Draft Meeting Agenda

Link to Board Sharepoint Site

BCD = Board CEO Delegation Policies

EL = Executive Limitations

EP = Ends Policy

GP = Governance Policies

To be held:	On Thursday January 23, 2020 at 7:00 pm			
Location:	In the Board Room, Pickering Central Library			

#	Item	Link	Person	Motion
1	Public Delegations - Public attendance registration not required.	By-Laws Link see pg. 6-7		
2	Approval of Agenda, Conflict of Interest Disclosure		S. Sheehy	MOTION to Approve
3	Consent Agenda (includes previous minutes to be approved)	SharePoint Package Link	S. Sheehy	MOTION to Approve
	3.1 Minutes of the Previous Meeting held December 12 , 2019			
	3.2 Minutes of the Special Meeting held January 9, 2020			
	3.3 Minutes of the Building Committee Meeting held January 15, 2020			
4	Board Education	SharePoint Package Link		
	4.1 HR update		J. Eddy	
5	Appointment of Linkage Committee for 2020		S. Sheehy	MOTION to Approve
6	Ends Discussion	SharePoint Package Link		
	5.1 Library Information Update		K. Williams	
7	Staff Reports	SharePoint Package Link		
	7.1 Updated Room Booking Policy		K. Williams	
	7.2 Report on Fundraising		K. Williams	
8	Monitoring Reports - Executive Limitations	SharePoint Package Link		
	8.1 EL 8 Asset Protection	Policy Link to Picnet.org	R. Coelho	MOTION to Adopt
	8.2 Global Ends Policy	Policy Link to Picnet.org	K. Williams	MOTION to Adopt
9	Board Committee Reports			
	9.1 Report of the Community Linkage Committee		M. Anderson / K. Williams	
	9.2 Report of the Board Building Committee (verbal update)		D. Sharma / E. Bird	
10	Governance	Policy Link to Picnet.org		
	9.1 Previous Board Meeting Evaluation Results (verbal update)	SharePoint Package Link	M. Brenner	
11	Board Policy Review	Policy Link to Picnet.org		
	The following policies will be discussed at the next Board meeting. All members to review prior to meeting			
	EL 3 Staff Treatment		M. Fatema	
12	New Business	SharePoint Package Link		
	12.1 Member Community Reports (verbal update)			
13	Other Business			
14	Confidential Matter			
	14.1 Report of the CEO Hiring Committee (verbal)		S. Sheehy	
15	Board Meeting Evaluation	Meeting Evaluation Link		
16	Adjournment			MOTION to Adjourn

Next
Meeting

Draft Meeting Agenda

BCD = Board CEO
Deleaation Policies

To be held: | Thursday Febraruy 27, 2020 at 7 pm

Location: | In the Central Library Boardroom

Preliminary List of Motions

Item #	Draft Motion
3	THAT the items in the Consent Agenda by adopted by the Board
5	THAT …... be appointed to the Linkage Committee for 2020
8.1	THAT the Board adopt Monitoring Report Executive Limitation #8 Asset Protection as presented and; THAT the Board adopt Policy Executive Limitation #8 Asset Protection as presented/amended, the Policy being complete,
8.2	THAT the Board adopt Monitoring Report EP 1 Global Ends Policy as presented and; THAT the Board adopt Policy EP 1 Global Ends Policy as presented/amended, the Policy being complete, sound and effective.

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

The City of Pickering Public Library Board DRAFT Meeting Minutes

Held:	Thursday December 12, 2019
Location:	In the Central Library Board Room
	http://www.picnet.org/libraryboard

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

Absent: R. Coelho, M. Fatema

Staff: E. Bird – Acting Deputy CEO, K. Williams – Acting CEO

Meeting Commencement Time: 6:30 pm

1. Public Delegations
None

2. Approval of Agenda, Conflict of Interest Disclosure
No interest was declared.

> **Motion #19.92**
> Moved by S. Beckett, Seconded by A. Maginley. **Motion** THAT the Agenda be adopted as presented.
> Carried.

3. Consent Agenda

> **Motion #19.93**
> Moved by M. Anderson, Seconded by I. Cumming. **Motion** THAT the items on the Consent Agenda be adopted as presented.
> Carried.

4. Board Education

None

5. Ends Discussion
5.1 Library Information Update

K. Williams updated the Board on Bill 132 from the Provincial government. It allows Permanent residents to be appointed to Library Boards (previously it was necessary to be a Canadian citizen) and changes the minimum number of Board meetings to 7 per year (from 10),

6. Staff Reports
None

7. Monitoring Reports
None

8. Committee Reports
None

9. Governance
9.1 Previous Board Meeting Self Evaluation
The report on the November meeting was deferred to January.

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

EL Assignment **#8 Asset Protection**   assigned to **R. Coelho**

11. New Business
11.1 Board Member Reports
S. Sheehy reported that she had attended the Staff Celebrate Event earlier in the week. She brought greetings and thanks on behalf of the Board to staff and especially those receiving service and retirement awards.

11.2 2020 Draft Board Calendar
There was discussion around moving the August meeting back to June. Board members agreed that an earlier June meeting was preferable to an August meeting. The calendar will be updated to include a June 18th meeting in 2020 and eliminating the August meeting.

Motion #19.94
Moved by D. Barham, Seconded by D. Sharma.   **Motion** THAT the Board approve the 2020 Calendar as amended.
Carried

11.3 Board Annual Report to the Community
K. Williams asked the Board if there were any questions about the report. She noted that next year the report would be available earlier in the year (likely September).

11.4 Carryover vacation request from K. Williams

Motion #19.95
Moved by I. Cumming, Seconded by D. Sharma.   **Motion** THAT the Board approve the carryover of 35 hours of vacation for K. Williams.
Carried

12. Other Business

None

13. Confidential Matter

None

14. Board Meeting Self Evaluation (complete online)

15. Date of Next meeting and Adjournment

The next Board meeting will be held on Thursday January 23, 2020 at 7 pm in the Central Library Board Room.

Motion #
Moved by M. Anderson, Seconded by A. Maginley. **Motion** THAT the meeting be adjourned.
Carried

The meeting was adjourned at 6:50 pm.

