

1. **Meeting Called to Order** Chair
2. **Land Acknowledgement** K. Danylak
3. **Public Delegations**  
 Members of the public looking to provide a verbal delegation to the Board are required to register by completing a [Delegation Request form](#). For more information please email [board@pickeringlibrary.ca](mailto:board@pickeringlibrary.ca) or refer to the Delegations Section 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** Chair MOTION  
**Conflict of Interest Disclosure** to Approve
5. **Presentations**
  - 5.1 Teronie Donaldson, Co-Chair; Nicole Facey, Member  
 Anti-Black Racism Working Group  
 Re: 2024 Update #2
  - 5.2 Joel Sutherland, Manager, Client Experience  
 Re: Ovee Update
6. **Consent Agenda** Chair MOTION  
to Approve
  - 6.1 Minutes of the Previous Board Meeting – [Pg 1](#)  
 September 26, 2024
  - 6.2 Library Information Update – October [Pg 6](#)  
 2024
  - 6.3 2024 Q3 Stats Review (KPIs) [Pg 11](#)
  - 6.4 2024 Financial Review (as of 2024/09/30) [Pg 12](#)
  - 6.5 Client Feedback Summary (January to [Pg 13](#)  
 June 2024)
7. **Correspondence**  
None.
8. **Ends Discussion**  
None.

**9. Staff Reports**

- 9.1 Anti-Black Racism Working Group Update [Minutes of the August 14, 2024 ABRWG meeting attached - [Pg 16](#)] Verbal Update S. Oza
- 9.2 Report 04-24 Claremont Extended Access Pilot Verbal Update S. Oza
- 9.3 Stakeholder Consultation for Seaton Library [Supporting documents provided under separate cover] Verbal Update J. Flowers

**10. Monitoring Reports – Executive Limitations**

- 10.1 EL 02 Treatment of Clients [Pg 19](#) K. Danylak 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 07 Emergency Executive Succession B. Kenworthy

**11. Board Committee Reports**

- 11.1 Report of the Board Building Committee Verbal Update Committee Chair
- 11.2 Report of the Board Community Linkage Committee Verbal Update Committee Chair

**12. Governance**

- 12.1 GP 04 Code of Conduct [Pg 24](#) Chair Motion to Adopt

**13. Board Policy Review**

None.

**14. New & Unfinished Business**

- 14.1 Member Community Reports
- 14.2 Mid-Term Board Check-Ins Chair

**15. Confidential Matter**

None.

**16. Board Meeting Evaluation**

- 16.1 Review of Previous Meeting Results Verbal Update Chair
- 16.2 Completion of Evaluation for Current Meeting

**17. Adjournment**

Chair MOTION to Adjourn

**Next Meeting:**

To be Held: Thursday, November 28, 2024

Location: Central Library Auditorium

**Preliminary List of Motions**

**Item #      Motion**

4.      THAT the items in the Agenda be approved by the Board as presented.
6.      THAT the items in the Consent Agenda be approved by the Board as presented.
- 10.1    THAT the Board has received the monitoring report for policy EL 02 Treatment of Clients 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.
- 12.1    THAT the Board adopt policy GP 04 Code of Conduct as amended, the policy being complete, sound, and effective.
17.     THAT the meeting be adjourned.

Held: Thursday, September 26, 2024

Location: Claremont Library (Claremont Lion's Club)

Attendees: Councillor S. Butt; K. Danylak; A. Maginley (Chair); F. Mahjabeen (arrived 7:34 pm); A. Mir; D. Sharma; K. Smuk

Absent: Councillor M. Brenner; Councillor L. Cook; B. Kenworthy; S. Sheehy

Staff: J. Flowers, CEO/Director of Public Libraries; C. Moore, Director, Corporate Services & Collections; S. Oza, Director, Engagement & Client Experience; B. Gregory, Executive Assistant; S. Yung, Manager, Marketing & Community Relations

### 1. Meeting Called to Order

Vice-Chair Maginley called the meeting to order at 7:09 pm.

### 2. Land Acknowledgement

K. Smuk read the City of Pickering Land Acknowledgement.

### 3. Public Delegations

None.

### 4. Approval of Agenda, Conflict of Interest Disclosure

No interest was declared.

#### Motion #24.38

Moved by D. Sharma, Seconded by K. Danylak **Motion THAT** the Agenda be adopted as presented.

**Carried.**

### 5. Presentations

#### 5.1 Pickering Public Library Branding Update

S. Yung, Manager of Marketing & Community Relations, presented the Board with an overview of the launch and promotion of the new PPL brand including staff engagement activities, updates to in-library signage, social media posts and new promotional items.

In response to a question about focusing on specific target segments for paid advertising, S. Yung reported that they've been updating their approach. They have had success in reaching the target audience by making slight adjustments to the target messages and monitoring analytics.

In response to a question about working with the City while rolling out PPL's vibrant, new branding, S. Yung explained that the Library continues to work collaboratively with the City wherever possible. The Library's new logo is added to promotional materials for City and Library initiatives such as the Seaton Recreation Complex & Library.

S. Yung departed the meeting at 7:38 pm.

**6. Consent Agenda**

- 6.1 Minutes of the Previous Board Meeting – June 20, 2024
- 6.2 Library Information Update – September 2024
- 6.3 Minutes of the Board Building Committee Meeting – June 13, 2024
- 6.4 2024 Q2 Stats Review (KPIs)
- 6.5 2024 Financial Review (as of 2024/08/31)
- 6.6 January – June 2024 Incident (Security) Report

**Motion #24.39**

Moved by K. Danylak, Seconded by K. Smuk **Motion THAT** the items on the Consent Agenda be adopted.

**Carried.**

**7. Correspondence**

None.

**8. Ends Discussion**

None.

**9. Staff Reports**

**9.1 Anti-Black Racism Working Group Update**

S. Oza shared that the minutes from past ABRWG meetings were included in the meeting package. A. Maginley shared that he attended the ABRWG's in-meeting in July, where the group provided valuable feedback on recent changes. The Board was informed that representatives from the ABRWG will present the second of two annual updates for 2024 at the October Board meeting.

Looking ahead to the October ABRWG meeting agenda, S. Oza reported that the Collections team will attend to share their progress on the ABRWG recommendations for 2024. Additionally, the Marketing team will present their final work plan, which will include recommendations for promoting events and collections.

