the increasing role that technology plays in all our lives. Effective January 18, we began the process of combining the Information and Tech teams into one so that staff will be able to better help clients with readers' advisory, reference, Maker Space and technology requests. All Tech and Info staff will report to the Manager of Client Experience.

POLICY TYPE: ENDS Policy (EP 1)

POLICY TITLE: Global ENDS

I hereby present my monitoring report on your Executive Limitations policy “Ends” 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.



Signed (CEO/Director of Public Libraries)

January 21, 2021

Date

Policy Element: First Level Ends

The Pickering Public Library exists so that all Pickering residents have equitable access to resources, information, and ideas that will enrich their personal, civic, and corporate lives.

Interpretation:

1. “Pickering residents”: all members of the Pickering community (i.e. individuals who reside in Pickering and those who although they may not reside in Pickering are enrolled in a Pickering school, own property in Pickering, or are employed by a Pickering business).
2. “equitable access”: deliberate and intentional efforts to create service delivery models that will make sure that community members can access the resources, ideas, and information they need.
3. “resources, information and ideas”: the library collection, programs, and all facilities and services.

Compliance will be demonstrated when:

1. Most Pickering residents are aware of and/or use the Library service.
2. Library service is barrier free to residents and in compliance with AODA guidelines.
3. Library services are of value to the community.

Evidence:

1. Reporting on the global ends achieved in 2020 will show decreased levels of engagement from 2019 as a result of the pandemic closures, restrictions, and reduced operating hours. We will report on prior year numbers and highlight notable changes in library use during the pandemic.

As of December 2020, there are 37,583 active library accounts (2019: 40,501). The number of memberships fluctuates during the year as new cards accounts are created and older, unused accounts are switched to inactive. An active account can represent one individual or may be the single account for an entire household. Some library services can be accessed without a library account. As such, the number of accounts does not represent total number of residents who use the library in Pickering. In 2020, there were 1,775 library accounts created (2019: 3,590).

According to the latest provincial statistics (2018), the average membership per capita rate among comparably sized libraries is 32%; Pickering's membership rate is 39%.

2. PPL's three Library facilities conform to accessibility standards. Library spaces were upgraded with additional health and safety measures in 2020 for the pandemic (added spacing, plexiglass, reduced building occupancy).

New in 2020 was the addition of screen reader software on all public computers at the library. This complements existing accessibility software we provide.

During the pandemic period of 2020, the Library strived to increase equitable access to library services especially related to those in the community who do not have access to broadband internet or technology. The Library's collection of 14 "Internet Kits" (hotspots and iPads) and 13 hotspots were in high demand by Pickering residents.

Core library services remain free of charge as per the *Public Libraries Act*. In 2020, the Library Board approved the suspension of overdue fines for the remainder of the year and then subsequently for all of 2021 to comply with pandemic restrictions and reduce financial stress to some residents economically impacted by the pandemic. This has resulted in increased equitable access.

As required, the Library has submitted a 2020 Accessibility Compliance Report to the Ministry of Seniors and Accessibility.

3. Despite the challenges of providing library service during a pandemic and the closure of our buildings for nearly 3.5 months, there were many bright spots that highlight the value of the Library to the community.

Measurement of this value can be seen in both the numerical data and the stories of the past year:

- We loaned nearly 500,000 physical and digital items. (2019: 950,000)
- Internet access on our public computers had nearly 625,000 sessions (2019: 2,480,000)
- There were 144,500 pages printed or copied (2019: 425,000)
- Our digital learning resources were accessed over 108,000 times (2019: 88,000)
- We delivered 369 virtual programs (2019: 0)

Stories and comments from staff:

- “Client very appreciative that the library is open and able to help her print from her phone. Client’s daughter told her to “go to the library and they can help you, Mom.””
- “Client wanted to play a library DVD on one of our computers. I was able to find instead on Kanopy and also showed her Lynda.com.”
- “Client called to thank us for being open and operational – a place that provides an outlet for covid boredom with our books!”

Comments from clients:

- “As a new patron of the Pickering Library system I would like to share some positive feedback. Sign up was quick and professional. Library has an app, that’s useful. Good selections in sections I’m interested in: computer software, AI and jazz music. Keep up the good work!”
- “Thank you to the staff for making this reading program for the children.
- “Thank you for still providing a way to access our beloved books!”

Second Level Ends will be presented at the January Board meeting.



INTERNAL MONITORING REPORT

POLICY TYPE: Executive Limitations (EL 8)

POLICY TITLE: Asset Protection

I hereby present my monitoring report on the Board's Executive Limitations policy "Asset Protection" 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.