Signature of Library CEO: Date:

Signature of Library Board Chair: Date:

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

The City of Pickering Public Library Board DRAFT Meeting Minutes

Held:	Thursday January 9, 2020
Location:	In the Central Library Board Room
	http://www.picnet.org/libraryboard

Attendees:	M. Anderson, S. Beckett, Councillor M. Brenner, R. Coelho, Councillor I. Cumming, M. Fatema, A. Maginley, D. Sharma, S. Sheehy (Chair).
Absent:	D. Barham
Staff:	E. Bird – Acting Deputy CEO, K. Williams – Acting CEO

Meeting Commencement Time: 7:00 pm

1. Public Delegations

None

2. Approval of Agenda, Conflict of Interest Disclosure

No interest was declared.

> **Motion #20.01**
> Moved by D. Sharma, Seconded by S. Beckett. **Motion** THAT the Agenda be adopted as presented.
> Carried.

3. Staff Reports

3.1 Report on 2020 Budget Changes

E. Bird reviewed her report which outlined the changes to the 2020 Library budgets since they were presented to the Board in September 2019. She described several further changes since the report was circulated.

> **Motion #20.02**
> Moved by I. Cumming, Seconded by D. Sharma. **Motion** THAT the revised 2020 Capital and Operating budgets be adopted as presented.
> Carried.

4. Date of Next meeting and Adjournment

The next Board meeting will be held on Thursday January 23, 2020 at 7 pm in the Central Library Board Room.

Motion #20.03
Moved by I. Cumming, Seconded by D. Sharma. **Motion** THAT the meeting be adjourned.
Carried

The meeting was adjourned at 8:00 pm.

Signature of Library CEO: Date:

Signature of Library Board Chair: Date:

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

Library Update

January 2020

Board End: Community Engagement

Noon Year's Eve Party – On December 31st, the Library hosted 70 children (ages 4-12) and 42 caregivers for a family-friendly party and countdown to the 'Noon Year'. Attendees were thoroughly engaged by a Magic Show and Dance Party courtesy of Bumbling Bert, and all attendees received hats and noisemakers to ring in the new

year at 11:30am. Both the children and adults had an absolute blast interacting with the magic show, and it was happy-making to watch 70 children, most of whom didn't know one another, dance and mingle and sing along to popular songs. Many caregivers expressed great thanks to staff for providing such a fun, community-building and valuable program for their families.

Strategic Goals (2019 – 2023)

Improved Library Experience

In December, we received delivery of our new Children's area seating. The existing furniture was at the end of its useful life. The new seating is modular and not as heavy as the existing sofas, enabling the space to be more

flexible for programming and other events. The upholstery chosen for the seating is vinyl which is much more durable and easier to maintain than fabric. We also purchased replacement soft seating for the rest of the Central Library. So far, we have had great feedback from clients and staff regarding the new furniture.

The second phase of the bathroom renovations at Central was also completed in December. The 1st Floor Men's and Women's bathrooms were retiled. A crack isolation waterproof membrane system on the concrete substrate was also installed. This important renovation will ensure that any future leaks in the bathrooms drain properly and don't seep through the walls to the outside space of the washrooms which was a problem in the past. The new large format porcelain tiles also provide a much-needed refreshed look, improving the overall restroom facilities.

What's New?

1. New Security contract: as of February 1, 2020, security will be provided by Paladin Security Services. The is a shared contract with the City under the direction of the new Corporate Security Specialist (Mike Cain). The Central Library will retain the current guard, who will work for Paladin beginning February 1.
2. People and Culture staff: the Library's People and Culture staff (Manager of People and Culture and HR Specialist) now report to the Director of HR at the City, Jennifer Eddy. They will still provide HR services to the Library and will work out of the Central Library at this time.

LATEST REVISION JANUARY 2020	REVIEWED ANNUALLY	POINT OF CONTACT KATHY WILLIAMS, DIRECTOR OF PUBLIC SERVICES
Policy Number: P03		**Pages:** 5

Room Booking by External Groups

Policy Statement

<mark>As a public institution, the Library supports a society that respects diversity, social inclusion and democratic principles.</mark> The primary purpose of the Library's meeting rooms is to provide space for Library programs or services aligned with the Board's Ends, delivered by Library staff or in partnership with individuals and organizations. A secondary purpose is to provide accessible meeting spaces for use by the public.

Policy Principles

1. The Library has meeting rooms primarily for its own purposes: thereafter, it may offer meeting rooms for community use and for revenue generation.
    The Library has a process for prioritization of group use in place.

2. Permission to use these facilities does not imply any endorsement of the aims, policies or activities of any group or individual. All meetings must be conducted in a manner consistent with the Library's Rules of Conduct, and according to the Terms and Conditions outlined in this policy.

3. A booking fee is charged according to the size of the room and its facilities. There are two fee schedules; one for non-profit groups and a second for other groups. Non-profit groups are defined as those with proof of incorporation as a non-profit or charitable entity; any organization nationally recognized as a service organization; or any local group meeting for a specific non-profit purpose. Membership for all of these organizations must be open to the public. Individuals or groups booking space for the purpose of informational seminars will be considered non-profit only if the organization which they represent fulfills the requirements for non-profit status as above.

4. <mark>A representative of the group or organization booking a room must answer all questions in the Room Booking Agreement from and provide a signed copy.</mark> The Room Booking Agreement makes the group responsible for damages and indemnifying the Library against any and all claims arising out of the group's use of the Library facilities. If the

group or organization reserves a room under the provisions of a Library partnership, a Partnership Agreement must be signed prior to the room use.

5. The group or organization must make one contact person responsible for a room booking. This person, who shall sign the agreement(s) listed above, must remain on-site at all times, during the group or organization's use of reserved Library space.

6. Group insurance coverage is included in the room rental cost. Groups entering into a partnership agreement must provide proof of insurance or a small insurance fee must be paid as part of the agreement process. Details of costs and policy coverage available separately.

7. Ongoing bookings are reviewed on a regular basis to ensure fair distribution of resources and that the use continues to meet the Library's strategic directions and priorities.

