

1. Land Acknowledgement

"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 – refer to [By-laws pgs 6-7](#))

3. Approval of Agenda

Conflict of Interest Disclosure

Chair

MOTION
to Approve

4. Consent Agenda

Chair

MOTION
to Approve

4.1 Minutes of the PPL Board Meeting – [Pg 1](#)
 May 27, 2021

4.2 Minutes of the Ad Hoc Ends
 Committee Meeting – April 15, 2021 [Pg 6](#)

4.3 Minutes of the Ad Hoc Ends
 Committee Meeting – May 20, 2021 [Pg 7](#)

4.4 Minutes of the Board Building
 Committee Meeting – June 1, 2021 [Pg 8](#)

4.5 Library Information Update [Pg 11](#)

4.6 Hiring Policy [Pg 15](#)

4.7 Purchasing Policy [Pg 27](#)

5. Ends Discussion

None

6. Staff Reports

6.1 Update on 2021 TD Summer Reading Club & TGIS Verbal E. Knox & D.
 Update Mirams

6.2 Anti-Black Racism Working Group [Pg 49](#) S. Yung MOTION
 Work Plan and Update To Accept

- 6.3 Overdue Fines Update [Pg 52](#) J. Flowers
7. **Monitoring Reports – Executive Limitations**
7.1 EL #10 Communication and Counsel to the Board [Pg 59](#) M. Fatema MOTION to Adopt
8. **Board Committee Reports**
8.1 Report of the Community Linkage Committee Verbal Update M. Anderson
8.2 Report of the Board Building Committee Verbal Update D. Sharma
8.3 Report of the Ends Ad Hoc Committee Verbal Update A. Maginley MOTION to Accept
9. **Board Policy Review**
9.1 The following EL Policies will be discussed at the next Board meeting. All members to review prior to the next meeting.
[EL #5 Financial Planning](#) A. Maginley
[EL #6 Financial Conditions & Activities](#)
10. **New Business**
10.1 Member Community Reports
11. **Confidential Matter**
None
12. **Adjournment** Chair MOTION to Adjourn

Next Meeting:

To be Held: Thursday, September 23, 2021, 7:00 pm
Location: Virtual

Preliminary List of Motions

Item # Motion

- 3. THAT the items in the Agenda be approved by the Board as presented/amended.

- 4. THAT the items in the Consent Agenda be approved by the Board as presented/amended.

- 6.2 THAT the Board accept the Anti-Black Racism Working Group Workplan as presented.

- 7.1 THAT the Board adopt Monitoring Report EL #10 Communication and Counsel to the Board as presented and; THAT the Board adopt Policy EL #10 Communication and Counsel to the Board as presented/amended, the Policy being complete, sound and effective.

- 8.3 THAT the Board accept the recommendations of the report from the Ends Ad Hoc Committee as presented/amended.

- 12. THAT the meeting be adjourned.

The City of Pickering Public Library Board

DRAFT Meeting Minutes

Held: Thursday, May 27, 2021

Location: Virtual meeting
www.pickeringlibrary.ca/board

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

Absent: Councillor I. Cumming

Staff: J. Flowers – CEO, E. Bird – Director of Support Services, Brenda Gregory – Administrative Assistant

Meeting Commencement Time: 7:07 pm

1. Public Delegations

No public delegations were in attendance.

2. Approval of Agenda, Conflict of Interest Disclosure

No interest was declared.

Motion #21.30

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

Carried.

3. Consent Agenda

Motion #21.31

Moved by D. Sharma, Seconded by R. Coelho **Motion THAT** the items on the Consent Agenda be adopted.

Carried.

4. Ends Discussion

None.

5. Staff Reports

5.1 Community Engagement Project

J. Flowers reported that the Library will engage with residents about the Claremont Open Access and the Outreach Vehicle projects. Engagement is slated to start mid-June and will use a new virtual engagement platform licensed by the City called Bang The Table. The City has also approved an engagement project for the City Centre development,

which will include the Library. M. Brenner added that the City Centre engagement project will be the first opportunity for residents to find out what is proposed for this project and for the City and Library to establish what residents would like to see.

In answer to a question about the City Centre engagement format J. Flowers advised that these details were still being developed but did suggest there would likely be engagement about both the overall project and the three separate facilities.

In answer to a question about the engagement for the Claremont Open Access project, J. Flowers explained that the survey will ask for postal codes so feedback received will be reviewed to ensure that information from north Pickering communities is clearly heard. Further to this project, it was asked if this project would be going ahead, regardless of input from community. J. Flowers noted that input from community is key to ensuring a successful launch and to support the community during its pilot phase.

In addressing a concern about a barrier to engagement in having to sign up on the Bang The Table engagement page on the City website, it was noted that local community groups will also be engaged for input. Councillor D. Pickles has provided contact information for the local Claremont Community Association. M. Brenner suggested that another group to reach out to would be Pickering Neighbours. S. Beckett and M. Brenner both have contact information for this group and will forward to J. Flowers.

5.2 Anti-Black Racism Working Group Update

J. Flowers reported that the ABRWG has started meeting with library staff to discuss priorities and develop their workplan. C. Addo-Bekoe, Manager, People and Culture, met with the group in May and are scheduled to meet with Client Experience Managers next month.

Considering City Council approving remuneration for the City Anti-Black Racism Taskforce, J. Flowers discussed remuneration options for the Library's Working Group. A thorough and thoughtful discussion ensued.

There was concern expressed that offering remuneration or an honorarium could set a precedent for other groups and committees. It was agreed that remuneration or an honorarium should be considered a reasonable request for functional groups – such as ABRWG – who are selected for their expertise to complete specific tasks, in a specific timeframe. It was suggested that such parameters be outlined in a policy for future reference and guidance.

In answer to a question about why the proposal included payment of semi-annual amounts but not any extra remuneration for hourly work outside of meetings, it was explained that the expectation is that the workplan objectives and goals would be accomplished during the monthly meetings, without need for extra hours outside of meetings. In a question about semi-annual payments paid to any group members who may not attend all the meetings, it was explained that while the semi-annual payment schedule was designed to ease the administrative burden, it would be up to the ABRWG to determine if they want to adjust the payment based on meeting attendance.

In a question about adequate funding in the 2020 budget for remuneration this year, J. Flowers advised that there are available funds. Funds for remuneration would be included in future budgets.

S. Sheehy advised that Board approval for remuneration to the ABRWG members was not being requested at this meeting since it is difficult to assess and approve remuneration without a completed workplan. ABRWG has been asked to complete their workplan before the Board's June meeting so that the Board can review it and finalize the honorarium discussion at that time.

5.3 Membership Policy

E. Bird explained that the Membership Policy included in the meeting package is a newly created policy, launched to coordinate with roll out of a new login process for public computers. It is a best practice for public libraries to have such a policy. Most of the content is not new; it is simply now gathered together in a policy statement that clients can access on the website.

In response to a question about non-resident fees being consistent with other jurisdictions, E. Bird confirmed that fees are consistent with other libraries and represent the approximate amount that a household in Pickering pays annually to support the Library.

6. Monitoring Reports – Executive Limitations

6.1 EL #4 Staff Conduct

R. Coelho confirmed that after meeting with J. Flowers to review the monitoring report on EL #4 Staff Conduct the policy is complete, comprehensive, and no additions are needed.

Motion #21.32

Moved by D. Sharma, Seconded by D. Barham **Motion THAT** the Board adopt Monitoring Report Executive Limitation EL #4 Staff Conduct as presented; and **THAT** the Board adopt Policy Executive Limitation EL #4 Staff Conduct as presented, the Policy being complete, sound and effective.

Carried

7. Board Committee Reports

7.1 Report of the Community Linkage Committee

M. Anderson reported that committee has not met and there were no updates.

7.2 Report of the Board Building Committee

D. Sharma reported that the committee did not meet last month. A meeting is planned for June 1st. There was nothing further to report at this time.

7.3 Report of the Ends Ad Hoc Committee

A. Maginley reported that the committee met last week. The Committee updated and reviewed the Ends document, making it more relevant and align more closely with the Strategic plan. He noted that a sixth End was added connected to inclusion and belonging, speaking to the work done in last year.

The City of Pickering Public Library Board Meeting Minutes

Board Members were asked to email J. Flowers, copying A. Maginley, with comments or suggestions on the updated draft Ends document.

Next meeting for the committee will be held on June 10th, after which the committee plans to complete its work and make recommendations to the Board.

8. Governance

8.1 PPL Board By-Laws Review

S. Sheehy reported that a copy of the by-laws with suggested changes denoted in red was sent to the Board via email prior to the meeting. The majority of the by-laws remained the same; some minor changes suggested were to allow meetings to be more inclusive, and relevant to current technology options (e.g., participating in virtual meetings).

Motion #21.33

Moved by R. Coelho, Seconded by D. Sharma **Motion THAT** the Pickering Public Library By-Laws be adopted as amended.

Carried.

9. Board Policy Review

9.1 EL Policy #10 Communication and Counsel to the Board will be discussed at the next Board meeting. All members to review prior to the next meeting. Discussion will be led by M. Fatema.

10. New Business

10.1 Member Community Reports

D. Barham advised that she had questions about the Hiring Policy included in the Board package. It was noted that the policy had been approved as part of the consent agenda and, as a point of procedure, could not be pulled back now for discussion. It was suggested that concerns be forwarded to J. Flowers and, if needed, the policy will be added to the June meeting agenda for further discussion.

11. Confidential Matter

None.

12. Date of Next Meeting and Adjournment

The next Board meeting will be held on Thursday, June 17, 2021, at 7:00 pm as a virtual meeting.

Motion #21.34

Moved by M. Anderson, Seconded by R. Coelho **Motion THAT** the meeting be adjourned.
Carried.

The meeting was adjourned at 8:56 pm.

Signature of Library CEO: _____ Date: _____

The City of Pickering Public Library Board Meeting Minutes

Signature of Library Board Chair: _____ Date: _____

Alternate formats available upon request.

Contact Kathy Williams at kathywilliams@pickeringlibrary.ca or 905-831-6265, ext. 6251.

The City of Pickering Public Library Board Ad Hoc Ends Committee

DRAFT Meeting Minutes

Held: Thursday, April 15, 2021

Location: Virtual Meeting

Attendees: S. Beckett, Councillor M. Brenner, A. Maginley, S. Sheehy

Absent:

Staff: J. Flowers – CEO, E. Bird – Director of Support Services

Meeting Commencement Time: 6:30 pm

1. Discussion on the outcomes of the ad hoc Ends Committee was held. Committee agreed to:
 - Review and make recommendations to existing Ends in the context of:
 - Covid-19 pandemic learning; and
 - Strategic plan alignment
 - Endorse CEO annual targets connected to ends.
2. Akeem Maginley was appointed the Chair of the ad hoc Ends Committee.
3. Reviewed draft Ends document in light of strategic plan and learning from the pandemic.
 - J. Flowers will provide a draft of the ends document as discussed so far to the committee members.
 - Akeem will provide a short report at the April Board meeting.
4. Next meetings will be held one week prior to the May and June Board meetings (the 3rd Thursday of May and 2nd Tuesday of June).

