

1. Public Delegations

(Public attendance registration not required – refer to [By-laws pgs 6-7](#))

2. Approval of Agenda

Conflict of Interest Disclosure

Chair

MOTION
to Approve

3. Board Education

3.1 Updates from the City of Pickering
CAO

Verbal
Update

M. Carpino

4. Consent Agenda

Chair

MOTION
to Approve

4.1 Minutes of the In-Camera Meeting –
September 23, 2021
(Confidential In-Camera Meeting
Minutes – September 23, 2021
provided under separate cover)

Pg 01

4.2 Minutes of the Previous Board Meeting
– September 23, 2021

Pg 02

4.3 Minutes of the Building Committee
Meeting – October 14, 2021

Pg 06

4.4 Library Information Update – October
2021

Pg 09

4.5 KPI Stats Q3 2021

Pg 12

5. Ratification of In-Camera Motion

5.1 Ratification of Motion 21.44 from In-
Camera portion of September 23, 2021
Board meeting

Chair

MOTION
to Ratify

6. Ends Discussion

6.1 Report 04-21 Budget Estimates 2022

Pg 13

J. Flowers

MOTION
To Adopt

7. Staff Reports

7.1 Fundraising

Verbal
Update

S. Yung

7.2 City Centre Updates

Verbal
Update

J. Flowers

- 7.3** Report 05-21 Procedure for Integrated Library System (“ILS”) Database Maintenance **Pg 21** E. Bird Motion to Accept
- 8. Monitoring Reports – Executive Limitations**
- 8.1** EL #2 Treatment of Clients **Pg 24** D. Sharma MOTION to Adopt
- 9. Board Committee Reports**
- 9.1** Report of the Board Building Committee Verbal Update D. Sharma
- 9.2** Facilities Master Plan **Pg 29** D. Sharma MOTION to Adopt
- 10. Governance**
None
- 11. Board Policy Review**
- 11.1** The following EL Policy will be discussed at the next Board meeting. All members to review prior to the next meeting.
[EL #7 Emergency Executive Succession](#) M. Anderson
- 12. New Business**
- 12.1** Member Community Reports
- 12.2** 2022 Meeting Survey Verbal Update J. Flowers
- 13. Confidential Matter**
None
- 14. Adjournment** Chair MOTION to Adjourn

Next Meeting:

To be Held: November 25, 2021
Location: Virtual

Preliminary List of Motions

Item # Motion

- 2.** THAT the items in the Agenda be approved by the Board as presented/amended.
- 4.** THAT the items in the Consent Agenda be approved by the Board as presented/amended.
- 5.1** THAT the Motion 21.44 from the In-Camera portion of September 23, 2021 Board meeting be ratified.
- 6.1** THAT the Board adopt the Draft 2022 Capital and Current Budget Estimates in principle, to enable the CEO to continue the budget process on behalf of the Board.
- 7.3** That the Board give the authority to the CEO to proceed with the recommendations as presented in Report 05-21.
- 8.1** THAT the Board adopt Monitoring Report EL #2 Treatment of Clients as presented; and THAT the Board adopt Policy EL #2 Treatment of Clients as presented/amended, the Policy being complete, sound and effective.
- 9.2** THAT the Board adopt the Facilities Master Plan as presented/amended.
- 14.** THAT the meeting be adjourned.

The City of Pickering Public Library Board

DRAFT In-Camera Meeting Minutes

Held: September 23, 2021

Location: Virtual meeting

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

Absent: R. Coelho, D. Sharma

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

Meeting Commencement Time: 7:02 pm

The Board moved into a closed session in accordance with the provisions of Section 16.1(4) of the *Ontario Libraries Act* and Section 2.9 of the Pickering Public Library Board By-laws, in that the matters to be discussed related to: d) Labour relations or employee negotiations.

1. Labour Relations Matter

This portion of the meeting was closed to the public. Refer to the in-camera meeting minutes for further information. [Director of Support Services has custody and control of the In Camera minutes.]

Motion #21.45

Moved by A. Maginley, Seconded by I. Cumming **Motion** That the Board move out of camera.

Carried.

The In-Camera Meeting ended at 7:15 pm

Signature of Library CEO:

Date:

Signature off Library Board Chair:

Date:

The City of Pickering Public Library Board

DRAFT Meeting Minutes

Held: Thursday, September 23, 2021

Location: Virtual meeting

www.pickeringlibrary.ca/board

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

Absent: R. Coelho, D. Sharma

Staff: J. Flowers – CEO/Director of Public Libraries, E. Bird – Director of Support Services, K. Williams – Director of Public Services, Brenda Gregory – Executive Assistant

Meeting Commencement Time: 7:02 pm

1. Approval of Agenda | Conflict of Interest Disclosure

Item #3 (Approval of Agenda/Conflict of Interest Disclosure) was moved to first item on agenda, to accommodate in-camera portion of meeting.

No disclosure of interest declared.

Motion #21.42

Moved by M. Anderson, Seconded by M. Fatema **Motion THAT** the Agenda be adopted as amended.

Carried.

2. In-Camera Matters

Motion #21.43

Moved by S. Beckett, Seconded by I. Cumming **Motion THAT** the Board move into closed session in accordance with the provisions of Section 16.1(4) of the *Ontario Libraries Act* and Section 2.9 of the Pickering Public Library Board By-laws, in that the matters to be discussed related to:

- d) Labour relations or employee negotiations

3. Public Delegations

None.

4. Consent Agenda

- 4.1 Minutes of the Ends ad hoc Committee – June 10, 2021
- 4.2 Minutes of the Previous Board Meeting – June 17, 2021
- 4.3 Library Information Update – September 2021
- 4.4 Anti-Black Racism Working Group Terms of Reference (Updated with Honorarium)
- 4.5 KPI Statistics Q1/Q2 2021
- 4.6 Financial Update as of June 30, 2021

Motion #21.46

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

Carried.

5. Ends Discussion

5.1 2022 Budget Estimates

E. Bird provided an overview of 2022 capital budget and a 4-year forecast. A separate capital budget overview for the proposed Seaton library was also provided.

E. Bird continued with an overview of the 2022 operating budget, highlighting budget items with planned increase/decrease from 2021 budget, revenue changes, and reserves. It was noted that we are still awaiting draft budgets from the City regarding utility, building maintenance, and insurance costs.

Next steps will be to submit the draft budget to the City, and preparation of the budget memo which will be included in the October Board meeting package.

In answer to a question about the cost of the Seaton Library design, E. Bird advised that this is the number that City Finance provided, noting that this number may include more than the design as it is a joint facility with the City and would likely be refined as we move closer to design phase. M. Brenner cautioned the Board that there is a good possibility the Seaton Library may be deferred as the City reexamines their capital infrastructure priorities in light of the pandemic and DC revenues, adding that numbers given by the City will be a moving target, as will the timelines.

In answer to a question about the budget including a line for vehicle repair and maintenance but no line for actual vehicle, E. Bird confirmed that while the outreach vehicle would be considered the property of PPL, for budgeting purposes all vehicles for all departments are consolidated within the City budget.

6. Staff Reports

6.1 Report 03-21 2021 Budget Update

J. Flowers advised that due to an oversight, the Board had not approved a motion to adopt the Council-approved budget (approved in March 2021). It was noted that the

approved budget was not materially different from the draft budget that the Board adopted in principle in October 2020.

Motion #21.47

Moved by M. Anderson, Seconded by A. Maginley **Motion THAT** the Board approve the 2021 Current & Capital Budget that was approved by The City of Pickering Council on March 22, 2021.

Carried.

6.2 Telework Policy

J. Flowers shared details of the new staff Telework Policy to come into effect October 12, 2021. This policy is similar to the policy developed by City counterparts.

6.3 Fines and Fees

As a continuation of written reports provided in earlier meetings, J. Flowers offered a verbal report on outcomes from fine-free libraries, the impact to PPL revenues, and statistics around cardholders.

In a follow up to a question at the June meeting regarding knowledge of libraries going fine-free then reversing that decision, J. Flowers found in her research that the Windsor Public Library went to a fine-free model about ten years ago but reversed the decision within two years in order to achieve a balanced budget.

In answer to a question about fees charged for lost or damaged books, J. Flowers advised that, in these cases, replacement fees will remain in place.

Appreciation was given to everyone for their feedback and contributions towards this discussion. Next steps, if 2022 Operating Budget approved, will be to launch a “Welcome Back” campaign in Q1 2022 once Council approves the 2022 budget. The Board expressed their enthusiasm for this campaign and the possibility of increasing card membership.

Motion #21.48

Moved by M. Brenner, Seconded by M. Fatema **Motion THAT** the Board direct staff to permanently eliminate all overdue fines and remove any income that would have been expected in the 2022 and future budgets.

Carried.

6.4 City Centre Community Consultation

J. Flowers provided an overview on the City Centre community engagement activities that occurred over the summer, focusing on the commonly heard positive feedback received, the top concerns about the design, and leading ideas suggested by the community.

J. Flowers also reviewed the financials related to the operating costs, technology, and equipment needs. These numbers are being reviewed by a cost consultant hired by the City. There has not been any response from the City with regards to the numbers

provided but it was noted that every effort has been made to ensure the budget is as complete as possible.

Endorsement from the Board for the financials was not asked for. The budget will allow for flexibility as to what options to include and the Board will be updated as the project progresses.

6.5 Claremont Extended Access

E. Bird provided an update on the Claremont Extended Access project, specifically concerns expressed by City facilities staff regarding the lack of access to the public washrooms and risks associated with a staffless library. It has been suggested by City staff that an additional \$100,000 would be required in the capital budget to address these concerns if the service is implemented permanently.

In order to assess the viability of the Extended Access service, the planned pilot will have a library staff person on site during open hours, but not working front of house. This modification to the pilot will lower the risk level and lessen the concerns expressed by City staff. After the pilot concludes, a recommendation will be made as to whether to proceed with the largest infrastructure changes needed to make the Extended Access service permanent.

A suggestion from the Board was made, proposing the Library could use City facilities security staff – rather than library staff – to be onsite. This suggestion will be investigated.

In answer to a question about the hours the extended access would be operating, it was clarified that the Extended Access service was never intended to be 24/7; the Claremont Library would be open the same hours that closely match the Central Library.

In answer to a concern about what was communicated to the Claremont residents regarding the open hours, it was confirmed that this was always communicated as a pilot project.