Signed (CEO/Director of Public Libraries)

January 21, 2021

Date

Policy Element: Header Paragraph

The CEO will not allow assets to be unprotected, inadequately maintained nor unnecessarily placed at risk.

I interpret this as follows:

1. "assets": the physical buildings, the collection and property of the Pickering Public Library.
2. "unprotected": without insurance or a designated fund to cover repair or replacement; or safeguarded through procedures and practices
3. "inadequately maintained": not properly serviced or housed according to the manufacturers specifications and accepted practice.
4. "unnecessarily": without good reason.

Compliance will be demonstrated when:

1. Library branches are properly maintained. The collection and all other property are protected against theft or damage.
2. In the event of an emergency, a process is in place to use designated funding available at the City; or safeguards are in place resulting in little risk to library assets.
3. Equipment and collections are protected by adequate maintenance contracts.
4. A process is in place to examine any cause of unexpected damage to ensure that assets were not placed at risk unreasonably.

Evidence Available:

1. Direct inspection of facilities, RFID & other security mechanisms.

2. Direct inspection of current insurance certificates and various security systems at PPL (RFID, security cameras, security guard at Central, intruder alarm system at all branches).
3. Direct inspection of service contracts for Library equipment and services.
4. Direct inspection of relevant incident reports.

Policy Element #1

Accordingly the CEO will not:

Allow the organization, Board members, and staff to be uninsured against theft, fire, and casualty losses to a prudent replacement value and liability losses, in accordance with the City of Pickering procedures and practices.

I interpret this as follows:

“prudent replacement value”: replacement value as determined by the City’s current practices.

Compliance will be demonstrated when:

The Library has comprehensive and adequate insurance coverage.

Evidence Available:

1. Direct inspection of the current insurance certificates.

Policy Element #2

Subject facilities and equipment to improper wear and tear or insufficient maintenance.

I interpret this as follows:

1. “improper wear and tear”: misuse or overuse causing damage above what is expected under normal use conditions.
2. “insufficient maintenance”: not maintaining items according to supplier’s recommendations and good practice.

Compliance will be demonstrated when:

1. Facilities and equipment, whether under maintenance contract or not, are monitored on a regular basis to ensure they are in good order.
2. All library facilities and equipment are working properly or are quickly serviced if a breakdown occurs. Facilities and equipment are in a state of good repair. Valid maintenance contracts for all appropriate equipment are in place. A plan exists to manage future facilities maintenance.

Evidence Available:

1. Direct inspection by interviewing City Facility managers.
2. Direct inspection of City facilities database shows upcoming library maintenance requirements to assist with forecasted budgets.

Policy Element #3

Unnecessarily expose the organization, its Board, or staff to claims of liability.

I interpret this as follows:

1. “unnecessarily” without good reason.
2. “claims of liability” legal claims of fault.

Compliance will be demonstrated when:

There are no claims where the Library failed to exercise reasonable and prudent precautions.

Evidence Available:

1. Direct inspection by interviewing the City Solicitor about any liability claims against the Library. In 2020 there were no claims.

Policy Element #4

Make any purchase or contracted purchase:

- a) which does not comply with the terms and conditions outlined in the Pickering Public Library’s Purchasing Policy.
- b) wherein normally prudent protection has not been given against conflict of interest;

I interpret this as follows:

“conflict of interest”: the generally accepted definition as outlined in the *Municipal Conflict of Interest Act*.

Compliance will be demonstrated when:

All purchases are compliant with the Pickering Public Library’s Purchasing Policy which covers both procurement and conflict of interest.

Evidence Available:

1. Direct inspection of the Purchasing Policy, purchase orders, and the annual external audit.

Policy Element #5

Receive, process, or disburse funds under controls that are insufficient to meet the City of Pickering appointed auditor’s standards.

I interpret this as follows:

“auditor’s standards”: the standards expressed in the letter accompanying the most recent audit report.

Compliance will be demonstrated when:

The current audit report (“Financial Statements”) does not include a management letter outlining deficiencies.

Evidence Available:

1. Direct inspection of the 2020 audit documents did not identify any deficiencies.

Policy Element #6

Allow property, both real and intellectual, information and files to be unprotected against loss or significant damage.

I interpret this as follows:

1. “real property” land or buildings and the contents of the buildings.
2. “intellectual, information and files”: records and works created by Library staff for the Library and data collected by library staff.

Compliance will be demonstrated when:

1. Staff are trained and provided with necessary tools to ensure the security of all real property, ensuring that there is minimal risk to property.
2. Staff are made aware that intellectual property created on behalf of the library on paid time is the property of the Library. Library records and files are routinely backed up as insurance against loss.