The City of Pickering Public Library Board Ad Hoc Ends Committee

DRAFT Meeting Minutes

Held: Thursday, May 20, 2021

Location: Virtual Meeting

Attendees: S. Beckett, Councillor M. Brenner, A. Maginley (Chair), S. Sheehy

Staff: J. Flowers – CEO

Absent: E. Bird – Director of Support Services

Meeting Commencement Time: 6:30 pm

1. Reviewed the minutes. No changes.
2. Reviewed draft Ends document with changes based on the first committee meeting.
 - J. Flowers will provide a draft of the ends document as discussed so far to the committee members.
 - Akeem will provide a short report at the April Board meeting.
3. Established next steps:
 - Submit draft ends document to the Board for feedback.
 - CEO to bring targets/KPIs attached to the ends to the next Ad Hoc Ends Committee.
4. Next meeting:
 - Thursday, June 10, 2021; 6:30 pm



The City of Pickering Public Library Board Building Committee

DRAFT Meeting Minutes

A Building Projects folder is in SharePoint "Documents"

<https://pickeringpl.sharepoint.com/:f:/r/sites/LibraryBoard2/Shared%20Documents/Building%20Projects?csf=1&web=1&e=kE0b3h>

Held: Tuesday June 1, 2021

Location: Virtual

Attendees: S. Beckett, Councillor M. Brenner, Councillor I. Cumming, D. Sharma (Chair)

Absent:

Staff: J. Flowers – CEO, E. Bird – Director of Support Services

Meeting Commencement Time: 6:30 pm

1. Review of any action items from last meetings

None

2. Developing a Facilities Master Plan

J. Flowers spoke to the committee about the need for a Pickering Public Library Facilities Master Plan. The objective of this document would be to:

- Drive improved client experiences in the Library's physical spaces
- Set priorities for capital projects with endorsement from the Board
- Advocate for capital funding support from our municipal partners

The document would provide the Board with:

- A regular update on the condition of Library facilities (including furniture, equipment and technology) using a condition scale
- A catchment area map and branch profile for each facility
- A history of capital projects
- A projection of capital projects in the next 15 years
- A vision for excellent library spaces and supporting design principles

J. Flowers shared an example from Hamilton Public Library that PPL could use as a template.

<https://www.hpl.ca/sites/default/files/19-01-FMP.pdf>

Committee Recommendation: That the Board direct staff to develop a document similar to the Hamilton PL example. This document would be shared with the Building Committee for review in early September for distribution to the Library Board in late September 2021.

3. Developing a report on the City Centre design questions

J. Flowers reported that there have been changes in the needs of Library clients over the time period of the City Centre Development. With this project paused it provided a good chance to review the design in light of the following issues:

Pandemic related lessons such as:

- Potential Continuation of services such as curbside and the changes that would be needed make those services viable.
- Telework spaces for clients that offer similar features to make the space suitable for clients to work from “home” such as quiet spaces, spaces to have virtual meetings without disturbing others.

Densification of City Centre area impacts such as:

- Possible ways to provide flexible space that would allow changes to collections or staff spaces based on public demand.
This would include consideration of population projections, updated collection size projections etc.
- This process could include interviews with libraries located in dense community for best practices and lessons learned.

Committee Recommendation: That the Board direct staff to develop a report for the Build Committee to review in September and then shared with the Board in October with recommendations for the City Centre Building design. A Board endorsed report would then be submitted to City leadership and the project architect.

4. City Centre Library Costing exercise

J. Flowers reported that Library staff were currently undertaking an exercise to review City Centre Library costing for Operating and FF&E budgets. This information is due to the City in mid-June and will form part of the report to Council about the City Centre costs to be presented in September.

5. Update Mandate of Building Committee

I. Cumming noted that the items discussed at this meeting were outside the original mandate of the Building Committee. It was felt that the Board should be asked to extend the mandate of the Committee.

Committee Recommendation: That the Building Committee ask the Board to expand the mandate of the Committee to include reviewing Building related matters and passing on recommendations to the full Board as appropriate.

6. Status of Existing Building Projects

City Centre Library:

Meetings are continuing but project is on hold until Costing report is presented to City Council in September.

PHCC:

City staff seeking Council approval to apply for grant funding as a carbon neutral, green build. Work would need to be done on the design to make that possible.

Next meeting not yet scheduled

The meeting was adjourned at 7:45 pm.

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

Board End: Lifelong Learning

Let's Find Out About Credit Cards & Debt: Presented by CPA

On May 13th, we hosted a partnered event with Chartered Professional Accountants to educate and empower teens about the risks and rewards of credit cards. We had 4 teens in attendance and all the individuals were very engaged, asking questions, and expressed gratitude that we hosted such an event. One teen even asked for the instructor to mathematically show how compound interest really works. This appeared to be a real eye-opener for the participants.

Board End: Culture of Reading

Drag Queen Storytime

Pickering Public Library will once again partner with both Toronto Drag Queen Storytime and Durham Children's Aid Society to offer a virtual Drag Queen Storytime event on June 29th at 1pm featuring Lucy Flawless. Pickering is one of eight Durham Region libraries offering this exciting and inclusive program for children and families in our community.

Board End: Welcoming Public Facilities / Virtual Spaces

Membership Types/Computer Access Reopening

Pickering PL now has several new membership card options to ensure that anyone who lives, works, goes to school, or owns property in Pickering can access a library card – even without identification. These include our new Access level for clients who are experiencing homelessness or who are precariously housed and unable to provide permanent address identification, and our Visitor level for clients who want to use only our computers.

On June 3, a soft launch reopening for computer access for clients began. During the first few days the clients who made use of the service were very thankful to be able to use our public computers and printer/photocopiers. On June 7, the Library officially opened for public computer access at all three locations with limited numbers allowed in the building. Clients are very pleased that computer service is available again.

Board End: Community Engagement

New Partnership: Bringing the Community Education Bank's Resources to Pickering Students

In June, the Library will launch two new initiatives as a result of a new partnership with [Parents Engaged in Education](#), an organization 'formed by committed parent leaders, teachers and principals who are focused on providing resources to school councils across the province of Ontario'. Parents Engaged in Education have opened a resource centre called the [Education Bank](#), a first of its kind in Canada, serving children in

families with a fixed income of \$40,000 or lower in providing access to learning resources and materials. The partnership will have two components:

1. Support for summer reading

- Families from Pickering who visit the Education Bank and have not registered for the PPL TD Summer Reading Club program will receive a kit with materials, activities and library card registration details.
- The Education Bank will be providing the Library brand new books for school age children and a brand-new Chromebook, all to be used as prizes for TD SRC participants.

2. Pickering Central Library pickup location

- The Central Library will be designated as a pickup location for Education Bank users from Pickering who are unable to travel to the Education Bank site (located at Morningside and Highway 401). This will help eligible Pickering residents overcome transportation barriers that may prevent them from accessing the materials and supports from the Education Bank. This arrangement will be a pilot until the end of 2021.

Superstar Storytellers Summer Series

For the first time, all 17 library systems in both Durham & York Regions will collaborate to bring an interactive series of virtual author visits for families. The Superstar Storytellers Summer Series will offer followers of the featured authors the opportunity to submit fan art, play weekly summer themed bingo to win prizes from their respective library systems and the chance to ask questions of their favourite authors. The schedule for the series is included below:

- Gordon Korman AND Sayantani DasGupta on Tuesday, July 6 from 4:30-5:30pm
- Tracey West AND Vicky Fang on Tuesday, July 20 from 4:30-5:30pm
- Justin A. Reynolds AND Pablo Leon on Tuesday, August 3 from 7-8pm
- Graphix Panel: Jess Keating, Katy Farina AND Aron Nels Steinke on Tuesday, August 17 from 7-8pm

Collaborating with the City for ArtFest

During May, the Library collaborated with staff at the City to host several Artfest events. This year's Artfest theme was "The Roots of Art," and the Library's contribution included programs for children, teens, and adults. These events included:

- **DIY Bean Coaster Art:** This program had 15 people join us to participate in some creative projects through the use of our Make and Take kits.
- **Take & Make Fantastic Flowerpots:** This family-friendly event featured a Make and Take kit with a clay flowerpot and acrylic paint. Approximately 30 clients learned how to paint one of three designs on their flowerpot. This program also included an ASL interpreter to allow a client to participate in the event.
- **Intro to 2D Vector Animation:** Participants were shown how to create a short animation of a seed growing into a flower using Synfig Studio, a free and open-source software program. The program was so well received, another one will be offered in July using an app for tablets and smartphones to extend the reach of the program.

Responsible Pet Ownership Month

In partnership with the City of Pickering Animal Services, four events were held to celebrate Responsible Pet Ownership Month in May. The events included Trivia Gone Wild – trivia that focused on animal services; Take & Make: DIY Dog Bandanas; SafePet Ontario, COVID-19 and Your Pet; and Citizen Canine - Real Pups in the Real World. The workshops featured speakers from community partners and experts including Dr. Mimi Ehrlich from Ajax Animal Hospital, Gillian Ridgeway from Canine Coach, and even Councillor Pickles and Councillor Brenner joined Tammy Merritt from SafePet Ontario.

Strategic Goals (2019 – 2023)

Spaces Committee

The Library has launched a staff Spaces Committee. The purpose of the Committee is:

- To develop, foster, and guide exceptional client experiences at all Library locations, by establishing best practices, guidelines, procedures, and key messages that detail tactics and techniques in the Library's physical spaces.
- To create welcoming, consistent, functional, attractive, and flexible spaces for clients in all Library locations.
- Topics for discussion and decisions by the committee include location look and feel, layout, furniture, signage, color palette, etc.

We are excited to be embarking on this new way of working with our public spaces to improve the client experience at the Library.

Supporting Organizational Excellence

Merging of the Information and Technology Teams

On Tuesday June 1, staff from the Information Team and staff from the Technology Team officially merged into one larger group. This was the culmination of months of planning and peer-to-peer training, including topics such as technology support, Maker Space, programming, information services, collections, and borrower services. The benefits of this merger include: providing superior client service, and having more staff available to support services such as Maker Space and events.

Policy Number:	A10	Pages: 11
Date Originated: (m/d/y)		Review Frequency: Annually
Date Revised: (m/d/y)	June 25, 2020 by Board Motion 20.37	Last Reviewed: June 25, 2020
Point of Contact: Elaine Bird, Director of Support Services		

Hiring Policy

Policy Statement

The objective of this Policy is to:

1. Establish equitable and consistent employment practices.
2. Ensure that vacant positions are filled in a fair and consistent manner, recognizing the bona fide requirements and characteristics of the position being filled.
3. Ensure compliance with governing legislation, policy and conditions specified by the Library's collective agreement with its unionized employees.
4. Ensure that an adequate range of qualified individuals, **representing the community we serve**, are attracted for all vacancies.

Policy Principles

1. Responsibilities

- 1.1. The Chief Executive Officer (CEO) to:
 - a. Approve the filling of all permanent vacancies;
 - b. Approve changes to job descriptions; and
 - c. Authorize negotiated entitlements related to compensation and vacation for non-union employees.
- 1.2. The Director to:
 - a. Work with the People and Culture department to assess and provide staffing requirements;
 - b. Review duties and qualifications of vacant positions and prepare up-to-date and accurate job descriptions;
 - c. Review and authorize all staffing actions initiated within their departments ; and

- d. Participate in the individual selection process as appropriate.
- 1.3. The Manager to:
- a. Initiate Employment request for staffing within their area of responsibility;
 - b. Initiate process for new staffing within their area of responsibility;
 - c. Review all resumes and job applications;
 - d. Participate in the development of interview packages;
 - e. Participate in the individual selection process; and
 - f. Arrange for employee and position orientation on employee's first day on the job.
- 1.4. People and Culture Department to:
- a. Prepare Internal Job Postings and external advertisements for job competitions;
 - b. Receive and review all resumes and job applications;
 - c. Remove bracketed information in relation to selection criteria;
 - d. Assist in the development of interview questions and scoring evaluation;
 - e. Coordinate and participate in the individual selection process;
 - f. Ensure that interviews and hiring decisions are undertaken in a fair and consistent manner and in compliance with governing legislation, policy and terms and conditions in the collective agreement;
 - g. Arrange relocation assistance where appropriate; and
 - h. Provide new employee with benefit orientation and enrolment.
- 1.5. This policy will be supported with a detailed operating procedure which will address the actionable items of those directly involved in recruitment and their respective responsibilities.

