

1. Meeting Called to Order

Chair

2. Land Acknowledgement

S. Sheehy

3. Public Delegations

Members of the public looking to provide a verbal delegation to the Board are required to register by email to board@pickeringlibrary.ca. For more information, refer to Section 3.10.5 of the [PPL Board Bylaws](#).

Please be advised that your name will appear in the public record and will be posted on the Library's website as part of the meeting minutes.

**4. Approval of Agenda
Conflict of Interest Disclosure**

Chair

MOTION
to Approve

5. Presentations

5.1 N. Galati, Principal; C. Hinton, Senior Strategist
 Saffy
 Re: PPL Strat Plan & Brand Survey Update

6. Consent Agenda

Chair

MOTION
to Approve

6.1 Minutes of the Previous Board Meeting – [Pg 1](#)
 October 26, 2023

6.2 Confidential Minutes from the In-Camera
 Portion of the Previous Board Meeting –
 October 26, 2023 [Provided under
 separate cover]

6.3 Minutes of the Board Building Committee [Pg 7](#)
 – November 21, 2023

6.4 Library Information Update – November & [Pg 9](#)
 December 2023

6.5 2022 Audited Financial Statements
 [Provided under separate cover]

7. Correspondence

None.

8. Ends Discussion

None.

9. Staff Reports

- | | | | | |
|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------|-------------------|
| 9.1 | Anti-Black Racism Working Group Update
[Minutes of the October 18, 2023 ABRWG meeting Pg 15 and the ABRWG Terms of Reference – Revised November 2023 Pg 18 attached] | Verbal Update | S. Oza | MOTION to Accept |
| 9.2 | Report 11-23
Update to 2024 Current and Capital Budgets | Pg 27 | E. Bird | MOTION to Receive |

10. Monitoring Reports – Executive Limitations

- | | | | | |
|-------------|--------------------------------------|-----------------------|---------|---------------------------|
| 10.1 | EL 07 Emergency Executive Succession | Pg 29 | K. Smuk | 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 08 Asset Protection

K. Danylak

11. Board Committee Reports

- | | | | | |
|-------------|-------------------------------------------------------------------------------------------------------------|---------------|------------|-------------------|
| 11.1 | Report of the Board Building Committee
[Draft Updated Facilities Plan attached - Pg 30] | Verbal Update | K. Danylak | MOTION To Endorse |
| 11.2 | Report of the Community Linkage Committee | Verbal Update | A. Mir | |
| 11.3 | Report of the CEO Evaluation Committee | Verbal Update | S. Sheehy | MOTION to Approve |

12. Governance
None.

13. Board Policy Review

- | | | | | |
|-------------|----------------------------------------------------------------|-----------------------|------------|-------------------|
| 13.1 | Pickering Public Library Board By-Laws – Updated December 2023 | Pg 57 | J. Flowers | MOTION to Approve |
|-------------|----------------------------------------------------------------|-----------------------|------------|-------------------|

14. New & Unfinished Business

- | | | | | |
|-------------|----------------------------------|---------------|------------|--|
| 14.1 | Member Community Reports | | | |
| 14.2 | Library Boards of Durham Meeting | Verbal Update | J. Flowers | |
| 14.3 | E. Bird Retirement | Verbal Update | J. Flowers | |

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: January 18, 2024
Location: George Ashe Library

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.
- 9.1** THAT the Anti-Black Racism Working Group Terms of Reference – Revised November 2023 be accepted as presented.
- 9.2** THAT the Board receive the updated information concerning the 2024 Current and Capital budget submissions from Report 11-23.
- 10.1** THAT the Board has received the monitoring report for policy EL 07 Emergency Executive Succession and agrees that it provides reasonable interpretation of the policy and evidence of compliance; and THAT the Board adopt policy EL 07 Emergency Executive Succession as presented, the policy being complete, sound, and effective.
- 11.1** THAT the Board endorse the recommendations made as a result of the review of the updated Facilities Plan by the Board Building Committee as detailed in the November 21, 2023 Board Building Committee meeting minutes.
- 11.3** THAT the 2023 CEO Evaluation be approved, and the Director, Human Resources be authorized to take the necessary actions.
- 13.1** THAT the Board adopt the Pickering Public Library Board Bylaws as amended.
- 17.** THAT the meeting be adjourned.

The City of Pickering Public Library Board

DRAFT Meeting Minutes

Held: Thursday, October 26, 2023

Location: Central Library Auditorium

Attendees: Councillor M. Brenner; Councillor L. Cook; K. Danylak; B. Kenworthy; A. Maginley (Chair); D. Sharma; K. Smuk

Absent: Councillor S. Butt; F. Mahjabeen; A. Mir; S. Sheehy

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

Vice Chair Maginley in role of Chair in Chair Sheehy's absence.

1. Meeting Called to Order

Vice Chair Maginley called the meeting to order at 7:03 pm.

2. Land Acknowledgement

D. Sharma read the City of Pickering Land Acknowledgement.

3. Approval of Agenda, Conflict of Interest Disclosure

No interest was declared.

Motion #23.63

Moved by M. Brenner, Seconded by L. Cook **Motion THAT** the Agenda be adopted as presented.

Carried.

4. Confidential Matters

Motion #23.64

Moved by D. Sharma, Seconded by K. Danylak **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 personal matters about an identifiable individual; and (d) labour relations or employee negotiations.

Carried.

J. Flowers and S. Oza were not in attendance for Item 4.1. B. Gregory was not in attendance for Items 4.1 and 4.2.

4.1 Presentation from the Director, Human Resources

Re: HR Matter

This portion of the meeting was closed to the public. Refer to the In Camera

meeting minutes for further information. [City of Pickering Clerk has custody and control of the In Camera minutes.]

4.2 Verbal Update from the CEO/Director of Public Libraries

Re: Delegation Appeal

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

Motion #23.69

Moved by L. Cook, Seconded by K. Danylak **Motion THAT** the Board rise from the closed session of the Pickering Public Library Board meeting.

Carried.

Vice-Chair Maginley advised that during the closed portion of the meeting, the Board considered matters pertaining to personal matters about an identifiable individual and labour relations or employee negotiations, and that the following motions were now before the Board in open session:

4.1 Presentation from the Director, Human Resources

Re: HR Matter

Motion #23.70

Moved by L. Cook, Seconded by K. Danylak **Motion THAT** the CEO/Director of Public Libraries job description be updated to include the agreed upon revisions.

Carried.

Motion #23.71

Moved by B. Kenworthy, Seconded by K. Smuk **Motion THAT** the Terms & Conditions of Employment Policy – Non-Union Employees be approved as presented, the policy being complete, sound, and effective.

Carried.

Motion #23.72

Moved by D. Sharma, Seconded by L. Cook **Motion THAT** the Chief Executive Officer be provided with same level of benefits entitlement as the Corporation of the City of Pickering's Directors group.

Carried.

4.2 Verbal Update from the CEO/Director of Public Libraries

Re: Delegation Appeal

No decisions were made during this discussion. In a related discussion that occurred after the confidential update, it was decided that amendments to the delegations section (3.10.5) of the Pickering Public Library Bylaws should be made. Updated bylaws to be brought forward for approval at the next meeting.

5. Public Delegations

There were no public delegations.

6. Presentations

There were no presentations.

7. Consent Agenda

7.1 Minutes of the Previous Board Meeting – September 28, 2023

7.2 Library Information Update – October 2023

7.3 Minutes of the Community Linkage Committee Meeting – October 12, 2023

7.4 Community Linkage Committee 2023 Workplan – Updated October 2023

7.5 2023 Q3 Statistics Review (KPIs)

7.6 2023 Q3 Financial Review

Motion #23.73

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

Carried.

8. Correspondence

There was no correspondence.

9. Ends Discussion

There was no Ends discussion held.

10. Staff Reports

10.1 Anti-Black Racism Working Group Update

S. Oza provided a brief overview of the discussion held at the October 2023 meeting and advised that the Group will resume their regular meeting format in November. This meeting will include their annual review and reflection on the past year and planning for the upcoming year. In answer to a question if any follow-up from the Board or recommendations coming forward, S. Oza advised that nothing was needed from the Board at this time but there will be a 2024 workplan and recommendations coming forward.

10.2 2023 Project Surplus

J. Flowers provided an updated on the projected 2023 budget surplus, noting that it was now closer to 2%. She explained that this surplus could be mainly attributed to gapping of positions caused by turnover.

10.3 Report 09-23 Purchase of Integrated Library System (ILS) Software & Services

J. Flowers presented the report in E. Bird's absence. J. Flowers explained that the Library's purchasing policy requires Library Board approval for this procurement as the total over 5 years will exceed \$250,000.

Motion #23.74

Moved by K. Danylak, Seconded by B. Kenworthy **Motion THAT** the Board approve the recommendation that Innovative Interfaces Inc. be selected as the successful proponent for the purchase of a new Integrated Library System (ILS) for the Pickering Public Library.

Carried.

10.4 Report 10-23 CEO Signing Authority

J. Flowers explained that this is mainly a housekeeping issue and would have no impact on the current processes in place to receive grant funds and pay invoices. J. Flowers added that she is seeking Board approval now so that it is in place prior to speaking with the City's Director of Finance.

Motion #23.75

Moved by K. Smuk, Seconded by K. Danylak **Motion THAT** the Board approve the addition of the Pickering Public Library CEO as a signing authority on the Pickering Public Library Board CIBC bank account.

Carried.

11. Executive Limitations Policies & Monitoring Reports

11.1 EL 02 Treatment of Clients

D. Sharma reported that he met with J. Flowers to discuss the EL 02 monitoring report and policy. D. Sharma reported that compliance with the client-related policies was demonstrated. D. Sharma identified that the evidence for Policy Element #5 stated that there were "no unresolved complaints under this policy." However, due to recent occurrences, D. Sharma recommended that this be amended to "one pending complaint under this policy." The Board agreed with this recommendation.

Motion #23.76

Moved by D. Sharma, Seconded by Linda **Motion THAT** Board has received the monitoring report for policy EL 02 Treatment of Clients as amended; and agrees that it provides reasonable interpretation of the policy and evidence of compliance; and THAT the Board adopt policy EL 02 Treatment of Clients as presented, the policy being complete, sound, and effective.

Carried.

Executive Limitations policy 07 Emergency Executive Succession will be discussed at the next Board meeting. All members were asked to review prior to the next meeting. Discussion will be led by K. Smuk.

12. Board Committee Reports

12.1 Report of the Board Building Committee

No report given. The next Committee meeting is scheduled for November 21, 2023.

12.2 Report of the Community Linkage Committee

Minutes from the most recent committee meeting included in package. Nothing further added. Next meeting scheduled for November 9, 2023.

13. Governance

There were no governance items discussed.

14. Board Policy Review

There were no Board policies reviewed.

15. New & Unfinished Business

15.1 Member Community Reports

M. Brenner highlighted a new private venture operated by Town Trolley Tours. He suggested that there could be opportunities using Town Trolley Tours to provide Seaton area residents with a fun way to visit the George Ashe or Central Libraries. M. Brenner will provide contact information to J. Flowers if interested.

L. Cook reminded the Board that the 2nd week for the Fall Fling event was happening this weekend. She added that there is also a Winter Fling planned for December and will provide more information when available. She also gave a reminder that October 22nd marks the start of the poppy campaign.

15.2 PLA Conference

Last month, J. Flowers asked those interested in attending the PLA Conference to advise her of such. One member, A. Maginley, indicated their interest. The conference budget line has been adjusted accordingly.

15.3 Public Libraries of Durham Region Board Meetups

J. Flowers reported that an email was sent to all the Durham Region CEOs about the idea raised at the last meeting of Library Board meetups. Whitby replied and expressed their interest. Three other Boards will be bringing the idea to their meetings happening this same night. J. Flowers anticipates having more information to share at the next meeting.

15.4 Civic Complex Events

At the time the agenda was issued, there were plans in the work for a potential protest. This agenda item was intended to provide the Board with some post-protest feedback. Although in the end the protest was cancelled, J. Flowers assured the Board that the City and Library were well prepared and coordinated in efforts to respond to large events like protests in the Civic Complex.

15.5 December Board Meeting/Social

J. Flowers advised that there will be a Board meeting scheduled for December 14, 2023, starting at 6:00 pm. There will be an in-camera session followed by a regular meeting to receive an overview of the draft strat plan. A holiday celebration with a meal will be held at the conclusion of the meeting.