S. Oza shared that there is strong interest from ABRWG members in participating in social media campaigns highlighting collections. She also emphasized how fortunate we feel to have such an engaged and involved group of ambassadors. She expressed her gratitude for their participation in recent events, including Emancipation Day on August 1st, the International Day for People of African Descent on August 31st, and the Cultural Fusion Fair on September 14th.

**9.2 Report 02-24 Respect in the Workplace Policy**

J. Flowers discussed the updates made to the Respect in the Workplace Policy. This is the second review of the policy by the Board. The first review took place at the June 2024 meeting where the Board discussed the new workplace harassment complaint form (included as an appendix of the policy). At the first review, the form contained a statement about anonymous complaints not being investigated. In response to the Board's concerns, J. Flowers consulted with other libraries and the City of Pickering HR staff on the issue. Revisions were made to the form with an aim of reducing barriers to reporting harassment while ensuring staff understand there are limits to how thoroughly anonymous complaints can be investigated.

The Board expressed agreement with the recommended revisions outlined in red in the attached policy and appendices. In addition, they requested a small edit to the form to include "Social Media" as an option under "Type of Incident."

**Motion #24.40**

Moved by D. Sharma, Seconded by A. Mir **Motion THAT** the Board approve the Respect in the Workplace Policy as amended, the policy being complete, sound, and effective.  
**Carried.**

**9.3 Report 03-24 Facilities Projects Update**

C. Moore highlighted key points from his report. This is the first report following the Board's recommendation at the February 22, 2024 meeting that they be provided semi-annual updates on facility projects.

**9.4 2025 Current and Capital Budget Estimates**

J. Flowers reported that the first draft of the operating and capital budgets was submitted for review to the City Finance department. After a few rounds of revisions, the 2025 operating budget draft reflects a 5.45% increase. The capital budget shows a significant jump from the prior year, as the Library continues to invest in capital projects to improve the library experience for clients. Planned projects include installing work pods at GAL, Central Library lobby and washroom retrofits, Central Library shelving replacements, and capital for PHCC, including collections, furniture, fixtures and equipment.

In response to a question about the 5.45% increase, J. Flowers explained that there have been several discussions with the City regarding the budget. So far, the City has been generally receptive.

When asked about the location of the lobby and washroom retrofit, J. Flowers clarified that these renovations are planned for the Central Library. Any leftover funds after the washroom work will be allocated for lighting improvements in the lobby.

Regarding the costs Seaton Library, J. Flowers noted final numbers are still unknown because the design has not yet been finalized.

**10. Executive Limitations Policies & Monitoring Reports**

**10.1 EL 05 Financial Planning**

K. Smuk confirmed that the budget documents are structured to support both operating and capital budgets. She highlighted that the budget allocates sufficient funds to support the Governance Investment policy to ensure that the Board effectively fulfills its governance responsibilities. She noted that the policy appears stable and reasonable year over year and expressed confidence in its approach.

**Motion #24.41**

Moved by K. Smuk, Seconded by A. Mir **Motion THAT** Board has received the monitoring report for policy EL 05 Financial Planning as presented; and agrees that it provides reasonable interpretation of the policy and evidence of compliance; and THAT the Board adopt policy EL 05 Financial Planning as presented, the policy being complete, sound, and effective.  
**Carried.**

**10.2 EL 06 Financial Condition**

K. Smuk confirmed that the finance processes, including expenditures, are aligned with meeting organizational goals. She highlighted that the most recent financial audit raised no concerns. Furthermore, the March 2024 budget motion, which was passed by the Board, was successfully presented to Council and deemed complete. K. Smuk expressed confidence that the Library remains in compliance with the EL 06 Financial Condition policy.

It was noted that there was a small typo in the monitoring report under Evidence for the Policy Element: Header Paragraph. It was amended to read:

1. External audit of the Library's 2022 financial statements was completed in 2023 with no issues raised by the auditors. The 2023 financial statements are ***expected to be approved by Council at the October 2024 meeting and will be approved by the Library Board in November 2024.***

**Motion #24.42**

Moved by K. Smuk, Seconded by D. Sharma **Motion THAT** Board has received the monitoring report for policy EL 06 Financial Condition as amended; and agrees that it provides reasonable interpretation of the policy and evidence of compliance; and THAT the Board adopt policy EL 06 Financial Condition as presented, the policy being complete, sound, and effective.

**Carried.**

Executive Limitations policy EL 02 Treatment of Clients will be discussed at the next Board meeting. All members were asked to review prior to the next meeting. Assigned to K. Danylak.

**11. Board Committee Reports**

**11.1 Report of the Board Building Committee**

C. Moore reported that the committee last met in June. A verbal summary of the June meeting was provided at the June Board meeting, but the minutes were included in the current meeting's consent agenda.

**11.2 Report of the Board Community Linkage Committee**

No report provided.

**12. Governance**

None.

**13. Board Policy Review**

**13.1 Annual Board Bylaws Review**

Presentation of this agenda item delegated to J. Flowers.

J. Flowers reminded the Board that the PPL Board Bylaws are to be reviewed annually. She indicated that the meeting package included the current bylaws document, with recommended changes indicated in red. Significant updates included enhanced media engagement guidelines, the provision for Board education and training, and clearer guidelines regarding delegations. Some changes were based on recent Council changes and insights from other libraries, while others were minor adjustments.

There was a question regarding Section 2, specifically whether public statements should include wording to accommodate social media posts and if any guidelines on social media conduct should be addressed. It was noted that Board Member conduct is addressed in policy GP 04 Code of Conduct, however the policy currently lacks any reference to social media conduct. Consequently, it was recommended that GP 04 be revised to include provisions related to Board Member social media use and presented to the Board for further discussion and adoption at the October meeting.

**Motion #24.43**

Moved by K. Danylak, Seconded by F. Mahjabeen **Motion THAT** the Board adopt the Pickering Public Library Bylaws as amended.

Carried.

**14. New & Unfinished Business**

**14.1 Member Community Reports**

Board members expressed their appreciation for the many Library events over the summer that they and their families attended, including the Summer Reading Club launch. They also conveyed their enthusiasm for the Seed Library program and the new work pods at the Central Library.

Councillor Butt inquired about the status of the Claremont Pioneers video project. J. Flowers informed him that contact had been made with the Claremont community regarding timelines; however, they indicated that the planning of an upcoming community event did not allow them to work on the project at this time. Councillor Butt stated that he would follow up on this matter with the community and update J. Flowers on the next steps.