2. Procedures/General Provisions

- 2.1. The Manager initiates employment request and forwards to People and Culture with appropriate approvals.
- 2.2. Posting and filling of jobs falling within the scope of a collective agreement will be carried out in accordance with the requirements of the collective agreement.
- 2.3. The job posting shall summarize typical duties of the position, minimum entry qualifications, salary range or pay grade, and application deadline.
- 2.4. All non-union job postings may be advertised internally and externally at the same time in the interests of expediting the filling of a vacancy.
- 2.5. People and Culture reviews applications received according to standards identified in the job description. For union positions, People and Culture will also verify the candidate's seniority date.

- 2.6. Testing of required knowledge, skills and abilities may form an integral part of the screening process. Accommodation needs of an individual due to a disability will be addressed. See Section 5.
- 2.7. Interviews take place and applicants are rated against selection criteria.
- 2.8. The Interview Panel recommends a suitable individual to the Senior Management Team.
- 2.9. Once final approvals are obtained, People and Culture makes a conditional offer of employment to the successful individual which may be subject to a satisfactory pre-employment medical and/or a satisfactory criminal reference check/vulnerable sector screening.
- 2.10. Upon acceptance by the individual, People and Culture will notify the hiring department of the employee's commencement date.
- 2.11. If an internal candidate has been selected to fill a position, the employee's start date in the new position is established through mutual agreement by the two Managers involved.
- 2.12. People and Culture will notify all unsuccessful internal candidates and external applicants interviewed that the vacancy has been filled.
- 2.13. People and Culture will prepare an individual accommodation plan in consultation with the employee, where applicable a union steward (at the employee's request) and an outside medical or other expert at the Library's expense.
- 2.14. The People and Culture Department will arrange for the employee's benefit enrolment.
- 2.15. The immediate non-union Supervisor will schedule the employee for the first available orientation session.

3. Non-Discrimination

- 3.1. In accordance with the Ontario Human Rights Code, the Library will provide equal opportunity for employment to all qualified individuals without discrimination because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, gender identity, gender expression, sexual orientation, age, record of offences, marital status, family status or disability.
- 3.2. The Manager of Supply and Services and/or the Director of Support Services shall have the authority to negotiate terms or conditions of a contract or agreement on behalf to the Library as deemed necessary.

4. Accessible Employment Standards

- 4.1. In accordance with the Employment Standards set forth under the *Accessibility for Ontarians with Disabilities Act, 2005*, the Library shall follow the principles of

dignity, independence, integration, and equal opportunity by addressing the following (Sections 5 to 9):

5. Recruitment, Assessment, and Selection

- 5.1. The Library will notify employees and the public about the availability of accommodations during the recruitment process. Suitable accommodations will take into account the applicant's accessibility needs due to a disability.
- 5.2. Employees will be notified upon hire of the Library's policy to accommodate employees with disabilities and will be provided with updated information whenever there is a change to accessibility policies.

6. Accessible Formats and Communication Supports for Employees

- 6.1. Where an employee with a disability so requests it, the Library must provide or arrange for the provision of accessible formats and communication supports for the following:
 - a. Information needed in order to perform their job; and
 - b. Information that is generally available to all employees in the workplace.

7. Workplace Emergency Response Information

- 7.1. The Library shall provide individualized workplace emergency response information to employees who have a disability, if the disability is such that the individualized information is necessary, and the employer is aware of the need for accommodation due to the employee's disability.
- 7.2. The Library shall provide the workplace emergency response information to the person designated by the employer to provide assistance to the employee.
- 7.3. This information shall be reviewed:
 - a. When the employee moves to a different location;
 - b. When the employee's overall accommodation needs, or plans are reviewed; and
 - c. When the employer reviews its general emergency response policies.

8. Documented Individual Accommodation Plans

- 8.1. The Library will document accommodation plans for employees with disabilities in accordance with the Library's Accessible Employment Standards Policy (A30).

9. Return to Work and Performance Management

- 9.1. The accessibility needs of employees must be respected when utilizing performance management tools.

- 9.2. When providing career development and advancement to employees, the Library shall take into account the accessibility needs of its employees with disabilities as well as any individual accommodation plans.

10. Job-Related Medical Examination

- 10.1. The objective of a job-related medical examination is to ensure that individuals are medically ~~and physically~~ capable of performing the essential duties of the position for which they have been given a written conditional offer of employment.
- 10.2. The medical examination shall relate to the individual's ~~physical and/or mental~~ ability to carry out the essential duties of the job and may be required upon appointment to permanent positions or positions which demand a greater degree of physical effort or fitness.

11. Verification of Credentials

- 11.1. Successful individuals will be required to submit originals of all degrees, diplomas, or other relevant documents which they claim to hold, to the People and Culture Department.
- 11.2. Copies will be maintained in the employee's personnel file for future reference.

12. Reference Verification

- 12.1. Employment references must be completed and documented prior to issuing an offer of employment.
- 12.2. People and Culture conduct all external reference checks using a Telephone Reference Check form. Typically, this will involve contact with at least three (3) previous supervisors of an external applicant.
- 12.3. The Department will obtain written authorization from the applicant prior to conducting a reference check. Only the references provided by the applicant on the Employment Reference Consent Form will be contacted.

13. Unsolicited Applications

- 13.1. Unsolicited applications received by supervisors and elected officials should be forwarded to the People and Culture Department in all instances immediately upon receipt.
- 13.2. Unsolicited applications for employment will be retained in the People and Culture Department for a period of six months.

14. Documentation

- 14.1. In accordance with the administrative requirements set out in the *Municipal Freedom of Information and Protection of Privacy 1990 Act (MFIPPA)*, all

recruitment and selection related data is to be retained in the People and Culture Department, or under custody and control of the City Clerk.

- 14.2. Upon completion of the interview process, interview panel members are required to return all documentation contained within the interview package to the People and Culture Department for central filing.
- 14.3. Documentation related to the interview and selection process will be retained within the People and Culture Department for a period of four years.

15. Nepotism

- 15.1. The Pickering Public Library recognizes that all qualified individuals should be provided with the opportunity to be considered for employment and that family relationships should not unduly or unfairly restrict an individual's right to seek employment opportunities.
- 15.2. The fact that a potential employee is related to an existing employee should neither prejudice nor advance that person's hiring opportunities.
- 15.3. Any attempts at interference, undue influence or coercion relating to employment shall be reported immediately to the CEO for investigation.
- 15.4. The hiring of immediate family or immediate relatives of employees is not appropriate in situations where the related employees would be in a direct reporting relationship.
- 15.5. Given the small size of the Library workforce, it may be necessary to assess the level of the position applied for and possible future impacts related to **direct or indirect** supervision.
- 15.6. Members of immediate family or immediate relatives shall not participate in the recruitment, promotion, or selection process where a candidate is an immediate family or immediate relative.

16. Driver's Licence

- 16.1. The Library will determine all jobs within the Library where the ability to drive is an essential requirement of the position. This requirement will be identified in the job description.
- 16.2. Individuals in positions that require the ability to drive a Library vehicle will be required to sign a Driver's Abstract Consent Form and provide a copy of a valid Ontario Driver's Licence of the correct class for the vehicle to be driven, after a conditional offer of employment has been made.
- 16.3. The City's MTO Signing Authority will arrange to have a semi-annual driver abstract search undertaken for all employees who operate City vehicle and equipment.

- 16.4. Individuals in positions that require the ability to drive a personal vehicle shall complete a Contract for Personal Vehicle Use form and Confirmation of Liability Insurance Coverage form only after a conditional offer of employment has been made.

17. Contract Staff

- 17.1. Individuals may be hired on an employment contract basis to perform specific functions for a specified period of time. Establishment of such contracts shall not violate the provisions of the Library's Collective Agreement.
- 17.2. Benefits will be provided to contract individuals in accordance with governing legislation. Additional benefits may be provided as negotiated between the respective parties.
- 17.3. Contracting of individuals shall be undertaken within the constraints of departmental budgets or other approved funding and will be subject to the approval of the CEO.
- 17.4. Each contract is subject to such terms and conditions as may be negotiated between the Library and the individual contractor.
- 17.5. Contracts will be prepared by the People and Culture Department in accordance with established format and procedures.

18. Recruitment Consultants

- 18.1. The Library recognizes that it may be necessary to rely on the services of outside management consultants to assist in the identification and referral of applicants for certain positions.
- 18.2. Outside consultants may be retained by the Library for:
- a. Senior managerial positions, including the CEO, where it has been determined that a consultant may be better able to attract well-qualified applicants; and
 - b. Professional or specialized technical positions where it has been determined that suitably qualified applicants with specialized skills cannot be attracted by more conventional and traditional approaches to recruitment.
- 18.3. Use of consultants will be subject to review and approval of the CEO and Purchasing Policy.
- 18.4. If recruiting is for the position of CEO, the Board or its designated representatives will be responsible for coordinating the selection and retention of outside consultants and for liaison during the recruitment and selection process.

19. Relocation Assistance

- 19.1. Relocation assistance ensures that a qualified applicant will not be prevented from accepting employment with the Library because of the expense of relocation when (see Relocation Expense Service Agreement form HUR 040):
 - a. The position is a key position for which there is no suitably qualified individual available within the City of Pickering or in the immediate vicinity;
 - b. It is mandatory that the position be filled as quickly as possible; and
 - c. The Director recommends, and the CEO concurs, that such recruitment incentive is appropriate in the specific circumstances.
- 19.2. The Library may assist newly appointed non-resident employees with relocation assistance upon written acceptance of an offer of employment.
- 19.3. The Library will recover on a pro-rata basis, any relocation assistance paid to an employee who resigns or is terminated from employment for just cause within twenty-four (24) months of commencement of employment. Relocation assistance may include both moving expenses and relocation expenses.

20. Probationary/Trial Periods

- 20.1. The City of Pickering Public Library recognizes the importance of a period of evaluation for employees appointed to positions as a result of competition, promotion, or transfer.
- 20.2. Permanent appointments to all positions within the Library shall be subject to satisfactory performance during the probationary/trial period.
- 20.3. Unionized employees will serve a probationary/trial period in accordance with the provisions of the Library's Collective Agreement with its unionized employees.
- 20.4. The standard probationary/trial period for non-union employees of the Library shall be six working months. Any single period of absence during the probationary period in excess of 5 working days, for any reason, shall be added to the probationary period.

21. Criminal Reference Check & Vulnerable Sector Screening

- 21.1. The Library recognizes the importance of ensuring the personal safety and well-being of its employees and the safety and well-being of those members of the community who are receiving services.
- 21.2. The Library will undertake a Criminal Reference Check for all full-time and part-time volunteers, existing employees who have applied successfully and external applicants who will, as a result of their positions, meet one or a combination of the following criteria:
 - a. Employees who occupy a position of trust, financial or otherwise. Otherwise is defined as the level of authority, importance of contacts, impact on the Library's

- image/reputation, and access to confidential/privileged information with the ability to control or manipulate data;
- b. Employees who are required to enter private residences on a regular basis;
 - c. All levels of management; and
 - d. Employees who as part of their job requirements, work directly and interact with the vulnerable sector will form the basis for a Vulnerable Sector Screening.
- 21.3. Criminal Reference Checks Vulnerable Sector Screenings shall be carried out in accordance with the Ontario Human Rights Code.
- 21.4. The Code prohibits discrimination on the basis of a person's record of offenses which is defined as:
- a. An offense in respect of which a pardon has been granted under the *Criminal Records Act* and has not been revoked; and
 - b. An offense in respect of any provincial enactment.
- 21.5. A record of offenses does not include a conviction under the Criminal Code, *Narcotics Control Act*, *Food and Drug Act*, or Federal Criminal Enactment for which a pardon has not been granted or for which a pardon has been granted and revoked.

