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Mississauga Library

Policy Type: **Foundation**

Policy Number: **FN-01**

Policy Title: **Strategic Directions**

Initial Policy Approval Date: January 19, 2022

Last Review/Revision Date:

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The Mississauga Library's Mission Statement

The Mississauga Library System exists to provide Library services to meet the life-long informational, educational, cultural and recreational needs for all citizens.

Click on [Library Future Directions Masterplan](#) for Strategic Directions

Policy Type:	Bylaws	Policy Number:	BL-01
Policy Title:	Statement of Authority, Powers and Duties	Initial Policy Approval Date:	January 19, 2022
		Last Review/Revision Date:	
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The library board bears legal responsibility for the library by ensuring that it operates in accordance with the **Public Libraries Act**, R.S.O. 1990, chapter P.44. The purpose of this bylaw is to define the legal authority of the board.

1. In accordance with the **Public Libraries Act**, section 3 (1), the council of the municipality of Mississauga has established the Mississauga Library by the adoption of Municipal By-Law 2195 on January 2, 1957.
 2. In accordance with the **Public Libraries Act**, section 3 (3), the Mississauga Library shall be under the direction of the Mississauga Library Board.
 3. The powers and duties of the library board are prescribed in the **Public Libraries Act**, R.S.O. 1990, chapter P44, to which this bylaw adheres. The role of the library board is to govern the affairs of the library, and in accordance with the **Public Libraries Act**, section 20, the library board:
 - a) shall seek to provide a comprehensive and efficient public library service that reflects the community's unique needs
 - b) shall operate one or more libraries and ensure that they are conducted in accordance with this Act and the regulations
 - c) may operate special services in connection with a library as it considers necessary
 - d) shall fix the times and places for board meetings and the mode of calling and conducting them, and ensure that full and correct minutes are kept
 - e) shall make an annual report to the Minister and make any other reports required by this Act and the regulations or requested by the Minister from time to time
 - f) shall make provision for insuring the board's real and personal property
 - g) shall take proper security for the treasurer
 - h) may appoint such committees as it considers expedient
 4. Under the *Public Libraries Act*, (Section 15(2), the library board must appoint a Library CEO (in consultation with the Commissioner of Community Services), and it is that person to whom the library board may delegate authority for management of library operations.
 5. The Library is supported by city-wide corporate services offered to all city departments including but not limited to human resources, communications, finance, and information technology.
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6. The Library Board recognizes that the CEO and staff are bound by the policies of the Corporation of the City of Mississauga including but not limited to:

1. Human Resources
 2. Municipal Government
 3. Corporate Administration
 4. Finance & Accounting
 5. Property & Facilities
 6. Public Relations
 7. Community Development
 8. Community Services
 9. Environment & Conservation
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Mississauga Library

Policy Type:	Bylaws	Policy Number:	BL-02
Policy Title:	Composition of the Board and Terms of Reference for Officers	Initial Policy Approval Date:	January 19, 2022
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Where required, the library board adheres to the **Public Libraries Act**, R.S.O. 1990, c. P44 as it relates to the composition of the board and the election and appointment of officers. The purpose of this bylaw is twofold: to guide the council's appointment process for board members and to guide the library board's appointment of its officers. In addition, this bylaw outlines the responsibilities of each of these officers.

Section 1: Composition of the library board

1. While the **Public Libraries Act**, section 9(1) prescribes a board of no fewer than 5 members and gives the municipal council the power to make appointments, the library board endorses a board that consists of at least 5, and no more than 9 members.
 2. In accordance with the **Public Libraries Act**, section 10(4), municipal council will appoint all board members no later than 60 days after its first regular meeting in each term.
 3. In accordance with the **Public Libraries Act**, section 10 (2a), municipal council shall not appoint more of its own members to the board than the number that is one less than a majority of the board.
 4. In accordance with the **Public Libraries Act**, section 10 (3), a board member shall hold office for a term concurrent with the term of the appointing municipal council, or until a successor is appointed.
 5. A board member may be reappointed for one or more terms.
 6. A member seeking re-appointment must follow the same process of application for consideration as for new candidates to the board.
 7. In accordance with the **Public Libraries Act**, section 13, if any member of the board is disqualified from holding office, the members shall forthwith declare the seat vacant and notify the municipal council accordingly.
 8. In accordance with the **Public Libraries Act**, section 12, when a vacancy arises in the membership of the board, the municipal council shall promptly appoint a person to fill the vacancy and to hold the office for the unexpired term, except where the unexpired term is less than forty-five days.
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Composition of the Board and Terms of Reference for Officers (continued)**Section 2: Officers of the Library Board**

1. In accordance with the **Public Libraries Act**, section 14, at the first meeting of the new term, members of the library board shall **elect** a chair from among the members.
2. At the first meeting of the new term, members of the library board shall **elect** a vice chair from among the members.
3. In accordance with the **Public Libraries Act**, section 15, the library board shall **appoint** a Chief Executive Officer (CEO), who shall also be secretary and treasurer of the library board, as allowed by the **Public Libraries Act**, section 15(5).
4. If any of the officers retire, step down or are dismissed during his/her term, the library board must immediately elect or appoint a new officer.

