![Pickering Public Library logo]

1. **Meeting Called to Order**   Chair

2. **Land Acknowledgement**   A. Maginley

3. **Public Delegations**
   (Registration required – refer to Section 3.10.5 of the PPL Board Bylaws)

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

5. **Presentations**
   5.1   M. Carpino, Chief Administrative Officer, City of Pickering
          Re: City of Pickering Update

   5.2   R. Perera, Deputy Clerk, City of Pickering
          Re: New Lobbyist Registry

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

   6.1   Minutes of the Previous Board Meeting –   **Pg 1**
          April 27, 2023

   6.2   Confidential Minutes of the In-Camera
          Portion of the Previous Board Meeting –
          April 27, 2023 [provided under separate
          cover]

   6.3   Library Information Update – May 2023   **Pg 7**

   6.4   Minutes of the Community Linkage   **Pg 12**
          Committee – May 3, 2023

   6.5   Minutes of the Risk Ad Hoc Committee –   **Pg 13**
          May 11, 2023

   6.6   January – April 2023 Financial Review   **Pg 14**

7. **Correspondence**
   None

8. **Ends Discussion**
   None

9. **Staff Reports**
    9.1 Anti-Black Racism Working Group Update   Verbal   S. Oza
             [Minutes of the March 8, 2023 and April   Update
             12, 2023 ABRWG meetings attached - **Pg
             16**]

    9.2 Report 06-23   **Pg 23** E. Bird   MOTION
             Claremont Library Closure   to Approve

    9.3 2023 Library Current and Capital Budget   **Pg 25** E. Bird   MOTION
                                                                                       to Approve

10. **Monitoring Reports – Executive Limitations**
    10.1 EL 04 Staff Conduct   **Pg 37** A. Maginley   MOTION
                                                                                       to Receive
                                                                                         / Adopt

    The following EL Policy will be discussed at the next Board meeting. All members to
    review prior to the next meeting.
             EL 10 Communications and Counsel to   F. Mahjabeen
             the Board

11. **Board Committee Reports**
    11.1 Report of the Community Linkage   Verbal   A. Mir
             Committee   Update

    11.2 Report of the Risk Ad Hoc Committee   Verbal   A. Mir
                                                          Update

12. **Governance**
    None

13. **Board Policy Review**
    13.1 Governance Process Policies   **Pg 40** Chair   Motion
             (GP 01 – GP 12)   to Adopt

    13.2 Board-CEO Delegation Policies   **Pg 68** Chair   Motion
             (BCD 01 – BCD 06)   to Adopt

14. **New & Unfinished Business**
    14.1 Member Community Reports

    14.2 Canadian Urban Libraries Council (CULC)   Verbal   J. Flowers
             CEO Meet-Up   Update

    14.3 Use of Library Space Policy   Verbal   J. Flowers
                                                          Update

    14.4 Strat Plan Update   Verbal   J. Flowers
                                                          Update

15. **Confidential Matter**
None

16. **Board Meeting Evaluation**
   16.1 Review of Previous Meeting Results   Verbal   Chair
   Update

   16.2 Completion of Evaluation for Current Meeting

17. **Adjournment**   Chair   MOTION
   to Adjourn

Next Meeting:
To be Held: Thursday, June 15, 2023
Location: Central Library Auditorium

Preliminary List of Motions

Item #	Motion
4.	THAT the items in the Agenda be approved by the Board as presented.
6.	THAT the items in the Consent Agenda be approved by the Board as presented.
9.2	THAT the Board ratify the decision made by email to approve the closure of the Claremont Library beginning May 24, 2023, until mid to late August 2023 to proceed with the renovation and construction plans as detailed in Report 06-23.
9.3	THAT the Board approve the 2023 Library Current & Capital Budgets that were approved by The City of Pickering Council on April 24, 2023.
10.1	THAT the Board has received the monitoring report for policy EL 04 Staff Conduct and agrees that it provides reasonable interpretation of the policy and evidence of compliance; and THAT the Board adopt policy EL 04 Staff Conduct as presented, the policy being complete, sound, and effective.
13.1	THAT the Board adopt the Governance Process Policies GP 01 – GP 12 as amended, the policies being complete, sound, and effective.
13.2	THAT the Board adopt the Board-CEO Delegation Policies BCD 01 – BCD 06 as amended, the policies being completed, sound, and effective.
17.	THAT the meeting be adjourned.

The City of Pickering Public Library Board
DRAFT Meeting Minutes

Held:	Thursday, April 27, 2023
Location:	Pickering Central Library Auditorium
Attendees:	Councillor L. Cook; K. Danylak; B. Kenworthy; A. Maginley; F. Mahjabeen A. Mir; D. Sharma; S. Sheehy (Chair)
Absent:	Councillor M. Brenner; Councillor S. Butt; K. Smuk
Staff:	J. Flowers – CEO/Director of Public Libraries; E. Bird – Director of Support Services; B. Gregory – Executive Assistant

1. Meeting Called to Order
Chair Sheehy called the meeting to order at 7:04 pm.

2. Land Acknowledgement
K. Danylak read the City of Pickering Land Acknowledgement.

3. Public Delegations
There were no public delegations.

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

The agenda was amended to include the following items:

New Business:

- **14.3** Library Closure for Staff Learn Day
- **14.4** Councillor Butt Appointed to the Board
- **14.5** Strat Plan
- **14.6** Urban Library Council Award

Confidential Matter:

- **15.1** Labour Relations Matter

Motion #23.26
Moved by D. Sharma, Seconded by A. Maginley **Motion THAT** the Agenda be adopted as amended.
Carried.

5. Presentations
There were no presentations scheduled.

6. **Consent Agenda**
    6.1 **Minutes of the Previous Board Meeting – March 23, 2023**
    6.2 **Library Information Update – March 2023**
    6.3 **2021 Draft Financial Statements**
    6.4 **2023 Q1 Stats Review (KPIs)**
    6.5 **Minutes of the Board Building Committee Meeting – March 22, 2023**
    6.6 **Board Building Committee Terms of Reference**
    6.7 **Board Building Committee 2023 Workplan**
    6.8 **Minutes of the Community Linkage Committee Meeting – March 9, 2023**
    6.9 **Minutes of the Community Linkage Committee Meeting – April 4, 2023**
    6.10 **Minutes of the Risk Ad Hoc Committee – April 6, 2023**
    6.11 **PPL Board Terms of Reference**

    Motion #23.27
    Moved by L. Cook seconded by K. Danylak **Motion THAT** the items on the Consent Agenda be adopted.
    Carried.

7. **Correspondence**
    There were no correspondence items.

8. **Ends Discussion**
    8.1 **Board Approval of Expunging Client Balances Exceeding $2,000**
    E. Bird informed the Board that as per Report 05-21 presented to the Board on October 28, 2021, it was recommended that "Any single account balance greater than $5,000 would need Board approval to be written off." This recommendation was revised to read "Any single account balance greater than **$2,000** would need Board approval to be written off" and subsequently approved by Board Motion 21.58.

    The Board expressed concern that this recommendation did not seem to align with their recent governance training, indicating that it seemed more of an operational activity rather than a strategic one. Given this concern, it was requested that the recommendation be rescinded and in presentation of the annual report to the Board with the total amount expunged that any account balances over $2,000 be highlighted.

    Motion #23.28
    Moved by S. Sheehy seconded by L. Cook **Motion THAT** the recommendation from Report 05-21 "Any single account balance greater than $2,000 would need Board approval to be written off." be rescinded; and that annual report to the Board with the total amount expunged includes notation of any account balances over $2,000.
    Carried.

9. **Staff Reports**
    9.1 **Anti-Black Racism Working Group Update**
    J. Flowers advised that there were no March ABRWG meeting minutes included in the Board package as they did not have quorum at their April meeting to review and approve. In the absence of minutes, J. Flowers reported that at the March meeting an overview of the "Teen Operation Reset" was shared with the group and that the Collections team was in attendance to provide an update on their workplan to implement the ABRWG recommendations.

9.2 **Report 05-23 Staff Attending Conference Out-of-Country**

Motion 23.29
Moved by A. Mir, Seconded by K. Danylak **Motion THAT** the Board endorse the plan as presented to offer subsidies to staff to attend the American Library Association Annual Conference in June 2023.
Carried.

10. **Executive Limitations Policies & Monitoring Reports**
    10.1 **EL 01 General Executive Constraint**

    B. Kenworthy reported that he had met with the CEO and reviewed the report and the evidence of compliance. He was satisfied that the report was accurate and complete.

    Motion #23.30
    Moved by B. Kenworthy, Seconded by D. Sharma **Motion THAT** Board has received the monitoring report for policy EL 01 General Executive Constraint as presented and agrees that it provides reasonable interpretation of the policy and evidence of compliance; and **THAT** the Board adopt policy EL 01 General Executive Constraint as presented, the policy being complete, sound, and effective.
    Carried.

    Executive Limitations policy EL 04 Staff Conduct will be discussed at the next Board meeting. All members were asked to review prior to the next meeting. Discussion will be led by A. Maginley.

11. **Board Committee Reports**

    11.1 **Report of the Board Building Committee**
    There were no updates from the Board Building Committee.

    11.2 **Report of the Community Linkage Committee**
    A. Mir reported that the committee met with Library staff for an overview of teens in the library. The committee has made the decision to attend teen events as availability permits and will provide updates when event information is available. At the next meeting of the committee, the group plans to meet with members of the Teen Advisory Group ("TAG").

    11.3 **Report of the Risk Ad Hoc Committee**
    A. Mir reported that the committee met and was provided with an overview of some of the current and possible upcoming risks, and risk mitigation strategies, in place for the Library. He reported that the committee is confident that the Library has suitable plans in place to ensure the safety and security of Library clients and staff. The committee will be meeting again on May 18, 2023, after which another update will be provided.

