



EAST GWILLIMBURY PUBLIC LIBRARY BOARD BY-LAWS

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1 General

1.2 Authority

The East Gwillimbury Public Library (hereafter called the Library) is established in accordance with the *Public Libraries Act, Revised Statutes of Ontario 1990, chapter P.44*, and is under the management and control of the East Gwillimbury Public Library Board, hereafter called the Board.

The Board recognizes that the Act sets out procedures for the appointment of members of the Board, the qualifications of members, term of membership, disqualification of members and vacancies on the Board.

In cases in which the By-laws of the Board are in conflict with the provisions of provincial legislation for libraries, the legislation shall take precedence.

1.3 Purpose

The purpose of The Board is to provide public library services to the residents of East Gwillimbury as set out in the Ontario *Public Libraries Act* and as further defined by Board policies and the Town of East Gwillimbury By-Laws and resolutions of Council.

1.4 Vision (2012-2017 Strategic Plan)

East Gwillimbury Public Library builds community by fostering learning and discovery.

1.5 Corporate Values (2012-2017 Strategic Plan)

- Delivering excellent customer service to our various stakeholders, during a range of hours and in a variety of locations
- Providing equitable access to information, services and library materials in a variety of media and formats
- Respecting and protecting the confidentiality of patrons
- Engagement with residents, businesses and governments through communications, partnership-building and joint initiatives
- Continuous improvement and innovation in the delivery of relevant programs and literacy-related activities

1.6 Corporate Roles (2012-2017 Strategic Plan)

- Supporting literacy and encouraging lifelong learning
- Providing equitable access to information and service
- Developing and sustaining community partnerships
- Supporting and assisting patrons to achieve educational, employment-related and business goals
- Upholding intellectual freedom
- Operating in a fiscally responsible manner and providing added value to the community and our stakeholders
- Working collaboratively to preserve East Gwillimbury's history and cultural heritage

1.7 Head Office

The head office of the Board shall be located at the East Gwillimbury Public Library, PO Box 1609, 19513 Yonge Street, Holland Landing, Ontario, L9N 1P2.

1.8 Regulations

The following rules and regulations of the Board as outlined in this document shall be observed for the order and dispatch of business and shall regulate the conduct and duties of its members and officers.

1.9 Reference

Where possible, references to applicable Acts, motions or procedures have been made. The following reference materials were used and are indicated throughout the document. The actual wording has been identified in quotations and italics:

- 2012-2017 Strategic Plan;
- Accessibility for Ontarians with Disabilities Act, 2005 (AODA.)
- *Robert's Rules of Order*, Newly Revised, 11th Ed;
- *The Municipal Conflict of Interest Act*;
- *The Public Libraries Act, R.S.O., 1990, Chapter P.44* as amended, (P.L.A.); and
- the Board's own Policies

1.10 Alternate formats

The Library is committed to meeting the needs of those with disabilities and will provide, upon request, alternate formats and communication supports, in compliance with the *Integrated Accessibility Standards*

Regulation, Ontario Regulation 191/11 and the Accessibility for Ontarians with Disabilities Act, 2005 (AODA.)

2 Composition of the Board

2.2 Members (*P.L.A. – Section 9(1)*)

The Town of East Gwillimbury approves the composition of the Library Board pursuant to the *Public Library Act*, R.S.O., 1990, Chapter P.44 and appoints Members by resolution at one of the first meetings of each new Council.

The East Gwillimbury Library Board is composed of ten (10) members consisting of:

- One (1) Member of Council
- Nine (9) approved by the Municipal Council from the public at large

2.3 Appointments

The Town of East Gwillimbury Council appoints all members to the Library Board.

2.4 Eligibility/Qualification (*P.L.A. – Section 10(1)*)

“A person is qualified to be appointed as a member of a board who is a member of the appointing council or,

- *is at least eighteen years old;*
- *is a Canadian citizen;*
- *is a resident of the municipality for which the board is established in the case of a public library board, a resident of one of the municipalities for which the board is established in the case of a union board, a resident of one of the participating municipalities in the case of a county library board, or a resident of the area served by the board in the case of a county library co-operative board,*
- *is not employed by the board or by the municipality...”*

2.5 Term of Appointment (*P.L.A. – Section 10(3)*)

“A board member shall hold office for a term concurrent with the term of the appointing council, or until a successor is appointed, and may be reappointed for one or more further terms.”

