

## MISSISSAUGA PUBLIC LIBRARY BOARD

### Governance

Governance in the voluntary sector has been defined as:

“the processes and structures that an organization uses to direct and manage its general operations and program activities.”

It can also be defined as:

“the structures, functions (responsibilities), processes (practices) and organizational traditions that the board of an organization uses to ensure accomplishment of the organizational mission. These determine how power is exercised, how decisions are taken, how stakeholders have their say, and how decision-makers are held to account.”

Governance itself has no normative content. Good governance is about both *achieving desired results* and *achieving them in the right way*; that is, in a way consistent with the normative values of democracy and social justice.

### Governance Models

A “governance model” is defined as:

“a distinctive set or cluster of governance structures, responsibilities (functions) and processes (practices) that are logically consistent with one another.”

Structure refers to the parameters for selection and operation of the board established by legislation, regulations, bylaws and policies. Responsibilities (specific tasks or functions) refers to *the what* of governance. Processes (practices) refers to *how* governance functions are exercised.

Governance models vary according to how a board is structures; how responsibilities are distributed between board, management and staff; and the processes used for board development, management and decision-making.

**Operational** – The Board does the work of the organization as well as governs it. This is typical of a board in the ‘founding’ stage and organizations, such as service clubs, that have no staff and that must rely largely on board members and other volunteers to achieve their aims.

**Collective** – The Board and staff are involved in ‘single team’ decision-making about governance and the work of the organization; board members may be involved in some of the work either in services or management functions.

**Management** – The Board manages operations but may have a staff coordinator. Board members actively manage finances, personnel, service delivery, etc.

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**Traditional** – The Board governs and oversees operations through committees but delegates the management functions to the CEO may have a primary reporting relationship to the Board through the Chair.

**Policy Governance** (Carver) – The Board governs through policies that establish organizational aims (ENDS), governance approach, and management limitations, and define the Board/CEO relationship. It does not use committees. The CEO reports to the full board.

**Corporate** – The CEO is a non-voting member of the Board, carries substantial influence over policy-making, is viewed as a full partner with the Board; and has a relatively free hand at managing to achieve objectives established by the Board. Committees are used for monitoring/auditing performance of the Board, the CEO and the organization. Board members are selected for community profile, capacity to ‘open doors’ for the organization, and may be used for selected tasks in their area of expertise.

**Constituent Representational** – An approach used by publicly elected officials, federations or other constituency elected boards whose primary responsibility is to balance the interests of their constituents against the best interests of the overall organization. They may, and in the case of public elected officials do, carry grievance resolution/ombudsman functions. They may, as in the case of school boards, have prescribed responsibilities for public consultation and human resources.

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# MISSISSAUGA PUBLIC LIBRARY BOARD

# GOVERNANCE POLICIES

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## POLICY A1

Policy Type: EXECUTIVE LIMITATIONS  
Policy Name: **COMMUNICATION AND COUNSEL TO THE BOARD**  
Date Approved: February 19, 2003 (Rev September 10, 2008; September 21, 2016)  
Reviewed: Monthly

The CEO shall **ensure that the Board remains informed, supported in its work, and compliant with legal or fiscal obligations.**

Accordingly, the CEO shall:

1. Submit monitoring data required by the Board in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored.
2. Inform the Board of relevant trends, significant changes in provincial or municipal policies, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
3. Advise the Board if the Board is not in compliance with its own policies, particularly in the case of Board behaviour that is detrimental to the work relationship between the Board and the CEO.
4. Respect the adopted standards of service for library service as accepted by the Corporation regarding holdings, annual acquisitions, and space provision, or to ensure the involvement of the Board in the change or addition to such standards by the Corporation.

## POLICY A2

Policy Type: EXECUTIVE LIMITATIONS  
Policy Name: **PROTECTION OF SERVICES**  
Date Approved: February 19, 2003 (Rev. September 10, 2008; September 21, 2016)  
Reviewed: Semi-Annually – March and September

The CEO shall protect the services delivered by the Mississauga Library System to its residents.

Accordingly, the CEO shall:

1. Inform the Library Board of and involve them in the determination of any service reductions and changes to fees.
2. Inform the Board on changes to service levels.
3. Report on satisfaction surveys and customer feedback.
4. Inform the Board semi-annually of service trends and issues for public libraries.
5. Inform the Board of any relevant planned or recent changes at any level (municipal, provincial, federal) in order to allow the Board to consider and comment.

## POLICY A3

Policy Type: EXECUTIVE LIMITATIONS  
Policy Name: **TREATMENT OF CUSTOMERS**  
Date Approved: November 19, 2003 (Revised September 21, 2016)  
Reviewed: Semi-Annually – March and September

With respect to interactions with customers, or those applying to be customers, the CEO shall ensure that conditions, procedures, or decisions are safe, dignified, unintrusive, or provide appropriate confidentiality and privacy.

Accordingly, the CEO shall:

1. Use application forms or procedures that only elicit information for which there is a clear necessity.
2. Use methods of collecting, reviewing, transmitting or storing client information that protect against improper access to the information elicited.
3. Maintain facilities that provide a reasonable level of privacy, both aural and visual.
4. Establish with customers a clear understanding of what may or may not be expected from the service offered.
5. Use reasonable judgment in dealing with customers.
6. Inform customers of this policy or provide a grievance process to those customers who believe that they have not been accorded a reasonable interpretation of their rights under this policy.
7. Ensure the rules and regulations of the Library respect the needs of and convenience of the greatest number of users and are defensible given application and practices elsewhere.
8. Ensure an open, accessible customer comment process.
9. Take all necessary steps to safeguard the safety and welfare of library users in the event of unplanned emergencies.
10. Implement a full communications plan to ensure that all key stakeholders are initially and subsequently informed of the nature and extent of any unplanned disruption of service.
11. Provide full and proper public notice of the privacy policy of the Mississauga Library System.
12. Ensure adherence by employees to the procedures that respect and protect the privacy of personal information of customers and other members of staff.

## POLICY A4

Policy Type: EXECUTIVE LIMITATIONS

Policy Name: **STAFF TREATMENT**

Date Approved: November 19, 2003 (Rev September 10, 2008; September 21, 2016)

Reviewed: Semi-Annually – March and September

With respect to the treatment of paid and volunteer staff, the CEO shall ensure that conditions are fair, dignified, safe and in compliance of any applicable labour and/or human rights legislation.

Accordingly, the CEO shall:

1. Operate with written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.
2. Acquaint staff with their rights under this policy.
3. Take all necessary steps to safeguard the safety and welfare of employees in the event of unplanned emergencies.
4. Implement a full communications plan to ensure that all key stakeholders are initially and subsequently informed of the nature and extent of any unplanned disruption of service.
5. Develop a full staff training plan annually and to report on the results annually to the Board and the wider community.

