

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. Consent Agenda

Chair

MOTION
to Approve

3.1 Minutes of the Previous Board Meeting – June 16, 2022 **Pg 1**

3.2 Library Information Update – September 2022 **Pg 6**

3.3 Review of Incident Reports – January to June 2022 **Pg 14**

3.4 Financial Review – 2022 Year to Date **Pg 16**

3.5 Q2 KPI Statistics **Pg 18**

4. Ends Discussion

4.1 Report 02-22
Budget Estimates 2023

Pg 19

J. Flowers

MOTION
to Adopt

5. Staff Reports

5.1 Anti-Black Racism Working Group Update [Minutes of the June 8, July 13, and August 10, 2022 ABRWG meetings attached – **Pgs 28-41**]

Verbal
Update

J. Flowers

5.2 Report 03-22
Library Board Transition Plan

Pg 42

J. Flowers

Motion
To Approve

6. Monitoring Reports – Executive Limitations

6.1 EL 05 Financial Planning

Pg 49

D. Sharma

MOTION
to Adopt

6.2 EL 06 Financial Condition

Pg 52

D. Sharma

MOTION
to Adopt

7. Board Committee Reports

- | | | | | |
|------------|---|------------------|------------|-----------------|
| 7.1 | Report of the Ad Hoc Governance Policies Review Committee | Verbal Update | J. Flowers | |
| 7.2 | Updated Existing Board-CEO Delegation (BCD) Policies and Governance (GP) Policies | Pgs 56-88 | J. Flowers | MOTION to Adopt |
| 7.3 | GP 12 Monitoring and Evaluating Policy (New) | Pg 89 | J. Flowers | MOTION to Adopt |

8. Governance

None

9. Board Policy Review

- 9.1** The following EL Policy will be discussed at the next Board meeting. All members to review prior to the next meeting.
EL 02 Treatment of Clients M. Anderson

10. New Business

- 10.1** Member Community Reports

11. Confidential Matter

None

12. Adjournment

Chair

MOTION to Adjourn

Next Meeting:

To be Held: Thursday, October 27, 2022
Location: Central Library – Hybrid (In-Person and Virtual)

Preliminary List of Motions

Item #	Motion
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- | | |
|------------|--|
| 2. | THAT the items in the Agenda be approved by the Board as presented/amended. |
| 3. | THAT the items in the Consent Agenda be approved by the Board as presented/amended. |
| 4.1 | THAT the Board adopt the Draft 2023 Capital and Current Budget Estimates in principle, to enable the CEO to continue the budget process on behalf of the Board. |
| 5.2 | THAT the Board approve the Library Board Transition Plan; and THAT the Board participate in activities outlined in this Plan and incorporate the principles and practices outlined in this Plan in their Board activities. |
| 6.1 | THAT the Board adopt Monitoring Report EL 05 Financial Planning as presented; and THAT the Board adopt Policy EL 05 Financial Planning as presented/amended, the Policy being complete, sound, and effective. |
| 6.2 | THAT the Board adopt Monitoring Report EL 06 Financial Condition as presented; and THAT the Board adopt Policy EL 06 Financial Condition as presented/amended, the Policy being complete, sound, and effective. |
| 7.2 | THAT the Board adopt the Governance Policies Review Ad Hoc Committee's recommended changes to the existing GP and BCD policies as presented/amended. |
| 7.3 | THAT the Board adopt GP 12 Monitoring and Evaluating Policy as presented/amended. |
| 12. | THAT the meeting be adjourned. |

The City of Pickering Public Library Board

DRAFT Meeting Minutes

Held: Thursday, June 16, 2022

Location: Central Library Auditorium / Virtual
www.pickeringlibrary.ca/board

Attendees: M. Anderson, S. Beckett (arrived 7:32 pm), Councillor M. Brenner, Councillor S. Butt, R. Coelho, M. Fatema, A. Maginley, S. Pragg, S. Sheehy (Chair)

Absent: D. Sharma

Staff: J. Flowers – CEO/Director of Public Libraries, E. Bird – Director of Support Services, B. Gregory – Executive Assistant, E. Knox, Client Experience Specialist – Youth, S. Mohamed, Client Experience Specialist - Children

Meeting Commencement Time: 7:07 pm

1. Public Delegations

There were no public delegations in attendance.

2. Land Acknowledgement

S. Sheehy read the Indigenous Land Acknowledgement Statement.

3. Approval of Agenda, Conflict of Interest Disclosure

No interest was declared.

Motion #22.37

Moved by R. Coelho, Seconded by A. Maginley **Motion THAT** the Agenda be adopted as presented.

Carried.

4. Presentations

4.1 Children's and Teens Update

S. Mohamad, Client Experience Specialist – Children, provided updates on children's programming from the prior and current years, including relevant metrics (number of programs, number of participants) and stories.

In answer to a question regarding trends with virtual programs, S. Mohamad responded that there is decreasing engagement with virtual programming and more interest in in-person programming since the spring of 2022.

In response to a question about involving other City departments such as Fire Services in children's programming, S. Mohamed highlighted that the Library collaborates with several City departments on programming initiatives including the upcoming SRC launch.

E. Knox, Client Services Specialist – Youth, provided an update on teen programming from the prior and current years.

In response to a question about working with other City departments holding teen events, E. Knox explained that there are already several partnership initiatives with the City in place.

In answer to a concern raised about accommodating those community members that live in Claremont and other rural areas of Pickering, E. Knox noted that the advent of online programming has been beneficial. In a related concern, it was noted that it may be valuable to look at the demographics data for these rural areas and assess the programming needs of children and youth.

In a question about filling volunteer positions, E. Knox advised that recruitment was done in December but perhaps not surprisingly given the pandemic, there was not a huge uptake, especially compared to previous years. There are plans to do a bi-annual call for volunteers to increase the number of active volunteers starting in September and continuing every 6 months.

S. Mohamed and E. Knox departed the meeting at 7:58 pm.

5. Consent Agenda

5.1 Minutes of the Previous Board Meeting – May 26, 2022

5.2 Minutes of the Advocacy Ad Hoc Committee Meeting – May 19, 2022

5.3 Minutes of the Advocacy Ad Hoc Committee Meeting – May 26, 2022

5.4 Library Information Update – June

5.5 A06 Health & Safety Policy

5.6 A10 Hiring Policy

5.7 A12 Purchasing Policy

5.8 A27 Workplace Violence Prevention Policy

Motion #22.38

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

Carried.

6. Ends Discussion

No Ends discussion was held.

7. Staff Reports

7.1 Anti-Black Racism Working Group (“ABRWG”) Update

J. Flowers provided some highlights from the June ABRWG meeting including a return by staff to discuss Client Experience recommendations, an update on the work of the ABRWG Youth Subcommittee, and recommendations related to the security contract RFP.

J. Flowers explained that due to time constraints, the June meeting minutes were not included in this Board package, but would be included in the September Board package.

7.2 2022 Library Board Evaluation Summary

J. Flowers shared a summary of the results of the Library Board evaluation from the last meeting. An open discussion about the results and future planning followed.

It was noted that Board education had seemed to have lapsed over the past few years, although it was acknowledged that this was likely due to the pandemic. Related to this, it was suggested that it could be beneficial that a network system be developed amongst all Library Boards in Durham Region as an opportunity to get to know each other better, share best practices, etc.

Concern was expressed that the evaluation completed was peer-to-peer. It was agreed that it is important to include external reviews (perhaps from staff or public). A suggestion was made to perform an external review in the first and last year of a Board term so there are measurable benchmarks.

Results of the review identified issues and opportunities the Board will face in its next term; a recommendation was made for increased advocacy and community connections. It was noted that while the Board is already doing this, it was felt that more can be done by finding additional opportunities and empowering Board Members to promote the Library. It was also mentioned that it could be beneficial to recall the Linkage Committee as this was felt to be a great way to bring the Library into the community.

With regards to the skills identified as important to the next Board term, J. Flowers reported that she will meet with the City Clerk to new questions for the Library Board application ahead of recruitment in the fall. Missing from the current application are questions about particular skill sets and lived experiences. J. Flowers will report back to the Board on the recruitment process at September meeting.

Monitoring Reports – Executive Limitations

7.3 EL 10 Communication and Counsel to the Board

S. Pragg reported that she met with J. Flowers to discuss this policy and report. She indicated that she felt that the Library is in compliance with the policy.

In S. Pragg's report, communication around the Drag Queen Storytime was brought up. This prompted an ad hoc discussion around critical thinking, misinformation, and supporting the community. It was suggested that this could be worked into a Board End for the next term.

Motion #22.39

Moved by R. Coelho, Seconded by S. Beckett **Motion THAT** the Board adopt Executive Limitation EL 10 Communication and Counsel to the Board Monitoring Report as presented; and **THAT** the Board adopt Executive Limitation EL 10 Communication and Counsel to the Board Policy as presented, the Policy being complete, sound, and effective.

Carried.

8. Board Committee Reports

8.1 Report of the Policy Review Ad Hoc Committee

E. Bird reported that A. Maginley, M. Anderson, S. Pragg, and S. Sheehy have volunteered to be members of the Policy Review Ad Hoc Committee. Committee will meet over the summer to review the policies. Recommendations will be brought to the September Board meeting.

8.2 Report of the Advocacy Ad Hoc Committee

R. Coelho reported that the minutes of the Advocacy Ad Hoc Committee meetings were included in the consent agenda. The focus of this committee was to create an advocacy policy and with the passing of this new policy (agenda item 9.1), this committee is concluded.

9. Governance

9.1 GP 11 Advocacy Policy

A copy of the new policy created by the Advocacy Ad Hoc Committee was included in the Board package. It was brought to attention that there was an inconsistency in the name for Council in the policy as written. It was determined that Council should be referred to as City Council for this policy; policy was adopted with this amendment.

Motion #22.40

Moved by M. Anderson, Seconded by S. Beckett **Motion THAT** the Board adopt GP 11 Advocacy Policy as amended, the Policy being complete, sound, and effective.

Carried.

10. Board Policy Review

10.1 Executive Limitations policies **EL 05 Financial Planning** and **EL 06 Financial Conditions and Activities** 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

No reports given.

11.2 Closure of George Ashe Library for Staff Learn Day

Motion #22.41

Moved by A. Maginley, Seconded by M. Fatema **Motion THAT** the Board approve the closure of George Ashe Library on Friday, July 22, 2022, for the purposes of Staff Learn Day.

Carried.

11.3 Board Summer Social

S. Sheehy suggested that the Board get together socially July 27th or August 17th.

B. Gregory will send out poll to Board Members to determine date most members were available to attend.

12. Confidential Matter

None.

13. Date of Next Meeting and Adjournment

The next Board meeting will be held on Thursday, September 22, 2022, at 7:00 pm in a hybrid (virtually and in-person) format.

Motion #22.42

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

Carried.

The meeting was adjourned at 8:57 pm.

Signature of Library CEO:

Date:

Signature of Library Board Chair:

Date

Board End: Lifelong Learning**Children's Filmmaking Workshop**

In July, the Library held a Future Filmmakers "Filmmaking 101" Workshop for children. Participants had the chance to use their creativity to produce their own masterpiece. Library staff taught attendees how to brainstorm ideas for a shot list, direct and film various shots using an iPad, and how to edit videos using a free application called 'Shotcut'. Parents/guardians have indicated that they support continuing creative opportunities for children to explore film and other artistic ventures.

Teen Filmmaking Workshop

In August, the technology and teen teams collaborated to provide an extensive filmmaking workshop for teens at Pickering Museum Village. The Library partnered with William F. White International, who provided various camera and lighting components for the workshop. We had full registration (12), with a waiting list.

Teen Self-Defense Workshop

At the suggestion of the Teen Advisory group, PPL offered teens a free self-defense workshop. The TAG group felt the workshop would assist teens in feeling more self-confident and safer in the community. The Library partnered with Villaris Martial Arts Centre and had 12 teens participate. The participants asked for more sessions, with this trainer, in the future.

Back-to-Basics Computer Workshops

In response to community demand, the info/tech team launched a four-month series of Back-to-Basics digital literacy workshops this summer. The workshops covered basic computer skills such as searching the internet, emailing, Microsoft Office, organizing files, and using Apple and Android devices. These workshops have been well-attended with consistently 8 to 10 people at each session. Based on feedback from attendees, this Fall we will shorten the workshop cycle to three months so that clients won't have to wait as long for each workshop to be offered again.

Board End: Culture of Reading

TD Summer Reading Club 2022!



The TD Summer Reading Club took place from June 20 until August 31. We had **498** children register for the reading program (compared to 366 participants in 2021) and they read a total of **121,410** minutes over the summer! At the end of the program two grand prizes were awarded, a hoverboard and a bike!

The Summer Reading Club FUNtastic Fair took place on July 9th. This event was the launch of the TD Summer Reading Club and was a huge success with over **400** children in attendance! Various community partners participated including Pickering Fire Services, Pickering Animal Services, Durham Family Health Department – Healthy Families Unit, Ontario Power Generation and EarlyON. Families enjoyed a magic show, princess storytime, face painting and more!

In addition, over 30 children's programs were delivered in July and August as part of the TD Summer Reading Club with nearly 1,300 children participating.



TGIS (Thank Goodness It's Summer) Teen Reading Challenge

TGIS 2022 was very successful this year. The reading challenge included more 13-year-old participants than previous years, which we hope will lead to a new set of teens joining our programs post-pandemic. We had a total of **64** teens registered who read 199,100 pages – an increase from the prior year with 57 teens reading 172,000 pages. Over **22** teen programs were held this summer with a total attendance of **229** teens. At the Wrap Up Party & Draw, there were 25 prizes available for teens to bid on with their reading ballots.



Blacksmith Exhibit at Pickering Museum Village



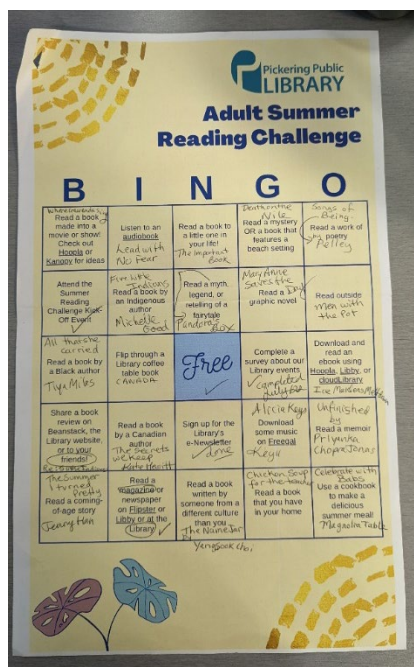
The Library partnered with the Pickering Museum Village for their new Blacksmith Exhibit. The Library provided a selection of books for the exhibit's reading nook. Children and their caregivers have been enjoying books about horses, blacksmiths, and creativity all summer. This is the third time the Library has complemented Museum exhibits with Library materials in recent years, and it is proving to be a successful partnership.