Definitions

Accessible Formats

Includes but are not limited to large print, recorded audio and electronic formats, Braille, and other formats usable by persons with disabilities.

Applicant

An external individual submitting a job application for employment with the Library.

Candidate

An existing employee submitting a job application for a posted vacancy.

CEO

The Chief Executive Officer of the Library or a designate.

Children

From birth to 18 years of age.

Common-Law Spouse

An adult man or woman who cohabits with a member of the same or opposite sex in a conjugal relationship outside of marriage.

Criminal Reference Check

A check undertaken through the police department on individuals to determine whether they have a record of offences.

Direct Reporting Relationship

A reporting relationship where an individual has the authority to directly control the activities or work assignments of another employee (as in a supervisor/subordinate relationship).

Disability

- a. Any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or in a wheelchair or other remedial appliance or device;
- b. A condition of mental impairment or a developmental disability;
- c. A learning disability or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language;
- d. A mental disorder; or
- e. An injury or disability for which benefits were claimed or received under the insurance plan established under the *Workplace Safety and Insurance Act, 1997* ("handicap").

Employment Reference

Telephone contact with company officials who have supervised the applicant and who have direct knowledge of the applicant's work record and job performance.

Immediate Family

A husband, wife, including common-law spouse, children, including foster or stepchildren, of an employee.

Interview Panel

Consists of People and Culture representative, and representative(s) from the hiring department (typically the immediate non-union supervisor).

Immediate Relative

The parents, brothers, sisters, including foster or step, parents-in-law, brothers-in-law, sisters-in-law, sons-in-law, daughters-in-law, grandparents, grandchildren, or any other relative living with an employee.

Moving Expenses

The reasonable costs of packing, unpacking, cartage and freight of an employee's household effects to the City of Pickering. It will be incumbent upon the prospective employee to provide to the employer three (3) estimates on moving costs prior to authorizing final arrangements.

MTO Signing Authority

The individual(s) authorized by the Ministry of Transportation Ontario to conduct Driver Abstract searches.

Nepotism

Employment preference or other favouritism shown to immediate family or immediate relatives.

Non-Resident Employee

For the purpose of determining relocation assistance under this Policy, a non-resident employee is a new employee who has been appointed to a position with the Pickering Public Library and who does not reside in the City of Pickering, the surrounding area or within commuting distance of the City.

Probationary/Trial Period

A set amount of time during which a new employee appointed to a position must demonstrate the ability to effectively discharge the full range of duties of the position and during which the employer may assess the employee's competence and suitability for the position.

Relocation Expenses

- a. The cost of public transportation (air, rail, bus) of an employee and immediate family to the City of Pickering.
- b. Includes the cost of gas, meals and hotel accommodation for the employee and immediate family if traveling is completed by automobile to the City of Pickering.
- c. Accommodation and meals at a local hotel for a period of not more than fourteen (14) days to allow the employee to make accommodation arrangements.

Supervisor

Immediate Non-Union Supervisor.

Trial Period

A set amount of time during which an existing employee appointed to a new position must demonstrate the ability to effectively discharge the full range of duties of the position and during which the employer may assess the employee's competence and suitability for the position.

Vacancy

When the Library declares a position open and ready to be filled by advertising the position by a job posting.

Vulnerable Sector

Persons who, because of their age, a disability or other circumstances, whether temporary or permanent are in a position of dependence on others; and otherwise at greater risk than the general population of being harmed by persons in a position of authority or trust relative to them.

Vulnerable Sector Screening

A check undertaken through the police department on individuals to determine whether they have a record of offences involving the vulnerable sector.

Alternate formats of this document are available upon request.
Please speak to Library staff for assistance.

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Date Revised: (m/d/y)	June 17, 2021 by Board Motion 21.XX	Last Reviewed: June 25, 2020
Point of Contact: Elaine Bird, Director of Support Services		

Purchasing Policy

Policy Statement

The Pickering Public Library is committed to provide quality services and seek value for the taxpayers of the City of Pickering through the provision of fair, transparent, competitive procurement policies, procedures, and processes.

The Library will achieve this through efficient and professional service delivery, appropriate commitment authority, consultation, cooperation, innovative solutions, standardization, education and collective knowledge of products and market conditions, and partnerships while developing and maintaining quality vendor and client relations.

Policy Principles

1. Administrative Procedures

- 1.1. This Policy shall be read in conjunction with written administrative procedures.

2. Purchasing Principles

- 2.1. The Director of Support Services shall:
 - a. Be responsible for the provision of all purchasing services for the acquisition and disposition of all goods and services required by the Pickering Public Library;
 - b. Arrange for the procurement by purchase, rental or lease of the required quality and quantity of goods or services in an efficient and cost-effective manner;
 - c. Ensure the greatest value for the Library by exercising professional purchasing practices, free from influence and interference, and encourage open, fair, transparent and competitive bidding and where practical, sustainable practices.

- d. Promote acceptance of bids based on total acquisition and life cycle cost, or in the case of a service, the preferred or best level of service, rather than the lowest bid received;
- e. Provide for the appropriate level of delegated commitment authority to enable staff to meet service level expectations; and,
- f. Assist in the facilitation, comparison and assessment of alternate service delivery options.

3. Sustainability Considerations

- 3.1. Staff shall consider, and where appropriate include, one or more of the following matters when preparing specifications for the acquisition of goods and services:
 - a. Reducing green house emissions.
 - b. Protecting indoor and outdoor air quality.
 - c. Improving energy, fuel, and water efficiencies.
 - d. Improving biodiversity.
 - e. Protecting the quality and/or quantity of ground and surface water systems
 - f. Minimizing packaging and waste.
 - g. Making efficient use of natural resources, and using sustainable harvesting or extraction practices, including forest stewardship council (FSC) certified papers.
 - h. Giving preference to high quality durable materials that can be repaired and/or upgraded.
 - i. Requiring materials that contain reusable parts, and/or that are made from renewable, compostable, or recyclable materials or can be taken back for recycling.
 - j. Reducing or eliminating hazardous or toxic substances.
 - k. Minimizing human health impacts.

4. Authorities, Procurement Methods, and Dollar Limits

- 4.1. The Director of Support Services, CEO and City Treasurer have the authority and responsibility to operate a centralized purchasing program on behalf of the Library.
- 4.2. The Manager of Supply and Services and/or the Director of Support Services shall have the authority to negotiate terms or conditions of a contract or agreement on behalf to the Library as deemed necessary.
- 4.3. The CEO, Directors or delegates shall have the authority to sign contracts, agreements, and any other documents on behalf of the Library with third parties for the acquisition, delivery and maintenance of goods or services acquired in accordance with this Policy.
- 4.4. Dollar limits (in Canadian funds) include all costs of acquisition including delivery, custom fees and duties, disposal surcharges, and any other fees, charges, or costs, but exclude HST.

- 4.5. The CEO may delegate to an employee, all, or part of the authority to purchase up to an amount of \$1,000 on the understanding the employee promotes the objectives of this Policy.
- 4.6. The Director of Support Services and / or the Manager of Supply and Services may recommend a bidder for the acquisition of goods or services upon such terms and conditions as he or she deems appropriate consistent with the requirements of this policy (summarized in Appendix 2).
- 4.7. The Manager of Supply and Services shall have the discretion to review pricing and processes undertaken to ensure compliance with this policy.
- 4.8. Pricing for goods or services over \$1,000 and up to \$5,000 not covered by a contract, service or blanket order may be obtained by the Director of Support Services or delegate with a minimum of one informal quote. Where the Director or designate obtains one quote, they are responsible for:
 - a. Ensuring that all required Health and Safety and Insurance related documents and requisite approvals are obtained, and all requirements are met; and,
 - b. Monitoring and ensuring that work is not divided into multiple single quotes to circumvent the requirements of the Purchasing Policy and not routinely sourced to the same vendor.
- 4.9. Pricing for goods or services over \$5,000 and up to \$30,000 not covered by a contract, service, or blanket order may be obtained by the Director of Support Services or delegate. Three informal quotes, where possible, are required.
- 4.10. For goods or services with an estimated total price over \$30,000 the CEO or Director of Support Services shall determine when a Request for Proposal, Request for Quotation or Tender is the most appropriate method to acquire goods or services and shall solicit a minimum of three proposals, quotations, or tenders if possible. Advertising is at their discretion in consultation with the Manager of Supply and Services but an estimated value over \$100,000 shall be advertised.
- 4.11. Where the compliant quotation or tender meeting specifications and offering best value to the Library is acceptable or where the highest scoring proposal is recommended, and the estimated total purchase price is:
 - a. Over \$30,000 and up to \$75,000, the Director of Support Services may approve the award, subject to consultation with the CEO and confirmation of financing by the City Treasurer.
 - b. Over \$75,000 and up to \$250,000, the Director of Support Services may approve the award, subject to the **written** approval of the CEO and City Treasurer.
 - c. Over \$250,000, the Director of Support Services may approve the award, subject to the **written** approval of the CEO, City Treasurer, and the Library Board.

- 4.12. Revenue generating proposals with a value greater than \$100,000 for services are subject to the approval of the Library Board prior to the awarding of the contract.
- 4.13. Goods or services obtained by sealed public tender shall be advertised or by invitation from a list of qualified bidders, or a combination thereof.
- 4.14. Tendering documents shall be issued and opened in public at a specified date and time. Tenders that are late, illegible, unsigned, contain insufficient deposit, contain uncertified cheques, are incomplete or do not include a deposit, bond, or surety, shall be rejected.
- 4.15. The terms and conditions of the deposit, bond or surety are subject to the approval of the CEO. The Director of Support Services and CEO shall jointly recommend a tendering award.
- 4.16. The Director of Support Services shall ensure that all recommendations dealing with the award of a quotation, proposal or tender contains the appropriate funding statement from the City Treasurer.
- 4.17. Authorities and responsibilities shall be applied and administered having regard to the provisions of the Corporate Financial Control Policy and approved Signing Authorities.
- 4.18. If a bid has been approved by the Board and awarded to the selected Bidder and the selected Bidder fails to enter into a contract, the Director of Support Services shall be granted the authority to proceed to the next lowest responsive and responsible Bidder or the next highest evaluated responsive and responsible proponent for a proposal call, for the award of this contract, without going back to the Board for approval, providing there are no bid irregularities, requirements remain unchanged and the new contract is within budget. The approval shall be obtained from the CEO. The Director shall prepare a report to the Board for information purposes for the next scheduled meeting.
- 4.19. When the Board meeting schedule does not allow for timely purchasing approvals by the Board, the CEO will first seek approval from the Board via email. Should sufficient responses not be forthcoming in a timely manner, the CEO will consult with the Chair, who may provide the approval on behalf of the Board provided that:
 - a. The project is in an approved budget;
 - b. Such actions are in compliance with the Purchasing Policy;
 - c. The project is not debt financed; and
 - d. A report respecting those approvals is subsequently submitted to the Board.
- 4.20. If purchasing cost exceeds budgeted amount for a capital purchase, the City Treasurer must be contacted to find a funding source and get Council approval for extra funds.