7. Monitoring Reports – Executive Limitations

7.1 EL #5 Financial Planning

A. Maginley advised that he met with J. Flowers to discuss both EL #5 and EL #6. He noted that both are very straightforward.

With regards to EL #5, A. Maginley pointed out that the error in not approving the 2021 budget in a timely manner was addressed in the report, noting that lack of approval in a timely manner was not through the fault of the CEO.

Motion #21.49

Moved by A. Maginley, Seconded by M. Anderson **Motion THAT** the Board adopt Monitoring Report Executive Limitation EL #5 Financial Planning as presented; and **THAT** the Board adopt Policy Executive Limitation EL #5 Financial Planning as presented, the Policy being complete, sound and effective.

Carried.

7.2 EL #6 Financial Condition

A. Maginley noted that the audit schedule is a little behind schedule, due to Covid-19. He also highlighted that the adoption of the new financial system, SAP, will allow for more accurate financial controls, although there may be some growing pains learning the new system.

Motion #21.50

Moved by A. Maginley, Seconded by M. Brenner **Motion THAT** the Board adopt Monitoring Report Executive Limitation EL #6 Financial Condition as presented; and **THAT** the Board adopt Policy Executive Limitation EL #6 Financial Condition as presented, the Policy being complete, sound and effective.

Carried.

8. Board Committee Reports

8.1 Report of the Community Linkage Committee

M. Anderson provided highlights from recently held meetings with the Welcome Centre and Durham Unemployment Centre representatives.

With regards to the future of the Linkage Committee, it has been recommended to pause activities until end of year with recommendations brought forward in 2022.

8.2 Report of the Board Building Committee

No report provided.

8.3 Report of the City of Pickering MOU Ad Hoc Committee

J. Flowers reported plans to initiate and conclude the MOU ad hoc committee this year. Two Board members – D. Sharma and D. Barham – will be participating in this committee and J. Flowers will reach out to R. Coelho seeking her interest in also participation.

9. Governance

9.1 A10 Hiring Policy

A10 Hiring Policy was updated in consideration of two concerns brought forward by D. Barham. Updates were noted in red on policy included in board package. Thanks was given to D. Barham for provided her professional HR expertise in the review of this policy.

Motion #21.51

Moved by D. Barham, Seconded by A. Maginley **Motion THAT** the Board approve A10 Hiring Policy as amended.

Carried.

10. Board Policy Review

10.1 EL policy **EL #2 Treatment of Clients** will be discussed at the next Board meeting. All members to review prior to the next meeting. Discussion will be led by D. Sharma.

11. New Business

11.1 Member Community Reports

J. Flowers shared a letter received from the Pickering Caribbean Canadian Cultural Association (PCCCA). PCCCA is applying for a Trillium Grant to use for technology for black youth. As this aligns with the Library's mission, M. Brenner suggested that a letter of endorsement for support of the grant application be written.

Motion #21.52

Moved by M. Brenner, Seconded by M. Fatema **Motion THAT** the Board direct the CEO to send a letter of endorsement on behalf of the Library and the Board.

Carried.

12. Confidential Matter

None.

13. Date of Next Meeting and Adjournment

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

Motion #21.53

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

Carried.

The meeting was adjourned at 9:15 pm.

Signature of Library CEO:

Date:

Signature of Library Board Chair:

Date:

The City of Pickering Public Library Board Building Committee

DRAFT Meeting Minutes

A Building Projects folder is in SharePoint "Documents"

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

Held: Thursday, October 14, 2021

Location: Virtual

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

Absent:

Staff: J. Flowers – CEO, B. Gregory – Executive Assistant

Meeting Commencement Time: 6:37 pm

1. Review of Facilities Master Plan Draft

D. Sharma noted the only agenda item for this meeting was to review a draft of the Facilities Master Plan. He remarked that plan is very comprehensive, and extended appreciation to Jackie and staff for research, and pulling together the plan.

J. Flowers stated that the Facilities Master Plan is intended to be a living document and reviewed/updated on an annual basis. Thanks was extended to D. Sharma and the Committee for their feedback and to B. Duffield and V. Plouffe for their review and input towards the plan. J. Flowers then proceeded to review the Facilities Master Plan with the Committee.

In reply to a suggestion that perhaps the Plan could include floor plans and options for addressing gaps in the next iteration of the plan, both Councillor Brenner and Councillor Cumming recommended that the committee concentrate on the present scenario and cautioned the Committee to hold off with any visualizing exercises until Council has a decision about the City Centre.

J. Flowers will make changes to the Plan based on the feedback received during the meeting. The final draft will be distributed to the Committee for their review. The Plan will be included in the October 28, 2021 Board meeting package, with the intent to have D. Sharma review it with the Board and ask for a motion to accept.

Committee Recommendation: That the Board accept the Facilities Master Plan as presented.

Next meeting not yet scheduled.

The meeting was adjourned at 7:49 pm.

Board End: Lifelong Learning**MakerFest**

The Library has wrapped up another successful edition of its annual MakerFest. The event was broadcast live and interactive over YouTube. It drew over 100 attendees to the workshops and many more active viewers on the [live stream](#). Many clients were able to get Take-n-Make kits with materials to follow along with such workshops as flashlight making and Indigenous beading.

Board End: Culture of Reading**Dyslexia-Friendly Grant**

The Library has received a \$500 mini-grant from the International Dyslexia Association of Ontario (IDA) to purchase "decodable" books. Decodable books use words, spelling, and patterns to make the text more readable. Look for a display at Central and social media promotion throughout the month of October as part of Read October, IDA's literacy and dyslexia awareness program. The books purchased with grant funds will have a red "decodable" label on the spine so that they are easily identifiable.

Board End: Welcoming Public Facilities / Virtual Spaces**Collections Update**

The Collections Team is busy refreshing the physical collections at the Central and George Ashe Libraries with ongoing maintenance to remove materials in poor condition or with low usage. The collections on the shelves look more attractive and shelving is removed where possible to make space for additional furniture.

Original Content Page

A new page on the PPL website features original content produced by library staff. Some highlights include tutorial videos, the children's show "Let's Get Silly" and podcasts "Wee Listen" and "People and Pets." <https://pickeringlibrary.ca/originals/>

Later Closing Hours in November

The Library is continuing to see an increase in client visits, especially students staying weeknights until closing at 7pm. To accommodate client needs, the Central library will remain open until 9 pm for the period of November 1 – December 20, 2021. Visitor data will be reviewed to inform future hours of operation changes for George Ashe and Claremont Libraries in 2022.

Board End: Community Engagement

Indigenous Authors on National Day for Truth and Reconciliation

On September 30, the Central Library was open in recognition of the National Day for Truth and Reconciliation. Staff wore orange shirts proclaiming that “Every Child Matters”, and 458 clients visited the Library. Staff worked with Indigenous authors to create a [video](#) titled **Indigenous Authors on National Day for Truth and Reconciliation**, featuring award winning authors David A. Robertson, Melanie Florence, and Jay Odjick,



and edited by Blue Phoenix Studios (located in Whitby). This video was a collaboration effort with many of our neighbouring Durham and York Region libraries. The video was released on the Library’s YouTube page on September 30th at 9 am and played on a loop on a TV near the front entrance of the Central Library. A book display and passive children’s programming were also available in-library.

In-Person Programming Resumes

On September 23, the teen staff ran their first in-person program since the onset of the pandemic. Teens and staff were able to socially distance in the auditorium for an engaging program where teens were invited to tie-dye masks. The 6 teens present were overjoyed that they could finally see their fellow library friends in person. This event was valuable for both staff engagement with teens and mental health for teens to re-connect with each other.

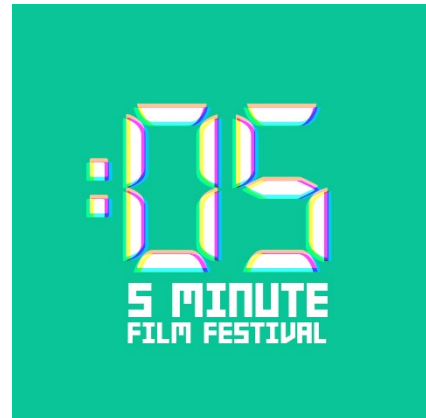
And on October 6, children’s staff ran their first in-person program called “**Outta This World**” in the Central Library auditorium for seven children and four adults. Following strict health and safety protocols, all adults and a very excited twelve-year old showed proof of vaccination so that they could participate with their younger family members in a physically-distanced activity. Parents and caregivers in attendance were very supportive about a return to more indoor events.

Free Vaccine Receipt Printing and Laminating

When the Province first implemented the vaccine requirements for certain high-risk settings, the Library responded by offering free printing of vaccine receipts at all locations. After several clients asked if they could laminate their receipt, free lamination was also added. This has proven to be a very popular service with many grateful clients making use of it.

5 Minute Film Festival (“5MFF”)

Pickering celebrated aspiring filmmakers once again with its 3rd edition of the 5-Minute Film Festival on September 25. The [5MFF Screening Gala](#) provided 16 filmmakers the opportunity to screen their films for the first time to an audience of 700 live viewers. This year also saw the introduction of the “Future Filmmakers” category which showcased filmmakers under the age of 13 – one of which found their passion for filmmaking and animation after attending a library program! The public voting for People’s Choice Best Film saw over 1,200 votes cast for their favourite film.



Outreach Vehicle Community Engagement

The outreach vehicle project team will launch a community engagement initiative through the Let’s Talk Pickering site in November. Clients will be asked about their interest in various services that could be offered through the vehicle and ask to suggest locations for vehicle stops. The online survey will be complemented by in-library engagement activities at the Central and George Ashe Libraries. The team will use the collected data to assist in planning the design of the vehicle’s upfit, scheduled stops and services offered.

KPI Statistics - Q3 2021

	2020	Per capita (pop: 100,000)
Total circulation	496,445	5
Cardholders	37,583	0.4
In-person visits	145,497	1.5
Website visits	246,397	2.5
Catalogue visits	251,402	2.5
Public Computer Use	624,637	6.2
Total Digital Learning Sessions	108,298	1.1
Number of programs	483	0.005
Program attendance	5,720	0.06
Public Printing / Copying (pages)	144,503	1.4
Outreach events	20	0.0002
Outreach attendance	1,051	0.01
Curbside Only Hours	Data not available	
Open Branch Hours	Data not available	

January to September 2021	Extrapolated to full year	Per capita (pop: 100,000)
557,018	742,691	7
33,987	n/a	0.3
59,846	79,795	1
199,290	265,720	2.7
259,866	346,488	3.5
163,560	245,340	2.5
84,387	112,516	1.1
403	537	0.005
7,672	10,229	0.1
3,997	23,982	0.2
5	7	0.0001
124	186	0.002
1317	1,756	
2394.5	3,193	

Note: photocopier data for January and February only

REPORT TO: The Pickering Public Library Board

Report Number: 04-21

Date: October 21, 2021

From: Jackie Flowers, CEO / Director of Public Libraries

Subject: Budget Estimates 2022

Recommended:

THAT the Board adopt the Draft 2022 Capital and Current Budget Estimates in principle, to enable the CEO to continue the budget process on behalf of the Board.