2.6 Resignations/Vacancies (*P.L.A. – Section 12*)

‘Where a vacancy arises in the membership of a board, the appointing council shall promptly appoint a person to fill the vacancy and to hold office for the unexpired term, except where the unexpired term is less than forty-five days. R.S.O. 1990, c. P.44, s. 12.’

2.7 Disqualification (*P.L.A. – Section 13 and Section 10(1)*)

“If a board member,

- *is convicted of an indictable offence;*
- *becomes incapacitated;*
- *is absent from the meetings of the board for three consecutive months without being authorized by a board resolution;*
- *ceases to be qualified for membership under clause 10 (1) (c)*
- *otherwise forfeits his or her seat,*
 - *the member’s seat becomes vacant and the remaining members shall forthwith declare the seat vacant and notify the appointing council accordingly.”*

2.8 Board Liability

Every member of the Board, in exercising the powers and discharging the duties, shall act honestly and in good faith with a view to the best interests of the Town of East Gwillimbury Public Library, and exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

Subject to the foregoing, the Town of East Gwillimbury shall indemnify all members of the Board against all costs, charges and expenses reasonably incurred by them in their personal capacity in respect of any civil or administrative action or proceeding to which they are made a party solely by reason of being a member of the Board; such costs to be reviewed periodically by the Town, and not to be incurred by Board member(s) without prior written notice to, and prior written approval of the Town of East Gwillimbury.

3 Duties and Responsibilities of the Board

Responsibilities of the Board of Directors are categorized by the following actions:

3.1 Chief Executive Officer

- The Board shall employ a qualified Chief Executive Officer.
- The Board shall establish a job description (Appendix E), hours of work, salary and benefits for this position.
- The Board shall ensure that an annual evaluation of the performance of the Chief Executive Officer is conducted.
- This performance evaluation shall be based on:
 - Board objectives;
 - the job description for the position of Chief Executive Officer;

- concerns or criticisms raised during the previous evaluation or at Board meetings during the current year
 - the Chief Executive Officer's written statement of yearly objectives and how they were met.
- The Board shall prepare a written evaluation, presenting one copy to the Chief Executive Officer and placing another in the CEO's personnel file.

3.2 Policies

- The Board will determine and adopt written policies to govern the operation and programs of the Library. Such policies should include those dealing with personnel, public service, materials selection and financial authorities.
- The Board will develop a policy review plan to ensure that policies are updated on a regular basis.

3.3 Strategic Planning

- The Board will formulate the goals of the Library and approve plan(s) for meeting the Library's goals. The Board will actively work with the CEO in the development and approval of the Library's Strategic Plan and Master Plan. These Plans will be considered living documents and will be evaluated and revised on a regular basis.
- The Board will seek to understand the requirements of the Library in relation to the community. This will be facilitated through regular community surveys and keeping abreast of library trends and standards.

3.4 Advocacy

- Members will actively advocate on behalf of the Library at community events, Council meetings and at every opportunity.
- The Board will establish, support and participate in planned programs to meet community needs.
- The Board will understand the role of Municipal Council in library service and communicate to the Mayor and Council the value and requirements of library service.
- The Board will understand local and other laws affecting library operations and governance; play a role in initiating and supporting beneficial library legislation; interact with provincial library agencies.
- The Board will be aware of the activities of regional, provincial, and national library organizations.

