

- | | | |
|---|-------------|----------------------|
| 1. Indigenous Land Acknowledgement | J. Flowers | |
| 2. Introduction of 2022-2026 Board Membership | J. Flowers | |
| 2. Public Delegations
None
(Public attendance registration not required – refer to By-laws pg 7) | | |
| 3. Approval of Agenda
Conflict of Interest Disclosure | J. Flowers | MOTION
to Approve |
| 4. Board Elections
(Refer to Section 1 of By-laws) | J. Flowers | |
| 4.1 Nominations / Election of Chair for 2-Year Term (2023-2024) | | MOTION
to Elect |
| 4.2 Nominations / Election of Vice-Chair for 2-Year Term (2023-2024) | | MOTION
to Elect |
| 4.3 Direction to Destroy Ballots | | MOTION
to Destroy |
| 4.4 Newly Elected Chair & Vice-Chair Remarks | | |
| 4.5 Appointment of Secretary-Treasurer | Chair | MOTION
to Appoint |
| 5. Presentations
None | | |
| 6. Consent Agenda | Chair | MOTION
to Approve |
| 6.1 Minutes of the Special Board Meeting – November 17, 2022 [Confidential In Camera Board Meeting Minutes of November 17, 2022 provided under separate cover] | Pg 1 | |
| 6.2 Minutes of the Previous Board Meeting – November 24, 2022 | Pg 3 | |
| 6.3 Library Information Update – January 2023 | Pg 6 | |

6.4	2022 Stats Review (KPIs)	Pg 12		
6.5	2022 Incident (Security) Report	Pg 13		
6.6	2023 Annual Board Calendar	Pg 16		
6.7	2022-2026 PPL Board Terms of Reference	Pg 18		
7.	Ends Discussion			
7.1	EP 01 Global Ends Monitoring Report and Policy	Pg 23	J. Flowers	MOTION to Adopt
8.	Staff Reports			
8.1	Anti-Black Racism Working Group Update [Minutes of the November 9, 2022 ABRWG meeting attached - Pg 27]	Verbal Update	S. Oza	
8.2	2024-2027 Strategic Plan Funding	Verbal Update	J. Flowers	
8.3	Report 01-23 2019-2022 Board Term Legacy Letter	Pg 31	J. Flowers	
8.4	2023 Draft Capital Budget	Pg 33	J. Flowers	
9.	Monitoring Reports – Executive Limitations			
	None			
10.	Board Committees			
10.1	Report 02-23 Library Board Committees Summary	Pg 34	E. Bird	
10.2	Community Linkage Committee Member Selection		Chair	MOTION to Confirm
10.3	CEO Evaluation Committee Member Selection		Chair	MOTION to Confirm
10.4	Decision to Establish Building Ad Hoc Committee		Chair	MOTION to Confirm
10.5	Building Ad Hoc Committee Member Selection		Chair	MOTION to Confirm
10.6	Committee Staff Liaisons		J. Flowers	

11. Governance

11.1 BCD 06 CEO Evaluation

Pg 36 Chair

MOTION
to Adopt

12. Board Policy Review

12.1 The following EL Policy will be discussed at the next Board meeting. All members to review prior to the next meeting.

EL 08 Asset Protection

A. Maginley

EL 03 Staff Treatment

F. Mahjabeen

13. New Business

13.1 Member Community Reports

13.2 Filming In Library

Verbal J. Flowers
Update

13.3 OLA (Ontario Library Association)
Super Conference 2023 – February 1-4, 2023

Verbal J. Flowers
Update

13.4 Board Governance Training & Library
Tour – February 25, 2023

Verbal J. Flowers
Update

13.5 Land Acknowledgement at Board
Meetings

Verbal S. Sheehy
Update

14. Confidential Matter

None

15. Board Evaluation

Chair

16. Adjournment

Chair

MOTION
to Adjourn

Next Meeting:

To be Held: Thursday, February 23, 2023, 7:00 pm

Location: Hybrid (Virtual / Central Library Auditorium)

Preliminary List of Motions

Item # Motion

3. THAT the items in the Agenda be approved by the Board as presented/amended.
- 4.1 THAT be elected as Chair of the Pickering Public Library Board for a 2-Year term from 2022 – 2024.
- 4.2 THAT be elected as Vice-Chair of the Pickering Public Library Board for a 2-Year term from 2022 – 2024.
- 4.3 THAT the ballots used in the election of the Pickering Public Library Board Chair and Vice Chair be destroyed.
- 4.5 THAT be appointed as Secretary-Treasurer of the Pickering Public Library Board for the 2022-2026 term.
6. THAT the items in the Consent Agenda be approved by the Board as presented/amended.
- 7.1 THAT the Board adopt Monitoring Report EP 1 Global Ends Policy as presented; and THAT the Board adopt Policy EP 1 Global Ends Policy as presented/amended, the Policy being complete, sound, and effective.
- 10.2 THAT the Board confirm the selection of as members of the Community Linkage Committee.
- 10.3 THAT the Board confirm the selection of as members of the CEO Evaluation Committee.
- 10.4 THAT the Board confirm the establishment of the Building Ad Hoc Committee.
- 10.5 THAT the Board confirm the selection of as members of the Building Ad Hoc Committee.
- 11.1 THAT the Board adopt BCD 06 CEO Evaluation Policy as presented, the Policy being complete, sound, and effective.
16. THAT the meeting be adjourned.

The City of Pickering Public Library Board

DRAFT Special Board Meeting Minutes

Held: November 17, 2022
Location: Virtual meeting

Attendees: M. Anderson, R. Coelho, A. Maginley, D. Sharma, S. Sheehy (Chair)

Absent: M. Fatema, S. Beckett, S. Pragg

Staff: R. Perera, Deputy Clerk

Meeting Commencement Time: 6:00 p.m.

1. Meeting Called to Order

S. Sheehy called the meeting to order.

2. Conflict of Interest Disclosure

No interest declared.

3. Appointment of Acting Board Chair

An acting Board Chair was not appointed as S. Sheehy, Chair, was present at the meeting.

4. Appointment of Board Secretary

Motion #22.56

Moved by M. Anderson, Seconded by R. Coelho Motion **THAT** Rumali Perera, Deputy Clerk, City of Pickering, be appointed as Secretary for the Pickering Public Library Board for the Special meeting held on November 17, 2022 to record minutes and provide procedural advice as needed during the course of the meeting.
Carried.

5. Confidential Matters

Motion #22.57

Moved by D. Sharma, Seconded by A. Maginley Motion **THAT** the Board move into closed session in accordance with the provisions of Section 16.1(4) of the *Ontario Libraries Act* and Section 2.9 of the Pickering Public Library Board By-laws, in that the matters to be discussed related to personnel matters about an identifiable individual.
Carried.

5.1 CEO Evaluation

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

The City of Pickering Public Library In-Camera Board Meeting Minutes

Motion #22.59

Moved by D. Sharma, Seconded by R. Coelho Motion **THAT** the Board rise from the closed session

Carried.

Motion #22.60

Moved by M. Anderson, Seconded by A. Maginley Motion **THAT** the Board ratify the recommendation from the In Camera portion of the Special Meeting of the Pickering Public Library Board.

Carried.

Chair S. Sheehy stated that during the In Camera portion of the meeting, the Board discussed matters related to personnel matters about an identifiable individual.

6. Adjournment

Motion #22.61

Moved by R. Coelho, Seconded by A. Maginley **Motion THAT** the meeting be adjourned.
Carried.

The meeting was adjourned at 6:58 pm.

