



A Regular Meeting of
the Richmond Hill Public Library Board
will be in the Boardroom of the Central Library
on Tuesday, January 28, 2020
at 7:30 pm

AGENDA

- 1.0 Call to Order**
- 2.0 Regrets**
- 3.0 Adoption of Agenda**
- 4.0 Disclosure of Pecuniary Interest and the General Nature Thereof**
- 5.0 Minutes**
 - 5.1 Library Board Minutes – December 17, 2019**
- 6.0 Presentations**
 - 6.1 Mary Jane Celsie, Director, Content**
Re: Content Division

7.0 Correspondence

8.0 Reports

Accessible documents can be accessed through the [RHPL website > Your Library > About Us > Library Board](#)

8.1 2019 Accessibility Services Report SRLIB20.01

**8.2 2019 Annual Health and Safety Policy and Program Report
SRLIB20.02**

8.3 Organizational Chart Update Report SRLIB20.03

8.4 Memorandum of Understanding with the City Report SRLIB20.04

8.5 2019 Year End Capital Closure Report SRLIB20.05

8.6 Oak Ridges Library Grand Opening Report SRLIB20.06

8.7 CEO Update – Delivery of Board Materials (verbal)

9.0 Member Announcements

10.0 Date of Next Meeting

The next Meeting of the Library Board will be held on

Tuesday, February 25, 2020 at 7:30 p.m. at Central Library in the Boardroom.

***Please advise Stephen Huycke, City Clerk, Interim Secretary to the Board of regrets for attendance, by **noon** on Tuesday, January 28, 2020 at 905-771-2529 or e-mail:*

stephen.huycke@richmondhill.ca

To request alternate formats of this document please contact Susan Quinn at 905-884-

9288 or e-mail: squinn@rhpl.ca

The Richmond Hill Public Library Board
Tuesday, December 17, 2019

MINUTES

The Richmond Hill Public Library Board held its regularly scheduled meeting on Tuesday, December 17, 2019 in the Boardroom at Central Library, 1 Atkinson Street, Richmond Hill, Ontario.

Present: Councillor Greg Beros, Chair
Stephen Chait
Regional and Local Councillor Joe Di Paola, Vice Chair
Frank DiPede
Corrie McBain
Councillor Tom Muench
Regional and Local Councillor Carmine Perrelli
Rona Wang

Staff: Mary-Anne Dempster, Interim Chief Executive Officer
Stephen M. A. Huycke, Interim Secretary
Susan Quinn, Executive Administration Coordinator

1.0 Call to Order

The Chair called the meeting to order at 7:31 p.m.

2.0 Regrets

Mahnaz Shahbazi

3.0 Adoption of Agenda

Motion:

19:107

Moved By:

Regional and Local Councillor C. Perrelli

Seconded by:

Regional and Local Councillor J. Di Paola

THAT the Revised Agenda of December 17, 2019 be adopted.

CARRIED

4.0 Disclosure of Pecuniary Interest and the General Nature Thereof

There were no disclosures of pecuniary interest.

5.0 Minutes

5.1 Library Board Minutes – November 19, 2019

Motion:

19:108

Moved By:

R. Wang

Seconded by:

Regional and Local Councillor C. Perrelli

THAT the Minutes of November 19, 2019 be adopted

CARRIED UNANIMOUSLY

6.0 Correspondence

None

7.0 Reports

Accessible documents can be accessed through the [RHPL website > Your Library > About Us > Library Board](#)

7.1 2020 Library Hours of Service Report – SRLIB19.39

A report was issued prior to the meeting and was presented by M. Dempster, Interim CEO.

Motion:

19:109

Moved By:

S. Chait

Seconded by:

C. McBain

THAT the 2020 Richmond Hill Public Library Hours of Operation Report be received.

CARRIED UNANIMOUSLY

7.2 2020 Library Board Meeting Dates Report – SRLIB19.40

A report was issued prior to the meeting and was presented by M. Dempster, Interim CEO.

Motion:

19:110

Moved By:

Regional and Local Councillor C. Perrelli

Seconded by:

Regional and Local Councillor J. Di Paola

THAT the 2020 Richmond Hill Public Library Board Meeting Dates Report SRLIB19.40 be received;

THAT the Board approve a 2020 Meeting Schedule with meetings every fourth Tuesday, with no meetings in July and August; and

THAT the Board's Policy regarding meeting dates be deemed updated to reflect the Board's choice of regular meeting dates.

A recorded vote was requested:

Yes: Regional and Local Councillor J. DiPaola, Councillor T. Muench, Regional and Local Councillor C. Perrelli, Councillor G. Beros, S. Chait, F. DiPede, R. Wang

No: C. McBain

CARRIED

7.3 Chief Executive Officer Recruitment Process Report – SRLIB19.41

A report was issued prior to the meeting and was presented by M. Dempster, Interim CEO.

Motion:

19:111

Moved By:

Regional and Local Councillor C. Perrelli

Seconded by:

S. Chait

THAT the Board approve the recruitment process described in the Chief Executive Officer Recruitment Process Report SRLIB19.41;

THAT the Board approve the job profile for the Chief Executive Officer; and

THAT the Board adjust the reporting relationship of the Chief Executive Officer to Report to the Board with a dotted line relationship to the City of Richmond Hill City Manager's designate to support the partnership with the Municipality to deliver effective and efficient library services.

CARRIED UNANIMOUSLY

8.0 Resolution to Move Into Closed Session to consider matters relating to:

8.1 Property matter

Motion:

19:112

Moved By:

Regional and Local Councillor C. Perrelli

Seconded by:

S. Chait

THAT the Board move into Closed Session to consider matters relating to a property matter.

CARRIED UNANIMOUSLY

At 7:32 p.m. the Board moved into Closed Session.

9.0 Resolution to Reconvene in Open Session

Motion:

19:113

Moved By:

C. McBain

Seconded by:

Regional and Local Councillor C. Perrelli

That the Board move into Open Session.

CARRIED UNANIMOUSLY

At 7:57 p.m. the Board returned to Open Session

10.0 Adoption of Recommendations Arising from Closed Session (if any)

None.

11.0 Member Announcements

Board Chair introduced new citizen member Rona Wang and welcomed her to the Richmond Hill Public Library Board.

12.0 Date of Next Meeting

The next Regular Meeting of the Library Board will be held on:
Tuesday, January 28, 2020 at 7:30 p.m. at Central Library.

13.0 Adjournment

Motion:

19:114

Moved By:

S. Chait

Seconded by:

Regional and Local Councillor J. Di Paola

THAT the meeting be adjourned at 8:40 p.m.

CARRIED

Respectfully submitted,

“Signed version on file in the Administration Offices”

Councillor G. Beros
Chair

S. Huycke
Interim Secretary



Richmond Hill Public Library Board

2019 ANNUAL ACCESSIBILITY POLICY AND PROGRAM REPORT SRLIB20.01

Subject: 2019 Annual Accessibility Policy and Program Report
From: Mary-Anne Dempster, Interim Chief Executive Officer
Date: January 28, 2020

1.0 Recommendation

That the 2019 Annual Accessibility Policy and Program Report be received; and

That the Library Board approve the Richmond Hill Public Library Board
Accessibility Policy dated January 28, 2020.

2.0 Purpose

To provide the Library Board with the policy demonstrating the Library's
commitment to accessibility and compliance with the *Accessibility for Ontarians
with Disabilities Act* (AODA). To provide information regarding the 2019
accessibility program at Richmond Hill Public Library.

3.0 Background

In accordance with the *Accessibility for Ontarians with Disabilities Act* which
came into effect June 2005, and the subsequent standards for Accessible

Customer Service (2008) and the Integrated Accessibility Standards (2011), the Library is required to ensure that all Ontarians with disabilities have full access to goods, services, facilities, accommodation and employment.

Accessible Customer Service Standard enacted as a Regulation for compliance January 2008

The Accessible Customer Service Standard was enacted as a Regulation on January 1, 2008, with compliance for public sector organizations required by January 1, 2010. One of the requirements under the Accessible Customer Service Standard was to establish policies, practices and procedures on providing goods and services to people with disabilities. A second requirement was to train staff, volunteers and associated parties who interact with the public on a number of topics. The Richmond Hill Public Library Board approved its Accessible Customer Service Policy in November 2009 in compliance with the AODA and the Accessible Customer Service Standard and provided the necessary training for staff and Board members.

Integrated Accessibility Standards came into effect July 1, 2011

Following a number of revisions and public consultations, the draft Integrated Accessibility Standards were integrated into one standard and came into effect July 1, 2011. They comprise 4 standards:

- Information and Communications
- Employment
- Design of Public Spaces
- Transportation

General requirements for these standards included developing policies, practices and procedures; incorporating accessibility criteria and features, except where

not practical to do so, setting requirements in procuring or acquiring goods or services, and in acquiring self-service kiosks; and training all employees and volunteers on the Standards and Human Rights Code within designated timelines. RHPL has complied and has trained both staff and Board members. Ongoing training in the Integrated Accessibility Standards was implemented in 2016.

Richmond Hill Public Library as an “obligated organization”.

Under the Act, Richmond Hill Public Library is considered an “obligated organization” and as such:

- Shall provide access to or arrange for accessible materials where they exist;
- Shall make information about the availability of accessible materials; publicly available and shall provide the information in accessible format or with appropriate communication supports, upon request;
- May provide accessible formats for archival materials, special collections, rare books and donations.

It should be noted that there are varying timelines for compliance dependent upon the definition of the designated public sector organization and the individual topic or subject. While the deadlines for compliance are not all immediate, organizations have been advised to consider how they intend to implement the obligations going forward. This will allow for the advance planning and budgeting required ensuring that compliance is achieved by the applicable deadlines. The Library works closely with the City of Richmond Hill and is included in the City of Richmond Hill’s Multi-Year Accessibility Plan.

4.0 Library Design

Libraries have always welcomed everyone. As such, accessibility was part of library design long before the AODA. In accordance with the Design of Public Spaces standard covered in the Integrated Accessibility Standards, Richmond Hill Public Library facilities all have accessible features. The following are examples of accessibility in library design:

- Elevators and ramps provided as needed;
- Automatic doors;
- Accessible self-check units and public workstations;
- Book stack layout design permits the use of wheelchairs and motorized scooters;
- Accessible service desks at Central Library, Oak Ridges Library and Richmond Green Library;
- Adjustable workstations offering specialized software for print disabled customers, including JAWS and CCTV Reading Station access software at Central Library and Richmond Green Library;
- Provision of a Special Needs card for customers with disabilities, which recognizes that disability may lead to difficulties returning materials on time, and waives overdue fines in those circumstances;
- Addition of accessibility assistive software, “Browsealoud”, in the Library’s new online catalogue and RHPL databases with screen reading and translation tools for customers with reading difficulties, in addition to the website.
- Implementation of MagnusCards, a mobile app with instruction card decks was developed with the Library’s digital content to assist people with cognitive special needs to use the Library and its services. The five card decks include:
 1. How to Search the Catalogue
 2. How to Find an Item on the Shelf
 3. How to Check out Library Items

4. How to Return Library Items
 5. How to Register for Library Programs
- Design of the new Oak Ridges Library complies with the AODA Design of Public Spaces Standard;
 - Design and development of a new Library website that incorporates the AODA Standard for Information and Communications;
 - Development of Accessible Documents.

5.0 Key AODA Accomplishments 2019

Richmond Hill Public Library continues to work with the City of Richmond Hill in regard to the compliance with all AODA standards and requirements.

In 2019 staff complied with the AODA standards and requirements through the following:

1 Training and Presentations

- Provided mandatory AODA training through HR Downloads to all new employees;
- Required vendors to provide proof of AODA compliance to be eligible to participate in the procurement process.

2 Technology Enhancements

- Refined the Library's website to comply with the specifications of the Web Content Accessible Guidelines (WCAG) and the AODA Information and Communications Standard;
- Ensured all new documents on the website are in an accessible format;
- Introduced accessible kiosks as information/way-finding aids at all sites.

3 Programs

- Vision Loss Book Club, for adults with vision impairment;
- The Adult Friendship Club, for adults with developmental or cognitive disabilities;
- Adult Colouring Club for adults with developmental or cognitive disabilities;
- Sensory Story Time for Children with diversabilities.

4 Collections

- Physical large print and Talking (audio) books;
- ebooks and eAudiobooks through various digital platforms;
- French ebooks through Cantook Station;
- Online magazines through rbDigital and PressReader;
- Online music through Freegal and HOOPLA;
- Online movies through HOOPLA;
- Assistance in accessing Centre for Equitable Library Access (CELA) materials for the print disabled.

5 Visiting Library Service

On average, 75 home bound customers who, due to disability or illness cannot visit the library in person, received 818 visits in 2019.

6 Evacuation Assistance

- RHPL staff with a disability can self-identify that they require assistance upon evacuating any library facility in an emergency.

7 Oak Ridges Library (Design of Public Spaces)

- New Oak Ridges Library is AODA compliant.