Section 3: Terms of Reference for the Board Chair

1. In accordance with the **Public Libraries Act**, R.S.O. 1990, c. P44 section. 14(3), a board shall elect one of its members as chair at its first meeting in a new term.
2. The term of office for the chair of the Mississauga Library shall be for the term of the library board.
3. The chair leads the library board, acts as an official representative of the library, ensures the proper functioning of the board and the proper conduct of board business, in accordance with appropriate legislation, prescribed rules of procedure and the annual work plan adopted by the board.
4. The chair (or designate) will:
 - a) preside at regular and special meetings of the library board
 - i. this responsibility can rotate at the discretion of the board
 - b) set the agenda in consultation with the Library CEO
 - c) ensure that business is dealt with expeditiously and help the library board work as a team
 - d) in accordance with **Public Libraries Act**, section 16(6), vote on all questions
 - e) act as an authorized signing officer of all documents pertaining to board business
 - f) co-ordinate the CEO evaluation process with the Commissioner of Community Services
 - g) share with the CEO the responsibility for conducting board orientation
 - h) co-ordinate the library board's evaluation process
 - i) represent the library board, alone or with other members of the library board, at any public or private meetings for the purpose of conducting, promoting or completing the business of the library board
 - j) not commit the library board to any course of action in the absence of the specific authority of the library board
 - k) keep the Vice Chair informed and prepared.

Section 4: Terms of Reference of the Vice-Chair

1. The election of vice-chair shall take place at the first meeting for the term of the library board.
 2. In the absence of the board chair, the vice-chair (or designate) will perform the duties of the chair, including presiding at library board meetings.
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Composition of the Board and Terms of Reference for Officers (continued)**Section 5: Terms of Reference of the Secretary**

1. As permitted by the **Public Libraries Act**, section 15(5), the Chief Executive Officer of the Mississauga Library shall serve as the secretary of the library board.
2. The secretary acts as the record-keeper to the library board. In the absence of the secretary, the library board may appoint one of its members as the acting secretary.
3. In accordance with the **Public Libraries Act**, s. 15(3), the secretary will:
 - a) conduct the board's official correspondence
 - b) keep minutes of every meeting of the board
4. In addition, the secretary will:
 - a) prepare the agenda prior to each board meeting, in cooperation with the chair
 - b) distribute the agenda, with all reports and enclosures, to all board members prior to the relevant board meeting
 - c) distribute the minutes to all board members not less than three days prior to the next board meeting.

Section 6: Terms of Reference of the Treasurer

1. As permitted by the **Public Libraries Act**, section 15(5), the Chief Executive Officer of the Mississauga Library shall serve as the treasurer of the library board.
2. The treasurer shall monitor the financial activities of the library and shall ensure that complete and accurate records are kept in accordance with generally accepted accounting practices.
3. In accordance with the **Public Libraries Act**, s. 15(4), the treasurer will:
 - a) receive and account for all the library board's money
 - b) open an account or accounts in the name of the library board in a chartered bank, trust company or credit union approved by the board
 - c) deposit all money received on the library board's behalf to the credit of that account or accounts
 - d) disburse the money as the library board directs
4. The treasurer will act as an authorized signing officer of all documents pertaining to the financial business of the library board.
5. The treasurer will provide the library board with periodic financial reports or as required.

Section 7: Terms of Reference of the Chief Executive Officer (CEO)

1. In accordance with the **Public Libraries Act**, section 15(2), and in conjunction with the City of Mississauga, the library board appoints the chief executive officer who shall attend all board meetings.
 2. The library board delegates the authority for management and operations of services to the chief executive officer.
 3. As a **non-voting** officer of the library board, the CEO:
 - a) acts as the secretary/ treasurer to the library board
 - b) does not vote on board business
 - c) sits ex-officio on all the committees of the library board and acts as a resource person
 - d) presents the library budget to committees of council
 - e) reports directly to the library board on the affairs of the library and makes recommendations he/she considers necessary
 - f) interprets and communicates the board's decisions to the staff
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Mississauga Library

Policy Type: **Bylaws**

Policy Number: **BL-03**

Policy Title: **Meetings of the Board**

Initial Policy Approval Date: January 19, 2022

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Board members must meet regularly to ensure the proper governance of the library and to conduct the business of the board. Since the library board 'as a whole' has the authority to act, and not individual members, the board meeting is the major opportunity for the library board to do its work – to make decisions, solve problems, educate board members, and plan and review monitoring or evaluation material submitted by employees. This policy sets procedures to follow for meetings and ensures compliance with the **Public Libraries Act**, R.S.O. chapter P.44.