16. Board Meeting Evaluation

Vice Chair Maginley 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, November 23, 2023, at 7:00 pm.

Motion #23.77

Moved by K. Danylak, Seconded by L. Cook **Motion THAT** the meeting be adjourned.
Carried.

The meeting was adjourned at 8:25 pm.

The City of Pickering Public Library Board Meeting Minutes

Signature of Library CEO:

Date:

Signature of Library Board Chair:

Date:

The City of Pickering Public Library Board Building Committee

DRAFT Meeting Minutes

Held: November 21, 2023

Location: Virtual meeting

Attendees: K. Danylak, A. Maginley, D. Sharma, M. Brenner

Absent:

Staff: E. Bird, Director, Support Services

Commencement Time: 6:30 pm

1. Welcome

K. Danylak welcomed the group and asked if there were any additions to the agenda or any conflicts of interest to declare. No additions or conflicts of interest were declared.

2. Review of Building Projects status

E. Bird reviewed the progress of various building projects.

1. Claremont Extended Access Project – official re-opening held on Saturday November 18, 2023. Clients who attended were impressed with the new branch layout and look. So far there are over 50 residents registered for the Extended Access service. Stats for use are being tracked during the pilot and a mid-term stats report will be provided to the Board.
2. PHCC
This project is out for tender with a revised plan as the costs for the initial tender was not within the budget parameters. The revisions do not affect the Library's portion of the building. The tender closes on December 7, 2023. A report will go to Council in January for budget consideration.
3. George Ashe renovation
The City and Library have jointly applied for grant funding to make that location more sustainable and energy efficient. The outcome of the grant application is not yet known. The Library will not go ahead with the consulting RFP until the grant outcome is decided as will make a difference to the scope of the consulting project.
4. Outreach vehicle
The van has been delivered and is currently housed at the Operations Centre. The RFP for upfitting the vehicle has been issued. Planned timeline is to have the vehicle on the road in Spring 2024.

5. City Centre Library

Staff are preparing a report for Council expected to be presented in January. There was a public consultation on the project over the summer. The current study is a feasibility study and is not a design process.

6. Central Library Lobby Renovation

The goal of this project is to make the lobby a more welcoming space that is brighter and more useable for clients. The large staff desk will be demolished, and a new service point configuration is under consideration." Facilities staff are putting together a document to create an RFP for a construction company to undertake the renovation tasks. It was discussed that the demolition should take place after hours to have the least impact on clients and that the lobby should be as accessible as possible throughout the project.

3. Review of updated Facilities Plan draft

The committee reviewed the report and had several recommendations to make:

- When the Library and City's Strategic Plans are completed in 2024, the Facilities Plan should have direct links and clear direction from both plans. This can happen with the 2024 update of the Plan. Once these changes are implemented the document should be a public document available on the website for transparency with Pickering residents.
- Add more information (more description) to the charts of ongoing and future projects so that it is clear what the project entails (to assist the public in understanding each project)
- Update the branch service areas information in 2024. The committee felt it was important to collect data on how many people use each location.

As a result of the review of the updated Facilities Plan draft, the committee will ask the Board to endorse the following recommendations directing staff to:

1. Update the Facilities plan in 2024 and, once updated, provide it as a public document available on the website;
2. Include more descriptive information of ongoing and future facilities projects for greater public understanding; and,
3. Present a plan on how they intend to collect branch access data going forward.

4. Adjournment

The meeting was adjourned at 7:40 pm.

Board End: Lifelong Learning

Outreach Collaboration with the Welcome Centre

The Library visited the Welcome Centre to offer a gardening workshop to newcomer families, where participants had a chance to learn how to make a self-watering planter to take home.

Library Tour with Sparks

The Library hosted a local Sparks group at the library in a Tech Play workshop. The girls were also given a tour of the library, signed up for library cards, and found some books to take home.



One-on-One Device Assistance

The One-on-One Device Assistance program continues to be fully registered at the Central Library. Several clients have commented on how happy they are to have a dedicated hour with staff to assist them with their devices and appreciate learning how to use new devices at their own pace.

Board End: Culture of Reading

The Write Stuff: A Comic Scripting Workshop with J. Torres

Canadian comic book writer J. Torres hosted a comic book workshop for children aged 10-12 years old. Participants learned the ins and outs of writing a graphic novel and had the opportunity to write their own comic script. There were 15 children in attendance and the reviews were very positive.

2nd Annual Book Sale

The 2nd Annual Book Sale took place at the Central Library the last weekend in November. The event ran from 3pm on Friday to 3pm on Sunday and was busy with community members browsing for books, magazines, DVDs, and video games to take home. This year, in addition to the regular inventory of discarded library materials, community donations were also accepted. Forty community members drop off sizable donations in the days before the sale.

Posts about the Book Sale on social media received encouraging results and positive reactions from audiences on Facebook and Instagram. The [reel posted November 20](#) gained the highest engagement rate (9.99%) of pre-event posts and reflects the opportunities for growth through video content. This post helped audiences see the variety of materials available and featured a long caption with detailed information on what to expect. Audiences have responded well to this clarity and generated 65 likes. Additionally, a paid online ad that ran November 19 – 25, reached 25,960 people and resulted in 780 engagements and 595 link clicks.



In the lead-up to opening, a line of about 40 clients, eager for first pick of the materials, formed in the lobby. Friday night saw a huge and steady stream of browsers who, quite quickly, took home bags and boxes of items, and Saturday/Sunday saw a continued steady stream of clients and many repeat customers.

Clients were asked to make a donation to the Library and over the course of the weekend, the Library raised over \$3,000. These generous donations will be used to upgrade the AV equipment in the auditorium at Central, benefitting both clients and staff.

Writing Contest

Forty entries were received for the annual Writing Contest, open to teens and adults, exceeding last year's entries of 29. Clients were invited to submit their poetry or prose for a chance to win prizes and have their work featured on the Library's website. The contest ran throughout November, with winners being announced in December.

National Children's Day



The library hosted National Children's Day at both the Central and George Ashe Libraries. Children participated in a live performance from performer Janee from Livi and Friends and enjoyed crafts and activities. EarlyON had a booth where children had the opportunity to bind their own book. 25 children participated in this event between both libraries.

Board End: Inclusive and Welcoming Public Facilities & Virtual Spaces

Claremont Library Grand Reopening

Residents of communities around Claremont had a chance to visit the refreshed Library at the Grand Reopening and dedication on Saturday November 18, 2023. A formal ribbon cutting, face painting, family activities, and a tour and demonstrations of Extended Access took place.



Claremont Extended Access Launch

Extended Access has begun at the newly refreshed Claremont Library. With Extended Access, clients who have pre-registered can access the Claremont Library space, use the computer workstations, photocopy, or print by themselves, pick up their holds and sign out collections. The Extended Access program adds 41 additional hours of library service per week on top of the existing 16 staffed hours per week. To date, 76 clients registered for this new service! To assist and support clients during Extended Access, select staff will be working in the library space during Extended Access hours to monitor how the pilot is going.

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

Strategic Plan

The Strategic Plan survey went public to the community through the month of November. Staff went to great lengths to promote and reach as many residents as possible, setting a goal of 1,200 completed surveys.

A combination of outreach at events in November and social media posts (paid and unpaid) contributed to the library reaching thousands of community members about the Strategic Planning process. Online posts that mentioned the excellent prizes garnered more engagement and interactions. The sponsored ad that ran November 13–20 reached 24,592 people and garnered 700 engagements.

When the survey closed, the target goal was surpassed – the final tally was 1,345 surveys! The results of the surveys are being analyzed and will be presented to the Board in December with further refinement in January 2024.

5-Minute Film Festival Gala

The library's 5th annual 5-Minute Film Festival (5MFF) gala was held on Saturday November 4 at the Central Library auditorium. In addition to 15 in-person attendees, 15



virtual attendees from around the world attended the event, including San Diego, Argentina, Italy to name a few. Each filmmaker had a chance to screen their film, followed by a short Q&A session with questions directed from the library staff (hosts), attendees, and other filmmakers. There were some great discussions and engagements between some of the filmmakers, with some asking

questions to learn about each other's creative process behind their filmmaking process. At the end of the event, 4 awards were given out for Best Directing, Best Cinematography, Best Editing, and People's Choice for Best Film. This event was a great opportunity for local artists to meet and discuss the art of filmmaking with other filmmakers outside of Canada.

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

Will & Estate Planning Info Session



34 clients attended a two-hour information session on planning their will and estate in late October. The information session was led by Durham resident and lawyer Pavel Malysheuski, who has 10+ years of experience. He covered how to create a will correctly, solutions for estate planning for different life circumstances, and how to plan in the most tax-efficient ways. Due to the

event's success, the session will be repeated quarterly throughout 2024.

Winter Nights, City Lights

Staff represented the Library with a library booth in the Community Partners area at Winter Nights, City Lights event in Esplanade Park. The team, along with teen volunteers, provided library information and a fun glow in the dark craft activity for attendees to enjoy. Over the course of both nights of the event, the team connected with 350 community members, including adults, seniors, teens and children, promoting the library services.



Teen Library Late Nite

Teen staff hosted a late-night teen event where the teens played Jackbox games and hide and seek. During the event, staff asked the participants to complete the strategic plan survey.

Youth Drop-In

During one of our weekly Youth Drop-In events, more than twenty teens participated. This is a larger amount than usual, and several teens that don't usually attend the drop-in were happy to join in to play games.

Board End: Championing Inclusion and Belonging



Connecting with Newcomers

The Library was busy this past month connecting with newcomers in Durham. Staff hosted community agencies from Durham Region who serve refugees, and their clients, to a tour and open house at the Central Library. The Library was also invited to provide information for newcomers at the Welcome Centre over two days in November. Staff will continue these visits throughout 2024 to continue outreach to the newcomer community and to enhance the library's partnership with the Welcome Centre.

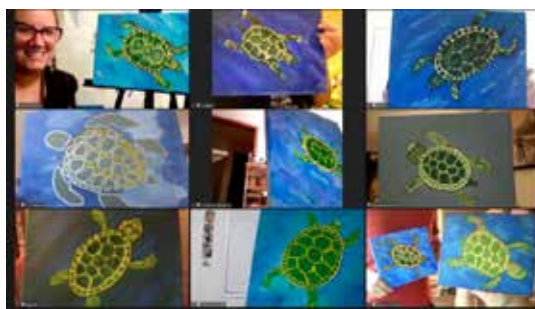
Age-Friendly Outreach



Staff were invited to set up an information booth at the Aging Well, Active Living Fair. They connected with over 90 individuals and registered 5 new library cards, while promoting library services, collections and resources targeted to the +55 community.

Paint Night with Victoria Grant Rozentals

The library hosted a virtual paint night with local Indigenous artist Victoria Grant Rozentals. This event was in partnership with Ajax, Oshawa, King Township, Newmarket, and Georgina Public Libraries. Participants painted a turtle art piece. There were 35 participants in the program.



Odibaadodaan: Celebrating First Nations, Inuit, and Métis Storytellers

In partnership with organizations across Durham Region, the Library supported Odibaadodaan: Celebrating First Nations, Inuit, and Métis Storytellers, hosted at the Robert McLaughlin Gallery. The event celebrated Indigenous storytellers across various mediums, including throat singers Tamara Takpannie and Samantha Kigutaq-Metcalf, a quillwork workshop presented by Vivian Roy, a language workshop presented by Melody Crowe, comedian Lena Recollet, hoop dancer Nimkii Osawamick, and readings by author Nikki Soliman. 193 guests attended the event with one guest noting, "Great event with wonderful artwork, lovely to talk to so many talented people. Food was amazing. Great community vibe!" and another saying, "Loved the positive message. Very inclusive and fun while showcasing indigenous artists, teachers."

Supporting Organizational Excellence

Application for Reinstatement of Use of Library Services and Spaces

In early November, the public service leadership team introduced a new Application for Reinstatement of Use of Library Services and Spaces form, to be included with exclusion letters when the exclusion is three months or longer. The goal is to use the completed form as a starting point when meeting with excluded clients and developing an action plan to ensure their return to the Library is successful.