3.5 Funding and Financial Accountability

- The Board will work with the Chief Executive Officer to prepare and recommend to Town Council the Library's annual operating budget and capital forecast.
- The Board will receive and implement the budget, once it has been approved by Council
- An audit will be completed annually following the end of the fiscal year.
- The Board will seek diversified sources of revenue such as grants and fund raising, in support of library service enhancements.
- The Chair and the First Vice-Chair shall have signing authority on the Library's bank account.
- The Library's real and personal property shall be insured under the Municipality.
- The Board shall take proper security for the treasurer by;
 - conducting a police background check on the treasurer prior to their appointment;
 - instituting proper safeguards to ensure the treasurer's (or delegate's) safety in handling monies;
 - having financial procedures in place that demonstrate due diligence in terms of protecting the Library's monies;

3.6 Reporting

- The Board will ensure that accurate public records are kept on file at the Library and with appropriate local, provincial, or national bodies.
- The Board will be legally responsible for the Library to Town Council.
- The Board will report regularly to governing officials and the general public.
- The Board will evaluate the performance of the Library annually through in depth review of annual and quarterly reports supplied by staff.

4 Officers of the Board

4.1 Orientation

The Chair of the Board, with the assistance of the Chief Executive Officer, shall provide orientation for the new Board members. The Chief Executive Officer shall ensure that all new Board members receive the Library Board Trustee Kit produced by the Southern Ontario Library Services. Local information shall also be provided including:

- the Library's by-laws and policies
- the Library's current budget
- the Library's latest audited financial statements

- the names, addresses and telephone numbers of other Board members
- guidelines for the position of Library Board Member (Appendix D).

The Chief Executive Officer will give all new Board members an introduction to the Library, its facilities, staff and services.

4.2 Election of Chair and Vice Chair (Officers)

The East Gwillimbury Public Library Board adopted an election procedure which follows parliamentary rules to elect its officers by accepting nominations (and acceptances to stand) from the floor, closing nominations, then voting to elect from that proposed slate of officers.

Officers shall serve for one (1) year.

- Nominations shall require a mover and seconder, both of whom must be current Members of the Board.
- If more than one person has been nominated, Officers shall be elected by secret ballot.
- Only Board Members who are physically present at the meeting will be allowed to vote.
- Should no member receive a clear majority, the Chief Executive Officer shall so declare and balloting shall proceed with the member's name receiving the smallest number of votes being dropped.
- Following elections, the Chair shall assume the chair and call for nominations for Vice-Chair.
- If the Chair is not present, the Chief Executive Officer shall continue the process until all Officers/Representatives of the Board have been elected.
- All ballots will be destroyed following the completion of the voting process.

4.3 Chair (P.L.A. - Section 14(3))

"A board shall elect one of its members as chair at its first meeting in a new term." A Chair of the Board will hold office for one (1) year, or until a successor is appointed and may be reappointed for one or more further terms. The Chair may be removed from office by a two-thirds majority vote of the Board. If the Chair resigns or is removed from office, the successor will hold office for the balance of the term of appointment of the Chair."

Duties and Responsibilities of the Chair:

The primary role of the Chair of the Board is to ensure the proper functioning of the Board and the proper conduct of board business, in accordance with appropriate legislation and prescribed rules of procedure.

The Chair of the Board;

- shall preside at all meetings of the Board, preserve order, and decide all questions of order subject to appeal to the Board
- vote on any question before the Board. *"Any question on which there is an equality of votes shall be deemed to be negative."* (P.L.A. - Section 16(6)).
- serves as an ex-officio member of all standing and ad hoc committees of the Board and will attend meetings as necessary;
- is one of four signing officers for all accounts held in the name of the Board in a chartered bank, trust company or credit union approved by the Board;
- signs any contracts, documents or instruments pertaining to Board business;
- acts as the official representative of the Board, alone or with other members, at any public or private meeting for the purpose of conducting, promoting or completing the business of the Board;
- determines the responsibility of committees to deal with matters which arise where it is unclear which committee has the responsibility, subject to eventual confirmation by the Board;
- initiates the process for the Chief Executive Officer's annual performance review, as defined by the Board.
- advises the Board Vice-Chair, if for any reason, the Chair is temporarily unable to perform these functions;
- ensures that vacancies on Board committees are filled as soon as possible
- and shall not commit the Board to any course of action in the absence of the specific authority of the Board.