Signature of Board Secretary:

Date:

Signature of Library Board Chair:

Date:

The City of Pickering Public Library Board

DRAFT Meeting Minutes

Held: Thursday, November 24, 2022

Location: Hybrid (Virtual / In-Person)
www.pickeringlibrary.ca/board

Attendees: S. Sheehy (Chair); M. Anderson; S. Beckett; R. Coelho; M. Fatema; S. Pragg; D. Sharma

Absent: Councillor M. Brenner; Councillor S. Butt; A. Maginley

Staff: J. Flowers – CEO/Director of Public Libraries; E. Bird – Director of Support Services;
S. Oza, Director, Engagement & Client Experience; B. Gregory – Executive Assistant

Meeting Commencement Time: 7:08 pm

1. Public Delegations

There were no public delegations.

2. Approval of Agenda, Conflict of Interest Disclosure

No interest was declared.

S. Oza reported that she had an additional item to include in the Library Information Update – November (item 4.2 of the consent agenda); added to New Business as item 10.4.

Motion #22.62

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

Carried.

3. Presentations

None.

4. Consent Agenda

4.1 Minutes of the Previous Board Meeting – October 27, 2022

4.2 Library Information Update – November 2022

4.3 KPI Stats – as of October 31, 2022

4.4 Financial Review – as of November 16, 2022

Motion #22.63

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

Carried.

5. Ends Discussion

5.1 End of Term Reflections / Roundtable

J. Flowers led the Board Members in an informal discussion about the 2019-2022 Board term and the successes, challenges and what lies ahead. Ideas and reflections captured will be used to draft a legacy letter which will be included in the January 2023 Board package.

No actionable items for the Board resulted from this discussion.

6. Staff Reports

6.1 Anti-Black Racism Working Group Update

S. Oza reported that the minutes from the November ABRWG meeting will be included in the January 2023 Board package. In absence of these minutes, S. Oza provided a verbal update as she attended the November meeting.

S. Oza reported that the Group met with the Events team, who brought forward their ideas and plans in response to the 2022 ABRWG recommendations.

6.2 2024-2027 Strategic Plan Funding Update

J. Flowers reported that she spoke with S. Karwowski, City of Pickering Treasurer, who advised that certain financial items would not go before Council until early 2023 as the December Council agenda was quite full. J. Flowers will report back with an update at the January Board meeting.

7. Monitoring Reports – Executive Limitations

7.1 EL 07 Emergency Executive Succession

S. Beckett advised that he met with J. Flower to review the monitoring report. S. Beckett advised that to his knowledge this policy is satisfied.

Motion #22.64

Moved by S. Beckett, Seconded by D. Sharma **Motion THAT** the Board adopt Executive Limitation 07 Emergency Executive Succession Monitoring Report as presented; and **THAT** the Board adopt Executive Limitation 07 Emergency Executive Succession Monitoring Policy as presented, the Policy being complete, sound, and effective.
Carried.

8. Board Committee Reports

8.1 Report of the CEO Evaluation Committee

S. Sheehy reported that an in-camera meeting had been held to finalize the CEO's annual evaluation, during which the evaluation document was completed, passed, and decisions made ratified. The committee will finalize the document and send it to J. Flowers. Board members who wished to add their comments to the evaluation document were asked to send them to S. Sheehy.

9. Governance

None.

10. New Business

10.1 Member Community Reports

There were no member community reports.

10.2 Canadian Urban Libraries Council (CULC) Update – Halifax Meeting

J. Flowers reported that she attended the recent CULC meeting in Halifax and gave the Board an overview on some of the big issues, themes, and trends that were discussed at the meeting.

10.3 2022-2026 Library Board Recruitment Update

J. Flowers reported that a total of 30 applications were received for the 2022-2026 Library Board. 8 candidates were selected for an interview.

J. Flowers expressed her thanks to outgoing members R. Coelho and M. Anderson and to Councillor Brenner for their assistance with the interviews. A Report to Council will be prepared with recommendations for Council at the December 5, 2022 Council meeting.

10.4 Addition to the Library Information Update

S. Oza reported that on Saturday, November 19, 2022 a new partner organization, the Hindu Swayamsevak Sangh (HSS), presented an exhibition in celebration of Hindu Heritage Month. The event, “Darshana: A Glimpse into the Hindu Civilization,” was a colorful overview of Hindu concepts and practices, offering an opportunity to learn about one of the oldest civilizations in the world with continuing global presence today. It was very well received with over 70 people in attendance.

11. Confidential Matter

None.

12. Adjournment

Motion #22.65

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

The meeting was adjourned at 7:56 pm.

Signature of Library CEO:

Date:

Signature of Library Board Chair:

Date:

Board End: Lifelong Learning**Celebrate Kwanzaa!**

On December 29th, we hosted an in-person Celebrate Kwanzaa program for families in partnership with Durham Family and Cultural Centre. The event included the Ujamaa Principle Lighting Ceremony, drumming, storytelling, crafts and refreshments. We had 90 people in attendance! We had a few participants mention that they didn't know the library hosted cultural programs and that they were very impressed and hope to see more.

**Maker Space**

In the weeks leading up to the holidays, the Maker Space had a higher than usual number of appointments with clients wanting to make personalized gifts. There was higher demand for the vinyl cutter, Carvey and 3D Printer for the holiday season. In 2023 staff will offer gift-themed programming to teach clients skills and provide gift ideas.

Paint Night (Teens)

A Teen Paint Night was held in December in partnership with PAC4Teens (a teen group with the City of Pickering). The group asked for more art events in the future.



Noon Year's Eve



On December 31st, we hosted a Noon Year's Eve program for families to celebrate New Year's Eve. Children participated in various crafts such as making noisemakers, creating and decorating party hats, and colouring activities. Staff did a countdown at 12:00pm and had balloons fall from the ceiling which the children loved! The event was well attended with about 100 people in attendance with another 115 people on the waitlist.

Board End: Inclusive and Welcoming Public Facilities & Virtual Spaces

New Central Lobby Feature Wall & Themed Displays



At the end of December, in honour of former City Councillor and Library Board Member Ian Cumming, a beautiful new feature wall came to life in the Central Lobby! Patterned wallpaper, new shelving units and themed collection displays of new and popular materials make the space look bright and inviting for clients to linger and browse. A dedication panel to Councillor Cumming will be unveiled in February.



Additionally, shelves in the lobby are piloting three new themed displays at the Central Library with multiple copies of popular Children and Teen novels, along with multiple copies of Adult Fiction titles representing diverse voices. We're hoping the new displays will become a go-to spot for clients to browse and easily discover a great title to take home!

DARS Holiday Event

In December, DARS hosted an extended holiday party in the Central Library's auditorium. In attendance were DARS clients and volunteers, and Library and City staff. The event included gifts, prizes, donations, speeches, and plenty of food. It was a lovely opportunity to recognize the vital assistance DARS provides to homeless and housing insecure clients in Pickering, and all of the work that goes into making the group so successful at what they do. DARS will continue to meet throughout 2023 on Wednesdays from 11am-1pm at the Central Library.

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

Claremont Library Collaborative (CLC)

The first meeting of the CLC was held at the Claremont Library in January. Six volunteer residents joined staff to discuss the upcoming projects at the Claremont Library. The projects include an accessible public washroom, extended access to the branch and improvements to furniture and programs. The group will be asked to contribute input into Claremont Library projects, support gathering feedback from the community and promote the new services. This is a new model of client engagement being tested by the Library.

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

Celebrating Black Excellence in Entrepreneurship

In December, library clients were provided with the opportunity to connect with three local Black entrepreneurs to discuss their small business experience and offer advice as successful entrepreneurs. 15 clients attended the 2-hour event. The presenters Janice Pancho (President & CEO of Canada Black Owned Marketplace, Keisha Tomlinson (CourtesyNaturalz), and Eboné Davis (Ebony Earth Co.), will be returning to present again in February.