3Cs: Compassionate Client Care Training

At the end of October, a year-long training initiative called 3Cs: Compassionate Client Care ended. All staff system-wide completed ten learning modules designed specifically for libraries when handling challenging situations, using a trauma-informed, empathetic

approach. The overall goal was to give everyone the tools to de-escalate situations when possible and reduce the number of times we need to ask a client to leave. Some of the modules included were "A Librarian's Guide to Homelessness," "Mental Illness," "Backup," "Police," "Unattended Children," and "Ornery Teenagers." Staff reviewed the learning every month at team meetings, and many have reported that they appreciated the training for many reasons, including that it gave us a "shared language" when handling incidents, and that it provided concrete de-escalation techniques. Staff are still able to access the training and complete a variety of additional modules for the coming year.

Meeting Minutes

Anti-Black Racism Working Group

Wednesday, October 18, 2023, 6:30 pm

In Person – Central Library Auditorium

Attendees: Romina Diaz-Matus (via Zoom), Samantha Adebisi (via Zoom), Charmain Brown, Shaibu Gariba, Marsha Hinds Myrie (via Zoom), Nicole Facey (via Zoom), Stephen Linton (via Zoom), Titi Katibi (via Zoom)

Library Staff: Shobha Oza, Sabrina Yung, Clara Addo-Bekoe

Absent: Teronie Donaldson, Bernadette Hood-Caesar

1. Land Acknowledgement and Ancestral Acknowledgement
 - Read by SY and CB.
2. Conflict of Interest Declaration (Standing Agenda Item)
 - SL read a sample/alternative Conflict of Interest Declaration script adopted from the: “We are committed to fostering an environment of transparency, integrity, and accountability in our efforts to combat anti-Black racism within this working group. To ensure the effectiveness and trustworthiness of this meeting, we kindly request that members take this time to declare any potential conflicts of interest.”
 - No conflicts of interest were declared.
3. Review Meeting Minutes (Standing Agenda Item)
 - June, July, August, and September minutes were reviewed.
 - No edits or omissions were brought forward.
 - Minutes were approved.
4. Regroup and Restoration Continued
 - As determined during the August meeting, this meeting will focus on reviewing the Terms of Reference (TOR) with the intention of identifying shared understanding on scope and finalizing any further revisions needed.
 - CAB has joined the group again today as facilitator. This will also allow SY and SO to fully participate in the discussions as well.
 - Regarding the question of whether to add the Youth Survey results into the TOR, SG suggests including results from the teen consultation survey as an appendix rather than having the details in the TOR. The group agreed. In future, during the annual review of TOR, the ABRWG can determine if the appendices need to be revised/updated.
 - Section 4.2 - Fourth point was shortened to be more concise. Additionally, clarification was requested regarding what happens when a decision needs to be

made in an urgent fashion and cannot wait for the next scheduled monthly meeting. Added 'Special meetings can be called outside of the monthly meeting cycle to discuss urgent issues. Quorum would still need to be met for any decisions to be made.' (SY to further work on wording).

- Clarity was requested regarding documentation of discussions and process regarding potential or proposed decisions, that may take place outside of the monthly meeting space. It was acknowledged that discussions can occur in sub-committee meetings and/or ad hoc unforeseen discussions between some ABRWG members and other interest groups/community members. As discussed, it was clarified that all sub-committee discussions need to be documented and shared with the group using formal minutes and any proposed decisions must be brought back to the full group in a monthly meeting for review and consensus (with quorum). Decisions cannot be made on behalf of the ABRWG in isolation amongst sub-committees or in ad hoc discussions outside of the monthly meeting. Notes capturing this decision will be added to the TOR.
- Section 4.5 - Added 'Review attendance and facilitate the necessary conversations when attendance and active participation terms are not met.'
- Section 5.2 - Discussion about the roles of the ABRWG. The group decided to keep Chair, Vice Chair, and Notetaker roles. Removed 'check in every 3 months' for executive roles and approved review at the November annual review meeting.
- Clarity was requested regarding 'active participation' and what 'being present' during meetings meant to the group collectively. The resulting expectations were decided – ABRWG members will:
 - Attend 80% of monthly meetings in a calendar year. The Library Liaison will reach out to members experiencing low attendance and identify to the Chair/Vice-Chair where a member is projected not to meet the minimum calendar year requirement.
 - For virtual meetings (or if attending an in-person meeting virtually), make every effort to be visible on camera where possible.
 - Ensure they are up to date on minutes and previous discussions, prior to attending a meeting, and arrive at the meeting prepared to discuss the scheduled items.
 - Advise the Library Liaison in advance if absence anticipated.
 - Participate in meetings in accordance with the Pickering Public Library Code of Conduct.
- Clarity was requested regarding the terms or period of commitment per member. Members discussed the possible options (one year, two years, etc.). The group decided: one (calendar) year commitment with an annual November check in alongside the annual November declaration of still meeting eligibility criteria.
- Consideration was requested regarding adding a Code of Conduct. It was suggested that a sub-committee could be made to create the ABRWG specific Code of Conduct. Another suggestion acknowledged that the library already has client and volunteer Code of Conduct policies in place. The group decided the TOR should reference the Code of Conduct that exists.
- MHM requested that the minutes reflect MHM expressed an abstention and is abstaining from agreeing to some areas of the revised TOR. MHM notes it is unclear, how do we do our work in our community? How do we do our work in connection with other groups with similar missions? What is the structure around

working with PABRT? What is the structure around how we operate with the community at large? RDM suggested the group could create a sub-committee to define a structure with how the ABRWG interacts with community and PABRT. This requires further discussion. It was agreed the TOR revisions will proceed.

- SY to add additional numbering/lettering for sub-sections, for easier reference.
- All changes identified to this point are confirmed as final. SY will apply all discussed changes to the TOR document and proceed to post it the revised copy on the ABRWG landing page.

5. Public Library Association Presentation 2024

- Pickering Public Library staff were selected and invited by the Public Library Association (PLA) to present about the ABRWG at the April 2024 PLA Conference, taking place in Columbus, Ohio. More details to come.

6. Returning to Regular Business in November and 2024 Work Plan

- As we return to regular business with the November meeting and given there are annual self-evaluations and end of year work planning tasks to complete, it was agreed that part two of the collections and events marketing discussion will be further postponed until the new year. Library staff involved will be advised and rescheduled.
- SY will work on drafting a new 2024 Work Plan to reflect some of the business items that were deferred from the past few months.
- The November meeting will be online. The meeting will prioritize reviewing the self-evaluation tool (reflecting last year's identified changes as well as the TOR conversation). Additionally, the group will determine a new Chair and Vice Chair.

Anti-Black Racism Working Group: Terms of Reference

Preamble

The Anti-Black Racism Working Group (ABRWG) acknowledges the discrimination and racism faced by Black, Indigenous, and People of Colour (BIPOC) communities and are committed to working in solidarity with BIPOC communities.

1. Overview

This document outlines the Terms of Reference (TOR) for the Pickering Public Library's ABRWG. The TOR will capture the purpose, structure, and role of the ABRWG, and clearly identify the desired outcomes/outputs.

2. Mission

The ABRWG (given appropriate resources for outreach and relevant data collected) will review community feedback related to library matters and related identified priorities. The ABRWG will collaborate with library staff to create and implement action plans for improvements and enhancements of library services. Recommendations and staff action plans will focus on identified systemic discrimination impacting the library experience for community members who self-identify as Black.

The scope of this work will consider existing and future library users of all ages, community members at large, employees, volunteers, and community partners, with an emphasis on inclusion and intersectionality.

Appointed members of the ABRWG will contribute their individual voices, lived experiences, and insights to group discussions, and decision-making. They will co-assess and co-plan with library staff to develop decisions and decision-making processes.

3. Community Priorities

Key priorities were identified through a preliminary community survey and community partner consultations conducted in 2020. The Library and the ABRWG recognize additional community engagement will be required to further clarify the desired outcomes under each priority and as the work may evolve. The ABRWG will have access to and will review the survey results as a starting point and focus on the community priorities identified.

The top priorities that emerged from the initial community survey results (in demonstrated priority order based on frequency of shared comments):

Priority:	Percent of responses that mentioned the priority:
Staffing – Representation, hiring/recruitment	35%
Collections – Representation and availability	26%
Community Engagement – Initiatives to amplify and hear from Black voices	18%
Programs/Events – Promoting anti-discrimination and Black history/culture/heritage	18%
Staff Training	18%

In recognition of a lack of youth representation in the preliminary consultation data, a sub-committee was formed to create and carry out a follow up consultation centered on youth in 2022. The sub-committee consisted of active ABRWG members, two community teen volunteers, and library staff. The Youth Consultation sub-committee facilitated a youth engagement survey strategy beginning in late 2022, culminating in early 2023. A summary of the youth response results was presented to the ABRWG for review at the July 2023 meeting and the sub-committee recommendations were endorsed for library staff implementation (see [Appendix A](#) for an overview of the recommendations).

4. Goals, Objectives, and Member Responsibilities

4.1 Refine and Review Working Group TOR

The ABRWG will review the committee's name and Terms of Reference annually and revise as deemed necessary. Revisions will be shared with the Library Leadership Team and the Library Board.

4.2 Meetings Operational Framework

- The ABRWG will schedule meetings, set agendas, review minutes, and if needed, organize sub-committees.
- Meetings will take place on the second Wednesday of every month at 6:30 pm.
- The meeting's duration will be two hours. Minutes will be recorded and shared publicly on the ABRWG landing page.
- Sub-committee and/or ad-hoc meetings outside of the regular meeting cycle may be discussed and determined on an as needed basis. Minutes will be recorded and shared publicly on the ABRWG landing page.
- Sub-committees can be proposed and created by the ABRWG. A proposed subcommittee may be granted by a majority vote and must include a minimum of two current ABRWG members. Additional individuals with relevant interests/expertise can be invited and included in a sub-committee.
 - Where possible, sub-committee members will represent experiences and agencies that best match all the priorities outlined in [Section 3](#).

- Sub-committees should have a determined timeline and framework to guide the work, with minutes and reports shared as a standing agenda item during the monthly ABRWG meetings.
- For sub-committee and/or ad hoc meetings, any decision-making matters should be brought to the attention of ABRWG for consensus (and/or vote) at the next scheduled meeting.
- f) Members will review action plans and on-going updates provided by the Library Liaison(s) and/or library staff pertaining to priorities. This will include meeting with the Library Leadership Team and/or staff directly to discuss, collaborate and assess the library centered priorities.
- g) Members will meet with the Library Board a minimum of twice a year.
- h) Members will stay updated on federal, provincial, and local legislation related to anti-Black racism, equity and inclusion, and human rights. Provide advice, advocacy, and education to library staff to support the enhancement of library services. Relevant updates and information can be gathered and provided by Library Liaison(s) or designated library staff.
- i) Members will deliberate to reach consensus on decision-making matters. Where consensus cannot be achieved, the Chairperson will conduct a vote.
- j) The quorum is 50% of the total number of members plus one. When the quorum is not achieved, motions requiring an ABRWG consensus or majority vote cannot proceed and will be deferred to the next possible meeting date where quorum can be achieved.
- k) Special meetings can be called outside of the monthly meeting cycle to discuss urgent issues. Quorum would still need to be met for any decisions.

4.3 Community Priorities

The ABRWG will:

- a) Review top community identified priorities with the lens of library service and library user experience impacts.
- b) Provide context and recommendations to the library for addressing each priority.
- c) (During meetings) Share community knowledge, information, and additional detail into the priority and help define the gaps the community would like addressed.
- d) Meet with relevant library staff, for each of the priorities, to build a comprehensive understanding of existing library frameworks, policies, procedures, and/or practices.
- e) Provide recommendations for successful improvements, enhancements, and/or new library services that would significantly reduce the gaps identified.
- f) Bring forward recommendations for further community consultation opportunities that may help refine the shared understanding of the opportunities for improvement.

4.4 Advocacy, Research, and Community Involvement:

The ABRWG will:

- a) Maintain connections with and leverage the voices of residents of Pickering to identify systemic barriers that impact local Black community members (both existing library users/members and non-users/members) to provide recommendations for improvement.
- b) Share ABRWG updates with the community via the ABRWG public landing page on the library's website. This page is maintained by library staff.

- c) Review and respond to community residents that may email the group via abrwg@pickeringlibrary.ca (which will be monitored by library staff – see below for more information).
- d) Engage and foster connections with local community members, community organizations, businesses, and cultural organizations related to the work of the ABRWG.
- e) Provide input in staff-led consultation, research, review of report findings and make recommendations as necessary on matters of anti-Black racism and library services, internal initiatives and/or internal policies.
- f) Advocate and promote the value and benefit of the Anti-Black Racism Working Group to library users and interested groups (e.g., other public libraries, the Ontario Library Association, etc.) for the purpose of sharing learning opportunities and outcomes that other organizations may adopt and adapt.