## POLICY A5

Policy Type: EXECUTIVE LIMITATIONS  
Policy Name: **STAFF CONDUCT**  
Date Approved: February 19, 2003 (Revised: September 21, 2016)  
Reviewed: Semi-Annually – March and September

The CEO shall ensure that conditions of employment spell out the expectations for employee behaviour and enforce these expectations in a fair and due process manner.

Further, without limiting the scope of the foregoing, by the following, the CEO shall:

1. Provide to staff a definition of prohibited behaviour, including conflict of interest, harassment of customers or others.
2. Prohibit any employee to claim as his or her own products which have been developed using the time and resources of the employer.

## POLICY A6

Policy Type: EXECUTIVE LIMITATIONS  
Policy Name: **FINANCIAL CONDITION/BUDGETING**  
Date Approved: January 21, 2004 (Rev September 10, 2008; September 21, 2016)  
Reviewed: Semi-Annually – March and September

Budgets for any fiscal year or the remaining part of any fiscal year shall conform materially to Board Ends priorities, the requirements of the Public Libraries Act, and not risk fiscal jeopardy. Budgets are accordingly set in relation to approved Library Board multi-year plans.

Accordingly, he or she shall allow budgeting which:

1. Contains information to enable credible projection of revenues and expenses, separation of capital and operational items, and disclosure of planning assumptions.
2. Is adequate for a full line or program budget presentation.
3. Plans the expenditure in any fiscal year only of funds that are conservatively projected to be received in that period.
4. Enables the Board to govern effectively.
5. Conforms to the requirements and duties as spelled out in the Public Libraries Act or to requirements of the Corporation.

Each year, the CEO will provide the draft Capital and Operating budget estimates prepared under City requirements to the Board for a Direct Inspection Monitoring Report. The Board will review the budgets according to the following Financial Planning/Budgeting Policy:

- (a) If the estimates are deemed to be a reasonable interpretation of Board policy, the Chair shall place the budgets on the Consent Agenda for acceptance for submission to the City's estimates process.
- (b) If the estimates are not deemed to be a reasonable interpretation of Board policy due to incomplete or unsatisfactory evidence proving compliance with Board policy and multi-year plan, the Board shall require the CEO to provide additional evidence to prove compliance.
- (c) If the estimates are not deemed to be a reasonable interpretation of Board policy due to changes in the assumptions upon which Board policy and multi-year plan are based, the Board shall review and revise the policy and the plan.
- (d) Once the Board has completed its Direct Inspection Monitoring Report, the Board may use the time between the completion of the Monitoring Report and the consideration of the budgets by Council, to promote the Library to Council, to ensure a clear understanding of library needs and required resources. In accordance with approved multi-year plans.

## POLICY A7

Policy Type: EXECUTIVE LIMITATIONS  
Policy Name: **FINANCIAL CONDITION**  
Date Approved: February 19, 2003 (Rev September 10, 2008; September 21, 2016)  
Reviewed: Semi-Annually – March and September

With respect to the actual, ongoing financial condition and activities of the organization, the CEO shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies and under the **Public Libraries Act**.

Accordingly, the CEO shall:

1. Limit expenditure only to funds than have been received in the fiscal year to date unless the debt guideline is met.
2. Ensure legally required payments or filings are made on time and accurately filed.
3. Aggressively pursue receivables after a reasonable grace period.
4. With respect to the relationship with the City of Mississauga, its staff or officers, shall comply with the City's requirements and practices unless they contravene the Public Libraries Act, collective agreements or other Board decisions.
5. Operate within the requirements of the Public Libraries Act.

## POLICY A8

Policy Type: EXECUTIVE LIMITATIONS  
Policy Name: **EMERGENCY EXECUTIVE SUCCESSION**  
Date Approved: February 19, 2003 (Revised September 21, 2016)  
Reviewed: Semi-Annually – March and September

In order to protect the Board from sudden loss of chief executive services, the CEO shall have two other executives familiar with Board and chief executive issues and processes.

Further the CEO shall ensure that the four (4) positions reporting to the CEO - 3 Area Managers plus the Manager of Support Services - shall at all times be kept familiar with the duties and obligations of the CEO's position and of the organization.

The CEO shall ensure the continuance of key positions within the organization.

## POLICY A9

Policy Type:	EXECUTIVE LIMITATIONS
Policy Name:	<b>PROTECTION OF PRIVACY</b>
Date Approved:	September 21, 2003 (Revised: September 21, 2016)
Reviewed:	Semi-Annually – March and September

In order to protect the privacy of users, the CEO as Head of Privacy shall comply with legislation requiring the establishment and adherence to a retention schedule for personal information that is collected for the purpose of registering customers, and to ensure the public's awareness of the schedule.

## POLICY A10

Policy Type: EXECUTIVE LIMITATIONS  
Policy Name: **ASSET PROTECTION**  
Date Approved: February 19, 2003 (Revised: September 21, 2016)  
Reviewed: Semi-Annually – March and September

The CEO shall ensure that assets are protected, adequately maintained and kept safe.

Accordingly, the CEO shall:

1. Comply with the City policies and procedures concerning asset protection except as outlined by the Board.
2. Safeguard the organization, its Board or staff from claims of liability.
3. Protect intellectual property, information and files from loss or significant damage.
4. Protect the organization's public image or credibility, so as not to hinder the accomplishment of mission.
5. Preserve funds and other donations intended for the ownership of the Mississauga Public Library Board and hold such assets in secure instruments.

## POLICY A11

Policy Type: EXECUTIVE LIMITATIONS  
Policy Name: **COMPENSATION AND BENEFITS**  
Date Approved: February 19, 2003 (Revised: September 21, 2016)  
Reviewed: Semi-Annually – March and September

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the CEO shall ensure fiscal integrity and protect public image.

Accordingly, the CEO shall:

1. Not make any changes to his or her own compensation and benefits.
2. Keep the Board apprised of competitive practices regarding compensation and benefits.

## POLICY A12

Policy Type: EXECUTIVE LIMITATIONS  
Policy Name: **LEGAL COMPLIANCE**  
Date Approved: September 10, 2008 (Revised: September 21, 2016)  
Reviewed: Semi-Annually – March and September

With respect to the operational aspects of the Library, the CEO shall:

1. Comply with the requirements of the Public Libraries Act and with the requirements of the Corporation, unless they contravene the Public Libraries Act, the collective agreement, or other direct Board decisions.
2. Raise to the Board and other parties as warranted any identified or potential issues of conflict among legal requirements.

**POLICIES ON  
GOVERNANCE PROCESS**

**B1 – B13**

## POLICY B1

Policy Type: GOVERNANCE POLICIES  
Policy Name: **GLOBAL GOVERNANCE COMMITMENT**  
Date Approved: February 19, 2003 (Revised June 6, 2012; April 20, 2016)  
Reviewed: Annual in March

The purpose of the Board on behalf of the people who live, work and play in the City of Mississauga, is to see that the Mississauga Public Library Board (a) achieves appropriate results for appropriate persons at appropriate cost, and (b) avoids unacceptable actions and situations.