Sensory Support Kits and Memory Kits



Two new assistive support collections have been added to the Library's collection.

Five Sensory Kits from Autism Canada, designed to assist clients on the autism spectrum to cope in heightened sensory environments, include various tools which can assist with sensory stimulus, and can be borrowed for three weeks.

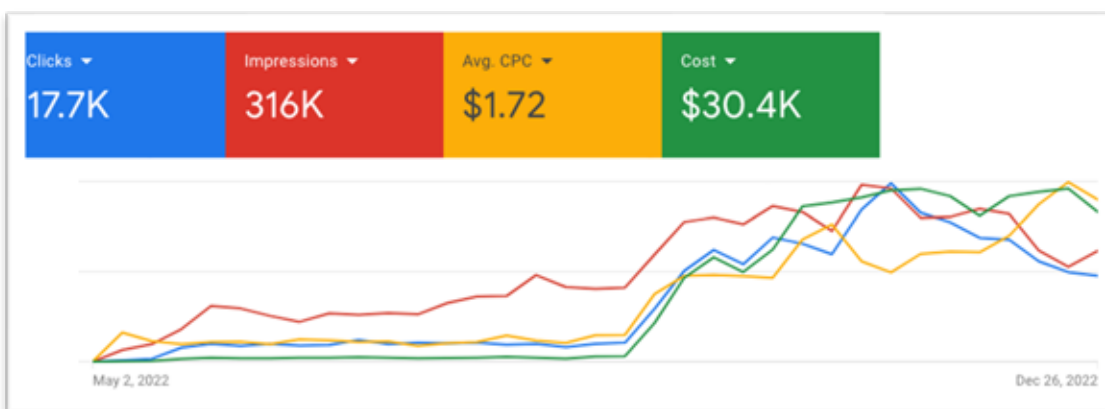


Six themed Memory Kits are now available to clients for a three-week loan period. The kits contain items and activities used to trigger memory and facilitate discussion. As dementia or other memory loss progresses, these kits can be used as a way for clients and their caregivers to connect and initiate conversation as they explore the items in the kit together.

Supporting Organizational Excellence

Google Ad Spend Grant

In May 2022, the Library was accepted into the Google for Non-Profits Program and received an in-kind Google Ads Grant of up to \$10,000 USD per month for text ads, among other benefits. The Ad Grant helps ensure the Library is at the top of Google search results within our geographic region and provides the opportunity to promote digital content, campaigns and events. Through this program, the Library received a benefit of \$30,400 USD in ad spending in 2022.



2022 Staff Celebrate Event

On December 6, 2022, the staff Celebrate Event was held, and this year's theme was "PPL's Got Talent". Staff had the opportunity to showcase their various talents such as singing, painting, or crocheting. Even the Leadership Team got involved by showing off their TikTok dancing skills!

Twelve staff celebrated years of service milestones. In addition, four staff were recognized in the newly introduced peer to peer recognition program for living the PPL Values and received Values Awards for Collaboration, Design for Better and Better, Respect, and Trust.



What's New?

PPL's First Book Sale Event

At the end of November, the Central Library hosted a very successful Book Sale event. The event ran from Friday afternoon to end of day Sunday and was consistently busy with community members browsing through weeded Library books, DVDs, CDs, and audiobooks to take home. Clients were asked to make a donation of their choice. Close to \$2,000 was collected over the weekend and these funds were used to purchase a Sensory Table for the Children's Area at Central.

Staff received lots of great community feedback about the event and recorded many heartwarming stories:

One mom mentioned how grateful she was for the event. She said that everything she does is for her children, and she was grateful to be able to select books and resources for herself and pay what she could.

Children walked away with stacks of great books, and some brought their piggy banks to be able to make a cash donation.

We had feedback from grateful teachers who were looking for materials for their classroom libraries and blackout poetry projects!

One of our Seniors Social regulars set herself up in the Maker Space on Sunday and called all of her friends and family to tell them to come check out the sale (some came in from Toronto) - she was a wonderful ambassador.



2022 KPI Statistics

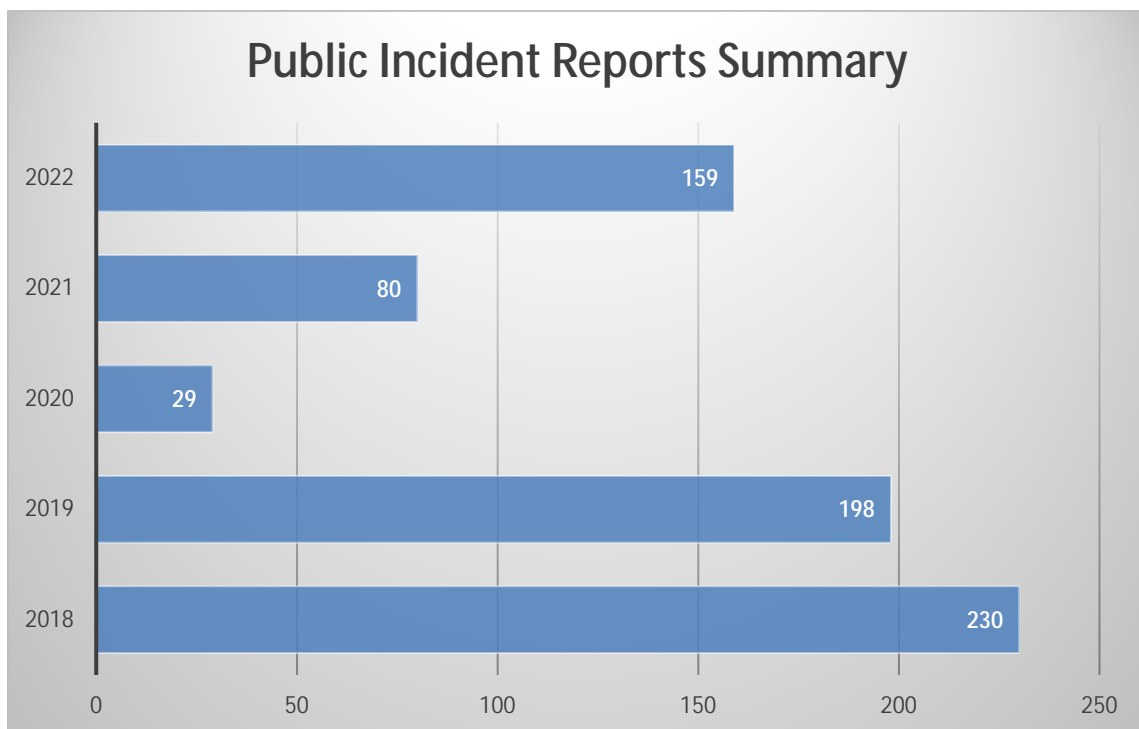
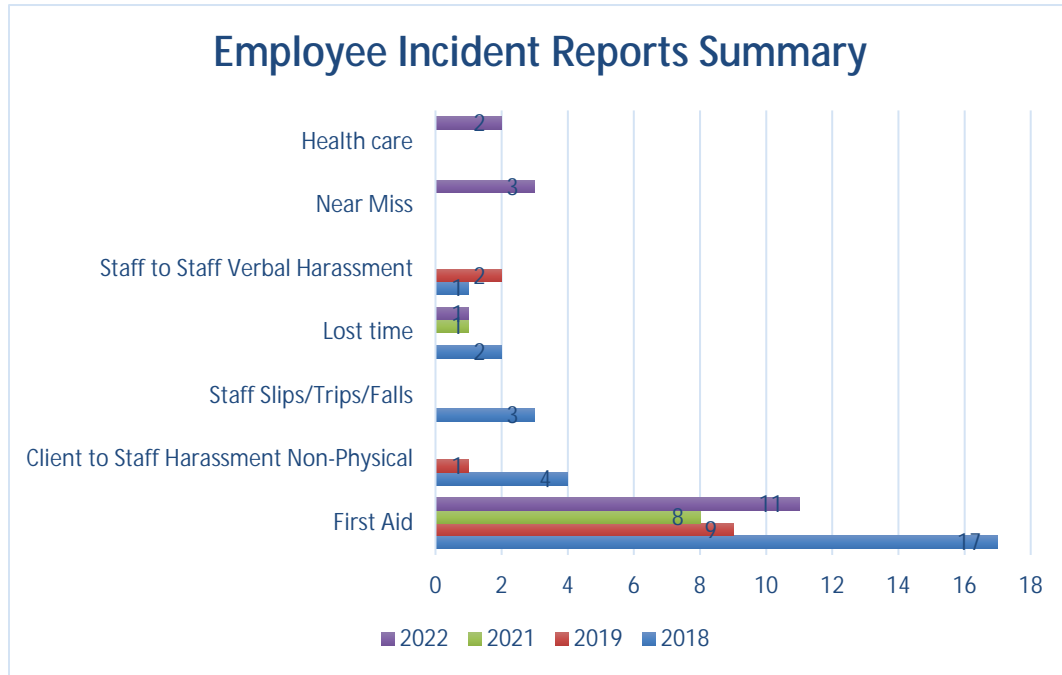
	2021	2022	Change Year over Year	
Total circulation	758,202	860,735	14%	
Cardholders	33,855	33,497	-1%	Per capita: 33%
In-person visits	108,850	253,737	133%	
Website visits	267,796	449,059	68%	Starting mid-2022, the counting method was updated for improved accuracy.
Catalogue visits	339,464			
Public Computer Use	433,144	29,381	-93%	Different counting method in 2021 vs 2022. Newer method for improved accuracy.
Total Digital Learning Sessions	109,689	57,220	-48%	Loss of at home access to Ancestry.com during 2022 led to lower stats
Number of programs	514	591	15%	
Program attendance	9,088	14,855	63%	
Outreach events	6	59	883%	
Outreach attendance	134	2,236	1569%	
Curbside Only Hours	1317	0	-100%	No curbside-only hours in 2022
Open Branch Hours	3906.5	6824	75%	Total open hours (including curbside-only in prior year) increased by 31% from 2021 to 2022.