4.5 Role of the Library Liaison(s):

The Library Liaison(s) and/or relevant library staff will:

- a) Provide data, research outcomes, and information as it pertains to and supports the discussions of the ABRWG.
- b) Facilitate consultation, research, and/or other related tasks as requested by the ABRWG, when there are knowledge or data gaps.
- c) Provide necessary updates on federal, provincial, and local legislation related to anti-Black racism, equity and inclusion, and human rights that impact library services.
- d) Share research or report findings and on-going community feedback, pertaining to the priorities.
- e) Create and maintain the public landing page on the library's website.
- f) Monitor the abrwg@pickeringlibrary.ca email account and bring forward all client inquiries to the group at the monthly meeting. For applicable inquiries, a response from the ABRWG may be required and in such situations, the Library Liaison(s) will seek the guidance of the ABRWG members to draft a response at the next scheduled meeting.
- g) Support the technical needs for monthly virtual meetings via the library's licensed online communication tools (e.g., Zoom)
- h) Review attendance and facilitate the necessary conversations with members when attendance and active participation terms are not met.

5. Working Group Composition and Commitment

5.1 Composition:

- a) Total 1 Library Liaison (with an optional designated secondary). A Library Liaison is not a voting member.
- b) Total 8 to 10 Community Members (appointed by a Volunteer Community Panel and Library Representatives).
- c) All members must be 16 years or older.
- d) All members are voting members.
- e) All members must demonstrate that they live in Pickering (or work for an agency/organization that is Pickering serving).

- f) An annual declaration must be completed by each member to confirm they still meet the above criteria. The annual declaration must be completed no later than November 30 of each year.
- g) In the event an active member changes their place of residence and therefore is no longer a Pickering resident (and does not work for an agency/organization that is Pickering serving), they may remain an active member for the remainder of the calendar year. Their position will be considered vacant for the subsequent calendar year and recruitment cycle.
- h) In the event an active member changes their place of employment and therefore is no longer working at an agency/organization that is Pickering serving (and they are not a Pickering resident), they may remain an active member for the remainder of the calendar year. Their position will be considered vacant for the subsequent calendar year and recruitment cycle.
- i) During a recruitment effort, should the library receive an insufficient volume of expressions of interest from Pickering residents, the ABRWG may opt to temporarily expand membership recruitment outside of Pickering residents, while maintaining a priority to individuals residing and/or working in Pickering.

5.2 Working Group Member Roles:

While the ABRWG acknowledges that this is a collaborative group and that the work would be done as a collective, the following roles will be filled by active members through a self-directed volunteer nomination, followed by a group voting process.

- a) Co-Chairpersons
 - Two elected positions.
 - One year (12 months) term. Reviewed at the November annual review meeting.
 - Represent the group at Library Board meetings.
 - Control the flow of meetings with respect to time.
 - Ensure the Terms of Reference are honoured.
- b) Notetaker
 - One elected position (with an optional designated secondary).
 - One year (12 months) term. Reviewed at the November annual review meeting.
 - Effectively take minutes of meetings and share with the Library Liaison.
 - Control the flow of meetings with respect to time.
 - Note, this role can be delegated to/supported by library staff if it is decided by the Working Group.

5.3 Active Participation Commitment:

All ABRWG members are responsible for active participation. As determined by the ABRWG, active participation means all ABRWG members will:

- a) Attend 80% of monthly meetings in a calendar year. The Library Liaison will reach out to members experiencing low attendance and communicate to the Co-Chairs when a member is projected to not meet the minimum calendar year requirement.
- b) For virtual meetings (or if attending an in-person meeting virtually), make every effort to be visible on camera where possible.

- c) Ensure they are up to date on minutes and previous discussions, prior to attending a meeting, and arrive at the meeting prepared to discuss the scheduled items.
- d) Advise the Library Liaison(s) in advance if absence anticipated.
- e) Participate in meetings in accordance with the [Pickering Public Library Code of Conduct](#).

5.4 Annual Review and Reflection

The ABRWG will perform an annual self-assessment guided by library staff and make recommendations on the future of the ABRWG. The self-assessment should be completed no later than November 30 each year. After individual feedback is collected and shared, the ABRWG will discuss any necessary revisions and update the TOR.

5.5 Member Appointment Process

Group members are appointed by the Community Panel using the *Anti-Black Racism Working Group: New Membership Appointment Framework*.

- a) The Community Panel is tasked with the review of Expressions of Interests from eligible public members, facilitate interviews, and recommend ABRWG appointees, alongside two library staff representatives.
- b) The Community Panel members are recalled when a recruitment cycle is activated. If an existing Community Panel member is no longer available, the Library Liaison(s) will seek a volunteer replacement.
- c) On an annual basis, active membership numbers will be reviewed. When the number of active members is below 6, a recruitment cycle will be activated.
- d) Appointed members should demonstrate experience or expertise with the community's stated priorities.
- e) All new members must submit a satisfactory vulnerable sector reference check as part of the on-boarding process, as the ABRWG may work directly with vulnerable members of the public, including youth and seniors.

5.6 Meeting Cycle Commitment

The ABRWG will meet a minimum of 10 times a year (and up to 12 times in one calendar year). The term commitment of each active ABRWG member is one calendar year.

5.7 Honorarium Program

The ABRWG honorarium program officially commenced on August 11, 2021. The ABRWG honorarium program:

- a) ABRWG members will be given the option to participate in the honorarium program. This 'opt-in' will be confirmed by submission of the required documentation during the on-boarding process. Honorariums will be issued from the Pickering Public Library via the City of Pickering.
- b) An honorarium of up to \$400 each six months will be given to members of the ABRWG for a total of up to \$800 a calendar year. The rate set is \$66.67 per ABRWG member, for each two-hour monthly meeting. Attendance is required and will be recorded in the minutes. The Library Liaison(s), Chair, and Vice-Chair may seek clarification if an

individual only attends for a partial duration, and may exercise discretion based on the following breakdown:

- Two hours = Full remuneration
 - One hour = Half remuneration
 - 30 minutes or less = Remuneration not applicable
- c) All ABRWG members are expected to communicate in advance regarding any scheduling conflicts with the Library Liaison(s), Chair or Vice-Chair.
- d) The honorarium will be processed twice a year, once at the end of June and once at the end of December (actual direct deposit payment dates may vary pending administrative processing timelines at the City of Pickering). Opt-in documentation must be received two weeks prior to June 30 for the calendar year. Any newly appointed members commencing after June 30 must submit opt-in documentation two weeks prior to December 31, for the respective calendar year.
- e) Maximum yearly income per ABRWG member is \$800.00. A T4 will be issued at the conclusion of the income tax year.
- f) An ABRWG member is not entitled to participate in the honorarium program following their last day of active service. Any appointed members exiting prior to June 30, will still be provided with the opt-in documentation and eligible for an honorarium covering the months they have attended in the current calendar year. Exiting members who have opted into the honorarium program, will receive the honorarium processed at the next interval in alignment with the rest of the group (either end June or end of December dependent on date of departure), regardless of member's service end date. Once an appointed member ceases to be an active member, they will no longer be eligible for any retroactive payments or other payments including honorarium increases. Members will be informed of this at the time of their start date.

6. Conflict of Interest

- a) All meetings should begin with any declarations of conflict of interest.
- b) A conflict of interest exists when an ABRWG member has a material financial interest in a transaction or project under consideration by the library and/or Library Board or when that person proposes to act on any issue, matter, or transaction in which they or an affiliate association/business/agency has an interest, and in which the covered person may have an interest separate from that of the library.
- c) A conflict of interest exists when an ABRWG member has a material financial interest in a transaction or project under consideration by the library and/or Library Board or when that person proposes to act on any issue, matter, or transaction in which they or an affiliate association/business/agency has an interest, and in which the covered person may have an interest separate from that of the library.
- d) A conflict of interest may also exist in situations in which there is an appearance that an ABRWG member is utilizing, for their own benefit, inside information that is proprietary to the library, is acting in their own interests rather than the best interests of library, has the ability to exercise undue influence over the library's decisions, or is receiving favorable treatment by the library because of their status as an ABRWG volunteer.
- e) All ABRWG members are expected to report and declare any potential or confirmed conflict of interest to the Library Liaison(s).

- f) When a conflict of interest has been identified, the ABRWG member should be absent from discussions on any issue, matter or transaction involving a conflict of interest, unless requested by the Library Liaison(s), Library Leadership and/or Library Board to give information on the issue, matter, or transaction.
- g) When warranted by the nature and magnitude of the conflict of interest, and where a conflict of interest cannot be resolved, the ABRWG may request that a conflicted member terminate their commitment/membership.

7. Boundaries and Scope

- a) The ABRWG is a collection of individuals who bring unique knowledge and skills which enrich the knowledge and skills of library staff and Library Board. Members of the ABRWG are volunteers who provide feedback, observations, insights, and recommendations exclusively on library related matters.
- b) ABRWG members may bring forward issues related to anti-Black racism from the wider community to the library to explore how the library may support advocacy efforts.
- c) The ABRWG does not have formal authority to govern the organization, that is, ABRWG members cannot issue directives which must be followed. The ABRWG is not responsible for actioning identified staff deliverables and does not hold operational oversight over recommendations.
- d) The ABRWG will participate in the evaluation process of programs or initiatives, serve as advocates for the community, and ensure anti-Black racism practices are carried out.

This document was last revised: November 8, 2023

Appendix

Appendix A: Youth Consultation 2022/2023

The Youth Survey Overview:

- Initial intent was to do a survey at 3 Pickering high schools, but we were only able to get into St. Mary's.
- Library staff set up a booth at St. Mary's library during their 3 lunch periods, provided a pizza lunch and a chance to win some prizes for completing the survey. 172 Teens completed the survey.
- To engage more teens, and given staff were unable to get approval to outreach in the other Pickering high school, staff then turned their attention to teen clients at the library for further feedback. 52 more surveys were completed by teens at the Central Library.
- In total 224 surveys were completed.
- Teen clients at the library were also provided with a complimentary snack for completing the survey and offered a chance to win some prizes.

Sub-committee Recommendations:

Based on the analysis of 224 survey responses, the following action items (grouped under key themes) were presented by the sub-committee and endorsed by the ABRWG.

- **Teen Experience with Library**
 - 91% of respondents reported a 'good' or 'excellent' experience at the library.
 - To maintain a positive experience and to continuously improve engagement with teens, the sub-committee recommends the library has weekly free programs for teens by staff and partners.
- **Staff Training for Teen Engagement**
 - To improve staff-to-teen client engagement, staff training should focus on how to develop positive relationships with teens and manage problematic behavior.
- **Improve Library Spaces for Teens**
 - To provide better experience with library spaces, the library needs to create a dedicated safe space for teens which allows for increased noise level, play, collaboration and learning opportunities.
- **Outreach/Marketing**
 - Survey results show that many teens are unaware of programs/initiatives the library currently offers. Increased targeted marketing is recommended to help increase awareness of library offerings specific for teens.
- **Teen Events**
 - Respondents demonstrated they are very interested in participating in library events. By offering a wider variety of events, higher youth engagement can be achieved. This should be reflected in the existing ABRWG events recommendations action plan.

From: Elaine Bird
Director of Support Services

Subject: Update to 2024 Current and Capital Budgets

Recommendation:

1. THAT the Board receive this updated information concerning the 2024 Current and Capital budget submissions.

Background:

This report contains updated information about the 2024 Current and Capital budgets since they were presented to the Board at the September Board meeting. This report is for information purposes.

2024 Current budget changes

Account	Change	Reason
Salaries	ò\$22,529	Reduced to meet budget target
Benefits	ò\$8,092	Adjusted based on decrease in salaries budget
Travel	ñ \$210	Request by Board to increase this budget line
Cell phones	ò\$1,000	Savings identified
Outside Agency Services	ò\$10,808	Updated chargeback for HR staff
Building repair & maintenance	ñ \$23,379	Increased cleaning costs
Gas, Oil, Tires	ò\$627	Savings resulting from Outreach Vehicle operating for partial year
Software upgrades	ñ \$20,000	ILS tender received and vendor chosen providing more accurate pricing

Total change	Increased by \$535	
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Note: A \$100,000 transfer to a “building reserve fund” has now been included in the 2024 budget that was not included in the budget version presented in September. This transfer has been included in Library budgets for the past several years. It is money being held to service debt charges related to the City Centre project.