6.0 Key AODA Objectives for 2020

In 2020 RHPL will continue moving forward to meet all standards and requirements of AODA. Included in this are the following:

- Investigate remote payment of fines, which will benefit individuals who are unable to physically come to the Library;
- Provide ongoing online AODA training for staff;
- Design a consolidated approach to AODA training for volunteers;
- Review remaining service desks for accessibility;
- Investigate the acquisition of an adjustable workstation offering specialized software for print disabled customers, including JAWS and CCTV Reading Station access software for Oak Ridges Library;
- Create seamless ways for customers with print disabilities, such as dyslexia, to easily access materials designed to provide a positive reading experience;
- Encourage persons with disabilities or representatives of persons with disabilities to engage with the Library when community consultations are planned.

7.0 Alignment with Strategic Plan

This report aligns with the strategic direction to *Strengthen Your Connections*. By removing barriers to service in accordance with legislation, we move our service interactions to connect with residents in different places and contexts. This direction is in keeping with our Values. We honour the value of *Accessibility*, and offer a welcoming presence and equitable treatment for all.

8.0 Conclusion

Richmond Hill Public Library is committed to providing equitable treatment to people with disabilities with respect to the use and benefit of Library services, programs, goods and facilities in a way that respects their dignity and independence. This commitment extends to residents, visitors and Library staff with visible and non-visible disabilities.

The Library's Accessibility Policy incorporates all approved standards into one over-riding policy. It is consistent with that of the city, adapted for Library specifics and written in clear language.

9.0 Attachment

1.0 *Accessibility Policy*, dated January 28, 2020

Pre-Submission Review

Executive Leadership Team – Thursday, January 16, 2020

Submitted by:

Approved by:

"Signed version on file in the Administration Office"

Mary Jane Celsie
Director, Content

Mary-Anne Dempster
Interim Chief Executive Officer

Richmond Hill Public Library Board

ACCESSIBILITY POLICY

1.0 Purpose and Scope

Richmond Hill Public Library is committed to providing equal treatment to people with disabilities with respect to the use and benefit of Library services, programs, goods and facilities in a manner that respects their dignity and independence. This commitment extends to residents, visitors and employees with visible or non-visible disabilities.

The purpose of this policy is to provide the overarching framework to guide the review and development of Richmond Hill Public Library policies, standards, procedures and guidelines in order to ensure that:

- Library services, programs, goods and facilities are to be available to people with disabilities in a manner that:
 - Is free from discrimination;
 - Reflects the principles of dignity and independence;
 - Seeks to provide integrated service;
 - Provides an opportunity equitable to others to obtain, use and benefit from the Library's goods and services;
 - Takes into consideration a person's disability.
- The Library is compliant with the requirements of the *Accessibility for Ontarians with Disabilities Act (AODA)* and is consistent with the City of Richmond Hill Accessibility Policy.

This policy applies to all Library employees, volunteers and to any individual or organization that provides goods, services or facilities to the public or other third parties on behalf of the Library, in accordance with the legislation.

2.0 General Standards

Richmond Hill Public Library is a designated public sector organization under the *Accessibility for Ontarians with Disabilities Act* (AODA) and is committed to meeting the accessibility needs of people with disabilities.

It is the policy of Richmond Hill Public Library that the Library is committed to providing quality Library services that are accessible to all persons who wish to obtain and use Library services.

2.1 Accessible Formats and Communications Supports

Upon request, the Library shall endeavor, whenever possible, to provide accessible formats and communication supports for persons with disabilities, in a timely manner, taking into account the person's accessibility needs at a cost that is no more than the regular cost charged to other persons.

2.2 Training

All Library employees and volunteers are required to undergo training on the requirements of the AODA accessibility standards and on the Human Rights Code as it pertains to persons with disabilities. Training will be provided on a continuing basis to new employees and volunteers as part of the new employee orientation and training program.

The training provided will be compliant with the requirements of the Accessibility Standards for Customer Service and will be appropriate to the duties of the employee or volunteer.

Third parties or contractors must verify customer service training has been received and provide the Library with appropriate documents as relates to the legislation prior to commencement of work.

The Library will keep a record of the training provided including the dates on which accessibility training took place and the individuals to who it is provided.

2.3 Feedback on Services

The Library is committed to providing high quality service to all members of the public it serves. Feedback from the public is welcomed as it may identify areas that require change and encourage continuous service improvements.

Feedback may be given by telephone, in writing, by e-mail and in person at any one of the Library's sites. Feedback will be accepted in accessible formats and with other communication supports as required.

Information about the feedback process will be available to the public and notice of the process will be posted on the Library's website.

3.0 Customer Service Standards

3.1 Assistive Devices

A person with a disability is welcome to utilize their own assistive device to obtain or use the Library's services. Exceptions may occur in situations where the Library has determined that the assistive device may pose a risk to the health and safety of a customer with a disability or the health and safety of others.

In these situations and others, the Library will provide an explanation and may offer a customer with a disability other measures to assist him or her

to obtain or use the Library's services, where the Library has such other measures available.

It is the responsibility of the customer with a disability to ensure that his or her assistive device is operated in a safe and controlled manner at all times.

3.2 Adaptive Technologies

The Library provides adaptive technologies for persons with disabilities in order to eliminate or diminish barriers to information and maximize independence. Assistance in using adaptive technologies is provided by Library staff; in-depth instruction cannot be provided.

3.3 Service Animals

A person with a disability is welcome to visit the Library accompanied by a service animal. Persons training service animals are also welcome in the facility. If it is not readily apparent that the animal is a service animal, the Library may ask the person for confirmation of the animal's status. It is the responsibility of the person to keep their service animal in control at all times.

3.4 Support Persons

A person with a disability may require an accompanying support person to facilitate use of Library collections, programs and services.

At times, the Library may require that a person with a disability be accompanied by a support person while on Library premises. This will be required where it is deemed necessary to protect the health and safety of the person with a disability or the health and safety of others on the premises.

In situations where the confidential information of a person with a disability is to be discussed, the Library may require a statement of permission and/or consent from the person to allow their support person to be present.

A support person, when assisting a person with a disability in the enjoyment of Library programs, will be permitted to attend at no charge where an admission fee is applicable.

3.5 Temporary Service Disruption

The Library will make all reasonable efforts to provide notice of planned or unplanned disruptions to the public, including information about the reason for the disruption, its anticipated duration, and a description of alternative facilities or services, if any, that may be available. In the case of an unplanned temporary disruption, advance notice will not be possible. Notice will be posted each Library site impacted, on the Library's website and on selected social media platforms.

4.0 INFORMATION AND COMMUNICATIONS STANDARDS

4.1 Communication

When communicating with a person with a disability, Library employees and volunteers will do so in a manner that takes into account the person's disability.

Website and social media communications will be compliant with the requirements of the Accessibility Standards for Information and Communications.

4.2 Emergency Procedures, Plans and Information

Richmond Hill Public Library will provide all existing public emergency procedures, plans and public safety information, upon request, in an

accessible format or with appropriate communication supports in a timely manner.

5.0 EMPLOYMENT STANDARDS

5.1 Recruitment

Richmond Hill Public Library will post information about the availability of accommodations for applicants with disabilities in its recruitment process.

Job applicants who are selected for an interview and/or testing will be notified that accommodations for material to be used in the process are available, upon request.

Successful applicants will be notified about the Library's policies for accommodating employees with disabilities as part of their offer of employment.

5.2 Employee Supports

The Library will inform employees of the policies used to support employees with disabilities. The Library will provide this information to new employees as soon as practicable after they begin their employment. Updated information will be provided to all employees whenever there is a change to existing policies on the provision of accommodation.

5.3 Accessible Formats and Communication Supports for Employees

Upon an employee's request, the Library will consult with the employee to provide or arrange for the provision of accessible formats and communication supports for:

- a) Information that is needed in order to perform the employee's job;
- b) Information that is generally available to employees in the workplace.

5.4 Documented Individual Accommodation Plans

Written individualized accommodation plans, including return to work plans, will be provided for any employee who has been absent from work due to a disability and requires disability-related accommodations to return to work.

5.5 Performance Management, Career Development and Redeployment

The Library will take into account the accessibility needs of its employees with disabilities, as well as any individual accommodation plans when managing their career development and advancement, assessing their performance and when considering redeployment.

5.6 Workplace Emergency Response Information

If the Library is aware of an employee's need for accommodation, and if the disability makes it necessary for the employee to have individualized workplace emergency response information, the Library will provide this information as soon as is practical once it becomes aware of the need for accommodation.

In addition, this information will be provided, with the employee's consent, to any person designated to provide assistance. The information will undergo review when the employee moves to a different location, when the employees' overall accommodation needs or plans are reviewed and when the Library reviews its general emergency response plan.

6.0 NOTICE OF AVAILABILITY OF DOCUMENTS

Notice of the availability of all documents required by the Accessibility Standards will be posted on the Library's website, and be made available through the Office of the Chief Executive Officer.

6.1 Availability and Format of the Documents Required by the Accessibility Standards for Customer Service

All documents required by the Accessibility Standards for Customer Service are available upon request, subject to the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

When providing a document to a customer with a disability, the Library will provide the document, or the information contained in the document, in a format that takes the customer's disability into account.

7.0 DEFINITIONS

Accessible Formats: may include, but are not limited to, large print, recorded audio and electronic formats, Braille and other formats usable by persons with disabilities.

Communication Supports: may include, but are not limited to, captioning, alternative and augmentative communication supports, plain language, sign language and other supports that facilitate effective communications.

Disability: is defined, per Section 2 of the *AODA*, 2005, S.O. 2005, c. 11, and the *Human Rights Code*, R.S.O. 1990, c. H. 19, as follows:

- 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 on a wheelchair or other remedial appliance or device;
- b) A condition of mental impediment 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;
- 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*.

Library: Richmond Hill Public Library, including its Board and committees.

Service Animals: are defined, per Section 4 (9) of the Accessibility Standards for Customer Service, O. Reg. 429/07, as follows:

An animal is a service animal for a person with a disability:

- a) If it is readily apparent that the animal is used by the person for reasons relating to his or her disability; or
- b) If the person provides a letter from a physician or nurse confirming that the person requires the animal for reasons relating to the disability;
- c) If the person provides a valid identification card or training certificate from a recognized guide dog or service animal training school.

Support Person: is defined, per Section 4(9) Accessibility Standards for Customer Service, O. Reg. 429/07, as follows:

A support person means, in relation to a person with a disability, another person who accompanies him or her in order to help with communication, mobility, personal care or medical needs or with access to goods or services.

8.0 RELATED DOCUMENTS

Federal Law and Covenants

Canadian Human Rights Act (1997)

Canadian Charter of Rights and Freedoms (1982)

Canadian Employment Equity Act (1995)

United Nations Convention on the Rights of Person with Disabilities (Ratified 2010)

Legislative and Administrative Authority

Accessibility for Ontarians with Disabilities Act, 2005, S. O. 2005

Accessibility Standards for Customer Service, O. Reg. 429/70

Integrated Accessibility Standards Regulation, O. Reg. 191/11

Human Rights Code, R. S. O. 1990, c. H. 19

Ontarians with Disabilities Act, 2001, S.O. 2001, c. 32

9.0 RELATED POLICIES

1.0 Code of Conduct – Customer (December 2014)

Enriching Your Connections, Choices and Community

Dates	Motion #
Approval Date: January 28, 2020	Motion #: 20:
Date of Last Revision: January 17, 2019	Motion #: 19:04



Richmond Hill Public Library Board

2019 ANNUAL HEALTH AND SAFETY PROGRAM REPORT

SRLIB20.02

Subject: 2019 Annual Health Safety Program Report
From: Mary-Anne Dempster, Interim Chief Executive Officer
Date: January 28, 2020

1.0 Recommendation

That the 2019 Annual Health and Safety Program Report be received; and
That the Library Board endorse the Richmond Hill Public Library Health and Safety Policy Statement and Respect in the Workplace Policy.

2.0 Purpose

To comply with the Occupational Health and Safety Act, the Health and Safety Policy Statement must be reviewed and adopted by the Library Board annually. In addition, to provide information regarding the 2019 Richmond Hill Public Library health and safety program.

3.0 Health and Safety Policy

To recognize and emphasize the Richmond Hill Public Library Board's commitment to a healthy and safe workplace, the Health and Safety Policy Statement is included for review. Staff recommend the existing policy (with minor

changes) for endorsement. The documents attached confirm the Library Board's commitment to ensure the well-being of employees and to undertake reasonable precautions for the protection of employees. See attached Health and Safety Policy Statement and Respect in the Workplace Policy.

4.0 Background

In accordance with the *Occupational Health and Safety Act, R.S.O. 1990*, a Joint Health and Safety Committee is required at a workplace at which twenty or more workers are regularly employed. The Joint Health and Safety Committee is an advisory group of worker and management representatives who meet regularly to discuss health and safety concerns, identify and evaluate potential hazards, and make recommendations. To carry out its functions, the Joint Health and Safety Committee is required to hold meetings and conduct regular inspections of the workplace.

Richmond Hill Public Library has an established Joint Health and Safety Committee. According to the RHPL *Joint Health and Safety Committee Terms of Reference*, *The Richmond Hill Public Library JHSC is comprised of up to six (6) members of management and six (6) members of staff representing the various departments in the Library wherever possible. Worker members must be selected by the workers, and the employer shall select the members representing management.*

In addition, the Library continues to reference the Health and Safety Policy in position descriptions and in the *JHSC Terms of Reference*.

5.0 2019 Occupational Health & Safety Program

5.1 Training

As part of the health and safety program, appropriate training includes JHSC certification training, health and safety orientation; and first aid/CPR/defibrillator is provided for applicable staff.