Adult Summer Reading Challenge and Programming

The Adult Summer Reading Challenge had **75 clients** participate in the program and 23 clients complete the challenges necessary to be entered into a draw for prizes. The challenges included reading books from various genres, participating in library programs, and using online resources. Clients could participate online or through a printed Bingo card. Prizes for the challenge included gift cards from Canada Black Owned Marketplace (a local business) and Chapters Indigo.

The Library held 22 events for adults over the summer with a total of **335 clients** attending. Highlights include the Seniors Social which continues to see an average of 22 seniors every week, and Poetry in the Park: An Open Mic Night, which had 30 people attend to read and listen to original poetry, including 3 adults who travelled from Barrie!



Board End: Inclusive and Welcoming Public Facilities & Virtual Spaces

Central Library Children's Area Redesigned

In August, the children's area at the Central Library was redesigned to improve the space for families. Previously, the south-facing windows were blocked by picture book shelving. These shelving units were moved in order to let in more light from the large windows. The space was filled in with soft seating, perfect for family reading, and colouring tables. Young children have loved being able to look out the windows and passersby can now see a dynamic space on display. Clients have commented on how bright and open the children's area is now!



Pickering Heritage & Community Centre



Thanks to a \$12 million Federal Infrastructure Grant, construction of the Pickering Heritage and Community Centre will begin in Spring 2023, with a projected grand

opening in Spring 2026. This dynamic facility, located at Pickering Museum Village, will provide our northern communities with access to Library collections, services and resources, and will include proper housing for the Library's Local History collections. The building will provide much needed space for Library, City, and Museum collections and archives, and is an exciting opportunity to showcase and connect our community with the history and heritage of Pickering. We're excited to continue working with the City and Museum to bring this valuable community facility to life! The architects are working on renderings of the "Library Kiosk" – a boutique library space that will offer curated collections, comfortable seating and access to technology.

The Story of Turtle Island

The library partnered with the City of Pickering, Pickering Animal Services and Carea Community Health Centre to bring The Story of Turtle Island event to our community. The event was held each Thursday morning in August at a different park in Pickering. Families, camps and daycares that attended heard Anishinaabe stories of how Turtle Island came to be and some of the animals that share the land. The stories were told by Angela Duckworth. After the storytelling, children had the opportunity to make animals crafts. Over the course of the 4 weeks, **126** children attended.



Library Lock In 2022

The Teen team were excited to welcome back our Annual Library Lock In for 2022. There was full attendance (16 teens), and an extensive waiting list just one week after registration opened! This year we incorporated Maker Space, the Teen Gaming Station, Capture the Flag, Hide & Go Seek, & snacks galore! The teens expressed gratitude for the event, even saying they were so happy they were trusted enough by library staff to experience the library after hours.

Board End: Supporting Financial, Physical, Social, and Mental Well-Being

Summer Outreach

By the tail end of spring, staff began to see a noticeable jump in local in-person outreach opportunities. Throughout the months of June, July and August, the Outreach Team conducted 2 school visits and 10 daycare visits, connecting with over **360** children. Staff offered storytimes, STEM activities, and facilitated hands-on crafts with participants, in addition to promoting library services and registering participants for library cards.

In August, the team was invited to attend a summer camp hosted by PFLAG Durham where they facilitated an activity booth for over **80** teens. This was a fun, day-long event, where staff were able to make meaningful connections through games and conversations with youth and staff.

August was a busy month for outreach, as staff represented the Library at the City of Pickering's Cultural Fusion Fair, Region of Durham's Emancipation Day event and

Pickering Welcome Centre's Welcome Centre Backpack Giveaway event. Staff were able to meet with and promote library services to over **250** adults at these events.

Staff have also facilitated outreach at the Pickering Farmers' Market, with additional dates to come.

Recently, Community Development Council Durham (CDCD) requested support from the Library, as part of their program supporting Ukrainian refugee families being housed at the Comfort Inn Pickering. During the first visit, Outreach staff were able to connect with 7 adults, 1 teen, and 7 children, registering them for library cards and conducting a tour of the nearby George Ashe Library and introducing them to library services. CDCD anticipates additional families and individuals will join the temporary housing program. The Outreach Team has committed to regularly returning to the Comfort Inn, providing relevant library resources and programming, until the families move onto more permanent housing.

Board End: Championing Inclusion and Belonging

Goodbye Late Fees at Pickering Public Library

The Library's Goodbye Late Fees kickoff event was a great success! Staff worked with Blue Phoenix Studios to capture the community celebration, as well as the wonderful sentiments shared in response. The [video](#) has now been published for those who weren't able to join us in person that day.

Exploring PPL Collections from an Anti-Black Racism Lens

The Collections Team returned to the ABRWG table during the July meeting, following two previous presentations, as part of the 2022 Work Plan. Collaboratively, staff and ABRWG members focused on developing preliminary strategies for improving PPL's collections and any collections related procedures, with the intention of addressing identified areas of improvement.

The results of this discussion formed the preliminary recommendations. Two key themes were identified:

- **Theme 1:** Procurement (focusing on the library's purchasing process, sourcing, and vendor engagement)
- **Theme 2:** Curation and Promotions (focusing on the selection process, collection audits and reviews, and displays and awareness raising)

Possible short term and long-term actionable goals were identified, reviewed for outcomes and impacts, and then prioritized. Next steps involve the Collections Team reviewing the identified priorities and timelining what may be achievable in 2023. Once

finalized, the ABRWG will move the prioritized recommendations to be incorporated into their 2023 Work Plan.

Beginning the Events Conversation with the ABRWG

In accordance with the 2022 Work Plan, the Events Team began the preliminary discussions with the ABRWG, regarding event planning at the library. Staff provided an overview of current processes and capacities and confirmed shared understanding of the priority concerns identified through the community survey.

The Events Team will return for a follow up discussion in October where staff and the ABRWG members will collaborate on future planning – drafting possible actionable recommendations for change.

Supporting Organizational Excellence

2022 Staff Learn Day

July 22nd was a full day of learning, sharing, and team building for staff. They enjoyed a riveting keynote presentation about reconciliation by Sandi Boucher, followed by facilitated discussions on how the Library can contribute to truth and reconciliation. The afternoon was full of fun, team-based activities that took staff to various historic locations in Pickering.



**Review of Incident Reports
For the Period of January to June 2022**

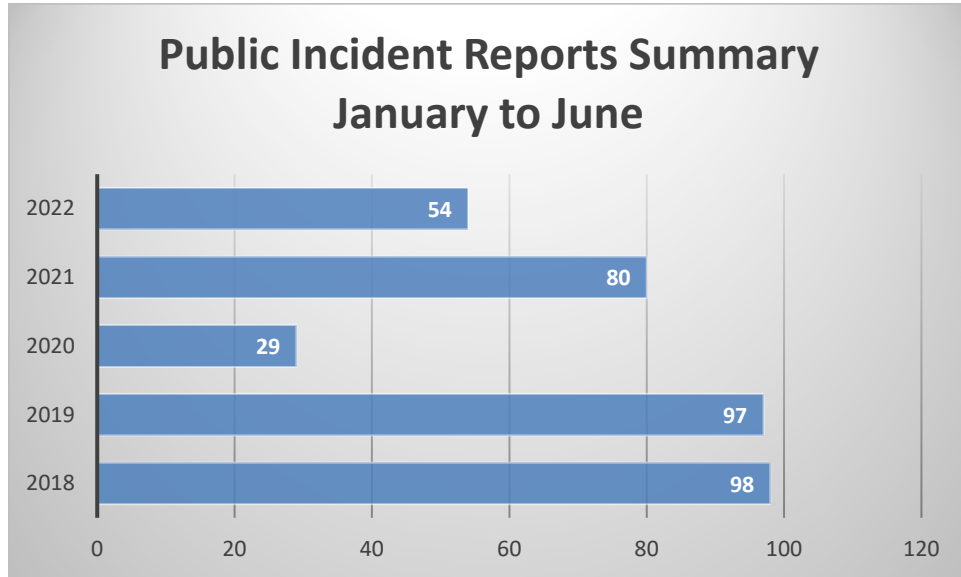
Public Incident Reports	
Type of Incident	Number of Incidents
Returning Excluded Client	9
Building issues	8
Client Drug/Alcohol	7
Theft/Missing	6
Client Disruptive Behavior – Excessive noise	5
General Client Complaint	5
Client to Staff Verbal Harassment	4
Misuse/Malfunction of Property	3
Client Refusing to leave	2
Request for Support (Non-Library Related)	2
Client to Client Disturbing Peace, Non-Physical	1
Client to Staff Sexual Harassment	1
Damage to Property/Equipment	1
Child Unattended/Missing Person	0
Client First Aid Treatment/Injury	0
Client Indecency/Obscene Behavior	0
Client Mental Health Issue	0
Client to Client Disturbing Peace, Physical	0
Client to Client Sexual Harassment	0
Client to Client Threat	0
Client to Staff Rudeness	0
Client to Staff Threat	0
Client to Staff Workplace Violence Non-Physical	0
Client to Staff Workplace Violence Physical	0
Graffiti	0
Manager - Client Recovery Conversation	0
Pests	0
Police Looking for Someone	0
TOTAL	54

Employee Incident Reports	
Type of Incident	Number of Incidents
Exposure	
First Aid	4
Health Care	1
Lost time	
Near Miss	1
TOTAL	6

NOTE: Although some incidents fit into more than one category, each incident is only counted once in the category it “best” fits to avoid inflating the statistics.

Public Incident Reports – January 1st – June 30th, 2022

The total number of public incidents for the period of January 1 to June 30, 2022, was lower than the average for the same time period over the last five years (average: 71 incidents in a six-month period).





Pickering Public Library
 Year-to-Date : Budget vs. Actual Variance
 As of September 13, 2022

Revenue

	Actual	Committed	Allotted	Budget	Available	% Available	Notes
402500 Federal Grants	(\$1,095)	\$0		(\$1,095)	(\$27,600)	96%	YCW summer student funding not yet received.
402510 Ontario Grants	(\$30,264)	\$0		(\$30,264)	(\$76,161)	72%	\$100,000 provincial operating grant to be received in October / November
403000 Departmental User Fees							
(photocopying & makerspace supplies)	(\$14,075)	\$0		(\$14,075)	(\$38,925)	73%	
403030 Vending Machines	(\$1,156)	\$0		(\$1,156)	(\$2,500)	54%	
403064 Rentals - Mtg. Room/Publi	(\$133)	\$0		(\$133)	(\$3,367)	96%	
403120 Other User Fee Revenue (Other revenue)	(\$1,536)	\$0		(\$1,536)	(\$8,464)	85%	
405000 Fines & Charges (Lost materials)	(\$4,345)	\$0		(\$4,345)	(\$15,655)	78%	
406500 Donations	(\$2,722)	\$0		(\$2,722)	(\$22,278)	89%	
Revenue Totals	(\$55,327)	\$0		(\$55,327)	(\$192,698)	78%	

Expenditures

501000 Salaries & Wages	\$1,880,017	\$0		\$1,880,017	\$3,582,424	48%	
501020 Employee Benefits	\$495,751	\$0		\$495,751	\$1,001,984	51%	
501025 Employee Recognition & Appreciation	(\$242)	\$0		(\$242)	\$4,377	106%	
501040 Uniforms	\$1,987	\$0		\$1,987	\$1,963	50%	
501100 Conferences	\$2,485	\$1,626		\$4,112	\$2,888	41%	
501110 Seminars & Education	\$10,778	\$339		\$11,118	\$17,482	61%	
501130 Travel	\$135	\$96		\$231	\$2,769	92%	
502000 Postage	\$321	\$0		\$321	\$829	72%	
502010 Freight, Express & Cartage	\$122	\$0		\$122	\$278	70%	
502020 Cellular Phones	\$8,869	\$0		\$8,869	\$4,111	32%	
502030 Telephones & Data Services	\$3,107	\$0		\$3,107	\$20,058	87%	City has not yet charged back for shared phone system costs.
502040 Internet Services	\$22,112	\$0		\$22,112	\$16,388	43%	
502050 Cable TV	\$882	\$0		\$882	\$543	38%	
502100 Advertising	\$11,238	\$2,682		\$13,920	(\$2,120)	-18%	
502130 Printing - Brochures/News Ltr	\$1,098	\$0		\$1,098	\$5,902	84%	

	Actual	Committed	Allotted	Budget	Available	% Available	Notes
502210 Insurance Premium	\$24,830	\$0	\$24,830	\$24,830	\$0	0%	
502220 Insurance Deductible	\$0	\$0	\$0	\$2,000	\$2,000	100%	
502230 Consulting & Professional Fees	\$4,162	\$0	\$4,162	\$18,500	\$14,338	78%	Delay in posting invoices to this account.
502240 Meals/Promotion/General	\$3,100	\$88	\$3,188	\$6,000	\$2,812	47%	
502250 Memberships	\$9,543	\$0	\$9,543	\$7,580	(\$1,963)	-26%	
502260 Outside Agency Services	\$43,619	\$17,714	\$61,333	\$286,698	\$225,365	79%	City has not yet charged back for staff and security contract.
502340 Building Repairs & Maintenance	\$42,644	\$24,777	\$67,421	\$238,843	\$171,422	72%	City has not yet charged back for cleaning and other maintenance work.
502360 Lighting Repair & Maintenance	\$2,376	\$0	\$2,376	\$0	(\$2,376)		Should be charged to Building Repair and Maintenance
502370 Vehicle Repairs & Maint	\$2,405	\$0	\$2,405	\$4,000	\$1,595	40%	
502375 Gas, Oil, Tires, Etc.	\$1,471	\$0	\$1,471	\$2,930	\$1,459	50%	
502380 Misc Equip Rep & Maintenance	\$26,268	\$97	\$26,365	\$41,490	\$15,125	36%	
502500 Stationery & Office Supplies	\$13,489	\$14,991	\$28,480	\$18,500	(\$9,980)	-54%	Includes items that will be moved to 2021 expenses
502520 Program & Event Supplies	\$24,222	\$4,387	\$28,610	\$26,000	(\$2,610)	-10%	Includes items that will be moved to 2021 expenses
502530 Committee Expenses	\$0	\$68	\$68	\$11,000	\$10,932	99%	ABRWG honorariums yet to be posted to this account.
502540 Supplies & Tools	\$2,169	\$0	\$2,169	\$4,000	\$1,831	46%	
502541 Shop Supplies	\$3,268	\$269	\$3,537	\$4,000	\$463	12%	
502550 Library Materials	\$226,089	\$1,340	\$227,429	\$319,990	\$92,561	29%	Account will be fully spent.
502595 COVID Related Expenses	\$0	\$0	\$0	\$53,000	\$53,000	100%	City has not yet charged back for cleaning staff costs.
502600 Utilities - Water	\$8,676	\$0	\$8,676	\$18,300	\$9,624	53%	
502610 Utilities - Gas	\$25,289	\$0	\$25,289	\$36,185	\$10,896	30%	
502620 Utilities - Hydro	\$29,250	\$0	\$29,250	\$189,000	\$159,750	85%	
502700 Sfwr/Hdwr Maintenance	\$181,721	\$1,479	\$183,199	\$222,051	\$38,852	17%	
Contracts							
502720 System & Software Upgrade	\$40	\$0	\$40	\$0	(\$40)		Should be charged to Software/Hardware maintenance
502730 Hardware Replacements	\$30,404	\$267	\$30,671	\$16,000	(\$14,671)	-92%	Includes items that will be moved to 2021 expenses
502740 Furniture & Fixtures	\$0	\$204	\$204	\$5,000	\$4,796	96%	
502899 Misc. Miscellaneous Expense	\$0	17930.91	\$17,931	\$0	(\$17,931)		Represents Purchase card charges not yet assigned to an account
Total Expenditures	\$3,143,695	\$88,354	\$3,232,049	\$6,283,410	\$3,051,361	49%	