Please find the draft Operating and Capital Budget Estimates for 2022 as attachments for your consideration. This memo outlines the rationale for these Budget Estimates.

The Board Estimates, as presented, serve to build organizational capacity to innovate and be responsive to community needs during the pandemic and meet the Board's Ends.

The Current budget draft total is \$6,047,685 represents an increase of 2.9% or \$171,000 in our request for municipal contribution over the Library's 2021 budget. The Library's Capital budget contains 5 items totalling \$397,000.

OPERATING ESTIMATES

The assumptions that have been built into the 2022 estimates include:

- Full resumption of in-person programs, Maker Space, and room rentals.
- Pilot of Claremont Extended Access service.
- Launch of the outreach vehicle service to Seaton and under-served communities.
- Additional support or initiatives and honorariums for the Anti-Black Racism Working Group ("ABRWG").
- Reallocating spending from physical collections to digital collections.
- Additional spending on enhanced cleaning related to the pandemic.
- Shifting revenues away from fines and towards alternative revenue streams (i.e., donations, grants).

Budget Reductions over \$2,000

In 2022, the Library has reduced 11 budget lines from 2021. Reductions over \$2,000 include:

<i>Budget Area</i>	<i>Decrease</i>	<i>Rationale</i>
Hardware replacement	-\$42,000	Prior year included funds to buy loanable laptops
Telephone/ Internet/ Cable	-\$5,100	Updated quote for internet service
Furniture	-\$5,000	Prior year included specialty shelving to support curated collections

Non-Discretionary Increases over \$2,000

<i>Budget Area</i>	<i>Increase</i>	<i>Rationale</i>
Salaries and Employers Contributions	\$187,000	Estimated annual salary increases
Stationary	\$2,800	Increase to reflect increase staff working on site
Insurance Premium	\$2,500	Regular increase from insurance provider
Misc Equipment Repairs	\$2,200	Increase from upgraded photocopier lease

Strategic Increases over \$2,000

The following increases in the Operating budget are discretionary but are strategically important. In 2022, these have been funded through funding reductions elsewhere in the Library's budget.

Library Materials	\$10,000	Capital budget for collections reduced by \$10,000 and moved to digital collections
Building Repairs & Maintenance	\$8,600	Specialty projects to improve condition of library spaces (i.e., power cleaning floors and carpets) and inflation-adjusted costs for cleaning
Software/Hardware Contracts	\$8,400	Annual license fee for Claremont Extended Access service
Gas, Oil, Tires	\$4,400	Increase to account for Outreach Vehicle
Conferences	\$3,500	Increase to reflect more opportunities for staff to attend virtual conferences outside the GTA and a possible in-person Ontario Library Super Conference
Program Supplies	\$2,300	Increase funds to support the program initiatives advanced by the Anti-Black Racism Working Group

Change in Revenues

Budget Area	Change	Rationale
Room Rentals	Increase \$3,500	Expected to resume room rentals of Auditorium in 2022
Misc. Revenue	Increase \$4,000	Expected to resume local history research, book sales, etc.

Service Level Changes/New Positions

The following budget items were requested outside of the budget figures presented above. They are above the requested budget increase level and will be discussed with the Treasurer if funds are available:

- 1. Outreach Vehicle Specialist** **\$69,000**
The launch of the outreach vehicle will benefit from a staff position dedicated to this new service model. This Specialist position will coordinate and deliver library services and programs through the new Outreach Vehicle/Bookmobile. The position will be responsible for working with community partners, setting up a schedule of regular stops, coordinating staffing resources, maintaining the collections, organizing programs, and attending special events.
- 2. ILS Upgrade** **\$80,000**
Staff committee reviewed the existing ILS marketplace in 2021 and made the recommendation that the library pursue an RFP for a new ILS in 2022. The benefits of an upgraded ILS will include superior reporting, online library card registration, and staff efficiencies related to improved software interfaces.
- 3. Design work for George Ashe Renovation** **\$25,000**
Capital funds to renovate the George Ashe Library were requested (but not yet approved) for 2023. If approved, design work could begin in 2022.
- 4. Security coverage at Central Library on weekends** **\$10,000**
A security guard was added on Saturdays in mid 2021 as a result of some savings gained during closures earlier in the year. Client incidents on weekends have been trending upwards since the summer and it is recommended that the Library continue with staffing a guard into next year.

Summary:

The Library's net operating expenditures for 2022 are estimated to increase by 2.9% or \$171,088 which is largely attributable to annual salary increases and employer contributions.

Revenues are expected to rise by 4% or \$8,500 as a result of relaxing pandemic restrictions and the resumption of room rental services.

CAPITAL ESTIMATES

Below is a list of the currently identified 2022 capital items requested:

<i>Budget item</i>	<i>Budget Amount</i>	<i>Explanation</i>
Library Materials	\$295,000	All physical collections except magazines
Improvements to Claremont Library	\$35,000	Purchase of new FF&E to enhance public space at Claremont
Central Library Virtual Programming Area	\$30,000	Redesign of the temporary virtual programming space at the Central Library into a permanent space
George Ashe Library Computer Replacement	\$20,000	Lifecycle replacement
Server Replacement	\$17,000	Lifecycle replacement
Total Capital	\$397,000	

BUDGET TO MEET THE BOARD'S ENDS

It is expected that the Budget presented will serve to preserve and promote these Ends while ensuring that the organization can continue to respond to the needs of the community as the impact of the pandemic unfolds.

- 1) Residents will be supported in their lifelong learning needs at all ages and stages.
 - a) Lifelong learning will be supported through online and in-person programming and events, digital learning resources, refreshed collections, and the full reopening of the Maker Space in 2022.
- 2) Residents will be enriched by a culture of reading.
 - a) The collections budgets will support the readers and learners in our community in digital and physical formats. Approaches to curating collections, refreshing collections, and improving browsability will continue. Regular assessment of digital collection use will ensure that spending decisions align with demand and allow us to stretch our budgets.
- 3) Residents will have access to inclusive, accessible, and welcoming public facilities and virtual spaces where the entire community can read, work, connect, collaborate, create, play, learn, or simply be.
 - a) Upgrading the furniture, fixtures, and equipment at the Claremont Library will enhance the client experience and support the Extended Access pilot. Redesign of the temporary virtual programming space at the Central Library into a permanent space to support high-quality virtual programs and platforms.

- 4) Residents will have access to library services that are high quality, efficient, and cost-effective, developed with community input and awareness.
 - a) The Library applies performance metrics and design thinking processes that support continuous improvement and lead to higher quality, efficient and cost-effective services.
- 5) Residents will have access to library services that support their financial, physical, social, and mental well-being.
 - a) Support for financial, physical, social, and mental wellbeing will focus on in-person and digital programming and online resources that promotes employment, social connections and skill development.
- 6) Residents will have access to library services that champion inclusion, diversity and belonging.
 - a) The Library will implement recommendations provided by the Anti-Black Racism Working Group (“ABRWG”) and allocate funds to support initiatives advanced by the ABRWG. Additionally, staff training will be focused on anti-oppression, anti-racism, inclusion, and equity.

OTHER BUDGET INFORMATION

There is also a line in the Current budget called “Transfer to Reserve”. The cost is \$100,000. The funds are earmarked for servicing the debt from the City Centre Library project.

CONCLUSION AND NEXT STEPS

The Board’s approval of this budget authorizes the CEO to defend the budget during the deliberation process with City staff. During this process, any significant changes will be presented to the Board until the final budget is presented to Council in Q1 2022.

Attachments:

1. 2022 Current Budget Estimates – Summary
2. 2022 Capital Budget Estimates

**City of Pickering
2022
Draft Current Budget**

2745 Libraries

Dept. Submission

Run Date: 7/9/21 8:49 AM

	2020	2021	2021		2022	
	Actuals	YTD	Approved	INC./DEC.	Draft	% CHGE.
		Actuals	Budget		Budget	2020
Expenditures						
Salaries & Wages	3,154,486	1,935,601	3,367,282	117,148	3,484,430	3.48%
Overtime	480	0	0	0	0	0.00%
Employer Contributions	862,752	585,745	904,694	69,788	974,482	7.71%
Employee Recognition & Appreciation	2,810	330	3,000	1,135	4,135	37.83%
Conferences	4,971	3,695	3,500	3,500	7,000	100.00%
Uniforms	617	0	2,300	1,650	3,950	71.74%
Travel	1,413	58	4,000	-1,000	3,000	(25.00%)
Postage	1,170	548	3,300	-1,150	2,150	(34.85%)
Freight, Express & Cartage	310	58	1,000	-600	400	(60.00%)
Cellular Phones	9,438	9,494	19,238	-1,458	17,780	(7.58%)
Telephones	50,153	37,561	63,090	-5,106	57,984	(8.09%)
Advertising	13,303	2,803	10,000	1,800	11,800	18.00%
Seminars & Education	29,316	19,720	29,400	-800	28,600	(2.72%)
Purch Prnting/Broch/News Ltr	2,079	1,334	5,000	2,000	7,000	40.00%
Insurance Premium	24,345	24,830	24,830	2,483	27,313	10.00%
Ins. Deductible	0	0	2,000	0	2,000	0.00%
Consulting & Professional	27,151	-1,084	20,500	-2,000	18,500	(9.76%)
Recpt, Prom & Sp Events	1,928	2,885	7,000	-1,000	6,000	(14.29%)
Memberships	7,388	6,969	7,500	80	7,580	1.07%
Outside Agency Serv	253,134	39,429	298,034	-996	297,038	(0.33%)
Build Repairs & Mtce	205,757	36,880	277,746	8,642	286,388	3.11%
Veh - Repairs & Maintenance	572	1,035	2,000	2,000	4,000	100.00%
Misc Equip Repairs	25,091	33,065	39,250	2,240	41,490	5.71%
Software/Hardware Maintenance Co	191,559	166,791	217,650	8,367	226,017	3.84%
Stationery & Office Supplies	10,508	7,904	19,000	2,822	21,822	14.85%
Catalogue Processing Supp	2,841	205	5,000	0	5,000	0.00%
Lib Materials	288,246	227,142	309,990	10,000	319,990	3.23%
Program Supplies	20,332	8,071	26,750	2,250	29,000	8.41%
Utilities - Water	14,683	5,008	18,300	0	18,300	0.00%
Utilities - Gas	27,090	21,934	34,461	0	34,461	0.00%
Utilities - Hydro	153,069	74,581	189,000	0	189,000	0.00%
Gas, Oil Tires	2,775	847	2,132	4,368	6,500	204.88%
Supplies & Tools	5,230	2,122	3,500	500	4,000	14.29%
Minor Furniture & Fixtures	415	6,685	10,000	-5,000	5,000	(50.00%)
System and software upgrades			0		0	
Hardware Replacements	59,205	6,768	58,075	-42,075	16,000	(72.45%)
Total Expenditures	5,454,617	3,269,014	5,988,522	179,588	6,168,110	3.00%
Revenues						
Fines - Library Matls.	-18,356	-4,546	-20,000	0	-20,000	0.00%
Misc. - Photocopies Lib.	-13,409	-4,249	-52,000	-1,000	-53,000	1.92%
Donations	-5,051	-1,675	-25,000	0	-25,000	0.00%