Employee Incident Reports	
Type of Incident	Number of Incidents
First Aid	11
Near Miss	3
Staff to Staff Verbal Harassment	0
Lost time	1
Client to Staff Harassment Non-Physical	0
Staff Slips/Trips/Falls	0
Health Care	2

Public Incident Reports	
Type of Incident	Number of Incidents
Theft/Missing	18
Misuse/Malfunction of Property	18
Client Drug/Alcohol	13
Client Disruptive Behavior – Excessive noise	12
Building issues	8
General Client Complaint	7
Client to Client Disturbing Peace, Non-Physical	7
Client First Aid Treatment/Injury	7
Returning Excluded Client	3
Pests	2
Client Refusing to leave	2
Police Looking for Someone	1
Damage to Property/Equipment	1
Client to Staff Workplace Violence Physical	1
Client to Client Verbal Harassment	1
Client to Client Disturbing Peace, Physical	1
Client Mental Health Issue	1
Client Indecency/Obscene Behavior	1
Child Unattended/Missing Person	1
Request for Support (Non-Library Related)	0
Manager - Client Recovery Conversation	0
Graffiti	0
Client to Staff Workplace Violence Non-Physical	0
Client to Staff Verbal Harassment	0
Client to Staff Threat	0
Client to Staff Sexual Harassment	0
Client to Staff Rudeness	0
Client to Client Threat	0
Client to Client Sexual Harassment	0

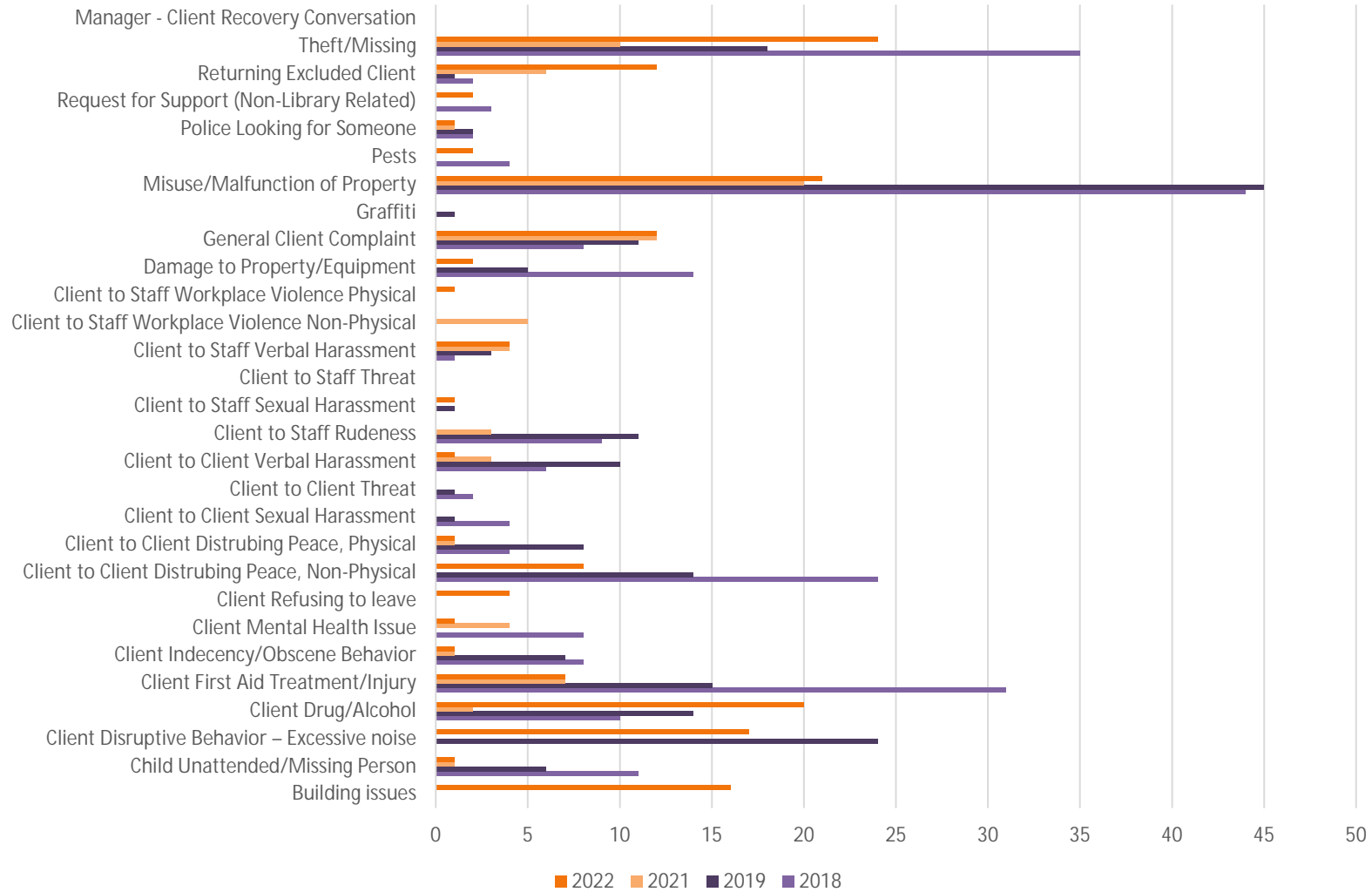
NOTE: Although some incidents fit into more than one category, each incident is only counted once in the category it “best” fits to avoid inflating the statistics.