2022 KPI Statistics

to end of Q2

	2021	Per capita (pop: 100,000)
Total circulation	758,202	8.0
Cardholders	33,855	0.3
In-person visits	108,850	1.0
Website visits	267,796	2.7
Catalogue visits	339,464	3.4
Public Computer Use	433,144	4.3
Total Digital Learning Sessions	109,689	1.1
Number of programs	514	0.005
Program attendance	9,088	0.12
Outreach events	6	0.0001
Outreach attendance	134	0.001
Curbside Only Hours	1317	
Open Branch Hours	3906.5	

YTD 2022	Extrapolated to full year	Per capita (pop: 100,000)
402,140	804,280	8
33,836	33,836	0.3
99,818	199,636	2
152,762	305,524	3.1
171,231	342,462	3.4
12,754	25,508	0.3
28,952	57,904	0.6
250	500	0.005
6,899	13,798	0.14
21	42	0.0004
690	1,380	0.014
0	0	
3251.5	5,574	

Note: Change of counting method from 2021

Note: change due to decline of availability of Ancestry.com for at-home use.



REPORT TO: The Pickering Public Library Board

Report Number: 02-22
Date: September 15, 2022

From: Jackie Flowers, CEO / Director of Public Libraries

Subject: Budget Estimates 2023

Recommended:

THAT the Board adopt the Draft 2023 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 Current and Capital Budget Estimates for 2023 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 and meet the Board's Ends.

The Current budget draft total is \$6,333,000 represents an increase of 3.2% or \$197,000 in our request for municipal contribution over the Library's 2022 budget. The Library's Capital budget contains 8 items totalling \$678,000 (2022 - \$457,000).

CURRENT BUDGET ESTIMATES

The assumptions that have been built into the 2023 estimates include:

- Full resumption of Sunday hours at Central and George Ashe Libraries
- Consulting costs to develop a new strategic plan (2024-2027)
- Upgraded integrated library system ("ILS")
- Increased internet speed at all three branches
- Increased cybersecurity software
- Pilot of Claremont Extended Access service in Spring 2023
- Launch of the outreach vehicle service to Seaton and under-served communities in late 2023.

Strategic Increases over \$5,000

The following increases in the Current budget are discretionary but are strategically important.

Consulting & Professional	\$110,000	Consulting fees related to developing a new strategic plan for 2024-2027
System & Software Upgrades	\$46,000	Replacement of legacy ILS software
Hardware and Software	\$22,000	Implement new software to support public computer access and enhanced cybersecurity
Internet	\$13,500	Increase internet speed at all branches
Supplies & Tools	\$6,000	Replacement of aging technology to support outreach programs
Furniture & Fixtures	\$5,000	Replacement of aging furniture and shelving at Central Library

Non-Discretionary Increases over \$5,000

Category	Increase	Rationale
Salaries and Employers Contributions	\$202,000	Estimated annual salary increases

Budget Reductions over \$5,000

Category	Change	Rationale
Outside Agency Services	-\$70,600	Reduction in chargebacks for City staff based on revised staffing models
COVID Related	-\$26,000	Decrease in extra cleaning first implemented during the pandemic
Library Materials	-\$14,000	Cancellation of multimedia license as a result of low use
Building Repairs and Maintenance	-\$9,900	Reduction in special cleaning projects

Change in Revenues

Category	Change	Rationale
DC Charges	\$76,600	Allocation in the Develop Charges Study to partially fund strategic plan consulting costs
Provincial Grant	\$30,000	Additional grant funding received in last four years and expected to continue in 2023; not previously captured in annual budget
Federal Grant	\$9,400	Additional grant funding to cover an additional summer student

Summary:

The Library's net operating expenditures for 2023 are estimated to increase by 3.2% or \$197,000 which is largely attributable to annual salary increases and employer contributions and special projects such as the ILS upgrade and the strategic plan.

CAPITAL ESTIMATES

Below is a list of the currently identified 2023 capital items requested:

<i>Budget item</i>	<i>Budget Amount</i>	<i>Explanation</i>
Library Materials	\$290,000	All physical collections except magazines
Central Library – Video Production Studio – Construction	\$123,000	Build video production space on first floor of Central Library
George Ashe Library – Renovation - Design	\$100,000	Development of design plans for renovation
Laptop lockers – charging and loaning	\$65,000	Installation of self-service lockers to house laptops for in-library use
Central Library – Lobby – Renovation	\$50,000	Refresh of Central Library Lobby
Telework Public Spaces – Central Library	\$30,000	Purchase of meeting booths
Central Library Computer Replacement	\$20,000	Lifecycle replacement
Total Capital	\$678,000	

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.

- 1) Residents will be supported in their lifelong learning needs at all ages and stages.
 - a) Lifelong learning will be supported through digital learning resources, new collections, online and in-person programming and events, and innovative technology.

- 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.
 - b) The new ILS will offer better metrics and reporting about our collections which will improve selection, maintenance and utilization.
- 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) Upgrade of internet speed in our branches and addition of meeting pods will help residents telework.
 - b) Renovating the George Ashe Library will make it more flexible to the current and future needs of the community.
 - c) Redesign of the temporary virtual programming space at the Central Library into a permanent space to support high-quality virtual programs and platforms.
 - d) Refreshing the Central Library lobby will create an inviting, vibrant space for clients that allows for displays that promote art, culture and community engagement.
- 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.
 - b) Development of the new strategic plan will involve significant community engagement and input.
- 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.
 - b) 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 April 2023.

Attachments:

1. 2023 Current Budget Estimates – Summary
2. 2023 Capital Budget Estimates

**City of Pickering
2023
Draft Current Budget**

Report 02-22
Attachment 1

Dept. Submission

Libraries

Run Date: 6/15/22 12:00 PM

2021	2022		2022		2023	
SAP Actuals	SAP YTD Actuals	Account Descriptions	Approved	INC./DEC.	Draft	% CHGE.
	(As of Aug 10th)		Budget		Budget	2022
10900	SAP Cost Centre Number					
		Expenditures				
3,056,153	1,504,689	Salaries & Wages	3,582,424	158,551	3,740,975	4.43%
		Overtime	0		3,275	
830,767	434,680	Employee Benefits	1,001,984	43,927	1,045,911	4.38%
1,997	-242	Employee Recognition	4,135	-335	3,800	(8.10%)
3,695	2,485	Conferences	7,000	3,000	10,000	42.86%
1,117	545	Uniforms	3,950	-2,880	1,070	(72.91%)
305	40	Travel	3,000	540	3,540	18.00%
548	321	Postage	1,150	50	1,200	4.35%
107	112	FrghT,Exprss&Cartage	400	100	500	25.00%
13,245	8,850	Cellular Phones	12,980	4,300	17,280	33.13%
50,692	2,720	Telephones & Data	23,165	0	23,165	0.00%
4,979	21,989	Internet	38,500	13,500	51,960	35.06%
119	823	Cable TV	1,425	0	1,425	0.00%
4,962	9,541	Advertising	11,800	4,200	16,000	35.59%
28,374	9,448	Seminars & Education	28,600	-100	28,500	(0.35%)
4,510	954	Brchrs/NewsLtr-Print	7,000	4,000	11,000	57.14%
24,830	24,830	Insurance Premium	24,830	2,483	27,313	10.00%
0	0	Insurance Deductible	2,000	0	2,000	0.00%
8,024	2,112	Consult&Prof Fees	18,500	110,000	128,500	594.59%
3,213	3,043	Meals/Prom/General	6,000	1,000	7,000	16.67%
7,019	3,787	Memberships	7,580	1,000	8,580	13.19%
68,867	37,480	Outside Agency Srvc	286,698	-70,633	216,065	(24.64%)
52,360	36,023	Building Rpr & Mntc	238,843	-9,903	228,940	(4.15%)
1,839	1,701	Vehicle Rpr & Mntc	4,000	-2,000	2,000	(50.00%)
44,485	18,684	Misc Equip Rpr&Mntc	41,490	1,650	43,140	3.98%
210,184	177,855	Sfwr/Hdwr Mntc Contr	222,051	22,156	244,207	9.98%
17,634	11,342	Stationery&OfficeSup	18,500	500	19,000	2.70%
2,439	2,112	Supplies & Tools	4,000	500	4,500	12.50%
312,980	210,133	Library Materials	319,990	-13,990	306,000	(4.37%)
15,760	14,608	Program&Event Supps	26,000	0	26,000	0.00%
0	0	Committee Exp	11,000	100	11,100	0.00%
9,928	5,559	Utilities - Water	18,300	0	18,300	0.00%
31,057	25,137	Utilities - Gas	36,185	3,619	39,804	10.00%
133,853	15,072	Utilities - Hydro	189,000	0	189,000	0.00%
1,463	1,112	Gas, Oil, Tires, Etc	2,930	-130	2,800	(4.44%)
1,134	3,268	Supplies & Tools	4,000	6,000	10,000	150.00%
13,358	0	Furniture & Fixtures	5,000	5,000	10,000	100.00%
41,925	20,728	Hardware Replacements	16,000	0	16,000	0.00%
0	0	COVID Related Exp.	53,000	-26,000	27,000	0.00%
0	219	Makerspace equipment & supplies	0	3,000	3,000	0.00%
0	40	System &Sftwr Upgrade	0	46,000	46,000	0.00%
5,003,922	2,611,800	Total Expenditures	6,283,410	312,440	6,595,850	4.97%

**City of Pickering
2023
Draft Current Budget**

Dept. Submission

Libraries

Run Date: 6/15/22 12:00 PM

2021	2022		2022		2023	
SAP Actuals	SAP YTD Actuals	Account Descriptions	Approved	INC./DEC.	Draft	% CHGE.
	(As of Aug 10th)		Budget		Budget	2022
		Revenues				
-9,207	-3,967	Fines & Charges	-20,000	0	-20,000	0.00%
-11,939	-13,880	Department User Fees	-53,000	0	-53,000	0.00%
-3,995	-2,722	Donations	-25,000	0	-25,000	0.00%
-42,799	-1,095	Federal Grant	-27,600	-9,400	-37,000	0.00%
-136,689	-30,264	Ontario Grants	-106,425	-30,000	-136,425	28.19%
-79	-1,156	Vending Machines	-2,500	0	-2,500	0.00%
0	0	Rentl-Mtg.Room/Publi	-3,500	1,000	-2,500	0.00%
-12,204	-1,438	Other User Fee Revenue	-10,000	0	-10,000	0.00%
0	-132	Rentals - User Fees	0	0	0	#DIV/0!
		Development charges			-76,650	
-216,912	-54,654	Total Revenues	-248,025	-115,050	-363,075	46.39%
		Transfers to/from Reserves & R.F.				
100,000	0	Trf to LibrBldg Res	100,000	0	100,000	0.00%
100,000	0	Total Transfers	100,000	0	100,000	0.00%
4,887,010	2,557,146	Net	6,135,385	197,390	6,332,775	3.22%

City of Pickering
2023
Draft Capital Budget
For Council Consideration

Report 02-22
Attachment 2

5800 Library

Run Date: Jun 14, 2022

	Funding	Expense
5800.2301 Library Collection Materials		
2823 Paid from Property Taxes	-290,000	
6179 Library Collection Materials		290,000
Collection Materials include: Books, movies, audio books and other types of physical materials along with their processing and packaging. Current collection includes over 140,000 items - 6.5% of collection replaced with new material each year. Assumes the addition of approx. 9,100 items at \$32 each.		
Total 5800.2301 Library Collection Materials	-290,000	290,000
5800.2302 PCL Computer Replacement		
2823 Paid from Property Taxes	-20,000	
6175 Hardware Replacements		20,000
Replacement of public and staff computers at the Pickering Central Library that are older than 5 years.		
Total 5800.2302 PCL Computer Replacement	-20,000	20,000
5800.23XX Laptop Charging and Loaning		
2823 Paid from Property Taxes	-65,000	
6175 Hardware Replacements		65,000
Laptop loaning and charging lockers to allow self serve loaning of laptops to the public at the Central Library		
Total 5800.2306 Laptop Charging and Loaning	-65,000	65,000
5800.23XX GAL Renovation - Design		
Finance to confirm funding source	-100,000	
6230 Prof/Consulting Fees		100,000
Design and related costs for renovations to GAL, including circulation counter modifications, replacement of book stacks, modifications to quiet room and children's areas. GAL originally opened in 2001.		
Total 5800.23XX GAL Renovation - Design	-100,000	100,000
5800.23XX Video Production and Design Studio		
Finance to confirm funding source	-123,000	
6500 Building Related		123,000
Partitioning of existing space to create a new dedicated video recording suite.		
Total 5800.23XX Video Production and Design Studio	-123,000	123,000
5800.23XX Central Library Lobby Renovation		
Finance to confirm funding source	(50,000)	
6500 Building Related		50,000

City of Pickering
2023
Draft Capital Budget
For Council Consideration

5800 Library

Run Date: Jun 14, 2022

	Funding	Expense
Refresh of Central Library Lobby		
Total 5800.23XX Central Library Lobby Renovation	(50,000)	50,000
5800.23XX Telework public spaces - Central Library		
Finance to confirm funding source	(30,000)	
6500 Building Related		30,000
Work pods for clients to use for online meetings. Soundproof, with connectivity/power - includes furniture.		
Total 5800.23XX Telework public spaces - Central Library	(30,000)	30,000
Total Capital 2023	(678,000)	678,000

Meeting Minutes

Anti-Black Racism Working Group

Wednesday, June 8th, 2022, 6:30 pm

Online – Zoom Web Call

Attendees: Romina Diaz, Samantha Adebiyi, Nicole Facey, Charmain Brown, Bernadette Hood-Caesar, Marsha Hinds, Teronie Donaldson, Shaibu Gariba,

Library Staff: Sabrina Yung, Joel Sutherland,

Absent: -- Titi Katibi, Stephen Linton (Chair),

1. Welcome! Land Acknowledgement and Ancestral Acknowledgements.

- Sabrina did the Land Acknowledgement and Marsha did the Ancestral Acknowledgements.
- Sabrina welcomed back Joel the Manager of Client Experience at the Library.
- We took a moment to introduce new members and old member to Joel.
- Joel shared a little about his role at the library.