**City of Pickering
2022
Draft Current Budget**

2745 Libraries

Dept. Submission

Run Date: 7/9/21 8:49 AM

	2020	2021	2021		2022	
	Actuals	YTD	Approved	INC./DEC.	Draft	% CHGE.
		Actuals	Budget		Budget	2020
Federal Grant	-27,136	-42,799	0	0	0	0.00%
Ont. Specific Grants	-136,689	-30,264	-106,425	0	-106,425	0.00%
Vending Machines	-848	-3	-2,500	0	-2,500	0.00%
Rentals - Mtg. Room/Public	-830	0	0	-3,500	-3,500	0.00%
Other Misc Revenue	-2,323	-812	-6,000	-4,000	-10,000	66.67%
Total Revenues	-204,642	-84,348	-211,925	-8,500	-220,425	4.01%
Transfers to/from Reserves & R.F.						
Transfer to/(from) Reserve	100,000	100,000	100,000	0	100,000	0.00%
Total Transfers	100,000	100,000	100,000	0	100,000	0.00%
Net	5,349,975	3,284,666	5,876,597	171,088	6,047,685	2.91%

City of Pickering
2022
Draft Capital Budget
For Council Consideration

5800 Library

Run Date: Apr 6, 2021

	Funding	Expense
5800.2201 Collection Materials		
2823 Paid from Property Taxes	-295,000	
6179 Book Collection Material		295,000
Collection Materials include: Books, movies, audiobooks and other types of physical materials along with their processing and packaging. Current collection includes approx 140,000 items - 7% of collection replaced with new material each year. Assumes the addition of approx. 9,800 items at \$30 each.		
Total 5800.2201 Collection Materials	-295,000	295,000
5800.2202 GAL Computers Upgrade		
2823 Paid from Property Taxes	-20,000	
6175 Hardware Replacements		20,000
Replacement of public and staff computers at the George Ashe Library that are older than 5 years with new equipment.		
Total 5800.2202 GAL Computers Upgrade	-20,000	20,000
5800.2203 Improvements to GAL Public Service space Phase 1		
5800.2204 Library Server Replacement		
2823 Paid from Property Taxes	-17,000	
6175 Hardware Replacements		17,000
The Library currently has 5 servers. One will be replaced this year.		
Total 5800.2204 Library Server Replacement	-17,000	17,000
5800.2205 Improvements to Claremont Public Service Space		
2823 Paid from Property Taxes	-35,000	
6173 Furniture & Fixtures		35,000
Replace furniture and equipment at Claremont Library (furniture is all at least 20 years old) in order to provide improved client experience for Extended Hours service.		
Total 5800.2205 Improvements to Claremont Public Service Space	-35,000	35,000
5800.2208 Create Virtual Programming space at Central Library		
2823 Paid from Property Taxes	-30,000	
6500 Building Related		30,000
Build space for staff to produce virtual programming, could also be used by the public when not in use by staff		
Total 5800.2208 Create Virtual Programming space at Central Library	-30,000	30,000
Total 5800 Library	-397,000	397,000



REPORT TO: The Pickering Public Library Board

Report Number: 05-21

Date: October 21, 2021

From: Elaine Bird, Director of Support Services

Subject: Procedure for Integrated Library System (“ILS”) Database Maintenance

BACKGROUND

The ILS is a database management software that contains client account information (i.e., items borrowed, contact information, etc.) and amount owing. When fines and fees owing on client accounts are paid, these amounts are removed from the ILS and processed through the payment system. Outstanding balances are recorded in revenues only when collected, which is standard practice in public libraries. The first ILS software was implemented in 1990. Since then, a new system was installed and the client data was moved to the new system.

Over the past thirty years, periodic maintenance of the database has expunged accounts with nominal balances. However, a current review has identified that the library’s client database currently holds information about accounts with balances dating back to 1990 when the database was implemented. The Library requires a procedure to expunge historic, uncollectible balances from the database on an annual basis with a report submitted to the Board. Consultation with Toronto Public Library showed a similar procedure.

Analysis of accounts in the current PPL ILS database shows a breakdown based on:

- the number of years an account has been inactive
- the balance owing:

Accounts inactive for 3 or more years with balance owing LESS THAN \$100	
Number of clients:	38,805
Total balance:	\$526,076

Accounts inactive for 5 or more years with balance owing GREATER THAN \$100	
Number of clients:	1,447
Total balance:	\$284,413

KEY FACTORS SUPPORTING THE RECOMMENDATION

Adult accounts with \$20.00 or more in charges owing and children's accounts with \$10.00 or more in charges owing have their borrowing privileges suspended.

For account balances related to fines and lost items, the Library sends overdue or lost notices to clients to encourage them to return items and pay balances. These notices are sent by telephone, email and mail at different intervals as outlined below. Prior to the pandemic, account balances exceeding \$50 were referred to Unique Management Services ("UMS"), a library-focused collection agency. In 2019, UMS activities resulted in the collection of \$13,700 in fees and materials at a cost of \$2,765.

As part of the research to support our recommendation, UMS advised that if a balance is not recovered within 3 years, it is unlikely to be recovered.

ALIGNMENT WITH STRATEGIC PLAN

PPL is committed to breaking down barriers to access and increasing inclusion. Forgiving historic fines and fees will provide an opportunity to welcome clients back and let them know about new services that are offered.

CURRENT PROPOSAL

Accounts are considered "active" if there was some activity on their library card in the last 24 months. Activities include borrowing items, accessing e-resources or logging onto the public computers. If an account has not had activity within 24 months, it is considered inactive and not counted in our current membership data. Inactive accounts with no balance owing would be purged from the ILS when they reach 36 months after their last day of activity.

The Library proposes to expunge historic fines and fees only after taking the following actions to collect them:

- Notices of Overdue materials by email or telephone at 5 days, 14 days & 24 days after due date.
- Items are declared lost and a final notice is mailed 33 days after due date. This notice lists the items and the amount owing. The amount owing is also listed on the borrower record, which can be accessed by the borrower.
- At the same time the client's borrowing privileges are suspended - when \$20 is owed (for adults) or \$10 is owed (for children)

RECOMMENDATION

It is recommended that the Pickering Public Library Board give the authority to the CEO to:

1. Initiate a large-scale, ILS database maintenance project to expunge account balances based on the following criteria:
 - a. Accounts with balances less than \$100 are expunged after three years

- b. Accounts with balances over \$100 are expunged after 5 years. Any single account balance greater than \$5,000 would need Board approval to be written off.
- 2. Annually expunge ILS database account balances resulting from overdue fines or lost materials based on the following criteria:
 - a. Accounts with balances less than \$100 are expunged after three years
 - b. Accounts with balances over \$100 are expunged after 5 years. Any single account balance greater than \$5,000 would need Board approval to be written off.
- 3. Present an annual report to the Board with the total amount expunged.

INTERNAL MONITORING REPORT

POLICY TYPE: Executive Limitations (EL 2)

POLICY TITLE: Treatment of Clients

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



Signed (CEO/Director of Public Libraries)

21 October 2021

Date

Policy Element: Header Paragraph

With respect to interactions with clients or those applying to be clients, the Chief Executive Officer shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified or unnecessarily intrusive or which fail to provide appropriate confidentiality and privacy.

I interpret this as follows:

1. "clients": any member of the public who uses the Pickering Public Library either physically or virtually. This definition is not limited to card holders as there are many people who use the Library who are not card holders.
2. "unsafe": physical and virtual risk.
3. "undignified": disrespectful.
4. "unnecessarily intrusive": requiring information of a personal nature, without an identifiable and specific need.
5. "appropriate confidentiality and privacy": the exercise of protection of personal information as defined by the *Privacy Act*.

Compliance will be demonstrated when:

1. All relevant policies, rules and procedures apply to all clients regardless of their use of the Library.
2. All library branches are operated with strict adherence to health and safety policies and practice, with behaviour codes to ensure respectful conduct. Virtual services are operated with policies and practices to protect client safety.
3. There are policies in place to govern staff conduct and public behaviour in physical and virtual library spaces.
4. No information is requested for which there is no clear necessity and lawful purpose.
5. All client information and communications are protected to the extent that no information concerning any client is released without the client's permission, or through a legal process; all such information is protected against improper access; and measures are in place to ensure that all client information is collected in a manner which respects client privacy.