12. **Governance**
    12.1 **Pickering Public Library Bylaws**
    The Bylaws, with suggested amendments, were reviewed by the Board. A discussion was held regarding the new Board Media Relations and Communications section (Section 2). A question was raised about how to handle media requests received by Board members other than the Chair. J. Flowers confirmed that any communication would be given on the

advice of PPL staff. To ensure that the entire Board is always abreast of any communications delivered on their behalf, it was recommended that the first sentence of the section be amended to reflect this.

Motion 23.31
Moved by B. Kenworthy, Seconded by A. Maginley **THAT** the first sentence of Section 2 of the Pickering Public Library Board Bylaws be amended to read: "Upon receipt of a media engagement opportunity, a Board Member must notify the CEO/Director of Public Libraries and **all members of the Board**."
Carried.

Motion #23.32
Moved by S. Sheehy, Seconded by D. Sharma **Motion THAT** the Board adopt the Pickering Public Library Board Bylaws as amended.
Carried.

Related to this discussion, it was decided that some brief media training for the Board would be beneficial.

13. Board Policy Review
There were no Board policies reviewed.

14. New & Unfinished Business
14.1 Member Community Reports
Board Members shared some recent experiences in the Library using the 3D printer in Maker Space, attending Baby Story Time, and using the Library for some after-school study space. Staff were commended for providing great service.

L. Cook advised that The Royal Canadian Legion, Bay Ridges Branch 606 will be holding a King Charles III Coronation Celebration on Saturday May 6, 2023 at the cenotaph in Esplanade Park. The public is invited to attend.

L. Cook also advised that Saturday, May 6, 2023 is Free Comic Book Day, a recurring event that occurs the first Saturday in May of each year.

14.2 Drag Queen Story Time Statement
J. Flowers shared a draft statement penned by public libraries in Durham Region about Drag Queen Story Time that will be released in the near future. She noted that this statement is similar in content to last year's statement, but this year the statement is being released prior to the event. The statement will be signed by all eight public library CEOs and Board Chairs in Durham Region.

The Board had no revisions to the statement nor any objections to its release.

14.3 Library Closure for Staff Learn Day

Motion #23.33
Moved by S. Sheehy, Seconded by L. Cook **Motion THAT** the Board approve the closure of George Ashe Library on Friday, July 14, 2023 for the purposes of Staff Learn Day.
Carried.

14.4 Councillor Butt Appointed to the Board

J. Flowers reported that Councillor Butt has been appointed to the Pickering Public Library Board effective April 24, 2023. This appointment was made to satisfy the updated terms of reference that there be three Councillors on the Board to ensure Ward representation.

14.5 Strategic Plan

S. Sheehy advised that Board representation will be needed in planning and preparing for the Strategic Plan. Board representatives would act as a liaison between staff and the Board during the development of the strategic plan. It was noted that staff do the bulk of the work but there will be lots of opportunity for the Board to participate. K. Danylak was selected as the lead contact with A. Mir and A. Maginley rotating attendance. It is anticipated that activities would run from May to December 2023.

14.6 Urban Library Council Award

J. Flowers reported that the Pickering Public Library and Richmond Hill Public Library received an honourable mention for the "Library Programming Partnership" in the Education: Children & Adults category at the 2023 Urban Libraries Council Innovation Awards. This initiative was co-founded by Richmond Hill Public Library and Pickering Public Library.

15. Confidential Matter

Motion 23.34
Moved by S. Sheehy, Seconded by A. Mir **Motion THAT** the Board move into a closed session in accordance with the provisions of Section 16.1(4) of the *Ontario Libraries Act* and Section 3.9 of the Pickering Public Library Board Bylaws, in that the matters to be discussed are related to: d) labour relations or employee negotiations.
Carried.

15.1 Labour Relations Matter

During the closed portion of the meeting, the Board received an update from E. Bird on a labour relations matter. This was a verbal presentation, and no Board direction was provided, and no decisions were made.

Refer to the in-camera meeting minutes for further information. [The City Clerk has custody and control of the In Camera minutes.]

16. Board Meeting Evaluation

Chair Sheehy shared the results of the previous month's Board meeting self-evaluation. Board members were asked to complete the evaluation for the current Board meeting.

17. Date of Next Meeting and Adjournment

The next Board meeting will be held on Thursday, May 25, 2023 at 7:00 pm.

Motion #23.36
Moved by F. Mahjabeen, Seconded by L. Cook **Motion THAT** the meeting be adjourned.
Carried.

The meeting was adjourned at 8:36 pm.

Signature of Library CEO: Date:

Signature of Library Board Chair: Date:

Board End: Lifelong Learning

Genealogy Drop-In Program

The Library's Genealogy Drop-In workshops restarted this year after being paused during the pandemic. The program takes place on the second Monday of the month and invites clients to work on their genealogy projects in-person, benefiting from the support of library staff and fellow enthusiasts. Local History staff are on hand to provide guidance on genealogy tools such as Ancestry.ca, assist with research inquiries, recommend resources, and introduce other research tools to enhance the experience for all participants. Overall, the Genealogy Drop-In is a valuable resource for anyone who is interested in genealogy and wants to connect with others who share their passion. By offering access to tools and support, this event can help individuals uncover their family history and learn more about their ancestors.

Coding Workshop

Outreach Staff visited Westcreek Public School to lead a Coding Workshop for a Grade 1 class with 24 students. Staff demonstrated the basics of block coding using our Digital Outreach Technology (OSMO Coding sets) and connected it to the school's STEM curriculum.

Early Learning and Childcare Showcase

Staff offered a Library outreach table at the Early Learning and Childcare Showcase event held at the Deer Creek Golf Course and Conference Centre. Staff provided information to over 45 event attendees about the Library's learning resources that can support early childhood educators, new graduates, local childcare facilities, and post-secondary institutions.

Vinyl Cutting Event

Staff ran a Vinyl Cutting Event to showcase the Maker Space vinyl cutter. Clients learned how to design images, cut the images on the vinyl cutter, and use the vinyl to decorate personalized glassware. Nineteen clients attended the event.

Board End: Culture of Reading

Reading Lists

Each month new recommended reading lists are curated by staff to highlight different Library collections and amplify diverse voices. Lists for April and May included highlighting works for Jewish Heritage Month, Asian Heritage Month, celebrating International Lesbian Visibility Day, and sharing stories featuring lead characters with chronic illnesses or disabilities.

Battle of the Books

The annual Battle of the Books events took place across the Region in April and May. Pickering hosted a local competition to select the top team to represent Pickering at the regionals. This year's event featured teams from several schools:
- 7 junior teams, comprising of 52 students and all together read 639 books
- 5 senior teams, comprising of 33 students and all together read 458 books

At the regional competition, William Dunbar Public School's Junior team came in second place and their Senior team came in third place. Big congratulations to all the schools who participated this year.

Battle of the Books – White Pine Nominees

Each year, public libraries in Durham Region facilitate a reading competition using Forest of Reading's book nominees in the White Pine category (for grades 9-12). This year had 74 students participate, reading a total of 343 titles. Pickering's St. Mary Catholic Secondary School placed in 4th place in the Region out of the 9 schools competing.

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

Earth Month Event

Staff ran an event in partnership with the Sustainability Department at the City of Pickering to kick off Earth Month. Children had the opportunity to build, design, and paint their own birdhouses. There were 36 children in attendance.

Whitby Hospice - Roger Anderson House Display

Outreach staff collaborated with the Whitby Hospice - Roger Anderson House to create an information display for library clients in the Central Library lobby. This display offered information about hospice services and the proposed location of the hospice in Whitby.

Red Cross COVID-19 Test Kits & KN95 Masks Program

The Canadian Red Cross COVID-19 test kits and KN95 masks program came to an end in late April. This program allowed the Library to distribute free test kits and masks to library clients and staff. Since receiving the first shipment at Central Library in March 2022 (followed by the first shipment at George Ashe a couple of months later), the Library has handed out approximately:
- 13,000 kits at Central
- 11,000 kits at George Ashe
- 21,000 masks at Central
- 17,000 masks at George Ashe

Community Tree Planting & Litter Clean Up

In partnership with Sustainable Pickering, our youth joined the City at Duffin Heights to participate in the Tree Planting and Litter Clean Up program. The library had 11 teens participate, with a total of over 200 volunteers present.

Board End: Championing Inclusion and Belonging

Celebrating Ramadan and Eid

Staff ran an event in partnership with the Canadian Council of Muslim Women to celebrate Ramadan and Eid for children and their families. Canadian author Aayesha Ahmed read her book *Do You See It: An Eid Adventure*. Families learned about the month of fasting, the lunar calendar, and how Eid is celebrated. Afterwards, children participated in crafts and got henna done from local Pickering henna artist Hamnah Nabeel. Over 50 children were in attendance.

Outreach staff collaborated with the Canadian Council of Muslim Women to create a Ramadan Display for library clients in the lobby. This display consisted of children's books, colouring sheets, and signage about Ramadan and Eid-ul-Fitr. This display provided an opportunity for clients to learn about these days of significance as well as an opportunity of inclusion and belonging for clients partaking in these days.

Ukrainian Social Meetings

Outreach Staff partnered with the Community Development Council of Durham (CDCD) team to provide space for the Ukrainian Social Meetings at George Ashe Library Quiet Study Room. This program supports CDCD's Durham Ukrainian Humanitarian Response Project (DUHRP) and provides space for Ukrainian newcomers residing at the Pickering Comfort Inn to have a place to meet weekly, while CDCD staff facilitate various activities for the families. This initiative serves to also build an increased sense of belonging in the local community and connection to the Library as a resource and safe space.