8. Rooms are NOT available for:
    - press conferences without the expressed permission of the CEO
    - retail / sales transactions except for books sold at author readings or book signings.
    - private social functions
    - functions requiring an admission or registration fee, unless granted permission by the CEO
    - activities that may result in physical harm to participants or audience members
    - charitable fundraising unless authorized by the CEO.

9. Acceptance or refusal of a specific booking is at the discretion of the CEO.

10. Library staff retain the right to attend all external group events for the purpose of auditing or reviewing compliance with Library policies and the Terms and Conditions;

11. **Denial of Use**
    When making the Library's Rooms available for use, the Library is committed to ensuring the dignity and safety of the public and staff, and to maintain the security of Library property.

    a) The Library reserves the right to deny or cancel a booking when it reasonably believes that:
        ii.   use by any individual or group will be for a purpose or action, that is contrary to the law or any of the Library's policies or Code of Conduct, including violent, threatening, abusive, harassing, disruptive or intrusive language or conduct;
        iii. there is a misrepresentation, a likelihood of physical hazard to participants or audiences or a misuse of premises or equipment. Past misuse or non-payment of fees is sufficient grounds for denial of an application;

<ol type="i" start="4">
use by individuals, clubs, groups and organizations is intended to establish the Library as a permanent location for their activities, including establishing offices in Library meeting rooms;
use will include games of chance, including bingo and lotteries.

<ol type="a" start="2">
The Library requires potential users of Library Rooms to confirm that they will not be conducting any business or activities that are:

<mark>in violation of the Criminal Code of Canada (including the communication of statements that incite or willfully promote hatred against an identifiable group or the advocacy or promotion of genocide);</mark>
<mark>or in violation of the Ontario Human Rights Code.</mark>

<mark>Applicants who are denied permission to book Library facilities may, upon written request, have the decision reviewed by the CEO, who may take the request to the Board for direction.</mark>

12. Food and Beverages

Serving of alcohol is prohibited in any library meeting room. Any request for exemption must be approved by the CEO and a special occasion permit (liquor license) will be required. The Library will not be responsible for the procurement and cost of the special occasion permit. Policies regarding the serving of food and beverage vary by location depending on the availability of kitchen facilities and cleaning arrangements. Requests to serve food and beverages should be discussed at time of booking. All food/beverage arrangements, set-up and clean-up are the responsibility of the organization booking the room.

13. Hours of Use

A "booking" is defined as the use of the room for any portion of time from one (1) to four (4) hours. Meeting rooms are only available for use during open Library hours. Booked events may start thirty (30) minutes after the Library's opening time and must end thirty (30) minute prior to the Library's closing time.

Depending upon the availability of staff resources, special arrangements may be made to book rooms outside of regular hours.

14. Waiving fees

The CEO has the option of waiving room booking fees under certain circumstances where the event meets the Library's current strategic directions. To apply for a waiver of fees please contact Kathy Williams, Director of Public Services 905-831-6265 ext. 6251 or kathyw@picnet.org

15. Payment and Cancellations

Payment must be received at least three business days prior to the booking date otherwise the booking may be cancelled. There will be no refund for cancellations made less than 24 hours in advance of the booking.

16. **Noise**
Unnecessary noise which disturbs the peace, quiet or comfort of any persons in proximity of the booked space shall not be permitted.

17. **Promotion of Programs Held in Library Meeting Rooms**
All organizations must clearly specify their official name in all promotional materials for meetings at the Library. Programs held by external groups that book space in the Library must not imply that the content of their program is endorsed by the Library in any way.

18. **Equipment & Room Set-up**
The following equipment is available on request: tables, chairs, whiteboard, digital projector and screen, microphones and flipcharts.

Room set-up and clean-up is the responsibility of the group booking the space. If Library staff must spend time doing a clean up of rental rooms after use, a cleaning fee may be charged.

Because of limited staff resources there is no guarantee that Library staff will be available to provide audiovisual assistance on the day of the booking. Training to use audiovisual equipment must be arranged at least one week in advance.

19. **Other Information**
- Pickering Public Library accepts no responsibility for lost or stolen articles.
- Groups or organizations are responsible for complying with all laws and by-laws as well as the Library's Rules of Conduct and other Policies. Please note the official occupant loads for the available spaces:
  - Auditorium capacity: 100 people
  - Boardroom capacity: 12 people
- Please check the Library website Service Disruptions page for updates on the day of your event which may affect or disrupt your program or meeting.

   It is the responsibility of the renting group to ensure your audience leaves in case of a fire alarm or other emergency.

Related Documents:
Room Booking Agreement
Room Booking Insurance Agreement
Partnership Agreement

For further information or to book a room, please contact the Room Booking Staff at the Pickering Central Library: (905) 831-6265 ext. 6237

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

Pickering Public LIBRARY

REPORT TO: The Pickering Public Library Board

Report Number: 01-20
Date: January 22, 2020

From: Kathy Williams, Acting CEO

Subject: Report on Fundraising

Recommendation:
THAT the Board recommends that the Library does not take on the task of fundraising for the capital costs of the new Civic Library.

There has been a request from the Finance Department at the City that the Library raise funds towards the capital building costs of the new Civic Library. The Library Board explored raising funds for an expansion of the Central Library in 2014. They hired fundraising consultants – Campaign Coaches – to determine whether it was reasonable to raise 10% of the costs for this expansion. The consultants determined "although there is support for the expansion of the Central Library, there was little capacity within corporate Pickering to give foundational gifts, nor was there capacity among individuals or families to provide larger gifts towards this project." To raise $500,000, the Library would need to spend at least $100,000 and require "significant administration, sales and marketing support, volunteer management in addition to ongoing advice from an experienced fundraising professional". The Report to the Board from 2014 is attached.

The Library Board at that time chose not to hold a fundraising campaign. Instead, the Library would establish a marketing partnership in line with the City's program. This marketing partnership program has been discontinued. Sponsorships have been explored by the City. The Library received a $10 million sponsorship for the naming rights on the new Civic Library. This sponsorship makes it difficult to seek new funding because it has been well publicized as the largest sponsorship ever provided to a public library in Canada.

