

## Ottawa Public Library Board Meeting

### Minutes 29

Tuesday, 30 November 2021

5:00 p.m.

### Electronic Participation

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Notes: 1. *The Ottawa Public Library Board members participated virtually.*

Chair Luloff welcomed members and attendees to the Ottawa Public Library Board meeting. The Chair delivered the Indigenous land acknowledgement statement and proceeded with roll call by voice in random order.

The Board moved Item 3 – 2022 Budget as the first item of business, then proceeded to the presentations.

**Present:**

Chair: Matthew Luloff

Vice-Chair: Kathy Fisher

Trustees: Steven Begg, Riley Brockington, Mary-Rose Brown,  
Allan Higdon, Rawlson King, Carol Anne Meehan, Harvey A. Slack

### DECLARATIONS OF CONFLICT OF INTEREST

No Declarations of Interest were filed.

### CONFIRMATION OF MINUTES

Minutes 28 – Tuesday, 2 November 2021

CONFIRMED

## **CHAIR'S VERBAL UPDATE**

### **National Day of Remembrance and Action on Violence Against Women**

Chair Luloff noted that the National Day of Remembrance and Action on Violence Against Women is observed on December 6. This day is about remembering those who have experienced gender-based violence and those who have lost their lives to it. He said this is important given that OPL is a female dominated workplace.

### **Youth Wellness Kits**

Chair Luloff mentioned that with the help of the Friends of the Ottawa Public Library Association (FOPLA), OPL created 300 Youth Wellness Kits, which have been distributed to eight community partners who serve youth experiencing homelessness. In addition to supplies as water bottles, toothbrushes, and coloring-pencils, the kits include Presto cards and City of Ottawa Gym and Swim Passes so that youth can access showers and take care of their physical health, provided free thanks to our colleagues at Recreation, Culture, and Facility Services. There is also a handout that contains information on getting a library or internet card, reminding them that they can access Teen Zones, PC's and WiFi, as well as links to the library's YouTube series of programs. The kits have also provided OPL with the opportunity to forge stronger relationships with key partners who work with vulnerable youth.

### **Algonquin College Student Placements at OPL**

Chair Luloff said OPL is proud to host five second-year students from Algonquin College's Library Technician program for 3-week placements this month. Students are being hosted in OPL's Content Services Department, and Blackburn Hamlet, Carlingwood, Nepean CentrepoinTE, and Ruth E. Dickinson branches. These placements represent a key recruitment strategy for OPL, as more than 30% of the unionized positions in the organization require a minimum of a Librarian Technician diploma. As well, they underscore the benefit of our partnership with Algonquin College and help us to engage potential future employees!

### **New Facilities Manager**

Chair Luloff was pleased to introduce and welcome Megan Birchfield to the Board, a new member of OPL's Management team. Megan will be joining OPL as the Manager, Facilities Development effective December 8. He remarked that the department has

now a full complement of staff to focus on various facilities-related initiatives.

### **Employee Forum**

Chair Luloff advised that all branches will be closed the morning of Friday, December 3 for the Employee Forum. The forum is an important opportunity to thank and appreciate all the employees for their effort during the past year.

### **Hours of Operation during the Holidays**

The Chair pointed out that branches will be closed December 25-26 for Christmas and Boxing Day, as well as January 1 for New Year's. Administrative staff will be away from the office December 27-28 in lieu of Christmas and Boxing Day falling on a Saturday and Sunday. He said branches that offer Friday hours will be open from 10:00 a.m. until 3:00 p.m. on December 24-31.

### **MOTION OPL 20211130/1**

**That the Ottawa Public Library Board receive the Chair's verbal update for information.**

RECEIVED

### **CHIEF EXECUTIVE OFFICER'S REPORT**

#### **Another Extra-Ordinary Year at OPL**

The CEO underlined several accomplishments from 2021, noting that it has been a busy year filled with challenges and highlights:

- In terms of COVID-19 and Emergency Response and Recovery Planning: OPL continued to respond to legislative changes announced at the Provincial and Municipal levels of government by working with the Ad hoc Committee to modify and expand library services. Lessons learned in 2020 were applied in 2021, which focused on a safe, gradual return to services, with emphasis on employee and customer health. The CEO was pleased to report that, throughout the pandemic thus far, OPL has had no cases of work-related COVID-19 transmission.
- In terms of In-Person Services: In September, regular hours of operation at all

branches resumed, as did 24/7 book return access. We saw the return of public access to tables and chairs, in-branch use of magazines and newspapers, as well as use of creative spaces in the latter half of the year. A small collection for browsing at every bookmobile stop began, and the kiosk resumed contactless returns and holds pick up service in July. In the fall, we resumed some select in-person programs at branches, such as early literacy programs for families to meet others in their community. We supported Ottawa Public Health by assisting with registering the public for COVID-19 vaccinations and with Greenboro branch serving as a location for a vaccination clinic since August.