2. Conflict of Interest Declaration

- No conflicts of interest declared.

3. Review May Meeting Minutes

- No omissions or errors to flag.

4. 2021 Client Experience Recommendations- Progress Update from Library Staff (Joel S)

With respect to recommendations from ABRWG on Client Experience – Security, Surveillance, and Client Engagement

- **Security updates:** Mohammed meets with the team weekly to go over security updates. Permanent guard will be someone from the BIPOC community.
 - Library working to prepare their own training for substitute guards, along with providing having intake staff support if the guards have questions.
 - Mohammed created a document that outlines what the guards need to follow and it supports the DEI strategies. When guards arrived for their shifts, they will need to check in with a manager and go over what they will be doing that day.
 - The current company's, (Paladin – that the City of Pickering/Pickering Public Library uses for security), contract expires this year. The management team will be working with the City's leaders to prepare for the new contract. The library will be making recommendations for the RFP with the intention to require applying companies to demonstrate DEI

-
- focused training for their security guards. The library wants to make sure that the companies we are hiring demonstrates putting DEI as a priority.
 - When assessing service providers, we want to make sure that their practices are up to date and align with our anti-Black racism and DEI goals.
 - Suggestion on having security guards create emergency plans: Sabrina shared that security guards are trained on their role during an emergency, but our leadership team is responsible for creating the emergency plans for different types of emergencies and seeing them through.
 - ABRWG Member Question: Does the current security company currently has a DEI strategy? Joel response: Yes, but we don't have details on what that is, but Mohammed would be able to share more about this.
 - **Youth voice in the matter of surveillance and security interactions:**

Focusing on the goal of clarifying the understanding around staff roving at the library. We are working on ways to better communicate this to users of the library the intention behind roving, so that they know the intention which is to always have staff available if they need help with something.

 - Library staff working with the ABRWG group members (as the Youth-focused subcommittee to support this work. We did a lot of brainstorming and discussion and created a document of key points we wanted to address.
 - The participating youth have been very active in giving feedback.
 - During the meetings we identified the priority for conducting a youth focused survey/consultation. We will use the one the library sent out 2 years ago and tailor it to youth who have not used the library or have not used it in a while.
 - This survey is almost ready, and once it is ready the plan is to visit all the Pickering high school during the lunch hour break near local fast food or coffee shop. We will introduce ourselves, tell them what we going to do and what we hope to gain, and what our objectives are. In appreciation for sharing their time and thoughts we will buy participants their meal (food or coffee). We are looking at early fall (September) to complete the survey and send it out to the community.
 - We had discussions on having some online component and running a positive event in the library that will be put on by the sub-committee and team members. Some suggestions that were thrown out were, motivational speakers or local young social media celebrity. This will fit in line with some of the exiting events already held at the library.
 - We also discuss conducting a focus group that is open to the public
 - ABRWG Suggestions to Joel's Update:
 - Having raffle prizes for participation that resonate more with the youths like a PlayStation (Teronie) (**Joel response:** We are also thinking of prizes like iPad, laptops)
 - Having a talent show (Teronie)
 - Having a space to invite a musician and we can teach a session or make a music. (Teronie)

- Utilizing the maker space: Renting out the library's equipments like camera each month to a group, and they can display their work in the library. (Teronie & Romina) (**Joel Response:** One of the staffs did an introduction for the sound boot, and as we been reopening, we have made space for the maker space again. My goal is also to open this space to the public where they can create their own videos)
- Making sure that in our plans to create and deliver events that it is sustainable and there is a budget to help support the events. (Sam)
- We want to make sure that in doing these events that we are still making the library a sage space (a peaceful space, where one can study and work as per Marsh's son)
- We want to make sure that these events bring in racialize youths to the library. Also, in thinking about the sustainability piece, utilizing social media. Having students talking about the library in TIC TOC style with different background and accents will really highlight and utilize those micro influencers. (Charmain)
- Using youth voices in advertising an event, new resources or events instead of adults. (Charmain)
- Sabrina shared that we have rolled out organization wide staff training regarding the 2021 Recommendations and 2022 Work Plan. This involved leadership hosting learning and reflection conversations with their respective teams to discuss the community feedback, ABRWG insights, and the 2021 recommendations. Team members with action items have their specific recommendations captured on their individual performance plans which are part of their performance review accountabilities for the year.

5. UN International Decade for People of African Descent Proclamation

Application Follow Up.

- There is a meeting happening at 7:00 pm for a follow up with the Pickering Anti-Black Racism Task Force (PABRT). Stephen, Teronie, and Marsha will be joining that meeting.

6. (Deferred from April Meeting) Determining Vice-Chair

Action: Group to table nominations and vote

Each group member shared their nomination name and shared their reasons for their nomination.

- Sam nominated Romina
- Marsha nominated Teronie – seconded by Romina.
- Charmain nominated Marsha
- Sabrina requested confirmation from all nominees that they accept their nomination. All the nominated candidates accepted the consideration.
- The group directed Sabrina to setup a voting poll which will be emailed to the group and requested that Sabrina inform Stephen (Chair) of the voting results first for his endorsement, since the Chair works closely with the Vice Chair.
- Vice Chair to be announced at the July meeting.

7. ABRWG Proposal for DEI 'Officer' Role

- Sabrina looked to the group for guidance on how we want to proceed with regards to the proposal, as this needs to be completed by the end of the month for 2023 budget consideration.
- The group previously discussed the role and had some questions.
 - What is the main priority of the role?
 - What aspect of the library should this person be sitting on?
 - What is the scope of the office work?
 - Should this role be considered from an ABR lens or DEI lens or should it be black a black focus role?
 - Would it be more focus on staff training?
- ABRWG current feedback: In the beginning of the group, we felt that a DEI officer would be important for the library. However, that was without clarity about how the group would proceed to collaborate with library staff on the various priorities. Now, we do not feel that there is a need for this role at the library because we have seen the work that the library is doing that are in line with an anti-Black racism and DEI lens. Library staff engagement with the working group has demonstrated there is work being done across different departments, and staff held accountable to move anti-Black racism considerations forward. The group is satisfied with this current format and model and want to continue in this way.
 - Sabrina noted that we can also revisit the concept in the future, should the group feel different at a later point.
 - Consensus reach regarding removing this action item from the recommendations and work plan.
- Also, the group acknowledged that the City of Pickering has a DEI advisor role which is similar to the DEI officer role originally considered. There is interest to explore ways for the library to work more closely with that person.
 - Library staff are in contact with the City's DEI advisor and have already collaborated on various initiatives, but certainly there is room for growth.
 - Sabrina will try to get Jaclyn to attend an ABRWG meeting (will need to look at Jaclyn's availability and the schedule of ABRWG meetings to pair opportunity to host the meet and greet).
- Additionally, ABRWG members met the external consultant (Goss Gilroy Inc) during the focus group meeting and feel that the conversation dug deep into the anti-Black racism and DEI insights shared. The group feels the focus group outcomes will contribute to the overall work as well.

8. Debrief of the Pickering Public Library Collections Presentation

- Marsha: The staff are in the right place in terms of intention. However, I think there are some challenges, in working with established publishers. We need to look at this in terms of being diverse (try to establish some other collections like Caribbean collections).
- Sam: I also agree about the list of publishers the library use. The staff are very dedicated to creating an experience for everyone who will be using that library that has a DEI lens.
- Charmain: When it comes to the collections, it must engage the broader audience. We want all readers to be interested in the collections that highlight

Black authors and Black stories and normalize these materials for all readers. We would like to see collections represent and highlight Caribbean and African authors. When selecting for a collection, such as the children's collection, think about some key indicator on what to look for in children's books that honors ABR, and books that honour Black joy instead only Black history.

- Teronie: I agree to the content that focus on black joy and not just slavery.
- Shaibu: What stood out for me was the collection staff's openness to our ideas. However, they are under resourced, and they need to ensure their collections reflect the demographic changes in the community.
- Marsha: The point is having a contact where we can bridge the gap.
- Sabrina: Reflecting on the insights shared in the conversations so far, I think there is an opportunity to collaborate on developing what the key indicators are for the library assessment and/or curation processes. I hear a desire for the library to enhance how our collections are being marketed and how we may spotlight new or (as mentioned) 'obscure' titles or materials. Also, a theme that stands out to me is an interest in seeing the library examine other publishers, different from the conventional or existing publishers, to extend our reach of authors and materials that conventional or popular publishers may not carry.
- Sabrina: I will be taking all this feedback to Rebeca and the team, and we will collaborate and build some draft recommendations together. We will look at what work needs to go into establishing those key indicators and how do we fill the gaps in the collections through collaboration.

9. New Business

- Sabrina: A reminder that August is when the event team will join the group to talk about events/events planning at PPL, covering what the process is like and the opportunities for growth.

Meeting Minutes

Anti-Black Racism Working Group

Wednesday, July 13, 2022, 6:30 pm

Online – Zoom Web Call

Attendees: Stephen Linton (Chair), Marsha Hinds Myrie (Vice Chair), Nicole Facey (Notetaker), Charmain Brown, Bernadette Hood-Caesar, Shaibu Gariba, Titi Katibi, Romina Diaz

Library Staff: Sabrina Yung, Elaine Bird, Chris Moore, Rebecca Courtney, Carolyn von Hasselbach

Absent: Teronie Donaldson, Samantha Adebisi,

1. Welcome! Land Acknowledgement & ABRWG Ancestral Acknowledgements

- Sabrina read the Land Acknowledgement and Charmain Brown read the ABRWG Ancestral Acknowledgement.
- (Re)Introduction of Chris, Elaine, Rebecca, and welcome to Carolyn (all staff representing the Library's Collections team).

2. Conflict of Interest Declaration (Standing Agenda Item)

- No conflicts of interest declared.

3. Review June Minutes

- No omissions or errors to flag.

4. Vice Chair – Voting Results

- Marsha Hinds Myrie has been voted as Vice Chair of ABRWG.
- Marsha acknowledged and expressed appreciation for appointment.

5. Collections Discussion Follow Up: Recommendations

- Rebecca led the group through a follow up conversation, focusing on preliminary recommendations planning.
- Goals for today:
 - Ensure shared understanding about the specific problems we aim to resolve and which ones we collectively want to prioritize.
 - Review and identify preliminary ideas for possible next steps and strategies that may form the recommendations.
 - Establish shared understanding about priorities and success measures
- A copy of PowerPoint presentation will be shared with the group.
- After reviewing the community feedback, ABRWG input, and reflecting on the previous discussions with the ABRWG in April and May, there were two themes that emerged:

-
- Theme 1: Procurement
 - Theme 2: Curation and Promotions
 - Theme 1: Procurement
 - We reviewed examples from the community survey feedback (see slide).
 - Thinking about the feedback and the problems we are trying to solve these are the outcomes we want to achieve:
 - Discover and procure more titles from diverse and perhaps lesser-known authors/publishers
 - Increase collection diversity, especially from African and Caribbean voices
 - Ensure collections reflect the full African and Caribbean experience, including Black joy and culture/history outside of slavery and oppression
 - Establish key indicators for assessing children's books from an ABR lens
 - Work to evaluate procurement process aligns with community demographics
 - Develop resources for selectors who are not from the Black community
 - We discussed some proposed, sample preliminary next steps/opportunities. Ideas were shared in two categories, short term (achievable in 1 to 2 years) and long term (achievable in 3 to 5 years).
 - The group identified the priority order for the proposed short-term options. They are (in desired priority order):
 1. Selectors to educate themselves further on Black publishers, authors and related resources and develop annual framework for continuous learning. Goal is to create a living document for current and future staff – strategies to diversify selectors pool to include lived experiences and knowledge (long term)
 2. "Suggest for purchase" promotions to encourage community input from a diversity lens.
 3. Research methods to track and measure procurement in this area to show growth/improvement/positive change over time.
 4. Diversify the selectors pool (can be consultants or other means, if hiring is not an immediate short-term option).
 5. Identify local and international sources for Caribbean and African materials and assess how we can obtain these titles.
 6. Collaborate with vendors to add titles from diverse publishers/authors currently not available.
 7. Add a requirement about diverse content/African and Caribbean content to physical materials RFP.
 - See slide for more live discussion notes.
 - Questions:
 - Shaibu: What is the percentage for increasing the procurement? It was agreed that measures would need to be established, to help guide the goal setting and progress assessment over time.
 - In thinking about narrowing down and trying to determine prioritizing top 3 short term goals: Can we consult with other

libraries/universities for suggestions on their prioritization strategies?