Section 1: Types of Meetings

1. In accordance with the **Public Libraries Act**, section 16.1 (2), board meetings will be **open to the public** unless the subject matter being considered falls within the parameters of the **Public Libraries Act**, s. 16.1(4) as stated in point 5 of this section of this bylaw.
 2. In accordance with the **Public Libraries Act**, section 16(1), the library board shall hold at least seven regular meetings in each year and at such other times as it considers necessary.
 3. In accordance with the **Public Libraries Act**, section 14(1), the **first meeting** shall be called by the Chief Executive Officer (CEO) of the library board, in each new term, upon receipt of the confirmation of appointments from the municipal clerk. This inaugural meeting shall be held as soon as possible after the appointments are made by municipal council. At this first meeting, the CEO oversees the elections of the officers. The elections begin with the position of chair.
 4. In accordance with the **Public Libraries Act**, section 16(2), the chair or any two members of the library board may summon a **special meeting** by giving each member reasonable notice in writing, specifying the purpose for which the meeting is called, which shall be the sole business transacted at the meeting.
 5. In accordance with the **Public Libraries Act**, section 16.1(4), a meeting, or part of a meeting may be **closed to the public** if the subject matter being considered is:
 - a) the security of the property of the board
 - b) personal matters about an identifiable individual
 - c) a proposed or pending acquisition or disposition of land by the board
 - d) labour relations or employee negotiations
 - e) litigation or potential litigation, including matters before administrative tribunals, affecting the board
 - f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose
 - g) a matter in respect of which a board or committee of a board may hold a closed meeting under another Act
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Meetings of the Board (continued)**Section 1: Types of Meetings (continued)**

6. In accordance with the **Public Libraries Act**, section 16.1 (5) and (6), a meeting shall be closed to the public if the subject matter relates to the consideration of a request under the **Municipal Freedom of Information and Protection of Privacy Act**, R.S.O. 1990, chapter M.56, if the board or committee of the board is the head of an institution for the purposes of that Act. Before holding a meeting or part of a meeting that is to be closed to the public, the library board or committee of the board shall state by resolution:
 - a) the fact of the holding of the closed meeting
 - b) the general nature of the matter to be considered at the closed meeting
7. Board members may attend library board meetings remotely via teleconference or Internet video conferencing call.
 - a) As all board meetings are open to the public, these meetings must be conducted in such a way that all members participating can hear each other, at the same time, and that the public can also hear the deliberations.
 - b) Members who wish to attend in person meetings remotely must give notice two (2) hours before the commencement of the meeting to the Secretary so that the equipment can be made ready
 - c) Meeting minutes will reflect that a member is participating remotely
 - d) Quorum applies to the members attending in person and remotely.

Section 2: Order of Proceedings**1. Parliamentary authority**

The rules contained in the current edition of **Robert's Rules of Order Newly Revised** shall govern the proceedings of the library board in cases where there are no bylaws of the board in place.

2. Call to order

Meetings shall be **called to order** by the chair on the hour fixed for the meeting. In the absence of the chair, the vice-chair will preside over the meeting.

3. Quorum

In accordance with the **Public Libraries Act**, section 16(5), the presence of a majority of the board is necessary for the transaction of business at a meeting.

- a) Where a quorum is not present within fifteen minutes of the hour fixed for a meeting, the secretary shall record the names of the board members present and the meeting shall stand adjourned until the next meeting or until a special meeting is called.
 - b) Nothing in the foregoing shall prohibit the members in attendance for a regular meeting, when no quorum is present, from constituting themselves as a committee dealing with such agenda items as they see fit. However, no decisions taken at such meeting may be executed until ratified by motion at a regular meeting of the library board.
 - c) If notified by a majority of board members of their anticipated absence from a meeting, the secretary shall notify all members of the library board that the meeting is cancelled.
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Meetings of the Board (continued)**Section 2: Order of Proceedings** (continued)**4. Attendance at meetings**

In accordance with the **Public Libraries Act**, s. 13, should a member be absent for three (3) consecutive meetings, the board, shall:

- a) consider the member disqualified from the board and notify the appointing council that the seat is vacant, or
- b) consider the circumstances of the absence and pass a resolution authorizing that person to continue as a board member

5. Agenda

The agenda focuses the discussion in order to make good use of the library board's time. Meetings of the library board 'as a whole' should not replicate the work of the employees or of the committees. The typical order of business for all regular meetings of the library board shall be as follows:

1. Call to Order & Excused Absences
2. Agenda
3. Delegation/Guest Speaker
4. Business Arising from the Minutes
5. Staff Information Reports
6. New Business
7. Adjournment

6. Voting

- a) All motions at board meetings, except those approving or amending the bylaws, are decided by a majority of votes cast.
- b) A motion to add, amend or remove a bylaw shall require a majority vote of at least two thirds of the members in order to be carried.
- c) In accordance to the **Public Libraries Act**, s. 16(6), the chair or acting chair of the board may vote with the other members of the board upon all questions. Any question on which there is an equality of votes shall be deemed to be negative.