Evidence:

1. While there are differing rules and policies for those who do not have a library card, or who do not have a library card in "good standing", these variations are well understood by both library clients and the Board. Library leadership continues to work with the Anti-Black Racism Working Group ("ABRWG") to resolve issues raised in the 2020 Anti-Black Racism community survey about unfair service or mistreatment in our libraries reported by community members who identify as Black or BIPOC. Recommendations are anticipated from the ABRWG by the end of 2021 for implemented by library staff in 2022.
2. The [Personal Conduct Policy](#) outlines the Library's commitment maintain a safe and respectful environment for all. There are no unresolved client complaints about either physical or virtual safety.
3. The Library's [Personal Conduct Policy](#) outlines the Library's commitment to maintaining a safe and respectful environment for all who visit. There are no unresolved client complaints about disrespectful treatment. An internal procedure document titled "Exclusion of Use of Library Spaces and Services" was created in August 2021 to provide a standard process for Library staff to follow when removing and reinstating an individual's privileges to use Library spaces and services. Individuals are excluded from using services and spaces when they have caused a significant negative impact on others because of disruptive or abusive behaviour, vandalism, theft, violence or threatening words or actions.
4. Review of the membership registration process. There have been no client complaints regarding intrusive information requests.
5. Review of the registration process ensuring that client privacy is respected. The Library's [Freedom of Information and Protection of Privacy Policy](#) and [Video Surveillance Policy](#) outlines the Library's commitment to protecting client privacy. There has been no improper release of personal information.

Policy Element #1

Accordingly the CEO will not:

Elicit information for which there is no clear necessity;

I interpret this as follows:

“clear necessity”: necessary for library service to be provided.

Compliance will be demonstrated when:

Only necessary information is requested.

Evidence:

Review of the [Membership Policy](#), membership registration process and other procedures in which clients provide information to obtain library service. Revisions to the [Membership Policy](#) in May 2021 expanded the variety of membership types including some which reduce the requirement to disclose personal information such as proof of address. There are no unresolved client complaints about intrusive information requests.

Policy Element #2

Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access;

I interpret this as follows:

1. “collecting, reviewing, transmitting, or storing client information”: these activities include both electronic and physical methods.
2. “improper access”: access to personal information by unauthorized persons.

Compliance will be demonstrated when:

1. The [Freedom of Information and Protection of Privacy Policy](#) and other relevant library policies apply to both electronic and physical data.
2. Procedures are in place to ensure that physical items with personal information are not accessible to unauthorized individuals. Library electronic data is protected by security systems which are updated regularly. Library staff are trained in data security and monitor the network on a regular basis.

Evidence:

1. Review of the [Freedom of Information and Protection of Privacy Policy](#).
2. Confirmed that the internal logs show no known breaches to digital security systems or data stored in locked cabinets and offices. In the past 12 months there have been no MFIPPA complaints against the Library and there are no unresolved complaints or staff reports regarding breaches in personal information handling.

Policy Element #3

Operate facilities without appropriate accessibility and privacy;

I interpret this as follows:

1. “facilities”: all buildings and virtual services.
2. “accessibility”: physical and electronic access to library resources.
3. “privacy”: protection of client’s personal information including video surveillance footage.

Compliance will be demonstrated when:

1. All buildings are physically accessible and continuous electronic access to library services is provided.
2. Library facilities and services are accessible to clients with disabilities.
3. Client personal information is protected from unauthorized access.

Evidence:

1. Library facilities are included in the latest version of the City of Pickering’s [5 Year Accessibility Plan \(2015-2020\)](#). The Central, George Ashe, and Claremont Libraries meet accessibility requirements. Continuous electronic access to the Library’s website, local history and electronic collections is accessible.
2. Provincially mandated Accessibility Standards ensure that library services are available to all. The Library offers the following accessible services:
 - Curbside pick-up
 - Public documents in accessible formats
 - NVDA screen reader software
 - AODA-compliant website
 - Daisy Talking Books
 - Physically accessible internet and catalogue stations
 - Accessible self-checkout station (Central Library)
 - Large print and other formats
3. Confirmed that client personal information is protected from unauthorized use policy element #2 above.

Policy Element #4

Allow clients to be unaware of what may be expected and what may not be expected from the service offered.

I interpret this as follows:

1. “unaware of what may be expected”: lack of full knowledge of the range of services available.

2. “not be expected”: lack of knowledge of features, limitations and rules governing services.

Compliance will be demonstrated when:

1. All clients are informed of the full range of services available in a format which is easily accessible and understandable.
2. Relevant policies are made easily available for clients to consult.

Evidence:

1. Beginning with the registration process there is a range of information available about existing, new and changed services available in various formats (brochures, website postings, signs, media releases, staff interactions etc).
2. The website contains the full-text policies mentioned in this Executive Limitation Policy, namely:
 - [Accessibility Customer Service Standards](#);
 - [Freedom of Information and Protection of Privacy Policy](#);
 - [Video Surveillance Policy](#);
 - [Personal Conduct Policy](#); and

The Personal Conduct Policy and Video Surveillance Policy are prominently displayed as notices in relevant Library facilities.

Policy Element #5

Allow clients to be unaware of this policy nor to provide a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

I interpret this as follows:

1. “way to be heard”: an opportunity to dispute their treatment under this policy.
2. “reasonable”: fair, moderate, and balanced.

Compliance will be demonstrated when:

1. Clients are aware of the mechanisms to bring forward concerns.
2. There are no unresolved complaints under this policy.

Evidence:

1. Information for new clients outlines communication methods for expressing their concerns or complaints. The Library website contains the several options for communicating with the CEO, the Board, and managers.
2. Client comments and other issues are submitted on a regular basis to the Board.

Pickering Public Library Facilities Master Plan

Table of Contents

Summary.....	2
Capital Projects: 2013 to Present Day.....	3
Historic Projects	3
Current or Forecasted Projects	4
Library Spaces Design Principles.....	5
City of Pickering Guiding Plans and Reports.....	7
Pickering Community Consultation about Library Spaces.....	10
Accessibility & Inclusion	11
Branch Profiles	12
Central Library	12
Claremont Library	14
George Ashe Library	16
Summary of Computer and Wireless Hardware	18
Overview of Digital Technology Infrastructure.....	18
Catchment Map for Branches.....	19
Planning Future Library Needs and Population Projections	21
Public Library Square Footage per Capita Benchmarks: Current and Targets	21
Square Footage per Capita for Existing Library Branches	22
Projected Square Footage per capita for 2030 and 2040 (with new libraries and population projections).....	22
Additional Implications and Recommendations	24
Population Projections, Future Facilities Projects	24
Library Design and Pandemics	24
Off-site Physical Collections.....	26

Summary

Pickering Public Library is an award-winning, busy library and community asset. The Library offers its services through three branch locations (including a Central branch), outreach activities and virtually through pickeringlibrary.ca.

PPL is proactive in assessing the community's space needs and taking corrective steps to improve client experiences.

This document was developed by PPL staff and was reviewed by City of Pickering staff in the Community Services & Operations department and is intended to:

1. Provide the Library Board with updated information about the condition and services of each facility in our library system with a focus on client experiences.
2. Articulate the design principles that influence new and renovated library facilities.
3. Report the successes and challenges with achieving exceptional client experiences in our facilities.
4. Provide branch profiles that highlight the features of each branch, its catchment area and population size served.
5. Keep a record of completed and planned capital projects.
6. Monitor population growth to ensure new and existing buildings satisfy community demand for library services.

This document is intended to be updated on an annual basis and shared for information with the Library Board Building Committee and Library Board.

Capital Projects: 2013 to Present Day

The Library works closely with the City of Pickering's Facilities Maintenance and Facilities Capital Projects departments on maintenance, renovation, and new build projects. The City maintains a database of all the City facilities with recommended lifecycle replacement timelines and budgets. The list below captures projects included in the annual capital budgets. It does not include small-scale furniture replacements (valued at \$5,000 or less) which are captured in the operating budget.

Historic Projects

2019

Central	Skylight replacement (north/lobby)	\$190,000
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2018

Central	Maker Space	\$100,000
George Ashe	Lighting upgrade	\$ 82,000

2017

George Ashe	Reading Garden	\$108,000
Central	Collaboration Rooms	\$ 61,000
George Ashe	Exterior wood panel repair	\$ 22,000

2015

Central	Elevator upgrades	\$ 68,000
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2014

George Ashe	Roof replacement	\$228,000
Central	External brick repair	\$111,000
Central	Carpet replacement 2 nd floor	\$ 39,000

2013

System wide	RFID upgrade	\$206,000
Central	Carpet replacement 1 st floor	\$ 42,000

Current or Forecasted Projects

2021 *(approved)*

System wide	Outreach Vehicle	\$220,000
Claremont	Extended Access	\$ 55,000

2022 *(not yet approved)*

Claremont	FF&E	\$ 35,000
Central	Virtual Studio	\$ 30,000

2023 *(not yet approved)*

PHCC	FF&E	\$425,000
George Ashe	Renovation	\$300,000

2024 *(not yet approved)*

Central	Exterior window replacement	\$500,000
Central	Skylight replacement (south)	\$350,000
Central	HVAC upgrades	\$ 18,000

2025 *(not yet approved)*

Central	Building automation upgrades	\$130,000
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Library Spaces Design Principles

Whereas public libraries of the past hundred years were built for books, a 21st Century Library is built for people. The transition to virtual environments, access to technology, and community demand for social connection makes the public library a vital gathering place for residents. These library space principles have been developed to guide designs for new and renovation libraries.

Library spaces are designed to ensure that:

1. Clients experience spaces that are accessible, inclusive, attractive and that celebrate our community.
2. All accessibility standards and code requirements are achieved or exceeded, and universal design principles are incorporated into all new builds and renovations.
3. Furniture, fixtures, and equipment are durable and can withstand public use; finishes, fabrics and materials are also easy to maintain.
4. Each library branch is designed to maximize opportunities for flexibility and can adapt to changing community needs over the life of the building. Examples of this includes easy to move, sectional or modular furniture and fixtures. Large pieces of millwork should be used sparingly.
5. Library facilities should include built-in redundancies for key systems and areas to future-proof against potential needs, including designing for climate resiliency.
6. Where practical, new library branches are co-located with other services provided by the City of Pickering or community partners.
7. Environmentally friendly and energy-efficient designs and materials are prioritized.
8. Public art is featured in and around all libraries.
9. Interior design outlines zones that support the unique needs of diverse user groups and library services and considers how to optimally locate these zones in the building to achieve positive client experiences. Acoustics are designed to limit sound travel.
10. Opportunities to blend the in-person branch experience with the digital branch experience are optimized.
11. Library buildings include passive security design features that deter threats while remaining largely invisible to clients. Passive security design creates a safer environment through openness, visibility, transparency and building organization.
12. Library buildings have street presence, prominent signage, and a clearly visible entrance.
13. Parking is available for vehicles and bicycles, and libraries are located on transit routes.

