![Pickering Public Library logo]

Library Board Meeting Agenda
Thursday, October 27, 2022
7:00 pm
Central Library Auditorium / Zoom

1. **Public Delegations**
   (Public attendance registration not required – refer to By-laws pg 7)

2. **Approval of Agenda**   Chair   MOTION
   Conflict of Interest Disclosure   to Approve

3. **Presentations**
   3.1   Community Engagement Update
             S. Yung, Manager of Community Engagement & Marketing

4. **Consent Agenda**   Chair   MOTION
                                                                       to Approve

   4.1   Minutes of the Previous Board Meeting   **Pg 1**
             – September 22, 2022

   4.2   Library Information Update – October   **Pg 6**
             2022

   4.3   Board-CEO Delegation (BCD) Policies   **Pgs**
             01 – 05   **14-20**

   4.4   Governance Process (GP) Policies   **Pgs**
             01 – 11   **21-45**

   4.5   GP 12 Monitoring and Evaluating   **Pg 46**
             Policy (New)

5. **Ends Discussion**
   None

6. **Staff Reports**
   6.1   Anti-Black Racism Working Group   Verbal   S. Oza
             Update [Minutes of the September 14,   Update
             2022 ABRWG meeting attached - **Pg
             48**]

   6.2   Report 04-22   **Pg 00**   J. Flowers   MOTION
             Seeking Pre-Budget Approval for   to Adopt
             2024-2027 Strategic Plan

7. **Monitoring Reports – Executive Limitations**
   7.1   EL 02 Treatment of Clients   **Pg 00**   M. Anderson   MOTION
                                                                                 to Adopt

8. **Board Committee Reports**
    8.1   Report of the Policy Review Ad Hoc   Verbal   J. Flowers
             Committee   Update

    8.2   Report of the CEO Evaluation   Verbal   S. Sheehy
             Committee   Update

9. **Governance**
    None

10. **Board Policy Review**
    10.1   The following EL Policy will be discussed at the next Board
             meeting. All members to review prior to the next meeting.
             EL 07 Emergency Executive Succession   S. Beckett

11. **New Business**
    11.1   Member Community Reports

    11.2   Ian Cumming Memorial Wall   Verbal   J. Flowers
                                                       Update

    11.3   Board Recruitment – New Term   Verbal   J. Flowers
                                                       Update

    11.4   Board Holiday Dinner   Verbal   J. Flowers
                                                       Update

12. **Confidential Matter**
    None

13. **Adjournment**   Chair   MOTION
                                                                    to Adjourn

Next Meeting:
To be Held: Thursday, November 24, 2022
Location: Hybrid (In-Person / Virtual)

Preliminary List of Motions

Item #   Motion

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.

6.2 THAT the Board adopt the recommendation from Report 04-22 that the CEO prepare a Report to Council in January 2023 seeking pre-budget approval to initiate the strategic planning project.

7.1 THAT the Board adopt Monitoring Report EL 02 Treatment of Clients as presented; and THAT the Board adopt Policy EL 02 Treatment of Clients as presented/amended, the Policy being complete, sound, and effective.

13. THAT the meeting be adjourned.

The City of Pickering Public Library Board
DRAFT Meeting Minutes

Held:	Thursday, September 22, 2022
Location:	Central Library Auditorium / Zoom www.pickeringlibrary.ca/board
Attendees:	M. Anderson, S. Beckett, R. Coelho, M. Fatema, A. Maginley, S. Pragg, D. Sharma (arrived 7:20 pm), S. Sheehy (Chair)
Absent:	Councillor M. Brenner, Councillor S. Butt
Staff:	J. Flowers – CEO/Director of Public Libraries, S. Oza – Director, Engagement & Client Experience, B. Gregory – Executive Assistant

Meeting Commencement Time: 7:09 pm

1. Public Delegations
There were no public delegations.

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

> **Motion #22.43**
> Moved by S. Beckett, Seconded by R. Coelho **Motion THAT** the Agenda be adopted as presented.
>
> Carried.

3. Consent Agenda

3.1 Minutes of the Previous Board Meeting – June 16, 2022
3.2 Library Information Update – September 2022
3.3 Review of Incident Reports – January to June 2022
3.4 Financial Review – 2022 Year to Date
3.5 Q2 KPI Statistics

> **Motion #22.44**
> Moved by A. Maginley, Seconded by M. Anderson **Motion THAT** the items on the Consent Agenda be adopted.
>
> Carried.

4. Ends Discussion
4.1 Report 02-22 Budget Estimates 2023
J. Flowers provided a verbal overview of Report 01-22 on the 2023 Budget Estimates included in the Board package, sharing some highlights of the current budget and notable increases/decreases year over year.

J. Flowers requested the approval of the Board to include an additional $30,000 for furniture for the Claremont Library in the 2023 Capital Budget Estimates. The Board agreed with this addition and requested the motion to be amended to reflect it.

Following presentation of the Report, a question-and-answer period ensued. Questions were fielded from Board members regarding the lobby lighting, time period for the City Centre project, the age of the current ILS software, installation timeframe for the new ILS software (and procurement process), ability to transfer and use any new items purchased to the new City Centre Library, and salary increases.

With regards to the salary increases, J. Flowers had noted that the Library had not yet completed collective bargaining but salary increases were reflected in the 2023 current budget based on the bargaining completed by the City. In answer to a follow up question on the typical salary increases year over year, it was noted that an answer was not at hand, but that J. Flowers would investigate and report back.

Motion #22.45
Moved by M. Fatema, Seconded by R, Coelho **Motion THAT** the Board adopt the Draft 2023 Capital and Current Budget Estimates, in principle and with the inclusion of an additional $30,000 for furniture for the Claremont Library in the Capital Budget Estimate, to enable the CEO to continue the budget process on behalf of the Board.

Carried.

5. Staff Reports

5.1 Anti-Black Racism Working Group Update

J. Flowers informed the Board that the minutes from the June, July, and August 2022 ABRWG meetings were included in the Board package. She noted that the minutes were very detailed and included information on the meetings held with collections and events staff related to the ABRWG 2022 recommendations.

J. Flowers advised that going forward, the ABRWG meeting minutes would also be distributed to Library staff for information and training purposes.

In answer to a question about the impact on workload of staff with regards to participation with ABRWG and implementation of any actions arising from the recommendations, J. Flowers advised that anticipated projects and initiatives are accounted for in staff's annual performance plans as part of planning procedures.