Sikh Heritage Month

Outreach staff collaborated with EcoSikh to create a display for Sikh Heritage Month that was showcased in the seniors/ teen area of the library. This display was unique as it also observed Earth Day by showcasing pictures and terminology of the native flora of Punjab, India, and the significance of biodiversity in Sikhism.

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Prom Boutique

Sustainable Pickering and Pickering Library offered an inclusive event for teens graduating this year. For the month of April, donations were accepted for dresswear, dresses, suits, and professional attire. The community donated over 1,000 items. The program had 115 teens attend, taking almost 200 items from our stock. A secondary date has been scheduled for later in May due to the overwhelming response from the community.

Supporting Organizational Excellence

Enhanced Library Data Analytics

The IT and Collections team have launched a new data analytics initiative to enhance the library's data aggregation and analysis capabilities. The project involved the deployment of a data visualization and analysis platform, Metabase, which is designed to integrate our library collection data, including both digital and physical materials, with web and walk-in metrics in a unified, searchable repository. Through this platform, staff will have the necessary data analysis tools to optimize our collection and tailor services to support increased client satisfaction and engagement.

![Pickering Public Library logo]
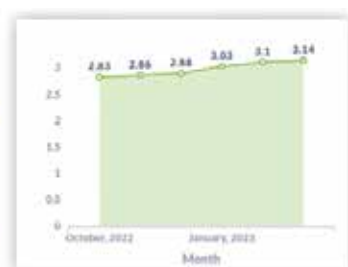
The City of Pickering Public Library Board Community Linkage Committee
DRAFT Meeting Minutes

Held: May 5, 2023

Location: Virtual meeting

Attendees: A. Mir, A. Maginley

Regrets: K. Smuk, M. Fatema

Staff: S. Oza, Director, Engagement & Client Experience; E. Knox, Client Experience Specialist – Youth Services; M. Wagner, Senior Client Experience Associate – Youth Services

Commencement Time: 6:30 pm

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1. **Teen Advisory Group (TAG) Meet & Greet**
   - Two TAG members attended the meeting to provide their perspective and feedback on TAG activities to date on behalf of the group.
   - Suggestions:
     - A white board or bulletin board to have more teen engagement and diverse community input regarding TAG activities
     - Consideration of a PPL Scholarship/bursary. PPL does provide workshops on how to prepare for and access scholarships and bursaries. More local opportunities to access scholarships and bursaries are needed, in their opinion.
     - Job opportunities – Would like to hear more about job opportunities and openings at PPL.

2. **ABRWG (Anti-Black Racism Work Group) Youth Subcommittee Survey Update**
   - 224 surveys have been completed.
   - Results highlight where library staff and events are meeting needs. They also highlight the need to strengthen outreach efforts and engagement with teens.
   - The results will be reviewed by the ABRWG and staff liaisons to develop a follow up action plan.

3. **Date of Next Meeting and Adjournment**
   The next meeting will be held on June 8, 2023 at 7 pm.

   The meeting was adjourned at 7:20 pm.

The City of Pickering Public Library Board Risk Ad Hoc Committee
DRAFT Meeting Minutes

Held:	May 11, 2023

Location:	Virtual
Attendees:	Councillor L. Cook, K. Danylak, A. Mir
Absent:	
Staff:	J. Flowers – CEO/Director of Public Libraries; C. Moore – Manager of IT and Collections

Meeting Commencement Time: 6:04 pm

1. **Review of draft Risk Registry**

   J. Flowers presented the updated risk registry document which included two new areas of focus: cybersecurity and the policy regarding the use of video and photography in the library. Historical and current information for each area of risk was provided. Mitigations for each area of risk were reviewed. C. Moore answered questions from the Committee about the IT risk mitigation measures and process.

   J. Flowers presented an update on the two areas of risk reviewed at the last meeting: Drag Queen Storytime and incidents involving teens at the Central Library. The Committee reviewed the draft Use of Library Space policy that will be shared with the Board at the May meeting.

   J. Flowers will update the risk registry for the next meeting.

2. **Adjournment**

   The meeting was adjourned at 6:44 pm.

Pickering Public Library - 2023 Current Budget Status
As of May 3, 2023

Revenue

	Actual	Committed	Allotted	Budget	Available	% Available	Notes
402500 Federal Grants	($6,087)	$0	($6,087)	($37,000)	($30,913)	83.55%	
402510 Ontario Grants	$0	$0	$0	($157,425)	($157,425)	100.00%	PLOG grant from Province ($106,400) recevied near end of calendar year.
403000 Departmental User Fees (photocopying & makerspace supplies)	($13,330)	$0	($13,330)	($53,000)	($39,670)	74.85%	
403030 Vending Machines	($829)	$0	($829)	($2,500)	($1,671)	66.84%	
403064 Rentals - Mtg. Room/Publi	($796)	$0	($796)	($5,500)	($4,704)	85.52%	
403120 Other User Fee Revenue (Other revenue)	($4,347)	$0	($4,347)	($10,000)	($5,653)	56.53%	
405000 Fines & Charges (Lost materials)	($1,690)	$0	($1,690)	($20,000)	($18,310)	91.55%	
406500 Donations	($1,037)	$0	($1,037)	($20,000)	($18,963)	94.81%	
Total Revenue	($28,117)	$0	($28,117)	($305,425)	($277,308)	90.79%	

Expenditures

	Actual	Committed	Allotted	Budget	Available	% Available	Notes
501000 Salaries & Wages	$919,252	$0	$919,252	$3,729,961	$2,810,709	75.35%	
501010 Overtime	$0	$0	$0	$3,275	$3,275	100.00%	
501020 Employee Benefits	$341,642	$0	$341,642	$1,042,079	$700,437	67.22%	
501025 Employee Recognition & Appreciation	$0	$0	$0	$3,800	$3,800	100.00%	
501040 Uniforms	$114	$0	$114	$1,070	$956	89.30%	
501100 Conferences	$4,224	$559	$4,783	$10,000	$5,217	52.17%	
501110 Seminars & Education	$6,063	$0	$6,063	$23,500	$17,437	74.20%	
501130 Travel	$750	$0	$750	$3,540	$2,790	78.81%	
502000 Postage	$0	$0	$0	$1,200	$1,200	100.00%	
502010 Freight,Express & Cartage	$15	$0	$15	$500	$485	97.07%	
502020 Cellular Phones	$4,662	$0	$4,662	$17,280	$12,618	73.02%	
502030 Telephones & Data Services	$4,011	$0	$4,011	$22,300	$18,289	82.01%	
502040 Internet Services	$11,689	$0	$11,689	$51,960	$40,271	77.50%	
502050 Cable TV	$416	$0	$416	$1,425	$1,009	70.79%	
502100 Advertising	$4,565	$0	$4,565	$20,000	$15,436	77.18%	
502130 Printing - Brochures/News Ltr	$871	$1,616	$2,487	$11,000	$8,513	77.39%	
502210 Insurance Premium	$27,313	$0	$27,313	$27,313	$0	0.00%	
502220 Insurance Deductible	$0	$0	$0	$2,000	$2,000	100.00%	
502230 Consulting & Professional Fees	$5,580	$0	$5,580	$135,000	$129,420	95.87%	Fees for Strategic Plan consultant, financial audit and Pay Equity Review willl be charged in Q3 and Q4
502240 Meals/Promotion/General	$549	$0	$549	$7,000	$6,451	92.16%	
502250 Memberships	$4,277	$0	$4,277	$14,580	$10,303	70.67%	
502260 Outside Agency Services	$20,768	$67,356	$88,124	$343,910	$255,786	74.38%	
502340 Building Repairs & Maintenance	$18,203	$37,003	$55,206	$252,818	$197,612	78.16%	
502370 Vehicle Repairs & Maint	$419	$0	$419	$2,000	$1,581	79.06%	

		Actual	Commited	Allotted	Budget	Available	% Available	Notes
502375	Gas, Oil, Tires, Etc.	$487	$0	$487	$3,430	$2,943	85.81%	
502380	Misc Equip Rep & Maintenance	$9,239	$31,477	$40,716	$43,140	$2,424	5.62%	
502500	Stationery & Office Supplies	$8,092	$154	$8,246	$19,000	$10,754	56.60%	Seniors Community Grant ($17,000) was spent by the March deadline.
502520	Program & Event Supplies	$26,015	$101	$26,116	$46,000	$19,884	43.23%	
502530	Committee Expenses	$0	$0	$0	$11,100	$11,100	100.00%	ABRWG stipends paid in June and December
502540	Supplies & Tools	$667	$5,651	$6,318	$9,500	$3,182	33.49%	
502550	Library Materials	$147,366	$0	$147,366	$306,000	$158,634	51.84%	Annual subscription expenses are paid early in the year
502600	Utilities - Water	$4,549	$0	$4,549	$17,300	$12,751	73.71%	
502610	Utilities - Gas	$27,081	$0	$27,081	$38,185	$11,104	29.08%	Gas expenses higher in winter months.
502620	Utilities - Hydro	$25,313	$0	$25,313	$165,000	$139,687	84.66%	
502700	Sfwr/Hdwr Maintenance Contracts	$167,293	$700	$167,992	$239,026	$71,034	29.72%	Annual subsciption and support invoices paid early in the year.
502720	System Software upgrades	$0	$0	$0	$20,000	$20,000	100.00%	Selection of replacement ILS software not yet complete.
502730	Hardware Replacements	$5,318	$0	$5,318	$16,000	$10,682	66.76%	
502740	Furniture & Fixtures	$2,511	0	$2,511	$10,000	$7,489	74.89%	
Total Expenditures		$1,799,313	$144,617	$1,943,930	$6,671,192	$4,727,262	70.86%	