- In terms of Digital Inclusion: OPL continued to expand its e-content to meet increased demand and joined Overdrive's Reciprocal Lending Agreement with five Ontario libraries for increased access to e-content. Virtual one-on-one appointments remained popular, with OPL staff assisting an average of 14 customers each week. OPL launched e-chat in February through the OPL website, and InfoService now receives on average 100 chats a week, in addition to their regular number of calls and emails; proof that OPL is reaching a new audience. When OPL was limited to curbside pick-up services in the spring, we enabled the borrowing of Chromebooks for use outside of the branches, for three-hour loan periods. At the same time, we began offering printing services for customers who could not enter the branches. Customers could submit their printing requests via an online form and could pick up their documents from their local branch the following business day. OPL added full online registration for memberships in June, with now 30% of all new cardholders created online! OPL has shared a total of 270 chromebooks and 30 hotspots to 45 community partners, and 35 iCanada iPods were loaned to seniors in isolation at Carlingwood Community Health Centre and the Ottawa Mission.
- In terms of Programming: OPL offered a virtual "staycation" for teens and presented outdoor programs such as bilingual storywalks to support TD Summer Reading Club activities. More than 150 programs were uploaded to OPL's YouTube channel in 2021, with more to come. OPL YouTube videos have had close to 35,000 views so far, with an average of 166 views per video. The Canadian Urban Library Council's eRead/Un Livre Un Canada program took place for the first time as a bilingual bookclub, featuring "Vi" by Kim Thúy. A month-long cross Canada Book Club, Vi was accessed by over 30,000 readers and listeners in

January 2021, and a few thousand watched the two interview programs with the author, organized and hosted by OPL staff with CBC. The “Aging Well Together Wellness Friday” series featured virtual activities for older adults. OPL organized a variety of art and movement online classes, with Wellness Kits containing supplies such as yoga mats and a guide to activities distributed to over 500 seniors. Registration for these online classes filled very quickly and included many immigrant seniors through a partnership with the Nepean Rideau Osgoode Community Resource Centre. Participants told us that the Wellness Fridays were their lifeline while they were isolated by the ongoing pandemic. The recorded programs will be loaded onto USB sticks and distributed in Wellness Kits to 160 low-income housing seniors throughout the winter.

Continuing with the theme of programming, the CEO noted that in August, a dedicated web page was created to celebrate 50 years of Capital Pride and listed what the page featured. In September, OPL offered programs, a teaching toolkit, blog posts with reading lists, and other resources to better educate both customers and staff about the impacts of residential schools on Indigenous people as a lead up to Orange Shirt Day and the National Day of Truth and Reconciliation. In addition to a series of online programs, OPL celebrated Science Literacy Week with a variety of STEAM take-home kits for families, prepared in collaboration with our Imagine Space team. Take Home Storytime kits were available at branches throughout the year. The kits offered ideas for families to recreate a Storytime at home, empowering them to read, sing, play, talk, and write together. The kits included books and suggestions for bilingual activities to improve early literacy and numeracy skills.

- In terms of Facilities: OPL was pleased to reopen the newly renovated Rosemount branch and enjoyed the virtual celebration.
- In terms of the Central Library Project: 2021 saw several major milestones achieved, including the funding announcement in February from the Government of Canada to make the facility net-zero carbon. In April, we saw the final, stunning, inclusive design for the facility and the tender for construction was issued in May. We were honoured to receive the name Ādisōke for the facility from Elders and members of Kitigan-Zibi Anishinābeg and the Algonquins of Pikwakanagan First Nation at an event on-site in August. We look forward to the “Start of the

Construction Event” in early 2022, to celebrate that we are truly on our way to seeing Ādisōke come to life.