Accordingly, the Board shall:

1. Operate in all ways mindful of its accountability to the people who live in Mississauga. No Board officer, committee or member will hinder this commitment.
2. Direct, control and inspire the organization through the careful establishment of the broadest organizational policies (Ends) reflecting the Board's values and perspectives.
3. Operate in accordance with the Public Libraries Act and the requirements of the Corporation.

## POLICY B2

Policy Type: GOVERNANCE POLICIES  
Policy Name: **GOVERNING STYLE**  
Date Approved: February 19, 2003 (revised April 20, 2016)  
Reviewed: Annual in March

The Board will govern lawfully with an emphasis on:

- outward vision
- encouragement of diversity in viewpoints
- strategic leadership
- clear distinction of Board and chief executive roles
- collective decisions
- a future orientation
- proactivity
- inclusiveness reflecting the entire community

Accordingly, the Board shall:

1. Ensure the continuity of governance capability through orientation of new members.
2. Ensure the periodic discussion of the Board's governance policies.
3. Cultivate a sense of group responsibility by using the expertise of individual Board members to enhance the ability of the Board as a whole.
4. Monitor and discuss the Board's process and performance regularly.

## POLICY B3

Policy Type: GOVERNANCE POLICIES  
Policy Name: **BOARD JOB DESCRIPTION**  
Date Approved: February 19, 2003 (Revised: June 6, 2012; April 20, 2016)  
Reviewed: Annual in March

Specific job outputs of the Board, as an informed agent of the ownership, are those that ensure appropriate organizational performance.

Accordingly, the Board shall:

1. Create the link between the ownership and the operational organization by:
  - (a) Maintaining a communication process that ensures reporting on plans, priorities and results each year to the broader community
  - (b) Maintaining involvement in community activities
  - (c) Communicating plans and results routinely to Mississauga City Council
  - (d) Contact both local school boards semi-annually for the purpose of meeting to discuss service delivery to local students, school personnel and parents; send a report to both local school boards and the wider community every spring and fall on service successes for local students, their parents and teachers.
2. Create written governing policies that address the broadest levels of all organizational decisions and situations, specifically:
  - (a) *Ends*: Organizational products, the recipients and the relative worth (what's good for which recipients at what cost).
  - (b) *Executive Limitations*: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
  - (c) *Governance Process*: Specification of how the Board conceives carries out and monitors its own actions.
  - (d) *Board-CEO Linkage*: How power is delegated and its proper use monitored.
2. Create assurance of successful organizational performance.
3. Respond to proposed legislative changes affecting the Library.
4. Hire a CEO as necessary and appoint the CEO each term.
5. Evaluate and remunerate the CEO's performance annually.

## POLICY B4

Policy Type: GOVERNANCE POLICIES  
Policy Name: **EXECUTIVE POSITIONS**  
Date Approved: February 19, 2003 (Revised: June 15, 2011; April 20, 2016;  
September 21, 2016)  
Reviewed: Annual in March

Executive positions on the Library Board shall be Chairperson and Vice-Chairperson. The Vice-Chairperson will substitute for the Chairperson in an absence. If for any reason, the Chair is unable to continue in the role, either temporarily or permanently, the Vice Chair will assume the position for the remainder of the term.

The term of office may be one year with elections for both offices when required.

The Executives assure the integrity of the Board's process and represent the Board to outside parties.

Accordingly, the Chairperson, and in his absence, the Vice-Chairperson, shall ensure:

1. that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
2. that meeting discussions will be on those issues that, according to Board policy, clearly belong to the Board to decide or monitor.
3. that information that is neither for monitoring performance nor Board decisions will be avoided or minimized and always noted as such.
4. that deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.

The authority of the Chairperson consists in making decisions that fall within the policies on Governance Process and Board-CEO Relationship, except where the Board specifically delegates authority to others. The Chairperson is authorized to use any reasonable interpretation of the provisions in these policies.

The Chairperson is empowered to chair Board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).

The Chairperson has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the Chairperson has no authority to supervise or direct the CEO.

The Chairperson may represent the Board to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations within the area delegated to him or her. The Chairperson may delegate this authority but remains accountable for its use.

## POLICY B5

Policy Type:	GOVERNANCE POLICIES	
Policy Name:	<b>BOARD COMMITTEE PRINCIPLES</b>	
Date Approved:	February 19, 2003	(Revised: April 20, 2016)
Reviewed:	Annual in March	

Board committees, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from Board to CEO.

3. Board committees are to help the Board do its job, not to help or advise staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will normally not have dealings with current staff operations.
4. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the CEO.
5. Board committees cannot exercise authority over staff. Because the CEO works for the full Board, he or she will not be required to obtain approval of a Board committee before an executive action.
6. Board committees are to avoid over-identification with organizational parts rather than addressing the whole. Therefore, a Board committee which has helped the Board create policy on some topic will not be used to monitor organizational performance on that same subject.
7. Committees will be used sparingly and ordinarily on an ad hoc basis.
8. This policy applies to any group that is formed by Board action, whether or not it is called a committee, and regardless of whether the group includes Board members. It does not apply to committees formed under the authority of the CEO.
9. A committee is a Board committee only if its existence and charge come from the Board, regardless whether Board members sit on the committee. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

## POLICY B6

Policy Type: GOVERNANCE POLICIES  
Policy Name: **AGENDA PLANNING**  
Date Approved: February 19, 2003 (Revised: April 20, 2016)  
Reviewed: Annual in March

To do its job in a manner consistent with Board policies, the Board will follow an annual agenda which (a) completes a re-exploration of policies annually, and (b) continually improves its performance through Board education and enriched input and deliberation.

1. The cycle will conclude each year on the last day of December.
2. In the last one or two months of the cycle, the Board will develop its agenda for the ensuing one-year period.
  - (a) Education, input and deliberation will receive paramount attention in structuring the series of meetings and other Board activities during the year.
  - (b) To the extent feasible, the Board will identify those areas of education and input needed to increase the level of wisdom and forethought it can give to its decisions.
3. Throughout the year, the Board will deal with consent agenda items as expeditiously as possible.
4. CEO monitoring will be included on the agenda if monitoring reports show policy violations or if policy criteria are to be debated.
5. CEO remuneration will be decided each year end after a review of monitoring reports received over the last year.