It was asked if there were other community groups who could benefit from a group modelled after the ABRWG, proposing that this could be something the Board could initiate. J. Flowers suggested that since it is expected that when the community engagement is done to build the 2023 strat plan, much of the outreach will focus on EDI; this could help in determining the scope of future work, including formation of other community working groups.

5.2 Report 03-22 Library Board Transition Plan

J. Flowers reported that she worked with the Clerk's Office over the summer to develop a Library Board transition plan for the next term. All details, including timelines, were in Report 03-22 included in the Board package.

Library Board information sessions will be held late October/early November, led by J. Flowers and S. Sheehy. S. Sheehy advised that she was unable to participate in the November 2, 2022 session due to a scheduling conflict and requested a volunteer to participate in her stead; A. Maginley volunteered.

In answer to a question about Board orientation sessions, J. Flowers advised that the orientation will be held in collaboration with the Ajax Public Library and will provide details of the training schedule at the November Board meeting.

Motion #22.46

Moved by D. Sharma, Seconded by A. Maginley **Motion 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.

Carried.

6. **Monitoring Reports – Executive Limitations**
   6.1 **EL 05 Financial Planning**
   D. Sharma reported that he met with J. Flowers to discuss the evidence presented in the monitoring reports for both the EL 05 and EL 06 policies, noting they were combined for discussion purposes as both policies are financially related.

   D. Sharma indicated his satisfaction that the conditions as set out in Policy EL 05 are being met.

   Motion #22.47

   Moved by D. Sharma, Seconded by M. Anderson **Motion THAT** the Board adopt Executive Limitation 05 Financial Planning Monitoring Report as presented; and **THAT** the Board adopt Executive Limitation 05 Financial Planning Policy as presented, the Policy being complete, sound, and effective.

   Carried.

   6.2 **EL 06 Financial Condition**
   For EL 06, D. Sharma noted that the monitoring report indicated the missing of a CRA filing timeline but was advised by J. Flowers that the applicable CRA document was now filed and accepted without penalty.

   In answer to a question about why the budget surplus was so high, J. Flowers advised that this was due to a number of factors, including the gapping of some staff positions, and some larger accounts that are actually City expense lines, such as maintenance. J. Flowers stressed that efforts were made to ensure spending of entire year's budget, but spending was impacted by the pandemic during the start of year.

   Motion #22.48
   Moved by D. Sharma, Seconded by M. Fatema **Motion THAT** the Board adopt Executive Limitation 06 Financial Condition Monitoring Report as presented; and **THAT** the Board

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adopt Executive Limitation 06 Financial Condition Policy as amended, the Policy being complete, sound, and effective.

Carried.

7. Board Committee Reports

7.1 Report of the Ad Hoc Governance Policies Review Committee

A Maginley reported that the committee met over the summer to review the Board-CEO Delegation (BCD) Policies and Governance (GP) Policies. Copies of all these policies with tracked changes and a draft of a new policy (Monitoring And Evaluating) were included in the Board package.

7.2 Updated Existing Board-CEO Delegation (BCD) Policies and Governance (GP) Policies

A Maginley reported that the committee went line by line through the policies. In most cases, revisions were made to fix language and to be more specific in intent and meaning of each policy.

The committee was thanked for their detailed review of the policies. It was decided that rather than taking time during the meeting to review all the policy changes, the policies would be sent to the Board Members after the meeting as a separate document for their review, with request forward any comments or suggested additional edits to A. Maginley by October 6th. If warranted, the committee will then reconvene to finalize the policy revisions.

The final revised versions of the policies for adoption by the Board will be tabled at the November Board meeting.

Motion #22.49
Moved by A. Maginley, Seconded by S. Beckett **Motion THAT** the Board adopt the Governance Policies Review Ad Hoc Committee's recommended changes to the existing GP and BCD policies as presented.

Not Carried.

7.3 GP 12 Monitoring And Evaluating Policy

A Maginley explained that the committee felt that this new draft policy was important to include to ensure that the Board evaluates its performance on a regular basis.

In answer to a question about what the development of an "annual work plan" meant, it was clarified that this referred to an annual Board calendar – the creation of which already occurs and is presented at the January Board meeting of each year.

The draft of this new policy was included with the reviewed policies when sent to the Board Members for their comments (see agenda item 7.2). Motion to adopt the GP 12 Monitoring and Evaluating Policy was deferred to the November meeting.

8. Governance

No governance items discussed.

9. **Board Policy Review**

   9.1 Executive Limitations policy **EL 02 Treatment of Clients** will be discussed at the next Board meeting. All members to review prior to the next meeting. Discussion will be led by M. Anderson.

10. **New Business**

    10.1 Member Community Reports

    S. Sheehy mentioned that she attended the Pickering Village Museum blacksmith exhibit mentioned in the monthly Board report, reporting that it was very interesting and would highly recommend it.

    S. Sheehy also reported that she, along with J. Flowers, attended the recent Pickering Heritage and Community Centre funding announcement and they had an opportunity to connect with MP J. O'Connell who was in attendance.

    A. Maginley reported that he attended the launch of the TD Summer Reading Club event and enjoyed the chance to jump in and assist with this fun, community event.

    J. Flowers reported that she received notice that the Library received a grant to fund the conversion of the staff washroom at the Claremont Library into a public, fully accessible washroom. The City is hiring a consultant and the project is expected to be completed by end of March 2023.

11. **Confidential Matter**

    None.

12. **Date of Next Meeting and Adjournment**

    The next Board meeting will be held on Thursday, October 27, 2022 at 7:00 pm as a hybrid meeting.

    Motion #22.50
    Moved by R. Coelho, Seconded by M. Fatema **Motion THAT** the meeting be adjourned. Carried.

    The meeting was adjourned at 8:06 pm.

Signature of Library CEO: Date:

Signature of Library Board Chair: Date:

Board End: Lifelong Learning

Tails of Hope Book Celebration!

The Library hosted the first Tails of Hope Book Celebration in partnership with Pickering Animal Services. The Tails of Hope Short Story Contest launched in May and encouraged children to write their own story about an animal. Stories were professionally printed and at the celebration event, children received their published book, certificate of achievement, and a small prize. 18 children participated in the story writing contest this year!

Live Painted Lady Butterfly Exhibit at the Central Library

Sustainable Pickering and Elexicon Energy hosted a live Painted Lady Butterfly rearing display at the Central library the week of October 3rd as part of an educational display for the community. Pollinators like butterflies, birds, bats, and bees play a vital role in maintaining a healthy environment and sustainable food system. Once these butterflies emerged, Sustainable Pickering staff released them at a local pollinator garden in Pickering. The Painted Lady Butterfly is the most widespread butterfly species found on the planet, occupying all continents except Antarctica and Australia!