Evidence Available:

1. Direct inspection of security systems: RFID system, security cameras, incident reports, security guard contract, intruder alarms, and Employee Code of Conduct Policy. The CEO’s Information Update reports on noteworthy security breaches. There were no known or reported noteworthy breaches in 2020. Standard proactive systems scanning, monitoring and best practices are in place to prevent any future breaches.
2. Direct inspection of: Technology Policy and Employee Code of Conduct.

Policy Element #7

Endanger the organization’s public image or credibility, particularly in ways that would hinder its accomplishment of “Ends”.

I interpret this as follows:

“endanger the organization’s public image or credibility”: jeopardize the Library’s good reputation.

Compliance will be demonstrated when:

The Library’s reputation within the community remains positive.

Evidence Available:

1. Direct inspection of client feedback from surveys, comments, and media coverage reveals a positive perception of the library within the community. Social media and other methods of communication are monitored closely, and any negative or potentially negative issues are addressed by staff immediately.
2. Two letters were sent by community members to the Library Board’s email account in 2020 raising concerns regarding: 1) lack of information about the Library’s plans to address anti-Black racism; and 2) an upcoming Drag Queen Storytime program. The

Library Board discussed the topic of anti-Black racism at the next board meeting and directed staff to publish a letter to the community outlining the Library's commitment to addressing anti-Black racism. The Drag Queen Storytime proceeded as scheduled. The CEO and Chair of the Library Board responded to both emails.

Policy Element #8

Compromise the independence of the Board and City's audit or other external monitoring.

I interpret this as follows:

"compromise the independence": attempt to influence the outcome

Compliance will be demonstrated when:

The audit or any external monitoring process remains free of bias or influence.

Evidence Available:

1. Direct inspection of the reports of the Auditors and any other external monitors.

| PPL BOARD LINKAGE PLAN 2021 DRAFT | | Linkage Committee – (Conversations to be held in a safe manner -Zoom, phone, socially distanced in-person) | | | |
|--|----------------------|--|--|---|-------|
| EVENT/GROUP | DATE | PLANNED BOARD ACTIVITY | ACTIONS | DESIRED OUTCOMES | FINAL |
| 2021: Primary Focus: Seniors Related strategic goals: “Lead Inclusion and Belonging” “Empower the Community’s Physical, Social and Mental Well-Being” “Support Financial Knowledge and Success” | January/ February | Discussion with seniors identified by: City (Seniors Centre Without Walls) Library (Internet Kit clients), CAREA or Caremongers. | Discussion with seniors who have faced challenges during the pandemic. | Understanding of the challenges that these seniors have faced and possible solutions in the context of the Library’s Strategic Plan or the Age Friendly Plan. Consider post-pandemic needs. | |
| | March | Discussion with seniors who attend programs with Community Services or the Library or visit the Library. | Discussion with active seniors about the challenges faced during the pandemic. | Understanding of the challenges that these seniors have faced and possible solutions in the context of the Library’s Strategic Plan or the Age Friendly Plan. Consider post-pandemic needs. | |
| | April | Alzheimer Society of Durham/ Livewell Pathway Healthcare Services | Dementia is becoming more prevalent with an aging population. Visit with the Alzheimer Society of Durham and caregivers. | Opportunity to consider what Library service might look like for people with dementia and their caregivers. | |
| | May | Welcome Centre Community Development Council Durham Durham Unemployed Help Centre | Pickering has a growing immigrant population. This would be a good opportunity to learn about the unique needs of senior immigrants. | Opportunity to hold an informal conversation with seniors at this event about Library services and identify possible needs that relate to the Strategic plan. | |
| | June | Meet with seniors from different cultural groups in our | Meet with seniors from at least two cultural groups in | Opportunity to promote the Library and receive feedback about existing services | |

| | | | | | |
|--|---------|--|---|---|--|
| | | community. Examples are: ICCADI/ Indo-Canadian Cultural Association) ACCEIO (Afghan Cultural Association) Friends Indeed (Pakistan-Canada Friendship Society of Durham) | Pickering. | and identify possible needs that relate to the Strategic plan. | |
| Secondary Focus: | | | | | |
| Attend various Library events | Ongoing | Attendance at Library programs or events. | Staff will forward requests for Board members to attend events in the Library as they arise. Board members will know about upcoming Library programs via our publicity vehicles, email alerts, or our upcoming website calendar and specific emails sent to draw their attention to select programs. | Board member visibility to the community. Demonstrated support for staff work internally. Board learning. Strengthen familiarity with demographics engaged and/or disengaged with existing programs and services. | |
| Attend various community events | Ongoing | Outreach staff to determine suitable events. | The Library Board will be informed about specific outreach events that may lend themselves to Board linkage. | Board member visibility. Feedback about Library service from the community. Strengthen familiarity with demographics engaged and/or disengaged with community events. | |