5. Single Source or Sole Source

- 5.1. The Director of Support Services is authorized to make single or sole source purchases, without competitive bids, and **enter into a contract** if any of the following conditions apply.
- 5.2. Single Source examples:
 - a. In an emergency.
 - b. A fluctuating market prevents the Library from obtaining price protection or owing to market conditions, the required goods or services are in short supply.
 - c. Bids have been solicited and no responsive bid has been received or bids fail to comply with the specifications or conditions, or the lowest bid received exceeds the estimated cost and it is impractical to recall.
 - d. The extension or reinstatement of an existing contract would prove most cost effective or beneficial. The extension shall not exceed one year.
 - e. Goods are required for resale and the determining criteria are marketability and profitability, e.g., promotional items.
 - f. The nature of the requirement would not be in the public interest to solicit competitive bids as in the case of security or confidentiality.
 - g. Due to market conditions or unexpected circumstances, required goods or services are in short supply.
- 5.3. Sole Source examples:
 - a. Competition is precluded because of the existence of a sole source, patent rights, copyrights, secret processes, and control of basic raw material or similar circumstances.
 - b. A component or replacement part is involved for which there is no substitute.
 - c. Compatibility with an existing product is the overriding consideration.
 - d. The purchase involves goods or services for which there is no reasonable substitute or competitive product.
 - e. Supply of which is controlled by a vendor with a monopoly.
 - f. Purchase of goods in a commodity market.
 - g. Work to be performed on or about a leased building or portions thereof that may be performed only by the lessor.
 - h. Work to be performed on property by a contractor according to provision of a warranty or guarantee held in respect of the property or the original work.
 - i. For a contract to be awarded to the winner of a design contest.
 - j. Original works of art.
- 5.4. The Director of Support Services shall summarize the rationale for a single or sole source request in a memo to the CEO.
- 5.5. **The process for Single and Sole source purchases excludes Consulting and Professional Services (see Section 9).**

- 5.6. A single source or sole source purchase up to \$30,000 is subject to the approval of the CEO.
- 5.7. A single source or sole source purchase over \$30,000 and up to \$125,000 is subject to the approval of the CEO, in consultation with the Manager of Supply and Services and the City Treasurer.
- 5.8. A single source or sole source purchase exceeding \$125,000 is subject to Board approval. The City Treasurer will be advised of the purchase and will recommend if Council approval is required.
- 5.9. **Public Art Project purchases or Public Art projects with costs that exceed \$25,000 are subject to Board approval.**
- 5.10. Subject to the above approvals, the Director of Support Services or designate is authorized to enter into negotiations without competitive bids and enter into a contract if deemed advantageous.

6. Consulting and Professional Services

- 6.1. Notwithstanding the provisions of this Policy, which covers the acquisition of goods or services, the acquisition of Consulting and Professional Services shall be conducted in accordance with the provisions of this section.
- 6.2. Consulting and Professional Services will be acquired on a “quality-based selection” methodology rather than only the lowest price.
- 6.3. The Director of Support Services may obtain the services of a particular consultant selected by the initiating Manager without going through a competitive process. Where the funds are available in the approved budget and the project or annual cost of a consulting or professional service assignment is expected to be:
 - a. less than \$30,000 is subject to the approval of the **Director of Support Services**CEO.
 - b. Between \$30,000 and \$50,000 is subject to the approval of the CEO in consultation with the City Treasurer.
 - c. Above \$50,000 is subject to the additional approval of the Library Board.
- 6.4. The Director of Support Services:
 - a. Is responsible for ensuring that all required Health and Safety and Insurance related documents and requisite approvals are obtained, and all requirements are met.
 - b. Must clearly identify phases of the work in the memo seeking approval, monitoring, and ensuring that work is not divided into multiple assignments to circumvent the requirements of the Purchasing Policy and not routinely sourced to the same consultant;
 - c. Shall maintain a listing of the name of the consultant, project title, duration, scope, cost, purchase order number and other pertinent details of the engagement for quick access from enquiries; and,

- d. Shall ensure that the project file includes objectives in measurable deliverables and at the end of the project, include a senior manager's signature signifying that the deliverables have been met.
- 6.5. Where written proposals are obtained in accordance with procedures set out in Section 4 and funds are available in the approved budget:
- a. Less than \$30,000 is subject to the approval of the CEO.
 - b. Between \$30,000 and \$50,000 is subject to the approval of the CEO in consultation with the City Treasurer.
 - c. Above \$50,000 is subject to the additional approval of the Library Board.
- 6.6. A purchase order is required to confirm a consulting agreement.

7. Design and Development Service

- 7.1. Where design or specification development is required, the vendor providing it shall be considered a consultant and contracted as such. The design or specifications shall become the property of the Library for use in obtaining competitive bids.
- 7.2. A vendor providing design, services, consulting, or specifications shall be advised up front they will not be permitted to submit pricing or bid in the competitive process for the requirement if a competitive advantage or conflict of interest is deemed to exist. The CEO, Director of Support Services and City Treasurer will provide a final determination on this matter.
- 7.3. Where the design and end product is part of the same requirement or project, the scope of work will be combined and procured as one project in a competitive method.

8. Emergency Purchase

- 8.1. In an emergency, the Director of Support Services shall obtain such goods and services as are necessary to respond to the emergency.
- 8.2. If the emergency purchase amount exceeds \$50,000, the City Treasurer and the CAO shall be notified, and the CEO shall submit a report of the incident to the Board at the earliest possible time.

9. Cooperative Purchasing

- 9.1. The Library may enter into arrangements with municipalities, local boards, and other public bodies on a cooperative or joint venture basis where there are economic advantages and where the best interests of the Library would be served.
- 9.2. The policy of the government agency or public authority hosting the cooperative call for bids is to be the accepted policy of the Library for the cooperative call and no other approval is required beyond that of the appropriate Director and CEO unless debt financing is required then Council approval must first be obtained.
- 9.3. Section 9.1. above does not preclude the issuance of a purchase order.

10. Purchasing Cards

- 10.1. Purchasing Cards shall be used in accordance with the Purchasing Card Procedure.
- 10.2. The Treasurer has the authority to temporarily adjust the transaction limit for one-time purchases **provided the CEO has provided approval in writing** to authorize the transaction.

11. Disposal of Surplus Assets

- 11.1. The **Director of Support Services Manager of Support Services** is authorized to dispose of surplus assets in a cost effective and efficient manner with approval of the CEO.

12. Purchasing Ethics

- 12.1. The participation of employees of the Library in the procurement process shall be governed by the Library's Employee Code of Conduct.

13. Conflict of Interest

- 13.1. All members of the Library Board must comply with the *Municipal Conflict of Interest Act*.
- 13.2. With respect to all Library purchasing, Library employees must declare and disclose any actual or potential direct or indirect conflicts of interest with respect to their involvement in a procurement process, including all evaluation processes, and where necessary not participate in a procurement process where there is a conflict of interest.
- 13.3. A vendor will be required to declare any real or potential conflict of interest in all instances involving the procurement of goods and services.
- 13.4. The Library reserves the right to disqualify a vendor from further consideration in any instance involving the procurement of goods and services which demonstrates a conflict of interest.
- 13.5. A conflict of interest arising during the term of a contract must be reported immediately. If the Library and the vendor are unable to rectify the conflict of interest to the Library's satisfaction, the Library may terminate the contract.
- 13.6. Failure to disclose a potential conflict of interest during the term of a contract may result in termination of the contract.

14. Prohibitions

- 14.1. No employee or member of the Board shall bid on the sale of goods except those disposed of by public auction.
- 14.2. The Library shall make no personal purchase for any employee, member of City Council, Committee, or Board.

- 14.3. No employee, or member of City Council, Committee, or Board shall purchase or offer to purchase on behalf of the Library, except as may be provided for in this policy.
- 14.4. Contracts entered into in contravention of section 14.3 will not be binding upon the Library. The employee or member of City Council, Committee, or Board who entered into the contract will be responsible for the contract.
- 14.5. No requirement for goods or services shall be divided to avoid the requirements of this policy and the total project or annual requirement shall be considered.

15. Exceptions

- 15.1. Items listed in Appendix 1 are excluded from the requirements of this Policy. The items may be procured by obtaining one price, subject to the funds being available in the current or capital budgets. For accountability and transparency purposes, a Purchase Order may be required when there is a set pre-determined fee or an upset limit.
- 15.2. Notwithstanding, the Director of Support Services is required to provide details to the CEO of any contractual arrangements under Appendix 1 with third parties that exceed \$25,000 annually or are for more than one year. Such details will be provided prior to the commencement of the contract arrangement.

16. Confidentiality and Access to Information

- 16.1. Contents of quotation, tendering, request for proposal documents, with the exception of the information read publicly at a tender opening or reported to the Library Board or Council, shall be treated as confidential and protected as set out under *The Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*, RSO, 1990, Section 11(c), as amended.
- 16.2. Subject to *The Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*, RSO 1990, no employee, or any appointed or elected official, shall divulge the unit prices paid by or quoted to the City or Library for goods or services. The total price in the case of public tenders or the total price in the case of quotations, the name of the successful bidder, as well as any prices included in public reports to the ~~Committee and Council~~ Library Board may be revealed.

17. Disqualification of Bidders

- 17.1. A tender, proposal or quotation submitted by a bidder shall be rejected,
 - a. If the bidder, or any officer or director of the bidder is or has been engaged either directly or indirectly through another corporation including by common ownership or control or otherwise related to a party in litigation with the City (including the Library), its elected or appointed officers, or its employees; and,
 - b. In the opinion of the CEO, the litigation is likely to affect the bidder's ability to work with the Library, its consultants or representatives, and the Library's experience with the bidder in the matter giving rise to the litigation indicates

that the Library is likely to incur increased staff and legal costs in the administration of the contract if it is awarded to the bidder.

18. Bidder Terminated, Unsatisfactory Performance

- 18.1. The Library reserves the right to not consider a bidder for a period of time or exclude a bidder from eligibility to submit a bid, **when:**
1. A bidder has provided unsatisfactory performance by documented evidence of substandard performance or unfulfilled commitment; or
 2. A bidder has been deemed an unsafe contracting party, where there is documented evidence of disregard for or violation of the City or Library's Health and Safety regulations, practices, instructions or non-compliance of the *Occupational Health & Safety Act* and codes; or
 3. There is evidence that a bidder has attempted to exert illegal, undue, or inappropriate influence over an employee, consultant, official, other bidder, or any other person in connection with the Library's decision to accept or decline a bid.
- 18.2. In reaching a decision, the Library shall be entitled to rely upon results of performance evaluations relating to other contracts for the Library and outside parties performed by the subject bidder.
- 18.3. No tender, proposal or quotation will be considered or accepted from the subject bidder during the term of the suspension.
- 18.4. Previous experience or the results of any performance evaluation may be disclosed by Library staff to other municipalities or government bodies upon request, where the subject bidder has listed the Library as a reference.
- 18.5. The bidder may apply to the Library for reconsideration or reinstatement if the bidder is able to demonstrate that the practices or issues leading to the suspension have been rectified.
- 18.6. The Library reserves the right to not consider a tender/ quotation/ RFP from a bidder or any company affiliated with or controlled by the bidder who:
- a. Has been prohibited from bidding on City or Library contracts;
 - b. Has had a contract with the City or Library terminated within three years of the bid close date due to default of the contract;
 - c. Has failed to rectify the performance of any previous contract default to the City or Library's satisfaction, and cannot provide assurances and demonstrate appropriate action to ensure the same or similar problems will not reoccur; or
 - d. Has failed to provide health and safety documentation to the Library's satisfaction.

19. Tendering Irregularities

19.1. Guidelines for handling irregularities:

- a. To maintain the integrity of the public tendering process;
- b. To maintain a flexible process in which low bids are not rejected because of minor irregularities. This approach allows the Library to maximize the advantages of a competitive public tender process;
- c. To ensure that the Library's policy for dealing with irregular tenders promotes fair competition;
- d. To ensure that any bid accepted by the library is legally capable of being accepted; and,
- e. To ensure that no bidder can avoid its bid by its own default or mistake.