- Also need to consider:
 - Purchasing process and procedures
 - Sourcing
 - Vendor Engagements
- Theme 2: Curation and Promotions
 - We reviewed examples from the community survey feedback (see slide).
 - Thinking about the feedback and the problems we are trying to solve these are the outcomes we want to achieve:
 - Strategies for how to organize/display diverse collections in ways that are visible, impactful, and accessible to library clients
 - Browsing/search assistance to increase accessibility of diverse collections
 - Improved awareness of what collection materials are presently available through enhanced promotion of diverse collections
 - Strategies to improve how we invite all readers to use diverse collections
 - Methods for measuring the impact of any implemented curation strategy or promotion strategy (e.g., a way to track increased circ or engagement with the collection, increased catalogue searches, list views etc.) to inform continuous improvements
 - We discussed some proposed, sample preliminary next steps/opportunities. Ideas were shared in two categories, short term (achievable in 1 to 2 years) and long term (achievable in 3 to 5 years).
 - The group identified the priority order for the proposed short-term options. They are (in desired priority order):
 1. Create process to ensure staff include diverse titles in their booklists, displays, book recommendations.
 2. Create and promote booklists featuring Black content year-round.
 3. Develop in-Library and virtual displays that promote and spotlight the Black experience.
 4. Collaborate with events teams on ABR-aligned collections-focused events (*Defer to upcoming Events discussions*)
 5. Identifiers on materials and/or shelves for ease of discoverability
 - See slide for more live discussion notes.
 - Questions:
 - Stephen: will we be able collaborate with events and collections team? Romina: there is room for teaming up with both teams.
 - The ABRWG and Events team discussion begins next month (August) and absolutely there is room for discussing event opportunities with the collections in mind.
 - Marsha: we need to ensure that the diversity of the ways communities consume literature is different
 - Also need to consider:
 - Audits and Reviews
 - Displays and awareness raising
 - Next steps: The Collections Team will take today's discussion information and further reflect on the prioritization, success measures, and additional

feedback tabled. Staff will draft your recommendations into a format just like the 2021 recommendations document and bring that back to the group for another review and final editing.

6. UN International Decade for People of African Descent Proclamation Follow Up

- Successful proclamation application with City of Pickering. A decision needs to be made on the signifier that will be used.
- We need to open a channel of communication with the city and library to discuss logistics.
- Sabrina sought clarification for the signifier request. The group confirmed that the signifier is specifically for the proclamation (as opposed to being for the ABRWG or PABRT exclusively).
 - As such, Sabrina will need to investigate the funding and process for organizing this commissioned artwork for the joint proclamation.

7. Youth Sub-Committee Update (Standing Agenda Item)

- No updates

8. Other Business: Upcoming Meeting

- Library Events Team staff, Joel and Shahin, will attend and provide a preliminary Events at PPL overview during the August meeting. This will kick off our Events discussion and per the work plan, further collaboration dates are scheduled for follow up discussion.
- CAREA Health Centre: Black Health Strategy Survey still open and can be shared with community contacts. Although the flyer and survey may say a date that has past, the survey remains open for more responses.
- Reference Checks: We have made some progress on the discussion. During the upcoming September meeting there will be a discussion requesting your feedback.
- Sabrina requested for consideration, inviting the new incoming Director, Engagement & Client Experience to attend the next few meetings, as part of their on-boarding. An invitation will be extended to the new Director to attend the September & October meetings, to learn more about the ABRWG and the work taking place. The new Director will be announced soon.

Meeting Minutes **DRAFT**

Anti-Black Racism Working Group

Wednesday, August 10, 2022, 6:30 pm

Online – Zoom Web Call

Attendees: Stephen Linton (Chair), Charmain Brown, Bernadette Hood-Caesar, Shaibu Gariba, Titi Katibi, Teronie Donaldson, Marsha Hinds-Layne, Romina Diaz

Library Staff: Sabrina Yung (Notetaker for this meeting)

Absent: Samantha Adebiyi, Nicole Facey

1. Land Acknowledgement & ABRWG Ancestral Acknowledgement

2. Conflict of Interest Declaration (Standing Agenda Item)

- Stephen (Chair) shared with the group he has registered and will be running for the position of School Trustee with the Durham District School Board, for Pickering. It is unclear if there is a conflict of interest in relation to his volunteer role with the ABRWG. Sabrina will investigate the matter and provide information/an update to the group.
- Stephen also noted that he may be involved with an 'all candidates' event that might be in the works, as a community member is seeking library spaces and resources to host the community event. Shahin and Joel were not aware of the pending event at the time of the meeting, however we believe the proposed idea may have gone directly to CEO, Jackie, who is away currently. Staff will follow up with Jackie upon her return to further verify if any involvement with this event may pose a conflict of interest.
- In light of this disclosure, the group agreed that today is focused on information sharing and no voting or decision-making is anticipated, therefore, there was no concern for Stephen to remain a participant in the meeting today.

3. Review of May Meeting Minutes

- No omissions or edits were brought forward.

4. Events at PPL – Introduction and Overview

- As part of the 2022 Work Plan, the goal of today's meeting is to begin the discussions about Pickering Public Library events, from an anti-Black racism perspective.
- Shahin Dashtkian and Joel Sutherland were invited this evening to present about the events team and events planning process at library.
- A copy of today's presentation will be shared with the group after the meeting.

- Staff focused on speaking to key themes and problem statements that emerged from the community survey, as areas requiring attention and improvement.
 - **Theme 1: Black-Focused Events Year Round**
 - Under this theme, we acknowledge and explore the community feedback indicating there is a lack of Black history/heritage celebration and education outside of February (Black History Month), when it comes to library event offerings.
 - The desired outcome: The library will work closer with Black community partners to plan and deliver a greater number of Black-focused/inspired programming throughout the entire year. Staff will also be better trained for planning and facilitating anti-Black racism and related events.
 - Teronie: Picture going to the supermarket and seeing foods you are unfamiliar with, if you start to incorporate them into you dishes, you become more familiar with them. Similarly, with events, the more we see events and the effort peppered throughout the year, it will reduce the skepticism that may be associated due to past experiences.
 - Charmain: Thinking about how to honour Black knowledge and Black ways of knowing for those that are not Black. This is not only about educating Black people – we know about us. We also want to support, teach, educate those who are not Black. I encourage thinking about how to dismantle racism. Joel, libraries are open to everyone and that is something we value. One thing our children's team is doing is not just stand-alone events, but weaving DEI programming into our regular offerings such as the classic Storytime. Families of many different backgrounds come to our regular Storytime. So, we are intentionally featuring stories from and for different audiences, reflecting dates of significance, selecting books that depict diverse identifies in everyday experiences, and being intentionally cognizant of what story books we're choosing to feature.
 - Titi: Another thing to be cognizant of, especially for programming that caters to the Black community, is in the marketing and making sure that it's inclusive. Is the wording inclusive enough to encourage other communities to attend.
 - Teronie: Unfortunately, within our community, there is a devaluation of ourselves because we don't see ourselves in community events. A lot of those feelings and experiences lingers.
 - Romina: We can use the passport concept to challenge people to learn and to attend events they normally wouldn't. If we bring bias to the forefront and challenge people to go to events, to challenge their perspectives.
 - Charmain: I think there is merit in that, but I challenge that idea, considering that it may be tokenism. We should normalize what we do and present. If the book is about friendship – normalize different

identities, as opposed to pointing out the uniqueness in a tokenizing manner. Would want us to be mindful of how the passport experience may be perceived – if I completed all these events, I'm woke.

○ **Theme 2: Lack of Black Representation Leading Events**

- Under this theme, we acknowledge and explore the community feedback indicating concern that staff may not be able to effectively plan and lead Black-focused events on their own, due to lack of lived experience. Clients do not see Black facilitators represented or leading events for all ages.
- The desired outcome: Increased representation of Black facilitators in library events. Following staff training, foster stronger connections with Black community partners and external guest presenters to plan and deliver events regularly.
- Teronie: What kind of staff training are you/would you be doing for staff? Suggestion was for example, if going to offer a financial literacy event/workshop, consider seeking out a local Black professional to use their lived experience, as a living example, to provide the workshop. Joel and Shahin shared that the training would in part focus on ensuring staff are equipped with the skills and knowledge for responsive program plan, by building up skills for engaging community feedback, input, and involvement when it comes to selecting topics of focus and planning events. We want to improve on how we prioritize focuses and topics that are responsive and not selected at random or in a silo by staff. We also want to recognize that staff do not represent the lived experiences of all community members, and to ensure events are responsive to diverse needs, we want staff to develop the understanding and skills to engage with community experts and how to seek out external guest presenters to help facilitate the events the community is seeking.
- Romina: What channels does the library utilize in order to listen to the community speak? Shahin/Joel: We utilize various forms of community engagement. We have staff that sit on various committees and partnership networks throughout the Pickering and Durham Region. This allows us to connect with various community agencies that are experts for various audiences in the community. Additionally, we use surveys, focus groups, and the [online events proposal](#) to gather ideas. Our resources are limited and so we cannot accept every suggestion that comes our way and may have to determine which proposals can be most feasible. We also have a [school visit/outreach form](#).
- Romina: Can we advertise the online events proposal form? Is there a way to put in place limitations, such as an event idea within the budget of 'x' – requirements that help keep ideas within scope? Sabrina/Joel: We do raise awareness about this form from time to

time, although not regularly due to the volume of interest and staff capacity to respond. However yes, we can look into increasing the promotion of this input opportunity, so that it's more transparently communicated to the public.

- Shaibu: Can/do Durham libraries collaborate and share information when it comes to planning events? Shahin/Joel/Sabrina shared that public libraries are very open to sharing and we do often collaborate with not only Durham libraries but at times, York Region libraries as well.
- Marsha: Tap into various consultants for the various diasporas. Find out from them what the synergies look like. Forging those kinds of relationships as well – perhaps they are looking for space for their existing events and we can connect the community with those experiences.
- **Theme 3: Creating Safe Spaces for Black Clients in All Events**
 - Under this theme, we acknowledge and explore the community feedback indicating Black clients do not feel safe, secure, and welcome at library events. There is concern that clients do not see their rich and diverse culture, celebrations, beliefs and values represented in library events offered.
 - The desired outcome: Create safer and more welcoming spaces at all events for Black clients. Staff establish a stronger understanding of the barriers Black clients have encountered and why library events have not been a safe space for Black community members, in addition to what steps staff can take to provide a more welcoming, inclusive experience.
 - Marsha: We know there are various communities within the Black community that would need targeted encouragement to come into a space like the library, example Black males between 18 to 35, single Black mothers – I'm interested to hear about how you approach that.
 - Marsha: Disaggregate the Black community. Caribbean diaspora – independence days, different festivals, there is so much you can do to get your yearly calendar more reflective. African people have their total calendar of events as well. Even after that disaggregation, how can we tap into particular populations and how they each interact with materials?
 - Romina: How does the library currently plan events through/with a DEI lens? How do they ensure they are not planning with a current bias or missing a crucial DEI lens? Shahin shared that that is an area of growth we're hoping to develop and formalize. We want to create more community involvement in the planning process, to gain more direction from diverse community members and experts. Joel noted that we do have staff that use their lived experiences to guide their planning, however where there is a topic outside of their

lived experiences, we want to provide opportunities that are reflective of the community through external community members.

- Charmain tabled for consideration, having ABRWG members visit the library to see and observe in person, events, and the public spaces in action. Charmain shared her positive experience during a recent visit. The Group acknowledged and discussed there are members that have not been to some or all the Pickering Public Library locations in recent times and all members would benefit from observing present day client experiences to inform their feedback during these ABRWG discussions. The group also noted it would be nice to meet each other in person, given that the meetings remain virtual and most ABRWG members have not had the chance to see each other in person.
 - Sabrina and Joel offered to host and/or arrange hosted tours of Central and George Ashe, and perhaps we can offer different days/times, so members view a variety of different experiences as different audiences tend to use the space at different times.
 - Sabrina will send out a survey or Doodle to try to organize availabilities.

5. UN International Decade for People of African Descent Proclamation Approval Follow Up

- There are no updates at this time.

6. Youth Subcommittee Update

- There are no updates at this time.

7. Other Business

- Reminder, September meeting will include:
 - People and Culture recommendations progress update from Clara.
 - ABRWG only Events discussion debrief (second meeting with Events team is October 12)
 - Reference check question follow up.
 - Meet and greet with is Director, Engagement & Client Experience.

From: Jackie Flowers
CEO / Director of Public Libraries

Subject: Library Board Transition Plan

Recommendation:

1. THAT the Board approve the Library Board Transition Plan.
 2. THAT the Board participate in activities outlined in this Plan and incorporate the principles and practices outlined in this Plan in their Board activities.
-

Executive Summary:

In 2022, the term of the current Board ends. Some Board members will reapply for membership and others will retire, creating a need to recruit and train suitable replacements. The Board Transition Plan provides an opportunity for the Board to outline the recruitment process for the 2023-2026 term.

A timeline of the upcoming Board Transition can be found in Appendix A.

Library Board Recruitment

It is in the best interest of the Pickering Public Library Board that a thorough recruitment process is followed in order to encourage engaged and skillful applicants, representative of the community, to participate on the Pickering Public Library Board.

The Library CEO and the Clerk's Office work closely to ensure that all guidelines concerning the recruitment of Library Board members are reviewed and followed.

Roles (prior to the Appointment of Board Members)

The Library CEO will:

1. Facilitate a discussion with current Board about the next Board term: identify the significant issues and desirable skillsets for consideration in recruitment. (*completed during May and June 2022 meetings*)
2. Ensure that the Board Member application form is current and relevant (*see Appendix B*).

-
3. Request current members indicate their intent to submit an application for the next term.
 4. Ensure that the Library Board Member application form is posted on the City's Boards & Committees webpage. Post application link on the Library's website and social media platforms.
 5. Host information session events about the Library Board for interested community members.
 6. Establish an interview panel consisting of a Council representative, the Library CEO, and one Board member who is not reapplying for membership.
 7. Develop interview questions and a scoring template.
 8. Review application forms and distribute eligible applicant information to the interview panel.
 9. Set-up and conduct interviews.
 10. Submit memo to Clerk's office with the names of the recommended applicants.
 11. Attend the in-camera Council meeting to answer questions about recommended applicants.
 12. Develop orientation materials and plan for new Board members.

The Clerk's Office will:

1. Post the application questions submitted by the Library CEO to the City's Boards & Committees webpage.
2. Advertise Library Board vacancies in the News Advertiser.
3. Submit the memo from the Library CEO to City Council with the recommended list of members for appointment to the Library Board.

Library Board Members will:

1. Promote the Library in the community and through personal and professional networks in order to ensure that suitable candidates are aware of the opportunity to serve on the Library Board.

Roles following the Appointment of Board Members**The Clerk's Office will:**

1. Inform the successful candidates of their appointment.

The Library CEO will:

1. Inform members of the first Board meeting of the new term.
2. Ensure that all new members complete a criminal record check.
3. Ensure that all new members receive, review, and sign the Board Trustee Appointment Agreement. (see Appendix C), along with GP 01 Global Commitment to Governance, Board Job Description GP 07, and Board Members Code of Conduct GP 08.
4. Develop an orientation schedule for new Board members.
5. Schedule governance training for all Board members.
6. Maintain records of the competition.