**14.2 Seaton Recreation Complex & Library Community Engagement – Public Open Houses**

Hard copies of the community engagement poster and a memo to the Board from K. Bradley, Community Initiatives, were distributed to the Board Members.

J. Flowers highlighted that two members of the Board have been invited to participate in a separate event on the evening of October 9th, which is exclusive to stakeholders and community advisory groups. K. Danylak and A. Mir, representing the Board Building Committee, volunteered to attend, with A. Maginley as a backup if needed.

**15. Confidential Matter**

There were no confidential matters discussed.

**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, October 24, 2024 at 7:00 pm.

**Motion #24.44**

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

The meeting was adjourned at 8:38 pm.

Signature of Library CEO:

Date:

Signature of Library Board Chair:

Date:



# 1 The Best Place For Everyone To Learn

---

### Tails of Hope Short Story Contest Book Celebration

In partnership with Pickering Animal Services, Library staff hosted a book celebration for participants of the *Tails of Hope* Short Story Contest. The contest invited children aged 5-12 to write stories about a real or stuffed animal, and over 30 submissions were received! Each child was awarded a professionally bound copy of their book and a certificate.



### 55+ Games Day

Library staff hosted a “Brain Game” station at the City’s 55+ Games Day at George Ashe Library, engaging 39 seniors with fun activities. Highlights included a pop culture trivia game that sparked friendly competition, a giant Scrabble board promoting teamwork, and crossword and word search puzzles for mental challenges.



### Maker Space: Coding Workshops, Film Screening, and Entrepreneurship Opportunities

Library staff hosted two coding programs with community partners: *Introduction to Python*, attended by 11 participants, and a game coding workshop using the open-source engine Godot, which drew 9 attendees. A tech-themed movie night featuring *Wall-E* attracted 23 participants. As part of the *SkillSpark* initiative, staff ran a t-shirt pressing workshop for 18 attendees, teaching them to design and produce t-shirts for online sales using a vinyl cutter and heat press. This session was the second in a three-part series supporting entrepreneurship training for groups like Participation House, an autism support group.

## Local History Collection Highlight

This year, library staff have digitized 869 items for the Pickering Local History Collection Digital Archive, including newspapers, photographs, and unique documents preserving the city's history. A notable addition is the *Cuthbert House Register* from 1882 (ID# X2023-024-001), a fragile ledger listing hotel visitors from March 1882 to December 1884, along with advertisements for local businesses. With all 124 pages now digitized, the register is easily accessible online for research and personal interest.



# 2 Committed To Care, Inclusion And Belonging

---

## Central Library Renovation

The renovation of the Central Library lobby wrapped up this month. The large service desk that took up most of the lobby floor plate was removed to make room for seating and an exhibit area. With more natural light, comfortable seating, and a fresh coat of paint, the lobby now offers a brighter, more welcoming atmosphere for clients when they enter the library. The feedback from clients on these changes has been overwhelmingly positive.



## Islamic History Month Storytime

In partnership with the Muslim Women of Durham Region, Library staff hosted a program celebrating Islamic History Month. Group members read stories to families, followed by a craft activity and henna for the children. This fun and engaging family event drew 60 kids.

## **Cultural Fusion Fair**

Library staff participated in the City of Pickering's Cultural Fusion Fair at Esplanade Park, promoting Library events, resources, and materials. They facilitated an activity where attendees could look up the meaning of their names in Library dictionaries and then create wooden bookmarks; participants were invited to then contribute to a community mural featuring their names and meanings. The staff engaged with 235 people and issued 6 new Library cards. Members of the Library's Anti-Black Racism Working Group also joined the table to discuss the group's activities with community members.



## **Celebrating Rosh Hashanah and Yom Kippur**

Library staff in partnership with community members from the Jewish community ran an event for families on Rosh Hashanah. Participants listened to a storytime and tasted sweet treats such as apples, honey, and Challah bread. There were 16 children in attendance.

## **Seaton Pop Up**

Library staff ran a Pop-Up Library at Rick Johnston Memorial Park in Seaton on Wednesday mornings throughout September. Community members could browse books, check out and return items, register for Library cards, and explore services. Weekly activities included gardening, games, crafts, and partner-led art and STEM activities for children. Staff engaged with 22 children and 50 adults, issuing 2 new Library cards.

## **Pickering-Ajax Welcome Centre Partnership**

Recently, the Pickering-Ajax Welcome Centre held an Open House for clients, inviting Library staff to set up a table as a community partner. Staff promoted resources, events like the English Conversation Circle and financial literacy workshops, as well as children's programs and Junior Maker Kits. They engaged with 78 newcomers and issued 8 Library cards.

## **Embracing Identity Panel for 2SLGBTQIA+ History Month**

Library staff moderated a panel discussion on identity and community for 2SLGBTQIA+ History Month and Coming Out Day. This was a hybrid event held in the Central Library Auditorium with 3 panelists with different intersecting identities. The panel was well received and there were collectively 16 attendees in person and virtually.

## 3 A Connected Community

---

### Durham Early Learning Centre Storytime Visit

Library staff visited the Durham Early Learning Centre to offer fall themed stories and activities. Staff visited two classes to read stories and engage the children's motor skills through music, a scarf dance activity, and fingerplays.

### Bayview Heights PS Parent Teacher Night

Library staff were invited to the Bayview Heights Public School parent teacher night and interacted with 36 attendees. The attendees were given information about Library services and collections that provide homework help to kids of all ages.

## 4 Building For The Future

---

### Promoting the Ovee Launch Party

In anticipation of the Ovee Launch Party, the marketing team created and shared information about the outreach vehicle to generate excitement in the community. To promote the event, they published a post on Facebook and Instagram aimed at reaching a broader audience. Boosting the post expanded its reach beyond regular followers, significantly contributing to community turnout. The post achieved higher-than-average reach and impressions, driving 308 external link taps to the website. [Click here to view the post on Instagram.](#)



### Seed Library

The Seed Library celebrated a successful pilot, distributing 150 seed varieties. Thirty student volunteers contributed 450 hours packaging seeds. In partnership with groups like Durham Master Gardeners, Pickering Gardening Club, and EarlyON Learning Centre, the library hosted summer and fall events on plant education, gardening, and sustainability, attracting over 560 attendees.