Reopening on Sundays

On September 18, the George Ashe Library resumed service to the community from 12-5pm on Sundays. Four weeks later, the Central Library also reopened its doors for Sunday service from 12-5pm. We have received positive client feedback about the return of Sunday hours.

NEW! CBC Corner / L'espace Radio-Canada

The Library launched a new digital platform developed by CBC specifically for public libraries. CBC Corner is a digital portal that brings together digital content and resources from CBC and Radio-Canada into a single experience. The portal includes news (local news will be highlighted when available), RCI (news in 7 languages), audio content (local/national radio, podcasts, music), video content (TV shows, movies, documentaries), sports, content for kids/teens/parents, celebrations (e.g. Black History Month, National Indigenous History Month), and Mauril (English and French language-learning). Content is updated daily.

Board End: Inclusive and Welcoming Public Facilities & Virtual Spaces

Peter Bethlenfalvy Tour

On Friday, October 14 Library Leadership toured MPP Bethlenfalvy and his team through the Central Library. Tour highlights included the Maker Space, the collab rooms and The Set. MPP Bethlenfalvy stopped to read the civic engagement talk back wall where residents have been voicing ideas and concerns on post-it notes; he congratulated library staff on launching an activity space that promotes community dialogue and builds shared understanding.

Internet Kit for Client

In early September, a client asked to borrow a laptop and book a private room to attend weekly meetings with VON Durham Hospice. The Library has loanable laptops for use in-branch but is currently unable to offer a bookable space on a weekly basis. Staff recognized that the loanable Internet Kits would help the client with their technology

needs and presented the option to the client. The client was thrilled to have this resource available, and they signed up for a tutorial to learn how to use the hotspot and iPad. The staff member who led the tutorial reported: *"The client … picked up the Internet Kit today and was very grateful, she was almost brought to tears after I showed her how to use the iPad. She agreed it was a perfect solution since the meetings are very personal and it would be easier to conduct them at her home. Very glad we could figure out a solution for her."*

Board End: High Quality, Efficient, and Cost-Effective Library Services

Municipal Election Civic Engagement Activities

To promote awareness about the upcoming Municipal Election, several activities were launched at the Central and George Ashe Branches.

- A mock voting booth with animal candidates was set up in the children's area at the Central Library that encouraged voters of all ages to practice casting a ballot.

- Several passive activities asked clients to share their responses on a "talk back wall" to questions such as 'What are the big issues for residents of Pickering?' and to consider their views when asked if 'My vote counts', 'I listen to both sides of an issue', 'I care about local issues' and 'My views are reflected in the ideas shared by candidates'.

- The Library also supported the election by providing additional locations where the Pickering community could access help to update their voting record. Front line staff were trained to use VoterView by the City Clerk's Office.

- A 'Get Ready to Vote' reminder tool was created by the library's IT department to promote voter participation. A QR code was printed on posters allowing clients to set a convenient alert on their personal calendars. 419 clients created calendar reminders.

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

How To Budget Best (Teens)

A teen budgeting workshop conducted in the Maker Space had 5 teens in attendance and once the workshop was underway, 5 additional clients in the library stopped by to join the program. In a post-workshop conversation with one of the parents, staff were able to gauge what other financial literacy programs they felt were best to run in the future.

Black Health and Wellness Fair

Staff represented the library at Carea's first Black Health and Wellness Fair, which took place on September 17 at Pickering High School. The goal of the event was to raise awareness in the community about local resources on health and wellness. Library staff engaged with over 85 attendees at the family-friendly event complete with health stations, community resource tables, children's activities, music, food, and a vaccination bus for all ages.

City of Pickering Farmer's Market

Staff returned to the popular Pickering Farmer's Market to promote library services and engaged with over 30 community members.

Ukrainian Refugee Assistance Program

Staff have returned to support the Community Development Council Durham's refugee assistance program at the Comfort Inn Pickering. Staff helped 10 individuals with library card registrations and provided activities for the families. Staff will continue to visit while the program welcomes new refugees on a continued basis.

Board End: Championing Inclusion and Belonging

National Indigenous History (Teens) Beanstack Challenge

Staff facilitated a reading challenge in September to acknowledge that many Indigenous Nations have relationships with the territories upon which our libraries are located. We had numerous badges to be earned through listening, watching, and reading various Indigenous-created materials, identifying Canadian Indigenous inventions, and understanding the significance of Orange Shirt Day. We had 23 teens participate in this challenge.

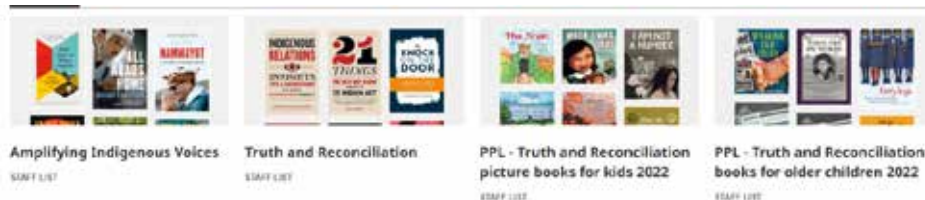## Author Spotlight! David Robertson

On October 12, the week leading into Ontario Public Library Week, and in collaboration the other Durham Libraries, we offered teens an exclusive book talk with Indigenous author David Robertson.

David Robertson is an Indigenous author and public speaker from Winnipeg, Manitoba. He has published over 25 books, including *7 Generations: A Plains Cree Saga*, The Misewa Saga series, and The Reckoner Riser Series to name a few. We had 32 teens attend this event.

National Day for Truth and Reconciliation Displays and Lists

In honour of the National Day for Truth and Reconciliation, displays were set up across library branches, inviting library clients to reflect on the lasting effects of the residential school system. Several recommended reading lists were created to coincide with the displays, to amplify the stories of survivors and share what steps we can all take toward reconciliation.

Amplifying Indigenous Voices
STAFF LIST

Truth and Reconciliation
STAFF LIST

PPL - Truth and Reconciliation picture books for kids 2022
STAFF LIST

PPL - Truth and Reconciliation books for older children 2022
STAFF LIST

Indigenous Doll-Making with Rose Moses

Adult clients were honoured with a virtual presentation by Rose Moses, Ojibwe artist from Henvey Inlet First Nation, on the history of dollmaking and how it pertains to First Nations culture. Rose explored the materials and techniques used to

create traditional dolls from Indigenous cultures both in Canada and around the world, and participants were then invited to take part in a dollmaking activity. 13 clients attended the virtual event.