- In terms of other highlights:
  - OPL approved the Financial Framework, which addresses both short- and long-term issues so that financial service and infrastructure objectives can be met.
  - OPL approved the Facilities Guiding Principles
  - OPL approved the Fundraising Policy Framework.
  - OPL was one of the 100 organizations recognized by United Way’s Community Builder of the Year Award for its participation at the COVID-19 Response table.
- In terms of the OPL Board: The CEO noted that the Board has been meeting virtually for over 20 months and has adapted to another year of virtual meeting environment with grace and professionalism. In addition to nine regular Board meetings, Trustees clocked countless hours to provide guidance and share expertise on OPL’s five Ad hoc Committees. In March, we welcomed new Trustee, Councillor Rawlson King. In April, we implemented the use of the official Recognition of Anishinābe Algonquin Territory Statement at all Board meetings, a statement that was developed in partnership with our Host Nations. Earlier this year, the Board supported the Centre for Equitable Library Access (CELA) and National Network for Equitable Library Service (NNELS) in their request for continued, sustainable funding. Trustees also supported advocacy efforts through their participation in virtual events and speaking opportunities, which helped to further relationships with individuals, organizations, and partners.

The CEO thanked the Board for their continued guidance, wisdom, and unparalleled support for the library. She remarked that the stewardship of the Trustees of OPL has continued to make the library strong and vibrant. She looked forward working with the Board in 2022. *(The Board held a virtual session following the meeting to celebrate the 2021 accomplishments.)*

**MOTION OPL 20211130/2**

**That the Ottawa Public Library Board receive the CEO’s report for information.**

RECEIVED

## **PRESENTATIONS**

### **1. OPL COVID-19 RECOVERY PLAN - UPDATE**

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Donna Clark, Division Manager, Branch Operations, provided a verbal presentation regarding an update on the Library's COVID-19 Recovery Plan. *(Held on file with the Chief Executive Office.)* She discussed OPL's response to legislative changes announced during the fall, provided an update on progress since September, and outlined short-term plans for additional changes.

Trustee Begg asked whether furniture and fixtures have been returned to branches for public use, and whether the practice of quarantining of materials had ended. Ms. Clark responded that some furniture and fixtures have returned, but that because distancing requirements remain in place, not all workspaces are available just yet. She also replied that yes, the practice of quarantining materials was phased out in the summer, and as a result, OPL was able to open the 24/7 exterior book return slots at branches.

### **MOTION OPL 20211130/3**

**That the Ottawa Public Library Board receive this presentation for information.**

RECEIVED

2. FUNDRAISING UPDATE

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Michael Poliwoda, Manager, Major Gifts and Partnerships provided a high-level update on fundraising progress to date because of a Board direction (October 19, 2021). *(Held on file with the Chief Executive Office.)* He described OPL's fundraising objectives and approach, presented campaign results to November 2021 and annual fundraising results from the period of December 2020 to November 2021, as well as next steps.

Trustee King congratulated staff for the work accomplished thus far and was pleased around the innovation with regards to soliciting funds electronically. He also commented on the commitment of the Ad hoc Committee.

Trustee Higdon asked about the cost of fundraising operations. Mr. Poliwoda said he does not have the exact number on-hand but estimated that the cost associated with major fundraising is close to five percent. He mentioned that Eblasts are an inexpensive fundraising tactic that makes a direct ask for support via email. He added that staff have a very efficient donor management software for fundraising.

Trustee Slack, who sits on the Fundraising Ad hoc Committee, remarked that Mr. Poliwoda and the team are working with prospective donors and hope to have some exciting news to share at the March Board Meeting in 2022.

Chair Luloff noted that today is Giving Tuesday and asked whether staff will send out an Eblast today. Mr. Poliwoda responded that a decision was made to send a thank-you message today to those who supported us in response to August's Eblast. The Eblast in December will be the next time an ask is made.

Trustee Brockington asked that all Trustees receive the Eblasts going forward, and staff agreed in the affirmative to include Trustees in the future.



**MOTION OPL 20211130/4**

**That the Ottawa Public Library Board receive this presentation for information.**

RECEIVED

**REPORTS**

3. 2022 DRAFT OPERATING AND CAPITAL BUDGET ESTIMATES AND FOUR-YEAR CAPITAL FORECAST
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*Please refer to the 2 November 2021 OPL Board Meeting for the documents. Note: This item was dealt with first.*

The Board heard from the following delegations. Those marked with an asterisk (\*) below denote that a written submission or presentation is held on file with the Chief Executive Officer.