## What's New

---

### Ovee Launch Event & Service

Outreach staff and management launched Ovee, PPL's new outreach vehicle, at Rick Johnson Memorial Park, drawing about 100 attendees and community organizations to showcase resources for the new Seaton community. In the first two weeks of service, Outreach staff welcomed 90 residents onto Ovee, providing many Library services (such as checkouts and card registrations) only previously accessible to clients in a physical library branch. CTV News Toronto covered the service launch by attending the first official stop and interviewing Library management and clients. The video aired on Sunday, October 6.



## 2024 Q3 KPI Statistics

	2023	Per capita (pop: 100,000)
Total circulation	843,650	8.4
Cardholders	37,795	0.4
In-person visits	362,881	3.6
Website visits	679,808	6.8
Public Computer Use	36,136	0.4
Number of programs	944	0.009
Program attendance	21,295	0.2
Outreach events	97	0.001
Outreach attendance	4,484	0.04
Electronic Product Use	55,023	0.6

2024 YTD Jan to Sept	Extrapolated to full year	Per capita (pop: 100,000)
654,973	873,297	8.7
38,880	38,880	0.4
317,753	423,671	4.2
752,926	1,003,901	10.0
28,678	38,237	0.4
585	780	0.008
14,705	19,607	0.2
129	172	0.001
7,693	10,257	0.077
40,753	54,337	0.5

Change Year over Year (extrapolated data)
4%
3%
17%
48%
6%
-17%
-8%
77%
129%
-1%

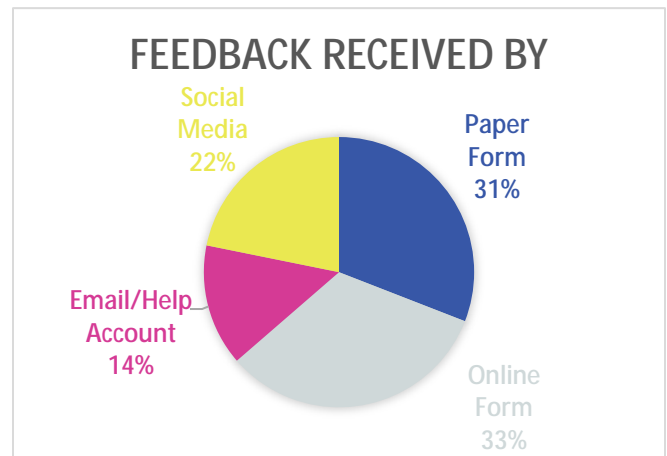
## Pickering Public Library - Financial Review - 2024-Q3

### Expenditures

Cost Elements	YTD Actual	Annual Plan	Remaining	Rem.(%)	Comments
501000 Salaries & Wages	\$ 2,764,179.70	\$ 3,951,260.00	\$ 1,187,080.30	30	
501010 Overtime	\$ 257.96	\$ 3,410.00	\$ 3,152.04	92	Truth and Reconciliation Day staffing not yet charged.
501020 Employee Benefits	\$ 819,105.07	\$ 1,119,599.00	\$ 300,493.93	27	
501025 Employee Recognition & Appreciation	\$ 1,025.48	\$ 3,800.00	\$ 2,774.52	73	Employee Recognition event to be held in December.
501040 Uniforms	\$ 1,116.16	\$ 3,250.00	\$ 2,133.84	66	Orders deferred to Q4 (new branding)
501100 Conferences	\$ 8,916.16	\$ 11,000.00	\$ 2,083.84	19	
501110 Seminars & Education	\$ 11,782.24	\$ 26,000.00	\$ 14,217.76	55	Staff development and learn day event in Q3/Q4.
501130 Travel	\$ 4,659.57	\$ 5,000.00	\$ 340.43	7	More travel has been required than anticipated.
502000 Postage	\$ 3,088.42	\$ 1,500.00	\$ (1,588.42)	-106	Higher postage costs due to inter-library loans.
502010 Freight, Express & Cartage	\$ 90.71	\$ 500.00	\$ 409.29	82	
502020 Cellular Phones	\$ 12,326.75	\$ 23,000.00	\$ 10,673.25	46	
502030 Telephones & Data Services	\$ 11,439.71	\$ 19,700.00	\$ 8,260.29	42	
502040 Internet Services	\$ 25,734.47	\$ 32,100.00	\$ 6,365.53	20	
502050 Cable TV	\$ 594.60	\$ 725.00	\$ 130.40	18	
502100 Advertising	\$ 4,695.44	\$ 18,000.00	\$ 13,304.56	74	Strategic plan and new brand launching in Q3/Q4.
502130 Printing - Brochures/News Ltr	\$ 4,275.81	\$ 13,000.00	\$ 8,724.19	67	Strategic plan and new brand launching in Q3/Q4.
502210 Insurance Premium	\$ 34,625.00	\$ 34,625.00	\$ -	0	
502220 Insurance Deductible	\$ -	\$ 2,300.00	\$ 2,300.00	100	
502230 Consulting & Professional Fees	\$ 46,327.77	\$ 59,175.00	\$ 12,847.23	22	
502240 Meals/Promotion/General	\$ 4,024.71	\$ 7,000.00	\$ 2,975.29	43	
502250 Memberships	\$ 21,072.81	\$ 15,750.00	\$ (5,322.81)	-34	JE required.
502260 Outside Agency Services	\$ 56,212.25	\$ 265,415.00	\$ 209,202.75	79	HR staff charge back not yet processed
502340 Building Repairs & Maintenance	\$ 50,574.60	\$ 289,310.00	\$ 238,735.40	83	Cleaning staff charge back not yet processed
502370 Vehicle Repairs & Maint	\$ 371.36	\$ 2,000.00	\$ 1,628.64	81	Outreach vehicle launching in Q3/Q4.
502375 Gas, Oil, Tires, Etc.	\$ 1,644.06	\$ 3,773.00	\$ 2,128.94	56	Outreach vehicle launching in Q3/Q4.
502380 Misc Equip Rep & Maintenance	\$ 30,805.42	\$ 41,300.00	\$ 10,494.58	25	
502500 Stationery & Office Supplies	\$ 16,311.58	\$ 19,000.00	\$ 2,688.42	14	
502520 Program & Event Supplies	\$ 29,366.52	\$ 38,000.00	\$ 8,633.48	23	
502530 Committee Expenses	\$ 429.62	\$ 11,800.00	\$ 11,370.38	96	Committee stipends not yet paid.
502540 Supplies & Tools	\$ 2,298.81	\$ 5,000.00	\$ 2,701.19	54	Summer costs incurred in Q3.
502541 Shop Supplies	\$ 10,422.46	\$ 4,200.00	\$ (6,222.46)	-148	Higher usage of maker space services.
502550 Library Materials	\$ 232,587.19	\$ 301,000.00	\$ 68,412.81	23	
502600 Utilities - Water	\$ 12,428.06	\$ 16,300.00	\$ 3,871.94	24	
502610 Utilities - Gas	\$ 26,413.73	\$ 47,500.00	\$ 21,086.27	44	
502620 Utilities - Hydro	\$ 85,052.95	\$ 138,400.00	\$ 53,347.05	39	
502700 Sfwr/Hdwr Maintenance Contracts	\$ 202,518.08	\$ 220,990.00	\$ 18,471.92	8	Majority of contracts are paid in Q1.
502720 System & Software Upgrade	\$ 90,812.24	\$ 100,000.00	\$ 9,187.76	9	
502730 Hardware Replacements	\$ 6,288.23	\$ 19,000.00	\$ 12,711.77	67	Majority of purchases in Q4.
502740 Furniture & Fixtures	\$ 4,121.12	\$ 7,250.00	\$ 3,128.88	43	
<b>Expenditures</b>	<b>\$ 4,637,996.82</b>	<b>\$ 6,880,932.00</b>	<b>\$ 2,242,935.18</b>	<b>35</b>	
<b>Revenue</b>					
402500 Federal Grants	\$ (603.88)	\$ (45,195.00)	\$ (44,591.12)	99	Young Canada Works Funding expected Q4
402510 Ontario Grants	\$ (30,808.80)	\$ (136,425.00)	\$ (105,616.20)	77	PLOG expected in Q4
403000 Departmental User Fees	\$ (37,888.17)	\$ (50,000.00)	\$ (12,111.83)	24	
403030 Vending Machines	\$ (1,195.17)	\$ (2,500.00)	\$ (1,304.83)	52	
403064 Rentals - Mtg. Room/Publi	\$ (1,342.40)	\$ (5,000.00)	\$ (3,657.60)	73	
403120 Other User Fee Revenue	\$ (1,912.09)	\$ (14,000.00)	\$ (12,087.91)	86	
405000 Fines & Charges	\$ (3,778.31)	\$ (10,000.00)	\$ (6,221.69)	62	
406500 Donations	\$ (9,293.02)	\$ (20,000.00)	\$ (10,706.98)	54	
<b>Revenues</b>	<b>\$ (86,821.84)</b>	<b>\$ (283,120.00)</b>	<b>\$ (196,298.16)</b>	<b>66</b>	
<b>Total</b>	<b>\$ 5,004,218.21</b>	<b>\$ 6,562,637.00</b>	<b>\$ 1,558,418.79</b>	<b>24</b>	