Attachments:

1. Appendix A
2. Appendix B
3. Appendix C

Board Transition Timeline

September 29, 2022	Deadline for non-returning board members to notify Library CEO
October 11, 2022	Approximate date Library Board application is available on the City's webpage
October 25, 2022, November 2, 2022, November 3, 2022	Library Board information sessions
November 8, 2022	Deadline for Library Board application submission
November 16-17, 2022	Library Board Interviews
November 24, 2022	Last Library Board meeting of current term
December 5, 2022	Council appoints new Library Board members
January 26, 2022	First Library Board meeting of new term

PICKERING PUBLIC LIBRARY BOARD
APPLICATION

1. Are you a member of the Pickering Public Library?
2. Have you visited a Pickering Public Library location in the last year?
3. Please explain why you are interested in being on the Pickering Public Library Board and why you would be an effective Library Board member.
4. Please describe any networks, groups, or organizations that you belong to in Pickering and/or Durham Region.
5. Please list any other committees or boards, including the dates of service, on which you have previously served in Pickering or in other communities.
6. The following is a list of specific skills/knowledge that are considered to be assets (although not requirements) for Library Board membership. Please indicate your level of knowledge/familiarity with each:

Skill/Knowledge/Experience	Extensive	Some	None
Advocacy			
Policy Development			
Strategic Planning			
Fundraising			
Government Relations			
Governance			
Legal			
Risk Management			

7. Just as a public library should be a reflection of its community, so should the Library Board. Please comment on how your lived experience and/or perspectives would contribute to the Library Board.
8. Are you a resident of one of these communities?
 - Balsam
 - Brougham
 - Cherrywood
 - Claremont
 - Green River

- Greenwood
- Kinsale
- Seaton
- Whitevale

9. Please select your age range:

- 18 – 29
- 30 – 39
- 40 – 49
- 50 – 59
- 60+
- I do not wish to disclose.

10. Is there any other information you wish to share about yourself?

11. Upload your resume or cover letter (optional)

December 1, 2022

Pickering Public Library Board Appointment Agreement

The Pickering Public Library Board has a legislated responsibility for the management and control of the Library. The Board provides accountability for the activities of the Pickering Public Library to the residents of Pickering and commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

As a Board member, your signature below indicates agreement with the following statements:

1. I meet the Board eligibility criteria outlined in section 10 of the Public Libraries Act. I will inform the Chairperson of the Board in the event I become disqualified in the future, as outlined in section 13 of the Public Libraries Act;
2. I have received and agree to uphold and abide by the Board's By-Laws;
3. I have received and agree to uphold and abide by the Ontario Public Libraries Act; and
4. I have received and agree to uphold and abide by the Library's Policy Governance framework. This framework contains the policies that govern the management and control of the Library as well as the responsibilities of the Board, including the Board Job Description, Code of Conduct, and Commitment to Governance.

I have read and agree to the statements above.

Name: _____
(Please Print)

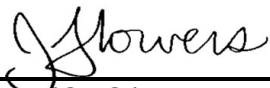
Signature: _____

Date: _____

POLICY TYPE: Executive Limitations

POLICY TITLE: EL 05 Financial Planning/Budgeting

I hereby present my monitoring report on your Executive Limitations policy “Financial Planning/Budgeting” 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)

September 15, 2022

 Date

Policy Element: Header Paragraph

The CEO will not cause or allow financial planning for any fiscal year or the remaining part of any fiscal year to: deviate materially from Board Ends priorities; risk financial jeopardy; or fail to be created without an acceptable level of foresight.

I interpret this as follows:

1. “deviate materially from Board Ends priorities”: differ so substantially that it would affect the ability to achieve the Board’s Ends priorities.
2. “financial jeopardy”: planning for any fiscal year to end with insufficient assets to meet obligations; or planning to incur any of the unacceptable conditions (detailed in EL6) noted in Policy Element #1 below.
3. “acceptable level of foresight”: planning which anticipates various future requirements both fiscal and operational.

Compliance will be demonstrated when:

1. Proposed budgets can be reasonably expected to achieve the Ends.
2. Budget plans for sufficient assets to meet obligations, as outlined by the Library’s proposed budget; and the Board’s adoption of EL6 Monitoring Report.
3. Budget plans take into account the needs of the Board’s strategic plans and other plans and expected fiscal realities as articulated by City officials.

Evidence:

1. The draft 2023 Capital and Operating Budgets and Budget Memo will be presented to the Board in September 2022, together with the various statistics supplied throughout the year, which provides evidence that Ends are supported in the prepared budgets.

2. The annual Capital and Operating Budgets plus the annual audited financial statements provide evidence of compliance.
3. Review of the 2022 Board budget presentation to confirm it is aligned with the Board approved Ends Policy and Strategic Plan.

Policy Element #1

Accordingly, the CEO will not cause or allow budgeting to:

Risk incurring those situations or conditions described as unacceptable in the EL policy, entitled “Financial Conditions and Activities”.

I interpret this as follows:

“situations or conditions described as unacceptable”: there are detailed prohibitions in EL6 regarding fiscal risks, failing to spend the budget to achieve Ends, presented in compliance with City requirements.

Compliance will be demonstrated when:

The CEO’s Internal Monitoring Report on EL 06 (Financial Conditions and Activities) shows compliance with these conditions.

Evidence:

The anticipated Board Motion adopting the CEO’s Internal Monitoring Report on EL 06 (Financial Conditions and Activities) in September 2022.

Policy Element #2

Omit: a) credible projection of revenues and expenses; b) separation of capital and operational items; and c) disclosure of planning assumptions.

I interpret this as follows:

1. “credible projection of revenues and expenses”: projections that can be substantiated based on known income and expenditures and using conservative estimates based on previous years.
2. “separation of capital and operational items”: the separation as defined by the PSAB (Public Service Accounting Board) principles, and as currently implemented by the City of Pickering.
3. “disclosure of planning assumptions”: all determining factors used in establishing estimates of revenues and expenses such as inflation, anticipated staffing levels and general activity are clearly stated.

Compliance will be demonstrated when:

1. The Board’s Budget Estimates outlines reasonable revenues and expenses.
2. There are separate Capital and Operating budgets developed using the PSAB guidelines.

3. Each budget line includes sufficient planning assumptions to substantiate the request.

Evidence:

Direct inspection of Board's budget presentation shows:

1. Revenues and expenses that are reasonable based on the current year's financial position.
2. Separation of the capital and operating budgets as two documents.
3. Rationale provided for significant changes in revenues and expenditures over the previous year.

Policy Element #3

Provide less for Board prerogatives during the year than is set forth in the Governance Investment Policy;

I interpret this as follows:

"Board prerogatives": all aspects of the Board's governance responsibilities as set forth in the Policy (GP 09 Governance Investment): Board development; audit costs; monitoring expertise as required; and linkage costs.

Compliance will be demonstrated when:

The budget includes sufficient funds for all identified Board activities.

Evidence:

Direct inspection of the proposed Budget and the Board's budget presentation shows sufficient funds for these activities.

Policy Element #4

Deviate from the budgeting procedures and limitations as set out by the City of Pickering.

I interpret this as follows:

"budgeting procedures and limitations": all City directives for budget submission, including timelines, format and guidelines for cost estimation.

Compliance will be demonstrated when:

All City directives are followed.

Evidence:

Direct inspection of current comprehensive budget planning for 2023 and planned attendance at city-led staff budget meetings.

INTERNAL MONITORING REPORT

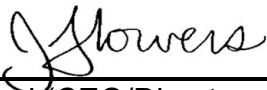
POLICY TYPE:

Executive Limitations

POLICY TITLE:

EL 06 Financial Conditions and Activities

I hereby present my monitoring report on your Executive Limitations policy “Financial Conditions and Activities” 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)

September 22, 2022

Date

Policy Element: Header paragraph

With respect to the actual, ongoing financial condition and activities of the organization the CEO may not cause or allow the development of fiscal jeopardy or a material deviation in expenditures from those included in the Library Budget adopted by the Board in order to accomplish its Ends and approved by Council, nor under the Public Libraries Act, RSO 1990, c.P. 44; nor deviate from the fiscal policies, procedures and practices of the City of Pickering.

I interpret this as follows:

1. “fiscal jeopardy”: permitting any fiscal year to end with more expenditures than revenues.
2. “material deviation”: a significant reallocation of funds from what was originally outlined to the Board in the submitted budget.
3. “deviation from the *Public Libraries Act RSO 1990, c.P. 44*”: the sections of the Act which directly refer to the Estimates, that is,
 - a. s. 24 (2) (the Board must adopt the budget approved by Council)
 - b. s. 24 (3) (the Council may authorize variation from the submitted budget).
4. “deviate from the fiscal policies, procedures and practices of the City of Pickering”: the City’s requirements to process financial information in a prescribed format within a specific time frame.

Compliance will be demonstrated when:

1. Audited financial statements indicate no concerns regarding Library accounts.
2. A comparison of the 2022 Approved Budget vs Year to Date numbers shows no significant reallocation of funds from those approved by the Board in its budget without documentation or explanation as in 3b.
- 3a. Board passes a motion to adopt the Council-approved budget.

- 3b. Any significant variation from the budget submitted by the Board is properly documented, including authorization from City officials.
4. The Library's processing of all financial data (invoices, payroll, revenues, etc.) complies with requirements expected by the Treasurer.

Evidence:

1. External audit of the Library's 2020 financial statements was completed in 2021 with no issues raised by the auditors. The audit for 2021 will not commence until late 2022.
2. Review of 2022 budget vs. actual year-to-date report shows no significant reallocation of funds from those approved by the Board. Budget vs. actual year-to-date report is available in the consent agenda of the September 2022 Board Package.
- 3a. In April 2022, the Board passed a motion to adopt the 2022 current and capital budgets approved by Council. The approved budgets were not materially different from the draft budget that the Board adopted in principle in October 2021.
- 3b. Not applicable in 2022.
4. Review of internal processes related to financial management systems complies with procedures established by the Treasurer.

Policy Element #1

Accordingly, the CEO will not:

Expend more funds than have been received in the fiscal year;

I interpret this as follows:

At the end of the year, after all calculations are completed, expenses do not exceed revenues.

Compliance will be demonstrated when:

A comparison of the Approved Budget vs Actual Budgets demonstrates that expenditures do not over exceed budget allotted.

Evidence:

A comparison of the 2022 approved budget vs actual year-to-date position shows a projected surplus of approximately \$633,000. Tracking surpluses requires on a year-to-date basis has been challenging this year given the Finance department's SAP rollout.

Policy Element #2

Fail to process payables and receivables for timely submission to the City's Treasury Department.

I interpret this as follows:

1. "payables and receivables": all accounts payable, and all Library revenues.
2. "untimely": for invoices, a turnaround time of more than 30 days from receipt. For revenues, a turnaround time of 14 days from receipt.

Compliance will be demonstrated when:

Pending invoices are received by the City from the Library within 30 days. Revenues are received within 14 days.

Evidence:

Review of staffing resources and procedures confirm that payable and receivables are regularly submitted within the timeframes indicated.

Policy Element #3

Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.

I interpret this as follows:

1. "tax payments": all tax payments and refunds which are completed on the Library's behalf by the City.
2. "government-ordered payments or filings": Ministry of Culture Annual Survey, grant reports, charitable status reports, and any other Provincial or Federal government-requested payment or filing.

Compliance will be demonstrated when:

All such submissions are accurately filed and submitted on time.

Evidence:

Direct inspection of submitted documents shows that all annual submissions and filings were accurate and completed by their respective deadlines with the exception of the charitable status report to the Canada Revenue Agency ("CRA"). The CRA charitable status report was due June 30, 2022. It was filed at the end of August 2022 once the 2021 unaudited financial statements were made available by the City's Finance Department.

Policy Element #4

Make any purchase which is not in compliance with the PPL Purchasing Policy;

I interpret this as follows:

“Purchasing Policy”: the Board-approved policy which outlines all purchasing and approval processes.

Compliance will be demonstrated when:

All purchases comply with the Policy.

Evidence:

The PPL Purchasing Policy references the Purchasing Card Procedures that outline the appropriate use of corporate credit cards by staff. Since the last monitoring report, no instances of misuse of staff purchasing cards have been reported.

Policy Type: Board – CEO Delegation (BCD)

Policy No.: BCD 01 **DRAFT**

Policy Title: Global Board-CEO Delegation

Date Originated:

Date Last Reviewed/Revised: August 2022

Last Approved by Board Motion: [insert motion #] on [insert m/d/y motion approved]

1. POLICY STATEMENT

The Board's sole official connection to the operational organization, its achievements and conduct will be through the CEO.

2. POLICY ELEMENTS

1. The Board will never give instructions to, or evaluate, any person who reports directly or indirectly to the CEO.

Policy Type: Board – CEO Delegation (BCD)

Policy No.: BCD 02 **DRAFT**

Policy Title: Unity of Control

Date Originated:

Date Last Reviewed/Revised: August 2022

Last Approved by Board Motion: [insert motion #] on [insert m/d/y motion approved]

1. POLICY STATEMENT

Only official~~ly passed~~ decisions or instructions, in the form of a motion, of the Board that has achieved quorum are binding on the CEO.

2. POLICY ELEMENTS

1. Decisions or instructions of individual board members, officers, or committees are not binding on the CEO except in rare instances when the Board has specifically-officially authorized such exercise of authority.
2. In the case of Board members or Committees requesting information or assistance without board authorization, the CEO can refuse such requests that require, in the CEO's opinion, a material amount of staff time or funds, or are disruptive to Library operations.
3. Only the Board acting as a body can employ, terminate, discipline, or change the conditions of employment of the CEO.

Policy Type: Board – CEO Delegation (BCD)

Policy No.: BCD 03 **DRAFT**

Policy Title: Accountability of the CEO

Date Originated:

Date Last Reviewed/Revised: August 2022

Last Approved by Board Motion: [insert motion #] on [insert m/d/y motion approved]

1. POLICY STATEMENT

The CEO is the Board's only link to operational achievements and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the CEO.

2. POLICY ELEMENTS

1. The Board will never give instructions to ~~persons~~staff who report directly or indirectly to the CEO.
2. The Board will not evaluate, either formally or informally, any staff other than the CEO,
3. The Board will view CEO performance as identical to organizational performance, so that organizational accomplishment of Board Ends and avoidance of ~~prohibited actions~~Means (as determined in the Executive Limitations policies) ~~forbidden by the Board~~ will be viewed as successful CEO performance.