19.2. Irregularities that go beyond the scope of these guidelines shall be reviewed with the CEO and City Treasurer who shall have the authority to waive irregularities deemed to be minor.

19.3. In exercising judgement, the advice of the City Solicitor may be requested. Where deemed to be a major irregularity, the City Treasurer and CEO shall have the final decision on acceptance or rejection of the bid.

19.4. Tendering irregularities will be dealt with as follows:

	<u>Irregularity</u>	<u>Response</u>
1.	Late bid.	<ul style="list-style-type: none"> • Automatic rejection and will be returned unopened to the bidder. Bids will be deemed to have been received when the Library has stamped the envelope with the time and date of receipt. • If the bidder's address is not clearly available on the envelope or package, it will be opened solely to access this information in order to return it to the bidder.
2.	Bid envelope or package is not sealed.	<ul style="list-style-type: none"> • Automatic rejection.
3.	Bid not completed by non-erasable ink.	<ul style="list-style-type: none"> • Automatic rejection.
4.	Bid not legible.	<ul style="list-style-type: none"> • Automatic rejection.
5.	Bidder's original ink signature missing from signature page.	<ul style="list-style-type: none"> • Automatic rejection.

6.	Bid qualified or restricted by a statement or alteration added to any part of the document.	<ul style="list-style-type: none"> • Automatic rejection.
7.	Bid received on documents other than those provided by the Library.	<ul style="list-style-type: none"> • Automatic rejection unless allowed for in the bid instructions or received on a true copy (not retyped) of the original document issued by the Library
8.	Bid does not meet specifications.	<ul style="list-style-type: none"> • Automatic rejection.
9.	Alternate bid.	<ul style="list-style-type: none"> • Automatic rejection unless allowed for in the bid instructions or bidder has completed original bid and provided an alternate bid in addition to the original.
10	Bid Security a) Surety's Corporate seal or Surety signature missing from Bid Bond or Agreement to Bond.	<ul style="list-style-type: none"> • Automatic rejection.
	b) Bid Bond or Agreement to Bond <i>does have</i> Surety's Corporate seal and Surety signature but does not have bidder's corporate seal or bidder's statement to bind the corporation.	<ul style="list-style-type: none"> • Two working days to correct.
	c) Bid Deposit, Bid Bond or Agreement to Bond not provided, or not in the form specified or does not name the correct municipality as obligee, or the Surety is not licensed to do business in Ontario.	<ul style="list-style-type: none"> • Automatic rejection.
	d) Bid Deposit, Bid Bond of insufficient amount.	<ul style="list-style-type: none"> • Automatic rejection.
	e) Agreement to Bond not sufficient.	<ul style="list-style-type: none"> • Automatic rejection.

	f) Bid security is not in compliance with the number of days open for acceptance as stated in the bid documents.	<ul style="list-style-type: none"> Two working days to correct and if bidder fails to do so, bid will be rejected.
11.	Bid does not acknowledge addenda.	<ul style="list-style-type: none"> Automatic rejection unless every change set out in the addenda is clearly visible on the face of the bid OR the relevant addendum issued is solely for the purpose of revising the closing date and time.
12.	Bid received from a bidder who has not been approved as a pre-qualified bidder under a prequalification process.	<ul style="list-style-type: none"> Automatic rejection.
13.	Bid received from a bidder who did not sign-in at mandatory site visit when instructed to do so in the tendering instructions.	<ul style="list-style-type: none"> Automatic rejection.
14.	Failure to return the documents as specified.	<ul style="list-style-type: none"> Automatic rejection unless otherwise specified in the tendering instructions.
15.	Partial bid (all items not bid).	<ul style="list-style-type: none"> Automatic rejection unless allowed for in the tendering instructions.
16.	Tender envelope unclear as to contents.	<ul style="list-style-type: none"> Automatic rejection.
17.	Uninitialed changes to the bid documents that are minor (e.g., bidder's address is amended by over-writing but not initialed).	<ul style="list-style-type: none"> Two working days to correct. The Library reserves the right to waive initialling and accept the tender.
18.	Unit prices in the Schedule of Prices have been changed but not initialed.	<ul style="list-style-type: none"> Two working days to correct. The Library reserves the right to waive initialling and accept the tender.
19.	Other mathematical errors that are not consistent with unit prices.	<ul style="list-style-type: none"> Two working days to initial corrections as made by the Library. Unit prices shall govern and the tender will be corrected accordingly. The Library reserves the right to waive initialling and accept tender as corrected.

20.	Pages are missing from bid.	<ul style="list-style-type: none"> Two working days to supply the missing pages where in the opinion of the Library, the missing page(s) would not directly affect the bid submitted. The Library reserves the right to waive the need to receive the missing pages and accept the tender or to reject the tender outright at their discretion.
21.	Withdrawal of bid.	<ul style="list-style-type: none"> Withdrawal of bids received after the closing date and time will not be allowed.
22.	Tie bids.	<ul style="list-style-type: none"> One of the following methods of dealing with two low tied bids may be used, based on the specific situation. Request the two low bidders to resubmit pricing only. No other change to the bid is allowed. Bidders shall be allowed 24 hours from time of request. Use a coin toss to select a recommended bid. The outcome of the tie breaking method shall be final.
23.	Completion date is other than specified in the tendering specifications.	<ul style="list-style-type: none"> Two working days to clarify the completion date. The Library reserves the right to waive the clarification of the completion date and accept the tender, or to reject the tender outright.

Definitions

1. Acquisition

The process of obtaining goods and services.

2. Authority or Authorized

The right to conduct the tasks outlined in this Policy.

3. Bid

An offer or submission received from a vendor in response to a request, which may be accepted, not considered, or rejected.

4. Bidder

The person, firm, or corporation submitting an offer to the Library.

5. Blanket Order

A type of purchase order which is an agreement between the Library and supplier to facilitate the reordering of repetitive use materials or services for a specified term (e.g. for repairs or maintenance purposes) and not to be used for a Capital expenditure.

6. CEO

The Chief Executive Officer of the Library or a designate.

7. Centralized Purchasing

The activities conducted by the Supply & Services Section of the Corporate Services Department.

8. CAO

The Chief Administrative Officer of the City or a designate.

9. City

The Corporation of the City of Pickering.

10. City Treasurer

The Treasurer of the City of Pickering

11. Clerk

The City Clerk or a designate.

12. Consulting and Professional Services

Services requiring technical skills provided on the basis of a defined project or undertaking to recommend and/or assist in implementing solutions including but not limited to supervision related to the project or undertaking.

13. Contract

A binding agreement between two or more parties. In the absence of any other document, a Purchase Order constitutes a contract.

14. Contract Administrator

A person with authority to administer the terms of a contract to oversee the work of a vendor or contractor.

15. Cooperative Purchasing

The participation of the Library with one or more public agencies in a bid solicitation.

16. Council

The Council of the City of Pickering

17. Delegate

A person given authority to acquire pricing on goods and services.

18. Designate

A person authorized to act on behalf of another which may include signing authority to purchase within prescribed limits and/or approval authority.

19. Director

The Library's Director of Support Services.

20. Disposal

The selling, trading, assignment, and/or scrapping of surplus assets.

21. Emergency

A situation that is, in the opinion of the CEO or designate, a threat to public health, safety, property, life or the environment and exists where the immediate acquisition of goods or services is essential to prevent serious delay, injury, damage, restore basic service provided by the Library and warrants operating outside this policy or limit potential liability.

22. Evaluation Committee

Procedures may be established to provide for an evaluation committee comprised of a minimum of two representatives from the Library Department and one from Administration to evaluate proposals in an RFP process for the purpose of making a recommendation.

23. Goods and/or Services

Labour, materials, products, equipment, services, supplies, act to be done, furnished or performed by a vendor that are the subject of the contract.

24. Informal Quotation

An offer received from a vendor through an informal process in response to a request for pricing which can be on a vendor's quotation form.

25. Manager of Supply and Services

City Manager under the general direction of the City Treasurer.

26. Proposal

A written offer from a vendor in response to a written request for proposal (RFP) which may be subject to discussion or negotiation. An RFP process may be used when the good or services cannot be definitively specified, where such proposals would result in specific offers by the vendors.

27. Purchase Order

Contract, in an approved form, issued to a vendor to acquire goods or services, including Blanket Order and Limited Purchase Order.

28. Purchasing Card (PCard)

A credit card issued by the City that is used to purchase and pay for goods and/or services subject to spending and/or transaction limits.

29. Quotation

A written offer received from a vendor in a form prescribed by the Manager in response to a request for quotation (RFQ).

30. Responsive and Responsible Bidder

One who complies with the instructions of the bidding document, contractual terms, conditions, specifications and who can reasonably be expected to provide satisfactory performance of the proposed contract based on adequate financial and other resources, satisfactory reputation, references, and performance on similar contracts.

31. Single Source

Where there is more than one source in the open market but only for reasons of function or service, one vendor is recommended for consideration of the particular goods and/or services.

32. Sole Source

Only one source of supply available for particular goods and/or services.

33. Standardization

The adoption of a single product or group of products to be used by one or more departments.

34. Systems Contract

An agreement with a supplier carrying an inventory of specific items for the Library such as office supplies, janitorial supplies, work wear, etc.

35. Tender

A written offer in a form specified by the Library received from a bidder in response to a request for tender.

36. Vendor

Individual, firm, supplier, contractor, architect, consultant, or bidder.

Responsibilities

1. Role of the Pickering Public Library Board

- 1.1. The Board is responsible for active support and approval of the Purchasing Policy.

2. Role of the Chief Executive Officer

- 2.1. The CEO is responsible for actively supporting the Purchasing Policy.
- 2.2. Recommending necessary amendments to this policy for consideration by the City Treasurer and Pickering Public Library Board.
- 2.3. Approving administrative changes to procedures required to implement the provisions of this Policy.

3. Role of the City Treasurer

- 3.1. Review amendments to this Policy made for consideration by the Library Board.
- 3.2. When required or requested, provide final decisions in regard to matters of interpretation and implementation of this Policy.
- 3.3. Review and approve all award reports to ensure sufficient budgeted funds exist to support the recommendation for award.
- 3.4. Approve changes to the PCard transaction limit to reflect changes for efficiencies.

- 3.5. Assess the potential risks by vendors providing goods or services to determine appropriate insurance coverage and obtain requisite proof of coverage.

Related Documents

- Purchasing Card Procedure

Resources

- Appendix 1 - Exceptions
- Appendix 2 – Summary of Procurement Method and Approval Authority

Alternate formats of this document are available upon request.
Please speak to Library staff for assistance.

Exceptions

The following items may be procured by obtaining one price, subject to the funds being available in the current or capital budgets. For accountability and transparency purposes, a Purchase Order may be required when there is a set pre-determined fee or an upset limit. Those categories where this may be applicable are marked with an asterisk.

Notwithstanding, it is expected that the objectives of this Policy will be promoted in any expenditures for goods or services.