7. Minutes

- a) Once approved, minutes of meetings are the official record of decisions and provide direction for officers and employees in their subsequent actions.
 - b) Minutes are approved at the next meeting of the library board and signed by the chair.
 - c) Minutes (excluding in camera minutes) are public documents and shall be made available to the public.
 - d) Minutes of closed meetings are kept separately and held to be confidential.
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Meetings of the Board (continued)**Section 3: Chairing the Meeting**

The function of the chair is to act in a leadership role to the library board, ensuring that business is dealt with expeditiously, and to help the library board work as a team. It is the duty of the chair, or designate to:

- a) open meetings of the library board by calling the members to order
- b) open the floor for declarations of conflict of interest
- c) announce the business before the library board in the order in which it is to be acted upon
- d) receive and submit, in the proper manner, all motions presented by the members of the library board
- e) put to vote all motions which are moved and seconded during proceedings, and announce the results
- f) decline to put to vote motions which infringe the rules of procedure
- g) restrain the members, when engaged in debate, within the rules of order
- h) exclude any person from a meeting for improper conduct
- i) enforce the observance of order and decorum among the members
- j) authenticate, by signing, all bylaws, resolutions, and minutes of the library board
- k) instruct the library board on the rules of order
- l) represent and support the library board, declaring its will, and implicitly obeying its decisions in all things
- m) receive all messages and communications on behalf of, and announce them to, the library board
- n) ensure that the decisions of the library board are in conformity with the laws and bylaws governing the activities of the library board

Section 4: Behaviour and Values

The library board values a diversity of opinions and strives to set an environment conducive to exploring ideas. The board members will at the start of the term, set, and agree on, ground rules to guide their deliberations.

Board members shall conduct themselves in a way that fosters an equitable, inclusive, and respectful work environment.

Ground rules should include, but are not limited to:

- 1) everyone's opinion counts and should be heard
 - 2) only one conversation at a time
 - 3) no phone calls, texting, or interruptions during meetings
 - 4) comments on ideas are supportive, rather than judgmental
 - 5) everyone will offer insight
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Mississauga Library

Policy Type:	Bylaws	Policy Number:	BL-04
Policy Title:	Amendment of Bylaws	Initial Policy Approval Date:	January 19, 2022
		Last Review/Revision Date:	
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Bylaws are the fundamental governing rules of the library board. The purpose of this bylaw is to state the conditions under which bylaws are amended.

1. Bylaws may be amended in response to legislation or when circumstances change.
 2. At a board meeting any member can propose a review or an amendment of a bylaw.
 3. All members of the library board will receive notice and draft of proposed changes prior to the next board meeting at which a motion for amendment may be tabled.
 4. A motion to add, amend or remove a bylaw shall require a majority vote of at least two thirds of the members in order to be carried.
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Mississauga Library

Policy Type:	Governance	Policy Number:	GOV-01
Policy Title:	Purpose and Duties of the Board	Initial Policy Approval Date:	January 19, 2022
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		Year of Next Review:	

Section 1 – Purpose of the Board

The purpose of the library board is to govern the affairs of the public library in service to the community. This policy sets out the work of the library board and the ways in which the library board achieves its purpose.

1. The library board oversees the development of a comprehensive and efficient public library service by:
 - a) developing and expressing the library board's philosophy and values
 - b) contributing to the development of a mission and vision statement, service priorities and long-term strategy also called Future Directions
 - c) establishing the Board's By-Laws and governance policies which define the responsibilities and regulate the work of the Library Board
 - d) delegating authority to the Chief Executive Officer (CEO) for management of library operations
 - e) providing direction to the CEO through board motions, library-specific policies, and plans
 - f) providing feedback to the CEO through a performance appraisal process
 - g) ensuring the financial stewardship of the library by approving draft budget prior to submission to Council and ensuring that the Budget is aligned with the Strategic Priorities
 - h) reviewing the financial reports and statements to remain informed and understand variances
 - i) advocating for library service
 - j) approving the Collective Agreement
 - k) evaluating results and assessing outcomes and impacts

Section 2 – Duties of the Entire Board

1. The library board governs effectively by:
 - a) setting an annual library board agenda that reflects current goals and strategic issues
 - b) working proactively and making decisions that focus on the library's future and place in the community representing the interests of the community
 - c) providing opportunities for board development and training
 - d) working effectively as a team
 - e) working collaboratively with the Library CEO and the Council
 - f) evaluating the board's performance
 - g) engaging the community in determining responsive and dynamic library service
 - h) behaving with integrity
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GOV-01 – Purpose and Duties of the Board (continued)**Section 3 – Duties of Individual Board Members**

The library board expects its members to understand the extent of their authority and to use it appropriately. This policy sets out the obligations of individual board members. While an individual board member has several responsibilities, outside of a meeting of the library board he or she has no authority to make decisions.