Meeting Minutes – Approved

Anti-Black Racism Working Group
Wednesday, March 8, 2023, 6:30 pm
In-person – Central Library, Boardroom

Attendees: Romina Diaz, Samantha Adebiyi, Charmain Brown, Shaibu Gariba, Nicole Facey, Teronie Donaldson, Marsha Hinds-Layne (via Zoom), Stephen Linton (via Zoom)

Library Staff: Sabrina Yung (Notetaker), Shobha Oza, Joel Sutherland, Muhammad Rafeh, Shahin Dashktian

Absent: Titi Katibi, Bernadette Hood-Caesar

1. Welcome and Land Acknowledgement
   - Read by Sabrina and Sam.

2. Conflict of Interest Declaration (Standing Agenda Item)
   - No conflict to declared.

3. Review Last Meeting Minutes
   - No edits or omissions were raised.

4. Events Submission Form Feedback Exercise
   - As part of the implementation of the 2022 events-focused recommendations, Shahin joins the group this evening to facilitate a feedback session on the public events proposal submission form.
   - Shahin provided a detailed walkthrough of the current library website page for event proposals and provided a brief refresher on how priority is given to events that complement the Library's collections, service goals, and Strategic Plan, and on the Programming Policy.
   - With respect to timelines, the group gained understanding that staff finalize event plans roughly two months prior to the implementation date. However, the planning process (researching, sourcing potential experts/presenters/partners, designing, etc.) is months prior.
   - For this discussion, ABRWG members were encouraged to review the form considering:
     - How might the form be a more inclusive experience for users submitting proposals?
     - How might the library collect pertinent information about the representation/identity of the submitting user, from a data point of view, to allow meaningful assessment of the level of representation across all incoming submissions?

- Many suggestions for edits were gathered during this feedback session. Some key highlights include:
    - Consider alternative phone service solutions for submitting users who may not have traditional telephone service (e.g., WhatsApp or other calling apps) if the phone contact remains a requirement. Note, the library does not currently use alternative phone app communication tools but will investigate this suggestion.
    - Remove the price range noted, as that may be misleading.
    - Reconsider the requirement for submitting 'References' at this point in the proposal process. Consider moving this requirement to a later point in the proposal discussion cycle. Also consider how this requirement may be a barrier for someone who has not presented for and may not have a reference, or a newcomer who may not have a local reference that speaks English.
    - Reduce the length of the form. Current length is labour intensive, especially if the proposal is not accepted. May be a barrier and/or deterrent to participation in this proposal process. Consider moving some requirements as a second step once staff select the proposal for further consideration.
    - Add a filed/section for the submitting user to optionally disclose how they may identify, what equity seeking group they may be representing, and how the content of their proposed program/event may benefit the target audience. This may be helpful to identify topic relevant identities, lived experience supporting the proposed topic, and this may also help identify who are we seeing applying and who is not submitting ideas.
    - Event staff could facilitate a quarterly open house where community members can come and learn about the application process in person.
- Evaluation of the submissions – questions that arose and need further staff consideration:
    - How will we be transparent about decisions? How is this communicated to the submitting user?
    - Is there a feedback mechanism for the submitter to give about the process? Consider survey or debrief opportunity.
- Continuous feedback loop with the ABRWG
    - Shahin to provide ABR related event updates and opportunities for ABRWG members to provide feedback via email. ABRWG members are invited to directly send Shahin their thoughts and suggestions.

5. ABRWG 2021 Recommendations - Client Experience Check-In
    - The ABRWG had a meet and greet with the library security guard. The guard shared some information about his observations engaging with youth in the library during his time with the library so far.
    - A consideration was tabled, pointing out that youth may be feeling overprogrammed during the day at school currently and resistance or hesitation to participate in a structured library program after school is understandable. Youth engagement and staff-to-youth relationship building may need to look different because of this consideration.

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- RFP update: ABRWG recommendations were brought forward to the City during the Security RFP writing process and made an impact. The DEI assessment considerations were applied during the latest RFP cycle and brought about great discussions.
- Roving update: The feedback around experiences of surveillance and monitoring were further explored. As a result, beginning in the fall of last year, we moved from all desk staff roving to In-charge staff doing the roving. The main reason for this was that we noted the difficulty of staff balancing focusing on helping client questions that come to the public service desk and roving. Instead, we now have dedicated In-charge staff who rove and take the time to engage more intentionally with clients while roaming. These staff have completed compassionate client service training. They rove, say hi, build positive interactions, and have a finger on the pulse of the building that day. A compassionate client service approach to roving means taking your time. These dedicated staff are not pressured to rush back to the service desk in fear of a lineup waiting for them. We have found the result to be positive so far. Next step, we are working on introducing vests for the dedicated staff, to make them identifiable and as reflected in the ABRWG recommendations, add to the transparency of the intention of roving staff.

6. Youth Subcommittee Update (Youth Consultation Survey)
   - Survey results review deferred to future meeting.
   - There have been some difficulties accessing permission to conduct the youth survey in the two outstanding high schools due to some policy/procedure changes at the school board.
     - Sam suggested partnering with the YMCA, as they have permission to conduct engagement activities in the schools at this time.
     - Stephen to explore a possible solution with Black Graduation Coaches and will get back to the subcommittee members.
   - Staff will also promote the survey in-library.

7. Proclamation Subcommittee Update (ABR Identifier Collaboration with PABRT)
   - Update deferred to next meeting.

Meeting Minutes – Approved

Anti-Black Racism Working Group
Wednesday, April 12, 2023, 6:30 pm
Online – Zoom Web Call

Attendees: Romina Diaz, Charmain Brown, Shaibu Gariba, Marsha Hinds Myrie

Note: As we did not achieve quorum, members in attendance discussed and determined to continue the meeting and acknowledged any decision(s) requiring quorum would be deferred to the next meeting where quorum is achieved.

Library Staff: Sabrina Yung (Notetaker), Shobha Oza, Jackie Flowers, Rebecca Courtney, Elaine Bird, Chris Moore

Absent: Titi Katibi**,** Bernadette Hood-Caesar, Samantha Adebiyi, Nicole Facey, Teronie Donaldson, Stephen Linton

1. Welcome and Land Acknowledgement
    Charmain offered an African Ancestral Acknowledgement that is framed for students:

    African Ancestral Acknowledgement - Primary Version
    We acknowledge the generations of people of African descent who were forced to this land. We honour their past and present contributions of excellence to our community and resilience in tearing down discrimination. We stand with them in demanding social justice for all.
    We stand for love (hand heart at chest).
    We stand for strength (muscle arm).
    We stand for justice for all (straight arm fist in air).

2. Conflict of Interest Declaration (Standing Agenda Item)
    No conflict of interest declared.

3. Review Last Meeting Minutes
    No edits or omissions declared.

4. Recent Incidents, Incident Feedback and Next Steps
    The library has been experiencing an increased volume of incidents involving teens during the past few months, with a particular increase in March.
    As a result of the rise of concerning incidents, staff implemented a reset initiative that saw service restrictions put in place and extra support from a second

security guard, during the peak hours of recent incident occurrences at the Central Library (weekdays, 3:00pm to 7:00pm).

The library has been open with the community in sharing concerns about how the incidents have impacted clients and staff. Leadership felt it was important to extend this transparency to the ABRWG.

Initially, the most serious incidents involved teens vaping in the library, horseplay, and foul language. In March, the incidents escalated in frequency and seriousness, including elevated verbal conflict and physical violence, specifically teen on teen violence.

- o There was a significant incident where a physical fight broke out between two teens in the teen/adult area. 40 teens who were nearby jumped on surrounding chairs/furniture and started filming. It became a challenging situation that was difficult to deescalate for staff and the security guard.
- o Another incident involved a group of teens swarming another teen client.

The goal of the reset initiative has been to restore the teen/adult area of the Central Library to be a safe space. The reset focused on identifying and addressing the things that promoted the conflict or fighting. It was identified that large volumes of clients in one single area was largely contributing to horseplay which tended to escalate to more serious conflict and the collaborative (small group) meeting rooms appeared to be where many incidents began. As such, the reset involved:

- o Closing the video game station temporarily.
- o Closing the collaborative meeting rooms to all clients during the peak period of these incidents (weekdays, 3:00pm to 7:00pm).
- o Implementing a capacity limit of the teens/senior's area to 20 during the peak period of these incidents (weekdays, 3:00pm to 7:00pm). Note, with the capacity limit, teens were welcome and encouraged to use alternative spaces in the library, which did occur effectively.
- o Adding a second security guard to help manage the capacity limits.
- o Zero tolerance for horseplay and escalated behaviour.

Staff recognize the added guard and restricting services is not welcoming. These restrictions were not actioned lightly. The seriousness of the escalated and violent incidents was prioritized in the response planning.

It is currently the third week of this reset initiative. With the positive and improving response thus far, we are headed towards restoring the services in full gradually.

In 2022, staff facilitated 84 teen events that saw over 1,100 teen participants. Event staff continue to offer structured and drop-in events for teens. Valued community experts and partners, such as Carea Health are involved (Carea Youth Outreach Workers support the Thursday youth afterschool program); however, due to limited resources, are not able to support every week).

Staff are exploring existing and new partnerships to build on, to increase activities in the teen/adult space with more variety of engagement opportunities that meet a greater variety of interests with respect to teens using the library.

The recent incidents have also had secondary impacts on other spaces and overall client experiences. During the evening of one of the escalated incidents, there was another incident that took place as staff were closing the building. This incident resulted in the mother of one of the affected clients contacting staff and

the ABRWG to report her concerns, which involved concerns of racial profiling and discrimination. In response to this serious complaint, the CEO responded immediately, met with the parent in-person, and an investigation was conducted which has resulted in corrective action. The parent was supportive of the response received and in response to further discussion, information was provided about PABRT and the ABRWG.