Beginner Beading Workshop

On September 15, Janet Dugan, a beading artisan, presented a Beginner Beading Workshop. Children learned how to weave pony beads to create a long snake that can be used as a keychain or to decorate a backpack. There were 10 children in attendance. Janet's Spirit name in Ojibwe is Onsek Keeshigo, meaning Changing Day/Sky. She began her journey with seed beads in 2018 when she founded the "Red Dress Pin Project" and has made close to 300 red dress pins. Beading is an important part of her healing journey.

Indigenous Storytelling with Melanie Florence

On September 29, we hosted Indigenous author [Melanie Florence](#) for an in-person storytelling event. She engaged with the children for traditional storytelling and folktales, including a reading of her picture book, *Stolen Words*. There were 10 children in attendance.


Islamic Art with Madiha Bhatti

On October 4, Arabic calligraphist and local artist Madiha Bhatti explored the origins and characteristics of traditional Islamic arts and architecture in honour of Islamic Heritage Month. Participants designed and created their own paintings of traditional Islamic structures using the various elements Madiha shared with the group. A group of 22 clients of all ages attended the popular event.

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Storytime Picture Book Diversity Audit
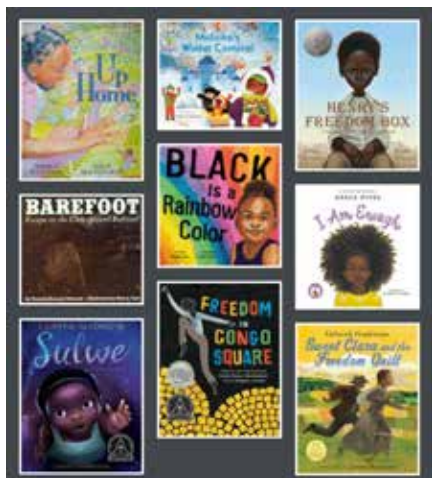
Staff have completed a diversity audit of their Storytime Picture Book Collection. The review evaluated authors, main characters, and images, and tracked various diverse identities. With a great majority of the picture books in this collection having non-human (animals, creatures etc.) and white main characters, the Team identified that work needs to be done to create a Storytime Collection which reflects Pickering's diverse community.

In consultation with the Collections Team, and based on feedback and recommendations from the ABRWG, the first step in diversifying the Storytime Picture Book Collection is underway. Several new storytime books with Black characters and authors have been researched and selected and will soon be available for use in storytimes. The next step of this important work includes an audit of our circulating Picture Book Collections at all branches.

Celebrating Holidays

On September 19, we partnered with community partners Emma Cunningham and Chana Borenstein for a **Celebrate Rosh Hashanah** event. Children learned the history of the holiday, discussed Yom Kippur and at the end tasted Rosh Hashanah sweet treats such as apples, honey, and Challah bread. There were 10 children in attendance for this event.

On October 12, we partnered with community partner Sharmilla Singh-Binda for a **Celebrate Diwali** event. Children learned about Diwali and what it means to Hindus around the world and explored the meaning of Puja and its significance. Families enjoyed a Diwali dance by a very talented mother and daughter duo and had the opportunity to decorate and paint their very own Diya clay pot! There were 25 children in attendance for this event.

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Supporting Organizational Excellence

Electronic Monitoring Policy

In accordance with the *Employment Standards Act*, the Library has implemented an Electronic Monitoring Policy that took effect on October 11, 2022. The policy shall serve to provide notice to all employees of electronic monitoring that may take place in the workplace and to promote transparency regarding how and under what conditions the data may be accessed.

Staff Training - Mohawk Institute Residential School Virtual Tour

As part of the learning and reflection for the National Day for Truth and Reconciliation, Pickering Public Library and the City of Pickering organized a virtual tour of the former Mohawk Institute Residential School with [Woodland Cultural Centre](#) on September 21.

The virtual tour of the former Mohawk Institute Residential School gives the history of the school from when it opened in 1831, until it closed in 1970. Those participating in the tour saw different rooms in the school, from the meeting room, the girls' and boys' dorms, the third floor, cafeteria, and various rooms in the basement. After the presentation, participants had the opportunity to ask questions or share comments with the Cultural Interpreter. 27 staff members attended from the Library.

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]

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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 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 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]

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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 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 (as determined in the Executive Limitations policies) 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) 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. 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. 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. By so doing, the Board changes the latitude of choice given to the CEO. But so long as any particular 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 organizational accomplishment of Board Ends policies 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 of the CEO's

interpretation and evidence demonstrating accomplishment of the 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 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)

2. POLICY ELEMENTS

1. The Board will:

   a. Determine the benefits that the organization will provide, keeping a long term, strategic perspective (the Ends policies).

   b. Monitor Library 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.

2. 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]

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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
d. outward vision rather than an internal preoccupation
e. encouragement of diversity and inclusivity in viewpoints
f. strategic leadership more than administrative detail
g. clear distinction of Board and executive roles
h. collective rather than individual decisions
i. future 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 regularly. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-CEO Delegation categories.

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 gather information regarding its values and what the future should be;

   b. to inform, 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: Specify how the Board conceives, carries out and monitors its own tasks.

   d. Board-CEO Delegation: Specify delegation of power and its proper use ; 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.

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]

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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, 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 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 position to obtain employment in the organization for themselves, family members or close associates. .

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 discreate 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:

    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.

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 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 discussion content will ordinarily only include those issues, which, according to Board policy, clearly belong to the Board to decide or to monitor.

    b. 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]

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1. POLICY STATEMENT

Board committees, when used, will be assigned to help the Board do its job, and 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 assist or advise 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 delegated such authority for specific and time-limited purposes. Expectations and authority, in the form of a Terms of Reference document, will be 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 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

Board Policy

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]

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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. 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.   A committee may elect a Chair 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:
    o Implementing the activities of any linkage event outlined in the Board's approved linkage plan; and
    o 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 Execuitve Performance:
    o Defining review criteria based on Ends and EL policies.
    o Collecting and discussing information from Board members to complete the evaluation
    o 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::

    a. completes a review of Ends policies annually;
    b. continually improves Board performance through Board education and enriched input and deliberation;
    c. monitors CEO performance;
    d. Reviews key operational issues requiring Board input (i.e. budgets, CEO monitoring); and,
    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. Throughout the year, the Board will address consent agenda items as expeditiously as possible.