4.4 Vice-Chair

One or two Vice-Chairs may be elected. The Vice-Chair will hold office for one (1) year, or until a successor is appointed and may be reappointed for one or more further terms. The Vice-Chair may be removed from office by a two-thirds majority vote of the Board. If the Vice-Chair resigns or is removed from office, the successor will hold office for the balance of the term.

Duties and Responsibilities of the Vice-Chair:

The primary role of the Vice-Chair of the Board is to ensure the proper functioning of the Board and the proper conduct of Board business, if for any reason the Chair is not available.

The Vice-Chair:

- The Vice-Chair presides at Board meetings for any periods during which the Chair is present at the meeting but temporarily leaves the chair, and/or for the discussion of any item in which the Chair has declared a pecuniary interest.
- In the absence of the Chair, the Vice-Chair;
 - exercises all powers and performs all duties of the Chair listed above and,
 - exercises such duties as may, from time to time, be assigned by the Board.
- Should the Chair resign or be unable to continue to preside, the Vice-Chair shall act as Chair until the appointment of a new Chair by the Board.

In the absence of the Chair and the Vice-Chair, the Board may appoint one of its members as Acting Chair.

4.5 Executive Committee

The Executive Committee consists of the Chair of the Board, Vice-Chair of the Board, the Chair of the Finance Committee, and the Chief Executive Officer, which:

- a) May determine matters of an emergency nature provided actions taken are communicated to the Board; and
- b) May be authorized by motion of the Board to act for the Board from time to time;
- c) Ensures the continuity of the work of the Board during the summer months.

However, matters so determined under (a) and (b) shall be ratified by the Board at its next regular or special meeting. This authority does not supersede the calling of meetings of committees or of a special meeting of the Board if necessary.

4.6 Secretary (P.L.A. - Section 15(3), 15(5))

"A board shall appoint a secretary who shall, conduct the board's official correspondence; and keep minutes of every meeting of the board.

The same person may be both the secretary and the treasurer, and the chief executive officer appointed under Section 15, subsection (2) may be the secretary and may be the treasurer."

Duties and Responsibilities of the Secretary:

- maintains the Board's By-Laws, policies, minutes, correspondence, list of members, meeting schedules and other official records;
- advises the Chair on meeting procedures;
- facilitates meeting arrangements;
- keeps minutes of every Board and Committee meeting;
- gives notice of Board and Committee meetings;
- in the absence of the Chair and Vice-Chair, calls the meeting to order and conducts the immediate election of an Acting Chair.

The Secretary or his or her designate will be present at all meetings of the Board and its Committees except when discussion takes place pertaining to the position as Chief Executive Officer.

4.7 Treasurer of the Board (P.L.A. - Section 15(4), 15(5))

"A board shall appoint a treasurer who shall,

- *receive and account for all the board's money;*
- *open an account or accounts in the name of the board in a chartered bank, trust company or credit union approved by the board;*
- *deposit all money received on the board's behalf to the credit of that account or accounts;*
- *and disburse the money as the board directs.*

The same person may be both the secretary and the treasurer, and the chief executive officer appointed under Section 15, subsection (2) may be the secretary and may be the treasurer."

Duties and Responsibilities of the Treasurer of the Board:

- Receive, keep safely and account for all money of the Library;
- Open bank accounts, deposit money into those accounts; and
- Disburse funds as required by provincial and federal legislation, Town and Library By-Laws, and Board resolutions.

4.8 Chief Executive Officer (P.L.A. – Section 14 (2))

“A board shall appoint a chief executive officer who shall have general supervision over and direction of the operations of the public library and its staff, shall attend all board meetings and shall have the other powers and duties that the board assigns.”

Duties and Responsibilities of the Chief Executive Officer:

- reports directly to the Board;
- is not a voting member of the Board;
- shall be responsible to the Board for the efficiency of the administration and shall have control of the employees of the Board in accordance with the personnel policies adopted by the Board;
- Interprets and communicates the Board`s decisions to the staff
- interprets and implements the policies of the Board in accordance with applicable legislation;
- advises the Board on all matters pertinent to the administration of the system and makes appropriate recommendations;
- assists and supports the Board in the preparation and presentation of the Library budget before council;
- sits on all Board Committees and acts as a resource person and Secretary/Treasurer.
- Provides support to all board activities

4.9 Board Spokesperson

The Chief Executive Officer is authorized to act as Board spokesperson for statements to the media regarding the library’s operations and policies. Whenever practical, the Chief Executive Officer should first consult with the Chair of the Board.