14. A new or redesigned library offers an opportunity to enhance the client experience with new programs, services, and spaces for all library locations. The designs are influenced by the community through consultation and design charrettes. Most new services and experiences are tested with the community before they are confirmed for the new building.
15. Library technologies maximizes self-service, improves security, and minimizes materials handling.
16. Libraries serving growth areas need to be large enough to serve anticipated growth in their catchment areas.
17. All full-service branches should be at least 15,000 square feet.
18. Libraries should be spaced throughout the city so that residents do not need to travel by vehicle more than 15 minutes to reach a library.
19. The Pickering Public Library will have a variety of service models with consistent services:

	Central	Community	Small	Mobile
Catchment	City-wide	Urban neighbourhoods	Rural settings	City-wide with a focus on underserved communities
Services	a. Collections b. Holds pick-up c. Program space (enclosed, open or outdoors) d. WIFI			
	e. Access to computers, photocopier/printer access f. Children's Area			
	g. Maker Space h. Teen Area i. Quiet study j. Outdoor spaces			

City of Pickering Guiding Plans and Reports

2017 RECREATION AND PARKS MASTER PLAN

The City's Recreation and Parks Master Plan was created in 2017 to guide "decision-making for matters related to the provision of recreation and parks facilities, programs, and services in Pickering over the next 10 years." Community Services has a shared purpose with the Library in the way that they use their services - recreation and the parks system - to enhance the well-being of residents in Pickering. Research in this document indicates that "communities with a larger market of children and youth tend to be faced with greater demands for minor sports and active activities such as soccer, hockey, figure skating, and skateboarding. On the other end of the spectrum, municipalities with a substantial number of older adults and seniors often have stronger interests in health and wellness opportunities, arts and culture programs, and activities that encourage social interaction and cognitive stimulation." Pickering overall is aging, and the downtown hub will host many older adults even as the population intensifies. On the other hand, Seaton will attract families with children which will create different service needs. Co-habiting a community centre that meets the needs of families is important for the Library in Seaton. Also, different service needs ultimately impact Library design.

This plan recognizes barriers to participation, particularly financial barriers, accessibility concerns and inclusion barriers for immigrants and minority populations. There is a need for "Safe Spaces" for the LGBTQ2 community. The Library is not immune to these issues.

This report also noted a new trend towards participation in non-programmed (spontaneous) outdoor activities such special events. Parks and outdoor spaces may be viewed as "outdoor community centres" that can be used for formal programs and non-programmed uses. The Library already uses outdoor spaces for registered or drop-in events. In future planning, exterior spaces need to be considered in the planning of Library facilities because it provides additional service opportunities. This plan recognizes urban squares as a park form along with more traditional park areas and outlines basic requirements. It also indicated the importance of community gardens.

For the City, the greatest needs moving forward are a Youth and Seniors Centre in the south and a multi-use recreation facility in Seaton. Libraries that a co-located with these new facilities will benefit.

2017 CITY OF PICKERING MEASURING SUSTAINABILITY REPORT

The Pickering Public Library is focused on achieving the City of Pickering's sustainability goals which are grounded in 5 broad sustainability objectives as outlined in the report:

- Healthy Environment
- Healthy Economy
- Healthy Society
- Responsible Development
- Responsible Consumption.

Under Responsible Development, the City promotes buildings designed to use resources efficiently, such as energy, water, and building materials, and "produce lower emissions of greenhouse gases in their construction and use".

2019 – 2024 CITY OF PICKERING CORPORATE ENERGY MANAGEMENT PLAN

This plan reinforces the City's focus on conservation and continuous energy improvement. In line with these expectations, the City has a goal that new buildings be 15% more efficient than the Ontario Building Code. The City acknowledges that they are a leader in sustainability and recognizes the impact of climate change. This plan states that the new Pickering City Centre buildings and future buildings in Seaton will provide an opportunity to "test behavioural and technical energy management measures, thus advancing community resilience." Community resilience is the reduction of, and preparation for risk as a result of climate change. City of Pickering will improve resiliency through energy management, green building design and sustainable procurement policies. The city has a Building Automation System (BAS) which will integrate all buildings to enhance "evaluation, measurement and verification".

"In 2018, it was forecasted that the Seaton Community in will require up to 180 megawatts (MW) of new supply capacity over the next 15 years. In 2017, Pickering Council passed a resolution that all future municipal facilities built in Seaton include systems complete with a rooftop solar array, electric vehicle charging stations and integrate energy storage."

This plan also mentions the need for "using drought-tolerant flora in civic landscaping". This needs to be considered when planning the rooftop garden at the new Civic Centre Library or other Library green spaces.

2021 INTEGRATED TRANSPORTATION MASTER PLAN

"The ITMP was developed to help manage Pickering's growing population and corresponding increasing demand for transportation." This report covers four main growth areas in Pickering, including the City Centre and Seaton. The vision for this plan includes improved public transit, encouraging active transportation, and safe transportation for all ages and abilities to prevent traffic congestion. This report states

that car use dominates in Pickering. This has implications for Library parking needs if this trend does not change. The plan states clearly that they are for reduced parking options to get Pickering residents to choose alternate transportation options. The City would like to see more residents use transit for shorter trips or car sharing or a ride hailing option via cellphones. Here the Library should encourage the City to place nearby transit options and provide temporary parking for ride hailing vehicles. The City is focused on improved active transportation which includes walking, cycling, and skateboarding.

To support the Library to become a destination for active transportation, the Library will need safe pedestrian walking spaces, especially for those with mobility aids, bicycle parking and should encourage the City to pilot their proposed bike share program near library facilities. This plan states expressed support for electric vehicles and the Library parking lots could include power charging parking spots to support this initiative. The report encourages City staff to use ride sharing or active transportation too. For encourage cycling by Library staff, showers, lockers, and bicycle parking is required or closely located.

Pickering Community Consultation about Library Spaces

Engagement completed in 2018:

Overlap Associates delivered a series of trends and insight reports based on community consultation to support the development of the 2019-2023 Strategic Plan. Feedback trends heard from the community connected to Library spaces have been captured below:

- We're flexible and make our space work for us and our community
- We have a lack of space, especially for teens
- We are constrained by our buildings' limitations (space, layout, etc.)
- We lack public space
- We need to update facilities
- We have furnishings and decorations that are time worn
- We need to be a more visibly safe and accessible space
- We are running out of physical space
- We are operating in older buildings

Engagement completed in 2021:

The Library and the City completed an extensive community consultation project around the City Centre project. This process is a vital component of building facilities that are used and valued by the community.

The community strongly supported the following features of the City Centre Library:

1. Outdoor spaces
2. Café
3. Bright, open spaces
4. Maker Space
5. Meeting rooms of various sizes

The ideas and areas to be addressed raised by the community were:

1. Furniture needs to have back support (stools and benches should be used sparingly).
2. Add more colour and greenery to the spaces.
3. Ensure that the spaces are accessible to as many people as possible.
4. Quiet spaces must be offered and should be as quiet as possible.
5. Offer protection from the sun: outdoor spaces require shade structures and indoor spaces near windows need covering or window treatment.
6. Public art that reflects the community should be included in the library.
7. Parents and caregivers would appreciate having a family washroom, nursing area and stroller parking in the children's area.

8. Ensure enough electrical outlets for charging devices.
9. Offer curbside pickup service.
10. Provide solutions to support clients who work-from-home/telework.

Accessibility & Inclusion

The Pickering Public Library is committed to accessibility and inclusion. We use the principle of universal design (designing functionality for as many people as possible) when designing a new library, maintaining our facilities and developing new services. This helps to ensure that the needs of people with disabilities, their families and their caregivers are reflected in our spaces.

Our Central Library has a passenger elevator. The Claremont and George Ashe libraries provide service on one floor, at ground level. Service desks are accessible to persons who use a wheelchair or scooter. Self-service checkout kiosks help to improve speed, privacy and reduced material handling. The Claremont Library is the only facility without a self-service checkout kiosk and this will be remedied with the introduction of Extended Access late in 2022. The Library also welcomes all types of service animals.

Depending on the site, parking, washrooms, doors and ramps are barrier free. Assistive devices such as handheld magnifiers and accessible keyboards and headphones are available at all locations. All Library computers are equipped with NonVisual Desktop Access (NVDA), an open-source screen reader which was recommended us by the CNIB. A Text Enlarger is available at the Central Library.

The Pickering Public Library is on a journey to becoming both an inclusive workplace and a welcoming community space for all members of our community. We are focused on initiatives for both internal stakeholders (i.e., staff, volunteers, Library Board) and the community at large. Some of this work is guided by the Library's Anti-Black Racism Working Group who is reviewing current practices and community feedback and making recommendations to address systemic discrimination and exclusion in our spaces.

Branch Profiles

Central Library



One the Esplanade, Pickering, ON L1V 6K7 (Ward 3) 905-831-6265

Open Hours (reduced during the pandemic; not yet fully restored as of October 2021)

Monday 9:00 am – 9:00 pm

Tuesday 9:00 am – 9:00 pm

Wednesday 9:00 am – 9:00 pm

Thursday 9:00 am – 9:00 pm

Friday 9:00 am – 9:00 pm

Saturday 9:00 am – 5:00 pm

Sunday 1:00 pm – 5:00 pm

Total Weekly Service: 69.5 hours (2.5 hours unstaffed)

Facility Information

<ul style="list-style-type: none">• 33,000 square feet• 2 floors• Auditorium with stage and piano• 34 Public computer desktop stations• Children's Area:<ul style="list-style-type: none">○ Open space for programs○ Play fixtures• Teen Area:<ul style="list-style-type: none">○ Gaming area• 4 self-checkout terminals• Parking: shared municipal parking lot with accessible parking, plus on-street parking and 5-minute drop-off/pick-up in roundabout	<ul style="list-style-type: none">• Maker Space and Fab Lab:<ul style="list-style-type: none">○ 3 x 3D Printers○ Recording Studio / Sound Booth○ Adobe Creative Cloud workstations○ Analog to Digital Conversion Station○ Vinyl Cutter○ Heat Press○ Large Format Printer○ Carvey Carving Station
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Service Points

Staff are scheduled to provide service for each open hour at the following service points:

- Front desk
- Maker Space
- Computers
- Switchboard

Recent Annual Statistics

	2016	2017	2018	2019	2020 (pandemic)
Client Visits	379,429	382,968	372,000	363,778	99,839*
Circulation	561,700	525,984	488,871	444,606	180,713
Collection size					120,000 items
Events attendance	(tracking by branch to begin in 2022)				

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">• Maker Space• Collab rooms• Good location• Free parking	<ul style="list-style-type: none">• Layout does not allow for defined quiet spaces• Shelving on first floor is too tall; creates walls and bad sightlines• Lobby desk is imposing and oversized for the functions it serves• Interior looks outdated and worn-out
Opportunities	Threats
<ul style="list-style-type: none">• City Centre Library expansion• Virtual programming studio included in 2022 budget	<ul style="list-style-type: none">• Increasing demand for seating means collections will have to shrink or be warehoused

About the Branch

The Pickering Central Library opened in 1990 as part of the new downtown Civic Complex. It was the first Library in Pickering to serve the whole community through its services and collections as well as acting as a popular materials branch for the local area. It has the highest customer traffic and circulation in the system. Public transit access is well supported at this location but there are also many residents in the immediate area who can walk to this location. Full service begins at 9:30 am during the week but the doors open at 9:00 am to accommodate residents who can use the space

independently, such as virtual workers who use this Library as their primary work location and students who need a quiet place to study.