## POLICY B7

Policy Type: GOVERNANCE POLICIES  
Policy Name: **BOARD MEMBERS' CODE OF CONDUCT**  
Date Approved: February 19, 2003 (Revised: April 20, 2016)  
Reviewed: Annual in March

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

1. Board members must have loyalty to the ownership, unconflicted by loyalties to staff, other organizations, and any personal interest as a consumer.
2. Board members must avoid any conflict of interest with respect to their fiduciary responsibility by adhering to the regulations of the Municipal Conflict of Interest Act.
  - (a) There will be no self-dealing or any conduct of private business or personal services between any Board member and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to inside information.
  - (b) Board members will not use their position to obtain employment in the organization for themselves, family members or close associates. Should a member desire employment, he or she must first resign.
  - (c) Members will disclose their involvements with other organizations, vendors, or any other associations that might produce a conflict.
3. Board members may not attempt to exercise individual authority over the organization.
  - (a) Board members' interaction with the CEO or with staff must recognize the lack of authority vested in individuals except when explicitly authorized.
  - (b) Board members' interaction with the public, press or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
  - (c) Except for participation in Board deliberation about whether reasonable interpretation of Board policy has been achieved by the CEO, Board members will not express individual judgements of performance of the CEO or of any Library employee.
4. Members will respect confidentiality appropriate to issues of a sensitive nature.
5. Members will be properly prepared for Board deliberation
6. Members will govern with excellence with respect to:
  - policy-making principles
  - respecting roles
  - speaking with one voice
  - rules of order
  - attendance

## POLICY B8

Policy Type: GOVERNANCE POLICIES  
Policy Name: **RECRUITMENT PROCESS FOR THE CEO**  
Date Approved: November 9, 2009 (Revised: April 20, 2016)  
Reviewed: Annual in March

The recruitment process for the CEO would recognize the unique role of the Board with the City's hiring process as follows:

1. A vacancy is declared to the Library Board and the Commissioner of Community Services.
2. A current job effectiveness description and pay level are confirmed for the position with the Library Board.
3. Human Resources prepares a job posting.
4. The Commissioner presents the posting to the Library Board for its approval.
5. A competition is announced by Human Resources for a set period of time.
6. Human Resources receives and ranks the applications.
7. The Commissioner and Human Resources develop a shortlist.
8. Shortlisted applicants are interviewed by the Commissioner, Human Resources and representatives of the Library Board.
9. The interview team determines a successful applicant.
10. The Commissioner informs the City Manager and the Library Board which formally approves the selection.
11. Human Resources arranges the announcement of the appointment.
12. Human Resources employs the successful candidate and sets the probation in place.
13. The Commissioner recommends the completion of probation to the Library Board which approves the decision.

## POLICY B9

Policy Type:	GOVERNANCE POLICIES	
Policy Name:	<b>COUNCIL OF FORMER LIBRARY BOARD MEMBERS</b>	
Date Approved:	April 1, 2009	(Revised April 20, 2016)
Reviewed:	Annual in March	

In appreciation of the maintenance of the strongest possible contact with the community and key stakeholder groups in it, the Board will ensure that all former members of the Library Board are kept aware of the Library Board's plans, priorities and results through the establishment of a council of such members who may also be a valuable resource in on-going Board activities.

## POLICY B10

Policy Type:	GOVERNANCE POLICIES	
Policy Name:	<b>ROLES AND KEY RESPONSIBILITIES</b>	
Date Approved:	December 16, 2009	(Revised: April 20, 2016)
Reviewed:	Annual in March	

To be effective, the Library Board will work co-operatively and collaboratively with the City, senior management at the City and senior management in the Library. The attached document summarizes the unique roles and key responsibilities of these four partners in the five key areas of Library Board activity.

## Policy B10 – Roles and Key Responsibilities

To be effective, the Library Board will work co-operatively and collaboratively with the City, senior management at the City and senior management in the Library. The attached document summarizes the unique roles and key responsibilities of these four partners in the five key areas of Library Board activity.

### Mississauga Public Library Board

#### Roles and Key Responsibilities

COUNCIL, LIBRARY BOARD, CHIEF EXECUTIVE OFFICER  
AND COMMISSIONER OF COMMUNITY SERVICES

<b>COUNCIL</b>	<b>LIBRARY BOARD</b>	<b>CEO</b>	<b>COMMISSIONER</b>
<b>1. Governance/Policy Making</b>			
Responsible for: 1.1 appointing a board every 4 years under clear criteria 1.2 relaying identified community issues and needs 1.3 providing orientation to prospective Board members 1.4 assisting Board with legal guidance 1.5 developing support for the Library and the Library Board	Responsible for: 1.1 determining mission, purpose and strategic goals 1.2 setting annual objectives and evaluating performance against objectives 1.3 determining policies in response to community data and needs 1.4 providing orientation for new members and development for all members 1.5 approving appropriate governance policies and monitoring compliance 1.6 ensuring compliance with Library legislation 1.7 Requiring the CEO's efforts of compliance in areas of corporate responsibility	Responsible for: 1.1 developing purpose and goals 1.2 proposing annual objectives 1.3 reporting on progress 1.4 collecting and providing community data 1.5 participating in orientation 1.6 preparing and implementing policies 1.7 maintaining current legal information 1.8 attending and recording all meetings 1.9 ensuring compliance	Responsible for: 1.1 providing input on purpose and goals 1.2 providing input on annual objectives 1.3 monitoring progress 1.4 supplying information as required
<b>2. Community Relations/Services</b>			
Responsible for: 2.1 conveying community opportunities 2.2 encouraging trustee activity 2.3 seeking cooperative opportunities	Responsible for: 2.1 ensuring appropriate service standards are in place 2.2 participating in community activities 2.3 seeking to extend library service in meaningful and relevant ways 2.4 participating in Library Board activities 2.5 collaborating with officials and local community groups 2.6 developing and	Responsible for: 2.1 implementing programs to support goals 2.2 identifying community contacts and developing partnerships 2.3 providing information on trustee activities 2.4 arranging opportunities for Board activity	Responsible for: 2.1 reviewing proposed policies 2.2 identifying community opportunities/needs 2.3 involving the Board as appropriate