5. 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 responsibly incurred, though not at the expense of compromising the development and maintenance of superior capability. All expenses 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 Library or by the City.
   d. **TIME COMMITMENT REQUIRED:** Prepare for and attend meetings as specified in the *Public Libraries Act*; and prepare for and attend special Board or Committee meetings which may be scheduled.

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 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. 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. commitment to 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 term

e. ability to speak and act in support of Library issues

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. ability to apply 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 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)

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]

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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.

Meeting Minutes – DRAFT

Anti-Black Racism Working Group
Wednesday, September 14th, 2022, 6:30 pm
Online – Zoom Web Call

Attendees: Stephen Linton (Chair), Marsha Hinds-Layne (Vice Chair), Shaibu Gariba, Titi Katibi, Teronie Donaldson, Samantha Adebiyi

Library Staff: Sabrina Yung, Shobha Oza, Shahin Dashtkian

Absent: Nicole Facey, Charmain Brown, Bernadette Hood-Caesar, Romina Diaz

1. **Welcome, Land and Ancestral Acknowledgements**
   - Sabrina introduces Shobha Oza the Director Engagement & Client Experience
   - Land acknowledgement by Sabrina and Ancestral acknowledgement by Stephen the Chair.
   - Shobha shared a little about around her previous work around community programs and initiative and her work with DEI framework. She is grateful for the opportunity in supporting the ABRWG in the work that we are doing

2. **Conflict of Interest Declaration (Standing Agenda Item)**
   - Sabrina provided an update regarding Stephen's conflict of interest question tabled at the August ABRWG meeting, pertaining to his campaign for School Trustee in Pickering. There is no conflict of interest determined at this time.
   - Group agreed that there no concerns or other conflicts of interest to declare.

3. **Review August meeting minutes**
   - No edits or omissions identified.

4. **Reference Check Question Follow Up**
   - Shahin provided a PowerPoint presentation around the application process for volunteers at the library and provided an update with respect to the reference check question tabled by the ABRWG.
   - PowerPoint will be share with members of ABRWG. Highlights include:
     - What types of volunteer opportunities are offered at the library.
     - Volunteer application intake windows (Fall & spring and twice a year).
     - Process of the application process (which involves selection and interviewing).
     - Where potential candidates can access the volunteer application form and information.
     - Administrative steps once selected for volunteer work (onboarding welcome package, completion of online training, Criminal Reference Check and Vulnerable Sector Check, Health and Safety tour).

- What an active volunteer means, and the tasks involved.
- How the ABRWG volunteers fit under the current volunteer SOP, particularly noting that the appointment process as captured in the Terms of Reference differs compared to the other offered roles.

- **Sam:** For individuals who might have a negative CRC, it will be nice to still find a way to include them. These people are part of the community and want to give back and be part of the impact, so we can have them volunteer in different ways other than working with children. Perhaps something that can be done virtually, non-client facing. Think about how you deny/decline when there is a failed CRC/VSC. How may you be contributing to the traumatization when you decline their interest for volunteering?

- **Stephen:** Can a youth challenge the findings from his/her criminal records? **Sam:** Once the library receives a negative CRC, who, and how will the outcome of not having the opportunity to volunteer be related to the person? Sabrina noted that the library has had limited experience with receiving and responding to a negative CRC. With that said, during the conversation about reference checks, staff discussed identifying potential tasks and roles that would not require direct engagement with a client, and therefore potentially allowing us to remove a vulnerable sector requirement for those specific volunteer opportunities. One example of an activity we've started to explore is a volunteer 'sensitivity reader'. For example, if we were creating a survey for a particular audience such as youth, perhaps we could have volunteer youth to help proofread and given feedback on the questions. We had great success working with community partners when developing the anti-Black racism community survey.

- The group agreed that we want the tasks to still be a meaningful volunteer role, even if it doesn't involve direct interaction with the public.

- **Marsha:** We still want to make sure that users of the library are safe, and that includes other volunteers that the role may encounter. For example, sexual base offenses should be deal breakers. Also, we have to make sure that we are supporting them through the process, as some may have unique needs as they transition into the role.

- **Sam:** Think about how you will support individuals who are working on rehabilitating and reintegrating into society. Social worker? Staff support?

- **Shaibu:** How accessible are volunteer opportunities Black youth? Do you have data on that? Shahin/Sabrina shared that the library does not have a database on these identifiers for volunteers (or staff). We would not be able to offer a measure at this time the proportion of current active volunteer who self-identify as Black for that reason. Something to consider, as we learn more about race-based data collection and applications. In terms of accessible to the program, as in whether Black youth can access the opportunities as they open, the application process is conducted through the library's website and once an applicant is accepted, we communicate by email. https://pickeringlibrary.ca/volunteer-opportunities/. We could certainly support other formats if needed. Shahin also noted that staff facilitate outreach at local high schools and community events to promote volunteering at the library.

- **Stephen:** If we are successful in what we are doing, then we are creating opportunities for the youth to engage more. There was a time when carding

would put youth in the database and a flag would come up for CRC, they would have a negative CRC. So I would like the library to think about how these youth may get unfairly denied a volunteer opportunity. Some organizations give an opportunity for a deeper dive about the nature of the criminal charge flagged. So, is there a way to do a deeper dive or have a conversation with the person who has been flagged, to see what happened?

- o Can we think of ways to communicate to the client that we hope they will discuss with us, regardless of the outcome of their reference check.
- o Is there an FAQ we can provide to promote knowing that you may not be rejected.
- o We can think about setting thresholds and create opportunities that do not trigger a need for a CRC/VSC. Example of sensitivity reader opportunity.
- The group agreed that we still want the community (clients) to see safe and cannot remove the requirement for that reason.
- **Teronie:** Is there a way to connect them (youth) to police services? There may be a resolution available for some youth, when it comes to clearing some of the records. Sam noted that it is possible to suggest youth seek support from a local a legal aid clinic.