**John D. Reid\*** said removal of barriers to Library services, through the filling of geographic gaps in service, supports the principles of inclusion and accessibility, and is in direct support of the Board Strategic Statement. He asked why the extension of open hours at current branches was in progress, when there should be consideration for a fair system to secure funds to fill gaps. Mr. Reid also noted that the OPL budget includes no commitments to Net Zero, suggested that OPL should be in-line with the City of Ottawa's zero emissions commercial vehicle strategy, and urged staff to develop a library plan to meet climate objectives. He suggested staff purchase non fossil fuel library vehicles by way of a motion from the Board.

Trustee Brockington thanked Mr. Reid for his presentation and for his conscientious, constructive, and positive submissions throughout the years.

**Mathieu Fleury, Councillor, Ward 12 - Rideau-Vanier** represents Lowertown, Sandy Hill, and Vanier, three of the lowest income areas in the city. The demographics of these communities consist of newcomers, highly vulnerable people, and generally low-income families. He remarked that in

2018, during the review of the Recreation, Culture, and Facilities, feedback was received regarding the hours of services of OPL branches, which did not meet the needs of the community. Councillor Fleury mentioned that Sunday opening hours would provide much needed access to these communities, and he is in support of increasing Sunday hours. He suggested staff consider closing Mondays, and instead opening on Sundays for the Vanier branch. He thanked the CEO for meeting with him to discuss this, and for providing additional information. He said that Trustee King and himself share vulnerable areas, and he thanked him in advance for bringing forward a direction to staff for this purpose. While he appreciates that there is a Board-approved framework for Sunday hours of operation, and that there are limitations of what staff can do, he felt there are opportunities to explore the specific needs of this community. Councillor Fleury indicated that the Vanier Community Association submitted a communique which supports Sunday hours for the Vanier branch.

Chair Luloff thanked the Councillor for his collaboration on this file. He noted that staff did not receive the communication from the Community Association and asked Councillor Fleury to forward it to staff.  
(Communication was shared to the Board when it was received.)

Trustee King said that he appreciated Councillor Fleury reaching out regarding the needs in the community and knows how much Sunday hours would benefit communities with a high population of vulnerable people.

Prior to questions and comments, Chair Luloff proposed that Trustees King and Brockington introduce their direction to staff and motion.

Trustee King was pleased to bring forward a direction to staff to review the needs assessment component of the evaluation process that was approved by the Board in 2019, which includes a cost, gap, and needs analysis. Trustee King indicated that part of the needs assessment should include a criterion that considers the vulnerability of a community before any other branch receives Sunday hours:

*That staff:*

1. *Consider adding, as part of the Needs Assessment component of the Evaluation process, the inclusion of a criteria that considers the needs*

*of vulnerable communities, and that staff give appropriate weight to that criteria; and,*

2. *That the needs of vulnerable communities' criteria be completed before any new branches are recommended for Sunday service hours.*

Chair Luloff said staff assisted in the preparation of the direction and were prepared to accept it.

Trustee Brockington thanked staff for responding to questions prior to the meeting. On the theme of equity and those communities without a branch, he introduced the following motion:

***WHEREAS OPL is an active part of the community, reaching beyond its spaces to build relationships that enrich Ottawa;***

***WHEREAS community development enhances OPL's ability to inspiring learning, spark curiosity, and connect people;***

***WHEREAS the current delivery of community outreach and development transcends several departments in OPL, with the majority of the budget allocated to programming and lesser to branches conducting outreach;***

***WHEREAS there is a desire to address the needs of vulnerable communities and communities without a local branch who would benefit from connections to library programs and services; and,***

***WHEREAS this matter is currently being reviewed under the Service Delivery Framework that is being updated and is scheduled to come to the Board in 2022;***

***THEREFORE BE IT RESOLVED THAT additional funds be allocated to support increased community development efforts system-wide in 2022; and,***

***THEREFORE BE IT FURTHER RESOLVED THAT the***

***Board approve re-allocating \$40,000 in the draft budget from “Transfer to Reserves” to Account 170073 for 2022 (one-time) to allow staff to increase community development work throughout the system to address the needs of vulnerable communities and others, as funds permit.***

The Chair then opened the floor to questions of staff by trustees.