In 2019:

- All new hires received health and safety orientation.
- Staff received “Customer Service and De-escalation Training” from representatives of the Centre for Addiction and Mental Health (CAMH) at sessions held in December.
- One (1) additional worker representative received training and became a certified member. The Occupational Health and Safety Act requires a minimum of two (2) certified members on the committee. Our committee has six (6) certified members.
- First Aid/CPR/defibrillator: 28 staff renewed their certificates

5.2 Workplace Inspections

As prescribed, regular workplace inspections, coordinated by the Joint Health and Safety Committee, were completed monthly at each of the 4 library facilities.

- Inspections were completed in a timely manner by a rotation of Management staff and Committee worker representatives.
- Management responded to issues and staff concerns promptly, facility-related issues were forwarded to Building Maintenance and Repair staff for resolution.

5.3 Employee Incidents

Employee incidents typically include slips, trips, and falls.

- 9 accidents/incidents were investigated and assistance provided

5.4 WSIB Claims

The Workplace Safety and Insurance Board (WSIB) is an independent trust agency that administers compensation and no-fault insurance for Ontario workplaces.

- 4 WSIB claims were filed
- A total of 1 shift was lost due to a workplace accident

5.5 Return to Work Program

A *Return to Work Program* is offered for any employee who is temporarily or permanently unable to perform his/her regular duties, due to illness or injury. The *Return to Work Program* recognizes the Library's duty to accommodate an employee to the point of undue hardship under the Human Rights Code. It also recognizes the duty of the employee to co-operate in the return to work program. Any employee who is unable to perform his/her regular duties because of illness or injury and is deemed suitable for modified work by a recognized health care professional is eligible for the *Return to Work Program*.

- 8 accommodations for personal illness/ injuries were provided to staff under the Return to Work Program

5.6 Health and Safety Manual

- The Joint Health and Safety Committee reviewed and revised the staff Health & Safety Manual, and the forms used to record health and safety issues

5.7 Fire Drills

- Fire Drills are conducted at all branches

6.0 Alignment with the Strategic Plan

This report *aligns* with the strategic direction to *Reinforce Our Capabilities*. By establishing firm policies to ensure a safe and healthy work environment, staff are able to focus fully as community connectors and deliver excellent library service.

7.0 Conclusion

This annual report fulfills the duty of the employer to review and prepare a written report regarding the occupational health and safety policy and program. The Joint Health and Safety Committee is looking forward to a healthy and safe 2020.

8.0 Attachments

8.1 *Health and Safety Policy Statement*, dated January 28, 2020

8.2 *Violence/Harassment in the Workplace Policy*, dated February 15, 2018

Pre-Submission Review

Executive Leadership Team – Friday, January 17, 2020

Prepared by:

Approved by:

“Signed version on file in the Administration Office”

Eva Liu
Executive Manager, Corporate Services

Mary-Anne Dempster
Interim CEO



RICHMOND HILL PUBLIC LIBRARY BOARD

HEALTH AND SAFETY POLICY STATEMENT

The Richmond Hill Public Library is committed to preventing occupational illness and injury in the workplace. This Policy is directed to ensuring the well-being of employees and the protection of property.

The Richmond Hill Public Library Board is vitally interested in the health and safety of its employees. The Board as the employer is committed to providing a workplace which protects the health and safety and wellbeing for all employees. It is further committed to development and maintenance of a program which will fulfil this responsibility. To this end, the Library Board is dedicated to reducing the risk of injury and will comply with legislative requirements and with the Health and Safety policies and procedures as they apply to design, operation and maintenance of facilities and equipment.

It is in the best interest of both the employer and its workers to commit jointly to health and safety in every workplace activity. Therefore, the Board calls upon its employees to join in the creation and maintenance of a safe work environment and to protect their own health and safety by working in compliance with the law and with any safe work practices established by the employer.

The achievement of the health and safety goals demands commitment, active support and involvement of individuals involved with library operations at every level:

- It is the responsibility of the Library Board as an employer to implement and maintain a safe and healthy work environment
- It is the responsibility of Managers/Supervisors to ensure that safe and healthy work conditions are maintained in his/her assigned work area
- It is the responsibility of all employees to perform their jobs safely in accordance with the law and employer safe work procedures and practices

Working together on a foundation of commitment, enthusiasm and effort, the Library is firmly resolved to be successful in the Health and Safety Program which will ultimately contribute to the effectiveness and esteem of the Library's operation.

**Approved and Endorsed by Richmond Hill Public Library Board
January 28, 2020 Motion #20:XX**



Richmond Hill Public Library

PERSONNEL POLICY & PROCEDURES MANUAL

RESPECT IN THE WORKPLACE – HARASSMENT & VIOLENCE POLICY

1.0 POLICY STATEMENT AND RATIONALE

Richmond Hill Public Library is committed to working with its employees to provide a safe work environment. The Library will not tolerate any acts of violence or harassment and will take all reasonable and practical measures to prevent violence and to protect employees from acts of violence. Appropriate remedial, disciplinary, and/or legal action will be taken according to the circumstances.

2.0 SCOPE

The Library will not tolerate, ignore or condone any form of discrimination, harassment or violence. This policy applies to all employees, board members, volunteers, students, clients of the Library, contractors, sub-contractors and employees of the City of Richmond Hill, any person engaged on business with the Library and visitors to the Library facilities.

It applies in any location in which they are engaged in work-related activities and where services are provided. This includes but is not limited to:

- the workplace;
- during work-related travel;
- at restaurants, hotels or meeting facilities that are being used for business purposes;
- in Library facilities;
- during telephone, email or other communications; and
- at any work-related social event, whether or not it is Library sponsored.

This policy also applies to situations in which an employee is harassed or subjected to violence in the workplace from individuals who are not employees of the Library, such as customers and suppliers, although the available remedies may be constrained by the situation. Discrimination, harassment and violence are serious forms of employee misconduct which may result in disciplinary action up to and including discharge.

3.0 POLICY, PROCEDURE AND IMPLEMENTATION

1. Discrimination

Workplace discrimination includes any distinction, exclusion or preference based on the protected grounds in the Ontario *Human Rights Code*, which nullifies or impairs equality of opportunity in employment or equality in the terms and conditions of employment.

The protected grounds of discrimination are:

- race, colour, ancestry, citizenship, ethnic origin, or place of origin,
- creed, religion
- age
- sex (including pregnancy and gender identity)
- sexual orientation
- family, marital (including same-sex partnership) status
- disability or perceived disability
- a record of offences for which a pardon has been granted under the *Criminal Records Act* (Canada) and has not been revoked, or an offence in respect of any provincial enactment.

Discrimination does not have to be intentional to be unlawful; and can result from practices or policies that appear to be neutral but, in reality, have a negative effect on groups or individuals because of their sex, race, religion, disability, etc.

2. Sexual Harassment

Sexual harassment includes conduct or comments of a sexual nature that the recipient does not welcome or finds offensive. It also includes negative or inappropriate conduct or comments that are not necessarily sexual in nature, but which are directed at an individual because of his or her gender.

Both men and women can be victims of sexual harassment, and harassment can occur with individuals of the same or opposite gender.

Some examples of sexual harassment are:

- sexual advances or demands that the recipient does not welcome or want
- threats, punishment or denial of a benefit for refusing a sexual advance
- offering a benefit in exchange for a sexual favour
- leering (persistent sexual staring)
- displaying sexually offensive material such as posters, pictures, calendars, cartoons, screen savers, pornographic or erotic web sites or other electronic material
- distributing sexually explicit e-mail messages or attachments such as pictures or video files
- sexually suggestive or obscene comments or gestures

- unwelcome remarks, jokes, innuendoes, propositions or taunting about a person's body, clothing or sex
- persistent, unwanted attention after a consensual relationship ends
- physical contact of a sexual nature, such as touching or caressing; and sexual assault

3. Discriminatory Harassment

Discriminatory harassment includes comments or conduct based on the protected grounds in the *Ontario Human Rights Code*, which the recipient does not welcome or finds offensive. Some examples of discriminatory harassment include:

- offensive comments, jokes or behaviour that disparage or ridicule a person's membership in one of the protected grounds, such as race, religion or sexual orientation
- imitating a person's accent, speech or mannerisms
- persistent or inappropriate questions about whether a person is pregnant, has children or plans to have children; or
- inappropriate comments or jokes about an individual's age, sexual orientation, personal appearance or weight.

Harassing comments or conduct can poison someone's working environment, making it a hostile or uncomfortable place to work, even if the person is not being directly targeted. This is commonly referred to as a ***poisoned working environment*** and it is also a form of harassment. Some examples of actions that can create a poisoned work environment include:

- displaying offensive or sexual materials such as posters, pictures, calendars, web sites or screen savers
- distributing offensive e-mail messages, or attachments such as pictures or video files
- practical jokes that embarrass or insult someone; or
- jokes or insults that are offensive, racist or discriminatory in nature.

4. Workplace Harassment and Bullying

Workplace harassment is a health and safety issue that is covered under the *Occupational Health and Safety Act*. The *Occupational Health and Safety Act* defines workplace harassment as:

Engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome.

Workplace harassment may have some or all of the following components:

- it is generally repetitive, although a single serious incident may constitute workplace harassment if it undermines the recipient's psychological or physical integrity and has a lasting harmful effect
- it is hostile, abusive or inappropriate

- it affects the person's dignity or psychological integrity; and
- it results in a poisoned work environment

Behaviour that intimidates, isolates or discriminates against the recipient may also be included. Some examples of workplace harassment are:

- verbally abusive behaviour such as yelling, insults, ridicule and name calling including remarks, jokes or innuendos that demean, ridicule, intimidate or offend
- workplace pranks, vandalism, bullying and hazing
- gossiping or spreading malicious rumors
- excluding or ignoring someone, including persistent exclusion of a particular person from workplace-related social gatherings
- undermining someone else's efforts by setting impossible goals, with short deadlines and deliberately withholding information that would enable a person to do their job
- providing only demeaning or trivial tasks in place of normal job duties
- humiliating someone
- sabotaging someone else's work
- displaying or circulating offensive pictures or materials
- offensive or intimidating phone calls or emails
- impeding an individual's efforts at promotions or transfers for reasons that are not legitimate; and
- making false allegations about someone in memos or other work related documents.

What isn't harassment

Reasonable management actions that are part of the normal work function will not be considered as workplace harassment, including but not limited to:

- measures to correct performance deficiencies, such as placing someone on a performance improvement plan;
- imposing discipline for workplace infractions; or
- requesting medical documents in support of an absence from work.

It also does not include normal workplace conflict that may occur between individuals or differences of opinion between co-workers.

The Test of Harassment

The test of harassment is whether a person knew or *should have known* that the comments or conduct were unwelcome to the other person. Intent is not a consideration. For example, someone may make it clear through their conduct or body language that the behaviour is unwelcome, in which case the individual must immediately stop that behaviour.

Although it is commonly the case, the harasser does not necessarily have to have power or authority over the victim. Harassment can occur from co-worker to co-worker, supervisor to employee and employee to supervisor.

5. Workplace and Domestic Violence

Workplace and domestic violence that may occur in the workplace are health and safety issues, which are covered under the *Occupational Health and Safety Act*.

Workplace Violence

Workplace violence is defined under the *Occupational Health and Safety Act* as:

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

It is defined broadly enough to include acts that may be considered criminal.

Workplace violence includes:

- physically threatening behaviour such as shaking a fist at someone, finger pointing, destroying property, throwing objects
- intimidating behaviour that causes the recipient to have a fear of physical violence
- obscene or harassing telephone calls
- verbal or written threats to physically attack a worker
- leaving threatening notes or sending threatening emails
- wielding a weapon at work
- stalking someone
- physically aggressive behaviours including hitting, shoving, standing excessively close to someone in an aggressive manner, pushing, kicking, throwing an object at someone, physically restraining someone or any other form of physical or sexual assault; and
- destruction of workplace or co-worker property.

Violence that occurs outside the normal workplace but which has an impact on the working environment, including working relationships, may also be considered violence in the workplace.

Domestic Violence

If Library management becomes aware, or ought reasonably to be aware, that domestic violence would likely expose a worker to physical injury that may occur in the workplace, the Library will take every precaution reasonable in the circumstances for the protection of the worker while in the workplace.

This may include some or all of the following:

- creating a safety plan,
- contacting the police,

- establishing enhanced security measures such as a panic button, code words, and door and access security measures,
- screening calls and blocking certain email addresses,
- setting up priority parking or providing escorts to vehicle or to public transportation, and
- facilitating access to counseling through the Employee Assistance Program or other community support programs.

Preventing Harassment and Violence

It is a mutual responsibility to ensure that the Library and all employees create and maintain a harassment and violence free workplace and address violence and/or the threat of violence from all possible sources (including the public, employers, supervisors, workers and domestic/intimate partners).

The Library will not tolerate or condone discrimination, harassment or violence in the workplace. This includes making everyone in its organization aware of what behaviour is and is not appropriate, assessing the risk of workplace violence, investigating complaints, and imposing suitable corrective measures.