5. **People and Culture – ABRWG Recommendations Progress Update**
   - Actions were put in place in accordance with the recommendations from the ABRWG for People and Culture.
   - **Themes included:**
     - o Lack of visible diversity in the workforce, particularly front lines
     - o Negative employee and client experience
     - o Lack of visibility or access to job postings
     - o Staff training and accountability

ABRWG 2021 Recommendations & 2022 Work Plan

Topic/Focus	Actionable Goals How might we (HMW) address the priorities identified?	Measure of Success HMW measure outcomes and impacts?	Update
On the topic of enhancing the interviewing process to include measures of an applicant's DEI and anti-oppression experience and perspective, the ABRWG recommends:	1. Pickering Public Library should make it mandatory for all hiring interviews (internal and external) to include interview questions that measure the applicant's insight into their lived DEI and anti-oppression experience and training. This should include situational questions regarding various instances of prejudice and how the applicant responds with a DEI-centered approach.	Create a scoring chart or framework that defines assessment guidelines. This should include success criteria. Scoring should weigh in favour of candidates with measurable and tangible applications of their training or lived experiences. Looking for more than just participation level completion of training. Situational questions should challenge bias and prejudice, and scoring should reflect the candidate's ability to demonstrate DEI-centered and anti-oppression-centered response.	• Included DEI related interview questions. Questions measure lived experience and anti-oppression lens. • 5-8 pre-determined answer keys/guidance provided to measure candidates' responses. • Process - Provide the questions to the hiring manager for their input and review; they provide changes to fit the context of the position being recruited for. • Questions are finalized and then the exact questions are asked in the same order for each candidate for consistency. • Example: Can you provide an example where you had to engage with someone who was demonstrating racially discriminatory behaviour(s)? What was the behaviour, how did you address it, what were the outcomes? What would you do differently if the situation was to occur again?

ABRWG 2021 Recommendations & 2022 Work Plan

Topic/Focus	Actionable Goals HMW address the priorities identified?	Measure of Success HMW measure outcomes and impacts?	Update

On the topic of enhancing the interviewing process to include measures of an applicant's DEI and anti-oppression experience and perspective, the ABRWG recommends:	People and Culture to research online job posting platforms most frequently used by the BIPOC community and advertise external job listings on those platforms as standard practice.	• Implement a checklist and tracking mechanisms to document which BIPOC-centered job posting sites are used for each external job posting.
		• Record and review how many times these platforms being used to advertise the jobs annually. Evaluate the reach and number of interviewed candidates from these sites.
		• Long term goal: Gather race-based data around applicants. For example, what number of Black candidates and/or People of Colour are applying for positions at the library when an external opportunity is posted? Note: it is recognized that the library does not currently collect race-based data during the recruitment process. The ABRWG recommends exploring methods for inviting voluntary, self-identification and feedback from BIPOC interviewees. For example, consider a voluntary 'post-interview survey'. The survey may be able to
			• Currently increasing the use of unpaid BIPOC job posting sites.
			• Working towards a standard practice.
			• 17 external jobs posted; 13 posted on BIPOC job boards.
			• Examples of DEI sites used:
			  o BIPOC Jobs
			  o Black HR Professionals of Canada
			  o EDIN – Equity Diversity & Inclusion Network
			  o Culture Works
			• Barriers:
			  • Limit to one posting at a time.
			  • Packaged & Paid Memberships makes it challenging for small organizations with limited ongoing recruitment.
			    o Example - BIPOC Jobs - $299/month
			• Next steps -
			  • Research memberships to sites and decide which one(s) to invest in for maximum impact:
			    o BIPOC Jobs
			    o Black HR Professionals of Canada
			    o Equitek Employment Equity Solutions - ($3000.0/year)
			    o Windspeaker.com
			    o IndigenousWorks
			  • 2022 Plan – send an anonymous onboarding survey to include question on where candidates heard about the job.
			  • Include it as a standard question during interviews.
			  • Start using recruitment tracker to keep track of where jobs were posted.

ABRWG 2021 Recommendations & 2022 Work Plan

Topic/Focus	Actionable Goals HMW address the priorities identified?	Measure of Success HMW measure outcomes and impacts?	Update
On the topic of enhancing the interviewing process to include measures of an applicant's DEI and anti-oppression experience and perspective, the ABRWG recommends:	The interviewing panel for all positions (internal/external) needs to show diversity. Every interviewing panel should consist of an interviewer who has DEI and anti-racism training experience (DEI and anti-racism lived experience or extensive training).	• Develop qualifications for Leadership Team members and/or Interview Panelists. Determine and maintain a list of Interviewers that qualify. • Develop Interviewer and/or Leadership training and develop on-going training upkeep tracking methods/records. • Develop procedures to ensure each interview aligns with this practice. Develop and perform an annual review.	• Some interview panels have BIPOC represented. • HR is present on all interviews. • Leadership Team has DEI training and are continuing the training. ○ Focusing on bias and real scenarios that affect the Library's work/environment. • Next Steps: ○ DEI recruitment training for leadership and HR needs to be held. ○ Training to include ▪ How to build consistency in assessing DEI responses from applicants for all leadership team. ▪ How to deal with red flags?

ABRWG 2021 Recommendations & 2022 Work Plan

Topic/Focus	Actionable Goals HMW address the priorities identified?	Measure of Success HMW measure outcomes and impacts?	Update
On the topic of enhancing the evaluation of staff training/learning outcomes from an anti-Black racism lens, the ABRWG recommends:	Pickering Public Library implement follow up assessment strategies for staff, following all DEI and anti-oppression training to measure knowledge gained and application. The external facilitator would be identified in collaboration with the ABRWG.	• Record and review staff assessment outcomes. Evaluation results should provide a measure of staff knowledge retention. Regular assessments every 6 months? Individual vs departmental? • Conduct an annual community survey specific to ABR and the client experience. Assess year over year changes. This should be done by an external facilitator (not the library), and ideally by a facilitator who may the one who's training staff. • Record and review external facilitator's assessment of implementation outcomes and advice for next steps. • Compare results for improvement markers and assess for implementation gaps or shortcomings over time.	• Currently engaging all staff in ABRWG recommendations and workplan. • Conversations and discussions in teams and meetings. ○ Bring understanding to anti-Black racism and oppression as it relates to the Library. ○ Develop anti-Black racism lens. ○ Laying the foundation for change in mindsets, attitudes, practices and programs to make Library an inclusive place for Blacks. • Next Steps ○ Establish ABR training priorities. ○ Explore external facilitators regarding ABR and anti-oppression training and subsequent measurement.