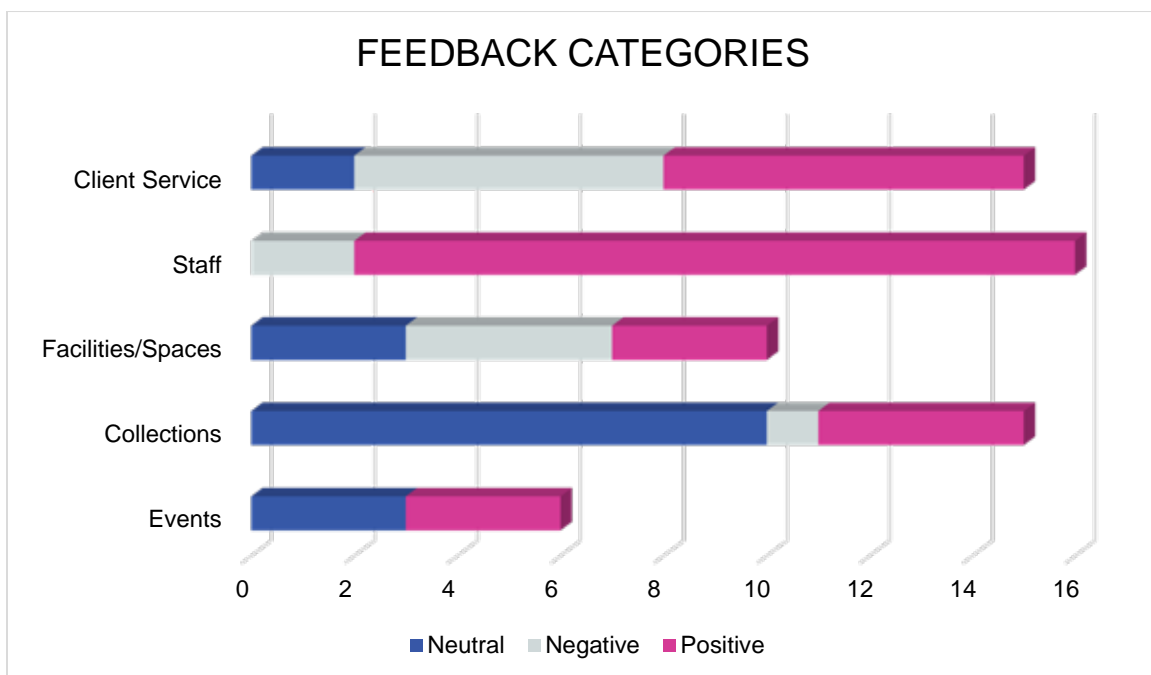
## Summary

Feedback Received By	Number of Feedback Submissions
Paper Form	17
Online Form	18
Email/Help Account	8
Social Media	12
<b>TOTAL</b>	<b>55</b>



## Feedback Category

Feedback Category*	Positive	Negative	Neutral	Total
Client Service	7	6	2	15
Staff	14	2	0	16
Facilities/Spaces	3	4	3	10
Collections	4	1	10	15
Events	3	0	3	6