Claremont Library



4941 Old Brock Road, Claremont, ON L1Y 1A9 (Ward 3) 905-649-3341

Open Hours (reduced during the pandemic; not yet fully restored as of October 2021)

Tuesday	3:00 pm – 7:00 pm
Thursday	9:30 am – 5:00 pm
Saturday	2:00 pm – 5:00 pm

Total Weekly Service Hours: 14.5 hours

Facility Information

- 1,666 square feet
- Claremont Extended Access Service with remote assistance (planned for late 2021)
- 2 public computer stations
- Joint-use facility with the City of Pickering
- Shared parking lot with Community Centre with accessible parking

Recent Annual Statistics

	2016	2017	2018	2019	2020 (pandemic)
Client Visits	3,178	3,520	3,244	3,262	851
Circulation	9,546	11,359	11,057	8,275	4,018
Collection size					7,500 items
Events attendance	(tracking by branch to begin in 2022)				

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">• Only location serving north Pickering and rural communities	<ul style="list-style-type: none">• Limited hours• Layout does not allow for defined quiet spaces• Collection is too large for the footprint• Staff desk is too large• FF&E looks dated
Opportunities	Threats
<ul style="list-style-type: none">• New FF&E (budgeted for 2022)• Accessible public washroom• Self-checkout	<ul style="list-style-type: none">•

About the Branch

The Claremont Library started out as The Mechanic's Institute in 1891 and it was renamed as the Claremont Association Library in 1895. It became part of the Pickering Township Library system when Pickering was incorporated in 1967. This library was housed in different locations but opened in its current location in 1997 when the Claremont Community Centre (now known as Dr. Nelson F. Tomlinson Community Centre) opened.

George Ashe Library



470 Kingston Road, Pickering ON L1V 1A4 (Ward 1) 905-420-2254

Open Hours: (reduced during the pandemic; not yet fully restored as of October 2021)

Monday	9:30 am – 9:00 pm
Tuesday	9:30 am – 9:00 pm
Wednesday	9:30 am – 9:00 pm
Thursday	9:30 am – 9:00 pm
Friday	9:30 am – 9:00 pm
Saturday	9:30 am – 5:00 pm
Sunday	1:00 pm – 5:00 pm

Total Weekly Service: 69.5 hours

Facility Information

- 12,000 square feet
- Event Room/Quiet Study Room
- Seasonal Reading Garden
- Fireplace
- 16 public computer stations
- 2 Self-checkout terminals
- Joint-use facility with the City of Pickering
- Parking: shared parking lot with Community Centre with accessible parking, pick-up/drop-off roundabout

Recent Annual Statistics

	2016	2017	2018	2019	2020 (pandemic)
Client Visits	141,234	159,837	140,151	131,602	37,678
Circulation	258,574	236,308	211,348	192,820	80,090
Collection size					49,000 items
Events attendance	(tracking by branch to begin in 2022)				

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">• Large windows, high ceilings make the space bright and open• Outdoor reading garden• Quiet study room	<ul style="list-style-type: none">• Collection is too large for the footprint• Millwork shelving is inflexible and cannot be resized• Staff desk is too large• FF&E is original and looks dated
Opportunities	Threats
<ul style="list-style-type: none">• Renovation planned (2023)	<ul style="list-style-type: none">• Branch currently undersized for community served (see below); developing communities (i.e. Seaton may add more demand on the space)

About the Branch

This Library is situated in a community centre and it opened in 2001 to serve the southwest area of Pickering. It was initially called the Petticoat Creek Library but it was renamed the George Ashe Library in 2017. This branch was initially designed to serve families with children up to grade 8 and adults. Teens were re-directed to the Central Library which housed the physical collections for youth. However, physical collections have reduced importance today and youth enjoy using this local community branch to study, read, use the computers, or just hang out. Since this branch has been popular with all ages in its catchment area, the physical layout needs to provide more physical space for local residents.

Summary of Computer and Wireless Hardware

Location	Bandwidth	# Public Computers	# Staff Computers	Wireless Access Points	Maker Space technology?
Central	100 Mbps	64	63	13	Y
George Ashe	100 Mbps	18	15	3	N
Claremont	150 Mbps	2	1	1	N

Overview of Digital Technology Infrastructure

PPL's digital technology infrastructure is key to supporting the wide range of collections, programs and services offered by the Library. Technology solutions must be innovative and anticipate and respond to the changing needs of Library clients and staff. As part of the Library's commitment to accountability, the Library must ensure that the public and staff computing services are vital and relevant.

The Library's Virtual Environment is updated annually with industry leading virtualization software and concepts. Including five open-source Proxmox VE enterprise virtualization servers. The Library uses Proxmox Backup Server, and a 3-2-1 backup strategy to protect its data and server infrastructure, it allows quick recovery in the event of sudden hardware failure, and robust data protection including onsite and offsite incremental backups and deduplication. The Library predominately hosts Windows Server 2019, and utilizes cloud-based and hosted platforms where practical. The Library uses Office 365, with a full range of communication tools.

The Pickering Public Library workstation infrastructure supports more than 150 Staff and Public workstations in separate and isolated network environments. The Library also provides VPN services for staff and unthrottled WiFi for client devices. Remote access is facilitated to Library resources such as printers, so clients can submit print jobs from home, school or anywhere.

The Pickering Public Library is predominantly a Microsoft environment, with Windows 10 on most workstations, but does include MAC, Chromebooks and Linux workstations as well.

Software Applications - The Library's Integrated Library System is SirsiDynix's Horizon platform. Library clients access the catalogue through the BiblioCommons discovery layer. Libki software manages the Library's public computer terminals and print management is run through Papercut to the Library's photocopiers from Xerox. The

Library is implementing iPayment software in conjunction with the City of Pickering as the point of sale solution managing the collection of funds.

Website & Intranet - The Library's website was redesigned in 2020 and uses the Biblioweb interface from BiblioCommons. The new website is fully responsive and compliant with current accessibility legislation. The Library utilizes Microsoft SharePoint as the platform for the staff Intranet.

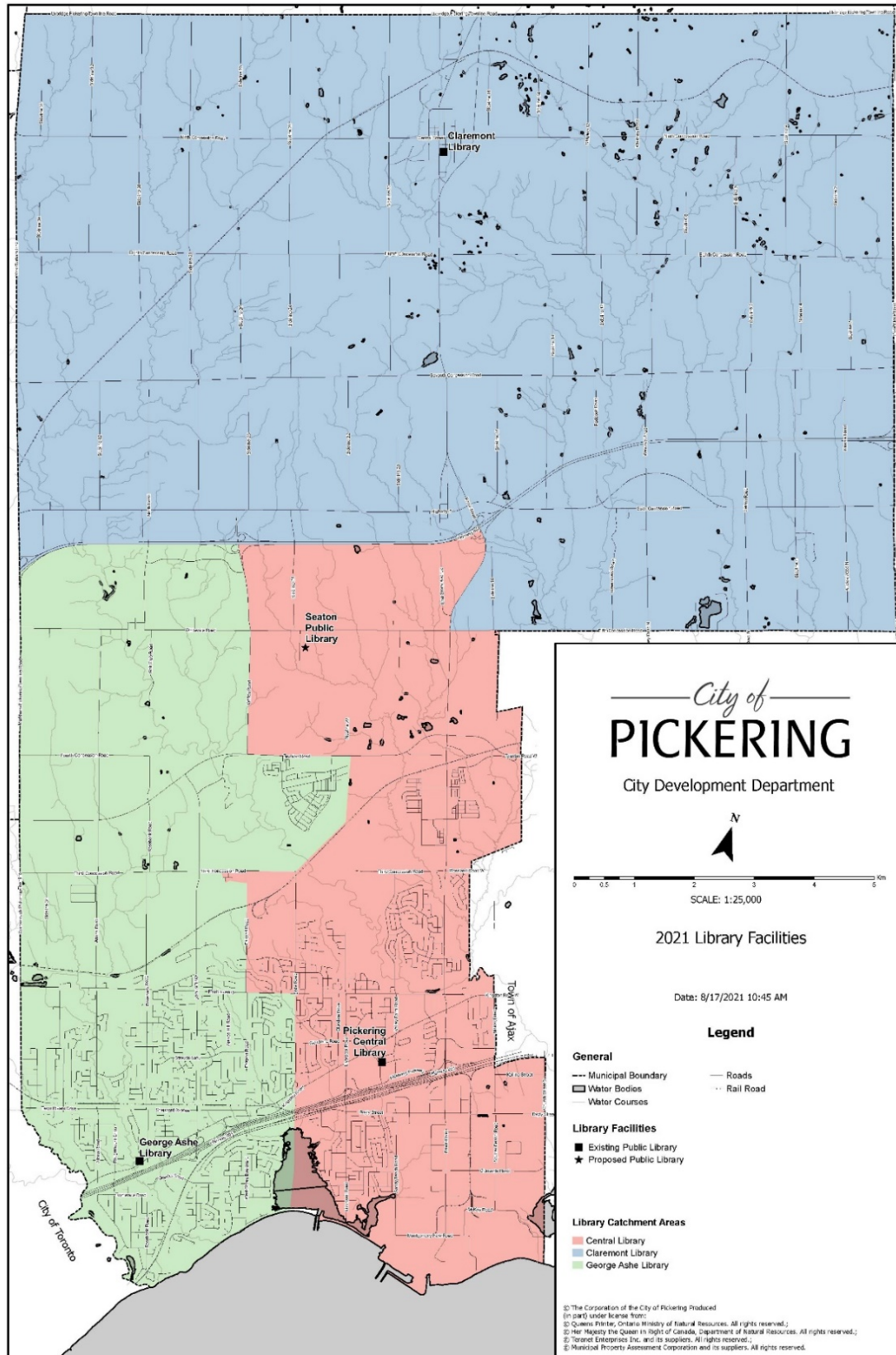
Catchment Map for Branches

A catchment map depicts the service area for each of the three PPL branches. It is a helpful for building ongoing understanding of community size, community needs and demographics so that library services can be continuously improved.