1. Each board member is expected to become a productive participant in exercising the duties of the board as a whole.
2. Individual members of the library board are responsible for exercising a **Duty of Diligence** as follows:
 - a) be informed of legislation under which the library exists, board bylaws, mission, vision, and values
 - b) be informed about the activities of the library and the community and issues that affect the library
 - c) be prepared for all board meetings and
 - d) attend board meetings regularly, contribute from personal and professional experience, and use meeting time productively
3. Individual members of the library board are responsible for exercising a **Duty of Loyalty**, as follows:
 - a) adhere to the regulations of the **Municipal Conflict of Interest Act**, R.S.O. 1990, c. M50
 - b) act in the interest of the library members and community over and above other interest group involvement, membership on other boards, council, or personal interest
 - c) speak with “one voice” once a decision is reached and a resolution is passed by the library board
 - d) represent the library positively to the community
4. Individual members of the library board are responsible for exercising a **Duty of Care**, as follows:
 - a) promote a high level of library service
 - b) consider information gathered in preparation for decision making
 - c) offer personal perspective and opinions on issues that are subject to library board discussion and decisions
 - d) show respect for the opinions of others
 - e) assume no authority to make decisions outside of board meetings
 - f) know and respect the distinction in the roles of the library board regarding governance and the employees, management and operations
 - g) refrain from individually directing the Chief Executive Officer (CEO) and the employees
 - h) respect the confidential nature of library service to users while being aware of, and in compliance with, applicable laws governing freedom of information
 - i) resist censorship of library materials by groups or individuals
5. Board members will review and follow the **Mississauga Library Board Code of Conduct** (see **Appendix A**)

Appendix A:**Board Code of Conduct**

Within the framework of the Mississauga Library Policy GOV-01, it is the duty of library board members to maintain high ethical standards. This commitment includes the proper use of authority, appropriate decorum in group and individual behavior and respect for others and their contributions to the library. As such:

Respect

Within the framework of the legislative and policy requirements of the Ontario Human Rights Code, and the Respectful Workplace and Workplace Violence Policies, members will fulfill their responsibilities in ensuring that the library is free from discrimination and harassment. No Member shall:

- a) Speak disrespectfully of any member of the Board, staff, or volunteers.
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- b) Use offensive words in meetings of the Board or against any Member.
- c) Speak in a manner that is discriminatory in nature based on an individual's age, colour, ancestry, race, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status, gender identity/expression, sex, or sexual orientation.

Board meetings

With the understanding that Library Board meetings are public and that their behavior affects the image of the Mississauga Library, Board members shall:

- a) Speak only on the subject being considered.
- b) Follow the decision of the Chair or of the Board on questions of order or procedure or upon the interpretation of the rules of the Board

Use of Library Property and Resources

Members will only use Library facilities, equipment, supplies, services or other resources for the business of the library.

Privacy and Confidential Information

Members will respect the privacy of others and will not disclose or release by any means to any member of the public, any confidential information acquired by virtue of their position within the library. Members will maintain this obligation even after leaving the Board.

Conflict of Interest

Within the legislative framework of the *Municipal Conflict of Interest Act*, Board members will act in the public interest and not engage in conflicts of interest, either apparent or real. The duties and responsibilities to the Library should not compete with private interests, financial or otherwise and the interests of family, friends or associated organizations.

Members will not accept payments to make referrals or to act as a paid agent before the Board or Board Committee.

Political Neutrality

Members will not use Library facilities, equipment, supplies, services (including staff services) or any other resources for election campaign or campaign-related activities.

Members will not use a position of authority at the Library to compel staff or volunteers to engage in partisan political activities.

Gifts

Members will not accept or provide any gift or benefit where it may be, or perceived to be, in exchange for favour or influence.

Exceptions:

- Small gifts (cards or edible food items, such as chocolates or cookies)
 - Advertising material (calendars, scratch pads, pens, t-shirts)
 - Any hospitality or gift that has a monetary value under \$100
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Mississauga Library

Policy Type:	Governance	Policy Number:	GOV-02
Policy Title:	Board Orientation and Training	Initial Policy Approval Date:	January 19, 2022
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To be effective, library board members must have sufficient knowledge of board governance and issues that are central to the role of the library in the community. This policy sets out the requirements for board orientation and ongoing training.

Section 1 - Orientation

The orientation of board members is necessary in order for there to be a common and shared understanding of the authority and role of the library board.

- 1) Board members shall be given a thorough orientation within two months of their appointment to the library board.
 - 2) The Chief Executive Officer (CEO) and the board chair shall be responsible for developing an agenda to provide an orientation which shall include, but not be limited to:
 - a) information on the library's strategic directions
 - b) an overview of the **Public Libraries Act**, R.S.O. 1990, c. P44
 - c) an overview of the board bylaws and governance policies
 - d) a discussion on the purpose, structure, code of conduct and function of the library board
 - e) a tour of the library facilities when possible
 - f) An overview of programs, services and organizational structure
 - 3) Each board member will receive:
 - a) copies of current Mississauga Library Policies
 - b) the library's current planning document
 - c) a copy and overview of the annual operating plan and the current budget
 - d) an application for library membership
 - e) a copy of the current legislation - *Public Libraries Act R.S.O. 1990*
 - f) a copy of the **Library Board Orientation** materials prepared by the Ontario Library Service
 - g) a copy of **Cut to the Chase: Ontario Public Library Governance at a Glance**. (Ontario Library Boards' Association)
 - 4) Board members will receive training on the accessibility standards set out in the Regulations of the *Accessibility for Ontarians with Disability Act*, including training on the Human Rights Code as it pertains to persons with disabilities and other relevant Provincial, City and Library policies (e.g. Respectful workplace and Workplace Violence).
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GOV-02- Board Orientation and Training (continued)**Section 2 – Ongoing Training**