ABRWG 2021 Recommendations & 2022 Work Plan

Topic/Focus	Actionable Goals HMW address the priorities identified?	Measure of Success HMW measure outcomes and impacts?	Update
On the topic of enhancing the evaluation of staff training/learning outcomes from an anti-Black racism lens, the ABRWG recommends:	DEI and anti-oppression questions should be included within performance review assessment to ensure staff are accountable to demonstrating DEI-centered and anti-oppression-centered job performance.	Develop and implement DEI-centered and anti-oppression-centered staff self-reflection surveys and goal setting, alongside the annual performance review discussions. The survey should yield: Where are you at? Do you need any resources? Change in staff language and attitude in discussing DEI and anti-oppression learnings.	• Some staff have specific goals related to the ABRWG recommendations and those will be captured and evaluated in 'Performance Agreement'. ○ Based on ABRWG recommendations and workplan. ○ Example – Implement People & Culture Anti-Black Racism Working Group Strategies – with a weight and deadline attached to the goal. • 2022 Year End Reviews – Amending the Year-End Performance review to incorporate reflection. ○ Reflect on how we utilize our DEI learning outcomes to guide our behaviours and actions. ○ Reflect on how you have applied your DEI learning outcomes this year. ○ Provide one example of how you are contributing to the organization with your co-workers and one example for how you are contributing to the client experience and stakeholders. ○ Include your thoughts on your individual opportunities for growth in DEI. Consider what tools or training you feel you need. • 2023 Performance Planning & Year-End Performance Review ○ Discussing how to include specific goals and measurements that will be evaluated at the end of the year.

ABRWG 2021 Recommendations & 2022 Work Plan

Topic/Focus	Actionable Goals HMW address the priorities identified?	Measure of Success HMW measure outcomes and impacts?	Update
On the topic of enhancing the evaluation of staff training/learning outcomes from an anti-Black racism lens, the ABRWG recommends:	Regularly bring forth example scenarios of prejudice. This should occur during every staff meeting and Leadership should be observing staff to seek out: Can staff articulate the problem/prejudice? Can staff articulate a DEI-centered or anti-oppression-centered solution? Leadership to follow up where concerns and/or knowledge gaps are observed.	Change in staff language and attitude in library work and client facing spaces. Union representatives become more diverse in representation. Note, it was clarified that Leadership does not direct any Union matters, especially election of roles and responsibilities. SY to check if this consideration/feedback however may be brought forward to the Union from the ABRWG.	• Standing agenda item on all team meetings, starting 2022. • Need to develop a framework for measuring implementation.

ABRWG 2021 Recommendations & 2022 Work Plan

Topic/Focus	Actionable Goals HMW address the priorities identified?	Measure of Success HMW measure outcomes and impacts?	Update
On the topic of enhancing the evaluation of staff training/learning outcomes from an anti-Black racism lens, the ABRWG recommends:	General public info session with the staff who are currently in the exact, similar, or related positions, so the public can ask questions about their experiences.	• Conduct a post info session survey with attendees. • Collect or develop ways to collect, types of analytics from online job posting efforts, such as reach of digital newsletters, job posting page clicks. Note, it was discussed and recognize that data privacy considerations must be prioritized, but overall, more data to inform the outcomes and impacts are needed. • Randomly selecting people who have been interviewed for every posting for a survey. How did they find out about the position? How can the Library enhance job posting transparency?	• Participated on Sept. 2021 – City of Toronto - Toronto Employment and Social Services Case Worker Info Session ○ Not realistic for small library with minimal recruitment activities. • Next Steps: ○ Develop customized strategy on how to build transparency around job postings and providing more information about the Library to potential job applicants. ○ Plan could include: ▪ Employee video testimonials ▪ Short employee experience statements (with their pictures) ○ Feature on website (Work at the Library) page. ○ Feature on social media with a determined frequency/when openings are advertised. ▪ Potential barriers: Budget and capacity. ○ Next Steps on collecting data (as mentioned previously) ▪ 2022 Plan – send an anonymous onboarding survey to include question on where candidates heard about the job + how Library can enhance job posting transparency. ▪ Include it as a standard question during interviews. ▪ Start using recruitment tracker to keep track of where jobs were posted.

ABRWG 2021 Recommendations & 2022 Work Plan

Topic/Focus	Actionable Goals HMW address the priorities identified?	Measure of Success HMW measure outcomes and impacts?	Update
On the topic of enhancing the evaluation of staff training/learning outcomes from an anti-Black racism lens, the ABRWG recommends:	Including in job postings a distinct statement of seeking applicants who identify as people of colour with lived experience and DEI and anti-oppression experience/training as an asset.	Measure by the number of respondents who apply with DEI and anti-oppression experience/training the outcome of this action can be measured. Include an opportunity to self identify as an applicant, so that a measure of applicant identities can be measured.	• Current statement in job postings – 'Pickering Public Library is committed to inclusive, accessible and barrier-free employment practices and to creating a workplace that reflects and supports the diversity of the community we serve. We encourage and welcome applications from qualified applicants including members of racialized groups, Indigenous Peoples, persons with disabilities, and persons of any sexual orientation or gender identity. Please let us know if you require an accommodation and we will work with you to ensure a barrier-free hiring process. For further information about Accessibility at Pickering Public Library, visit https://pickeringlibrary.ca/faq/job-opportunities/' • Planned measurement of outcomes as previously mentioned: ○ Next Steps on collecting data ○ 2022 Plan – send an anonymous onboarding survey to include question on where candidates heard about the job + how Library can enhance job posting transparency. ▪ Include it as a standard question during interviews. ▪ Start using recruitment tracker to keep track of where jobs were posted.

- **Sam**: This is intense work and I love that they will be including diversity on the interview process.
- Sabrina noted that the library will continue to circle back with the ABRWG to create a more detailed progress report for all deliverables in 2022.

6. **ABRWG (Only) Events Discussion Debrief & Rescheduling of Events Team Follow Up**
   Sabrina's update: A second meeting with the event team was planned for October 12. However, the team has requested a postponement to the November meeting.
   - Some of the November plans will be difficult to bump to the October meeting, as they require the events follow up conversation first.
   - There was a discussion about library tours and having the group meet in person for the first time. Sabrina suggested for October, the ABRWG could meet at the library for a tour, meet and greet, and to conduct the group only events debrief in preparation for the November meeting. The group agreed to this work plan change. Additionally, the group is interested in some additional tours at George Ashe and Central Library at different times of the day to see the clientele and spaces.

- The group requested that the October in person meeting take place on a Saturday.
- Sabrina will send out a few dates for the October meeting as well as for the additional optional tours.