	<p>maintaining a working relationship with local school boards</p> <p>2.7 maintaining a working relationship with local libraries and information providers</p>		
<b>COUNCIL</b>	<b>LIBRARY BOARD</b>	<b>CEO</b>	<b>COMMISSIONER</b>
<b>3. Finance</b>			
<p>Responsible for:</p> <p>3.1 giving financial direction</p> <p>3.2 keeping informed of library requirements</p> <p>3.3 communicating with the Board</p> <p>3.4 approving annual budgets</p>	<p>Responsible for:</p> <p>3.1 approving resource priorities and strategies</p> <p>3.2 adopting annual budgets and monitoring performance</p> <p>3.3 communicating with Council</p> <p>3.4 ensuring sound financial management</p>	<p>Responsible for:</p> <p>3.1 developing resource strategies</p> <p>3.2 presenting and implementing annual budgets and expenditure reports</p> <p>3.3 providing sound financial operations</p>	<p>Responsible for:</p> <p>3.1 supplying operational support</p> <p>3.2 providing direction for budgets and expenditures</p>
<b>4. Personnel</b>			
<p>Responsible for:</p> <p>4.1 providing input on senior staff recruitment and retention</p> <p>4.2 enabling appropriate compensation</p> <p>4.3 enabling good working conditions</p> <p>4.5 enabling staff development</p>	<p>Responsible for:</p> <p>4.1 employing and annually evaluating a Chief Executive Officer</p> <p>4.2 approving policies on human resources</p> <p>4.3 determining compensation</p> <p>4.4 providing for agreeable working conditions</p> <p>4.5 providing for the proper development and training of staff</p>	<p>Responsible for:</p> <p>4.1 directing all staff</p> <p>4.2 preparing policies on human resources</p> <p>4.3 providing data on compensation</p> <p>4.4 providing workplace amenities</p> <p>4.5 providing staff training and development plans</p> <p>4.6 negotiating satisfactory labour agreements</p>	<p>Responsible for:</p> <p>4.1 awareness of library staffing</p> <p>4.2 ensuring sound policies are in place</p> <p>4.3 supporting funding needs</p> <p>4.4 supporting workplace needs</p> <p>4.5 supporting training needs</p>
<b>5. Legal</b>			
<p>Responsible for:</p> <p>5.1 keeping aware of library legislation</p> <p>5.2 keeping aware of library operations</p> <p>5.3 maintaining a full Board</p>	<p>Responsible for:</p> <p>5.1 responding to proposed legislative changes</p> <p>5.2 ensuring complete and accurate records are kept</p> <p>5.3 reporting on library operations to Council</p> <p>5.4 maintaining full membership of the Board</p> <p>5.5 ensuring the Library makes reasonable efforts to comply with all applicable legislation</p>	<p>Responsible for:</p> <p>5.1 interpreting legislative changes</p> <p>5.2 creating and retaining complete and accurate records</p> <p>5.3 ensuring the legal operation of the library</p>	<p>Responsible for:</p> <p>5.1 providing legal direction</p>

## POLICY B11

Policy Type: GOVERNANCE POLICIES  
Policy Name: **ANNUAL PERFORMANCE REVIEW OF CEO**  
Date Approved: December 15, 2010  
Reviewed: Annual in March

The Library Board each November will prepare a summary evaluation of the Director based on a review of the Ends monitoring reports provided to the Board over the year. The summary will cite dates of specific monitoring reports (internal, external or direct inspection). It will address the following points regarding Ends policies compliance:

1. Which Ends has the Director achieved or achieved acceptable progress towards?
2. Which Ends has the Director not achieved or not made acceptable progress towards?
3. Which Ends has the Director exceeded over the year?

Over the year, the Board will also provide a summary evaluation of the Director based on a review of the Executive Limitations monitoring. The summary will cite dates of specific monitoring reports (internal, external or direct inspection). It will address the following points regarding Executive Limitations policies compliance:

- (a) Has the Director consistently operated within the constraints of the executive limitations policies?
- (b) Has the Director reported contraventions, provided acceptable rationales and a plan for future compliance which has been met?
- (c) Has the Director contravened the executive limitations without reporting the contravention or providing an acceptable rationale or remedy?

## POLICY B12

Policy Type: GOVERNANCE POLICIES  
 Policy Name: **ANNUAL LIBRARY BOARD SELF-EVALUATION**  
 Date Approved: December 16, 2009 Revised: October 2014,  
 November 16, 2016  
 Reviewed: Annual in October

In order to ensure sound operations of the Board, the Board will use the following tool to evaluate its strengths and weaknesses annually:

Roles and Key Responsibilities	Satisfactory or Unsatisfactory	Suggestions for Improvement
<p><b>1. Governance/Policy Making</b></p> <ul style="list-style-type: none"> <li>(a) determine mission, purpose and strategic goals</li> <li>(b) set annual objectives and evaluate performance against objectives</li> <li>(c) determine policies in response to community data and needs</li> <li>(d) provide orientation for new members and development for all members</li> <li>(e) approve appropriate governance policies and monitor compliance</li> <li>(f) ensure compliance with Library legislation</li> <li>(g) require the CEO's efforts of compliance in areas of corporate responsibility</li> <li>(h) create a legacy document at the end of the Board term</li> </ul> <p><b>2. Community Relations/Services</b></p> <ul style="list-style-type: none"> <li>(a) ensure appropriate service standards are in place</li> <li>(b) engage and participate in community activities</li> <li>(c) seek to extend library service in meaningful and relevant ways</li> <li>(d) participate in Library Board activities</li> <li>(e) collaborate with officials and local community groups</li> <li>(f) develop and maintain a working relationship with local school boards</li> <li>(e) maintain a working relationship with local libraries and information providers</li> </ul> <p><b>3. Finance</b></p> <ul style="list-style-type: none"> <li>(a) approve resource priorities and strategies</li> <li>(b) adopt annual budgets and monitoring performance</li> <li>(c) communicate with Council</li> <li>(d) ensure sound financial management</li> </ul> <p><b>4. Personnel</b></p> <ul style="list-style-type: none"> <li>(a) employ and annually evaluate a Chief Executive Officer</li> <li>(b) approve policies on human resources</li> <li>(c) approve compensation</li> <li>(d) provide for agreeable working conditions</li> <li>(e) provide for the proper development and training of staff</li> <li>(f) approve collective agreements</li> </ul> <p><b>5. Legal</b></p>		

<ul style="list-style-type: none"><li>(a) respond to proposed legislative changes</li><li>(b) ensure the retention of complete and accurate records</li><li>(c) report on library operations to Council</li><li>(d) maintain full membership of the Board</li><li>(e) ensure the Library makes reasonable efforts to comply with all applicable legislation</li></ul>		
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## POLICY B13

Policy Type: GOVERNANCE POLICIES  
Policy Name: **BOARD DECISION-MAKING**  
Date Approved: February 19, 2003  
Reviewed: Annual in March

In order to ensure a sound decision-making process, the Board will use the following framework for making major board decisions, employing all relevant criteria.