Ongoing training ensures that library board members focus on good governance, strategic directions, and policy implications rather than on operational details. This policy ensures that library board members have access to, and avail themselves of, training opportunities.

1. To ensure ongoing education, the library board will:
 - a) schedule time for board training
 - b) maintain a membership in the Ontario Library Association and the Ontario Library Boards' Association
 - c) assign a representative who will attend the Board Assembly meetings and report back to the library board
 - d) support Board members attendance at relevant conferences annually as feasible
 2. The library board will receive information from the Chief Executive Officer (CEO) about training and networking offered by various organizations in Ontario.
 3. The cost of any training must be approved by the library board before it is undertaken.
 4. Board members will report on their participation in training events.
 5. In the first year of its term, the library board will review and discuss sections of the ***Library Board Development*** materials, prepared by Ontario Library Service.
 6. Board members are encouraged to participate in training opportunities that include, but are not limited to:
 - a) effective governance
 - b) planning
 - c) advocacy
 - d) decision making
 - e) finance
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Mississauga Library

Policy Type: **Governance**

Policy Number: **GOV-03**

Policy Title: **Committees of the Board**

Initial Policy Approval Date: January 19, 2022

Last Review/Revision Date:

Year of Next Review:

The library board may use ad hoc committees to further its work. This policy ensures that the library board establishes terms of reference and specific duties for each of these committees, as the need arises.

1. Committees report directly to the library board and have no authority other than to draft recommendations or prepare alternatives for the library board's consideration.
 2. Committees operate for defined periods of time and have a specific purpose which must be described in written terms of reference.
 3. Ad hoc committees coordinate the work, do the research, and draft the documents to be reviewed and adopted by the library board as a whole.
 4. An ad hoc committee that is established by the library board may include non-board members.
 5. Meetings of committees may be called by the chair of the committee or by a majority of the members of a committee.
 6. Committees shall not supervise or direct employees.
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Mississauga Library

Policy Type:	Governance	Policy Number:	GOV-04
Policy Title:	Planning	Initial Policy Approval Date:	January 19, 2022
		Last Review/Revision Date:	
		Year of Next Review:	

The library board shall maintain an effective planning process for the library in order to fulfill its mandate under the **Public Libraries Act, RSO 1990, c. P44**, s. 20(a): This policy establishes a formal planning process.

1. The planning process ensures that:
 - a) the vision of the library board is realized
 - b) the library is able to respond to changing needs and trends in the community
 - c) key decision makers in the community make a long-term commitment to library services
 - d) services available elsewhere in the community are not unnecessarily duplicated
 - e) library funds are responsibly expended in a deliberate and accountable manner
 - f) continuity of services is maintained regardless of personnel changes in the board or employees
 2. To this end, the library board shall actively participate in the master planning process for the Library, resulting in a 5 year strategic plan commonly referred to as Future Directions. This includes the reviewing and assessment of:
 - a) client needs in the community served by the library
 - b) the services of the library in the light of client needs and feedback
 - c) the priorities of the municipality
 - d) current board strategic planning documents: mission statement, goals and objectives
 3. The library board shall report to the community on the library's progress in fulfilling its plan by means of:
 - i. an annual update
 - ii. presentations to Council, service groups and community organizations
 4. The library board shall ensure public information and communication about the planning process and the plan are accessible to persons with disabilities.
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Mississauga Library

Policy Type:	Governance	Policy Number:	GOV-05
Policy Title:	Financial Control/Oversight	Initial Policy Approval Date:	January 19, 2022
		Last Review/Revision Date:	
		Year of Next Review:	

The board is accountable for ensuring the financial stewardship of the library by approving draft budget prior to submission to Council and ensuring that the Budget is aligned with the Strategic Priorities.

Section 1: Accountability

1. Financial year

The financial year of the Mississauga Library shall terminate on the 31st day of December in each year.

2. Bank accounts

In accordance with the **Public Libraries Act**, R.S.O. 1990, c. P44 s. 15(4b), the treasurer will open an account or accounts in the name of the board in a chartered bank, trust company or credit union.

3. Signing officers

- a) The board shall appoint at least two signing officers, one of which will be the treasurer.
- b) All cheques or other orders for the payment of money in the name of the Mississauga Public Library Board shall be signed by two signing officers.
- c) The CEO (or designate) shall be the signing officer for contracts with vendors and granting agencies.