### Client Feedback Highlights

Category	Date	Positive Feedback
Client Service, Library Space, Staff, Collections	Jan 1, 2024	<p>“Exceptional library, I use to come here time to time after work hours and it was a peaceful place. The downstairs section has group study rooms which you can book out. The upstairs section is meant for quiet study if you need time to focus. There is also a great selection of books throughout the library.</p> <p>The staff at this location are also super helpful, especially if you need to find a book or book a space. The washrooms in this facility are also super clean which makes it ideal for a study session that lasts a few hours.</p> <p>I recommend coming to this library as it's a short walk away from the Pickering town center mall.”</p>
Events	Jan 12, 2024	<p>“Yesterday, I attended the Financial Literacy Program at the Central Library. I appreciate the Central Library's commitment to offering free programs that empower individuals with valuable knowledge. The material covered during the session was impressive, and I gleaned several tips that I plan to apply. It was particularly inspiring to see a diverse group of young adults in attendance. Utilizing these tools is crucial for personal growth and development.”</p>
Events	Apr 4, 2024	<p>“Thank you for the Ramadan program at the library! I'm so grateful my kids got to participate and have programs like these! As a Muslim who was born and brought up in the West, I know how important it is to have that sense of belonging that will come from seeing their holidays celebrated in public places.</p> <p>Thank you for allowing them to feel seen and included and also teaching others around them about their celebrations.</p> <p>I got a chance to look at the Ramadan display in the front of the library. It was very nice to see.</p> <p>I'm so happy to be able to raise my kids in an inclusive and diverse environment where they can learn about other cultures through these library programs and also see their culture represented. I look forward to attending more programs at the library!</p> <p>Also, I should add, I came all the way from Scarborough to join!”</p>
Client Service, Staff	Apr 18, 2024	<p>“I just left the George Ashe library, and the librarian assisted me with the photocopier. They did so in a way that did not make me feel cheap, poor (as I am) or uncomfortable, as I was making colour copies, I was very touched by their kindness, how well spoken they were and sincerity among many things, I just had to share this note. Thank you all staff, It is much appreciated.”</p>
Client Service, Library Space	June 1, 2024	<p>"So grateful for libraries in general but this one is particularly good. The maker space is awesome. If you are a young entrepreneur or somebody who likes making stuff, don't overlook the resources made available here. I used the 3D printers to print a part that will end up saving me a ton of money."</p>

Category	Date	Negative/Neutral Feedback	Follow-Up Actions
Library Space	Jan 21, 2024	"The study desks upstairs should be moved back to their original spots. Moving them side by side does not allow maximum privacy and gives more distractions from the ones beside."	Although not all study desks on the 2 <sup>nd</sup> floor at Central could be rearranged to no longer be side to side, some were rearranged this way, giving clients options when working alone at the Library.
Client Service	Jan 25, 2024	"The noise level on the second floor is consistently high, despite it being designated as a quiet area. The presence of a security guard seems ineffective in managing this issue. I frequently find myself having to request assistance to remind others to keep noise down or move to a lower level. This recurring problem is frustrating and not in line with the expected atmosphere of a library."	Asked security guard to increase roving on 2 <sup>nd</sup> floor, especially in the evenings. Informed client that ceilings will eventually be installed in the work pods, which will help reduce noise, and encouraged them to inform staff ASAP should they ever feel the 2 <sup>nd</sup> floor is too noisy again so staff can speak with the other clients.
Collections	Feb 7, 2024	"Hello, I'm currently in your library trying to find information on Indigenous Food Systems, The Three Sisters, growing Squash, anything in Squash and nothing. You don't offer what you claim."	Collections team was able to find relevant books to add to the collection that fit the needs of the client.
Collections	Mar 8, 2024	"The Pickering big library is a very good one. We have a beautiful and full French books section for kids. But...not for adults! We, French readers, have a big/large community in Pickering and we don't find books except several. May you do something for us? Please."	Thanked client for the feedback and forwarded to the Collections team for consideration.
Client Service	May 27, 2024	"Removing printer from 2nd floor is a bad idea! 1. Can't always print everything and then come down and get it. No print preview on software to see what was printed. (eg. Need pg 5, 6, 7 from 25 pg document.) 2. The only problem with 2nd floor printer was coin dispenser -- not the printer."	Thanked client for the feedback and shared with Manager, Client Service for consideration. For context, the 2 <sup>nd</sup> floor printer was moved downstairs for a variety of reasons, including the fact that the printer on the first floor was used more often, staff are closer to help clients print their jobs, and to create much needed floor space for the installation of the four new work pods.

# Meeting Minutes

## **Anti-Black Racism Working Group**

Wednesday, August 14, 2024, 6:30 pm

In-person – George Ashe Library, Quiet Study Room

**Attendees:** Bernadette Hood-Caesar, Charmain Brown (Notetaker), Marsha Hinds Myrie (online), Romina Diaz-Matus, Samantha Adebiyi, Teronie Donaldson

**Library Staff:** Shobha Oza, Sabrina Yung

**Guest:** Akeem Maginley (Library Board)

**Absent:** Nicole Facey

---

1. Land Acknowledgement and Ancestral Acknowledgement
  - Read by SY and SA.
2. Conflict of Interest Declaration
  - No conflicts declared.
3. Review Meeting Minutes and Work Plan Revisions
  - July minutes and Work Plan revisions were reviewed.
  - No edits or changes were expressed.
4. Collections ABRWG Recommendations – Implementation Progress Update
  - Library staff from the Collections Team shared a recorded presentation, recapping what the goals were in 2023 and reviewing how the progress achieved on those action plans. Director, CM attended the meeting in-person to answer any questions following the recorded presentation.
  - Highlights from the summary included:
    - DEI goals are part of professional development (webinars, courses, conferences)
    - Staff have continued to work on incorporating DEI centered intentions in the Collections Strategy (still in progress)
    - Diverse materials are being continuously procured and added to the Library's collections
  - Discussion took place regarding the information shared.
  - ABRWG feedback:
    - (From members who have been with the ABRWG since the 2020 start) There has been visible changes in the front facing access to books/resources by Black authors that centre Black Joy or an affirmation stance within the library both in person and online.

- It's meaningful to walk into the physical library and see the "Amplifying Diverse Voices" display front and centre. Having such visibility upon entering the space, increases a sense of welcome and sense of belonging.
- Suggestion was made for the library to offer a training experience (perhaps a workshop) that walks clients through how to navigate the website specifically for the catalogue and diverse loanables. Clients want an easy user experience. Especially youth. Maybe they aren't aware of the ease of use via the website and a walk through could help.