1. Clearly identify the issue to be decided.
2. Gather data to understand the issue:
  - (a) Legislation, government policy and direction
  - (b) General and specific community input (ownership)
  - (c) Past, present and future demographic information
  - (d) Comparative information, e.g., municipal, provincial, national
  - (e) Cost
  - (f) Relevant measurement data
  - (g) Resources available or possible, including third party sources
  - (h) Projected demand and future trends
  - (i) Liability
  - (j) Limiting factors
3. Develop alternatives:
  - (a) Consider short-term consequences
  - (b) Consider long-term consequences
4. Apply the following criteria for decision-making:
  - (a) Fairness
    - Giving consideration to the needs of the group(s), communities, individuals, etc.
    - Treating similar cases in a similar way
    - Striving for equitability (allocating resources to areas of greater need)
    - Looking at short and long-term consequences
  - (b) Impact of Benefits
    - Identify the benefits
    - Consider detriments to those affected
  - (c) Autonomy of Individuals Affected by Decision
    - Individuals are able to make voluntary and intentional decisions
    - Consider opinions of those affected

## POLICY B13 contd....

Policy Type: EXECUTIVE LIMITATIONS  
Policy Name: **BOARD DECISION-MAKING**  
Date Approved: February 19, 2003  
Reviewed: Annual in March

- (d) User Reliance
    - Users are encouraged to do what they can independently
    - Necessary support is provided
    - Dependency is minimized
  - (e) Maximizing Utility
    - Providing the most good for the most people within available resources
    - Considers opportunity cost (what can't we do because we're doing this?)
  - (f) Potential for partnerships
5. Make the decision and record in organizational records.
6. Create a communications plan from internal to external including:
- Mayor and Council
  - Local School Boards
  - Staff
  - Union
  - Other stakeholders
  - Media
  - Community ownership

**Note: The Board Decision Making work sheet will be used in applying this policy.**

## Board Decision-Making Worksheet

This worksheet is designed to assist the Board in preparation for sound decision-making:

Steps in Decision-Making Process	Required Data	Comments/Action to be taken
<i>Decision to be made:</i>		
<i>Gather data to understand the issue</i> <ul style="list-style-type: none"> <li>• e.g. legislation, government policy and direction</li> </ul>		
<ul style="list-style-type: none"> <li>• General and specific community input (ownership)</li> </ul>		
<ul style="list-style-type: none"> <li>• Past, present and future demographic information</li> </ul>		
<ul style="list-style-type: none"> <li>• Comparative information, e.g. municipal, provincial, national</li> </ul>		
<ul style="list-style-type: none"> <li>• Cost</li> </ul>		
<ul style="list-style-type: none"> <li>• Relevant measurement data</li> </ul>		
<ul style="list-style-type: none"> <li>• Resources available or possible, including third party sources</li> </ul>		
<ul style="list-style-type: none"> <li>• Projected demand and future trends</li> </ul>		
<ul style="list-style-type: none"> <li>• Liability</li> </ul>		
<ul style="list-style-type: none"> <li>• Limiting factors</li> </ul>		
<i>Development alternatives</i>		
<ul style="list-style-type: none"> <li>• Consider short-term consequences</li> </ul>		
<ul style="list-style-type: none"> <li>• Consider long-term consequences</li> </ul>		
Apply the following criteria for decision-making		
<i>Fairness</i>		
<ul style="list-style-type: none"> <li>• Giving consideration to the needs of the group(s), communities, individuals, etc.</li> </ul>		
<ul style="list-style-type: none"> <li>• Treating similar cases in a similar way</li> </ul>		
<ul style="list-style-type: none"> <li>• Striving for equitability (allocating resources to areas of greater need)</li> </ul>		
<ul style="list-style-type: none"> <li>• Looking at short and long-term consequences</li> </ul>		

Steps in Decision-Making Process	Required Data	Comments/Action to be taken
<p><i>Impact of Benefits</i></p> <ul style="list-style-type: none"> <li>• Identify the benefits</li> <li>• Consider detriments to those affected</li> </ul>		
<p><i>Autonomy of Individuals Affected by Decision</i></p> <ul style="list-style-type: none"> <li>• Individuals are able to make voluntary and intentional decisions</li> <li>• Consider opinions of those affected</li> </ul>		
<p><i>User Reliance</i></p> <ul style="list-style-type: none"> <li>• Users are encouraged to do what they can independently</li> <li>• Necessary support is provided</li> <li>• Dependency is minimized</li> </ul>		
<p><i>Maximizing Utility</i></p> <ul style="list-style-type: none"> <li>• Providing the most good for the most people within available resources</li> <li>• Considers opportunity cost (what can't we do because we're doing this?)</li> </ul>		
<p><i>Senior Government Direction</i></p> <ul style="list-style-type: none"> <li>• Considering whether the decision is in keeping with the desired senior government directions</li> </ul>		
<p><i>Potential for partnerships</i></p>		
<p><i>Make the decision and record in organizational records</i></p>		
<p><i>Create a communications plan from internal to external including:</i></p> <ul style="list-style-type: none"> <li>• Mayor and Council</li> <li>• Staff</li> <li>• Union</li> <li>• Other stakeholders</li> <li>• Media</li> <li>• Community ownership</li> </ul>		

## **POLICY B14**

Policy Type: GOVERNANCE POLICIES  
Policy Name: **BOARD MEETINGS**  
Date Approved: March 20, 2019  
Reviewed: Annual in March

To ensure orderly, effective and productive Board meetings, the Board shall observe the following framework:

### **A. MEETINGS**

#### **A.1 Meetings**

All Board meetings shall be open to the public.

#### **A.2 Inaugural Meeting in New Term**

The Public Libraries Act, Section 14(1) and (2) authorize the CEO/Secretary-Treasurer to call the first Board Meeting in each new term.

#### **A.3 Regular Meetings**

The Board shall hold at least 10 scheduled meetings each year. These regular meetings shall be held at 5:30pm on the 3<sup>rd</sup> Wednesday of each month from January to June and from September to December. The Board may pass a motion to amend this schedule as required but preferably at the first meeting of each new year.

The Board shall not hold a Board meeting that falls on a municipal, provincial or federal election date. The Board shall make an effort to meet at branch locations twice per term.

The Secretary shall provide a 12 month rolling “Meetings & Events” schedule to members at each meeting.

The Secretary shall provide to each member electronic meeting requests for all Regular Meetings, together with the proposed agenda and the minutes of the immediately preceding Regular Meeting, five calendar days in advance of such meetings.

#### **A.4 Meeting Notification**

The Notice shall be in an electronic form of an agenda accompanied by its supporting documents. All documents will be posted electronically on the Mississauga Library System (MLS) website five calendar days in advance of the meeting.

The Chair, in consultation with the CEO/Secretary-Treasurer, shall prepare the agenda. Any member wishing to place an item on the agenda may make the request to do so through the Chair or CEO/Secretary-Treasurer no later than ten calendar days in advance of the meeting. Such requests shall then be considered at the Chair’s discretion.

## **A.5 Order of Business**

The Order of Business at regular meetings shall be as follows:

- Call to Order
  - Chair's Remarks
  - Excused Absences
  - Approval of Agenda
  - Declaration of Conflicts of Interest
  - Delegations
- Consent Agenda
  - E.g. Minutes of previous meeting
- CEO Report
- Policy Review
- Executive Limitations/Internal Monitoring Reports
- Ends
- Governance
- Ownership Linkage
- Board Advocacy
- Board Development
- Incidental Information
- Other Business
- In Camera Agenda
- Board Self-Evaluation
- Adjournment

## **A.6 Special Meetings**

The Chair or any 2 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. Special emergency meetings may be called with notice 24 hours prior to the meeting.