Annual Summaries



- 2020: Pandemic Province-wide lockdown
- 2021: Pandemic Province-wide lockdown was in place for part of the year
- 2022: Gradual return to pre-pandemic lockdown open hours
- ✓ See chart on next page for details of types of incidents per year

Public Incident Summary with details: 2018-2022



16

Meeting Date & Location	Board Means / Activities	Board Committee Activities	Ends Development & Monitoring	Presentations / Staff Reports	Policies / Monitoring Reports	Other
Sept 28 7:00 pm Hybrid			2024 Current and Capital Budget Estimates 2 nd Quarter Stats Review (KPIs) 2 nd Quarter Financial Review Jan-Jun 2023 Incident (Security) Report	City Treasurer Director, Human Resources Strategic Plan Update	EL 05 Financial Planning EL 06 Financial Condition	
Oct 26 7:00 pm Hybrid	Approve 2022 Audited Financial Statements		3 rd Quarter Stats Review (KPIs) 3 rd Quarter Financial Review	Marketing and Community Engagement	EL 02 Treatment of Clients	
Nov 23 7:00 pm Hybrid		2024 Linkage Committee Workplan & 2023 Review 2024 Building Committee Workplan & 2023 Review		Strategic Plan Update	EL 07 Emergency Executive Succession	
Dec 14 7:00 pm Hybrid	Board Dinner Board's Annual Report to the Community	CEO Evaluation In-Camera Meeting				

**Pickering Public Library Board
2022-2026
Terms of Reference**

1. Enabling Legislation

The [Public Libraries Act](#), R.S.O. 1990, c. P.44, s.3 (3) provides the authority, and direction for the establishment of public library boards by municipal Councils. The relevant sections of the Act are as follows.

Board

3 (3) A public library shall be under the management and control of a board, which is a corporation known in English as The City of Pickering Public Library Board. R.S.O. 1990, c. P.44, s. 3 (3).

Composition of Public Library Board

9 (1) A public library board shall be composed of at least five members appointed by the municipal Council. 2002, c. 18, Sched. F, s. 3 (8).

Board Members

10 (1) A person is qualified to be appointed as a member of a board who is a member of the appointing Council or,

- a) Is at least eighteen years old;
- b) Is a Canadian citizen or permanent resident of Canada within the meaning of the *Immigration and Refugee Protection Act* (Canada);
- c) Is,
 - i. A resident of the municipality for which the board is established in the case of a public library board,
 - ii. A resident of a municipality that has a contract with the board under section 29,
 - iii. A resident of the board area of a local service board that has the contract with the board under section 29,
 - iv. A member of an Indian band that has a contract with the board under section 29, or
 - v. A member of a second board that has entered into a contract with the board to purchase from it library services for the residents of the second board; and
- d) Is not employed by the board or by the municipality or county or, in the case of a union board, by any of the affected municipalities. R.S.O. 1990, c. P.44.s.10 (1); 2002, c. 18, Sched. F, s. 3 (9).

Number of Council Members on Board Limited

10(2) The appointing Council shall not appoint more of its own members to a board than the number that is,

- a) In the case of a public library board or union board, one less than a majority of the board;

Pickering Public Library Board

2022-2026

Terms of Reference

Term

10 (3) A board member shall hold office for a term concurrent with the term of the appointing council, or until a successor is appointed, and may be reappointed for one or more further terms. R.S.O. 1990, c. P.44, s. 10 (3).

Time for Making Appointments

10 (4) The first appointments of members of a new board shall be made at a regular meeting of council and the member shall take office as soon as possible thereafter, and thereafter appointments shall be made at the first meeting of council in each term, but if the council fails to make the appointments at its first meeting, it shall do so at any regular or special meeting held within 60 days after its first meeting. R.S.O. 1990, c. P.44, s. 10 (4); 2002, c. 18, Sched. F, s. 3 (10).

Notice of Vacancies

11 (1) The clerk of the appointing municipality or county or, in the case of a union board, the clerks of the affected municipalities shall give public notice of vacancies on the board by publishing a notice of them, inviting applications, in a newspaper of general circulation in the municipality. R.S.O. 1990, c. P.44, s. 11 (1).

2. Responsibilities

2.1 The purpose of the Board is to:

- Represent the interests of the ~~moral ownership, defined as the~~ Residents of Pickering
- Determine the benefits that the organization will provide, keeping a long term, strategic perspective (the Ends policies)
- Monitor the operations to ensure that the Executive Limitations policies are being complied with and that the Ends policies are being accomplished according to Board-CEO Delegation policies.

3. Composition

3.1 The Board shall be comprised of 8 citizen appointments and 2 members of Council.

4. Board Chair

4.1 The position of Chair will be elected by a majority of the Board at the first meeting of the applicable calendar year during the term of the Board. The Chair will serve for a two-year term and until a successor is elected. A Board member may not serve as Chair for more than 3 consecutive (two year) terms.

4.2 The Chair will preside at all Board meetings, maintain order, decide whether motions are in order, and rule on all procedural matters.

5. Vice-Chair

5.1 The position of Vice-Chair will be elected by a majority of the Board at the first meeting of the applicable calendar year during the term of the Board. The Vice-Chair will serve for a two-year term and until a successor is elected. A Board member may not serve as Vice-Chair for more than 3 consecutive (two year) terms.

Pickering Public Library Board

2022-2026

Terms of Reference

- 5.2 In the absence of the Chair, the Vice-Chair will preside and will have all of the Chair's powers and responsibilities.

6. Councillors

- 6.1 A member of Council is appointed to the Library Board to act as a liaison between Council and the Board; respond to Board members' questions; provide updates on Board activities to Council and to provide updates on Council activities to the Board.
- 6.2 Members of Council are also acting members of the Library's Board and as such have the responsibilities and duties that are assigned to all Board members.

7. Treasurer

- 7.1 The Board will appoint a Treasurer. Typically, that will be the ~~City-Treasurer~~CEO/Director of Public Libraries or his/her designate.
- 7.2 The Treasurer will:
- Receive, keep safely, and account for all the Board's money
 - Deposit all money received on the Board's behalf to the credit of that account or accounts
 - Disburse funds as required by provincial and federal legislation, City and Library procedures, and Board resolutions

8. Board Members

- 8.1 Duties of Board Members:
- employ a competent and qualified CEO
 - determine and adopt written policies to govern the Library
 - determine the 'Ends' for the Library
 - understand the Library programmes and needs of the community in relation to the Library
 - keep abreast of standards and trends in libraries
 - be aware of local and other laws which affect libraries and play an active role in initiating and supporting beneficial Library legislation
 - attend all Board and committee meetings as assigned. May attend outside meetings and workshops for Board members
 - be an effective advocate for the Library in the community
 - be prepared to interact with provincial library agencies if required.
 - interest in the Library, the community and their inter-relationship
 - readiness to dedicate time and effort
 - knowledge of the community's social and economic condition
 - aptitude for planning – both long and short range
 - ability to work in a political environment

Pickering Public Library Board

2022-2026

Terms of Reference

8.2 Disqualification of Board Members

If a board member,

- a) is convicted of an indictable offence;
- b) becomes incapacitated;
- c) is absent from the meetings of the board for three consecutive months without being authorized by a board resolution;
- d) ceases to be qualified for membership under clause 10 (1) (c); or
- e) otherwise forfeits his or her seat,

the member's seat becomes vacant and the remaining members shall forthwith declare the seat vacant and notify the appointing council accordingly. R.S.O. 1990, c. P.44, s. 13.