Capital Budget 2024

Two projects originally included in the 2024 Capital budget have been moved to the 2025 Capital Budget:

- Central Library first floor public washrooms renovation \$157,000
- Central Library Building Envelope Retrofit - Design \$110,000

Financial Implications:


The budgets meet the target increase identified by the City of Pickering. Approved Current and Capital budgets are expected to be presented to the Board in the first quarter of 2024.

INTERNAL MONITORING REPORT

POLICY TYPE: Executive Limitations

POLICY TITLE: [EL 07 Emergency Executive Succession](#)

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



Signed (CEO/Director of Public Libraries)

December 7, 2023

Date

Policy Element: Header Paragraph

In order to protect the Board from sudden loss of CEO services, the CEO may not have fewer than two other executives familiar with Board and CEO issues and processes to enable either to take over with reasonable proficiency as an interim successor.

I interpret this as follows:

1. “executives”: management leadership staff holding senior positions such as that of Director.
2. “CEO issues and processes”: those practices and issues which are the sole responsibility of the CEO.
3. “reasonable proficiency”: the ability to ensure the organization continues to function and operate at the current level.

Compliance will be demonstrated when:

All library services continue to operate efficiently during CEO absences. At least two individuals are accountable for continuing operations in the CEO’s absence.

Evidence:

- The Director of Engagement and Client Experience and the (Acting) Director of Corporate Services and Collections can act as interim CEO in any absence and discharge all duties related to Board administration, City of Pickering matters/liaison role, and appropriate operational decisions.
- As of the date of this report, signing authority for the (Acting) Director of Corporate Services and Collections is being processed with the City’s Finance department.
- During any recent temporary absences of the CEO (e.g. vacation), there have been no service interruptions at the Board, City, or operational levels.

Pickering Public Library DRAFT Facilities Plan – 2023 Update

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Summary

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

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

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

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

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

Capital Projects: 2013 to Present Day

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

Projects (based on year of completion)

2023		
Claremont	Renovation to public space and addition of accessible public washroom. Addition of Extended Access features.	\$170,000 (including \$60,000 grant rec'd for washroom)

2019		
Central	Skylight replacement (over main lobby)	\$190,000

2018		
Central	Maker Space	\$100,000
George Ashe	Lighting upgrade (public space)	\$82,000

2017		
Central	Creation of Collaboration rooms	\$61,000
George Ashe	Addition of Reading Garden	\$108,000
George Ashe	Exterior wood panel repair	\$22,000

2015		
Central	Elevator upgrades	\$68,000

2014		
Central	External Brick Repair	\$111,000
Central	Carpet Replacement 2 nd floor	\$39,000
George Ashe	Roof Replacement	\$228,000

2013		
System wide	RFID upgrade	\$206,000
Central	Carpet replacement 1 st floor	\$42,000

Approved Projects – not yet completed.

2023			Expected timeline
George Ashe	Consulting for Renovation	\$110,000	2024
Central	Lobby Renovation	\$110,000	2024
Central	Virtual programming space	\$53,000	2024
George Ashe	Public Telework space	\$30,000	2024
System wide	Outreach vehicle	\$220,000	2024

Planned Projects – budgets not yet approved.

			Expected timeline
PHCC	Construction	\$6,602,000	Begin 2024
Claremont	Furniture	\$40,000	2024
Central	Public Telework space – grant funded	\$97,000	2024
Central	Public Washrooms renovation (first floor)	\$157,000	2025
Central	Building envelope retrofit	\$1,550,000	2026
Central	Public washrooms renovation (second floor)	\$97,000	2026
George Ashe	Renovation	\$1,570,000	2026

Library Spaces Design Principles

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

Library spaces are designed to ensure that:

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

13. Parking is available for vehicles and bicycles, and libraries are located on transit routes.
14. A new or redesigned library offers an opportunity to enhance the client experience with new programs, services, and spaces. The designs are influenced by the community through consultation and design charrettes. Most new services and experiences are tested with the community before they are confirmed for a new building.
15. A new or redesigned library considers inclusion issues and ensures that barriers to participation for equity-seeking groups are minimized. The Library should be perceived (and function as) a welcoming space for all.
16. Library technologies maximize self-service, improve security, and minimize materials handling.
17. Libraries serving growth areas need to be large enough to serve anticipated growth in their catchment areas.
18. All full-service locations should be at least 15,000 square feet.
19. Libraries should be spaced throughout the City so that residents do not need to travel by vehicle more than 15 minutes to reach a library.
20. The Pickering Public Library will have a variety of service models with consistent services:

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

City of Pickering Guiding Plans and Reports

2017 RECREATION AND PARKS MASTER PLAN

Note: a new Master Plan is being developed beginning in 2023 (not yet available)

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

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

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

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

2017 CITY OF PICKERING MEASURING SUSTAINABILITY REPORT

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

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

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

2019 – 2024 CITY OF PICKERING CORPORATE ENERGY MANAGEMENT PLAN

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

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

This plan also mentions the need for "using drought-tolerant flora in civic landscaping". This needs to be considered when planning new Library green spaces.

2021 INTEGRATED TRANSPORTATION MASTER PLAN

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

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

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

Pickering Community Consultation about Library Spaces

Engagement completed in 2018:

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

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

Engagement completed in 2021:

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

Note: these responses relate directly to the original proposed designs for the City Centre Library.

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

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

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

1. Furniture needs to have back support (stools and benches to be used sparingly).
2. Add more colour and greenery to the spaces.
3. Ensure that the spaces are accessible to as many people as possible.
4. Quiet spaces must be offered and should be as quiet as possible.

5. Offer protection from the sun: outdoor spaces require shade structures and indoor spaces near windows need covering or window treatment.
6. Public art that reflects the community should be included in the library.
7. Parents and caregivers would appreciate having a family washroom, nursing area and stroller parking in the children's area.
8. Ensure enough electrical outlets for charging devices.
9. Offer curbside pickup service.
10. Provide solutions to support clients who work-from-home/telework.

Engagement around the new Strategic Plan and City Centre design scheduled in 2023 – results not yet available.

Accessibility & Inclusion

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

Our Central Library has a passenger elevator. The Claremont and George Ashe libraries provide service on one floor, at ground level. Service desks are accessible to persons who use a wheelchair or scooter. Self-service checkout kiosks help to improve speed, privacy and reduced material handling. The Library also welcomes all types of service animals.

Depending on the site, parking, washrooms, doors and ramps are barrier free. Assistive devices such as handheld magnifiers and accessible keyboards and headphones are available at all locations. All Library computers are equipped with NonVisual Desktop Access (NVDA), an open-source screen reader which was recommended us by the CNIB. A Text Enlarger is available at the Central Library. New and improved accessible workstations were installed at Central and George Ashe in 2023.

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

In 2023 the Claremont Library was renovated in part to provide a public bathroom that is accessible.

Branch Profiles

Central Library



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

Open Hours

Monday	9:30 am – 9:00 pm
Tuesday	9:30 am – 9:00 pm
Wednesday	9:30 am – 9:00 pm
Thursday	9:30 am – 9:00 pm
Friday	9:30 am – 9:00 pm
Saturday	9:30 am – 5:00 pm
Sunday	12:00 pm – 5:00 pm
Total Weekly Service: 70 hours	

Facility Information

<ul style="list-style-type: none">• 34,000 square feet• 2 floors• Auditorium with stage and piano• 34 public computer desktop stations. Plus 11 laptops to be used in library.• Children's Area:<ul style="list-style-type: none">○ Open space for programs○ Play fixtures• Teen Area:<ul style="list-style-type: none">○ Gaming area• 3 self-checkout terminals• Parking: shared municipal parking lot with accessible parking, plus on-street parking and 5-minute drop-off/pick-up in roundabout	<ul style="list-style-type: none">• Maker Space and Fab Lab:<ul style="list-style-type: none">○ 3D Printers○ Recording Studio / Sound Booth○ Adobe Creative Cloud workstations○ Analog to Digital Conversion Station○ Vinyl Cutter○ Heat Press○ Large Format Printer○ Carvey Carving Station○ Button makers○ Sewing machines○ Binding machine○ Graphics drawing tablet○ Laminator○ Electronic music kit
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Loanable Tech at Central Library <ul style="list-style-type: none"> ○ Online meeting kit ○ Go pro camera ○ Telescope ○ Cannon SLR camera ○ Vlogging kit 	
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Recent Annual Statistics

	2016	2017	2018	2019	2020*	2021*	2022
Client Visits	379,429	382,968	372,000	363,778	99,839*	77,765	186,069
Circulation	561,700	525,984	488,871	444,606	180,713	239,896	339,614
Collection size					120,000 items	125,100 items	126,000 items

*years affected by pandemic closures.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Maker Space • Collab rooms • Telework pods (in early 2024) • Good location • Free parking • Zoned by sound levels (silent, quiet and conversation zones) 	<ul style="list-style-type: none"> • Shelving on first floor is too tall; creates barriers and bad sightlines. • Lobby desk is imposing and oversized for the functions it serves. • Interior looks outdated and worn-out
Opportunities	Threats
<ul style="list-style-type: none"> • City Centre Library expansion • Virtual programming studio included in 2022/23 budget • Lobby renovations funds (2023 budget) 	<ul style="list-style-type: none"> • Increasing demand for seating means collections will have to shrink or be warehoused.

About the Branch

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

Claremont Library



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

Open Staffed Hours – as of November 2023

Monday	1:00 pm – 5:00 pm
Tuesday	4:00 pm – 8:00 pm
Thursday	4:00 pm – 8:00 pm
Saturday	1:00 pm – 5:00 pm
Total Weekly Staffed Hours: 16 hours	

Extended Hours – as of November 2023 – branch is open for registered clients outside of the staffed hours above.

Monday	10:00 am – 8:00 pm
Tuesday	10:00 am – 8:00 pm
Wednesday	10:00 am – 8:00 pm
Thursday	10:00 am – 8:00 pm
Friday	10:00 am – 8:00 pm
Saturday	10:00 am – 5:00 pm
Total Weekly Service: 57 hours	

Facility Information

- 1,666 square feet
- Claremont Extended Access Service with remote assistance pilot 2023 / 2024
- 2 public computer stations for public use
- Joint library/community centre owned by the City of Pickering and operated by Claremont Lions Club.

- Shared parking lot with Community Centre with accessible parking.
- Accessible public bathroom added in 2023.

Recent Annual Statistics

	2016	2017	2018	2019	2020 *	2021*	2022
Client Visits	3,178	3,520	3,244	3,262	851	507	1,790
Circulation	9,546	11,359	11,057	8,275	4,018	6,811	8,579
Collection size					7,500 items	7,000 items	5,700 items

*years affected by pandemic closures.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Only location serving north Pickering and rural communities • Accessible public washroom • New service model allows for increased self-service hours • Self-checkout 	<ul style="list-style-type: none"> • Size does not allow for defined quiet spaces
Opportunities	Threats
<ul style="list-style-type: none"> • New FF&E (budgeted for 2023/24) • New service model 	<ul style="list-style-type: none"> • Septic system may be reaching its limit

About the Branch

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

George Ashe Library



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

Open Hours:

Monday	9:30 am – 9:00 pm
Tuesday	9:30 am – 9:00 pm
Wednesday	9:30 am – 9:00 pm
Thursday	9:30 am – 9:00 pm
Friday	9:30 am – 9:00 pm
Saturday	9:30 am – 5:00 pm
Sunday	12:00 pm – 5:00 pm
Total Weekly Service: 70 hours	

Facility Information

- 12,000 square feet
- Event Room/Quiet Study Room
- Seasonal Reading Garden
- Fireplace
- 16 public computer stations plus 5 laptops for in Library use
- 2 Self-checkout terminals
- Joint-use facility with the City of Pickering
- Parking: shared parking lot with Community Centre with accessible parking, pick-up/drop-off roundabout

Recent Annual Statistics

	2016	2017	2018	2019	2020*	2021*	2022
Client Visits	141,234	159,837	140,151	131,602	37,678	30,578	65,878
Circulation	258,574	236,308	211,348	192,820	80,090	121,036	158,056
Collection size					49,000 items	46,926 Items	45,077 items

*years affected by pandemic closures.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">• Large windows, high ceilings make the space bright and open• Outdoor reading garden• Quiet study room	<ul style="list-style-type: none">• Collection is too large for the footprint• Millwork shelving is inflexible and cannot be resized• Staff desk is too large• FF&E is original and looks dated• Layout of library is impractical and not flexible.• Lack of defined space for teens
Opportunities	Threats
<ul style="list-style-type: none">• Renovation funds requested for 2026 alongside lifecycle upgrade for entire community centre facility.	<ul style="list-style-type: none">• Branch currently undersized for community served (see below); developing communities (i.e. Seaton may add more demand on the space)

About the Branch

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

Summary of Computer and Wireless Hardware

Location	Bandwidth	# Public Computers	# Staff Computers	Wireless Access Points	Maker Space technology?
Central	1 Gbps	34	40	13	Y
George Ashe	1 Gbps	16	13	3	N
Claremont	100 Mbps	2	1	1	N

Overview of Digital Technology Infrastructure

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

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

The Pickering Public Library workstation infrastructure supports more than 120 Staff and Public workstations in separate and isolated network environments. The Library also provides VPN services for staff and unthrottled WiFi for client devices.