Trustee Brockington said the budget is sound and addresses most needs in the City. He noted that he has concerns about rental revenue generation but understands that meeting room rentals will not resume until 2022.

Trustee Brockington asked staff if they believe that increasing the service fee for museum passes will ensure that they will be returned and asked why the organizations that offer these passes do not receive them at the wicket when a family goes to the museum, where OPL could then collect them on a weekly basis. Ms. McDonald responded that the cost of replacement matches the cost of the asset if not returned. Ms. Seaman said the \$20.00 to \$50.00 replacement cost is an incentive to return the pass. She explained that OPL has been exploring different solutions to facilitate the process. She said that funds were allocated in 2021 to investigate a digital solution (i.e., a downloadable pass or ability to print a form with an expiry) but noted that we are dealing with many different partner institutions, which require a French interface. Staff continue to explore and work on this. Trustee Brockington urged staff to provide an update to the Board in 2022.

Trustee Begg asked whether Trustee Brockington’s motion was supported by staff, specifically regarding staff time and effort required to implement. Chair Luloff responded that it was prepared with the assistance of staff and was supported. Ms. Clark commented that the \$40K for Community Development doubles the current amount of funding for programming at the branch-level. OPL will maintain in-house programming and draw on these new funds for outreach into the communities. She remarked that currently, community outreach is done on an ad-hoc basis.

Vice-Chair Fisher asked staff to clarify the Strategic Initiative – Creation Strategy (OPL-LAC JF) forecasted portion for 2023-2024. Craig Ginther,

Division Manager, Central Library Development Project said the funds identified in this budget will be used to support the piloting of various initiatives in branches, with specific funding for 2022 and future years to be allocated through the service planning process, which will be developed in the coming months. This budget line was initially established in 2019 to support various branch pilots (i.e., equipment, technology, spaces, etc.) in preparation for Ādisōke.

Following up on Trustee Brockington's motion, regarding what community programming may look like, Ms. Clark said that staff know the communities they do outreach with, and identify gaps by connecting with the community, rather than OPL trying to determine gaps without doing consultation. This includes talking with partners about services that are lacking and doing our best to fill any identified gaps in programming.

Trustee Slack was supportive of the initiatives introduced by Trustees Brockington and King.

Trustee Brown asked if the \$40K Community Development monies identified in Trustee Brockington's motion would serve as a bridge for 2022 or commit OPL to future operational funding. Ms. McDonald said staff will move this forward by developing a community development plan for the organization that encompasses the best financial and administrative plan. Staff will have the flexibility to determine where our vulnerable communities are and identify any thresholds or community needs.

Trustee Meehan asked for clarification around the digital museum passes solution that was referred earlier by staff. Ms. Seaman explained that a digital solution could mean that the passes could be borrowed online for downloading or printing and could have a start and end usage date. With such a solution, the pass would be available for one week as per normal lending practice, which gives time to customers to visit more than one organization given some passes provide access to multiple venues.

Trustee Higdon asked a question about the transit bins that have reached the end of their serviceable lifecycle, specifically why the Library Materials Transit Bins are so expensive. Anna Basile, Division Manager, Corporate Services said the bins are expensive as they are highly

intelligent/sophisticated logistical systems for automated transportation and robotic retrieval of library materials. The bins work effectively with OPL's Radio-Frequency Identification (RFID) collection and sorting systems. She pointed out that there has been a reduction in workplace injuries (as the bins elevate in relation to the weight of what is inside the bins, so that staff do not have to bend over as much to lift material out of the bins.) Ms. Basile said the price of technology is high, however, the benefit outweighs the negatives.

Chair Luloff expressed his admiration with the enhanced and increased virtual services introduced during the pandemic and asked what the future will look like. Ms. McDonald responded that a new full-time equivalent (FTE) position will be created in 2022 to support OPL's virtual channels. Ms. Seaman noted that this is the key piece to help OPL continue with virtual enhancements. During the pandemic, OPL had branch staff assisting with virtual services, however, now that branches have resumed regular hours and are expanding in-person services, the new, dedicated position will coordinate OPL's digital content creation and services (if approved).

In closing, Chair Luloff thanked the CEO, Senior Management, and all staff for their tremendous work on the budget.