Policy Type: Board – CEO Delegation (BCD)

Policy No.: BCD 04 **DRAFT**

Policy Title: Delegation to the CEO

Date Originated:

Date Last Reviewed/Revised: August 2022

Last Approved by Board Motion: [insert motion #] on [insert m/d/y motion approved]

1. POLICY STATEMENT

The Board will instruct the CEO through written policies that prescribe the organizational goals to be achieved (the Ends)~~to be achieved~~ and describe organizational situations and actions to be avoided (the Executive Limitations), allowing the CEO to use any reasonable interpretation of these policies.

2. POLICY ELEMENTS

1. The Board will develop Ends policies instructing the CEO to achieve specified results, for specified recipients, at a specified cost (Board approved budgets). These policies will be developed systematically from the broadest, most general level to more defined levels ~~and will be called Ends policies. All issues that are not ends issues as defined here are Means issues. Quantitative and/or qualitative measures and targets will be used to evaluate performance against the Ends Policy. The Board, with input from the CEO, will establish these measures and targets in conjunction with the CEO Performance Appraisal Policy and timelines.~~
2. The Board will develop policies that limit the latitude that the CEO may exercise in choosing the organizational Means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the Board even if they were to be effective. ~~Policies will be developed systematically from the broadest, most general level to more defined levels, and t~~They will be called Executive Limitations policies. The Board will never prescribe organizational Means which have been delegated to the CEO.

3. As long as the CEO uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the CEO is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the CEO shall have full force and authority as if decided by the Board,
4. The Board may change its Ends and Executive Limitations policies, ~~thereby shifting the boundary between Board and CEO domains~~. By so doing, the Board changes the latitude of choice given to the CEO. But so long as any particular ~~delegation (policy)~~ is in place, the Board and its members will respect and support the CEO's choices.

Policy Type: Board – CEO Delegation (BCD)

Policy No.: BCD 05 **DRAFT**

Policy Title: Monitoring Executive Performance

Date Originated:

Date Last Reviewed/Revised: August 2022

Last Approved by Board Motion: [insert motion #] on [insert m/d/y motion approved]

1. POLICY STATEMENT

Systematic and rigorous monitoring of CEO job performance will be undertaken. Performance will be measured solely against the ~~CEO job products: the~~ organizational accomplishment of Board Ends policies ~~on Ends~~ and organizational operation within the boundaries established in Board policies on Executive Limitations.

2. POLICY ELEMENTS

1. Monitoring is simply to determine the degree to which Board policies are being met. Information that does not do this will not be considered to be monitoring data.
2. The Board will acquire monitoring information by one or more of three methods:
 - a. by INTERNAL REPORT: in which the CEO discloses interpretations and compliance information to the Board;
 - b. by EXTERNAL REPORT: in which an external, disinterested third party selected by the Board assesses compliance with the CEO's interpretation of Board policies and evidence demonstrating accomplishment of the policy criteria;

- c. by DIRECT BOARD INSPECTION: in which a officially designated Board member or members of the Board assess compliance ~~with of~~ the CEO's interpretation and evidence of demonstrating accomplishment of the the appropriate policy criteria. Results of the inspection will be reported to the full Board at a meeting for review, approval and potential action.
3. In every case, the Board will judge:
 - a. the reasonableness of the CEO's interpretation; and
 - b. whether ~~data~~ evidence demonstrates accomplishment of the interpretation.
4. The standard for compliance shall be any reasonable CEO interpretation and evidence of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than with interpretations favoured by Board members or by the Board as a whole.
5. All policies that instruct the CEO will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule as outlined in the current Annual Board Calendar.
6. The Board will have a yearly formal evaluation of the CEO based on the Executive Limitations and Ends Policies.

Policy Type: Governance Process (GP)

Policy No.: GP 01 **DRAFT**

Policy Title: Global Governance Commitment

Date Originated:

Date Last Reviewed/Revised: August 2022

Last Approved by Board Motion: [insert motion #] on [insert m/d/y motion approved]

1. POLICY STATEMENT

The purpose of the Board, on behalf of the residents and taxpayers of Pickering, is to achieve its intended results with excellence (the Ends) while avoiding imprudent or unethical actions (as outlined in the Executive Limitations policies)

~~The purpose of the Board is to:~~

2. POLICY ELEMENTS

~~4. The Board will: Represent the interests of the residents and all other tax payers.~~

- a. Determine the benefits that the organization will provide, keeping a long term, strategic perspective (the Ends policies).
- b. Monitor ~~tLibrary~~he operations to ensure that the Executive Limitations policies are being complied with and that the Ends policies are being accomplished, according to the Board-CEO Delegation policies.

1. More specifically, the Board will:

- a. Operate in all ways mindful of its civic trusteeship obligation to the residents and taxpayers of Pickering. No Board officer, committee, or member will hinder this commitment.

- b. Operate in all ways mindful of the principles of Intellectual Freedom as outlined in the *Ontario Library Association Statement on the Intellectual Rights of the Individual* and the right of equal access to information.
- c. Direct, control and inspire the organization through the careful establishment of governance policies and strategic priorities reflecting the Board's values and perspectives.
- d. Ensure the continuity of governance capability through orientation of new members, ongoing training, periodic evaluation, and discussion of the Board's governance process.
- e. Encourage individuals with diverse experience to apply for the Board.
- f. Cultivate a sense of group responsibility by using the expertise of individual Board members to enhance the ability of the Board as a body.
- g. Monitor and discuss the Board's process and performance regularly.

Policy Type: Governance Process (GP)

Policy No.: GP 02

Policy Title: Governing Style **DRAFT**

Date Originated:

Date Last Reviewed/Revised: August 2022

Last Approved by Board Motion: [insert motion #] on [insert m/d/y motion approved]

1. POLICY STATEMENT

The Board will govern lawfully, observing the principles of the Policy Governance model, with an emphasis on:

- a. Responsiveness to community needs
- b. Quality of library services
- c. Continuous improvement
- a-d. outward vision rather than an internal preoccupation
- b-e. encouragement of diversity and inclusivity in viewpoints
- e-f. strategic leadership more than administrative detail
- d-g. clear distinction of Board and ~~chief~~ executive roles
- e-h. collective rather than individual decisions
- f-i. future ~~rather than past or present and~~ focus
- j. proactivity rather than reactivity.
- k. Collective decisions
- l. Respect for contribution and input

2. POLICY ELEMENTS

1. The Board will:

- a. Cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will normally be the initiator of policy, not merely a reactor to staff initiatives. The Board will not use the expertise of individual members to substitute for the judgment of

the Board as a body, although the expertise of individual members may be used to enhance its understanding.

- b. Direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended long-term effects outside the staff organization, not on the administrative or program means of attaining those effects.
- c. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles and ensuring continuance of governance capability. Although the Board can change its governance process policies at any time, it will scrupulously observe those currently in force.
- d. Ensure the continuance of governance capability through continual Board development including orientation of new members in the Board's governance process and periodic Board discussion of process improvement.
- e. Monitor and discuss the Board's process and performance ~~at each~~ meeting regularly. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-CEO Delegation categories.
- f. ~~Allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling group obligations.~~

Policy Type: Governance Process (GP)

Policy No.: GP 03 **DRAFT**

Policy Title: Board Job Description

Date Originated:

Date Last Reviewed/Revised: August 2022

Last Approved by Board Motion: [insert motion #] on [insert m/d/y motion approved]

1. POLICY STATEMENT

Specific job outputs of the Board, as an informed agent of the moral ownership, are those that ensure appropriate organizational performance.

Accordingly, the Board will provide:

2. POLICY ELEMENTS

1. **Authoritative linkage** between the operational organization and the ownership:

The Board will proactively communicate with its moral ownership for the purpose of being responsible owner-representatives and ultimately to best define the Ends that the organization should achieve. Specifically the Board will communicate with its moral ownership for the following reasons:

- a. to listen and ~~get~~gather information regarding its values and what the future should be;
- b. to ~~give~~information, to be accountable, to advocate and to educate;
- c. to build relationships to facilitate further communication; and,
- d. to share information with all Board members.

2. **Written governing policies** that realistically address the broadest level of all organizational decisions and situations:
 - a. Ends: Organizational impacts, products, effects, benefits, outcomes, recipients, beneficiaries, impacted groups and their relative worth in cost or priority. (*What good for what people at what cost?*)
 - b. Executive Limitations: Constraints on executive authority which establish the prudence and ethical boundaries within which all executive activity and decisions must take place.
 - c. Governance Process: ~~Specification~~ Specify of how the Board conceives, carries out and monitors its own tasks.
 - d. Board-CEO Delegation: ~~Specify How power is~~ delegation of power and its proper use ~~monitored~~; Define the CEO role, authority and accountability.
3. **Assurance of successful organizational performance** based on *Ends and Executive Limitations* by reviewing monitoring reports.
4. Foster excellence by actively building relationships with:
 - a. Municipal Council
 - b. The community at large
 - c. The Ontario public library community
5. Hire and regularly evaluate the Chief Executive Officer /Director of Libraries.
6. Monitor the impact of relevant legislation and policies and respond to the appropriate level of government as necessary.
7. Explore opportunities for partnerships with community organizations and other relevant groups.
- 6-8. Develop an ongoing Board education plan, (including Board orientation) to ensure Board members have all the information needed to make informed decisions.

Policy Type: Governance Process (GP)

Policy No.: GP 04 **DRAFT**

Policy Title: Board Members' Code of Conduct

Date Originated:

Date Last Reviewed/Revised: August 2022

Last Approved by Board Motion: [insert motion #] on [insert m/d/y motion approved]

1. POLICY STATEMENT

The Board commits itself and its members to ethical, businesslike and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

2. POLICY ELEMENTS

1. Members must have loyalty to the interests of the ownership, ~~unconflicted-not~~ influenced by loyalties to staff, other organizations, and any personal interest as a client.
2. Members must avoid conflict of interest with respect to their fiduciary responsibility. Members are governed by the *Ontario Municipal Conflict of Interest* legislation.
3. There must be no ~~self-dealing or personal~~ business conducted by a member with the organization. Members will disclose to the Board their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict of interest.
4. When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall withdraw without comment not only from the vote, but also from the deliberation /discussion.

5. Board members will not use their positions to obtain employment in the organization for themselves, family members or close associates. ~~A Board member who applies for employment must first resign from the Board.~~
6. Board members may not attempt to exercise individual authority over the organization.
7. Board members, other than the Chair, may not speak for the Board unless authorized to do so by either the Board or the Chair. This includes, but is not limited to, public presentations, presentations to private groups, making statements to the media, making statements on social media and/or expressing personal bias and opinions.
8. Members' interaction with public, press or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except for explicitly stated Board decisions.
9. Members' interaction with the CEO or with staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized.
10. Except for participation in Board deliberation about whether the CEO has achieved reasonable interpretation of Board policy, members will not express individual judgments of performance of employees or the CEO
11. Members will respect the confidentiality appropriate to issues of a **sensitive** discrete nature.
12. Members will be properly prepared for Board deliberation.
13. Members will support the legitimacy and authority of the final determination of the Board on any matter, irrespective of the members' personal position on the issue.
14. Violation of Board Members Code of Conduct (New Section for consideration).
 - a. The Board and its members are committed to compliance with the provisions of the Board's policies. In the event of a complaint that a member has violated any provision of the Library's By-laws, Governance Policies, or Code of Conduct, as well as in the event of disputes between members that interfere with the ability of the Board to carry out its

business, the Board will promptly seek remedy by the process outlined below.

- b. Complaints are to be made in writing to any one of: the Board Chair, Vice-Chair. In the event that the conduct of both of these members is the subject of the complaint, another Board member will be designated to facilitate the process or an independent mediator shall be appointed by the Pickering City Clerk.
 - c. Any notes or written documentation will be handled, filed, and managed in the same manner as the minutes of In Camera Board meetings.
15. Recognizing that the nature of alleged violations of policy may vary from minor violations to major violations, the Board member facilitating the process shall select an appropriate approach from the following options. If the initial approach isn't successful or additional information about the nature of the alleged violation becomes available, an alternate approach shall be followed:
- a. Conversational - For minor violations, a private conversation between the parties involved and the Board member facilitating the process may be held to reach an understanding of the situation/issue and decide on a solution/resolution;
 - b. Ad Hoc Committee - For non-minor violations, an ad hoc committee shall be formed to manage the complaint process. The committee shall be comprised of one Councillor/Board member, the Board Chair (or Vice-Chair), and one citizen/community Board member. Support for the committee will be provided by the library's Chief Executive Officer.
16. The steps the ad hoc committee will take to facilitate a solution/resolution will include, but are not limited to:
- a. Complainant(s) Explanation of Situation/Issue: The complainant(s) shall first be provided the opportunity to explain their view of the situation/issue;
 - b. Responding Party(ies) View of Situation/Issue: The respondent(s) shall then be given the opportunity to explain their view of the situation/issue;
 - c. Explore Possible Solutions/Resolutions

- d. Agree on a Solution/Resolution: The solution/resolution should be specific about what is to be done by whom, where and when. Timeline expectations should be included in the stated solution.
 - e. The agreement reached by the ad hoc committee shall be brought to the Board for approval.
 - f. The ruling of the Board shall be final.
17. Referral to Independent Mediator - Complaints of a serious nature may be referred to an independent mediator that who shall be appointed by Pickering City Clerk, or, if applicable and where required by law, complaints shall follow existing Pickering Public Library processes (e.g. Workplace Harassment and Discrimination, Human Rights violations, etc.).
18. Referral to Investigative Authority - Allegations of illegal activity shall be immediately referred to the appropriate authorities for investigation. The Board may rule that any member against whom such allegations are made be requested to take a leave of absence from the Board pending completion of the investigation; All discussions and facilitated meetings will be conducted, without prejudice, be confidential, neutral, and impartial~~impartial and fair~~.

Policy Type: Governance Process (GP)

Policy No.: GP 05 **DRAFT**

Policy Title: Chair's Role

Date Originated:

Date Last Reviewed/Revised: August 2022

Last Approved by Board Motion: [insert motion #] on [insert m/d/y motion approved]

1. POLICY STATEMENT

The Chair, a specially empowered member of the Board, assures the integrity of the Board's process and secondarily, represents the Board, as authorized by the Board, to outside parties.