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

Software Applications - The Library's Integrated Library System is SirsiDynix's Horizon platform. Library clients access the catalogue through the BiblioCommons discovery layer. Libki software manages the Library's public computer terminals and print management is run through Papercut to the Library's photocopiers from Xerox. The Library uses iPayment software in conjunction with the City of Pickering as the point of sale solution managing the collection of funds.

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

Catchment Map for Branches

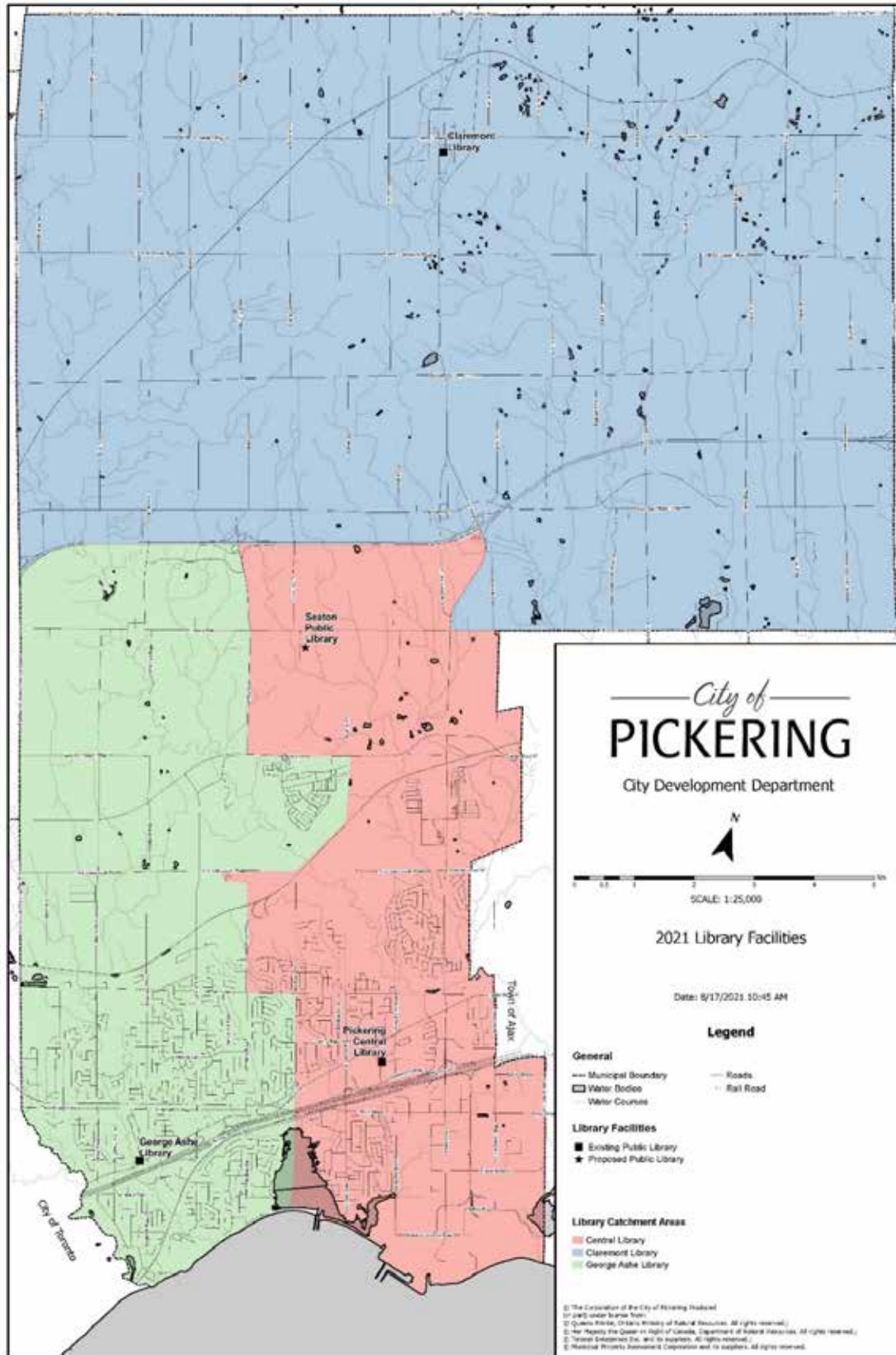
Note: This section uses the data from the previous report.

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

Method for creating catchment areas:

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

Catchment Population – 2022		
Central Library	George Ashe Library	Claremont Library
45,590	45,734	3,268



Planning Future Library Needs and Population Projections

City of Pickering's [Detailed 20-year Population Forecast](#) (2022)

The City is poised for rapid growth:

According to the City's Detailed 20-year population forecast (based on data from December 2022)

- Pickering population will increase in the next 20 years by 90% from 96,998 in 2022 to 183,834 in 2042
- Residential units are expected to increase by 107% – from 34,646 in 2022 to 71,575 in 2042
- Pickering is also anticipated to grow at the highest municipal population rate in the Region of 3.3% annually over 30 years (the average growth rate since 2006 has been 1.1% annually).

According to the Detailed 20-Year Population Forecast report, in the period of 2022 to 2042, the majority of population growth is assigned to the following areas:

- Seaton community: 44%
- Duffin Heights 10%
- City Centre: 30%
- Other urban neighbourhoods: 16%

Projected Population increase 2023 – 2042

Year	Total Projected Population
2022	96,998
2027	117,002
2032	138,341
2037	162,213
2042	183,834

Public Library Square Footage per Capita Benchmarks: Current and Targets

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

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

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

Square Footage per Capita for Existing Library Branches

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

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

Assumptions:

- The population projections were based on the [City of Pickering's 20-Year Population Forecast](#)
- Assumes that by 2030, the City Centre Library, Seaton Library and Pickering Heritage and Community Centre will open and there will be no expansion to the George Ashe or Claremont Libraries. No additional libraries have been budgeted beyond these buildings. This may not be a valid assumption.
- The City Centre Library may change the catchment areas and draw more users from across the system than the current Central Library does. There is no data to support this theory so we will continue to use the population served from the 2022 data.
- Targets for square footage per capita may need adjustment based on the changing footprint of physical collections.

Population projection by year 2032

	Square Footage	Population Served	Sq. ft. per capita
City Centre Library	39,000 sq. ft.	50,525	0.89
George Ashe Library	12,000 sq. ft.	41,932	0.29
Seaton Library*	30,000 sq. ft.	27,568	0.91
Pickering Heritage & Community Centre (PHCC) **	1,200 sq. ft.	4,395	0.65
Claremont	1,666 sq. ft.		
TOTAL	83,866 sq. ft	124,420	0.67
Does not meet the target of 0.7			
Square Footage Deficiency: 3,230 sq. ft			

Population projection by year 2042

	Square Footage	Population Served	Sq. ft. per capita
City Centre Library	39,000 sq. ft.	54,924	0.82
George Ashe Library	12,000 sq. ft.	43,575	0.28
Seaton Library*	30,000 sq. ft.	50,375	0.50
Pickering Heritage & Community Centre (PHCC) **	1,200 sq. ft.	4,526	0.63
Claremont	1,666 sq. ft.		
TOTAL	83,866 sq. ft	153,400	0.54
Does not meet the target of 0.7			
Square Footage Deficiency: 23,514 sq. ft			

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

Square footage for the Seaton Library is an estimate.

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

Conclusion:

Based on a projected population of 153,400 residents above, the library system will require an additional facility of 23,500 square feet in the next 10-20 years.

Additional Implications and Recommendations

Population Projections, Future Facilities Projects

- a) Future population projections and calculation should influence the square footage for future library branches.
- b) An additional branch of approximately 23,500 square feet will be required for a population above 150,000 residents.
- c) The current George Ashe Library is undersized for the population served and will continue to be despite the addition of new libraries in North Pickering (PHCC, Seaton). Recommendation for improving use of space:
 - i. Redesign of the public space to reduce collection size and improve flexibility of other spaces (individual and group work, children's area, teen area, etc.)
 - ii. Resize (decrease) staff work area and service desk
 - iii. Add small Maker Space
 - iv. Redesign outdoor space

Library Design and Pandemics

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

a) *Library Services:*

New services introduced during the pandemic included:

- i. Curbside/contactless pickup—Staff retrieve materials and deposit outside the library closed to where clients are parked. This can be paired with:
 - a. Browsing just for you—staff select titles based on client preferences
 - b. Book bundles—preselected package of titles with different genres or topics
- ii. Home delivery—Library volunteers deliver materials to clients who are unable to visit the Library in-person.
- iii. Virtual events – Use of a production studio to film, broadcast and edit content.

b) *Library Spaces:*

- i. Drive-through windows and/or curbside laneways
- ii. Flexible spaces that can be easily configured to keep people apart if needed. This includes moveable shelving and walls
- iii. Service desks that are smaller and mobile and have the advantage of being moved against a wall to keep staff safe in the event of another pandemic.

- iv. Smaller public tables with outlets. These tables are no longer hard-wired so they can be moved.
- v. Provision of community and social services, including social workers on staff to assist with social issues.
- vi. Telework support for clients.
- vii. Outdoor spaces with power outlets, adjustable shading, and greenery.

c) Staff Workspaces

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

d) Operations

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

- i. Use of touchless technology, like sinks and soap dispensers, intelligent toilets antimicrobial buttons.
- ii. Hand soaps and sanitizers, paper towels, and other surface cleaning products should be high-quality, eco-friendly, and readily available to anyone who needs them.
- iii. Better air filtration systems to ensure that the air is free of viruses and contaminants.
- iv. Walkways, corridors, and common spaces designed with wider dimensions to eliminate overcrowding.
- v. Sensors to monitor visitor traffic.
- vi. User centric building systems which allow staff and clients to control building systems with their phone. This could include touchless processes such as booking meetings, opening doors, scheduling times to work in the office or at home, turning on televisions, controlling communication technology, changing the lighting or window blinds.

Off-site Physical Collections

Balancing the physical layout of a library branch between physical collections and “people spaces” is an ongoing exercise. As use of certain physical collections wains (i.e., audio-visual materials, paperbacks), there are opportunities to remove shelving

and replace it with furniture that satisfies demand from clients for spaces to learn, read, study, play and gather.

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

The Library has created an offsite storage solution for material that has lower demand. Adult books that have enduring value but minimal use were moved to the former Greenwood Library in 2020. Clients can still view these items in our online catalogue and can place holds on them. Library staff retrieve the items regularly and clients can pick up the items from one of the three branch locations.

The current storage collection consists of about 1,000 items and circulation in 2022 was 481. A reasonable circulation for an offsite storage collection. The collection is regularly weeded and items are moved from our active collections as required.

If in the future, the Greenwood Library reaches its storage capacity or is repurposed by the City, a longer-term solution could be considered. Perhaps a small, offsite warehouse could be leased by the library. Alternatively, if demand for physical collections decreases – followed by a decrease in shelving requirements - an offsite storage solution may no longer be needed.