8.3 Vacancies

Where a vacancy arises in the membership of a board, the appointing council shall promptly appoint a person to fill the vacancy and to hold office for the unexpired term, except where the unexpired term is less than forty-five days.
R.S.O. 1990, c. P.44, s. 12.

9. Library Staff

- 9.1 The CEO/~~Director of Public Libraries~~ of the Pickering Public Library is the Board's employee to whom the Board delegates the supervision and direction of the Library and its staff. He or she will attend all Board meetings and will have the other powers and duties that the Board assigns from time to time. The Board's relationship with the CEO is defined in Board-CEO delegation policies.

10. Reporting

- 10.1 The Library Board will provide an annual report at year end to Council to communicate its activities in the preceding year. Generally, this annual report follows the release of the Library's audit.
- 10.2 The Library Board will present its four-year strategic plan to Council in which it prioritizes library services to the community based on community feedback and engagement.

11. Meetings

- 11.1 The Library Board shall meet every fourth Thursday of the month at 7:00 pm.
- 11.2 ~~The meeting schedule is monthly, except for June and July. Special meetings may be held from time to time.~~ The Library Board shall hold at least seven regular meetings in each year. 2019, c.14, Sched.12, s.2.

12. Conflict of Interest

Pickering Public Library Board

2022-2026

Terms of Reference

- 12.1 The *Municipal Conflict of Interest Act* will govern the Board; an agenda will include provision for the Members to disclose a direct pecuniary interest in a matter and the general nature thereof.

13. Budget

- 13.1 The CEO shall be responsible for the Library budget, which shall be submitted annually in accordance with established City budget guidelines.
- 13.2 The CEO will present a draft budget for review by the Board on an annual basis, prior to submission to City Council for approval.

Policy Type:	ENDS POLICY			EP 1
Policy Title:	Global Ends Policy			
Last updated:	June 2021	Reviewed:	Annually in January	

Ends Policy:

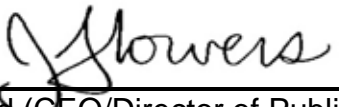
The Pickering Public Library exists to ensure that all Pickering residents have equitable access to the resources, information, and ideas that will enrich their civic, educational, career, and personal lives.

Second Level Ends

1. Residents will be supported in their lifelong learning needs at all ages and stages.
2. Residents will be enriched by a culture of reading.
3. Residents will have access to inclusive, accessible, and welcoming public facilities and virtual spaces where the entire community can read, work, connect, collaborate, create, play, learn, or simply be.
4. Residents will have access to library services that are high quality, efficient, and cost-effective, developed with community input and awareness.
5. Residents will have access to library services that support their financial, physical, social, and mental well-being.
6. Residents will have access to library services that champion inclusion, diversity and belonging.

POLICY TYPE: ENDS**POLICY TITLE: EP 01 Global ENDS**

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



Signed (CEO/Director of Public Libraries)

January 19, 2023

Date

Policy Element: First Level Ends

The Pickering Public Library exists to ensure that all Pickering residents have equitable access to the resources, information, and ideas that will enrich their civic, educational, career, and personal lives.

Interpretation:

1. “Pickering residents”: all members of the Pickering community (i.e., individuals who reside in Pickering and those who although they may not reside in Pickering are enrolled in a Pickering school, own property in Pickering, or are employed by a Pickering business).
2. “equitable access”: deliberate and intentional efforts to create service delivery models that will make sure that community members can access the resources, ideas, and information they need.
3. “resources, information and ideas”: the library collection, programs, and all facilities and services.

Compliance will be demonstrated when:

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

Evidence:

1. The overall reporting on the global ends achieved in 2022 shows a sharp increase in use of library services and programs over the prior year.

As of December 2022, the number of active library accounts remained fairly stable compared to the prior year (2022: 33,497; 2021: 33,855). The number of memberships fluctuates during the year as new cards accounts are created and unused accounts are switched to inactive. An active account can represent one individual or may be the single account for an entire household. Some library services can be accessed without a library account. As such, the number of accounts does not represent total number of residents who use the library in Pickering.

According to the latest provincial statistics (2022), the average membership per capita rate among comparably sized libraries is 33%; Pickering's membership rate is 33%.

In 2022, there were 4,593 library accounts created (2021: 2,954) which is a 55% increase over the prior year and is the highest number of new accounts created in a year since 2013.

2. The Library's most significant change to reducing barriers in 2022 was the elimination of late fees for all materials. The new practice has resulted in more equitable library service for residents who need the library most. Following the Goodbye Late Fees announcement, there was an uptick in new memberships created from July to December 2022.

PPL's three branches and the pickeringlibrary.ca website continue to meet accessibility standards.

Core library services remain free of charge as per the *Public Libraries Act*.

3. The Library was able to restore service levels and programs to pre-pandemic standards by the end of 2022. This included metrics such as:

- Total hours per week system wide (2022: 156 hours; 2019: 155 hours)

- Availability of all equipment in the Maker Space

- Return of in-person and outreach programs

- Auditorium bookings for community users and partners

Measurement of this value can be seen in both the numerical data and the stories of the past year:

- We loaned 860,000 physical and digital items (2021: 758,000)

- We delivered 590 programs to an audience of 14,800 attendees (2021: 514 programs, audience of 9,100 attendees)

Stories and comments from staff and clients:

Client shared that she loves the interactive display in the lobby to do with voting and the agree/disagree table. She also loves what we've done in the kids' area for voting. A client commented that the library looks beautiful & spacious, and it's nice and clean! She said we must have done a lot of work when we were shut down due to covid.

Client shared she loves the Ontario Parks Pass backpack and hopes we have them next year.

A newly arrived family from Peru has been visiting the George Ashe Library daily as they get settled into their new home, schools, and jobs. They said they are enjoying coming to the Library and appreciate the welcoming staff and space. The teenage children are interested in volunteer opportunities at the library this summer and we were able to promote the English Conversation Circle and the Welcome Center as helpful services available to them.

Client shared this comment: "My 5-year-old grandson and I visited the George Ashe Library. What a pleasant experience! Jacob is obsessed with the Dogman series by Dav Pilkey. The staff member went out of her way to find a Dogman book that Jacob hadn't read. Staff members were friendly and welcoming. Signs around the Library are positive and inviting. Thank you very much for creating a lovely and comfortable environment. We'll be back soon!"

Second Level Ends will be presented at the January Board meeting.

Meeting Minutes – DRAFT

Anti-Black Racism Working Group

Wednesday November 9th, 2022, 6:30 pm

Online – Zoom Web Call

Attendees: Romina Diaz, Samantha Adebisi, Nicole Facey, Charmain Brown, Stephen Linton, Titi Katibi, Shaibu Gariba, Marsha Hinds-Layne

Library Staff: Shobha Oza, Joel Sutherland, Shahin Dashtkian

Absent: Bernadette Hood-Caesar, Teronie Donaldson, Sabrina Yung

1. Welcome! Land and Ancestral Acknowledgement:

- Read by Joel and Sam
- Shobha and group members congratulated Stephen on being voted in as a School Trustee.

2. Conflict of Interest Declaration

- No new conflicts of interest declared.
- With respect to a previous conflict of interest question tabled, Stephen shared the conversation that took place around whether his involvement in the ABRWG as a School Trustee would pose any conflicts of interest. No conflicts of interest were identified at this time. For workload balance however, Stephen shared that he may personally elect to step down from the Youth Subcommittee. His intention is to see the consultation through and then determine next steps.
- If Stephen needs to step down from the Youth Subcommittee, Sam has offered to step in, and Romina also offered to be a backup.

3. Review of September and October meeting minutes

- Few typos that Shobha will fix.
- ABRWG comfortable with meeting minutes.
- Shobha reflected on the library visits members of the ABRWG attended. ABRWG members shared how lovely the experience was and that they enjoyed the opportunity to get to see everyone in person.