Duties of Supervisors

Supervisors are expected to assist in creating a harassment-free workplace and to immediately contact the Director, Executive Manager, Corporate Services or Chief Executive Officer if they receive a complaint of workplace harassment or violence, or witness, or are aware of harassing or violent behaviour. Supervisors must also take every reasonable precaution to protect employees from workplace violence, including evaluating a person's history of violent behaviour to determine whether and to whom this employee poses a risk. In making this evaluation Supervisors should consider:

- whether the person's history of violence was associated with the workplace or work;
- whether the history of violence was directed at a particular employee or employees in general; and
- how long ago the incidence of violence occurred.

In certain circumstances, Supervisors may have a duty to provide information about a risk of workplace violence from a person with a history of violent behaviour if an employee can be expected to encounter that person during the course of his or her work, and the risk of workplace violence is likely to expose them to physical injury. Supervisors will only release as much personal information about the person with a history of violent behaviour as is reasonably necessary to protect an employee from physical injury.

The Chief Executive Officer will:

- Ensure that all employees are informed of this policy;
- Develop and implement procedures whereby all employee complaints of personal harassment/discrimination are responded to immediately and, if found warranted, remedied without delay; and
- Ensure that all complaints are fully and properly investigated

The Library's Joint Health and Safety Committee will:

- Provide recommendations to management to reduce or eliminate the risk of violence;
- Review all reports forwarded to the JHSC regarding workplace violence as well as other incident reports as appropriate pertaining to incidents of workplace violence that result in personal injury or threat of personal injury, property damage, or police involvement ;
- Recommend corrective measures for the improvement of the health and safety of workers; and
- Respond to employee concerns related to workplace violence and communicate these to management

Duties of All Employees

Employees must ensure that their behaviour does not violate this policy and foster a work environment that is based on respect and is free of harassment. Employees are required to report to their immediate supervisor, the existence of any workplace violence or threat of workplace violence.

6. Inquiry and Complaint Process

a) Concerns or Inquiries (informal process)

These are often the result of poor communications or misunderstandings. In these, and other appropriate cases, employees who believe they have been harassed or may have witnessed harassment may choose an informal course of action to resolve the problem or concern. The following actions are suggested:

- (i) Deal directly with the harassment.** Whenever possible or appropriate, employees should inform the person(s) responsible for the behaviour that it is offensive and contrary to the Library's policy, and that it should stop. In many instances, the offensive behaviour will be corrected by this approach. Some of the things you can say that might stop the behaviour include: "I don't want you to do that", "Please stop doing or saying...", "It makes me uncomfortable when you...", "I don't find it funny when you..."
- (ii) Keep a record of harassment.** Any alleged incident of harassment should be noted, including when it happened and who was there.
- (iii) Tell a Supervisor.** If dealing directly with the harassment isn't successful, or in cases where it isn't appropriate, employees should bring any concerns to a suitable supervisor or manager. An action plan can then be agreed upon, and a follow-up meeting scheduled.
- (iv) Seek Advice.** The Executive Manager, Corporate Services is available for confidential advice and assistance in resolving discrimination and harassment problems.

b) **Formal Complaint Process**

(i) **Where to Direct Complaints**

When informal complaint resolution is ineffective or inappropriate, all employees have the right to lodge a formal complaint. Formal complaints will be directed to the CEO.

(ii) **Content of Complaints**

Formal complaints should be in writing and contain a brief account of the offensive incident(s), when it occurred, the person(s) involved and the names of any witnesses. The complaint should be signed and dated, and should normally be reported as soon as possible so that the problem doesn't escalate or repeat.

(iii) **Initial Investigation**

All formal complaints will be investigated by the CEO, designate or an independent third party and will begin within three business days of receipt where possible. Investigations will be conducted on an urgent basis, and will normally be completed within thirty days to the extent possible.

The following steps will be included:

- 1) The complainant will be interviewed, to obtain further information and clarify details of the complaint.
- 2) Other appropriate parties, such as witnesses and/or co-workers with personal knowledge will be interviewed.
- 3) The alleged harasser(s) will be interviewed, and given every opportunity to respond to the complaint.

(iv) **Early Resolution**

In circumstances where initial investigative findings allow for the complaint to be resolved quickly and without further investigation or blame, a satisfactory settlement may be agreed upon. For example, in a complaint involving the circulation of racist material, a memo could be sent specifically banning the practice.

(v) **Full Investigation**

When an early settlement is not possible, the complaint will be further investigated by the CEO, designate or independent third party and may include the following steps:

- 1) The investigation will be completed in a confidential manner to the extent possible.
- 2) After a full fact-finding investigation, a report summarizing the findings and recommending corrective action will be written.
- 3) Conclusions about whether or not harassment took place will be based upon the balance of probabilities; the same

standard used in human rights inquiries and labour arbitration. All information, evidence and circumstances will be carefully considered in a spirit of fairness.

- 4) The summary report will be submitted, along with any recommendations for corrective action to the CEO and a course of action will be determined.
- 5) If investigative findings do not support the complaint, no corrective action will be recommended and the file will be closed.
- 6) Follow-up meetings(s) will be scheduled with the complainant.
- 7) The complainant and the respondent will be provided with a summary of the findings.

The goal is to complete the investigation and communicate the results to the complainant and the respondent within thirty days after a complaint is received, where possible.

Discrimination and harassment are serious matters. Therefore, the Library may determine that there is a need to investigate any matter and take steps to prevent further harassment or discrimination, where a formal complaint has not been filed.

Consequences

- a) Employees found to have violated the Policy will receive penalties, if appropriate depending on the circumstances, up to and including termination. Disciplinary letters will be kept in the Personnel File.
- b) Malicious or bad faith complaints made by a Complainant who knows it is not true and has a direct intent to harm the Respondent, if found to be will be disciplined and a letter to that effect will be placed on the Personnel File.

Confidentiality/Records Management

- a) **Respect for Confidentiality**
All persons involved with a complaint must ensure the matter remains confidential, whenever possible. Complaints shall be dealt with both confidentially and objectively, with respect for the rights of all parties involved.
- b) **Legislative Requirements**
Information collected and retained shall be subject to the *Human Rights Code* and the rules governing court proceedings where applicable.
- c) **Employee Records**
No record of a complaint will be placed in the Personnel File of the employee who files a complaint or in the files of any of the witnesses, except when disciplinary action is taken as part of the corrective action. Investigation records will be consolidated and held by the CEO in a confidential manner.

d) **Anonymous Complaints**

It is the Library's policy not to investigate anonymous complaints unless there are extenuating circumstances.

Procedures for Addressing Domestic Violence

If an employee is experiencing domestic violence or believes domestic violence may occur that would expose that employee or co-workers to physical injury in the workplace, the employee will advise their Supervisor on Duty, Director/Manager or CEO; who in turn will assist in preventing and responding to the situation, which may include seeking police assistance.

Protection from Retaliation

The Library will not tolerate retaliations, taunts or threats against anyone who complains about harassment or takes part in an investigation. Any person who taunts, retaliates against, or threatens anyone in relation to harassment or violence complaint may be disciplined or terminated.

Enriching Your Connections, Choices and Community

Approval Date: January 28, 2020	Motion# 20:XX
Approval Date: January 17, 2019	Motion# 19:05
Date of Revision: February 15, 2018	Motion # 18:20
Supersedes: Violence & Harassment Policy January 2018	



Richmond Hill Public Library Board

ORGANIZATIONAL STRUCTURE REPORT

SRLIB20.03

Subject: Organizational Structure Report
From: Eva Liu, Executive Manager, Corporate Services
Date: January 28, 2020

1.0 Recommendation

That the Organization Structure report dated January 28, 2020 be received for information.

2.0 Purpose

To align the organization structure with the recommendations approved by the Library Board on October 15, 2019.

3.0 Background

In August 2019, the Library Board requested that the City of Richmond Hill (the "City") complete a review of administrative functions of Library operations. The goal of this review was to identify and eliminate duplication of administrative functions performed by both the City and Library and streamline service delivery.

In October 2019, the Commissioner of Corporate and Financial Services and the City Manager attended the Library's monthly Board meeting to present a report

with recommendations. The Library Board in open session passed the following (Motion 19:93):

THAT staff be directed to implement the recommendations in the ICLIB19.01City of Richmond Hill Recommendations for Corporate and Communications Services Report dated October 2019 as modified by the Board in Closed Session, and

THAT the Library Board direct the appropriate staff to investigate the feasibility of implementing Sunday service at the new Oak Ridges branch utilizing savings derived from this report.

A transition team comprised of Library and City staff was created to implement the approved recommendations. The Transition Plan, Administrative Functions Report dated November 19, 2019 was received and adopted by the Library Board at the November Board meeting (Motion 19:103):

THAT the *Transition Plan, Administrative Functions Report*, dated November 19, 2019 be received by the Richmond Hill Public Library Board for information and adoption.

4.0 New Organizational Structure

A new organizational structure has been developed and implemented to align with recommendations approved by the Library Board. Under the new organizational structure:

4.1 Administrative Operation

- Three (3) positions in Business Services including two (2) full time positions and one (1) part time position have been removed. Executive

Manager, Business Services resigned; Advisor, Business Services position was vacant; Assistant Business Services has been redeployed to the part time Administrative Assistant position.

- Two (2) positions in Talent and Culture have been removed. Executive Manager, Talent and Culture has been redeployed to the Executive Manager, Corporate Services position; Advisor, Talent and Culture has retired from the Library.
- Two (2) support positions in Communications have been removed. The Communications Specialist accepted a position with the City and the Communications Assistant has been redeployed to the Administrative Assistant position.
- Seven (7) positions in the Library Technology team were transferred to the City.

4.2 Library Operation

- The number of Directors was reduced from four (4) to two (2)
- Director, Library Technology position was removed. The Director was redeployed to the Director, Branch Services position overseeing the operation of all branches.
- Director, Collections and Program Development position will oversee two divisions formerly known as Content and Community Connections.
- Two (2) Directors will retire in 2020.
- Manager, Emerging Technology position was removed. The Manager accepted the Oak Ridges Branch Manager position.

5.0 Operational Savings

With the implementation of the approved recommendations, the Library Board will recognize operational savings of \$845,000. The Library Board approved to provide a voluntary early retirement incentive package equivalent to one (1) week for every year of service to a maximum of 25 weeks for employees in positions that may be impacted. The total one time cost of this package was \$235,000.

6.0 Conclusion

The goal of eliminating duplication of administrative functions performed by both the City and the Library and streamline service delivery has been achieved. We will continue building a stronger partnership between the City and the Library which will strengthen the City and the Library Board's ability to delivery library services that residents expect at the least cost.

7.0 Attachments

7.1 2019 Organizational Chart

7.2 2020 Organizational Chart

Pre-Submission Review

Executive Leadership Team – Thursday, January 16, 2020

Submitted by:

Approved by:

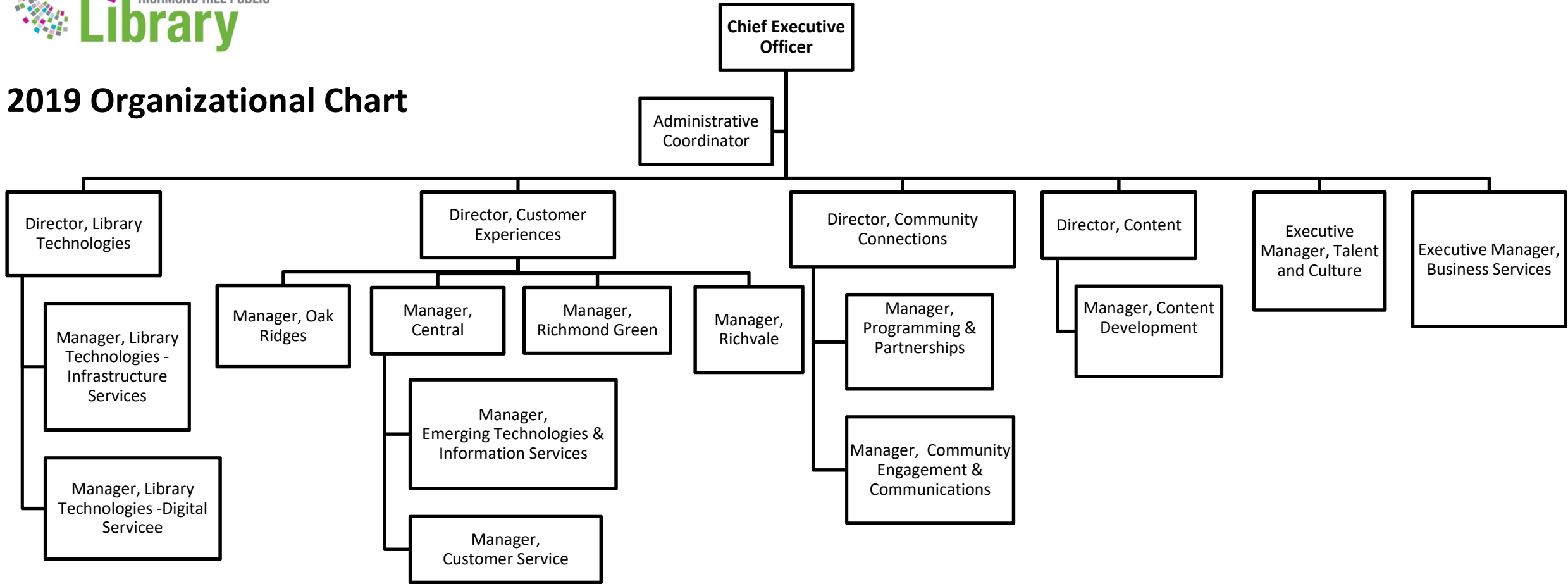
"Signed version on file in the Administration Office"