4. Budget

In alignment with the City's mandate

- a) The CEO or designate in consultation with the board shall develop an annual operating budget showing potential revenue from all sources (province, local, donations, self-generated) and proposed expenses for library operations.
- b) The CEO (or designate) in consultation with the board shall prepare a long-term capital budget which supports the library's approved long-term goals.
- c) The Annual Operating and Capital budgets shall be approved at a meeting of the library board.

5. Forecasts

- a) In accordance with the **Public Libraries Act**, s. 24(1), the CEO (or designate) shall submit to council, annually on or before the date and in the form specified by council, forecasts of all sums required during the year for the purposes of the board. The CEO (or designate) shall submit the forecasts to the board in a timely fashion in accordance with the City's timelines.
 - b) The CEO (or designate) will provide sufficient information to support the estimates.
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GOV-05 – Financial Control / Oversight (continued)**Section 2: Financial Responsibilities of Chief Executive Officer (CEO)**

1. The Library CEO will be the treasurer for the library board, working with designated staff to maintain and report on library finances.
2. The CEO (or designate) will submit a copy of the audited financial statement to the provincial Ministry responsible for libraries as part of the requirements to complete the Public Library Operating Grant application, if required or upon Ministry request.
3. The CEO (or designate) is authorized to operate the library within the approved library budget and shall authorize payments of all invoices and payroll within the budgeted amounts.
4. The CEO (or designate) may apply for, bind, and report on any grants deemed appropriate for the operations of the library.
5. The CEO (or designate) may accept donations of cash, in-kind, or materials to support the operations of the library.

Section 3: Financial Monitoring

1. The board monitors the finances to ensure that the ongoing financial position of the library is consistent with the priorities approved by the board. The board shall monitor the financial report as presented by the treasurer, on a regular basis in accordance with the City's timelines.
2. In accordance with the **Public Libraries Act**, s. 24(7), the accounts of the board shall be audited, by a person appointed under section 296 of the **Municipal Act**, S.O. 2001, c. 25 and submitted to the council annually on or before the date specified by the council.
3. An audit may also be undertaken, upon the death, resignation, dismissal or other termination of the treasurer of the board, and at such other times as the board shall direct.

Section 4: Authorization of Reserve Accounts

1. The CEO (or designate) may request the annual roll-over of any unused funds or interest into an Operating Reserve Account. Such requests are approved by the City's Treasurer. The library reserve accounts may not include annual provincial funding which must be spent on library services in the fiscal year received.

Section 5: Funds from the Disposal of Assets and Tangible Capital Assets

1. The CEO (or designate) will ensure the disposal of assets is in alignment with the prescribed City policy.
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Mississauga Library

Policy Type: **Governance**

Policy Number: **GOV-06**

Policy Title: **Board Advocacy**

Initial Policy Approval Date: January 19, 2022

Last Review/Revision Date:

Year of Next Review:

The library board must ensure that the community is aware of the importance of the library and that funding bodies fully understand the important role which the library plays in the community. Through its advocacy work, the library board seeks to promote the profile of the library and enhance its importance to the community. This policy sets out the advocacy responsibilities of the library board.

1. The board chair (or delegate) shall be the official spokesperson for the Mississauga Library on issues approved by the library board.
 2. In pursuing its advocacy activities, the library board shall:
 - a) inform council of the needs of the community, the development of library services, plans and achievements by means of reports
 - b) meet with council as needed to review progress and discuss pertinent issues
 - c) participate regularly in activities that build relationships with individuals and organizations that share interests with those of the Mississauga Library
 - d) identify and respond to issues, concerns and government policies that may directly or indirectly affect the Mississauga Library and ensure that government decision-makers at all levels are aware of the value of the library and its benefit to individuals and to the community
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Mississauga Library

Policy Type: **Governance**

Policy Number: **GOV-07**

Policy Title: **Board-CEO Partnership**

Initial Policy Approval Date: January 19, 2022

Last Review/Revision Date:

Year of Next Review:

In keeping with the Public Libraries Act, RSO 1990, c.P.44, other relevant laws, and good governance practices, the library board has accountability for the operations of the library. The Board has a model of governance that focuses its attention on setting strategic direction and not on the day-to-day operations of the library.

The Board delegates the day-to-day management of library operations to the Library CEO. The Library CEO also has accountability to the City Commissioner, and therefore the CEO has a dual reporting relationship. This policy outlines the nature of the library board's relationship with the Library CEO.

Section 1 – Delegation of Authority to CEO

1. In accordance with the **Public Libraries Act**, section 15(2), the library board appoints a Chief Executive Officer (CEO) who shall have general supervision over, and direction of, the operations of the Library and its employees. The library board will work together with the municipality to recruit, hire and evaluate the CEO.
2. As the Library CEO is the link to library operations, the library board directs the Library CEO through:
 - a) approved written policies
 - b) approved budgets and plans

Only official decisions of the full library board are binding on the Library CEO. Decisions or instructions of individual board members are not binding on the Library CEO.