#### 5. Events and Collections Marketing Recommendations – Final Presentation of Work Plan

- The Library's Marketing Team attended the meeting in-person to share a summary of the final recommendations and work plan that will be implemented, in response to the consultation and discussions between Marketing and ABRWG members.
- Discussion of what was shared took place.
- New marketing initiatives were shared including collaborating with ABRWG members to record audio or video (or just static quotes) about their individual recommendations from the Pickering Public Library collections. This may include books, movies, music, and any of the unique loanables. Building on the discussions around awareness of what the library collections offer that people don't know, ABRWG members are encouraged to select items they have personally enjoyed and perhaps its availability is not commonly known by the general public. The recorded content would be published throughout the year across social media posts and future website updates.
- The new library branding will be launched on social media on August 15<sup>th</sup>. SY shared the new ABRWG magnets with PPL's new branding, to be given away at future ABRWG outreach tables and in the library. This take-home item aims to raise awareness about the ABRWG and remind people to follow the work via the [pickeringlibrary.ca/abrwg](http://pickeringlibrary.ca/abrwg) page.
- ABRWG members noted to the Marketing team, the visible change in representation and diversity across social media. The overall enhancements, with more dynamic and real human content, is noticeable and really improving the user experience.

#### 6. September In-Library Visits – Work Plan

- Per the 2024 ABRWG Work Plan, there will not be a regularly scheduled ABRWG meeting in September.
- Instead, between August 14<sup>th</sup> to October 9<sup>th</sup>, ABRWG members will schedule a time to visit the library in-person to observe the user experience and try out a service or location they haven't before. It is also hoped that all members will schedule their visit with SY and complete the Collections recommendations recording with the Marketing team and meet with SY or SO for a check-in chat, as we head towards the end of the year and consider plans for 2025.
- Please send your availability to SY as soon as possible – including two to three dates and SY will coordinate the availability of the Marketing team.

7. October Board Meeting – Planning and Review TOR Requirement for 2025
  - Per the 2024 ABRWG Work Plan, the semi-annual in-person update to the Library Board will take place on October 24<sup>th</sup> at the Central Library.
  - Representatives from the ABRWG will provide an update to the board during this meeting.
  - Further details about what will be shared and who will share it will take place at the October ABRWG meeting
  
8. August 1 – Emancipation Day Event Debrief
  - BHC shared about representing ABRWG at the Pickering event and her experience engaging with community and staff.
  - The annual event is hosted by the Region of Durham and takes place at various cities across the region.
  - SY will continue to share about this event and future opportunities to participate.
  
9. August 31 – International Day for People of African Descent Community BBQ
  - The second annual event hosted by PABRT and community partners, will be taking place at Esplanade Park once again.
  - SA and CB will be attending on behalf of the ABRWG. More members are invited and welcomed – please RSVP with SY if you can help with the table.
  - It was suggested that the event planners expand their community partner booths to include more community agencies, such as the YMCA. Additionally, it was suggested that organizers host more interactive opportunities so that attendees are invited to gather together and interact with each other, and not just independently walk through the event. This could include some dancing with instructions or demonstrations of a skill/craft. SY will share this feedback with the City staff liaisons.
  
10. September 14 – City of Pickering, Cultural Fusion Fair
  - The annual Cultural Fusion Fair will be taking place in Esplanade Park.
  - SA and CB will be attending on behalf of the ABRWG. More members are invited and welcomed – please RSVP with SY if you can help with the table.

**Next Meeting: October 9 at 6:30 pm (online via Zoom)**

**Policy Type:**

**Executive Limitations**

**Policy Title:**

**EL 02 Treatment of Clients**

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



Signed (CEO/Director of Public Libraries)

October 17, 2024

Date

**Policy Element: Header Paragraph**

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

**I interpret this as follows:**

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

**Compliance will be demonstrated when:**

1. All relevant policies, rules and procedures apply to all clients regardless of their use of the Library.
2. All library branches are operated with strict adherence to health and safety policies and practice, with behaviour codes to ensure respectful conduct. Virtual services are operated with policies and practices to protect client safety.
3. There are policies in place to govern staff conduct and public behaviour in physical and virtual library spaces.
4. No information is requested for which there is no clear necessity and lawful purpose.

5. All client information and communications are protected to the extent that no information concerning any client is released without the client's permission, or through a legal process; all such information is protected against improper access; and measures are in place to ensure that all client information is collected in a manner which respects client privacy.

**Evidence:**

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

**Policy Element #1**

Accordingly, the CEO will not:

Elicit information for which there is no clear necessity;

**I interpret this as follows:**

1. "clear necessity": necessary for library service to be provided.

**Compliance will be demonstrated when:**

1. Only necessary information is requested.

**Evidence:**

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

**Policy Element #2**

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

**I interpret this as follows:**

1. “collecting, reviewing, transmitting, or storing client information”: these activities include both electronic and physical methods.
2. “improper access”: access to personal information by unauthorized persons.

**Compliance will be demonstrated when:**

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

**Evidence:**

1. Review of the [Freedom of Information and Protection of Privacy Policy](#).
2. The Board was made aware of a privacy event in May 2024 involving KitKeeper, a third-party software used by clients and staff for reserving Book Club Sets. While this software is not operated by PPL or stored on our networks, we did notify the 100 clients that were impacted by this incident to ensure that they were aware of what had happened and could take proactive steps to protect their online security. PPL has discontinued using the product.

**Policy Element #3**

Operate facilities without appropriate accessibility and privacy;

**I interpret this as follows:**

1. “facilities”: all buildings and virtual services.
2. “accessibility”: physical and electronic access to library resources.
3. “privacy”: protection of client’s personal information including video surveillance footage.

**Compliance will be demonstrated when:**

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

**Evidence:**

1. Library facilities are included in the latest version of the City of Pickering’s [Council-approved Five Year Accessibility Plan \(2021-2025\)](#). The Central, George Ashe, and Claremont Libraries meet accessibility requirements. Continuous electronic access to the Library’s website, local history and electronic collections is accessible.
2. Provincially mandated Accessibility Standards ensure that library services are available to all. The Library offers the following accessible services:
  - Public documents in accessible formats
  - NVDA screen reader software



- AODA-compliant website
- Daisy Talking Books
- Physically accessible internet and catalogue stations
- Accessible self-checkout station (Central Library)
- Accessible telework pod
- Accessible study carrel (with sit-stand desk)
- Large print and other formats

3. Personal information is safeguarded through logins and passwords.

#### **Policy Element #4**

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

#### **I interpret this as follows:**

1. “unaware of what may be expected”: lack of full knowledge of the range of services available.
2. “not be expected”: lack of knowledge of features, limitations and rules governing services.