For the reasons stated above, it is not recommended that the Library engage in the task of fundraising for the capital building costs of the new Civic Library.

Prepared by:

Name: Kathy Williams
Title: Acting Chief Executive Officer

REPORT TO: The Pickering Public Library Board

Report Number: 10-14
Date: December 18, 2014

From: Cathy Grant, CEO, Pickering Public Library

Subject: Library Fundraising Options for Central Library

Recommendation:

That the Library establish a marketing partnerships program, in line with that of the City of Pickering, and that this program be used to generate funds for the Central Library Expansion and Renovation.

Background

Recent studies have documented a need for an expanded and renovated Central Library. According to these studies, an expansion of 17,000 sq feet, in addition to basement-level archive, would serve the needs of the community into the future. The cost of this project is estimated at approximately 15 million dollars, with over 7 million coming from development charges and the remaining amount from direct taxation.

The Board directed the CEO to consider reducing the costs to taxpayers by considering fundraising. In February 2014, the Library hired a specialty consulting firm to consider the feasibility of raising ten percent of the needed funds (a goal suggested by the Southern Ontario Library Service). In June of this year, the Library's fundraising consultants – Campaign Coaches, presented their feasibility study to the Board.

The study uncovered great community support for the expansion of the Central Library, however, it found little capacity within corporate Pickering to give foundational gifts, nor was there capacity among individuals or families to provide larger gifts towards this project.

Campaign Coaches concluded that there were three options for the PPL Board to consider in moving forward:

Option One: Do Nothing.

With this option, the Board can assume that the Central Library Expansion is a reasonable investment for the community and that the community should raise the needed funds through taxation. Most community assets are paid for through taxes – parks, community centres, bridges and roads. In addition, a fundraising program creates an unreasonable expectation for future city capital projects which may feel obliged to add a fundraising element to their business case.

Option Two: Plan a fundraising campaign with a lower target goal.

According to Campaign Coaches, a goal of $500,000 is achievable within the City of Pickering. In fact, according to Campaign Coaches, it is quite rare for libraries to break the $1 million dollar barrier.

However, any fundraising campaign is a large amount of work involving significant administration, sales and marketing support, volunteer management, in addition to ongoing advice from an experienced fundraising professional. The Campaign Coaches study suggests that to raise $500,000 from personal gifts and foundations, the business sector, as well as community and service clubs, the Library would have to spend at least $100,000.

I do not believe that Library has the capacity to undertaking such a campaign, without spending a significant amount for support.

Option Three: Join with the City in establishing a marketing partnerships program.

The City is in the early stages of developing a marketing partnerships program. Staff expertise is being developed to manage and build partnerships that support city programs, services, events, projects and facilities.

A Marketing Partnership is a mutually beneficial business arrangement wherein an external party, whether for profit or otherwise, provides cash and/or in-kind services to the City in return for commercial advantage. This payback may take the form of publicity, promotional consideration, merchandise activation opportunities, etc. Because of these marketing benefits, a marketing partnership does not qualify for a tax receipt.

The City has kept the Library informed of this developing program and library staff have been provided with training opportunities so that they now know how to deliver such a program. In fact, Anna Marie Macdonald, has successfully delivered a partnership development program for the How-to-in-10 Festival, and is developing another partnership proposal for the Region of Durham.

A marketing partnership program for the Central Library Expansion would be targeted to a small group of very specific businesses, and service clubs. The program package will outline sponsorship advantages and offer such incentives as naming opportunities, promotion on the library website, in-library advertising, etc. A Marketing partnership program does not involve a community wide campaign to individuals which accounts for the smallest amount of funds raised, but generates the most work. Should they choose, individuals can contribute to the project by donating online at Canada Helps, which handles much of the administration of donations.

A marketing partnership approach would still require staff and Board involvement, but at a much lower level while using a process and procedure that will be known to staff. This approach also has the added advantage of establishing a fundraising process that can continue to be used after the expansion, and can serve to develop positive relationships with the business community. The Board's linkage activities with the business community in 2015 should serve to create some bonds on which this partnership program can be built.

It is difficult to estimate how much could be raised through marketing partnerships. Campaign Coaches has suggested that the business and service club sectors are willing to donate $400,000 to the project without any in-kind consideration. One can assume that at least the same amount of money would be available through a marketing partnerships program.

Should the Board approve this recommendation: the Library Board and/or staff will align their sponsorship policies and practices with that of the City; develop relationships with potential sponsors; create specialized sponsorship packages; and, when ready will meet with community sponsors to promote the program.

Prepared By:

Name: Cathy Grant
Title: CEO

Pickering Public LIBRARY

INTERNAL MONITORING REPORT

POLICY TYPE: **Executive Limitations (EL 8)**

POLICY TITLE: **Asset Protection**

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

_____   ___23 January 2020___
            Signed (Acting CEO)   Date

Policy Element: Header Paragraph

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

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

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

Evidence Available:
1. Direct inspection of facilities, RFID & other security mechanisms.
2. Direct inspection of current insurance coverage at the City; and of various security systems at PPL, for example, the RFID, security cameras, security guard at Central, intruder alarm system at all branches. Direct inspection of the Library's Business Continuity Plan.
3. Direct inspection of service contracts for Library equipment and services.
4. Direct inspection of relevant incident reports.

Policy Element #1

Accordingly the CEO will not:
Allow the organization, Board members and staff to be uninsured against theft, fire and casualty losses to a prudent replacement value and liability losses, in accordance with the City of Pickering procedures and practices.

I interpret this as follows:
"prudent replacement value": replacement value as determined by the City's current practices.

Compliance will be demonstrated when:
The Library has comprehensive and adequate insurance coverage.

Evidence Available:
Direct inspection of the current insurance coverage for the City showing inclusion of Library assets.

Policy Element #2
Subject facilities and equipment to improper wear and tear or insufficient maintenance.

I interpret this as follows:
1. **"improper wear and tear":** misuse or overuse causing damage above what is expected under normal use conditions.
2. "insufficient maintenance": not maintaining items according to supplier's recommendations and good practice.