Eva Liu
Executive Manager, Corporate Services

Mary-Anne Dempster
Interim Chief Executive Officer



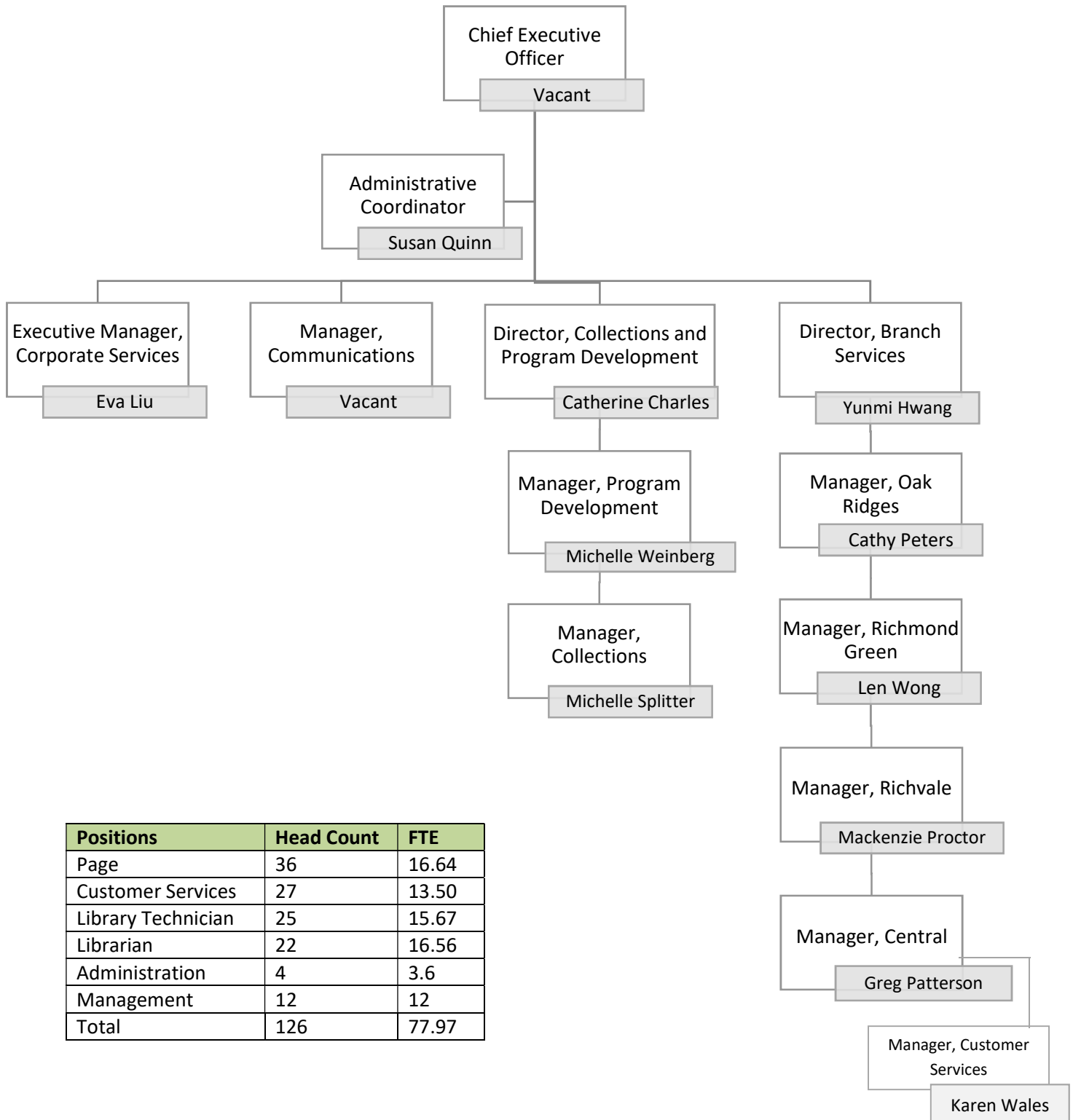
2019 Organizational Chart



Positions	Head Count	FTE
Page	36	16.64
Customer Services	27	13.50
Library Technician	25	15.67
Librarian	22	16.56
Administration &IT	12	11.66
Management	18	18.00
Total	140	92.03



2020 Organizational Chart





Richmond Hill Public Library Board

**MEMORANDUM OF UNDERSTANDING BETWEEN
RICHMOND HILL PUBLIC LIBRARY BOARD AND THE CITY
OF RICHMOND HILL
SRLIB20.04**

Subject: Memorandum of Understanding between the Richmond Hill Public Library Board and the City of Richmond Hill
From: Mary-Anne Dempster, Interim Chief Executive Officer
Date: January 28, 2020

1.0 Recommendation

That the Memorandum of Understanding between the Richmond Hill Public Library Board and the City of Richmond Hill be received; and

That the Library Board authorize the Chair to sign the Memorandum of Understanding; and

That the Library Board authorize the permanent budget transfer to the City for the seven IT professionals assumed by the City of Richmond Hill to support Library operations; and

That the Library board continue to budget for all non-payroll information technology financial requirements.

2.0 Purpose

To seek approval to formalize the partnership between the Richmond Hill Public Library and the City of Richmond Hill through a Memorandum of Understanding, and to authorize necessary budget transfers.

3.0 Background

At the October 15, 2020 meeting, the City of Richmond Hill presented their service report recommendations in closed session due to the human resources aspects of some of the recommendations. The Library in open session adopted the following resolution:

"THAT staff be directed to implement the recommendations in the ICLIB19.01City of Richmond Hill Recommendations for Corporate and Communications Services Report dated October 2019 as modified by the Board in Closed Session"

Staff in the Library and City assembled a transition team from Information Technology, Finance, Human Resources and Communications to evaluate the existing processes, policies and procedures and develop a plan to align to the City's policies and procedures in these areas. As part of the plan, staff have clearly documented the services to be provided by the City and the tasks completed by Library staff. The transition of these services in whole or part to the City will continue throughout 2020, with the majority complete by the end of the first quarter.

The Memorandum of Understanding lays out the parameters of the business arrangement that the parties will work under. In some areas, a service level agreement is required to fully define the details of the relationship. The Library and City's current facilities and maintenance service level agreement will remain as it provides very detailed expectations. Communications is developing one to

articulate the details of their business arrangement and the other areas may require one as well.

In the areas of Communications, Finance and Human Resources the only cost to the Library is for specific services not offered internally at the City. In Information Technology, the proposal endorsed by the Board required the Information Technology staff, except the Director's position, operating budget and capital budget transfer to the City. The Board's formal approval to transfer these budgets to the City is required for salaries and benefits. Future benefit and wage increases are the responsibility of the City. The non-personnel budget will continue to be requested by the Library and transferred to the City as required based on the specific needs of the Library. Any future savings in this area from the partnership will be recognized by the Library.

4.0 Conclusion

The Memorandum of Understanding is necessary to formalize the partnership and protect both parties.

5.0 Attachments

5.1 Memorandum of Understanding

Pre-Submission Review

Executive Leadership Team – Thursday, January 16, 2020

Approved by:

"Signed version on file in the Administration Office"

Mary-Anne Dempster
Interim Chief Executive Officer

MEMORANDUM OF UNDERSTANDING (“MOU”) dated January 28 2020

BETWEEN:

THE RICHMOND HILL PUBLIC LIBRARY BOARD

(hereinafter referred to as the “Board”)

- and –

THE CORPORATION OF THE CITY OF RICHMOND HILL

(hereinafter referred to as the “City”)

RECITALS:

1. The City is a municipal corporation governed by the *Municipal Act, 2001*, S.O. 2001, c.25, as amended.
2. The Board is a public library board governed by the *Public Libraries Act*, R.S.O., 1990, c. P.44.
3. The Board and the City are committed to cost-effective delivery of library services, avoiding unnecessary duplication of costs.
4. The City employs staff with expertise in various administrative functions, including human resources, finance, facility maintenance, information technology and communications.
5. The Board wishes to utilize the expertise of City staff to administratively support the library operations with a view to minimizing the impact administration on rate payers.
6. The City and the Board agree that the City will provide such administrative support pursuant to the terms set out below.

NOW THEREFORE the City and the Board agree as follows:

SECTION 1 - DEFINITIONS AND INTERPRETATION

1.1 DEFINITIONS

In this MOU, the following words have the following meanings:

- (a) “CEO” means the individual appointed and employed by the Board to hold the position of the Board’s Chief Executive Officer, Secretary and Treasurer;

- (b) “City Support Services” means those services to be provided by the City to the Board under this MOU, more particularly described in the following schedules:
- (i) Schedule “A” - Human Resources Support Services;
 - (ii) Schedule “B” - Financial Support Services;
 - (iii) Schedule “C” - Information Technology Support Services;
 - (iv) Schedule “D” - Facility Maintenance Support Services;
 - (v) Schedule “E” - Insurance and Risk Management Support Services;
 - (vi) Schedule “F” - Shared City-Library Services;
 - (vii) Schedule “G” - Communication Support Services;
 - (viii) Schedule “H” - Board Orientation Training Support Services; and
 - (ix) Schedule “I” – Legal Support Services.
- (c) “Commissioner” means the individual appointed and employed by the City to hold the position of the City’s Commissioner of Corporate and Financial Services, or any successor position;
- (d) “Library” means all of the library branches that are operated by the Board;
- (e) “MFIPPA” means the Municipal Freedom of Information and Protection of Privacy Act
- (f) “MOU” means this Memorandum of Understanding, including all its schedules as described in 1.1 (b)(i) to (ix);
- (g) “*Municipal Act, 2001*” means the Municipal Act, 2001, S.O. 2001, c.25”;
- (h) “*Public Libraries Act*” means the Public Libraries Act, R.S.O. 1990, c. P.44; and

1.2 Legislative References

A reference to any legislation or regulation in this MOU shall be deemed to be a referenced to that legislation or regulation as amended or superseded.

SECTION 2 - RELATIONSHIP OF THE PARTIES

2.1 Independent Status of the Parties

- (a) The Board is a local board of the City established to provide public library services to the residents of the City. It is governed by those provisions applicable to public library boards set out in the *Municipal Act, 2001* as well as the *Public Libraries Act*. Notwithstanding that the Public Libraries Act provides a role for the City, including the requirement that the City's Council appoint the members of the Board, the City acknowledges the Board's independent status separate from the City.
- (b) The City is a lower-tier municipality governed mainly by the *Municipal Act, 2001*, pursuant to which it provides services in relation to various matters of local interest.
- (c) The CEO and Library staff are all employed directly by the Board.

2.2 Interrelationship of the Parties

- (a) The Board, through its appointment by City Council, delivers library services and resources to the residents of Richmond Hill, in accordance with the *Public Libraries Act*, the Board's Strategic Plan and its stated Mission, Vision and Values.
- (b) The City Council annually reviews and approves budgetary estimates received from the Board for the operation of the library, in accordance with Section 24 of the Public Libraries Act.
- (c) Agendas and Minutes of the Board are circulated to Mayor and Members of Council for information only.
- (d) Notwithstanding that the Board employs the CEO, the CEO shall be accountable to the Commissioner in connection with the City Support Services and serves as a member of the City's Director team and is accountable to the Commissioner, receives Council agendas and minutes, and attends Council and/or other committee meetings, when agenda items are relevant to the Library.

SECTION 3 - OBJECTIVE

3.1 Primary Objective of the Parties

The Board and the City believe it is critical to avoid unnecessary duplication in administration between City and Library operations to ensure that service delivery to the residents of Richmond Hill is optimized and cost-effective. The parties have agreed that the City will provide the City Support Services to the Board subject to the provisions of this MOU, in furtherance of this objective.

3.2 Accountability of the CEO to the Commissioner

Notwithstanding that the CEO is employed by and responsible to the Board for, among other things, the implementation of the Library's strategic goals established by the Board and delivery of a full program of Library services, the CEO shall be accountable on all matters that support the primary objective of the parties as set out in subsection 3.1 above, including with respect to the City Support Services to the Commissioner.

SECTION 4 - ROLES AND RESPONSIBILITIES

4.1 Roles and Responsibilities of the CEO

- (a) The CEO shall have primary responsibility for administration of this MOU on behalf of the Board, and shall:
- (i) serve as a member of the City Director's leadership team and attend all Director's Leadership Community meetings;
 - (ii) participate on City staff committees to represent the Library's perspective on future initiatives and ongoing projects;
 - (iii) receive and review Council agendas and minutes;
 - (iv) attend Council and other committee meetings, when agenda items are relevant to the Library;
 - (v) ensure that the governing policies and procedures governing the City Support Services provided are adhered to; and
 - (vi) ensure that Library services meet the needs of the resident in the most cost effective approach;

4.2 Roles and Responsibilities of the Commissioner

The Commissioner shall have primary responsibility for administration of this MOU on behalf of the City and shall:

- (a) provide support to the CEO and Board with respect to the City Support Services; and
- (b) authorize the procurement of goods and services initiated by the CEO on behalf of the Board, such as purchase card activity and travel reimbursement.