#### **Compliance will be demonstrated when:**

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

#### **Evidence:**

1. Beginning with the registration process, there is a range of information available about new and existing services available in various formats and platforms (brochures, website postings, signs, media releases, staff interactions etc).
2. The website contains the full-text policies mentioned in this Executive Limitation Policy, namely:
  - [Accessibility Customer Service Standards](#);
  - [Freedom of Information and Protection of Privacy Policy](#);
  - [Video Surveillance Policy](#);
  - [Code of Conduct Policy](#)

#### **Policy Element #5**

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

#### **I interpret this as follows:**

1. “way to be heard”: an opportunity to dispute their treatment under this policy.
2. “reasonable”: fair, moderate, and balanced.

**Compliance will be demonstrated when:**

1. Clients are aware of the mechanisms to bring forward concerns.
2. There are no unresolved complaints under this policy.

**Evidence:**

1. Information for new clients outlines communication methods for expressing their concerns or complaints. The Library website contains the several options for communicating with the CEO, the Board, and members of the leadership team including email address, phone numbers, and an anonymous client feedback form.
2. There are no unresolved complaints under this policy.

**Policy Type:** Governance Process (GP)

**Policy No.:** GP 04

**Policy Title:** Board Members' Code of Conduct

**Date Originated:**

**Date Last Reviewed/Revised:** ~~May 2023~~ October 2024

**Last Approved by Board Motion:** ~~#23.43 on May 25, 2023~~ 24.xx on October 24, 2024

---

## 1. POLICY STATEMENT

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

## 2. POLICY ELEMENTS

1. Members must have loyalty to the interests of the ownership, not influenced by loyalties to staff, other organizations, and any personal interest as a client.
2. Members must avoid conflict of interest with respect to their fiduciary responsibility. Members are governed by the [Ontario Municipal Conflict of Interest Act](#).
3. There must be no personal business conducted by a member with the organization. Members will disclose to the Board their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict of interest.
4. When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall withdraw without comment not only from the vote, but also from the deliberation/discussion.
5. Board members will not use their position to obtain employment in the organization for themselves, family members or close associates.

6. Board members may not attempt to exercise individual authority over the organization.

Board members, other than the Chair, may not speak for the Board unless authorized to do so by either the Board or the Chair. This includes, but is not limited to, public presentations (including delegations to City Council), speaking to residents, presentations to private groups, making statements to the media, and making statements on social media platforms. ~~and/or expressing personal bias and opinions.~~ Board members are limited to expressing Board decisions made during public meetings.

7. In settings and contexts such as public presentations (including delegations to City Council), speaking to residents, presentations to private groups, making statements to the media, and making statements on social media platforms, Board members expressing personal opinions must identify such remarks as personal and not those of the Board as a whole. Board members should take additional care to ensure that their position on the Board is not conflated with the personal opinion being expressed.

~~8. Members' interaction with public, press, social media, or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except for explicitly stated Board decisions.~~

~~9. Board members expressing individual comments of personal opinions ensure to clearly identify such remarks as personal and not those of the Board as a whole.~~

~~10.8.~~ Members' interaction with the CEO or with staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized.

~~11.9.~~ Except for participation in Board deliberation about whether the CEO has achieved reasonable interpretation of Board policy, members will not express individual judgments of performance of employees or the CEO.

~~12.10.~~ Members will respect the confidentiality appropriate to issues of a discrete nature.

~~13.11.~~ Members will be properly prepared for Board deliberation.

~~14-12.~~ Members will support the legitimacy and authority of the final determination of the Board on any matter, irrespective of the members' personal position on the issue.

~~15-13.~~ Violation of Board Members Code of Conduct:

- a. The Board and its members are committed to compliance with the provisions of the Board's policies. In the event of a complaint that a member has violated any provision of the Library's By-laws, Governance Policies, or Code of Conduct, as well as in the event of disputes between members that interfere with the ability of the Board to carry out its business, the Board will promptly seek remedy by the process outlined below.
- b. Complaints are to be made in writing to: the Board Chair or a Vice-Chair. In the event that the conduct of these members is the subject of the complaint, another Board member will be designated to facilitate the process or an independent mediator shall be appointed by the Clerk of the City of Pickering.
- c. Any notes or written documentation will be handled, filed, and managed in the same manner as the minutes of in-camera Board meetings.

~~16-14.~~ Recognizing that the nature of alleged violations of policy may vary from minor violations to major violations, the Board member appointed to facilitate the process (Chair, Vice Chair or other member) shall select an appropriate approach from the following options. If the initial approach isn't successful or additional information about the nature of the alleged violation becomes available, an alternate approach shall be followed:

- a. Conversational - For minor violations, a private conversation between the parties involved and the Board member facilitating the process, may be held to reach an understanding of the situation/issue and decide on a solution/resolution.
- b. Ad Hoc Committee - For non-minor violations, an ad hoc committee shall be formed to manage the complaint process. The committee shall be comprised of one Councillor/Board member, the Board Chair (or a Vice-Chair), and one citizen Board member. Support for the committee will be provided by the Library's Chief Executive Officer.

~~17-15~~. The steps the ad hoc committee will take to facilitate a solution/resolution will include, but are not limited to:

- a. Complainant(s) Explanation of Situation/Issue: The complainant(s) shall first be provided the opportunity to explain their view of the situation/issue to the ad hoc committee in an appropriate format;
- b. Responding Party(ies) View of Situation/Issue: The respondent(s) shall then be given the opportunity to explain their view of the situation/issue to the ad hoc committee in a similar format;
- c. Explore Possible Solutions/Resolutions
- d. Agree on a Solution/Resolution: The solution/resolution should be specific about what is to be done by whom, where and when. Timeline expectations should be included in the stated solution.
- e. The agreement reached by the ad hoc committee shall be brought to the Board for approval.
- f. The ruling of the Board shall be final.

~~18-16~~. Referral to an Independent Mediator - Complaints of a serious nature may be referred to an independent mediator that who shall be appointed by the Clerk of the City of Pickering, or, if applicable and where required by law, complaints shall follow existing Pickering Public Library processes (e.g. Workplace Harassment and Discrimination, Human Rights violations, etc.).

~~19-17~~. Referral to Investigative Authority - Allegations of illegal activity shall be immediately referred to the appropriate authorities for investigation. The Board may rule that any member against whom such allegations are made be requested to take a leave of absence from the Board pending completion of the investigation.

~~20-18~~. All discussions and facilitated meetings will be conducted without prejudice, be confidential, neutral, and impartial.