4. ABRWG Events Discussion and Recommendation

- Joel and Shahin provided reflection outcomes and proposed recommendations from their last presentation and discussion with the group in August.
- Priorities:
 - Offer more Black focused events through the year (outside of February).

- Improving how the library engages the community and local Black-led/owned businesses to help increase Black representation in the facilitation of library events.
- Create a safer space and more inclusive experience for Black clients in all events. Goal is to improve sense of belonging in the library for clients who self-identify as Black.
- The Library works with the City around the different celebrations they have and they use it as a scope in celebrating the same things.
- The ABRWG tabled for consideration, an Events Subcommittee, involving library staff. Shahin, Joel and Shobha will take this back to the team for consideration. Alternatively, it was suggested and supported by some ABRWG members, that perhaps the Events Team provide the ABR focused event plans and/or the planning process consideration to the ABRWG for on-going feedback. It was noted that the library Events Team (functional leaders) are very excited to support the ABRWG and if the group would like to invite them to the table and to meet with them that will be great.
- A question arose about the City of Pickering Anti-Black Racism Taskforce (PABRT) and collaborations with the ABRWG. Shobha noted that through conversations with the staff liaison, we know that PABRT is keen on working with the ABRWG.
- In continuing to think about Events specific recommendations, a few questions arose about the public event proposal process:
 - Can individuals submit an application for an event idea for which they want to volunteer facilitator or if they are seeking an honorarium? Applicants can indicate in their event proposal, the cost, if any, for the suggested event idea. Typically if someone is seeking compensation for providing the facilitation of the proposed concept, they would (could) include such detail or share it in the follow up communications with staff.
 - How long will it take for a facilitator to have the opportunity to conduct an event? Once the library receives the application, it is then reviewed and staff get back to the person right away or we provide them with a timeline on when a team member will get back to them.
 - The importance is the awareness that this (event proposal procedure) exists and the execution of it.
 - What would it cost for an organization to conduct an event at the library? Community partners may be eligible to have the room booking fee waived in exchange for the delivery of a public program, once it's determined the event will be open to the public at no cost. The library can also help to plan and collaborate on the implement, as well as help with the promotion of the event.
 - Shahin noted that we could look at including information on the website that informs potential library partners that a room booking fee may be waived when collaborating to conduct an event. Link to the page: <https://pickeringlibrary.ca/room-bookings/>
 - **Shaibu:** Is there a budget for events? We don't have a set limit to the budget for a public proposed event or any partnership events, but we do support partnership events on a case by case. We do have a set program

supplies budget for the year and so all case by case considerations take into account our annual program supplies budget (which encompasses guest presenter fees). Also, we explain on the form that there may be expenses incurred by the applicant.

- Same suggested that for partnership events, the library can provide the space, but can ask partners if they would like to make a small donation to an initiative.
- Romina suggests the library run a survey on barriers around events in the community for data purposes. Also, having testimonial of events in celebrating what the library is doing.
 - Stephen noted that the sending the survey to Black led community groups across Durham as well as the general public would help reach the desired audience.
- Sam tabled for discussion: How is the library prepared to deal with community members who may not agree with the changes?
 - Joel and Shobha noted, we are making our events reflective of the community. We provide a space that people can connect with staff and share their concern freely and we can use those opportunity to explain the library upholds our intention and goals around diversity and inclusivity.
- Thinking about measurement, how do we measure the impact of these event changes? (Example like having numbers like 8 program a year or having an organic measurement)
 - Look at percentage of the event at the end of the year.
 - Like the idea of the percentage but not really a particular number, but events throughout the year.
 - Percentage of all events currently and in the past years to see where the library is and where there needs to be improvement.
 - Are we going for impact from events or number of events? We can do both, there are tools that can be used to get evaluate both impact and numbers. (Sam will share with Shahin)

5. Youth Sub-Committee Update

- Joel met with Mohammed and the event specialist for Teen services and they went to St. Mary's Catholic high school during the lunch period.
- Stephen shared his idea on having pizza for student participation and it was successful.
- Students also had the opportunity to enter a draw to win a prize.
- Team is looking through the data collected from the 8-10 iPads that were used.
- 171 youth completed the survey to date.
- Having a QR code helped make it easier to access and enter a submission for the survey.
- Team will be going to another school in Pickering next week.

6. News:

- ABRWG with the library was selected to present at the Ontario Library Association (OLA) Super Conference February 1-4. Exact date to be determined.

- Charmain, Sam, and a youth from the Youth Subcommittee will join Sabrina in presenting.
- Jaclyn SanAntonio from the City of Pickering will come in December to the ABRWG meeting. The ABRWG will have an opportunity to meet her, learn about her role a bit more and possibly explore how the City's Anti-Black Racism Taskforce (PABRT) and the ABRWG might collaborate more.

From: Jackie Flowers
CEO / Director of Public Libraries

Subject: Legacy Document from the 2019-2022 Pickering Public Library Board to the
2022-2026 Pickering Public Library Board

The legacy of the Pickering Public Library Board (the “Board”) consists of the policies and bylaws that were created, organizational plans that were approved, and a thoughtful consideration of its successes and the challenges of the prior term and the issues and trends on the horizon for the new Board.

This document captures the discussion that took place at the November 2022 Board meeting.

Successes/Highlights of the 2019-2022 Board Term:

- Prime Minister’s visit to Central Library Maker Space (2019)
- Directed the merge between the Library and the City’s HR departments (2020)
- Oversight and governance during a pandemic (2020-2022)
 - Successfully navigated the impacts of a series of closures, reopenings, restrictions, and modified services (virtual programs, curbside service):
 - Conducted virtual and hybrid board meetings
- Hired a CEO/Director of Public Libraries (2020)
- Directed the formation of a community group to address anti-Black racism and library services (established as the PPL Anti-Black Racism Working Group) (2020)
- Refreshed and updated existing spaces and layouts to meet community needs (2020-2022)
- Developed the first Library Facilities Master Plan (2021)
- Provided input into the designs of the City Centre Library and the Pickering Heritage Community Centre (2021)
- Obtained capital funding from Council for an outreach vehicle (2021)
- Developed new committees - CEO Evaluation, Advocacy, Policy Review, MOU - to allow the board to quickly action important work (2021-2022)
- Directed the elimination of late fees on materials (2022)

Challenges of the 2019-2022 Board Term:

- Lack of opportunities for the Board to connect in-person during the pandemic
 - Fewer in-person library events to attend

-
- Few opportunities for Board social events
 - Majority of term was conducted via virtual Board meetings
 - The Board's Linkages Committee was limited by the pandemic and the challenges with visiting programs in the community; strength of relationships with community groups also weakened during the pandemic
 - The shifting timelines of the City Centre Library project while the Central Library continues to be undersized
 - The passing of Library Board Member, Councillor Cumming
 - Navigating negative coverage by True North Media about Drag Queen Storytime
 - The pandemic took up a lot of the Board's attention and left less space for generative discussion, outreach, and advocacy

What's ahead for the 2022-2026 Pickering Public Library Board:**Projects:**

- Development of the 2024-2027 Strategic Plan (2023)
- Launch of the Library on Wheels/Outreach Vehicle service (2023)
- Opening of the Pickering Heritage & Community Centre (2026)
- Input into the Seaton Library design (TBD)

Trends, Issues and Opportunities:

- Growing and changing community: more diversity, increase in younger families, more people aging in place
 - Opportunity to promote the Library to new residents
 - Enhance promotion of library services and programs
- Build positive relationships with the new Council
- Increased demand for library as mental health and community wellbeing resource
- Increased demand for library as a community space
- Public libraries as champions in the community for critical thinking, information literacy, health literacy
- Board leadership succession
- Succession planning for senior leadership
- Increased advocacy