- o Reminder, as discussed and determined by the ABRWG, the abrwg@pickeringlibrary.ca email is monitored by the Staff Liaison and any incoming emails are reported to the ABRWG at the proceeding monthly meeting (with the exception of spam or misdirected content). In this case, the parent did confirm during the in-person meeting, that she wanted her email to be shared with the group.
- o ABRWG members reviewed and approved the Vice Chair's drafted response. The response will be provided to the Staff Liaison, who will email the response through the abrwg@pickeringlibrary.ca account.

Incident Feedback from ABRWG members:

This is a broader societal issue right now. Schools are experiencing youth conflict and violence (and are seeing these issues at the school age level too). Despite the existing expertise and resources in schools, there are similar limitations on the impact of responses right now.

The resources needed to support these youth challenges are being explored in other local sectors, however resources are ultimately being stretched across community stakeholders looking to the same youth-focused experts for help.

Support from members was shared for the hard and fast restrictions on the teen/adult space. These actions demonstrate a serious and timely response and contribute to restoring rules and safe space.

Members see there are a lot of youth that use the library. That is a good thing. We want youth to feel it's a safe space.

Staff safety and wellbeing are also important, and it sounds like the reset actions kept that in mind.

Confidentiality question was raised regarding the parent's email. The client confirmed their intention was for her email to be shared with members of the ABRWG. A reminder that ABRWG minutes are shared publicly online via the ABRWG landing page (www.pickeringlibrary.ca/abrwg), so all notes captured in the minutes reflect information that can be publicly shared.

5. ABRWG 2022 Recommendations - Collections Check-In

The Collections Teams shared updates pertaining to the progress made thus far for the ABRWG recommendations determined last year.

The update was overall well received with continued support from the ABRWG.

Presentation slides with the details will be circulated to the group.

Some questions arose related to Collections promotions opportunities and ideas. These will be further explored at the May meeting, as the Marketing Team will be attending to facilitate a Collections and Events promotions focused conversation. Collections staff have been invited to join that conversation alongside the Marketing Team.

6. Youth Subcommittee Update
    The subcommittee is satisfied with the volume of input received at this time.
    Survey results are being reviewed and a summary will be shared once the group
    is ready to highlight key conclusions and takeaways.

7. Proclamation Subcommittee Update (ABR Identifier Collaboration with PABRT)
    After further discussion regarding the desired approach to creating the identifier,
    the subcommittee working group has identified a need to seek expertise and
    support from additional City staff. The Corporate Communications and the Public
    Art departments have been engaged and will each provide a team member to
    join the subcommittee working group.
    This has resulted in a pivot with respect to timelines. With the recognition of the
    necessary scale and scope of work to appropriately conduct the artistic process,
    community consultations, and appropriate compensation structure, the timelines
    and budget scoping need to be revised.
    The August 31st event, featuring PABRT and the ABRWG will still proceed. In lieu
    of it being the launch of the ABR identifier, staff will conduct a teen engagement
    activity involving t-shirts and art materials. Teens will be invited to create their
    own t-shirts, with their own artistic designs representing anti-Black racism.
    Photos of their final artwork will be taken and collected as consultation input and
    provided to the artist tasked with creating the final ABR identifier. It will be
    expected that the t-shirt photos represent some youth voices and should
    contribute to shaping the final ABR identifier.
    The subcommittee working group will be reconvened in May.

8. Events Submission Forms Feedback Exercise
    Appreciation was shared to the group for their feedback during the in-depth
    conversation about the event submission form. Reflecting all the input provided
    by the ABRWG, the events submission form has been revised. A copy of the
    latest draft has been emailed to the group (from Shahin).
    Please send any further feedback directly to Shahin via the email thread.
    Pending no further changes, the revised form will go live soon.

9. New Strategic Plan – Consultation – Deferred, timeline TBD
    The consultation action plan is delayed, and timelines have not been finalized.
    The ABRWG Work Plan will be updated once more firmed dates are available.

10. ABRWG Public Presentations
    There is continued interest to share the work of the ABRWG with other
    libraries and community colleagues. As such, we will continue to apply for
    speaking and sharing opportunities.
    The next application we're working on is for the Public Library Association
    (PLA) Conference. PLA brings together public library professionals from
    across North America.
    Staff will continue to explore other opportunities to share this collaborative
    learning journey and working group model with other interested libraries.

Report to Board

Report Number: 06-23
Date: May 17, 2023

From: Jackie Flowers
              CEO / Director of Public Libraries

Subject: Claremont Library Closure

Recommendation:

1.   That the Board approve the closure of the Claremont Library beginning May 24, 2023, until mid to late August 2023 to proceed with the renovation and construction plans as detailed in this report.

Background:

The Claremont Library is the smallest branch of the Pickering Public Library and offers 16 open hours per week; by comparison, Central and George Ashe Libraries are each open 70 hours per week.

Plans to enhance library services to residents of Claremont and surrounding communities began with the approval of the 2021 capital budget. Included in this budget were funds to purchase and install technology that would allow the Library to pilot a self-service model at the Claremont Library called "Extended Access."

The approved 2022 and 2023 capital budgets also included funds for improvements to the Claremont Library.

In 2022, the Library received grant funding from the province to convert the existing staff washroom into a public, accessible bathroom. The deadline to complete this work is July 31, 2023.

A construction project has been tendered and awarded for the renovation of the washroom, installation of the infrastructure necessary for the Extended Service technology, installation of a new exterior door, demolition of the existing staff desk, and minor interior improvements (new flooring and paint). There are also funds allocated to furniture and fixtures.

Construction Timeline:

Construction will begin on May 29, 2023, and is expected to take 8 to 10 weeks.

Plans during Construction:

The Claremont Library will close May 24, 2023, in order to empty the entire space in preparation for the construction project. The library is expected to open again in mid to late August 2023.

The following plans have been made to continue library services during the closure:

- The Claremont Lions Club have a management agreement in place with the City of Pickering for operating the Tomlinson Community Centre ("TCC") - the building in which the Claremont Library resides. The Lions have offered space in the TCC to house some of the Claremont collection during the closure. This will allow clients to pick up holds, browse a curated display of adult books, and borrow children's reading materials. It is estimated that we will offer 20% of the collection at this pop-up location. Due to the limited square footage in the temporary space, all other collections will be stored in a rented storage pod container in the TCC parking lot; library furniture will also be stored in the pod.

- The pop-up location will be available and staffed by library staff during the currently offered hours at Claremont Library (16 hours per week).

- Storytime at Claremont will be offered and will be offered from the TCC gymnasium.

Reopening:

The Claremont Library will officially reopen with a community celebration in September 2023. All residents will be invited to attend as will representatives from the province (to recognize the grant), City of Pickering Mayor and Council, and the Library Board.

Claremont Extended Access Pilot:

Throughout August, September, and October 2023, the Library will be hosting open house sessions about the Extended Access pilot. Clients who enroll in this pilot will be required to sign an agreement and attend an orientation session.

As a safety measure, during the pilot's self-serve hours, library staff will be "on site but out of sight." Rather than being at the service desk, staff will be working in the staff office. They will be able to respond to any issues immediately. Issues will be tracked and reviewed as part of the larger pilot evaluation.

The self-serve hours do not replace the existing hours when staff are at the service desk; these 16 hours per week will still be staffed.

Claremont Library Collaborative:

The enhancements to the Claremont Library have the support of the Claremont Library Collective ("CLC"). The CLC is made up of six local residents; they have met three times since early 2023 to review plans for renovating the Library and introduced to the Extended Access pilot. The CLC shares information with Library staff about the community and will use their community connections to champion the reopening of the branch and the Extended Access pilot.

City of Pickering
2023
Current Budget Summary

10900 Library

2021 COVID Year Actuals	2022 YTD Actuals	Account Description	2022 Approved Budget	Increase / Decrease	2023 Budget	% Change From 2022
		Expenditures				
3,094,936	3,194,572	Salaries & Wages	3,582,424	147,537	3,729,961	4.12%
2,768	6,560	Overtime	-	3,275	3,275	- %
837,447	853,083	Employee Benefits	1,001,984	40,095	1,042,079	4.00%
1,997	2,273	Employee Recognition	4,135	(335)	3,800	(8.10%)
3,104	1,471	Uniforms	3,950	(2,880)	1,070	(72.91%)
3,695	5,235	Conferences	7,000	3,000	10,000	42.86%
29,174	19,504	Seminars & Education	28,600	(5,100)	23,500	(17.83%)
305	1,673	Travel	3,000	540	3,540	18.00%
1,040	2,622	Postage	1,150	50	1,200	4.35%
162	349	Freight, Express & Cartage	400	100	500	25.00%
13,245	15,427	Cellular Phones	12,980	4,300	17,280	33.13%
50,692	20,519	Telephone & Data	23,165	(865)	22,300	(3.73%)
4,979	35,179	Internet	38,500	13,460	51,960	34.96%
119	1,299	Cable TV	1,425	-	1,425	- %
13,627	11,801	Advertising	11,800	8,200	20,000	69.49%
5,425	2,860	Brochures/Newsletters Printing	7,000	4,000	11,000	57.14%
24,830	24,830	Insurance Premium	24,830	2,483	27,313	10.00%
-	-	Insurance Deductible	2,000	-	2,000	- %
14,594	(2,368)	Consulting & Professional Fees	18,500	116,500	135,000	629.73%
3,844	4,064	Meals, Promotions & General	6,000	1,000	7,000	16.67%
7,019	9,543	Memberships	7,580	7,000	14,580	92.35%
242,819	69,309	Outside Agency Services	286,698	57,212	343,910	19.96%
233,832	257,140	Building - Repairs & Maintenance	238,843	13,975	252,818	5.85%
1,839	3,164	Vehicle - Repairs & Maintenance	4,000	(2,000)	2,000	(50.00%)
1,566	2,807	Gas, Oil, Tire, Etc.	2,930	500	3,430	17.06%
44,485	35,375	Misc. Equip. - Repairs & Maintenance	41,490	1,650	43,140	3.98%
21,239	24,915	Stationary & Office Supplies	18,500	500	19,000	2.70%
29,807	30,566	Programs & Event Supplies	26,000	20,000	46,000	76.92%
-	5,542	Committee Expenses	11,000	100	11,100	0.91%
6,287	6,275	Supplies & Tools	8,000	1,500	9,500	18.75%
314,398	311,820	Library Materials	319,990	(13,990)	306,000	(4.37%)
-	-	COVID Related Expenses	53,000	(53,000)	-	(100.00%)
9,928	13,816	Utilities - Water	18,300	(1,000)	17,300	(5.46%)
133,853	110,247	Utilities - Hydro	189,000	(24,000)	165,000	(12.70%)
31,057	35,956	Utilities - Natural Gas	36,185	2,000	38,185	5.53%
225,826	186,901	Software & Hardware Mtce. Contracts	222,051	16,975	239,026	7.64%