7. **UN International Decade for People of African Descent Proclamation Follow Up**
   - Stephen noted there are no new updates at this time. Now, it is a conversation that we may need to have with Jaclyn for the City's process to move some of the other asks (ontop of the proclamation) forward.
   - **Teronie:** The proclamation is approved, but the portion on identifying the flag raising is still to be discussed. Also, would need to have a design competition and determine the available funding support.
   - Sabrina will follow up with Jaclyn for those details and arrange for her to meet the group (perhaps at the November meeting).

8. **Youth Subcommittee Update**
   - **Stephen:** The young people that were supporting the committee, their schedule changed a little, so I will be circling back around with Elaine on that.

Next meeting date: October, in person - TBD (based on the availability to be submitted to Sabrina)

Report Number: 04-22
Date: October 20, 2022

From: Jackie Flowers
            CEO / Director of Public Libraries

Subject: Pre-Budget Approval for Strategic Plan

Recommendation:

1.   THAT the CEO prepare a Report to Council in January 2023 seeking pre-budget approval to initiate the strategic planning project.

Summary:

The strategic plan is updated every four years through a process led by the Library Board and leadership.

In 2023, the Library Board will initiate the strategic planning process; this coincides with the first year of the Board's term and the last year of the existing strategic plan. The new strategic plan will launch in January 2024.

Council is anticipated to approve the 2023 current and capital budgets in April 2023 which leaves less than 8 months to initiate the RFP competition for consulting services and conduct the numerous community and stakeholder engagement sessions required. It should be noted that the current strategic plan took 12 months to complete.

In order to ensure there is sufficient time to complete a thorough strategic planning exercise, the Library will request Council's approval in January 2023 to access the funds in the 2023 current budget to complete an RFP for consulting services in advance of the Council budget meetings.

Roles

The Library CEO will:

1.   Submit a report to the Library Board in October 2022 requesting an endorsement to prepare and submit a Report to Council seeking pre-budget approval to initiate the strategic planning project.

2.   Submit a Report to Council in January 2023 seeking pre-budget approval to initiate the strategic planning project.

3.   Report the Council decision from the Report to Council to the Board in January 2023.

4.   Initiate RFP competition for consultant in February 2023.

INTERNAL MONITORING REPORT

POLICY TYPE: Executive Limitations

POLICY TITLE: EL 02 Treatment of Clients

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

(signature) Flowers   October 20, 2022
Signed (CEO/Director of Public Libraries)   Date

Policy Element: Header Paragraph

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

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

Compliance will be demonstrated when:
1. All relevant policies, rules and procedures apply to all clients regardless of their use of the Library.
2. All library branches are operated with strict adherence to health and safety policies and practice, with behaviour codes to ensure respectful conduct. Virtual services are operated with policies and practices to protect client safety.
3. There are policies in place to govern staff conduct and public behaviour in physical and virtual library spaces.
4. No information is requested for which there is no clear necessity and lawful purpose.
5. All client information and communications are protected to the extent that no information concerning any client is released without the client's permission, or

through a legal process; all such information is protected against improper access; and measures are in place to ensure that all client information is collected in a manner which respects client privacy.

Evidence:
1. While there are differing rules and policies for those who do not have a library card, or who do not have a library card in "good standing", these variations are well understood by both library clients and the Board.
2. The Personal Conduct Policy outlines the Library's commitment maintain a safe and respectful environment for all. There are no unresolved client complaints about either physical or virtual safety.
3. The Library's Personal Conduct Policy outlines the Library's commitment to maintaining a safe and respectful environment for all who visit. There are no unresolved client complaints about disrespectful treatment. An internal procedure document titled "Exclusion of Use of Library Spaces and Services" was created in August 2021 to provide a standard process for Library staff to follow when removing and reinstating an individual's privileges to use Library spaces and services. Individuals are excluded from using services and spaces when they have caused a significant negative impact on others because of disruptive or abusive behaviour, vandalism, theft, violence or threatening words or actions.
4. Review of the membership registration process. There have been no client complaints regarding intrusive information requests.
5. Review of the registration process ensuring that client privacy is respected. The Library's Freedom of Information and Protection of Privacy Policy and Video Surveillance Policy outlines the Library's commitment to protecting client privacy. There has been no improper release of personal information.

Policy Element #1

Accordingly the CEO will not:

Elicit information for which there is no clear necessity;

I interpret this as follows:
1. "clear necessity": necessary for library service to be provided.

Compliance will be demonstrated when:
1. Only necessary information is requested.

Evidence:
1. Review of the Membership Policy, membership registration process and other procedures in which clients provide information to obtain library service. There are no unresolved client complaints about intrusive information requests.

Policy Element #2

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

I interpret this as follows:
1. "collecting, reviewing, transmitting, or storing client information": these activities include both electronic and physical methods.
2. "improper access": access to personal information by unauthorized persons.

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

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

Policy Element #3

Operate facilities without appropriate accessibility and privacy;

I interpret this as follows:
1. "facilities": all buildings and virtual services.
2. "accessibility": physical and electronic access to library resources.
3. "privacy": protection of client's personal information including video surveillance footage.

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

Evidence:
1. Library facilities are included in the latest version of the City of Pickering's [Council-approved Five Year Accessibility Plan (2021-2025)](#). The Central, George Ashe, and Claremont Libraries meet accessibility requirements. Continuous electronic access to the Library's website, local history and electronic collections is accessible.

2. Provincially mandated Accessibility Standards ensure that library services are available to all. The Library offers the following accessible services:
   - Curbside pick-up
   - Public documents in accessible formats
   - NVDA screen reader software
   - AODA-compliant website

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- Daisy Talking Books
- Physically accessible internet and catalogue stations
- Accessible self-checkout station (Central Library)
- Large print and other formats

Policy Element #4

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

I interpret this as follows:
1. "unaware of what may be expected": lack of full knowledge of the range of services available.
2. "not be expected": lack of knowledge of features, limitations and rules governing services.

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

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

Policy Element #5

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

I interpret this as follows:
1. "way to be heard": an opportunity to dispute their treatment under this policy.
2. "reasonable": fair, moderate, and balanced.

Compliance will be demonstrated when:
1. Clients are aware of the mechanisms to bring forward concerns.
2. There are no unresolved complaints under this policy.

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Evidence:

1. Information for new clients outlines communication methods for expressing their concerns or complaints. The Library website contains the several options for communicating with the CEO, the Board, and members of the leadership team including email address, phone numbers, and an anonymous client feedback form.