1. Petty Cash expenditures
2. Purchases under \$1,000
3. Training and Education
 - a) Conference, Course, Convention and Seminar, including accommodation, travel
 - b) Magazine, Book, Periodical, Subscriptions
 - c) Membership Fee
 - d) Facilitator, Trainer Fee
4. Catering, Food or Entertainment Services *
5. Advertising
 - a) Newspaper (national and local), periodical, trade journal, magazine (A contract arrangement for advertising such as the Community Page is not considered an exception).
6. Professional Fees *
 - a) Consultant fee related to litigation
 - b) External Auditor
 - c) Legal Services
 - d) Ontario Land Surveyor
 - e) Property Appraisal
 - f) Medical Service
 - g) Mediation Service
 - h) Laboratory Service
 - i) Actuarial Studies and Reports
 - j) Assessment Appeal, Assessment Services and Related Expenses
 - k) Banking, Brokerage or Underwriting Service, Investment and Related Services Including Funds Transfer and Security
 - l) Liability, Property and Other Forms of Insurance and Adjusting Services
 - m) Temporary Help
 - n) Collection Services
 - o) Tax and Cost Recovery Reviews

Appendix 1

7. Utility Services (acquisition, repairs, maintenance and minor replacements)
 - a. Natural Gas and Heating Oil
 - b. Sewer and Water
 - c. Postage
 - d. Electricity
 - e. Telecommunication Service Providers
 - f. Cable Television
 - g. Internet Service Providers
8. Work or services to or from other government agencies, utilities, Provincial or Federal agencies, Crown Corporations, municipalities, public agencies, or Boards. *
9. Maintenance Contract (Proprietary, Non-Value Added Resellers)
 - a) Annual maintenance fees where the approved vendor is the sole source provider of the service;
 - b) Upgrades already approved including support and training where the vendor is the sole source provider of the upgrade.
10. Acquisition of goods or services under a government pricing program.
11. Library Materials such as books and audiobooks do not require a Purchase Order.
Note: materials vendors are subject to a qualification process every 3 years.

Note: * Categories where a Purchase Order may be required.

Appendix 2

Summary of Procurement Method and Approval Authority

Purchase order required unless stated otherwise herein. Amounts exclusive of HST.
(Director = Director of Support Services)

Procurement Method	Dollar Range	Approval
Purchasing Card or Invoice Purchase Order not issued Staff Purchase	Up to \$1,000	Delegated by CEO
1 Informal Price obtained by Staff	\$1,000 to \$5,000	Delegated by CEO
3 Informal Prices obtained by Staff	\$5,000 to \$30,000	Director
Quotation, RFP or Public Tender (Director to determine)	\$30,000 to \$75,000	Director and CEO
	\$75,000 to \$250,000	Director, CEO plus City Treasurer
	\$250,000 +	Director, CEO, City Treasurer plus Library Board
	Debt Financed	Director, CEO, City Treasurer, Library Board plus Council

Consulting & Professional Services – Section 9		
Procurement Method	Dollar Range	Approval
Director may obtain services directly from a particular consultant for specific project	Up to \$30,000	Director plus CEO
	\$30,000 to \$50,000	Director plus CEO and City Treasurer
	\$50,000 +	Director, CEO, City Treasurer plus Library Board
Quotation or RFP (Director to determine)	Up to \$30,000	Director plus CEO
	\$30,000 to \$50,000	Director plus CEO and Treasurer
	\$50,000 +	Director, CEO, City Treasurer plus Library Board

Appendix 2

Single Source, Sole Source – Section 8		
Procurement Method	Dollar Range	Approval
Single Source or Sole Source	Up to \$10,000	Director plus CEO
	\$10,000 to \$30,000	Director plus CEO
	\$30,000 to \$125,000	Director, CEO plus City Treasurer
	\$125,000 +	Director, CEO, City Treasurer plus Library Board

Emergency Purchase – Section 11		
Procurement Method	Dollar Range	Approval
Emergency Purchase	Up to \$5,000	Director
	\$5,000 to \$50,000	Director Notify CEO
	\$50,000 +	Director, CEO plus City Treasurer and report to Library Board

Anti-Black Racism Working Group: Remainder of 2021 Work Plan

This document outlines the critical path and deliverables for the Anti-Black Racism Working Group ('ABRWG') as it pertains to the remaining monthly meetings for 2021.

Meeting Date	Topic of Focus	Deliverables
July 14, 2021	Staffing Presentation Follow Up Discussion and Recommendation Planning	Review presentation from People and Culture. Identify areas for further inquiry. Identify the measurable outcomes desired. Identify actions needed to determine recommendation(s).
	Client Experience Presentation Follow Up Discussion and Recommendation Planning	Review presentation from Client Experience. Identify areas for further inquiry. Identify the measurable outcomes desired. Identify actions needed to determine recommendation(s).
	Honorarium Follow Up	Determine criteria for honorarium eligibility.
August 11, 2021	Staffing Presentation Follow Up Discussion and Recommendation Planning	Perform further inquiry action and begin initial of draft of possible recommendation(s). Identify and draft proposed outcome measures and success indicators.
	Client Experience Presentation Follow Up Discussion and Recommendation Planning	Perform further inquiry action and begin initial of draft of possible recommendation(s). Identify and draft proposed outcome measures and success indicators.

September 8, 2021	Staffing Presentation Follow Up Discussion and Recommendation Planning	<p>Perform further inquiry action and refine draft of possible recommendation(s).</p> <p>Review and refine draft proposed outcome measures and success indicators.</p> <p>Determine and prepare final recommendation document and delivery method(s).</p>
	Client Experience Presentation Follow Up Discussion and Recommendation Planning	<p>Perform further inquiry action and refine draft of possible recommendation(s).</p> <p>Review and refine draft proposed outcome measures and success indicators.</p> <p>Determine and prepare final recommendation document and delivery method(s).</p>
October 13, 2021	Staffing Presentation Follow Up Discussion and Recommendation(s) Finalization	Final recommendation(s) submission, to be submitted to the Board. OR IF already submitted by this date, review Board feedback.
	Client Experience Presentation Follow Up Discussion and Recommendation(s) Finalization	Final recommendation(s) submission, to be submitted to the Board. OR IF already submitted by this date, review Board feedback.
	2022 Work Plan	<p>Generate full list of possible priorities and desired outcomes for 2022.</p> <p>Execute discussion and evaluation to determine selected priorities and outcomes for 2022.</p> <p>Generate work plan timeline for 2022 calendar year.</p> <p>Generate proposed budget to support 2022 workplan.</p>

November 10, 2021	One-Year Evaluation Process	Method for self-assessment decided and produced. Timeline for all ABRWG members to complete self-assessment defined.
	2022 Work Plan	Review 2022 workplan timeline and add additional workplan content. Final copy completed and prepared for November Board meeting submission deadline.
December 8, 2021	One-Year Evaluation Outcome and Terms of Reference (TOR) Enhancements	Refined TOR to be shared with the Board. Final summary prepared for January Board meeting.
	2022 Work Plan	Review of Board feedback for the 2022 Work Plan. Adjustments applied and final motion to accept.



REPORT TO: The Pickering Public Library Board

Report Number: 02-21
Date June 17, 2021

From: Jackie Flowers, CEO
Subject: Overdue Fines Update

Background

At the onset of the pandemic in March 2020, Pickering Public Library suspended fines on items that were checked out when Library facilities and book drops were closed. In June 2020, the Board approved the suspension of all library fines on materials borrowed until the end of 2020 and subsequently approved the suspension of all fines until the end of 2021. The suspension of fines during the pandemic period has supported clients in accessing library services.

A report to the Board in September 2020 outlined the rationale for the fine free movement in public libraries. The Board requested that staff monitor the changes and impacts on operations related to physical material use during the pandemic. This report will review that information as requested.

Late returns

One of the largest concerns related to a fine free model is that materials will not be returned on time. Pickering Public Library data for the period of January to May 2021 reveals that approximately 89% of circulating materials were returned on time. This late return rate is comparable to data from the months prior to the onset of the pandemic when fines were charged and 88% of materials were returned on time. Of importance to note is that the Library had a 5-day quarantine period in place for returned materials during the pandemic and materials were only checked in five days after arriving back at the library. It is possible that the statistic for on-time returns for January to May 2021 could have been higher without the quarantine period.

It should also be noted that current wording of notices sent for overdue items specifies that clients should return items when they are able to, especially during the Stay at Home Orders.

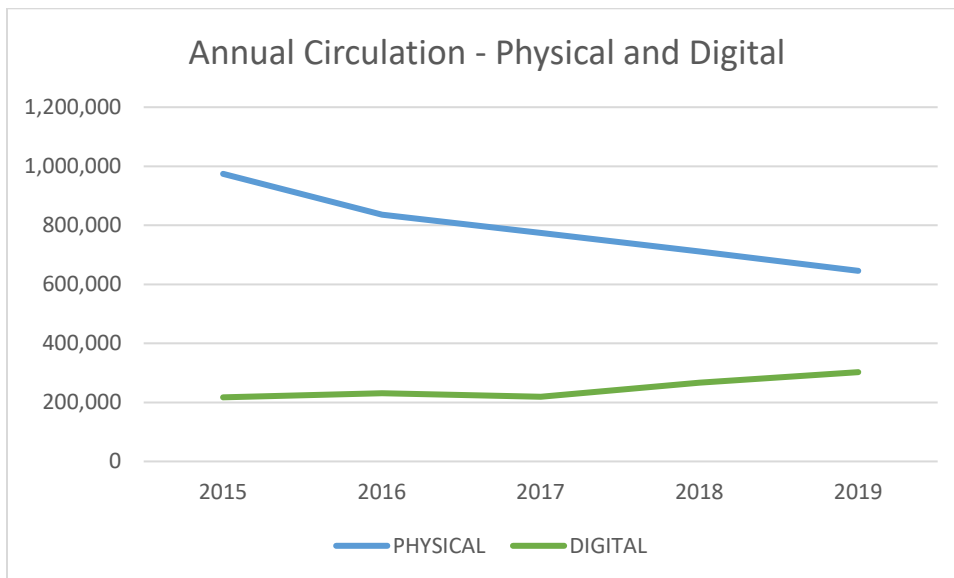
Automatic renewal of materials

In January 2021, PPL introduced an auto-renewal feature for physical materials that are not returned by the due date provided that the item is not needed to fulfill a hold request by another client and has not reached the maximum number of renewals. This service offers added convenience for clients and has reduced the rate of overdue items.

Increasing Digital Collection Use, Decreasing Physical Collection Use

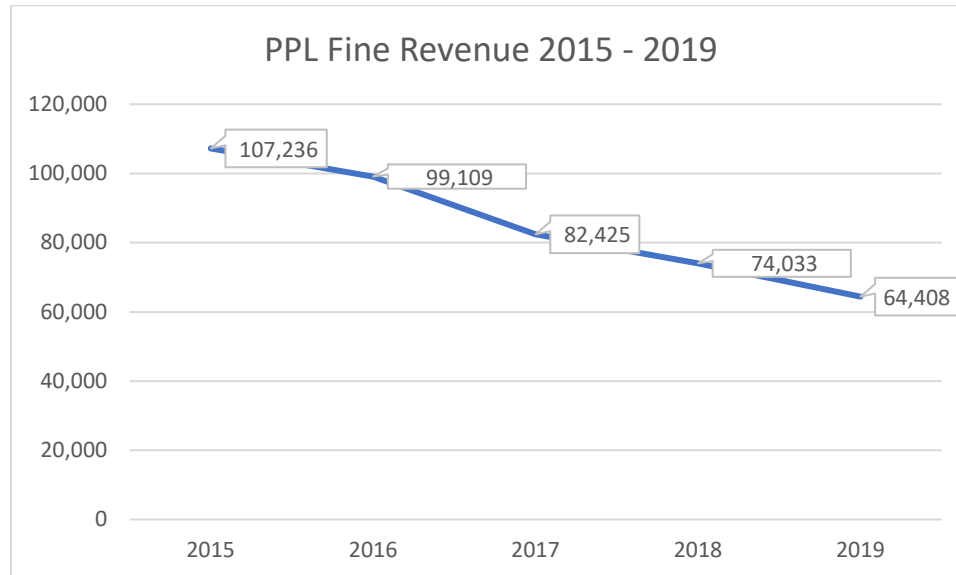
Prior to March 2020, overdue fines were applied to all physical materials that were returned past their due date. Digital items are automatically returned on the due date by the system so that fines are not applicable or applied.