2. POLICY ELEMENTS

1. The ~~assigned result of the~~ Chair's job is to ensure that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - a. ~~Agendas and Meeting~~ discussion content will ordinarily only include ~~be~~ those issues, which, according to Board policy, clearly belong to the Board to decide or to monitor.
 - b. ~~Therefore, if~~ information that is not for either monitoring performance or making Board decisions will be avoided or minimized and always noted as such.
 - c. ~~Deliberations~~ will be fair, open and thorough, but also timely, orderly and kept to the point.
2. The authority of the Chair consists in making decisions that fall within the topics covered by Board policies on Governance Process and Board-CEO Delegation, with the exception of: employment or termination of the CEO; or

where the Board specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in these policies.

- a. The Chair is empowered to chair Board meetings with all the commonly accepted power of that position (e.g. ruling, recognizing).
 - b. The Chair has no authority to make decisions within Ends and Executive Limitations policy areas. Therefore, the Chair has no authority to supervise or direct the CEO in these areas.
 - c. The Chair may represent the Board to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations within the areas delegated to the Chair.
 - d. The Chair may delegate this authority but will remain accountable for its use.
3. The Chair's duties during meetings are outlined in the Board's Bylaws.

Policy Type: Governance Process (GP)

Policy No.: GP 06 **DRAFT**

Policy Title: Board Committee Principles

Date Originated:

Date Last Reviewed/Revised: August 2022

Last Approved by Board Motion: [insert motion #] on [insert m/d/y motion approved]

1. POLICY STATEMENT

Board committees, when used, will be assigned to help the Board do its job, ~~to reinforce the wholeness of the Board's job and to not~~ to interfere with delegation from Board to the CEO.

2. POLICY ELEMENTS

1. Board committees are to help the Board do its job, not to ~~help-assist~~ or advise ~~the Library~~ staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will normally not have direct dealings with current staff operations.
2. Board committees may not speak or act for the Board except when formally ~~given-delegated~~ such authority for specific and time-limited purposes. Expectations and authority, in the form of a Terms of Reference document, will be ~~carefully-clearly~~ stated for each committee when it is formed in order not to conflict with authority delegated to the CEO.
3. Board committees cannot exercise authority over staff. The CEO works for the full ~~Board, and Board and~~ will therefore not be required to obtain approval of a Board committee before an executive action
4. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee, which has helped the

Board create policy, will not be used to monitor organizational performance against that same policy

5. Committees will be used sparingly and ordinarily in an ad hoc capacity. There may be exceptions where standing committees are deemed necessary by the Board.
6. This policy applies to any group that is formed by Board action regardless of whether the group includes Board members. It does not apply to committees formed under the authority of the CEO

Policy Type: Governance Process (GP)

Policy No.: GP 07 **DRAFT**

Policy Title: Board Committee Structure

Date Originated:

Date Last Reviewed/Revised: August 2022

Last Approved by Board Motion: [insert motion #] on [insert m/d/y motion approved]

1. POLICY STATEMENT

Board committees will be established, as necessary, to provide information and recommendations to the Board.

This policy applies to any group that is formed by Board action, whether or not it is called a committee and regardless of whether the group includes Board members. A Committee is a Committee of the Board only if its existence and charge come from the Board, regardless of whether Board members sit on the Committee. The only Standing Board Committees are those which are set forth in this policy. Unless otherwise stated, a Committee ceases to exist as soon as its task is complete.

2. POLICY ELEMENTS

1. ~~The A~~ committee ~~may~~ may elect a Chair ~~person~~ whose responsibility will be to provide a report to the Board in a timely manner.
2. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes.
3. Board committee recommendations must be approved by the Board before implementation.

3. STANDING COMMITTEES

Community Linkage Committee

1. Products
 - Assurance of effective community and ownership linkage in order for the Board to achieve its Ends by:
 - Implementing the activities of any linkage event outlined in the Board's approved linkage plan; and
 - Attendance at Board-approved community events to promote better communication between the Board and the community.
2. Resources
 - Costs will be prudently incurred, though not at the expense of an effective linkage program.
 - All costs will be within the Boards approved budget.
 - No more than 140 hours of documented staff time per annum will be dedicated to linkage events.
 - Any additional staff time must be approved by the Board.
3. Composition
 - The Committee will consist of at least four Board members, appointed by the Board each calendar year.
 - Whenever practical, individual terms will be two years.

CEO Evaluation Committee

1. Products

- Annual Review of the CEO based on BCD 5 Monitoring Executive Performance:
 - Defining review criteria based on Ends and EL policies.
 - Collecting and discussing information from Board members to complete the evaluation
 - Presenting the evaluation to the CEO annually.

2. Resources

- Resources as needed to collect information from all Board members.

3. Composition

- The Committee will consist of at least four Board members, appointed by the Board each calendar year. The Committee shall include the Board Chair.

Policy Type: Governance Process

Policy No.: GP 08 **DRAFT**

Policy Title: Annual Planning

Date Originated:

Date Last Reviewed/Revised: August 2022

Last Approved by Board Motion: [insert motion #] on [insert m/d/y motion approved]

1. POLICY STATEMENT

To accomplish its job with a governance style consistent with Board policies, the Board will follow a cyclical agenda that completes a review of Board policies during the term of the Board.

2. POLICY ELEMENTS

1. An Annual agenda will be drafted to ensure that the Board:~~follow an annual agenda that:~~
 - a. completes a re-~~exploration~~view of Ends policies annually;
 - b. continually improves Board performance through Board education and enriched input and deliberation;
 - c. monitors CEO performance;
 - ~~e.d.~~ Reviews key operational issues requiring Board input (i.e. budgets, CEO monitoring); and,
 - ~~d.e.~~ Undertakes advocacy, education and knowledge sharing with experts, staff and community stakeholders
2. The cycle will start with the Board's development of its agenda for the next year in an Annual Board Calendar.
3. Governance education and education related to Ends determination (e.g. presentations by planners, demographers, advocacy groups, staff and so on) will be planned to provide input into this determination.

4. ~~The cycle will conclude each year on the last day of December so that administrative planning and budgeting can be based on accomplishing a one-year segment of the most recent statement of long term Ends.~~
5. Throughout the year, the Board will ~~attend to~~address consent agenda items as expeditiously as possible.
6. CEO monitoring will be on the agenda if reports have been received since the previous meeting, if plans must be made for direct inspection monitoring, or if arrangements for third-party monitoring must be made.

Policy Type: Governance Process (GP)

Policy No.: GP 09 **DRAFT**

Policy Title: Governance Investment

Date Originated:

Date Last Reviewed/Revised: August 2022

Last Approved by Board Motion: [insert motion #] on [insert m/d/y motion approved]

1. POLICY STATEMENT

The Board recognizes the importance of its governance job and commits to investing resources towards governing with excellence while maintaining prudent fiscal accountability.

2. POLICY ELEMENTS

1. Board skills, methods and supports will be sufficient to ensure governing with excellence.
2. Education and training will be used to orient new Board members, as well as to maintain and increase existing Board member skills. The Board will ensure that sufficient funds are identified in the Library's budget to permit the Board to provide training and/or orientation opportunities to new and current Board members.
3. Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes but is not limited to a financial audit. The Board will ensure that sufficient funds are identified in the Library's budget to permit the Board to seek external assistance and advice, when necessary, so that the Board can exercise confident control over the organizational performance.
4. Outreach mechanisms will be used as needed to ensure the Board's ability to listen to owner viewpoints and values. The Board will ensure that sufficient

funds are identified in the Library's budget to create opportunities for the Board to collect ownership input and organize outreach to Library stakeholders in order to ensure the Board's ability to elicit stakeholder viewpoints and values.

5. Costs will be ~~prudently~~ responsibly incurred, though not at the expense of ~~endangering~~ compromising the development and maintenance of superior capability. ~~These~~ All expenses ~~costs~~ will be within the Board's approved budget.

Policy Type: Governance Process (GP)

Policy No.: GP 10 **DRAFT**

Policy Title: Principles and Guidelines for Board Members

Date Originated:

Date Last Reviewed/Revised: August 2022

Last Approved by Board Motion: [insert motion #] on [insert m/d/y motion approved]

1. POLICY STATEMENT

The Board establishes policies and appoints the Chief Executive Officer who may also be the Secretary of the Board, and who administers the Library under the guidance of these policies. The Board is in perpetual pursuit of “Ends” Statements that define community expectations and demands.

2. POLICY ELEMENTS

1. Principles & Guidelines

- a. **TERM:** Concurrent with Council term
- b. **REMUNERATION:** None
- c. **LIMITS:** Must be a Canadian citizen, 18 years of age or older; must be a resident of the City; may not be employed by the Board-Library or by the City.
- d. **TIME COMMITMENT REQUIRED:** Prepare for and attend ~~at least 10~~ meetings ~~per year~~ as specified in the *Public Libraries Act*; and prepare for and attend special Board or Committee meetings which may be scheduled ~~from time to time~~.

2. Specific Duties and Responsibilities:

- a. Employ a competent and qualified Chief Executive Officer;
- b. Determine and adopt written policies to govern the Library;
- a. determine the ‘Ends’ for the Library;

- b. understand the Library ~~programs-services~~ and ~~the~~ needs of the community in relation to the Library;
- c. keep abreast of standards and trends in public libraries;
- d. be aware of local and other laws which affect libraries and play an active role in initiating and supporting beneficial Library legislation;
- e. ~~attend all Board and committee meetings as assigned. m~~May be asked to attend outside meetings and workshops for Board members;
- f. be an effective advocate for the Library in the community; and,
- g. be prepared to interact with provincial library agencies if required.

3. Desirable Qualifications of Board Members:

- a. ~~interest commitment to~~in the Library, the community and their inter-relationship
- b. readiness to dedicate time and effort
- c. knowledge of the community's social and economic condition
- d. aptitude for planning – both long and short ~~range~~term
- e. ability to speak and act in support of Library issues~~to work in a political environment~~

4. Relevant Experience for Board Members:

- a. familiarity with Policy Governance ®
- b. previous service on volunteer boards or with community organizations
- c. demonstrated leadership skills
- d. ~~board members should be prepared~~ability to apply ~~their~~ knowledge and experience to the development of governance policies

5. Disqualification:

- a. **The *Public Libraries Act*, R.S.O. 1990, chapter P.44** lists the circumstances ~~which that~~ would lead to the disqualification of a Board Member. Disqualification occurs if a Board Member:
 - Is convicted of an indictable offence;
 - Becomes incapacitated;
 - Is absent from three consecutive meetings of the board without being authorized by a board resolution;
 - Ceases to be qualified for membership under clause 10(i)(c) of the *Public Libraries Act*, R.S.O. 1990, chapter p.44; or,
 - Otherwise forfeits his or her seat.

- b. If one or more of these conditions apply, “the member’s seat becomes vacant and the remaining members shall forthwith declare the seat vacant and notify the appointing council accordingly”. (*Public Libraries Act*, R.S.O. 1990, chapter P.44, section 13)

~~[ALBO (Association of Library Board of Ontario) is acknowledged for materials used in the compilation of these guidelines]~~

Policy Type: Governance Process (GP)

Policy No.: GP 11

Policy Title: Advocacy **DRAFT (reformatting only)**

Date Originated: June 2022

Date Last Reviewed/Revised: August 2022

Last Approved by Board Motion: [insert motion #] on [insert m/d/y motion approved]

1. POLICY STATEMENT

The Pickering Public Library Board ensures that the vision, mission, and values of the Pickering Public Library are supported and fulfilled within the community. Through its advocacy work, the Board seeks to promote the profile of the Library and enhance its value in the community.

2. POLICY ELEMENTS

1. The Board's role in advocacy is to:
 - a. Raise awareness within the community about the goals and services of the Library;
 - b. Communicate with City Council and administration about the Board Ends and the role of the Library in the community; and,
 - c. Identify opportunities to spotlight library issues at provincial or federal levels of government.
2. Advocacy is the responsibility of the Board. At the first meeting of each calendar year, the Board creates a calendar of advocacy events for the year. The Board may elect to form an ad hoc advocacy committee to support the CEO in completing these advocacy events. Per the PPL Board By-Laws, reports and recommendations of the committee require Board approval.
3. The Board will determine its position on any particular issue as well as any actions it may choose to take. The Board does not support, endorse, or

- advocate the viewpoints or beliefs of any one candidate, political party, organization, or group.
4. The Board shall work collaboratively with staff to:
 - a. Build and maintain good relationships with community members and organizations and ensure continued support for the Library;
 - b. Work collaboratively with City Council on a continuous and consistent basis to ensure support for the Library; and,
 - c. Bring forward issues relating to public libraries at the provincial and federal levels of government, either alone or in concert with other library systems or associations and ensure support for the Library.
 5. The Chair, or designate, shall be the official spokesperson for the Library on issues of a political nature, or those activities involving the Board's position. The CEO, or designate, shall be the official spokesperson for operational issues.
 6. Individual board members shall not initiate advocacy activities without the support and consent of the Board, but all board members are encouraged to:
 - a. Inform family, friends and acquaintances that they are a member of the Board and what that entails;
 - b. Encourage people to use the Library;
 - c. Promote the vision and mission of the Library;
 - d. Participate in activities that build relationships with individuals and organizations that share interests with those of the Library; and,
 - e. Welcome feedback and suggestions from Library patrons and share this with the CEO and the Board in a timely and appropriate manner.

Policy Type: Governance Process (GP)

Policy No.: GP 12

Policy Title: Monitoring & Evaluating **DRAFT - NEW**

Date Originated: August 2022

Date Last Reviewed/Revised:

Last Approved by Board Motion: [insert motion #] on [insert m/d/y motion approved]

1. POLICY STATEMENT

The Pickering Public Library Board is committed to continuous improvement. To this end, the Board will monitor its own effectiveness in fulfilling its major responsibilities and achieving strategic goals.

2. POLICY ELEMENTS

1. The evaluation process identifies key areas for board improvement and the requisite follow-up action. The Board will measure its performance against its policies and its work plan that establish expectations for itself.
2. Process:
 - a. The Board will evaluate its performance on a regular (at least annual) basis.
 - b. The Chair, or delegate will be responsible for ensuring that Board self-evaluation is undertaken in a timely and effective manner. Method of evaluation is at the discretion of the Chair or delegate.
 - c. Evaluation will be measured against criteria established in the Board's policies, in the areas of:
 - Board conduct and practice
 - Policy development
 - Planning
 - Advocacy
 - Relationship with the CEO
 - Financial oversight

Board development

- d. To facilitate the evaluation process, the Board will develop an annual work plan/calendar in January of each year.
- e. In November each year, the Board will evaluate its success in completing the work plan/calendar, and other criteria listed above. The outcome of the evaluation process will be communicated to the Board in an appropriate time frame.