4.3 Coordination Between the CEO and Commissioner

- (a) Upon execution of this MOU, the Commissioner and CEO shall oversee the commencement of the provisions of the City Support Services as soon as practicable.
- (b) The Commissioner and CEO shall meet on a mutually agreeable schedule to discuss issues of joint concern.
- (c) While it is understood that the CEO does not have the authority to direct City Staff, it is agreed that the CEO may directly approach City Directors and Managers for assistance and support as necessary to coordinate service delivery.

- (d) The CEO shall ensure that City Directors are contacted directly in regards to matters involving City policies or directives, and budgets. The CEO or designate may directly contact City managers in regards to day-to-day operational matters.
- (e) The CEO and the Commissioner may each designate members of their respective staff to address any issues that may arise out of the operation of this MOU.
- (f) The Board's Library staff and the City commit to share and consult with each other regarding any service delivery review that may either impact upon, or be helpful to either or both parties.

SECTION 5 - TERM

- (a) This MOU shall take effect on January 28, 2020 and shall remain in effect until terminated by either party.
- (b) Either party may terminate the MOU for any reason upon providing to the other party no less than six (6) months' written notice of its intention to do so.
- (c) Upon the effective date of any termination of this MOU, the City will cease providing the City Support Services.

SECTION 6 - GENERAL

6.1 Commitment to Continued Collaboration

- (a) The Board and the City commit to ongoing collaboration with regard to programs and services, in order to streamline and improve processes, minimize duplication and scheduling conflicts, and to maximize opportunities.
- (b) The Board agrees to continue to review Library operations to identify possible consolidation efficiencies, and to determine whether to retain contracts under Library expenses.
- (c) Where possible, the CEO and Commissioner shall cooperate to acquire goods and services jointly on behalf of both the City and the Board in order to leverage the benefit of volume purchases to reduce overall costs, as well as to increase efficiency by reducing administrative time and expense associated procuring the goods and services and managing the resulting contracts.

6.2 Costs of Library operations

It is understood that the Board will be responsible for reimbursing the City for any incremental salary and non-salary costs incurred by the City that are associated with Library operations, including, but not limited to, any costs of providing the City Support Services.

6.3 MOU Applicable Only to City Support Services

The Board and the City acknowledge and agree that the terms and provisions of this MOU apply only to the City Support Services and shall supersede all prior agreements with respect to these, save and except the Service Level.

6.4 City By-laws and Policies

- (a) The Board agrees that the City by-laws and policies will apply and/or align to the provision of the City Support Services. For greater certainty, to the extent that the City by-laws and policies include a general reference to City “staff”, that reference will be deemed to extend to Board staff. Further, any power or responsibility in such by-laws and policies that is delegated to individual staff within a specified position within the City will be deemed to be delegated to the CEO, provided that the CEO may advise the City in writing if the CEO wishes to assign a designate for the purpose of exercising any delegated power or responsibility on behalf of the CEO. Any powers or responsibilities that remain with Council pursuant to City by-laws and policies will be deemed to be powers of the Board.
- (b) The City agrees to ensure that policies governing the services provided in the attached schedules provide allowances and exemptions for Library operations consistent to that afforded to them in legislation.
- (c) The City and Board agree when either the Board or the City makes changes to policies, which may impact this MOU and its Schedules, notice shall be given to the other party to ensure appropriate changes or distinctions are made for the alignment or differentiation between Board and City policies.

6.5 Alterations to the City Support Services

- (a) If at any time during the term of this agreement either party wishes to alter the City Support Service, that party shall provide written notice of the proposed alteration to the other party and the parties shall negotiate the details of same.
- (b) No alterations shall be implemented unless an amendment to this MOU setting out the details of the alteration has been executed by the parties.

6.6 Notices

- (c) Any notice or other communication to be given in connection with this MOU shall be given in writing by email and shall be deemed to be received at the time of transmission unless transmitted on a weekend, statutory holiday or shut-down of either party and shall be delivered to the City to the attention of the Commissioner and to the Board to the attention of the CEO.

This MOU is hereby executed and the covenants, provisions and conditions contained herein shall enure to the benefit of and be binding upon the respective successors, heirs or assigns of each of the parties hereto.

SIGNED, SEALED AND DELIVERED

THE CORPORATION OF THE CITY OF RICHMOND HILL

RECOMMENDED FOR EXECUTION IN
ACCORDANCE WITH BY-LAW NO. ?-20

Neil Garbe, Chief Administrative Officer?

Mayor

c/s

Clerk

We have authority to bind the Corporation.

RICHMOND HILL PUBLIC LIBRARY BOARD

RECOMMENDED FOR EXECUTION IN
ACCORDANCE WITH BOARD RESOLUTION NO. ?

Chair

c/s

Secretary

We have authority to bind the Corporation.

SCHEDULE "A" - HUMAN RESOURCES SUPPORT SERVICES

1. Principal Understanding

- (a) The Board is the sole employer of all Library employees, including the CEO.
- (b) The City's Human Resources (HR) Division will administer benefit services on behalf of the Board, per this MOU.
- (c) If additional charges will be incurred by HR, the CEO must sign off on the estimated charge before work is commenced. Any additional services requested will be charged through interdepartmental transfer to the Library. These interdepartmental charges will include staff time if above and beyond the basic services stated in this agreement.

2. HR Support Services to be Provided by the City to the Library:

- (a) The City's Human Resources (HR) Services (HRS) shall provide advice and support to the Board and CEO upon request in all labour and employment matters. All decisions shall continue to be made by the Board or CEO, as applicable based on the Board's governance structure. The City reserves the right to decline any requests.
- (b) The Board's Pay Equity Plan and Compensation Program shall remain separate from the City's, but will be administered and maintained by HRS.
- (c) Should the Board require a new job evaluation or a re-evaluation of an existing job, it shall be conducted in accordance with the City's policies for same and the CEO shall consult with HR with respect to placement within the classification structure and associated compensation.
- (d) The Board shall adhere to the Employment Standards Act, S.O. 2000, c.41 and to all other relevant legislation, and shall align its policies with those of the City's Human Resources Policy Manual.
- (e) The Library has its own Business Number, employment reports, including payroll. Canada Revenue Agency (CRA), Workplace Safety Insurance Board (WSIB), and Ontario Municipal Employees Retirement System (OMERS) reports shall be completed by the City with information provided by the CEO or designate. It shall be the CEO's responsibility to explain this reporting mechanism to Board employees.
- (f) HRS may communicate with individual Board employees directly and confidentially as it relates to benefits, onboarding and payroll. Should individual Board employees seek advice from HRS on any other matters, HRS will refer these individuals to the CEO or, in the case of matters related to the CEO or Board Chair, to the CEO's designate.
- (g) The City and Board agree to the following in relation to the HR Support Services described below:

Health & Safety:

- (i) The CEO or designate shall sit as the Co-Chair on the Board's Joint Health and Safety Committee (JHSC).
- (ii) The City shall provide to employees of the Board any Health & Safety training that is provided for City employees of similar job classifications or grades.

- (iii) The CEO or designate shall use the City's JHSC forms for scheduled inspections, and for incident and accident reports. The Board may add additional documents to their own internal reviews of workplace or user safety as needed.
- (iv) The Board shall ensure compliance with current Health and Safety legislation at the Library;
- (v) The CEO or designate shall respond to day-to-day Health and Safety issues that may arise, and make notice to City staff if Employee Assistance Program and/or WSIB claims are required. The City shall provide all payroll and payment information required to support any claims.
- (vi) The CEO or designate shall assist, monitor and follow-up on all WSIB claims, and work with HRS to ensure all documents are completed as required by WSIB.

Pay Equity:

- (vii) The Board's Library staff shall amend and/or create job descriptions with equity input from the City.
- (viii) The City shall ensure maintenance of the Pay Equity Plan.

Performance Management

- (ix) Performance Appraisals for Board staff shall be the sole responsibility of the CEO. Performance Appraisals for the CEO shall be the responsibility of the Board with support from the Commissioner.
- (x) The CEO shall use the City's performance management and succession planning framework.

Recruitment, Screening, Hiring and On-Boarding

- (xi) The Board is responsible for recruiting, hiring, contracting, appraising, discipline and termination of the CEO.
- (xii) The CEO or designate is responsible for all recruitment, hiring, appraisal, discipline and termination activities pertaining to Board staff with support from HRS through the business partner assigned to the Board.
- (xiii) The Board shall provide all external postings for recruitment to HRS and choose the venues for promotion. Additional charges incurred for venues in addition to those normally used by the City are the Board's responsibility.
- (xiv) The Board shall use the City's online recruitment portal with support from the City's Business Partner responsible for the Board.
- (xv) On-Boarding shall be the responsibility of the CEO or designate using the City's onboarding online program supported by the HR Business partner.

Discipline, Termination and Off-Boarding

- (xvi) Discipline and termination of Board employees are the sole responsibility of the CEO. Discipline and termination of the CEO is the sole responsibility of the Board.

- (xvii) The City shall complete Off-Boarding of payroll and benefits for all Board employees when notice is given by the CEO.
- (xviii) The City shall complete Off-Boarding of payroll and benefits for the CEO when notice is given by the Board.

Policies and Procedures

- (xix) The Director of HRS or designate shall inform the CEO of any significant changes to the City's HR policies;
- (xx) HRS shall work with the City's IT Services to ensure the Board's employees have access to information related to health & safety, benefits, and other relevant HR information via the City's Intranet.
- (xxi) The CEO shall be given access to the City's Intranet in order to have comparative access to City policies.

Training

- (xxii) Board staff shall be invited to participate in all City staff wellness programs, training, and leadership training opportunities.
- (xxiii) The City shall cover costs of training for Board employees if such training is also made available to City staff (e.g. MFIPPA, AODA Customer Service, CPR, Health & Safety Certification for committee members) and which is corporately funded, provided that any costs of attendance at such training, such as mileage and other incidentals, will be at the cost of the Board. Any training which is billed to a department shall be billed to the Board for Board employees.
- (xxiv) The Board shall be responsible for budgeting and administering any costs associated with any other training, including any conference to be attended by Board employees, Board specific training, or any training which the City is not offering to City staff at the time it is required by the Board.

HR Related Legal Advice

- (i) The Director of HRS will determine whether any external legal advice or services are required in order for HRS to provide any such services and shall arrange for these to be provided, subject to the following:
 - 1. The Director of HRS will only facilitate the provisions of legal advice or other external advisory services that the Director has determined are necessary, in the Director's sole discretion.
 - 2. When the external advice or services is likely to result in excessive legal costs, as determined by the Director of HRS, such as costs associated with arbitrations, collective bargaining or wrongful dismissal lawsuits, the Board will be required to pay some or all of the costs. The Director will advise the CEO at the outset of any retainer of the City's

maximum available contribution and the Board will be responsible for the remaining costs.

3. The costs of any external advice related to any other non-routine matters such as harassment complaints, security issues and outplacement on terminations shall be the responsibility of the Board.

SCHEDULE "B" - FINANCIAL SUPPORT SERVICES

3. Principal Understanding

- (a) The Board shall appoint the CEO as the Board's Treasurer.
- (b) The City Finance Division (Finance) will provide the following financial and accounting services to the Board:
 - (i) as payment release is authorized,
 - (ii) according to Board-approved budget, and
 - (iii) in accordance with the annually approved City Council Budget for the Library.
- (c) City staff providing financial Support Services to the Board shall adhere to all applicable City by-laws and policies notwithstanding that these may be inconsistent with similar Board policies.

4. Finance shall provide the following financial Support Services to the Board:

- (a) Procurement services;
- (b) Accounts receivable services;
- (c) Operating and capital budget assistance/preparation, within Board-approved budget;
- (d) Accounts payable services;
- (e) Banking, cash management and investment services
- (f) Financial statements preparation and assistance with audits
- (g) Harmonized Sales Tax remittance/reconciliation
- (h) Calculation of annual Development Charges
- (i) Provision of official Income Tax Receipts for donations to the Library
- (j) Grant application/submission assistance for grants pertaining to municipal services, or those using the City's business number

5. The following provisions shall apply in connection with the Financial Support Services:

- (a) The Board procurement policy and related activities shall be consistent with the City's policy and procedures.
- (b) The city recognizes that the CEO is the senior signing authority for the Board relating to the Library and accountable to the Board for financial decisions.
- (c) For transparency purposes, the Commissioner shall approve any CEO expense reimbursement requests and any purchases made by the CEO using a purchasing card. The Commissioner reserves the right to obtain Board approval for any procurement activity initiated by the CEO and such matter will be brought to the next Board meeting for direction.
- (d) The Board's Library staff may conduct its own procurement process for goods or services, specific to the functions of the Library, or may request that the City assist with such procurement process.