## **A.7 In-Camera Meetings**

When the Board determines that matters should and can be appropriately dealt with in the absence of the public, a motion to move into an In-Camera session must be moved, seconded, , prior to the meeting being closed. Motions to move in-camera are not debatable.

The following subjects may be discussed at properly constituted closed meetings:

- (a) Debate as to whether or not an item is properly in-camera or not, if in the Chair's opinion, such discussion would be prejudicial if discussed at an open meeting.
- (b) The security of the Board's property
- (c) Personal matters about an identifiable individual

- (d) A proposed or pending acquisition or disposition of land by the Board
- (e) Labour relations or employees negotiations
- (f) Litigation or potential litigation, including matters before any Court or Administrative Tribunal, affecting the Board
- (g) Advice that is subject to solicitor-client privilege, including communications for that purpose
- (h) A matter in respect of which a Board or Board committee may hold a closed meeting under another Act
- (i) 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 conditions permitting or requiring the meeting to be closed to the public exist as described in the *Public Libraries Act*.

The Board may invite appropriate persons, such as the CEO/Secretary-Treasurer and Secretary to attend an In-Camera session. The Secretary takes the minutes of In-Camera meetings. Minutes are kept brief and do not contain the discussions at the In-Camera meeting. Motions passed in camera are ratified when the Board returns to its regular meeting. Minutes are circulated to the Board and appropriate staff and approved at a subsequent meeting.

### **A.8 Meeting Procedures**

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.

If both the Chair and Vice-Chair are not present within 15 minutes after the time for the meeting to begin, the CEO/Secretary-Treasurer will call the meeting to order and will preside for the election of the Acting Chair. While presiding, the Acting Chair will have all the Chair's rights, duties and responsibilities.

For purposes of board development and succession training, board members may elect to train and sit as Acting Chair and the Chair will assign members to chair the meeting as part of the "Meeting & Events" schedule.

### **A.9 Attendance**

Members are strongly encouraged to notify the Secretary if they are unable to attend the Board Meeting at least 3 calendar days in advance of the meeting to establish quorum. Meeting attendance shall be recorded. If a Member is absent for three meetings without being excused by Board resolution the Member ceases to be qualified for membership and forfeits their membership on the Board.

### **A.10 Conflict of Interest**

The *Municipal Conflict of Interest Act* shall govern the Board, and the agenda shall include provision for members to disclose a direct or indirect pecuniary interest in a matter and the general nature thereof. Members are also subject to the City of Mississauga's [Codes of Conduct for Members of Local Boards](#) and the Board Member's Code of Conduct policy (B7).

### **A.11 Quorum**

A quorum shall be a simple majority of the Board.

As soon as there is a quorum present, the chair shall call the meeting to order.

When a quorum is not present within the 30 minutes after the time fixed for a meeting, the meeting may continue at the discretion of the Chair, however no motion may be made or passed.

### **A.12 Voting**

The Chair or Acting Chair may vote with the other members upon all questions. The Chair or Acting Chair shall cast a vote after all members have voted.

Any question on which there is a tied vote shall be deemed to be negative.

Decisions shall be made by motion with seconds. Voting shall be a show of hands with the results of the vote declared by the Chair.

Upon the request of a member who is present when a question is stated, a recorded vote shall be taken.

### **A.13 Rules of Order**

The Chair may use *Robert's Rules of Order* as a tool to govern proceedings and member conduct.

### **A.14 Chair's Procedures**

The Chair will:

1. Open meetings by taking the chair and calling meetings to order.
2. Determine the presence of a quorum.
3. Maintain a list of members who have signaled-that they wish to speak or ask questions.
4. Recognize members in the order in which they signaled that they wish to speak or ask questions.

5. Receive and submit, in the proper manner, all motions presented by the members, unless a motion is contrary to the Board's policies. If the Chair rules that a motion is contrary, the Chair will tell the members immediately and will cite the rule, policy or authority applicable to the case without argument or comment.
6. Determine whether a question is properly one of privilege and 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.
7. State all motions, to be moved and seconded in the course of proceedings and announce the results.
8. Expedite business.
9. Decide all questions of order and ensure security of meetings in consultation with the CEO
10. Ensure appropriate conduct of members and the public.
11. Sign on behalf of the Board, where applicable.
12. Ensure the decisions of the Board are in conformity with the Board policies and the *Public Library Act*.
13. Declare the meeting adjourned when moved by the Board.

### **A.15 Public Conduct**

Members of the public will be courteous, will comply with the meeting agenda and will not engage in any action that disturbs the meeting.

Members of the public will arrange for an appointment or permission, to address the Board.. Refer to the Board's Delegations Policy.

## **B. MOTIONS**

### **B.1 Decisions**

All decisions will be made on the basis of motions.

### **B.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.

### **B.3 Seconding a Motion**

Another member must second every motion.

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. Members will make the best effort to be concise speaking for up to five minutes each time they speak. After members debate a motion, the Chair puts the question to a motion 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. An amendment may be made to a motion, but may not negate the main motion or materially alter its intent.

#### **B.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 10 calendar days before the meeting at which said motion is to be presented. This notice shall be given in writing to the Secretary and it shall be accompanied by a copy of the proposed motion. Said notice and motion shall be mailed to all members 5 calendar days before the meeting.

#### **B.5 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 shall grant permission if no member objects. If a member objects, the Chair will have to 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.

#### **B.6 Adjournment**

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

### **C. MINUTES AGENDA AND ACTION LOGS**

#### **C.1 Distribution**

Regular Board Meeting agenda and minutes are public information and will be made available to the public by posting on the MLS website.

Copies of all approved Regular Meeting and Committee Meeting minutes are retained in an official minute book filed in the Administration Office.

#### **C.2 Regular Meeting Minutes and Action Logs**

The Secretary records minutes for later transcription in draft form and forwards to members before the next meeting.

Amendments are brought to the following Regular Meeting for adoption in the minutes.

The minutes shall be confirmed at the following Regular Meeting.

Action Logs shall be forwarded to board members within five calendar days of the meeting.

#### **C.3 Committee Minutes**

The Secretary, or Committee Member, records Committee Meeting minutes.

**C.4 New Business**

At the beginning of any Regular Meeting, The Chair may announce additional items to be added to the agenda.

# BOARD - CEO LINKAGE

C1 - C5

## POLICY C1

Policy Type: BOARD - CEO LINKAGE  
Policy Name: **GLOBAL GOVERNANCE - MANAGEMENT CONNECTION**  
Date Approved: February 19, 2003  
Reviewed: Annual in February

The Board's sole official connection to library operations, achievement, and conduct will be through a Chief Executive Officer.

## POLICY C2

Policy Type: BOARD - CEO LINKAGE  
Policy Name: **UNITY OF CONTROL**  
Date Approved: February 19, 2003  
Reviewed: Annual in February

Only decisions of the Board are binding on the CEO.