**City of Pickering
2023
Capital Budget by Dept & Project - Multi-Year**

Library

Run Date: Jan 18, 2023

	2023	2024	2025	2026	2027
	Proposed	Capital	Capital	Capital	Capital
	Budget	Forecast	Forecast	Forecast	Forecast
Library					
10900 Library					
C10900.2205 Improvements to Claremont Library Public Service Space - additional funds	20,000	-	-	-	-
C10900.2301 Collection Materials	290,000	-	-	-	-
C10900.2302 Central Library Computers Replacement	20,000	-	-	-	-
C10900.2303 George Ashe Renovation	110,000	990,000	-	-	-
C10900.2304 Central Library - Video and Design Suite	23,000	-	-	-	-
C10900.2305 Central Library Lobby Retrofit	110,000	-	-	-	-
C10900.2307 Public Telework at the Library spaces - Central	30,000	-	-	-	-
C10900.2401 Collection Materials	-	290,000	-	-	-
C10900.2402 George Ashe Computer Replacement	-	20,000	-	-	-
C10900.2403 Upgrade Library Server	-	26,000	-	-	-
C10900.2404 PHCC - Collection Materials	-	50,000	-	-	-
C10900.2405 PHCC - Archives and Library Space - FF&E	-	375,000	-	-	-
C10900.2501 Collection Materials	-	-	290,000	-	-
C10900.2502 Central Library Computers Replacement	-	-	20,000	-	-
C10900.2503 Laptop Charging and Loaning	-	-	65,000	-	-
C10900.2504 Building Automation Upgrades	-	-	143,000	-	-
C10900.2506 Central Library Skylight Repairs & Replacements	-	-	398,000	-	-
C10900.2507 Central Library Exterior Window Replacements	-	-	565,000	-	-
C10900.2508 Central Library HVAC Upgrades and Replacements	-	-	22,000	-	-
C10900.2509 PHCC - Collection Materials	-	-	150,000	-	-
C10900.2601 Collection Materials	-	-	-	290,000	-
C10900.2602 George Ashe Computers Replacement	-	-	-	20,000	-
C10900.2603 Library Server Upgrade	-	-	-	28,500	-
C10900.2701 Collection Materials	-	-	-	-	290,000
C10900.2702 Central Library Computers Replacement	-	-	-	-	20,000
Total 10900 Library	603,000	1,751,000	1,653,000	338,500	310,000
10905 Seaton Regional Library					
C10905.2101 Seaton Regional Library	-	5,000,000	-	17,690,000	1,520,000
C10905.2602 Seaton Regional Library Collection	-	-	-	1,950,000	1,950,000
Total 10905 Seaton Regional Library	-	5,000,000	-	19,640,000	3,470,000
Total Library	603,000	6,751,000	1,653,000	19,978,500	3,780,000

From: Elaine Bird
Director of Support Services

Subject: Library Board Committees Summary

The Board's Committees are the Community Linkage Committee, the CEO Evaluation Committee, and Ad Hoc Committees as needed. All Board Committees receive their mandate from the Board and comply with Board policy on Committees. Board members will indicate their interest to join committees at a Board meeting and the Board will appoint members to each committee. Each Committee will select its own Chair. Board committee recommendations must be approved by the Board before implementation. Board committees may not speak or act for the Board except when formally given such authority for a specific purpose and time period.

[Pickering Public Library Board Bylaws](#) have information about various Board Committees (refer to Section 3.11).

Governance Policies [GP 06 Board Committee Principles](#) and [GP 07 Board Committee Structure](#) have further information about how Board committees function.

Committee Name	Purpose	Meetings	Activities	Membership
Community Linkage	Ensure effective Board linkage with community so that the Board can achieve its Ends . This is a standing committee.	Usually monthly or as needed	<p>Select a linkage target group and create a plan for the year (to be approved by Board).</p> <p>Connect with relevant community agencies for information about target group</p> <p>Attend Library, community and other events to further linkage goals and promote better communication between the Board and the community.</p>	At least four Board members, appointed by the Board each calendar year. Whenever practical, individual terms will be two years. A staff member will be assigned to be the liaison to this committee and will assist the committee with its mandate.

Committee Name	Purpose	Meetings	Activities	Membership
CEO Evaluation	To oversee the Annual Review of the CEO based on BCD05 Monitoring Executive Performance . This is a standing committee.	Usually 2-3 per year	<p>Define annual review criteria for the CEO based on Ends and EL policies.</p> <p>Collect and discuss information from Board members to complete the CEO evaluation</p> <p>Present the evaluation to the CEO annually.</p>	At least four Board members, appointed by the Board each calendar year including the Board Chair.
Building	Functions as a steering committee that advises the Board on decisions in matters that would have a functional impact on the construction and major renovation projects for the Pickering Public Library. It is active when building planning and projects are in progress. This is an ad hoc committee.	Up to 6 meetings per year or on an as needed basis.	<p>To make recommendations to the Board regarding building projects being undertaken by the Library</p> <p>To support the CEO by protecting the interests of the Library during building projects.</p> <p>To monitor the progress of the projects including review of and input into building designs and floor plans.</p> <p>To propose a draft Memorandum of Understanding regarding the shared use of facility space and overlapping services if pertinent to a particular building project.</p> <p>Review the Library's Facilities Master Plan as needed.</p>	At least four Board members, appointed by the Board each calendar year. The CEO or another staff member will be assigned to be the liaison to this committee and will assist the committee with its mandate.

Policy Type: Board-CEO Delegation (BCD)

Policy No.: BCD 06 **DRAFT**

Policy Title: CEO Evaluation Process

Date Originated: January 2023

Date Last Reviewed/Revised:

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

1. POLICY STATEMENT

The Board is required to have an annual formal evaluation of the CEO/Director of Public Libraries (CEO). This policy outlines the established framework for the performance review to ensure consistency from year to year and from Board to Board.

2. POLICY ELEMENTS

The annual process shall consist of the following steps:

1. Form a CEO Evaluation Committee:
 - a. The CEO Evaluation Committee will include the Board Chair, Board Vice Chair, and 1-2 additional board members.
 - b. The call out for committee members will be made at the January Board meeting by the Board Chair.
2. Set & Review Performance Measures and Annual Targets:
 - a. Consultation between the CEO and the Committee, shall result in the selection of the CEO performance measures and targets for the year. Targets and measures to be confirmed in March.
 - b. At the end of June, the CEO Evaluation Committee reviews the mid-year measures against annual targets.

3. Complete the Annual Evaluation Document:
 - a. By early December, the CEO completes the evaluation document and submits it to the Board Chair.
 - b. The Board Chair and the CEO Evaluation Committee meet in early December to review the completed evaluation document.
 - c. The CEO Evaluation document is shared with the full Board to gather input on the CEO performance prior to an in-camera Board meeting.
4. Review and Finalize CEO Performance Document:
 - a. An in-camera session will be held for the Board in December to review and finalize the CEO Performance document either as a special meeting of the Board or as part of a regular meeting. Refer to the Pickering Public Library Board By-Laws (Section 2.9) for information on In-Camera sessions.
 - b. The City Clerk or Deputy City Clerk will be invited to be recording secretary at this in-camera meeting. The recording secretary will be responsible for preparing and distributing the public and confidential sets of minutes for this meeting.
 - c. Upon ratification of decision(s) made during the in-camera session, the CEO performance document will be finalized by the Board Chair.
 - d. The Board Chair reviews the finalized CEO performance document with the CEO.
 - e. The Board Chair forwards the final, signed CEO performance document to the Director of Human Resources, City of Pickering, for documentation and action.