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

Evidence Available:
1. Direct inspection by interviewing City Facility managers.
2. Direct inspection of library maintenance contracts, and invoices for equipment repairs.

Policy Element #3
   Unnecessarily expose the organization its Board or staff to claims of liability.

I interpret this as follows:
1. "unnecessarily" without good reason.
2. "claims of liability" legal claims of fault.

Compliance will be demonstrated when:
   There are no claims where the Library failed to exercise reasonable and prudent precautions.

Evidence Available:
   Direct Inspection by interviewing the City Solicitor about any liability claims against the Library. In 2019 there were no claims.

Policy Element #4
   Make any purchase or contracted purchase:
   a) which does not comply with the terms and conditions outlined in the Pickering Public Library's Purchasing Policy.
   b) wherein normally prudent protection has not been given against conflict of interest;

I interpret this as follows:
   "conflict of interest": the generally accepted definition as outlined in the *Municipal Conflict of Interest Act.*

Compliance will be demonstrated when:
   All purchases are compliant with the Pickering Public Library's Purchasing Policy which covers both procurement and conflict of interest.

Evidence Available:
   Direct inspection of the Purchasing Policy, purchase orders and the annual external audit.   Direct inspection of the City's Manager of Accounting Services or the City's Treasurer. A review of the Purchasing Card policy and procedures will be completed in early 2020 to ensure that Pcard purchases are handled appropriately.

Policy Element #5
   Receive, process or disburse funds under controls that are insufficient to meet the City of Pickering appointed auditor's standards.

I interpret this as follows:
"auditor's standards": the standards expressed in the letter accompanying the most recent audit report.

Compliance will be demonstrated when:
The current audit report ("Financial Statements") does not include a management letter outlining deficiencies.

Evidence Available:
Direct inspection of the audit documents.

Policy Element #6
Allow property, both real and intellectual, information and files to be unprotected against loss or significant damage.

I interpret this as follows:
1. "real property" land or buildings and the contents of the buildings.
2. "intellectual, information and files": records and works created by Library staff for the Library and data collected by library staff.

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

Evidence Available:
1. Direct inspection of security systems: RFID system, Collection Agency process, security cameras, incident reports, security guard contract, intruder alarms and Employee Code of Conduct Policy. The CEO's Information Update reports on noteworthy security breaches. There were no breaches in 2019.
2. Direct inspection of: Technology Policy and Employee Code of Conduct. Direct inspection of IT policies and procedures regarding file protection.

Policy Element #7
Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of "Ends".

I interpret this as follows:
"endanger the organization's public image or credibility": jeopardize the Library's good reputation.

Compliance will be demonstrated when:

The Library's reputation within the community remains positive.

Evidence Available:
Direct inspection of client feedback from surveys, comments, linkage activities, and media coverage reveals a positive perception of the library within the community. Social media and other methods of communication are monitored closely, and any negative or potentially negative issues are addressed by staff immediately.

In 2019, two incidents occurred that could have impacted the Library's public image: Drag Queen storytime and the Hong Kong program. Drag Queen storytime attracted a targeted campaign to block this program. Most of the concern expressed was from non-Pickering residents and the program went ahead as planned with no observed negative community repercussions. The Hong Kong program also attracted some negative response around the postponement of the event, the Acting CEO and Vice Chair of the Library Board responded to emails and the issue was resolved when the program was rescheduled. Again, there was no observed negative community repercussions.

Policy Element #8
Compromise the independence of the Board and City's audit or other external monitoring.

I interpret this as follows:
"compromise the independence": attempt to influence the outcome

Compliance will be demonstrated when:
The audit or any external monitoring process remains free of bias or influence.

Evidence Available:
Direct inspection of the reports of the Auditors and any other external monitors.

INTERNAL MONITORING REPORT

POLICY TYPE: **ENDS Policy (EP 1)**

POLICY TITLE: **Global ENDS**

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

_____   <u>January 14, 2020</u>
Signed (Acting CEO)   Date

Policy Element: First Level Ends
The Pickering Public Library exists so that all Pickering residents have equal access to resources, information and ideas that will enrich their personal, civic and corporate lives.

Interpretation:
1. "Pickering residents" all members of the Pickering community (i.e. individuals who reside in Pickering and those who although they may not reside in Pickering are enrolled in a Pickering school, own property in Pickering or are employed by a Pickering business).
2. "equal access": anyone may enter a library facility and utilize the resources as prescribed in the Ontario *Public Libraries Act*.
3. "resources, information and ideas": the library collection, programs and all facilities and services.

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

Evidence:

1. Library membership reflects a significant proportion of the community. As of December 2019, the Library has 40,501 active memberships. As a membership may represent one individual or a family, this number cannot be used accurately as total number of library users in the community. In addition, this number represents only active users (those who have borrowed items in the last three years). Given this, individuals who check out only electronic products, use only programs, facilities or technology at the library, would not be counted as active members. While it is difficult to accurately determine the proportion of the community who use the library, it is possible to compare membership per capita rates to other libraries. According to the latest provincial statistics (2018), the average membership per capita rate among libraries our size is 29.69%, while Pickering's membership rate is 42.49%

2. PPL's three Library facilities conform to accessibility standards. Library services are required to be accessible to the disabled and the library is in compliance with these standards. Core library services remain free of charge as per the Public Libraries Act and additional library programs remain free of charge wherever practicable. Additional evidence of accessibility may be found in EL 2 Treatment of Clients. As required, the Library has submitted a 2019 Accessibility Compliance Report to the Ministry of Seniors and Accessibility.

3. The value of library services can be demonstrated in several ways. The most recent economic value showed that the Pickering Public Library had a direct economic value to the community of $5.85 for every $1 invested. This was determined by following the Toronto Public Library / U of T – Rotman School of Business methodology. Compared to other libraries who used this methodology, the Pickering Public Library service provides greater economic value. (This economic value process will be revised in 2020)
   The Library has an outcome-based program evaluation system in place to help determine the value that clients get from programs. According to these evaluations, the majority of clients feel that they receive the following from our programs:
   - More knowledgeable and confident using digital resources and able to apply what they have learned.
   - Learn new skills and more confident applying these skills.
   - More aware of library resources and services.
   - More confident helping their children learn.