1. Decisions or instructions of individual Board members, officers or committees are not binding on the CEO except in rare circumstances when the Board has specifically authorized or delegated such exercise of authority.
2. In the case of Board members or committees requesting information or assistance without Board authorization, the CEO can refuse such requests.

## POLICY C3

Policy Type: BOARD – CEO LINKAGE  
Policy Name: **ACCOUNTABILITY OF THE CEO**  
Date Approved: February 19, 2003  
Reviewed: Annual in February

The CEO is the Board's only link to operational achievement and conduct, so that authority and accountability of staff, as far as the Board is concerned, is considered to be the authority and accountability of the chief executive.

1. The Board will never give instructions to persons who report directly or indirectly to the CEO.
2. The Board will refrain from evaluating, either formally or informally, any staff other than the CEO.
3. The Board will view CEO performance as achievement of stated Ends and compliance with stated means.

## POLICY C4

Policy Type: BOARD - CEO LINKAGE  
Policy Name: **DELEGATION TO THE CEO**  
Date Approved: February 19, 2003  
Reviewed: Annual in February

The Board will instruct the CEO through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided, allowing the CEO to use any reasonable interpretation of these policies.

1. The Board will develop policies instructing the CEO to achieve certain results, for certain recipients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels and will be called **Ends** policies.
2. The Board will develop policies that will limit the latitude the chief executive may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels and they will be called **Executive Limitations** policies.
3. As long as the chief executive uses *any reasonable interpretation* of the Board *Ends* and *Executive Limitations* policies, the chief executive is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
4. The Board may change its *Ends* and *Executive Limitations* policies, thereby shifting the boundary between Board and chief executive domains. By so doing, the Board changes the latitude choice given to the chief executive. But as long as any particular delegation is in place, the Board and its members will respect and support the chief executive's choices.

## POLICY C5

Policy Type: BOARD - CEO LINKAGE  
Policy Name: **MONITORING EXECUTIVE PERFORMANCE**  
Date Approved: February 19, 2003 (revised March 23, 2016)  
Reviewed: Annual in February

The Library Board will ensure an on-going performance review process for the CEO that is complimentary with that in use at the City for comparable positions.

The CEO's performance will be measured against the expected organizational outputs and accomplishments that support the Board's policies on Ends and are achieved within the Board's policies on Executive Limitations.

1. The Board shall monitor the degree to which Board policies are being met. Only data that supports this will be considered relevant to the review.
2. The Board will acquire monitoring data by:
  - (a) compliance reports from the CEO to the Board.
  - (b) external evaluative reports to assess compliance with Board policies.
  - (c) direct inspection by the Board to assess compliance with Board policies.
3. Under the City process currently in place annually the Board shall:
  - (a) in January communicate its expectations of the CEO to the CEO and the Commissioner of Community Services;
  - (b) in February approve the CEO's performance agreement for the year;
  - (c) in June provide an evaluation of the CEO's compliance with Board policies as evidenced in January to June compliance reports and against expectations captured in the formal performance agreement;
  - (d) in December provide an evaluation of the CEO's compliance with Board policies as evidenced in January to November compliance reports and against expectations captured in the formal performance agreement;
  - (f) in March approve the CEO's year-end review from the Commissioner and the CEO.
4. In every case, the standard for compliance shall be "*any reasonable interpretation by the CEO*" of Board policy.
5. All policies will be reviewed by the Board according to its annual schedule.
6. The Board may exercise discretion in the evaluation of the CEO's performance based on circumstances.

## POLICY C5 Contd...

Policy Type: BOARD – CEO LINKAGE  
Policy Name: **MONITORING EXECUTIVE PERFORMANCE**  
Date Approved: February 19, 2003  
Reviewed: Annual in February

7. The following questions be answered by the Board to finalize the CEO's performance review:
  1. Has the Director achieved acceptable progress towards the Library Board's Ends?
  2. Are there any Ends the Director has not made acceptable progress towards?
  3. Are there any Ends the Director has made exceptional progress towards?
  4. Has the Director consistently operated within the Executive Limitations policies?
  5. Has the Director contravened any Executive Limitations without providing a rationale or remedy?
  6. Have contraventions, if any, been properly acted on by the Director?

**ENDS**

**D1 – D2**

## POLICY D1

Policy Type: ENDS  
Policy Name: **LEVEL 1 ENDS POLICY**  
Date Approved: February 19, 2003  
Reviewed: Monthly

The Mississauga Library System exists so that every resident can develop skills; acquire knowledge and information; improve the quality of his/her life and the life of the community; and enjoy a welcoming, service- friendly environment in a high tech, 21<sup>st</sup>- century city, while receiving value for the cost.

## **POLICY D2**

Policy Type: ENDS  
Policy Name: **LEVEL II ENDS POLICY**  
Date Approved: February 19, 2003 (Revised November 18, 2015)  
Reviewed: Monthly

### **D2.1 We know and engage with our community**

- Public awareness campaign
- Well-articulated engagement/marketing plan
- On-going engagement and marketing through variety of mediums
- Metrics, Metrics! – to gauge success & quantitative value
- Targeted customer behaviour analysis
- Engagement/marketing –use qualitative value assessments
- Recognize clients as assets
- Partnerships which ensure a wide variety of quality programs
- Non-traditional partnerships for at-risk groups

### **D2.2 Recognized as a key learning institution**

- E-Learning Opportunity –continued skill development (e.g. databases & on-line resources)
- Help with using technology to access resources
- Recognized as a learning institution
- Access and training for upcoming consumer technology
- Small Business support and awareness

### **D2.3 Inspiring, welcoming and creative space**

- Place to share knowledge and inspire
- Agora
- Library is a World Café
- Redevelopment takes into account future needs
- Transformative spaces – hubs, labs; working areas for collaboration
- Specialty spaces (for creation and innovation, learning)
- A community destination for space programs (...and books)
- Warm, caring safe place
- Place of creation and energy
- Inspiring and innovative architecture
- Dynamic, exciting spaces where people choose to be

### **D2.4 Multi-talented people changing lives**

- Librarian as mentor
- Librarian as enabler for social mobility

- Librarian as consultant on : data, information, knowledge, wisdom
- Well-trained staff
- Role of Library staff and Library Board – curatorial role/specialization; program leadership (e.g. financial management, literacy, health & well-being); Board experience –champs at bringing more to the table

#### **D2.5 Access to many resources in many ways**

- 24/7 Library experience using virtual technology
- Serving remote users
- Staff – roving services – “we” go to community e.g. seniors
- World wide databases
- Resources in world languages
- Loaning more than books (seeds, tools, fishing rods)
- Equal access to technology
- Enable open access to technology and tech devices –older adults (adaption); job seekers (resources, learning)