City of Pickering
2023
Current Budget Summary

10900 Library

2021 COVID Year Actuals	2022 YTD Actuals	Account Description	2022 Approved Budget	Increase / Decrease	2023 Budget	% Change From 2022
-	-	System & Software Upgrade	-	20,000	20,000	- %
32,583	26,874	Hardware Replacements	16,000	-	16,000	- %
14,331	7,291	Furniture & Fixtures	5,000	5,000	10,000	100.00%
-	8,895	Exchange Rate - Gain or Loss	-	-	-	- %
5,456,852	**5,347,389**	**Total Expenditures**	**6,283,410**	**387,782**	**6,671,192**	**6.17%**
		Revenues				
(36,574)	(1,095)	Federal Grants	(27,600)	(9,400)	(37,000)	34.06%
(136,689)	(194,689)	Ontario Grants	(106,425)	(51,000)	(157,425)	47.92%
(11,939)	(26,776)	Department User Fees	(53,000)	-	(53,000)	- %
(291)	(1,251)	Vending Machines	(2,500)	-	(2,500)	- %
-	(723)	Rentals - Meeting Rooms	(3,500)	(2,000)	(5,500)	57.14%
(12,204)	(1,939)	Other User Fees	(10,000)	-	(10,000)	- %
(9,338)	(6,079)	Fines & Charges	(20,000)	-	(20,000)	- %
(3,995)	(6,279)	Donations	(25,000)	5,000	(20,000)	(20.00%)
(211,030)	**(238,831)**	**Total Revenues**	**(248,025)**	**(57,400)**	**(305,425)**	**23.14%**
		Transfers				
-	-	Transfer to/(from) DC Oblg RF	-	(78,750)	(78,750)	- %
100,000	100,000	Transfer to(from) Reserve	100,000	-	100,000	- %
100,000	**100,000**	**Total Transfers**	**100,000**	**(78,750)**	**21,250**	**(78.75%)**
5,345,822	**5,208,558**	**Net Expenditures (Revenues)**	**6,135,385**	**251,632**	**6,387,017**	**4.10%**

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	2023 Budget
Expenditures	
501000.0000 Salaries & Wages	
Base Salaries and Wages	3,828,791
Pay in Lieu of benefits for casual staff (level 3)	5,100
Position changes and gapping	(158,930)
Summer Students - 4 positions - (subject to Young Canada Works grant funding approval)	37,000
Additional hours to staff extended Sunday hours at the Central Library and George Ashe branch	18,000
Total 501000.0000 Salaries & Wages	3,729,961
501010.0000 Overtime	
Staff overtime	3,275
Total 501010.0000 Overtime	3,275
501020.0000 Employee Benefits	
This item includes mandatory deductions (CPP, EI, EHT) and employer provided benefits such as extended health and dental	1,071,208
Benefits related to Employee Post Retirement Benefits	9,977
Benefits related to additional hours to staff extended Sunday hours at the Central Library and George Ashe branch	1,800
Benefits related to position changes and gapping	(40,906)
Total 501020.0000 Employee Benefits	1,042,079
501025.0000 Employee Recognition	
Long Service and Retirement Awards for staff	2,800
Recognition event for volunteers	1,000
Total 501025.0000 Employee Recognition	3,800
501040.0000 Uniforms	
Uniform and Safety apparel for staff	1,070
Total 501040.0000 Uniforms	1,070
501100.0000 Conferences	
Ontario Library Association Annual Conference (OLA)	4,000
Other Conferences	6,000
Total 501100.0000 Conferences	10,000
501110.0000 Seminars & Education	
Staff training based on Staff Development plan	18,500
Legally required staff training	5,000
Total 501110.0000 Seminars & Education	23,500
501130.0000 Travel	
Staff and Board travel at City's approved rate	2,040

	2023 Budget
Travel costs for seminars and education	1,500
Total 501130.0000 Travel	3,540
502000.0000 Postage	
Overdue notices	500
Other mail	700
Total 502000.0000 Postage	1,200
502010.0000 Frght,Exprss&Cartage	
Freight, express & cartage	500
Total 502010.0000 Frght,Exprss&Cartage	500
502020.0000 Cellular Phones	
Library cell phones	3,280
Public Hotspot and Internet Kit connectivity costs	14,000
Total 502020.0000 Cellular Phones	17,280
502030.0000 Telephones & Data	
Voice / Data	22,300
Total 502030.0000 Telephones & Data	22,300
502040.0000 Internet	
Internet	51,960
Total 502040.0000 Internet	51,960
502050.0000 Cable TV	
Cable	1,425
Total 502050.0000 Cable TV	1,425
502100.0000 Advertising	
Advertising (recreation newsletter, advertisements, job postings)	16,000
Seniors Community Grant - Library Partnership Technology - Marketing costs	4,000
Total 502100.0000 Advertising	20,000
502130.0000 Brchrs/NewsLtr-Print	
Printed brochures, newsletters, signs, banners, etc.	11,000
Total 502130.0000 Brchrs/NewsLtr-Print	11,000
502210.0000 Insurance Premium	
Annual cost of insurance policy that provides protection for Library activities and property. (Policy coverage includes: liability, automobile and property)	27,313
Total 502210.0000 Insurance Premium	27,313
502220.0000 Insurance Deductible	
Insurance Deductible	2,000
Total 502220.0000 Insurance Deductible	2,000
502230.0000 Consult&Prof Fees	
Strategic Plan - (75% funded from Development Charges)	105,000
Brand Strategy	10,000

	2023 Budget
External Audit Fees	6,000
Pay Equity Review	5,000
EFAP Program	4,500
Board Education	2,500
Roof Anchor Inspection	500
Miscellaneous costs	1,500
Total 502230.0000 Consult&Prof Fees	135,000
502240.0000 Meals/Prom/General	
Board / Community linkage activities	1,000
Employee & Board relations, condolence, meeting costs etc.	6,000
Total 502240.0000 Meals/Prom/General	7,000
502250.0000 Memberships	
Library Association memberships	12,500
Other miscellaneous memberships	2,080
Total 502250.0000 Memberships	14,580
502260.0000 Outside Agency Srvc	
Human Resources staff salaries & benefits - cross charge from 10800	232,940
HR Training - cross charge from 10800	2,500
HR Professional memberships (HRPAO) - cross charge from 10800	1,100
HR Legal counsel - cross charge from 10800	4,000
Security staffing and facility attendant for George Ashe branch - cross charge from 10220	11,900
Social worker contract	5,000
Security Services for Central Library	59,900
Additional Security Services for Central Library Saturdays & Sundays	19,500
Rental of storage space for Local History documents	2,670
Accessibility Services	2,000
Security Alarm System Service (all branches) & Defibrillator monitoring	2,400
Total 502260.0000 Outside Agency Srvc	343,910
502340.0000 Building Rpr & Mntc	
Sanitact Services Central and George Ashe	3,220
All Branches - Washroom & Janitorial Supplies	8,352
All Branches - Water Testing	800
All Branches - Bed bug inspection and treatment	3,300
Contingency (All Sites)	5,000
Claremont Library snow clearing	3,300
Central Library snow clearing	16,500
George Ashe snow clearing	4,950
Air handling maintenance (chillers & starters only)	4,120

	2023 Budget
Fan calibration & adjustment	2,060
Elevator maintenance	4,600
Boiler maintenance	3,090
Janitorial staff - City (Term employees) - cross charge from 10240	152,000
Garbage disposal	6,288
Diesel generator maintenance	3,000
Main Electrical Switchboard yearly maintenance	1,000
Mech. Systems Water treatment	3,600
Energy Management System "PM"	1,500
Electrical Safety Authority Yearly Inspections	3,200
Miscellaneous provision for electrical, plumbing, mechanical & other supplies, air handling	10,300
George Ashe - HVAC service contingency	1,250
All Branches - Fire Alarm, Sprinkler & Fire Extinguishers	3,348
Special Cleaning Projects (power cleaning stairs, carpet cleaning all branches, foyer and flooring major cleaning to access areas etc.)	7,500
Feminine Hygiene Products	540
Total 502340.0000 Building Rpr & Mntc	252,818
502370.0000 Vehicle Rpr & Mntc	
City Vehicle assigned for Library Courier use	2,000
Total 502370.0000 Vehicle Rpr & Mntc	2,000
502375.0000 Gas, Oil, Tires, Etc	
Fuel: Unleaded 2,050 litres @ $1.40/litre	2,930
Oil changes and tires	500
Total 502375.0000 Gas, Oil, Tires, Etc	3,430
502380.0000 Misc Equip Rpr&Mntc	
Network Maintenance - Installation and Cabling	4,000
Copier Maintenance - all branches, partially offset by photocopier revenues	37,500
Payment Devices - wireless	1,640
Total 502380.0000 Misc Equip Rpr&Mntc	43,140
502500.0000 Stationery&OfficeSup	
General office supplies	13,000
Computer peripherals	6,000
Total 502500.0000 Stationery&OfficeSup	19,000
502520.0000 Program&Event Supps	
Programming funds for public programs. Partially offset by donations	26,000
Equipment and supplies for Makerspace	3,000
Seniors Community Grant - Library Partnership Technology - Program Facilitator	8,000
Seniors Community Grant - Library Partnership Technology - Program supplies	9,000