   And, according to the TD Reading Club survey results, parents and caregivers felt that the summer reading club:
   - Improved their children's reading and school success.

Policy Element: Second Level Ends

2.1 Residents will be enriched by a culture of reading.

Interpretation:
1. "enriched": personal growth and development
2. "culture of reading ": communities with a reading culture have an environment, policies, programs, collections, and messages which convey the importance of reading and support for readers and the cultural industry which produces reading materials.

Compliance will be demonstrated when:
1. Clients of all ages and abilities have convenient and free access to a variety of materials that meet their diverse reading needs.
2. Clients are satisfied with the collections and their ability to meet their needs.
3. Children five and under are provided with early literacy programs and materials that are felt to contribute positively to language development and reading success.
4. The importance of the publishing industry and local authors is recognized and supported.
5. Residents are informed of the benefits of reading and the Library's reading related collections and services are actively promoted.
6. Programs are offered which promote and encourage reading and support the development of communities of interest.

Evidence:
1. The Library has three branches with locations and hours that are convenient to most of the community. There was growing requests for increased weekend hours and Sunday hours (1 pm to 5 pm) are being piloted at the George Ashe Library in 2020.
   In addition, the Library provides a growing collection of curated and authoritative resources which are available to the community 24/7. The Library does not charge for the loan of physical or electronic materials. Library collections are developed to meet the diverse needs of the community and are available in multiple formats. The Library brings in resources for clients with vision and print disabilities through CELA (a division of the CNIB).
2. The community's use of physical materials decreased by 9.22% in 2019 while digital items borrowed increased by 13.54% in the same period. Client satisfaction with the collection can often be inferred from use and these statistics indicate overall satisfaction with the collection.
3. In 2018, story time programs attendance decreased by 14.5 % due to the cancellation of programs at the Central Library early in the year while the 1st floor was being renovated to create the Makerspace. Story time

program attendance rebounded in 2019 with an increase of 19%. This exceeds 2017 attendance. Outcome survey reports indicated that parents and caregivers: learned something to share with their children, were more confident helping their children learn, were spending more time interacting with their children and were more aware of resources and services at the Library, as a result of attending story time programs.

4. Library staff support the publishing industry by promoting the Ontario Library Association's Forest of Reading programs which promotes Canadian authors. Canadian authors are also featured in our Battle of the Books program. In addition, collections staff actively collect books from local authors. In 2019, the Library offered the third annual Indie Author event to showcase local authors.

5. Social media (Library web site, Facebook, Twitter, Tumblr, and Snapchat) and internal displays have promoted library collections as well as the benefits of reading. However, our reading advisory service slipped by 27.25% in 2019. With the proliferation of online tools to select your next read – Amazon, Novelist, Goodreads, What Should I Read Next, Your Next Read, Instagram, etc.- and the desire for self-service, this is not surprising. Our own catalog allows for both staff and clients to recommend reading materials and use of this option increased 118.51% in 2019.

6. The Library supports book clubs by offering book club sets. In 2019, the Library launched the Community Book Clubs program that provides free meeting space to local book clubs. Six book clubs were accommodated last year. The Library also organizes several school aged events which promote reading such as Battle of the Books and the summer reading club.

2.2   Residents will be supported in their lifelong learning needs at all ages and stages.

Interpretation:
1. "lifelong learning": the provision or use of both formal and informal learning opportunities throughout people's lives in order to foster the continuous development and improvement of the knowledge and skills needed for employment and personal fulfillment.
2. "all ages and stages": people of all ages can be lifelong learners and that there are varying abilities among learners.

Compliance will be demonstrated when:
1. Residents use Library facilities for study and learning-based collaboration.
2. Residents are satisfied with ability of the library's facilities to meet their learning needs.
3. Residents have opportunities to learn collaboratively.
4. Community groups are supported by the library in their development and information needs.

5. Residents have opportunities to meet and learn from community experts.
6. Residents have convenient access to resources, both online and in physical format that support their learning and skill development needs.
7. Residents have convenient access to technology, and training on its use.

Evidence:
1. Staff report that Library facilities are well used for study and collaboration. The Auditorium at the Central Library is reserved for additional study space during exam periods. In 2019, additional study space was created at George Ashe by removing stacks near the window and installing new workspace for clients. The new combined teen/seniors area at Central provides additional study space. Both Central and George Ashe libraries report that there is still a shortage of study space on an ongoing basis.
2. In the 2016 Client Satisfaction Survey, we asked clients about their satisfaction with library facilities for study purposes. In this survey, 10% of our users were dissatisfied with individual study space, while 15% were dissatisfied with noise levels and group study space. When asked what facility changes would increase their satisfaction, 41% indicated that more silent study space would increase their satisfaction while 32% felt that more meeting space would increase their satisfaction. At the Central Library since this survey was completed, we created collaborative rooms for group study and re-arranged/weeded the collections to open up more study space on the first floor. We opened the Boardroom for quiet study when not in use and, added additional study carrels on the second floor for quiet study. Even though these steps have been taken, there is still ongoing conflict between clients who want to utilize the Library in different ways (noise levels being the main complaint). The current Central Library is undersized for the community and our patch work solutions cannot completely remedy this issue. We look forward to a new Library that will have more study space and offer areas for different uses.
3. The Library offers many programs through which clients can learn collaboratively, these programs include coding clubs, knitting circle, makers and artisans, digital skills training and the astronomy series. In addition, the Library sponsors programs in which collaborative learning is taking place. These include the Reading Circle and Toastmasters.
4. In 2019, many community groups have been supported in their development by Library staff. These include Durham College (job skills training), Infant hearing program and the Pickering Caregiver Support Group by Livewell Pathway.
5. The Library has offered several programs which were led by or which feature community experts. These programs include Makerfest and the Discussing Hong Kong program.
6. In addition to traditional print materials which support lifelong learning, the Library has subscribed to several online resources which offer authoritative learning opportunities 24/7. These resources include Lynda.com, Gale Courses Online, Mango Languages, The Learning Hub

and G1 Driver's License Practice tests. In 2019, the use of these digital resources increased by 10.9%.