Written correspondence was submitted to the Board after the meeting, from Lauren Touchant, President, Association Communautaire Vanier Community Association (Dated December 1, 2021, which asks the Board to consider the long-term beneficial social impacts that are directly linked to the expansion of programming and operations (Sundays) in Vanier.

There being no further discussion, the OPL 2022 Draft Budget was CARRIED as amended.

#### **MOTION OPL 20211130/5**

**That the Ottawa Public Library Board:**

- 1. Approve the 2022 Draft Budget for Ottawa Public Library; and,**
- 2. Upon the Ottawa Public Library Board's approval of the 2022 Draft Budget, direct staff to forward the report to Ottawa City**

**Council, for consideration on December 8, 2021 as part of the City Council's approval of the City of Ottawa 2022 Draft Operating and Capital budget.**

CARRIED, as amended by the following motion:

**MOTION OPL 20211130/6**

Moved by Trustee Brockington:

**WHEREAS OPL is an active part of the community, reaching beyond its spaces to build relationships that enrich Ottawa;**

**WHEREAS community development enhances OPL's ability to inspiring learning, spark curiosity, and connect people;**

**WHEREAS the current delivery of community outreach and development transcends several departments in OPL, with the majority of the budget allocated to programming and lesser to branches conducting outreach;**

**WHEREAS there is a desire to address the needs of vulnerable communities and communities without a local branch who would benefit from connections to library programs and services; and,**

**WHEREAS this matter is currently being reviewed under the Service Delivery Framework that is being updated and is scheduled to come to the Board in 2022;**

**THEREFORE BE IT RESOLVED THAT additional funds be allocated to support increased community development efforts system-wide in 2022; and,**

**THEREFORE BE IT FURTHER RESOLVED THAT the Board approve re-allocating \$40,000 in the draft budget from "Transfer to Reserves" to Account 170073 for 2022 (one-time) to allow staff to increase community development work throughout the system to address the needs of vulnerable communities and others, as funds permit.**

CARRIED

Direction to staff:

That staff:

1. Consider adding, as part of the Needs Assessment component of the Evaluation process, the inclusion of a criteria that considers the needs of vulnerable communities, and that staff give appropriate weight to that criteria; and,
2. That the needs of vulnerable communities criteria be completed before any new branches are recommended for Sunday service hours.

4. OTTAWA PUBLIC LIBRARY BOARD POLICY UPDATES

OPLB-2021-1104A

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**MOTION OPL 20211130/7**

**That the Ottawa Public Library Board:**

1. **Approve the amendments to the Policy 002 - OPLB - Delegated of Authority (DOA), as further described in the report,**
  - a. **to align with the City's procurement policy such that the total project cost excluded taxes; and,**
  - b. **to correct the names of OPL Board-approved Frameworks.**
2. **Approve the amendments to Policy 010 - OPLB – CEO Reporting and Board Monitoring, as further described in the report,**
  - a. **to reflect that both Labour Relations and Fundraising updates will be provided twice per year.**
  - b. **to align with the City's semi-annual reporting on contracts,**
3. **Approve that staff produce one consolidated report on 2021 contract expenditures, and that the Board receive the consolidated report in 2022 in alignment with Council.**

CARRIED



5. 2022 BOARD CONTINUING EDUCATION PLAN AND CONFERENCE  
ATTENDANCE

OPLB-2021-1104B

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**MOTION OPL 20211130/8**

**That the Ottawa Public Library Board:**

1. **Approve the 2022 Board Continuing Education Plan (Document 1); and,**
2. **Approve the attendance of Trustees for the 2022 Conferences as proposed.**

CARRIED

**OTHER BUSINESS**

Trustee Higdon asked that staff provide an update on the status of the stained-glass windows at the Main branch of the Ottawa Public Library above the Mezzanine, for the new Central Library. Staff indicated that they would do so.

Chair Luloff thanked staff for their level of service during the pandemic, thanked the Friends of the Ottawa Public Library Association (FOPLA) for their continued financial support and thanked Board Trustees for their guidance and input throughout the year.

**ADJOURNMENT**

**MOTION OPL 20211130/9**

**Be It Resolved that the Ottawa Public Library Board meeting be adjourned at 6:51 p.m.**

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**Chair**

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**Recording Secretary**