	2023 Budget
Total 502520.0000 Program&Event Supps	46,000
502530.4619 Committee Expenses	
Stipend for Members	8,000
Supplies for Task Force	3,100
Total 502530.4619 Committee Expenses	11,100
502540.0000 Supplies & Tools	
Miscellaneous & Supplies	5,000
Total 502540.0000 Supplies & Tools	5,000
502541.0000 Supplies & Tools	
Supplies includes membership cards, printer rolls and related items	4,500
Total 502541.0000 Supplies & Tools	4,500
502550.0000 Library Materials	
Includes Non-Capital Materials (Online Products, Digital Collections and Periodicals)	306,000
Total 502550.0000 Library Materials	306,000
502600.0000 Utilities - Water	
Budget based on 2022 projected actuals and regional water rate increase in 2023 - Central	13,125
Budget based on 2022 projected actuals and regional water rate increase in 2023 - George Ashe	4,175
Total 502600.0000 Utilities - Water	17,300
502610.0000 Utilities - Gas	
Central, George Ashe and Claremont Libraries - Budget based on 2022 projected actuals and anticipated increase in natural gas prices	38,185
Total 502610.0000 Utilities - Gas	38,185
502620.0000 Utilities - Hydro	
Budget based on 2022 projected actuals	165,000
Total 502620.0000 Utilities - Hydro	165,000
502700.0000 Sfwr/Hdwr Mntc Contr	
RFID Maintenance Contract (CN & GAL) - Hardware	22,174
ILS Maintenance--Horizon Software and Hardware Support	53,700
Catalogue & Website Maintenance--BiblioCommons	85,677
Network Maintenance & Security	11,800
Software for staff and client use	14,290
Software to support client experience	15,850
Software to support organizational systems	15,060
Maintenance of extended access hardware/software (Claremont)	16,000
Maintenance - HRIS software	4,475
Total 502700.0000 Sfwr/Hdwr Mntc Contr	239,026
502720.0000 System&Sftwr Upgrade	

10900 Library　　　　　　　　　　　　　　　　　　　　　　　　Run Date: May 12, 2023

	2023 Budget
Replace ILS software	20,000
Total 502720.0000 System&Sftwr Upgrade	20,000
502730.0000 Hardware Replacements	
Replace UPS and power supplies	2,000
Replace network core switches & wireless access ports & firewalls	7,000
Replace public laptops	2,000
Replace staff devices	5,000
Total 502730.0000 Hardware Replacements	16,000
502740.0000 Furniture & Fixtures	
Replacements - furniture	10,000
Total 502740.0000 Furniture & Fixtures	10,000
Total Expenses	**6,671,192**
Revenues	
402500.0000 Federal Grants	
Young Canada Works Grant	(37,000)
Total 402500.0000 Federal Grants	(37,000)
402510.0000 Ontario Grants	
Household Grant - Province	(97,833)
Pay Equity Equalization "down-payment" est. - Prov.	(8,592)
Connectivity Grant	(30,000)
Seniors Community Grant - Library Partnership Technology (Library Share)	(21,000)
Total 402510.0000 Ontario Grants	(157,425)
403000.9590 Department User Fees - Photocopy fees	
Photocopying	(50,000)
Total 403000.9590 Department User Fees - Photocopy fees	(50,000)
403000.9591 Department User Fees - Makerspace Supplies	
Makerspace supplies payments	(3,000)
Total 403000.9591 Department User Fees - Makerspace Supplies	(3,000)
403030.0000 Vending Machines	
Based on sales of vending machine products	(2,500)
Total 403030.0000 Vending Machines	(2,500)
403064.0000 Rentl-Mtg.Room/Publi	
Rental of rooms to outside groups	(5,500)
Total 403064.0000 Rentl-Mtg.Room/Publi	(5,500)
403120.0000 Other User Fee Revenue	
Payphone, book sales, genealogy research, other revenues	(10,000)
Total 403120.0000 Other User Fee Revenue	(10,000)
405000.0000 Fines & Charges	

	2023 Budget
Replacements, other fees etc.	(20,000)
Total 405000.0000 Fines & Charges	(20,000)
406500.0000 Donations	
Donation funds from various sources	(20,000)
Total 406500.0000 Donations	(20,000)
Total Revenues	**(305,425)**
Transfers	
408607.0000 Trf fr DC-Libr OB RF Library	
Library Strategic Plan - 75% funded from Development Charges	(78,750)
Total 408607.0000 Trf fr DC-Libr OB RF Library	(78,750)
508036.0000 Trsf to LibrBldg Res	
Transfer to Library Reserve	100,000
Total 508036.0000 Trsf to LibrBldg Res	100,000
Total Transfers	**21,250**
Net Expenses (Revenues)	**6,387,017**

City of Pickering
2023
Capital Budget Summary

Library

	2022 Approved Budget	2023 Budget
Expenditures		
504001 Capital Consulting	-	110,000
504100 Capital Buildings	90,000	133,000
504800 Cap Information Tech	37,000	20,000
504900 Cap Library Coll Mat	295,000	290,000
504950 Cap Furniture&Fix	35,000	50,000
Total Expenditures	**457,000**	**603,000**
Financing		
402510 Ontario Grants	(60,000)	-
408007 Trf fr RateStblz Res	-	(110,000)
408036 Trf fr Libr Bldg Res	-	(110,000)
408900 Property Tax Funded	(397,000)	(383,000)
Total Financing	**(457,000)**	**(603,000)**

	Funding	Expense
C10900.2205 Improvements to Claremont Library Public Service Space		
01 Capital		
504950 Cap Furniture&Fix		20,000
Additional funds for project approved in 2022 to replace furniture and shelving at Claremont Library (furniture is all at least 20 years old).		
80 Funding		
408900 Property Tax Funded	(20,000)	
Total C10900.2205 Improvements to Claremont Library Public Service Space	(20,000)	20,000
C10900.2209 Create Virtual Programming space at Central Library		
01 Capital		
504100 Capital Buildings		23,000
Additional funds to develop dedicated video recording suite on first floor of Central Library next to audio recording booth - includes partitions.		
80 Funding		
408900 Property Tax Funded	(23,000)	
Total C10900.2209 Create Virtual Programming space at Central Library	(23,000)	23,000
C10900.2301 Collection Materials		
01 Capital		
504900 Cap Library Coll Mat		290,000
Collection Materials include: Books, audio books, movies and other types of physical materials along with their processing and packaging. Current collection includes over 150,000 items - 6% of collection replaced with new material each year. Assumes the addition of approx. 9,000 items at $32 each.		
80 Funding		
408900 Property Tax Funded	(290,000)	
Total C10900.2301 Collection Materials	(290,000)	290,000
C10900.2302 PCL Computers Replacement		
01 Capital		
504800 Cap Information Tech		20,000
Replacement of public and staff computers at the Pickering Central Library that are older than 5 years with new equipment.		
80 Funding		
408900 Property Tax Funded	(20,000)	
Total C10900.2302 PCL Computers Replacement	(20,000)	20,000
C10900.2303 GAL Renovation		
01 Capital		
504001 Capital Consulting		110,000

	Funding	Expense
Design and related costs for renovations to George Ashe Library, including circulation counter modifications, replacement of book stacks, modifications to quiet room and children's areas. GAL originally opened in 2001. Community Centre share of project costs and funding is listed separately in cost centre 10220.		
80 Funding		
408036 Trf fr Libr Bldg Res	(110,000)	
Total C10900.2303 GAL Renovation	**(110,000)**	**110,000**
C10900.2305 Central Library Lobby Retrofit		
01 Capital		
504100 Capital Buildings		110,000
Renovation of the main lobby area at the Central Library to reconfigure and remove existing service counter and install flexible service point. Also improve traffic flow through the space. Includes furniture, fixture and equipment costs.		
80 Funding		
408007 Trf fr RateStblz Res	(110,000)	
Total C10900.2305 Central Library Lobby Retrofit	**(110,000)**	**110,000**
C10900.2307 Public Telework at the Library spaces - George Ashe		
01 Capital		
504950 Cap Furniture&Fix		30,000
Work pods for clients to use for online meetings. Soundproof, with connectivity/power - includes furniture.		
80 Funding		
408900 Property Tax Funded	(30,000)	
Total C10900.2307 Public Telework at the Library spaces - George Ashe	**(30,000)**	**30,000**
Total 10900 Library	**(603,000)**	**603,000**

![Pickering Public Library logo]

INTERNAL MONITORING REPORT

POLICY TYPE: Executive Limitations

POLICY TITLE: EL 04 Staff Conduct

I hereby present my monitoring report on your Executive Limitations policy "Staff Conduct" 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)   May 18, 2023
                                                              Date

Policy Element: Header Paragraph
The CEO may not cause or allow conditions of employment that fail to spell out the expectations for employee behaviour and which do not enforce these expectations in a fair and due process manner.