7. Residents have access to technology in each library branch. This technology includes workstations with both internet and productivity software. In 2019, these workstations were used for internet access 2,481,285 times (44.97% increase) and over 67,048 times for productivity software (8.51% decrease). The Library also has wireless access which was used almost 409,000 times.

Technology training is available at PPL, including one on one assistance, structured programs, and 24/7 online access to technology training through Lynda.com. In 2019, we saw a 9.07% increase in our technology programs attendance. Also, in 2019, the Library experienced a significant increase (32.60%) in technology assistance provided to residents.

2.3 Residents will have access to welcoming public facilities where the entire community can read, connect, collaborate, learn, or simply be.

Interpretation:
1. "welcoming public facilities": facilities which are open to the public and demonstrate through staff customer service and physical layout that residents are valued as owners of the service.
2. "entire community": the Library is meant to be used by all residents in the community regardless of age, sexual identity, race, culture, ability, etc.
3. "simply be": residents are free to enter and sit in the library without any purpose related to the library.

Compliance will be demonstrated when:
1. Residents have facilities which are sufficient for their needs. Primarily, there is sufficient space for reading, study, and collaboration.
2. Residents are greeted when they visit the library and feel valued and welcomed through their interactions with staff.
3. Library facilities and services meet accessibility needs.
4. Library facilities are safe and clean
5. Residents have technologies needed for study and learning.

Evidence:
1. In 2009, the Facilities Master Plan indicated that PPL's space per capita was insufficient for community needs. Through client comments and surveys and observation, we know that both George Ashe and Central Library facilities are limited in available space for reading, study and collaboration due to noise issues, crowding and insufficient space which leads to clients trying to do incompatible activities in close proximity. In 2019, we replaced and added soft seating at the Central Library and created more study space at George Ashe but the lack of space is still an issue in both locations.

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2. Library staff are trained and coached on the importance of greeting clients and maintaining a welcoming demeanor. Those staff who fail to meet the standard are provided with remedial coaching.

3. In 2019, the Library has received no accessibility requests or complaints about lack of accessibility.

4. In 2018, we received complaints about the lack of cleanliness of our Central Library – particularly the bathrooms. In 2019, we were able to replace all of the tile floors in the 4 public washrooms which has significantly reduced the complaints about the washrooms. We replaced the torn couches in the children's area and updated our soft seating throughout the Library. We also increased our carpet cleanings.   In 2019, there were a number of incidents which may have impacted perceptions of client safety in the Library. These incidents are included as an appendix to this report.

5. In 2019, clients had access to wireless internet, Makerspace equipment, a whisper room, photocopiers, and powerful workstations containing both creative and productivity software. The Library also offered training in their use, as well as in-person technology assistance. Outcome based program survey results show that these learning programs have increased knowledge about digital resources, confidence in using these resources and the ability to apply what has been learned.
The Library participated in the Edge Assessment program that benchmarks opportunities for improvement in technology services in public libraries. We identified that we could increase the core basic digital skills training. This aligns well with the Age Friendly Plan that was completed by the City. Our seniors still want basic digital training and are afraid of being left behind in a digital world. For this reason, we will increase basic digital skills training in 2020. We will also work with Community Services to ensure that local seniors are aware of our training opportunities.

2.4 Residents will have access to library services that are high quality, efficient, and cost-effective, developed with community input and awareness.

Interpretation:
1. "high quality": of consistent excellence and worth.
2. "cost effective": the outcome that residents receive from the program is positively related to the cost. That is, if a program is costly to deliver, it's outcome or value will justify this cost.
3. "efficient": effort used to produce a specific outcome effectively is done with a minimum amount of waste or expense.
4. "community input": residents are engaged in the development of library services through various mediums on a continuum from soliciting feedback to the empowerment of residents to design and delivery programs to the community in partnership with the Library.

5. "awareness": residents will be aware of library programs and services through a variety of channels.

Compliance will be demonstrated when:
1. Residents feel that Library programs demonstrate excellence and value.
2. The cost per use of major library services will be assessed in relation to their value to the community.
3. The costs per use of major library services will be assessed to determine if these costs can be reduced.
4. Residents have various easily accessible methods of providing input to the library. The opinions of the community will be actively solicited during major planning initiatives. Programs will be developed with community consultation and feedback.
5. Residents are aware of library programs and services and of the value of these services to the community.

Evidence:
1. Feedback from clients submitted through outcome-based survey forms show that library programs for all ages are felt to be of value.
2. Client comments do not show any pattern of client concerns with the quality of library service
3. Costs of major services are reviewed in the budget process to find reductions where possible. Programming staff are submitting program templates that will allow evaluation of costs vs. value of individual programs.
4. Clients submit feedback through various channels. Specific feedback on library programs for all ages is solicited through survey forms. In-person client comments are recorded as are comments available through the Library's various web and social media channels. However, we noticed a significant drop in client feedback over the past year. In 2020, we will investigate a new feedback mechanism to ensure that we stay in touch with our community.
5. The Library continues to communicate our value statement to the community through print and digital promotions (with over 6700 followers combined over four social media platforms) and through presentations to Council and community stakeholders. To create awareness of Library services, staff actively facilitate outreach at major community events that provide opportunities for information to reach existing members and non-users (which totaled over 6,200 individual in-person interactions in 2019).