1. BOARD OFFICERS

1.1 Chair

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

1.2 Vice-Chair

The position of Vice-Chair will be elected by a majority of the Board at the first meeting of the applicable calendar year during the first year and third year ~~term~~ of the Board term. ~~The~~ A Vice-Chair will serve for a two-year term and until a successor is elected. A Board Member may not serve as Vice-Chair for more than 3 consecutive (two year) terms. In the absence of the Chair, ~~the~~ Vice-Chair will preside and will have all of the Chair's powers and responsibilities. If circumstances warrant, an additional Vice-Chair may be elected at any time during the Board term for a period that matches the Chair and Vice-Chair.

1.3 Election of Chair and Vice-Chair

The Secretary of the Board will assume the Chair for the process of electing the Chair and Vice-Chair(s). Nominations will be received from the floor and the election will be conducted by secret ballot. In the event of a tie vote a second secret ballot will be held. In the case where there is only one nominee for a position the need for a secret ballot shall be waived.

In the event that a Board Member intends to stand for the position of either Chair or Vice-Chair, and will be absent from the meeting at which the elections are to take place, the procedure below will be observed:

In advance of the meeting, the Board Member will provide the Board Secretary with a written notice, signed by the Board Member, along with the names of both the mover and seconder to the nomination.

1.4 Secretary-Treasurer

The Board will appoint a Secretary-Treasurer. Typically, that will be the Chief Executive Officer or their appointed designate.

The Secretary-Treasurer will:

- a) Keep minutes of Board and Committee meetings;
- b) Conduct the Board's official correspondence.
- c) Receive, keep safely, and account for all the Board's money;

- d) Provide the Board with regular financial position reports, quarterly or as otherwise required;
- e) Deposit all money received on the Board's behalf to the credit of that account or accounts; and
- f) Disburse funds as required by provincial and federal legislation, City and Library procedures, and Board resolutions.

1.5 Chief Executive Officer

The Library Board delegates the authority for management and operations of services to the Chief Executive Officer.

As a non-voting officer of the Library Board, the CEO:

- 1. Does not vote on Board business.
- 2. Attends all Board meetings.
- 3. Sits ex-officio on all the committees of the Library Board and acts as a resource person.
- 4. Acts as the Library Board representative at the presentation of the Library budget before the council.
- 5. Reports directly to the Library Board on the affairs of the Library and makes necessary recommendations.
- 6. Interprets and communicates the Board's decisions to the staff.

2. BOARD MEDIA RELATIONS AND COMMUNICATIONS

Upon receipt of a media engagement opportunity, a Board Member must notify the CEO/Director of Public Libraries and all members of the Board. Upon approval from the CEO/Director of Public Libraries, the Board Member may respond to the media inquiry. Board media relations must be supported by the Library's Community Engagement & Marketing Department.

Unless otherwise designated, the Board Chair is the main spokesperson and signing authority for the Board.

3. BOARD MEETINGS

The following rules and procedures have been adapted from various sources. The City of Pickering Clerk also provides procedural advice to the Board.

If at any point in the Board meeting there is lack of clarity in moving business forward, a recess may be called to allow for consultation of the sources.

3.1 Meetings

~~All~~ Regular Board meetings will be open to the public.

3.2 Rules of Order

The Chair will use appropriate editions of Robert's Rules of Order as tools to govern proceedings and Member conduct. In complex cases, advice is sought from the City of Pickering Clerk.

3.3 Inaugural Meeting in Each New Term

The *Public Libraries Act*, Section 14 (1) and (2) authorizes the CEO to call the first Board meeting in the new term.

The CEO calls the meeting to order and conducts the elections for the Chair and Vice-Chair positions.

Once the Chair and Vice-Chair are elected for their term, the Chair presides over the remainder of the meeting.

3.4 Regular Meetings

The Board will hold at least seven scheduled meetings each year. These regular meetings will be held on the fourth Thursday of each month. The Board may change the scheduling of regular meetings from time to time. The Board will not hold a Board meeting that falls on a municipal, provincial, or federal election date.

The Board Secretary will provide a meeting date schedule to Members at the beginning of each year.

Virtual participation by individual Members in a regular or special public Board meeting is permitted when circumstances warrant, as long as the medium allows two-way communication (e.g., videoconferencing).

3.5 Meeting Notification and Documentation

The Board Chair, in consultation with the CEO, will prepare the agenda. Any Member wishing to place an item on the agenda may make a request to do so through the Chair or CEO no later than ten days prior to the meeting. Such requests will then be considered at the Chair's discretion.

Minutes of the previous regular meeting and any special meetings will be provided to the Members in the same manner as the agenda, together with its supporting documents.

The package will be emailed to the Members at least five business days prior to the upcoming meeting.

Lack of receipt of notice for a regular meeting will not affect the validity of holding the meeting or any action taken at the meeting, provided a quorum is obtained.

~~The following rules and procedures have been adapted from various sources. The City of Pickering Clerk also provides procedural advice to the Board.~~

~~If at any point in the Board meeting there is lack of clarity in moving business forward, a recess may be called to allow for consultation of the sources.~~

3.6 Meeting Agenda Items

The standard order of business at regular meetings will be as follows:

1. Call to Order
2. Land Acknowledgement
3. Public Delegations
4. Approval of Agenda, Disclosure of Interest
5. Consent Agenda
6. Correspondence
7. Presentations
8. Ends Discussion
9. Staff Reports
10. Monitoring Reports – Executive Limitations
11. Board Committee Reports
12. Governance
13. Board Policy Review
14. New & Unfinished Business
15. Confidential Matter
16. Board Meeting Evaluation
17. Adjournment

The discussion of items will be in the order most conducive to meeting effectiveness.

3.7 Special Meetings

The Chair or any two Members may summon a special meeting at any time. The meeting's purpose must be stated in the notice and no other business will be transacted without the consent of a Board majority.

Members of the Board and the community will be notified of special meetings in the most expeditious manner, and with reasonable notice.

Lack of receipt of notice for a special meeting will not affect the validity of holding the meeting or any action taken at the meeting, provided a quorum is obtained.

3.8 Decisions Requiring Urgent Board Approval

When the meeting schedule does not allow for timely or urgent decisions and approval of the Board is required, the CEO will first recommend that the Board hold a special meeting. Should this prove impossible in a timely manner, the CEO will consult with the Chair, who may provide approval on behalf of the Board. All

decisions so made, will be placed on the agenda of the next regular Board meeting for discussion and ratification.

3.9 In-Camera Meetings to Discuss a Confidential Matter

3.9.1 Moving In Camera

A motion to move into an in-camera session must be moved, seconded, and approved by majority vote, prior to the meeting being closed. Motions to move in camera are not debatable.

3.9.2 Permitted In-Camera Business

Only the following subjects (from the *Public Libraries Act*) may be discussed at properly constituted closed meetings:

- a) The security of the property of the Board.
- b) ~~Personnel matters about an identifiable individual.~~
Personal matters about an identifiable individual
- c) A proposed or pending acquisition or disposition of land by the Board.
- d) Labour relations or employee negotiations.
- e) Litigation or potential litigation, including matters before administrative tribunals, affecting the Board.
- f) Advice that is subject to solicitor-client privilege, including communications necessary for that purpose.
- g) A matter in respect of which a Board or committee of a Board may hold a closed meeting under another *Act*.
- h) A request under the *Municipal Freedom of Information and Protection of Privacy Act*.

A meeting may be closed to the public during a vote only if:

- a) Conditions permitting or requiring the meeting to be closed to the public exist; or
- b) The vote is for a procedural matter or for giving directions or instructions to Board officers, employees or agents or Board committee or persons retained by or under contract with the Board.

3.9.3 Staff Participation in In-Camera Meetings

The Board may invite appropriate persons, such as the CEO, the City Clerk, and other staff to attend an in-camera session.

3.9.4 Approval of In-Camera Motions; In-Camera Minutes

The CEO or delegate (i.e., City Clerk) may take the minutes at in-camera meetings. Two sets of minutes are produced: public and confidential. Public

minutes are brief and do not contain the discussions of the in-camera meeting. They will be included in the consent agenda of the following month's Board package. Confidential minutes will be circulated to Board Members and staff (where appropriate) and a paper copy, signed by the Board Chair, is delivered to the City Clerk to be filed. The confidential minutes will be an item in the consent agenda for the following month but not included in the Board package.

Any motions passed in camera are ratified when the Board resumes open session of the regular meeting. Because the discussions are protected under the confidentiality criteria in 3.9.2 above, the motion to ratify in open session must not include any confidential detail.

3.10 Board Meeting Procedures

3.10.1 Chair and Vice Chair's Role

The Chair will preside at all Board meetings, maintain order, decide whether motions are in order, and rule on all procedural matters. If the Chair is not present at the time for the meeting to begin, the Vice-Chair will call the meeting to order and will preside for that meeting or until the Chair arrives.

3.10.2 Absence of the Chair and Vice-Chair

If both the Chair and Vice-Chair(s) are not present within fifteen minutes after the time for the meeting to begin, the CEO or designate will call the meeting to order. In the absence of the Chair and Vice-Chair(s), the Board may appoint one of its members as Acting Chair. While presiding, the Acting Chair will have all the Chair's rights, duties, and responsibilities.

3.10.3 Attendance

Members will notify the Secretary if they are unable to attend the regular meeting. Meeting attendance will be recorded.

A Member may be disqualified ~~from the Board if absent from following absence from regular~~ meetings of the Board for three consecutive months without ~~being authorized by~~ a recorded Board motion ~~authorizing the absence~~. If a Board Member is disqualified, the Member's seat becomes vacant, and the remaining Members shall declare the seat vacant and notify the appointing Council accordingly. R.S.O. 1990, c. P.44, s. 13

3.10.4 Conflict of Interest

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

Member's spouse shall be deemed to be also the pecuniary interest of the Member.

According to the *Act*:

5(1) Where a Member, either on his or her own behalf or while acting for, by, with or through another, has any pecuniary interest, direct or indirect, in any matter and is present at a meeting of the council or local Board at which the matter is the subject of consideration, the Member:

- a) will, prior to any consideration of the matter at the meeting, disclose the interest and the general nature thereof;
- b) will not take part in the discussion of, or vote on any question in respect of the matter; and
- c) will not attempt in any way whether before, during or after the meeting to influence the voting on any such question. R.S.O. 1990, c. M 50, s. 5(1)

3.10.5 Delegations

Members of the public and community association representatives may attend and address the Board as a delegation at any regular meeting. A delegation concerning a topic on the current meeting's agenda must register 3 business days prior to the ~~start date~~ of the Board meeting. A delegation concerning a topic not on the current meeting's agenda must register 10 business days prior to the date of the Board meeting.

Delegates must register using the Delegation Request Form available at pickeringlibrary.ca/board.

Delegates can choose to make their delegation either virtually or in-person.

The Board Chair will indicate the rules for delegations at the time of the meeting. The Board reserves the right to request any additional information regarding a particular issue or association. ~~The Board will provide delegations with a maximum of ten minutes to make a presentation, unless extended by Board motion~~ Delegates are allotted up to five (5) minutes to make their delegation. Should there be more than one individual speaking to the same matter as a group, the group shall be allotted up to ten (10) minutes to present their delegation.

The Board reserves the right to limit the number of delegations per meeting. An individual delegation, or a group of affiliated delegations, may not appear before the Board on the same issue a second time, unless approved by Board motion. All questions and communication by a delegation must be made through the Board Chair.

Delegation names will appear in the public record and will be posted on the Pickering Public Library website as part of the meeting minutes.

Delegations may choose to remain for the balance of the public meeting but may not speak to other agenda items.

~~Through the CEO, the Board will~~ can: choose to

- Pass a motion to provide information or direct the CEO to provide information to a delegation
- Pass a motion to direct the CEO to write a report or take other action related to a delegation
- Ask questions of the delegation for clarification and/or to source additional, relevant information only
- ~~communicate its decision, if appropriate, to the delegation in writing.~~
Respond directly to the delegation with a decision.

The Board is not obligated to ~~respond~~ pass a motion or make a decision at the time of the presentation.

3.11 Quorum

3.11.1 Definition

A quorum will be 50% of the Members of the Board plus one. As soon as there is a quorum present, the Chair will call the meeting to order. Participation by virtual means is permitted to allow official business to proceed.

3.11.2 Meeting Lacking a Quorum

Where a quorum is not present within ~~thirty~~ fifteen minutes after the hour fixed for a meeting, the Board Secretary will record the names of the Members present. In the absence of a quorum, the meeting may continue; however, no motion may be made or passed. Any decisions made shall be recommended to the Board at the next regular meeting for approval.