Use of physical collections have decreased as clients adopted digital formats. As a result, the revenue from fines has decreased and will continue to do so as use of digital collections increases. Digital materials represented 27% of all circulation in 2018, 32% in 2019 and 61% in 2020. In the period of 2015 to 2019, physical circulation at PPL fell 34%.



Historical and Projected Revenues from Fines

Revenue in the “Fines – Library Materials” account decreased 40% between 2015 to 2019.



From the chart above, in 2015 the Library collected over \$107,000 in fines and fees but by 2019 that number had dropped by almost \$43,000 to just over \$64,000.

Of the \$64,000 collected in 2019 only \$48,000 is from overdue fines.¹ Total revenue from overdue fines in 2019 represented less than 1% of the total Operating budget.

The trend of decreasing fine revenue will continue until there is nominal funding to be received from this source. Projected fine revenues for 2022 and 2023 is less than \$20,000. As such, fines do not represent a sustainable source of funding for the Library.

Fine Free Movement

Across North America, increasing numbers of public libraries have either eliminated or reduced overdue fines for library materials in the interest of reducing barriers and providing more equitable library service. Nearly 300 libraries in Canada have transitioned to a fine free model in the last 15 months. Reports from these libraries show that as a result of going fine free they experienced:

- Increase in circulation and number of active cardholders;
- Return of long overdue materials;
- Improved alignment between library operations and strategic mission, values and goals;

¹ The Library’s Horizon database does not maintain a breakdown of overdue fines, lost items and other fees from the year 2018 and earlier.

- Increase in staff morale and engagement as they focus on providing better service to clients.

A list of Ontario libraries who have gone fine free in the last year is available at the end of this report, along with news articles about the fine free movement.

Fine Free Implementation

Libraries who have implemented the fine free model still require clients to return their library materials on time and charge clients for items not returned. This practice could take the following form:

- Clients receive a reminder email notice of items coming due, two days before due date.
- Clients receive an email or phone notification for items that are 7 days overdue requesting that they return the items.
- Clients receive a second notice at 14 days past the due date informing them that items are still overdue and that items that are overdue for 21 days will be considered lost and a replacement cost will be charged.

At 21 days past due, overdue items will be marked “lost” and a charge for the item will appear on the client’s account. A billing notice will be sent to clients by mail or email indicating the items that have been marked lost on their account and the amount owing. Adult accounts with balances over \$20 and children’s accounts with balances over \$10 are blocked from further use until paid or items are returned.

Conclusion

A discussion at the September 2021 Board meeting about the fine free model will be needed as part of the 2022 operating budget exercise.

Libraries in Ontario who have gone fine free permanently

Information retrieved from: <https://librarianship.ca/features/fine-free-libraries-in-canada/>

[Ajax Public Library](#)

(as of December 1, 2020)

[Barrie Public Library](#)

(as of July 1, 2020)

[Bradford West Gwillimbury Public Library](#)

(as of June 4, 2021)

[Brampton Library](#) (Children)
(as of September 4, 2018)

[Brantford Public Library](#)
(as of March 15, 2021)

[Chatham-Kent Public Library](#) (Children)
(as of March 1, 2021)

Clarence-Rockland Public Library
(as of December 2020)

[County of Brant Public Library](#)
(as of January 1, 2020)

[Edwardsburgh Cardinal Public Library](#)

[Fort Erie Public Library](#) (Children)
(as of January 2020)

[Haliburton County Public Library](#)
(as of March 2020)

[Halton Hills Public Library](#) (Children and Teens)
(as of June 15, 2019)

[Hamilton Public Library](#) (Children and Teens)

[Innisfil ideaLAB and Library](#)
(as of July 1, 2020)

[Kawartha Lakes Public Library](#)
(as of October 1, 2020)

[Kingston Frontenac Public Library](#)
(as of January 1, 2021)

[Kitchener Public Library](#)
(as of January 2021)

[Lambton County Library](#) (Children)

[Lincoln Public Library](#) (Children)
(as of January 2020)

[London Public Library](#)
(as of November 2020; as of September 1, 2017 for children's materials)

[Markham Public Library](#) (Children and Teens)
(as of May 12, 2021)

[Newmarket Public Library](#)
(as of January 1, 2020)

[Niagara-on-the-Lake Public Library](#) (Children)
(as of January 2020)

Oakville Public Library
(as of January 2021; as of February 2019 for children's print materials)

[Ottawa Public Library](#)
(as of January 1, 2021)

[Oxford County Library](#)
(as of January 1, 2018)

[Pelham Public Library](#) (Children)
(as of January 2020)

[Rideau Lakes Public Library](#)
(as of September 1, 2014)

[St. Catherines Public Library](#) (Children, Teens, and Seniors)
(as of May 4, 2021)

[St. Thomas Public Library](#)
(as of December 1, 2020)

[Sault Ste. Marie Public Library](#)
(as of August 31, 2021)

[Scugog Public Library](#)
(as of October 15, 2020)

Thunder Bay Public Library
(as of January 1, 2020)

[Timmins Public Library \(PDF\)](#)
(January 1, 2021)

[Toronto Public Library](#) (Children)
(as of March 2021)

[Vaughan Public Libraries \(PDF\)](#)
(as of June 2020)

[Welland Public Library](#)
(as of November 19, 2020)

[Woodstock Public Library](#)
(as of June 1, 2021)

Recent news articles about the fine free movement:

Canadian libraries increasingly scrapping late fees to boost access to services
<https://www.cbc.ca/news/canada/british-columbia/libraries-late-fees-1.5919483>

In Canadian libraries, the era of late fees may be headed to history books
<https://atlantic.ctvnews.ca/in-canadian-libraries-the-era-of-late-fees-may-be-headed-to-history-books-1.5055783>

Long overdue: Why more Ontario libraries are going fine-free
<https://www.tv.o.org/article/long-overdue-why-more-ontario-libraries-are-going-fine-free>

Toronto Public Library drops overdue fines for kids, and might go further
https://www.thestar.com/news/city_hall/2021/03/02/toronto-public-library-drops-overdue-fines-for-kids-and-might-go-further.html



INTERNAL MONITORING REPORT

POLICY TYPE: Executive Limitations (EL 10)

POLICY TITLE: Communication and Counsel to the Board

I hereby present my monitoring report on your Executive Limitations policy “Communication and Counsel to the Board” 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)

10 June 2021

 Date

Policy Element: Header Paragraph

The CEO shall not permit the Board to be uninformed or unsupported in its work.

I interpret this as follows:

- “not permit”: take an active and anticipatory role.
- “uninformed or unsupported”: as interpreted specifically in elements 1 through 8 below.

Compliance will be demonstrated when:

The Board is aware and informed of all matters specified in elements 1 through 8 below.

Evidence:

As specified in elements 1 through 8 below.

Policy Element #1

Accordingly, the CEO shall not:

Allow the Board to be uninformed of the monitoring data required by the Board (see policy on Monitoring Executive Performance) in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored.

I interpret this as follows:

- “timely”: adherence to the schedule in the Board’s Annual Calendar (ELs and Ends).
- “accurate and understandable”: candid and expressed in jargon-free language with implications clearly articulated.

Compliance will be demonstrated when:

Relevant reports are submitted on schedule and are fully understood by the Board.

Evidence:

In the last year, monitoring and Ends reports have been approved by the Board in accordance with the approved Annual Calendar.

Policy Element #2

Allow the Board to be unaware of relevant trends, significant changes in provincial or municipal policies, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.

I interpret this as follows:

“unaware”: ignorant of

“relevant trends ... and internal changes”: any information or event having a major impact on the Board and its work.

Compliance will be demonstrated when:

The Board is aware of important information, changes, and trends in a timely manner.

Evidence:

The Board has received consistent and appropriate formal and informal reports and communications which contain relevant changes, trends, and possible media coverage. In the last year, these have included:

- Monthly Information Updates
- Ends reports / biannual summary of library incidents and client feedback
- Reports on current issues such as fine free, membership policy changes, etc.
- Emails from Library CEO to share information about relevant news, events and issues. Examples include building projects, pandemic recovery, and articles that indicate potential strategic directions for libraries;

Policy Element #3

Fail to advise the Board if, in the CEO’s opinion, the Board is not in compliance with its own policies on Governance Process and Board-CEO relationship, particularly in the case of Board behaviour that is detrimental to the work relationship between the Board and CEO.

I interpret this as follows:

“Governance Process”: the Board’s Governance Policies and Board Bylaws

“Board-CEO relationship”: the Board’s Board-CEO Delegation Policies

Compliance will be demonstrated when:

The Board is informed of any serious breach of compliance.

Evidence:

In the last year, there have been no occurrences of the Board failing to comply with any of its own policies.

Policy Element #4

Fail to provide for the Board as many staff and external points of view, issues, and options as needed for fully informed Board choices.

I interpret this as follows:

“staff and external points of view”: a wide range of opinions both in favour and opposed to a particular course of action.

“issues and options”: various aspects of a course of action and a range of possible choices.

Compliance will be demonstrated when:

CEO recommendations are accompanied by a discussion of alternatives and potential outcomes.

Evidence:

CEO Reports, Information Updates, correspondence, and staff presentations to the Board have given the Board an awareness of relevant issues and alternative courses of action. The Board has had opportunities to hear from stakeholders at various linkage activities.

Policy Element #5

Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types; monitoring, decision-preparation or other.

I interpret this as follows:

“unnecessarily complex or lengthy”: not in brief or understandable language.

“decision-preparation”: information presented formally or informally prior to adopting a course of action.

“other”: reports presented for information only.

Compliance will be demonstrated when:

All Board reports are presented in a form that is understandable and is not excessively complex or technical, and the purpose of the information is clear.

Evidence:

There have been no incidents where the Board has informed the CEO that they found the reports too complex or unclear for decision making.

Policy Element #6

Fail to provide a mechanism for official Board, officer or committee communications.

I interpret this as follows:

“mechanism”: methods for the Board to send and receive its official information.

Compliance will be demonstrated when:

The Board is provided with appropriate means of communication.

Evidence:

The Board has been provided with support for the following official communications:

- Annual Report to the Community and/or presentation to City Council
- Board section of website with member information and official records
- Board section of the SharePoint intranet
- Staff support to the Linkage Committee to facilitate client communications

Policy Element #7

Fail to report in a timely manner any actual or anticipated non-compliance with any policy of the Board.

I interpret this as follows:

“timely manner”: as soon as possible

Compliance will be demonstrated when:

The Board is informed in a timely manner of any non-compliance with policy.

Evidence:

Review of Monitoring Reports which report compliance or non-compliance with all policies. In 2019, the CEO reported compliance issues with:

EL1 – Where the Board may not be in compliance with the Public Libraries Act due to an interpretation of the Act which requires that the Chair be appointed for a full Board term rather than PPL’s specified two-year term for Board Chair. However, a change was made with this Board to change the Chair role to a two-year term to bring PPL in closer compliance to the Public Library Act. It is also common to have one- and two-year terms for a Board Chair in many Ontario Libraries.

Policy Element #8

Fail to supply for the agenda all items delegated to the CEO, but still required by law or contract to be Board-approved, along with the monitoring assurance pertaining thereto.

I interpret this as follows:

“monitoring assurance”: background and other information necessary to understand the significance of the document being approved.

Compliance will be demonstrated when:

The Board’s agenda regularly contains relevant items which the Board is required to approve.

Evidence:

Direct inspection of the Board’s agenda including the following:

- Purchasing Policy

- Hiring Policy
- Health & Safety Policy
- Workplace Violence Policy
- Operating and Capital Budget estimates
- Collective Agreement or Memorandum of Settlement
- Approval of purchases above \$250,000, sole source purchases over \$125,000 and consulting services over \$50,000