Available upon request for Direct Inspection:
Client Comments – written/ social media / verbal
Program Impact Reports
All Statistics Spreadsheets

APPENDIX 1

Pickering Public Library Key Performance Indicators 2019					
	2019	**2018**	**2017**	**2016**	**% change**
Culture of Reading					
Materials Circulation (total)	948,168	977,680	992,603	1,061,045	-3.02%
New Catalogue users	2,126	2,112	2,250	2,320	0.66%
Holds placed - physical collection	113,126	120,887	117,846	128,126	-6.42%
Preschool programming attendance	9,774	8,226	9,594	10,168	18.82%
Reader's Advisory	3,874	5325	4,413	4,826	-27.25%
Collection Requests from clients	850				New metric
Lifelong Learning					
Client internet access using PPL workstations	2,481,285	1,711,604	234,645	240,544	44.97%
Client inhouse software use, using PPL workstations	67,048	73,283	83,788	136,863	-8.51%
Wireless use	408,720	298,272	440,544	Not available	37.03%
Makerspace tools in house use	3,031				
Makerspace tools borrowing	88				
Adult/Teen/Child/Senior programming attendance	6,941	8,905	8,413	10,809	-22.06%
PPL Connects outreach (to March 31, 2018)	0	1,319	6,183	3,366	-100.00%
Technology assistance	18,928	14,275	13,572	18,075	32.60%
Research assistance	3,666	4,238	6,357	7,488	-13.49%
Use of Digital Learning products	87,819	79,406	89,526	98,032	10.59%
Technology programming attendance	457	419	481	334	9.07%
Welcoming Facility/Virtual Space					
Walkin traffic	498,642	515,395	546,325	523,841	-3.25%
Room Use by non-staff groups	311	208	196	306	49.52%
Digital items borrowed	302,467	236,308	218,952	231,225	28.00%
Home Page visits (library webpage)	297,562	303,907	339,742	316,989	-2.09%
Social Media Followers	21,259				New metric
Total Chats with Clients	79				New metric
Community Engagement					
New accounts	3,590	3,629	3,785	4,036	-1.07%
Total active accounts	40,501	40,815	41,338	41,944	-0.77%
Client contributions to catalogue	17,656	8,080	6,833	8,438	118.51%
Volunteer Numbers	105				New metric
Outreach attendance	6,282	9,690	9,895	8,212	-35.17%
Well being					
Home Library service visits	1,150	1,206	1,167	1,208	-4.64%
Administration					
New Staff Hires	18				New metric
Budget Spending	94.17%				New metric
Revenue	-1.35%				New metric
Attendance (absentee rate)	4.95%				New metric
New Items Processed	15,820				New metric

APPENDIX 2

Summary of Library Incident Reports (July – December 2019)

Summary of Public Incidents – July to December 2019

There were 102 Public Incident Reports filled out by Library staff between July 1st, 2019 and December 31st, 2019. Most of these incidents were facility, minor or routine issues including disruptive behavior. Facility related items included phone system problems and system outages. The Central library along with the surrounding area experienced a power outage in November for 3 hours. The library staff followed the Emergency procedures and remained open. The power returned without damage to any library equipment. Minor issues included clients leaving garbage behind in the board room and the collaborative rooms. Routine issues for the Library include providing minor first aid to clients and theft of client items that have not been secured (bikes, cell phones) and incidents involving theft of Library materials (book or DVD).
Library staff are trained in first aid, mental health and crisis prevention (de-escalation). This training helps staff to deal effectively with the public and not to take client reactions personally. We had a decrease in incidents involving clients with Mental Health Issues. However, there was an uptick in incidents involving disruptive behavior from clients, mostly in the age range of 9 years – 14 years old. The inappropriate behavior exhibited by these clients sometimes also resulted in complaints from other clients. We also had a few incidents of clients in this age range arguing and fighting with each other. As a result, we have had to issue warning letters and ban clients for a period of 1 to 3 months. We continue to build a positive relationship with our teens but on a few occasions, staff have asked some teens to leave for the day due to their disruptive behavior. Staff have found empty liquor bottles on a few occasions in the Central Library washrooms and had one incident of clients with an open bottle of liquor in the library and were asked to leave for the day. Due to the change in Marijuana legislation we continue to have incidents of clients complaining of marijuana smell. The library had two incidents where the Police had to be called as the clients causing disruptive behavior refused to listen to staff direction. Both incidents resulted in the Police asking the client to leave and to abide by the staff directions. The incidents did not result in any further escalation.

During the second half of 2019 the overall number of incidents remained at the same level as the previous years.

Public Incident Reports	
Type of Incident	**Number of Incidents**
Child Unattended/Missing Person	1
Theft/Missing	8
Client to Client Rowdiness, Physical	3
Client First Aid Treatment/Injury	11
Damage to Property/Equipment	2
Client to Client Rowdiness, Non-Physical	6
Client to Client Verbal Harassment	7
Client to Client Threat	
Client Indecency/Obscene Behavior	5
Client Mental Health Issue	
Client Drug/Alcohol//Marijuana	8
Client to Client Sexual Harassment	1
Graffiti	
Misuse/Malfunction of property/equipment	17
Client to Staff Rudeness	6
Client to Staff Verbal Harassment	2
Client to Staff Sexual Harassment	
Client to Staff Threat	
Client to Staff Workplace Violence Non-Physical	
Client to Staff Workplace Violence Physical	
Client Disruptive Behavior – Excessive noise	17
Client General Complaint	7
Request for Support (Non-Library Related)	
Returning Banned Client	
Pests	
Police Looking for Someone	
TOTAL	**102**

Employee Incident Reports	
Type of Incident	**Number of Incidents**
Minor First Aid	18
Staff Allergic Reaction	
Staff Sprains/Strains/Bruising	4
Staff Domestic Violence	
Client to Staff Harassment Physical	
Client to Staff Sexual Harassment	1
Client to Staff Harassment Non-Physical	
Staff Seizure	1
Staff Slips/Trips/Falls	
Staff Critical Injuries	1
Staff Fatalities	
Staff to Staff Verbal Harassment	
Staff to Staff Sexual Harassment	
Staff to Staff Workplace Violence Non-Physical	
Staff to Staff Workplace Violence Physical	
Staff Requiring Medical Attention/911	
Near Miss	
WSIB Lost Time Claims (see HR)	
Mental Health Related (if openly identified by Employee)	
TOTAL	**25**

Total Number of Certified First Aiders as of Dec 31st, 2019	**20**
Total Number of Certified Staff AED (Defibrillator) as of Dec 31st, 2019	**20**
Total Number of Incidents Reported to WSIB as of Dec 31st, 2019	**0**

NOTE: Although some incidents fit into more than one category, each incident is only counted once in the category it "best" fits to avoid inflating the statistics. Also, the incident is recorded based on the form that was used (PIR vs EIR).