I interpret this as follows:
1. "spell out the expectations for employee behaviour": the provision of written policies regarding employee behaviour.

2. "enforce these expectations in a fair and due process manner": provision of clear and balanced written procedures to be followed should any infractions occur.

Compliance will be demonstrated when:
1. Policies are available, and staff are aware of these.

2. Procedures are available to be followed and these procedures enforced in a fair and timely manner.

Evidence:
1. Review of the relevant administrative policies that are part of the new staff orientation: Staff Manual, Non-Union & Management Employee Manual, Code of Conduct, employment letter template.

2. Review of the relevant administrative policies that reviewed annually by staff as part of annual performance process: Code of Conduct, Workplace Violence Prevention,

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Workplace Harassment Prevention, Accessible Employment Standards, and the Health & Safety policy. Procedures clearly outline how infractions are dealt with.

3. There were no formal complaints from staff that the procedures were not available or were not applied to them fairly.

Policy Element #1
Accordingly, the CEO will not:
    Allow staff to be unaware of prohibited behaviour, including conflict of interest, harassment of customers or others.

I interpret this as follows:
    "allow staff to be unaware": not ensuring that staff have access to and understand relevant policies including, but not limited to, conflict of interest and harassment.

Compliance will be demonstrated when:
1. Policies are available, staff are aware of them, and have an opportunity to ask for more information.

Evidence:
1. Review of relevant administrative policies - Code of Conduct, Workplace Violence Prevention, Workplace Harassment Prevention, Accessible Employment Standards, and the Health & Safety – which staff indicate they review on an annual basis as part of their annual performance review.

Policy Element #2
    Allow any employee to accept gifts, payments or services, which might appear to compromise the unconflicted position of staff.

I interpret this as follows:
    "gifts, payments or services": items offered to employees beyond small token gifts of appreciation, of a value estimated at $50.00 or less.

Compliance will be demonstrated when:
1. Staff are aware of and comply with the Code of Conduct policy, which outlines the Library's acceptance of gifts policy.

Evidence:
1. Review of the Code of Conduct. There have been no reports that staff have received gifts, payments or services which do not follow the policy.

Policy Element #3
    Allow any employee to claim ownership of any product which has been developed using the time and resources of the employer.

I interpret this as follows:
1. "product": reports, documentation, software, or any other work developed as part of an employee's duties.

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2. "employee": current and past staff members.

Compliance will be demonstrated when:
1. All staff are aware of and comply with policies and guidelines in the hiring letter, Technology Policy, and Employee Code of Conduct.

Evidence*:*
1. Review of the employment letter template, the Technology Policy, and the Code of Conduct.

2. Confirmation with Director of Support Services, Manager of Community Engagement and Marketing, and Manager of IT and Collections, that there have been no occurrences in the last year in which staff have claimed ownership of any work or intellectual property developed during employment at PPL.

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Policy Type: Governance Process (GP)

Policy No.: GP 01

Policy Title: Global Governance Commitment

Date Originated:

Date Last Reviewed/Revised: ~~August 2022~~May 2023

Last Approved by Board Motion: #~~22.52~~23.XX on ~~October 27, 2022~~XX

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.

Board Policy

Policy Type: Governance Process (GP)

Policy No.: GP 02

Policy Title: Governing Style

Date Originated:

Date Last Reviewed/Revised: ~~August 2022~~May 2023

Last Approved by Board Motion: #~~22.52~~23.XX on ~~October 27, 2022~~XX

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

Policy Title: Board Job Description

Date Originated:

Date Last Reviewed/Revised: ~~August 2022~~May 2023

Last Approved by Board Motion: #~~22.52~~23.XX on ~~October 27, 2022~~ XX

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 Public 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

Policy Title: Board Members' Code of Conduct

Date Originated:

Date Last Reviewed/Revised: ~~August 2022~~May 2023

Last Approved by Board Motion: #~~22.52~~23.XX on ~~October 27, 2022~~XX

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 Act* ~~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 or, a Vice-Chairs. 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 ~~City Clerk~~ Clerk of the City of 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~~ 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 appointed to ~~facilitating~~ facilitate the process (Chair, Vice Chair or other member) 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 a Vice-Chair), and one citizen~~/community~~ Board member. Support for the committee will be provided by the ~~library's~~ 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 to the ad hoc committee in an appropriate format;

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 to the ad hoc committee in a similar format;

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 an Independent Mediator - Complaints of a serious nature may be referred to an independent mediator that who shall be appointed by the Clerk of the City of 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.

18. 19. All discussions and facilitated meetings will be conducted without prejudice, be confidential, neutral, and impartial.

Policy Type: Governance Process (GP)

Policy No.: GP 05

Policy Title: Chair's Role

Date Originated:

Date Last Reviewed/Revised: ~~August 2022~~May 2023

Last Approved by Board Motion: #~~22.52~~23.XX on ~~October 27, 2022~~XX

1.   POLICY STATEMENT

The Chair, a specially empowered member of the Board, ~~assures~~ ensures 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.

2.3.   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.

3.4.   The Chair's duties during meetings are outlined in the Board's Bylaws.

Policy Type: Governance Process (GP)

Policy No.: GP 06

Policy Title: Board Committee Principles

Date Originated:

Date Last Reviewed/Revised: ~~August 2022~~May 2023

Last Approved by Board Motion: #~~22.52~~23.XX on ~~October 27, 2022~~XX

1. POLICY STATEMENT

Board committees, when used, will be assigned to help the Board do its job, and not to interfere with delegation from the 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

Policy Type: Governance Process (GP)

Policy No.: GP 07

Policy Title: Board Committee Structure

Date Originated:

Date Last Reviewed/Revised: ~~August 2022~~May 2023

Last Approved by Board Motion: #~~22.52~~ 23.XX on ~~October 27, 2022~~XX

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.

4.   A committee to include a minimum of 3 members, unless otherwise indicated.

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 Executive Performance:
        - o Defining review criteria based on Ends and EL policies.
        - o Collecting and discussing information from Board members to complete the CEO 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

Policy Title: Annual Planning

Date Originated:

Date Last Reviewed/Revised: ~~August 2022~~May 2023

Last Approved by Board Motion: #~~22.52~~23.XX on ~~October 27, 2022~~XX

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

Policy Title: Governance Investment

Date Originated:

Date Last Reviewed/Revised: ~~August 2022~~May 2023

Last Approved by Board Motion: #~~22.52~~23.XX on ~~October 27, 2022~~XX

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

Policy Title: Principles and Guidelines for Board Members

Date Originated:

Date Last Reviewed/Revised: ~~August 2022~~May 2023

Last Approved by Board Motion: #~~22.52~~23.XX on ~~October 27, 2022~~XX

1.   POLICY STATEMENT

The Board establishes policies and appoints the Chief Executive Officer who may also be the Secretary and / or Treasurer 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 or a permanent resident of Canada within the meaning of the *Immigration and Refugee Protection Act*; 18 years of age or older; must be a resident of the City of Pickering; 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~~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~~ Board without being authorized by a ~~board~~ Board ~~resolution~~motion;
    *   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

Date Originated: June 2022

Date Last Reviewed/Revised: ~~August 2022~~May 2023

Last Approved by Board Motion: #~~22.52~~23.XX on ~~October 27, 2022~~XX

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. An ad hoc advocacy committee should be considered in the first year of the Board term. 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~~ clients and other community members and share this with the CEO and the Board in a timely and appropriate manner.

Board Policy

Policy Type: Governance Process (GP)

Policy No.: GP 12

Policy Title: Monitoring & Evaluating

Date Originated: August 2022

Date Last Reviewed/Revised: May 2023

Last Approved by Board Motion: #~~22.52~~23.XX on ~~October 27, 2022~~XX

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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~~ 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~~ designate 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~~designate.

   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

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- 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.

f. The Chair may conduct conversations with Board members halfway through the term to gather input and feedback.

Policy Type: Board – CEO Delegation (BCD)

Policy No.: BCD 01

Policy Title: Global Board-CEO Delegation

Date Originated:

Date Last Reviewed/Revised: ~~August 2022~~May 2023

Last Approved by Board Motion: #~~22~~23.~~52~~ XX on ~~October 27, 2022~~XX

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

Policy Title: Unity of Control

Date Originated:

Date Last Reviewed/Revised: ~~August 2022~~May 2023

Last Approved by Board Motion: #~~22.52~~23.XX on ~~October 27, 2022~~XX

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

Policy Title: Accountability of the CEO

Date Originated:

Date Last Reviewed/Revised: ~~August 2022~~May 2023

Last Approved by Board Motion: #~~22.52~~23.XX on ~~October 27, 2022~~XX

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

Policy Title: Delegation to the CEO

Date Originated:

Date Last Reviewed/Revised: ~~August 2022~~May 2023

Last Approved by Board Motion: ~~22.52~~23.XX on ~~October 27, 2022~~XX

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

Policy Title: Monitoring Executive Performance

Date Originated:

Date Last Reviewed/Revised: ~~August 2022~~May 2023

Last Approved by Board Motion: ~~22.52~~23.XX on ~~October 27, 2022~~XX

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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.

Pickering Public LIBRARY

Board Policy

Policy Type: Board-CEO Delegation (BCD)

Policy No.: BCD 06

Policy Title: CEO Evaluation Process

Date Originated: January 2023

Date Last Reviewed/Revised: May 2023

Last Approved by Board Motion: #23.~~11~~ XX on ~~January 26, 2023~~XX

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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, a 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 ~~&~~ and 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 23.9) for information on In-Camera sessions.

   b. The City Clerk or Deputy City Clerk will be invited to be the 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.