- (e) The parties agree that any purchases made by the City on behalf of the Board shall comply with the City's Procurement Policy and Procedures as may be amended from time to time.
- (f) The Board's Library staff shall ensure financial activity is processed in a timely manner and work with appropriate City staff to ensure that Council and Board-approved budgets are followed.
- (g) Only the CEO, Commissioner or Board Chair may authorize the City to proceed with a payment on behalf of the Board.
- (h) The City shall provide the CEO and designated Board staff Purchase cards. Procurement with purchase cards shall be consistent with the City's policy and procedures.
- (i) The City shall assist the CEO with the budget planning process, and ensure that long-term needs are included in budget presentations to Council.
- (j) The City shall assist the CEO in budgetary planning based on employee years of service and current and planned City employee remuneration plans.
- (k) The City shall include acquisition of Library assets and services in any procurement activity being conducted by the City when requested by the CEO.
- (l) The City shall assist with the Board's financial statements as follows:
 - (i) Monthly Trial, Variance, and Roll-Up Summary statements shall be provided by the City to the CEO for each of the Board's Operational and Capital accounts.
 - (ii) Quarterly Reserve and Investment statements shall be provided by the City to the CEO for each of the Board's Accounts.
 - (iii) The CEO shall provide all Board bank statements to the City's Financial Services for tracking of accounts and auditing purposes.
 - (iv) Quarterly, or upon request, the Development Charges Reserve Account in the Library Name shall be provided to the CEO with an estimate of projected income for the coming year.
 - (v) Multi-year projections shall be provided to the CEO for the purpose of planning. It is understood that Development Charges Income is not realized until it is earned, and estimates are not a binding amount.
- (m) The City shall assist with payroll, attendance, and seniority as follows:
 - (i) The City shall administer the bi-weekly payroll for Board staff, including all payroll-related activities, benefits administration, and pension requirements;
 - (ii) The City shall track and give notice to the CEO regarding any employee who qualifies for part-time benefits, such as entry into the OMERS plan;
 - (iii) The City shall file all employment reports and remittances on behalf of the Library.

SCHEDULE "C" - INFORMATION TECHNOLOGY SUPPORT SERVICES

1. Principal Understanding

- (a) All Information Technology (IT) equipment and infrastructure located at the Library, including servers, phone system, mobile devices, staff computers, corporate software, public access computers, public access tablets, printers and MakerSpace equipment are the property of the City and Library employees are provided access for Library use.
- (b) All third party contracts for Library IT Services, Software and Hardware Licensing and IT systems maintenance shall be managed by the Commissioner or the Commissioners designate on behalf of the Board.
- (c) Library patron user needs are often in conflict with City safety and security protocols, and therefore a separate network shall be provided for public access terminals and Wi-Fi.
- (d) The Board and its employees shall accept all City IT policies as they relate to the use of the City's corporate IT equipment and infrastructure connected to the City's Corporate network, local hardware or mobile devices.
- (e) The Commissioner or the Commissioner's designate shall work with the CEO to develop IT policies for patron use technology, including patron networks, Wi-Fi, and MakerSpaces.

2. IT Support Services to be Provided by the City for the Library:

- (a) Software and hardware support for Board employee users of City technology.
- (b) Support will be provided Monday to Thursday from 9:00am to 9:00pm, Friday and Saturday from 9:00am to 5:00pm, excluding Statutory Holidays. If an issue requiring support arises outside of the stated times, the Help Desk should be notified via voicemail or other available means immediately upon the issue arising, in order to minimize down time when Library staff return to work. An emergency protocol will be made available to handle support requests relating to critical failures after-hours and such support requests will be dealt with on a best effort basis.
- (c) All support and service requests will be made via the City's Help Desk ticketing portal or the City's Help Desk Support Number. Help desk service tickets are handled on a priority basis throughout the entire City. The Library tickets shall be handled at the same priority level as for City departments.
- (d) Usernames and passwords shall be created for incoming staff (and for Board members if requested), and email shall be archived for outgoing users. Employees of the Library shall be provided with an Intranet account which shall allow access to the services of the City that are provided to City employees.
- (e) Procurement of IT equipment and infrastructure provided to the Library by the City shall occur at the same times as for City departments.
- (f) Support and general maintenance of staff and public networks of the Library.

- (g) Access to the City's Intranet to all Board employees.
- (h) Training for Board employees in the use of corporate standard software. This shall be completed by City IT staff and may include a Train the Trainer model of in-serving a member or small group of Library employees.
- (i) The management of software licenses for software purchased by City IT. The Board and its employees shall adhere to all licensing agreements for any software or products that the City provides.
- (j) MFIPPA Freedom of Information file and email searches, according to the terms of the City's Policies, as required.
- (k) Provide the CEO an IT Capital Asset Inventory and assist in evaluating the financial viability and replacement needs of each.
- (l) Consultative services for the development of future technology related planning and upgrading as part of an annual IT and Library budget process.

3. The Board shall have sole responsibility for providing the following services to the Library:

- (a) Providing training and support to members of the community on their devices, hardware, software, licensing, printing needs, public computer access, Wi-Fi network access, and MakerSpaces.
- (b) Library web site design and support including approving and maintaining content on the Public Website through the CMS (Content Management System) as well as any content and data housed within Library Application Systems, including but not limited to ILS (Integrated Library System).
- (c) Library social media account support managing and maintaining content on Library social media accounts.

SCHEDULE "D" - FACILITY MAINTENANCE SUPPORT SERVICES

1. Principal Understanding

- (a) It is acknowledged by both parties that the Library is a tenant of City properties.
- (b) All facility maintenance support services shall be provided by the City to the Board in accordance with the Service Level Agreement (Facility Maintenance SLA) approved by the CEO of the Board on July 29th, 2016 and as may be amended from time to time, and all the provisions of the Facility Maintenance SLA shall be incorporated into this MOU by reference.

SCHDULE "E" - INSURANCE AND RISK MANAGEMENT SUPPORT SERVICES

1. Principal Understanding

- (a) The Board and Library employees shall receive support from the City for insurance and risk management subject to the terms set out in Section 2 below.
- (b) The Board shall adhere to the requirements of the City's Insurance Risk Management Program.
- (c) The Board shall not knowingly place the Corporation under any undue risk and ensure suppliers and contractors provide appropriate indemnification, assume all risks and liability associated with the delivery of the goods or services provided and insurance coverage protecting both the Board and the City. The CEO shall be responsible for ensuring that all Board employees comply. In this regard, only the CEO may approve the award of any supplier contracts that include any provisions that vary the indemnification, transfer to the City, or otherwise limit, the supplier's liability or vary any insurance requirements recommended by the City's Manager of Risk.
- (d) The CEO shall prepare and maintain an asset management plan for the facilities and holdings, and shall review and revise the plan annually with the Board and Commissioner or designate to ensure adequate insurance is in place.
- (e) The Board may, at any time, purchase insurance outside of the City's policy for additional insurable needs not covered by the City, or covered to the level the Board directs.

2. The following Insurance and Risk Management Support Services shall be provided to the Board:

- (a) The Board and all officers of the Board, including the CEO shall be included in the liability, indemnification, and Errors & Omissions insurance of the City.
- (b) Adequate insurance coverage for the Library's facilities and contents including furnishing, capital equipment, and other holdings, shall be provided under the City's insurance policy. The CEO is responsible for ensuring maintenance of current records of Library property for insurance purposes.

SCHEDULE "F" - SHARED CITY SERVICES

1. Principal Understanding

- (a) The Board shall offer City services through the Library which are appropriate to improved service to the community, provided:
 - (i) the delivery of such services is within the scope and skill of the Library employees,
 - (ii) do not require additional Library staff, and
 - (iii) do not impact on other services provided by employees of the library.

2. The following services shall be coordinated by the City and Board:

- (a) Although the priority space usage shall be for paid rentals and any program of the parties, the Board and the City shall provide reciprocal rental space allowances between the Library and other municipal spaces.
- (b) The Board shall not charge any City employees a non-residency fee, regardless of where the employee resides. Program fees may be charged at a rate equivalent to resident patrons.

SCHEDULE “G” - COMMUNICATIONS SUPPORT SERVICES

1. Principal Understanding

- (a) The City’s Strategy, Innovation and Engagement Division (SIED) shall assist the Board in communication activities and offer advice relating to communication service innovation and process improvements (the “Communication Support Services”).
- (b) The CEO and the Director of the SIED shall enter into a separate service level agreement (the “Service Level Agreement”) that will set out the particulars of the Communications Support Services.
- (c) In the event that there are to be any costs to the City for the provisions of any of the Communication Support Services, these will be charged back to the Board. The CEO shall provide prior written approval of any expenditure as well as direct billing and account information.
- (d) The Library staff retains a dedicated Communications staff person to support and manage the Library’s communications needs. A City Communications Advisor will be assigned as a liaison for the Library Communications Manager
- (e) The Library staff will continue to manage the Library’s website and social media channels. The City will continue to share the Library’s social media content as appropriate, and vice versa. The City’s website will continue to link directly to the Library’s website and will not host duplicated information, and vice versa.
- (f) The City will provide graphic design support to the Board for Library operations. The Board is responsible for any costs associated with the use of external vendors for graphic design, photography and/or videography support
- (g) The Board is responsible for developing, producing and managing its promotional materials (e.g., posters, brochures, advertisements, bookmarks, etc.) and any costs associated with advertising or communication.
- (h) The CEO may consult with the Director of SIE or designate for recommendations on media communications or issues management if needed.
- (i) The CEO shall inform the Commissioner of any changes to Library services, staffing or Board/Committee members, or any other information, which is promoted on the City’s website.
- (j) Any procurement of communications goods and services shall include requirements of the Library.
- (k) The City will include the Library in the development and implementation of the City’s Community Engagement framework
- (l) The Library will adjust its communications policies (e.g., media relations, social media), as needed and appropriate, to closely reflect those of the City

2. As part of the Communication Support Services, the City’s Communications Services Branch of SIED shall provide to the Library:

- (a) Graphic design support as outlined in the Service Level Agreement
- (b) A list of vendors from which the Library can procure or purchase graphic design and/or production services for major projects (e.g., strategic plan) or if City graphic design services are unavailable or unable to meet needs
- (c) A copy of the City's regular employee newsletter for each Library staff person and the opportunity to contribute content to the newsletter
- (d) Tertiary back-up support for website and social media communications, in the event of an emergency where both the primary and secondary Library staff responsible for these functions are unavailable
- (e) Inclusion of key Library spokesperson(s) in the City's corporate media training

SCHEDULE "H" - CORPORATE TRAINING OF BOARD

1. Principal Understanding

- (a) The City will provide corporate training support to the CEO and Board members no less than once in every four-year term of office following the appointment of the new Board.
- (b) Such training shall include topics to be determined by the City in consultation with the CEO and, notwithstanding that it may address legislation and Board compliance obligations such as with MFIPPA and other applicable legislation, such training shall not constitute, nor shall it be a substitute for, legal advice that may be required by either the CEO or any individual Board member in order to ensure that their compliance obligations are met.
- (c) City staff may, in the City's sole discretion, provide instruction on interpreting financial and budgetary statements to the Board.
- (d) The City shall include the Board in any of the City's committee education workshops.

SCHEDULE "I" - LEGAL SUPPORT SERVICES

1. Principal Understanding

- (a) In the event the Board requires legal services other than those related to insured claims or to pursue any legal action as set out below, the CEO may request the Commissioner to arrange for such legal services to be provided to the Board through the City Solicitor's office. The City will provide the CEO with a cost estimate for approval prior to retaining any legal counsel. If approved, the CEO will provide the City with billing information and an account number so that costs may be charged to the Board. The CEO will instruct any assigned counsel directly and will monitor any legal invoices to ensure that any maximum cost set out in the initial retainer is not exceeded without further CEO approval.
- (b) Should the Board need legal services to pursue any legal action, the Board will be required to engage independent legal advice to avoid the potential community perception of a conflict of interest with the City's Solicitor's office providing legal support to the Board.
- (c) The City reserves the right to decline any request.



Richmond Hill Public Library Board

2019 YEAR END CAPITAL CLOSURES REPORT

SRLIB20.05

Subject: 2019 Year End Capital Closures Report
From: Mary-Anne Dempster, Interim Chief Executive Officer
Date: January 28, 2020

1.0 Recommendation

That the Library Board approve the closure of the following 10 capital projects and that all unexpended monies be returned to City Reserves:

- P/000027.01 – 2013 Workstations & Peripherals TE;
- P/000039.01 – 2014 Shelving Replacement Phase I IS;
- P/000176.01 – 2016 Workstations & Peripherals TE;
- P/000287.01 – 2017 Collection Development CO;
- P/000288.01 – 2017 CE Library Feasibility Study AD;
- P/000291.01 – 2017 Workstations & Peripherals TE;
- P/000418.01 – 2018 External Digital Signage RG/RV TE;
- P/000613.01 – 2019 iPad Kiosk RV/RG TE;
- P/000623.01 – 2019 Self Payment Check-Out RG TE; and
- P/000626.01 – 2019 Public Furniture RV

2.0 Background

The attached chart presents the Library Board with information on the status of capital projects through December 31, 2019, identifying those which have been completed with any remaining balances to be returned to their original funding sources, and those which will be carried over to 2020.

From January to March 2019 the Library closed 2 capital projects and returned the remaining balances of approximately \$13,626 to their original sources of funding.