Method for creating catchment areas:

- Mobile analytics reports establish the estimated but anonymized home postal codes for unique visitors to the Central and George Ashe libraries for the year 2019.
- The unique visitors captured in the reports would have location-enabled mobile devices. It does not include all unique visitors to these libraries. This data does not capture visitors who do not visit a library with a smartphone (i.e. children).
- Maps based on the postal codes of unique visitors were created for each branch and boundary lines were drawn to create the catchment areas. Neighbourhoods that saw strong use of both branches were assigned based on which branch saw greater use.
- It should be noted that construction on Brock Road in 2019 may have impacted routines and the use of the Central Library. Future reports should be run and catchment areas updated based on additional data.
- The map below shows the catchment areas for all three branches with the population served.

Catchment Population – 2021		
Central Library	George Ashe Library	Claremont Library
45,590	45,734	3,268



Planning Future Library Needs and Population Projections

Population projections were sourced from two reports:

1. City of Pickering's [Detailed 20-year Population Forecast](#) (2021)
2. Watson & Associates Ward Boundaries [Report to Council](#) (2021)

Population Forecast

Year	City of Pickering Detailed 20-Year Population Forecast	Watson & Associates Ward Boundaries Report
2020	94,941	99,920
2030	124,445	157,900
2035	138,923	n/a
2040	153,445	n/a

According to the Detailed 20-Year Population Forecast report, in the period of 2020 to 2040, the majority of population growth is assigned to the following areas:

- Seaton community: 59%
- Duffin Heights 16%
- City Centre: 14%
- Other urban neighbourhoods: 11%

Public Library Square Footage per Capita Benchmarks: Current and Targets

One important metric used to assist libraries with future facilities planning is the square footage per capita. It is important to note that the limitation of this calculation is that it uses per capita as the denominator and does not account for library users outside the municipality. Based on the data collected to develop the catchment map, residents of Scarborough and across Durham Region are strong users of our library facilities.

	Targeted sq. ft. per capita
Barrie Public Library	0.7
Burlington Public Library	0.7
Oakville Public Library	0.6
Pickering Public Library	0.7

The square footage targets are based on [guidelines](#) from the Administrators of Rural and Urban Public Libraries of Ontario.

Square Footage per Capita for Existing Library Branches

	Square Footage	Population Served	Sq. Ft per capita
Central Library	33,000 sq. ft.	45,590	0.72
George Ashe Library	12,000 sq. ft.	45,734	0.26
Claremont Library	1,666 sq. ft.	3,268	0.51
TOTAL	46,666 sq. ft	94,592	0.49
Overall: Does not meet target of 0.7			

Projected Square Footage per capita for 2030 and 2040 (with new libraries and population projections)

Projected populations for the year 2030 from the two reports listed range from 124,420 to 157,960 residents. To accommodate this range and consider its impacts on facility needs, calculations have been provided for the lower and upper ranges.

Assumptions:

- Scenario 1: The 2030 and 2040 population projections were based on the [City of Pickering's 20-Year Population Forecast](#)
- Scenario 2: The 2030 population projections are based on the "Option 2" scenario (page. 22-23) in the Watson & Associates ward boundary review [report to Council in 2021](#).
- Assumes that by 2030, the City Centre Library, Seaton Library and Pickering Heritage and Community Centre will open and no expansions to the George Ashe or Claremont Libraries. No additional libraries have been budgeted beyond these buildings.
- The City Centre Library may change the catchment areas and draw more users from across the system than the current Central Library does. There is no data to support this theory so we will continue to use the population served from the 2019 data.
- Targets for square footage per capita may need adjustment based on the changing footprint of physical collections.

Scenario 1: Population projection by year 2030

	Square Footage	Population Served	Sq. ft. per capita
City Centre Library	43,000 sq. ft.	50,525	0.89
George Ashe Library	12,000 sq. ft.	41,932	0.29
Seaton Library*	25,000 sq. ft.	27,568	0.91
Pickering Heritage & Community Centre (PHCC) **	1,200 sq. ft.	4,395	0.65
Claremont	1,666 sq. ft.		
TOTAL	82,866 sq. ft	124,420	0.67
Meets the target of 0.7			

Scenario 2: Population projection by year 2030

	Square Footage	Population Served	Sq. ft. per capita
City Centre Library	43,000 sq. ft.	48,640	0.72
George Ashe Library	12,000 sq. ft.	54,960	0.26
Seaton Library*	25,000 sq. ft.	51,092	0.49
Pickering Heritage & Community Centre (PHCC) **	1,200 sq. ft.	3,268	0.88
Claremont	1,666 sq. ft.		
TOTAL	82,866 sq. ft	157,960	0.52
Does not meet target of 0.7			
Square Footage Deficiency: 27,700 sq. ft			

Scenario 1: Population projection by year 2040

	Square Footage	Population Served	Sq. ft. per capita
City Centre Library	43,000 sq. ft.	54,924	0.82
George Ashe Library	12,000 sq. ft.	43,575	0.28
Seaton Library*	25,000 sq. ft.	50,375	0.50
Pickering Heritage & Community Centre (PHCC) **	1,200 sq. ft.	4,526	0.63
Claremont	1,666 sq. ft.		
TOTAL	82,866 sq. ft	153,400	0.54
Does not meet the target of 0.7			
Square Footage Deficiency: 24,500 sq. ft			

*Population projection taken from the Ward Boundary Review for this area was adjusted to remove the north Pickering community population (used 2020 figure). Calculation:
 $54,360 - 3,268 = 51,092$

Square footage for the Seaton Library is an estimate.

**As PHCC and Claremont will serve North Pickering, the square footage has been combined.

Scenario 2: Population projection by year 2040

Information not available

Conclusion:

Based on a projected population of 153,400 to 157,960 residents above, the library system will require an additional facility of 22,500 – 25,700 square feet in the next 10-20 years.

Additional Implications and Recommendations

Population Projections, Future Facilities Projects

- a) Future population projections and calculation should influence the square footage for future library branches.
- b) An additional branch of approximately 22,500-25,700 square feet will be required for a population above 150,000 residents.
- c) The current George Ashe Library is undersized for the population served and will continue to be despite the addition of new libraries in North Pickering (PHCC, Seaton). Recommendation for improving use of space:
 - i. Redesign of the public space to reduce collection size and improve flexibility of other spaces (individual and group work, children's area, teen area, etc.)
 - ii. Resize staff work area and service desk
 - iii. Add small Maker Space
 - iv. Redesign outdoor space

Library Design and Pandemics

Lessons learned from the Covid-19 pandemic should be incorporated into the design, services, and operations of current and future libraries.

a) *Library Services:*

New services introduced during the pandemic included:

- i. Curbside/contactless pickup—Staff retrieve materials and deposit outside the library closed to where clients are parked. This can be paired with:
 - a. Browsing just for you—staff select titles based on client preferences

- b. Book bundles—preselected package of titles with different genres or topics
- ii. Home delivery—Library volunteers deliver materials to clients who are unable to visit the Library in-person.
- iii. Virtual events – Use of a production studio to film, broadcast and edit content.

b) Library Spaces:

- i. Drive-through windows and/or curbside laneways
- ii. Flexible spaces that can be easily configured to keep people apart if needed. This includes moveable shelving and walls
- iii. Service desks that are smaller and mobile and have the advantage of being moved against a wall to keep staff safe in the event of another pandemic.
- iv. Smaller public tables with outlets. These tables are no longer hard-wired so they can be moved.
- v. Provision of community and social services, including social workers on staff to assist with social issues.
- vi. Telework support for clients.
- vii. Outdoor spaces with power outlets, adjustable shading, and greenery.

c) Staff Workspaces

As a result of the pandemic, there is a move towards hybrid work arrangement. The need for physical office space won't disappear but it will adapt to support employee collaboration and social engagement. There will be mixed use workspaces which could include shareable desks, special rooms to conduct video calls, movable tables, and dividers to hold meetings of various sizes. Flexible work schedules can reduce the number of staff in a workspace. There is a need for mobile technology that allows telework (cameras, microphones).

d) Operations

The community expects the public library to be a safe environment during a pandemic. The following elements must be considered in facility planning in the future:

- i. Use of touchless technology, like sinks and soap dispensers, intelligent toilets antimicrobial buttons.
- ii. Hand soaps and sanitizers, paper towels, and other surface cleaning products should be high-quality, eco-friendly, and readily available to anyone who needs them.
- iii. Better air filtration systems to ensure that the air is free of viruses and contaminants.

- iv. Walkways, corridors, and common spaces designed with wider dimensions to eliminate overcrowding.
- v. Sensors to monitor visitor traffic.
- vi. User centric building systems which allow staff and clients to control building systems with their phone. This could include touchless processes such as booking meetings, opening doors, scheduling times to work in the office or at home, turning on televisions, controlling communication technology, changing the lighting or window blinds.

Off-site Physical Collections

Balancing the physical layout of a library branch between physical collections and “people spaces” is an ongoing exercise. As use of certain physical collections wains (i.e., audio-visual materials, paperbacks), there are opportunities to remove shelving and replace it with furniture that satisfies demand from clients for spaces to learn, read, study, play and gather.

Additionally, there are some materials that due to seasonality (i.e. holiday books), duplicate copies of the same title or niche topics, do not need to reside on the library shelves year round.

Use of an offsite storage solution for this material is currently being trialed. Adult books that have enduring value but minimal use was moved to the former Greenwood Library in 2020. Clients can still view these items in our online catalogue and can place holds on them. Library staff retrieve the items regularly and clients can pick up the items from one of our three branches.

If in the future, the Greenwood Library reaches its capacity or is repurposed by the City, a longer-term solution could be assessing if a small, offsite warehouse could be leased by the library. Alternatively, if demand for physical collections decreases – followed by a decrease in shelving requirements - an offsite storage solution may not be needed.