3. Within this delegation of authority for operational matters, the CEO will:
 - a) take, or approve, lawful actions in the name of the library
 - b) take actions consistent with the board's mission, vision, values, and policies
 - c) be responsible for the employment and management of all library employees
 - d) be responsible for the performance evaluation and appraisal of all library employees
 - e) design, implement and manage all operational practices and activities
 - f) draft budgets and financial reports for the board's consideration
 4. The CEO will ensure that the library board remains informed on significant library matters and will provide assurance that the library activities are compliant with legal and fiscal obligations.
 5. The CEO is given authority to take such action as necessary to operate the library in compliance within these policies. Therefore, the CEO has authority to create library policies that are consistent with the Board's values and are in alignment with the municipality's policies. The CEO retains authority over library operations and staff unless such authority is suspended under federal or provincial legislation.
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GOV-07 – Board-CEO Partnership (continued)**Section 2: Board support for the CEO**

A board-CEO partnership, rooted in mutual trust and respect, is crucial to the proper governance and overall well-being of the library. In the same way the library board relies on the CEO for the information, professional expertise, and administrative support it needs to be successful, the success of the library CEO depends on support from the board. This support includes:

1. an understanding of and appreciation for the breadth, depth, and complexity of the CEO's responsibilities
2. a willingness to be the public face of decisions that may be unpopular with some stakeholders
3. a collaborative process for establishing mutually agreed-upon annual objectives based on the vision and strategic directions of the board
4. a performance appraisal process that provides constructive feedback and direction for improving performance
5. a commitment to invest in ongoing training and development for the CEO.

Section 3: Evaluation of the CEO

It is the library board's responsibility to work with the municipality to appoint a qualified and competent individual as the Library's Chief Executive Officer (CEO). The library board and the municipality jointly oversee the performance of the CEO and support the CEO's development. As part of this process the library board, municipality and the CEO engage in annual performance appraisal, planning and review. This process facilitates communication between the library board, the municipality and the CEO while ensuring that the board's and municipality's priorities are achieved. This policy also sets out the basis for the CEO evaluation.

1. The CEO's performance will be evaluated after the first six months for a new hire, and annually thereafter. To complete this task, the library board shall:
 - a) develop, with the CEO, performance objectives based on the current strategic priorities of the library board
 - b) appraise the CEO's performance based on the job description, his/her progress towards achieving the board's priorities, and his/her compliance with board policies and relevant competencies.
 2. Information collected to assess the performance of the CEO may include:
 - a) the annual report from the CEO on outcomes of the previous year's objectives and actions
 - b) data on library performance measures such as circulation, membership, program statistics, collection development, etc.
 - c) regular monthly reports provided by the CEO to the Board
 3. The board chair will ensure that the CEO evaluation process takes place and will work with the municipality to do so. The full board will be able to participate, and the final results will be reported to the board.
 4. If the CEO's performance needs improvement, the library board must clearly state where progress must be made and will:
 - a) offer training and/or mentoring opportunities to address specific issues
 - b) re-evaluate the performance of the CEO after a six-month period.
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Mississauga Library

Policy Type: **Governance**

Policy Number: **GOV-08**

Policy Title: **Board Evaluation**

Initial Policy Approval Date: January 19, 2022

Last Review/Revision Date:

Year of Next Review:

The library board will monitor its own effectiveness in fulfilling its major responsibilities and achieving strategic goals. The evaluation process identifies key areas for board improvement and the requisite follow-up action. This policy ensures that the library board assesses its own performance, behaviour and effectiveness.

1. The library board will evaluate its effectiveness on an annual basis.
 2. The chair is responsible for managing the process of the evaluation.
 3. The library board evaluates itself in the areas of:
 - a. Governance/Policy making
 - b. Community relations and services
 - c. Finance
 - d. Personnel
 - e. Legislative requirements (formerly Legal)
 - f. Advocacy
 4. To facilitate the evaluation process, the library board will develop an annual work plan in February of each year
 5. In January of the following year, the library board will evaluate its success in completing the work plan.
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Mississauga Library

Policy Type: **Governance**

Policy Number: **GOV-09**

Policy Title: **Succession Planning**

Initial Policy Approval Date: January 19, 2022

Last Review/Revision Date:

Year of Next Review:

An effective board is comprised of people who collectively have the knowledge, the skills and background necessary to provide strategic oversight and lead the library in the realization of its vision. Municipal council appoints members to the library board. This policy sets out the requirements for recruiting board members and planning for board succession.

The library board recognizes that the **Public Libraries Act**, R.S.O. 1990, c. P44, s. 10(4) requires that the council appoint library board members. To support the appointment process, the library board will:

- a) develop a legacy document to support the incoming board and its members
 - b) undertake a review of the board's effectiveness in governing and accomplishing the strategic plan
 - c) solicit input from the Chief Executive Officer (CEO)
 - d) develop a board member's position description to highlight qualities and desired skills make recommendations to Council highlighting preferred qualities and skills of future board members
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