From April to December 2019, the following 10 capital projects have been completed and are recommended for closure with approximately \$126,952 to be returned to their original sources of funding:

1. 2013 Workstations & Peripherals TE
2. 2014 Shelving Replacement Phase I IS
3. 2016 Workstations & Peripherals TE
4. 2017 Collection Development CO
5. 2017 CE Library Feasibility Study AD
6. 2017 Workstations & Peripherals TE
7. 2018 External Digital Signage RG/RV TE
8. 2019 iPad Kiosk RV/RG TE
9. 2019 Self Payment Check-Out RG TE
10. 2019 Public Furniture RV

The portfolio of the remaining 29 open capital projects has a total remaining balance of \$2,283,192.

Capital projects vary in expected delivery time from date of approval owing to their complexity or by staff or resource constraints. Staff continues to work on completing outstanding capital projects in a timely manner.

3.0 Alignment with Strategic Plan

This report aligns with the strategic direction to *Reinforce Our Capabilities* by adhering to the Board's sound financial policies. This is also in keeping with our *Value - Accountability* by practicing efficient and effective stewardship of library resources.

4.0 Conclusion

Staff recommends that the Library Board approve the closure of the capital projects identified in the report and return approximately \$126,952 to the original sources of funding.

5.0 Attachments

1 *RHPL Status of Capital Projects* for the period ending December 31, 2018

Pre-Submission Review

Executive Leadership Team – Tuesday, January 14, 2020

Approved by:

"Signed version on file in the Administration Office"

Mary-Anne Dempster
Interim Chief Executive Officer



Richmond Hill Public Library

Status of Capital Projects

For the Period Ending December 31, 2019

Year of Approval	Project Name/Description	Library Dept.	Approved Funding	YTD \$ Spent	Remaining Balance	% Spent	Project Status
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CLOSED PROJECTS

	2016	User Discovery Software R&R						Closed in Q1
	2016	Presentation Equipment R&R						Closed in Q1
1	2013	Workstations & Peripherals	TE	\$ 134,100	\$ 133,653	\$ 447	99.7%	Close in Q4
2	2014	Shelving Replacement Phase I	IS	\$ 60,000	\$ -	\$ 60,000	0.0%	Close in Q4
3	2016	Workstations & Peripherals	TE	\$ 165,300	\$ 164,912	\$ 388	99.8%	Close in Q4
4	2017	Collection Development	CO	\$ 319,300	\$ 319,300	\$ -	100.0%	Close in Q4
5	2017	CE Library Feasibility Study	AD	\$ 100,000	\$ 51,592	\$ 48,408	51.6%	Close in Q4
6	2017	Workstations & Peripherals	TE	\$ 105,200	\$ 105,100	\$ 100	99.9%	Close in Q4
7	2018	External Digital Signage RG & RV	TE	\$ 10,000	\$ 849	\$ 9,151	8.5%	Close in Q4
8	2019	iPad Kiosks RV/RG	TE	\$ 52,000	\$ 50,432	\$ 1,568	97.0%	Close in Q4
9	2019	Self Payment Check-Out RG	TE	\$ 20,000	\$ 18,117	\$ 1,883	90.6%	Close in Q4
10	2019	Public Furniture RV	RV	\$ 20,000	\$ 14,993	\$ 5,007	75.0%	Close in Q4
Completed Projects Totals:				\$ 985,900	\$ 858,948	\$ 126,952		

Year of Approval	Project Name/Description	Library Dept.	Approved Funding	YTD \$ Spent	Remaining Balance	% Spent	Project Status
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OPEN PROJECTS

1	2016	Website Redesign	TE	\$ 56,500	\$ 29,644	\$ 26,856	52.5%	Carry over - In process
2	2016	Telephone System R&R	TE	\$ 85,000	\$ 59,685	\$ 25,315	70.2%	Carry over - In process
3	2017	Community Skill Development Technologies	IS/RG	\$ 61,200	\$ 52,347	\$ 8,853	85.5%	Carry over - In process
4	2017	Intranet	TE	\$ 70,000	\$ -	\$ 70,000	0.0%	Carry over - In development
5	2017	Public Furniture & Design	RV	\$ 30,000	\$ -	\$ 30,000	0.0%	Carry over - In development
6	2017	Automated Materials Handling Sortation System	TE	\$ 500,500	\$ 136,928	\$ 363,572	27.4%	Carry over - In process
7	2017	Children's Zone	RV	\$ 32,400	\$ 17,952	\$ 14,448	55.4%	Carry over - In process
8	2018	Automated Materials Handling Sortation System RG	TE	\$ 230,000	\$ 18,117	\$ 211,883	7.9%	Carry over - In process
9	2018	Local History Archival Software	CO	\$ 25,000	\$ -	\$ 25,000	0.0%	Carry over - In development
10	2018	Collection Development	CO	\$ 325,700	\$ -	\$ 325,700	0.0%	Carry over - In development
11	2018	Service Desk Replacements CE	CS/CE	\$ 50,000	\$ -	\$ 50,000	0.0%	Carry over - In development
12	2018	Service Desk Replacement RG	RG	\$ 30,000	\$ -	\$ 30,000	0.0%	Carry over - In development
13	2018	Public Furniture RV	RV	\$ 20,000	\$ -	\$ 20,000	0.0%	Carry over - In development



Richmond Hill Public Library

Status of Capital Projects

For the Period Ending December 31, 2019

	Year of Approval	Project Name/Description	Library Dept.	Approved Funding	YTD \$ Spent	Remaining Balance	% Spent	Project Status
14	2018	Workstations & Peripherals R&R	TE	\$ 106,500	\$ 65,277	\$ 41,223	61.3%	Carry over - In process
15	2019	Automated Materials Handling Sortation System RV	TE	\$ 200,000	\$ 17,136	\$ 182,864	8.6%	In process
16	2019	Online Payment Module	TE	\$ 15,000	\$ -	\$ 15,000	0.0%	In development
17	2019	STEAM Technologies RV/RG	RV/RG	\$ 30,000	\$ 12,708	\$ 17,292	42.4%	In process
18	2019	Local History Room Scanner CE	IS	\$ 25,000	\$ -	\$ 25,000	0.0%	In development
19	2019	Maker Space Equipment CE	IS	\$ 25,000	\$ -	\$ 25,000	0.0%	In development
20	2019	Browsery Furniture CE	CS	\$ 12,000	\$ -	\$ 12,000	0.0%	In development
21	2019	Children Early Learning Area Improvements CE	IS	\$ 8,000	\$ -	\$ 8,000	0.0%	In development
22	2019	Collection Development	CO	\$ 335,500	\$ 27	\$ 335,473	0.0%	In process
23	2019	Workstations & Peripherals R&R	TE	\$ 319,500	\$ -	\$ 319,500	0.0%	In development
24	2019	RFID Peripherals Replacement (Scanner)	TE	\$ 26,700	\$ 18,851	\$ 7,849	70.6%	In process
25	2019	Children's Area Refurbishment RG	RG	\$ 27,100	\$ 3,236	\$ 23,864	11.9%	In process
26	2019	Presentation Equipment CE	IS	\$ 25,000	\$ -	\$ 25,000	0.0%	In development
27	2019	Public Furniture & Equipment CE	IS	\$ 10,000	\$ -	\$ 10,000	0.0%	In development
28	2019	Staff Furniture CE	IS	\$ 8,500	\$ -	\$ 8,500	0.0%	In development
29	2019	Digitization Software & Scanner CE	CO	\$ 25,000	\$ -	\$ 25,000	0.0%	In development
Open Projects Totals:				\$2,715,100	\$ 431,908	\$2,283,192		

Legend

IN PROCESS - money spent
IN DEVELOPMENT - project started,
NOT STARTED - pending
AD - Administration
CO - Content
TE - Technologies

CE - Central Library
IS - Information Services
CS - Customer Services
RG - Richmond Green Library
RV - Richvale Library



Richmond Hill Public Library Board

OAK RIDGES LIBRARY GRAND OPENING REPORT
SRLIB20.06

Subject: Oak Ridges Library Grand Opening Report
From: Mary-Anne Dempster, Interim Chief Executive Officer
Date: January 28, 2020

1.0 Recommendation

THAT the Oak Ridges Library Grand Opening Celebration occur on February, 29, 2020 (11 a.m. to 3 p.m.).

THAT the event follow the proposed structure of an open house, showcasing the diverse offerings of library programs, services and technologies to Richmond Hill residents.

2.0 Purpose

To provide the Library Board with a proposed breakdown and date of the Oak Ridges Library Grand Opening event.

3.0 Background

The new Oak Ridges Library (34 Regatta Ave.) opened to the public on November 12, 2019. The Library has been highly anticipated by the community.

It features a two-story, flexible design with a dedicated tween space, the latest MakerSpace technologies, meeting rooms, a green roof, and more.

Since the Library's soft opening, staff have become familiar with the new space and minor renovations have been completed. The Library has received significant attention from media (*blog.to*, *The Liberal*) and has more than doubled its monthly visitor count when compared to the old Oak Ridges Library (13085 Yonge St.).

4.0 Event Purpose

It is standard practice with Ontario libraries to celebrate the opening of a new location through a community event, often held on a Saturday.

The grand opening of Oak Ridges Library will motivate a community of library users and non-library users of all ages to experience the Oak Ridges Library in an open house setting. It will allow staff and community members to celebrate the newest RHPL location, while also showcasing the diverse array of programs and technologies we offer. Lastly, it will highlight the Library as a welcoming community space for all, while acknowledging the efforts of those who contributed to the Library's development.

5.0 Looking Ahead

The following structure is proposed for the grand opening event:

- **Staff/Board Breakfast** hosted by Board Chair Greg Beros (8:30 a.m.)
- **Remarks / Ribbon Cutting** (10:30 a.m.)
 - Master of Ceremonies: Mary-Anne Dempster
 - Speakers: Board Chair Greg Beros, Mayor Dave Barrow
 - Ribbon cutting: Board members, Mayor, Library Executive Leadership Team
- **Refreshments** (11:15 a.m.)
- **Library Tours** (11:30 a.m.)

- Facilitated by library staff person and/or architect
- **Special programs** (12 – 3 p.m.)
 - Potential programs may include:
 - Storytime with a firefighter or police officer
 - MakerSpace activities (i.e. Virtual Reality (VR) demonstration)
 - Nature
 - Video game activities in tween space
 - Special children’s program (i.e. indigenous/nature-based crafts, roaming magician)

The event will also contain an interactive local history element, paying tribute to the natural beauty of the Oak Ridges Moraine and the history of the Library in the area. Engaging elements will include an event passport or scavenger hunt, which will reward exploration of the new Library through small prizes. Lastly, staff will work with an external vendor to produce a video that personifies the value of the Library through interviews with avid library users. This video may be shown during the welcoming remarks of the event.

6.0 Alignment with the Strategic Plan

This report aligns with the Library’s *Strategic Plan* directive of ‘Contribute Vibrant Spaces.’ Oak Ridges Library has allowed us to reimagine and redesign the Library’s role and use of physical space. Through a grand opening celebration, we are renewing the library experience of avid library users, while also welcoming new library users to incorporate library services into their daily lives.

7.0 Conclusion

The new Oak Ridges Library is an opportunity to reinforce the role of Richmond Hill Public Library as a welcoming place for all. A grand opening event will provide the community with a setting to celebrate their curiosity through embracing the many programs and services offered in a modern library. The

event allows us to celebrate this historical moment, while acknowledging the contributions of staff and board members; and introducing community members to their new, innovative community hub.

Submitted by:

Approved by:

“Signed version on file in the Administration Office”

Annesha Hutchinson
Interim Manager, Communications

Mary-Anne Dempster
Interim Chief Executive Officer



Richmond Hill Public Library Board

CORRESPONDENCE

Tuesday, January 28, 2020

I. Letter from Corrie McBain

Jan. 23, 2020

Re: Resignation Notice – Richmond Hill Public Library
Board

CORRIE MCBAIN

Richmond Hill ON 🏠
corrie.mcbain@yahoo.ca 📧

January 23, 2020

His Worship Dave Barrow
Mayor, City of Richmond Hill
225 East Beaver Creek Road
Richmond Hill ON L4B 3P4

SENT VIA EMAIL

Re: Resignation Notice – Richmond Hill Library Board

Dear Mayor Barrow,

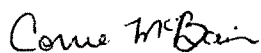
Thank you to the Richmond Hill Council for upholding the York Region District School Board's (YRDSB) recommendation to appoint myself as a member of the Richmond Hill Library Board. My name went forth for consideration following much discussion and fact checking, including meeting times.

The Library Board has opted to formally change their meeting dates from what was in place at the time I agreed to allow my name to go forward. As part of this process I shared with the Library Board that Tuesday evenings are the prime public meeting times for the YRDSB Board. Over the next several months the YRDSB Board budget meetings will take place on the fourth Tuesday of each month, the same night as the new Library Board's schedule. Given my responsibility to prioritize an elected position over a community appointment, I regretfully must submit my resignation to the Library Board.

Over the last year the Library Board has gone through a great deal of change and it's unfortunate that scheduling issues are forcing more disruption. As a resident and brief Library Board member, I feel the need to remind council that each of you *"shall seek to serve the public interest by upholding both the letter of the law and the spirit of the laws"* (Council Code of Conduct 1.1.d). Your collective choices have impacted the dynamics and effectiveness of the Library Board.

I think there is value in having exit interviews with any Library Board members who have resigned from the Board. Should you wish to reach out for further discussion, I would be happy to have a conversation about my experiences and perception of the Library Board.

Sincerely,



Corrie McBain

cc: York Region District School Board