3.12 Voting

The Chair or Acting Chair protects impartiality by exercising his or her voting rights only when this affects the outcome. In this case the Chair or Acting Chair can either vote and thereby change the result or can abstain.

Any question on which there is a tie vote will be deemed to be negative.

Voting will be by a show of hands, unless otherwise indicated. Upon the request of a Member who is present when a question is stated, a recorded vote will be taken. It must be requested immediately before the start of voting.

3.13 Chair's Duties

The Chair will:

- a) Open meetings by taking the Chair and calling the meeting to order.
- b) Determine the presence of a quorum.
- c) Recognize Members in the order in which they signalled that they wished to speak or ask a question.
- d) Receive and submit, in the proper manner, all motions presented by the Members, unless a motion is contrary to the Board's bylaws. If the Chair rules that a motion is contrary, the Chair will tell the Members immediately, before putting the question, and will cite the rule or authority applicable to the case without argument or comment.
- e) Determine whether a question is properly one which is admissible and to be dealt with immediately. The Chair's ruling on order or procedure may only be appealed by Board motion, duly seconded. If the motion is carried, the Chair's decision is overturned.
- f) State and put to a vote all valid motions which are moved and seconded in the course of proceedings and announce the result.
- g) Expedite business.
- h) Decide all questions of order.
- i) Ensure appropriate conduct of Members and the public.
- j) Sign on behalf of the Board, where applicable.
- k) Ensure the decisions of the Board are in conformity with the laws and bylaws governing Board activities.
- l) Declare the meeting adjourned when the Board so votes.
- m) Exclude any person from a meeting for improper conduct.

3.14 Member's Conduct

A Member will be courteous and will not engage in any action that disturbs the meeting.

A Member will not:

- a) Use unparliamentary or offensive language, including any expressions or statements in debate or in questions that attribute false or undeclared motives to another Member, charge another Member with being dishonest, be abusive or insulting, or cause disorder.
- b) Make any noise or disturbance that prevents Members from being able to participate in a meeting.
- c) Speak outside the debated question.
- d) Reflect upon any prior Board determination, except to conclude such remarks with a motion to rescind such determination.
- e) Interrupt a Member who is speaking, except to raise a matter of privilege or a point of order.
- f) Disobey Board bylaws.

- g) Disobey the Chair's decision on questions of order or practice or on the interpretation of Board bylaws.
- h) Speak more than once to the same question except:
 - i. upon the consideration of a report referred by a committee to the Board for a decision; or
 - ii. in explanation of a statement that may have been interpreted incorrectly; or
 - iii. after all other Members who wish to speak have spoken at least once.

A Member who wishes to speak will signal the Chair and wait for the Chair's recognition. A Member will address to the Chair all remarks and questions, including questions intended for another Member or staff.

3.15 Public Conduct

Members of the public may attend meetings. Members of the public ~~will~~can only address the Board as a registered delegation. Members of the public will not engage in any action that disturbs the meeting or prevents the Board from conducting its business.

The Library's Code of Conduct applies to members of the public and Delegates at Library Board meetings.

~~be courteous and will not engage in any action that disturbs the meeting. Members of the public will not:~~

- ~~a) Make any noise or disturbance that prevents Members from being able to participate in the meeting or conduct business under the meeting's agenda.~~
- ~~b) Address the Board outside of being a registered delegation, without Board permission at a meeting.~~
- ~~c)a) _____ Use unparliamentary or offensive language.~~

Members of the public who

4. MOTIONS AND REPORTS TO THE BOARD

4.1 Decisions by Motion Only

All decisions and directions will be made on the basis of motions. To make a motion, a Member must first have the floor, that is, be recognized by the Chair.

4.2 Moving a Motion

A motion properly moved before the Board must be completed before any other motion can be received, except a motion to amend or adjourn, or on a matter of privilege (see glossary).

Another Member must second every motion, except for questions of privilege.

4.3 Seconding a Motion

A motion will not be debated until it has been moved and seconded.

The Chair will not put any matter to the vote, and a Member will not move a procedural motion to have the vote taken, until every Member who wishes to speak has spoken at least once. Members who have already spoken may speak again only after all other Members have been given the opportunity to speak. After Members debate a motion, the Chair puts the question to a vote and announces the voting result.

Any Member may require the question or motion under discussion to be read at any time during the debate.

There will only be one substantive motion before the Board at any one time.

4.4 Notice of Motion

All motions other than routine business or those arising out of reports from standing or special committees may be void unless the mover gives notice thereof at least ten days before the meeting at which said motion is to be presented.

This notice will be given in writing to the Chair and copied to the Secretary, and it will be accompanied by the copy of the proposed motion; and said notice and copy will be emailed to all Members five business days before the meeting.

4.5 Amending a Motion

An amendment may be made to a motion but may not negate the main motion or materially alter its intent. An amendment may itself be amended once.

4.6 Withdrawing a Motion

When a motion is before the Board and the mover wants to withdraw or modify it, or substitute another motion, the Chair will grant permission if no Member objects. If a Member objects, the Chair will put the question on granting the request to a vote, or someone can make a motion to grant it. A motion to withdraw another motion cannot be debated or amended. A two-thirds majority is required.

4.7 Motion to Reconsider

A motion to review a previous decision and vote on it again may be moved by a Member who previously voted on the prevailing or winning side of a question. A reconsideration may be made once only on the same motion.

4.8 Motion to Adjourn

A motion to adjourn is not debatable, cannot be amended and, if resolved in the negative, cannot be made again until after the Board has completed some intermediate proceeding.

4.9 Motion to Recess

A motion to recess is not debatable and can only be amended to adjust the time of the recess.

4.10 Minutes

Minutes record the main points of any discussion. They are not verbatim.

Once approved, minutes of meetings are the official record of decisions and provide direction for officers and employees in their subsequent actions.

Minutes are approved at the next meeting of the Library Board and signed by the Chair and the CEO.

Minutes (excluding in camera minutes) are public documents and shall be made available to the public. Public minutes of in camera meetings are included in the monthly Board package mailing. Confidential minutes of in camera meetings are kept separately by the Library or in the City Clerk's office. When the Clerk's staff are involved in recording in-camera minutes, copies of these minutes will be held by the Clerk.

4.11 Board Committees

4.11.1 Purpose and Selection of Members

Board Committees receive their charge and mandate from the Board and comply with Board policy on Committees. Unless contrary to policy, Committee Members will be selected from volunteers at Board meetings. selected by consensus from volunteers at Board meetings. Appointments will be approved by Board motion. Each Committee will select its own Chair.

4.11.2 PPL Board Committees

The Board's Committees are:

- a) Community Linkage Committee;
- b) CEO Evaluation Committee; and,
- c) Ad Hoc Committees, as needed.

50% of Members plus one will constitute quorum for a committee. The Board Chair serves ex-officio on all Board Committees.

4.11.3 Committee Report Presentation

Timely reporting to the Board will be by submission of a written or oral report after each meeting, with appropriate comment by the Committee Chair. Written reports are distributed for reading prior to a Board meeting. The minutes contain ~~They are structured into~~ a brief synopsis of the discussion followed by, ~~and~~ recommendations from the Committee to the Board. ~~clearly and separately stated, with a Committee motion to recommend to the Board.~~

4.11.4 Approval of Committee Reports at the Board Meeting

At the Board meeting the Committee Chair ensures the report has been received in either written or oral form and invites questions or comments. No motion is necessary to receive the report. The Committee Chair moves that any recommendations be put to the Board for approval (no seconder is necessary, since the Committee has already endorsed the recommendation through its own motion).

4.11.5 Approval of Individual Committee Recommendations

Any Board Member may request that specific recommendations be removed for separate discussion (no motion required). In this case, the remaining recommendations are voted on collectively, under the original motion from the Committee Chair. Any separated recommendations are discussed and voted on individually in their original order. The original motion is still valid, and therefore the separated recommendation requires only a vote to adopt. Any changes to the recommendation follow normal rules for amendments and may require a mover and seconder for substantial changes.

4.12 Staff Reports at the Board Meeting

No motion is necessary to receive a staff report. A Board motion is required for adoption of staff recommendations.

4.13 Amending the Bylaws

Bylaws are the fundamental governing rules of the Library Board. The purpose of this bylaw is to state the conditions under which bylaws are amended.

1. Bylaws may be amended in response to legislation or when circumstances change.
2. At a Board meeting any Member can propose a review or an amendment of a bylaw.
3. All Members of the Library Board will receive notice and draft of proposed changes prior to the next Board meeting at which a motion for amendment may be tabled.

4. A motion to add, amend or remove a bylaw shall require a majority vote of at least two thirds of the Members in order to be carried.

Appendix

Glossary of Terms

TERM	DEFINITION
Adjourn	To end the meeting.
Agenda	A list of business items to be considered at a meeting, arranged in the order in which they are intended to be addressed.
Amendment	A formal proposal to change the words of a pending motion.
Chair	The person who presides at the meeting.
Committee	Any advisory or other committee, subcommittee or similar entity of which at least 50 per cent of the Members are also Members of the Board.
Delegation	One or more residents or community association representatives who address the Board.
Floor, to have the	To have the right to speak without interruptions, except on a matter of privilege or a point of order.
In Camera	In private. Only Board Members and persons authorized by them may be present at an in-camera meeting.
Minutes	The legal record of the Board's, or a Committee's, proceedings and decisions. Corrections must relate to matters of fact only. A Member who does not agree with a decision cannot have the decision changed by changing the minutes. The appropriate remedy is to move a motion to reconsider.
Motion	A formal proposal placed before the meeting by one Member, the mover of the motion, for debate and decision.

Appendix

Glossary of Terms

TERM	DEFINITION
Move	To formally propose a motion or amendment.
Mover	The person who proposes a motion or amendment.
Notice of motion	Formal advice to the Board that a Member proposes to move a motion at a future meeting. It usually includes the wording of the proposed motion.
Order	Behaviour in a meeting, which allows Members to conduct business without disruption.
Order, call a Member to	A way for the Chair to point out to a Member that the Member has broken the rules or is speaking out of turn.
Order, call the meeting to	An announcement by the Chair to indicate that the Chair is about to start the meeting. Also, it is a way for the Chair to enforce discipline on the meeting after the rules have been broken.
Order, point of	A way for a Member to draw attention to a breach of the rules.
Privileged motions	Refer to the rights of Members, and can interrupt discussion of a motion on the floor. Privileged motions are those related to: conditions in the place of meeting (e.g. "I cannot hear the speaker"); personal privilege (e.g. "the Member is misstating my position"); point of order, when the Member believes another Member is violating a rule (e.g. "the speaker is not speaking to the motion"); motions to recess or adjourn, both of which must be seconded and voted on. The interrupted discussion continues when matters of privilege have been resolved by the Chair.
Quorum	The minimum number of Members who must be present at a meeting to make the proceedings valid. A simple majority of the Board.

Appendix Glossary of Terms

TERM	DEFINITION
Rescind	To revoke a previous decision.
Recess	To take an intermission, either as a break or to allow for reflection.
Reconsider	Motion to review a previous decision and vote on it again.
Resolution	A motion that has been moved, seconded and carried.
Ruling	A decision by the Chair on a procedural point. Any Member may appeal it, in which case the ruling is immediately put to a vote without debate.
Second	To formally endorse a motion or amendment immediately after it has been moved.
Secunder	The person who formally endorses a motion or amendment. A seconder need not wait for recognition by the Chair. Seconding does not necessarily mean that a seconder supports the motion, only that the seconder agrees that it should be considered.
Show of hands	The usual way of voting. Those for and those against the motion are asked to raise their hands. The hands are counted, the result announced, and the motion declared either carried or lost.
Time limit	The maximum time allowed for a speech by an individual Member, set by the Chair.
Two-thirds majority	Two-thirds, or the closest whole number that is greater than two-thirds.

Appendix

Glossary of Terms

TERM	DEFINITION
Unparliamentary	Words or expressions that are disrespectful or language that is offensive. It includes swearing and derogatory and racial remarks.
Virtual Meeting	Public Board meeting held virtually with the assistance of two-way technology.
Vote, majority	One more than half the number of Members present.
Vote, recorded	A vote in which each Member is asked individually and publicly to announce his or her vote for or against the motion.
Vote, tie	An equal number of votes for or against a motion.