4.10 External Appointments

The Board shall make appointments to any other body on which it is entitled to have representation.

This shall include the appointment of a representative to the Southern Ontario Library Services (SOLS) Trustee Council and the Friends of East Gwillimbury Library.

5 Committees of the Board

5.1 Duties of Committees

The purpose of committees is to facilitate the business of the Board. Committees shall adhere to the terms of reference established and

approved by the Board. The terms of reference may be amended by a 2/3 majority vote of the Board.

5.2 Types of Committees

The Board *“may appoint such committees as it considers expedient.”*
(P.L.A. – 20(i))

5.2.1 Standing Committees:

- Compensation
- Executive Committee
- Finance
- Fundraising
- Planning
- Policy

5.2.2 Ad-Hoc Committees

As required, ad-hoc committees may be established by a motion of the Board to deal with specific, non-regular items of business. An ad-hoc committee may have any number of members who are interested in the issue at hand. Ad-hoc committees will report recommendations to the Board. Upon completion of its assignment, an ad-hoc committee shall be discharged by motion of the Board.

5.3 Election of Committee Chair

At the first meeting of each committee each year, a Chair shall be elected from the committee members appointed.

5.4 Membership

All committees shall consist of at least three members of the Board and appointed by election. The Chair of the Board shall be an ex-officio member of all committees.

5.5 Meetings

Meetings of the committee may be called by the Chair of the committee or by a majority of the members of a committee.

5.6 Committee Proceedings

The Chair of each committee will designate a secretary to record minutes of the committee proceedings.

5.7 Report to the Board

The Chair of the Committee, or in the Chair's absence, another member of the committee shall report to the Board as required.

6 Meetings of the Board

6.1 Types of Meetings

6.1.1 Open (P.L.A. - Section 16.1 (2))

“all 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).”

6.1.2 Regular (P.L.A. – Section 16(1))

“the library board shall hold regular meetings once a month at least 10 months each year and at such other times as it considers necessary.”

6.1.3 First Meeting in a New Term (P.L.A. – Section 14(1))

In accordance with the Act, 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.

6.1.4 Closed (P.L.A. – Section 16.1 (4))

“a meeting or part of a meeting may be closed to the public if the subject matter being considered is:

- *the security of the property of the board*
- *personal matters about an identifiable individual*
- *a proposed or pending acquisition or disposition of land by the board*
- *labour relations or employee negotiations*
- *litigation or potential litigation, including matters before administrative tribunals, affecting the board”*
- *advice that is subject to solicitor-client privilege, including communications necessary for that purpose*
- *a matter in respect of which a board or committee of a board may hold a closed meeting under another Act*

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, c. M56, 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:

- the fact of the holding of the closed meeting
- the general nature of the matter to be considered at the closed meeting

The resolution shall contain the general nature of the matters to be considered in the closed session and must be adopted by a majority of Board members present.

The Chair should call for Disclosure of Pecuniary Interest and announce the general nature of the meeting once the agenda for the closed session is presented. No motions are permitted "in-camera". A motion to move back into public session for the purpose of adopting any recommendations must be made at the end of the closed session. Upon returning from the "in-camera" session, the Board shall "Rise and Report". At that point, the Board may move and consider any motions emanating from the closed session.

6.1.5 Special Meetings (*P.L.A. - Section 16 (2)*)

"The chair or any two members of a board may summon a special meeting of the board by giving, through the Secretary, at least two days' notice in writing to each member, specifying the purpose for which the meeting is called."

No business shall be transacted at such meeting other than that specified in the notice without the unanimous consent of the members of the Board present and the concurrence of those absent.

6.1.6 Educational or Training sessions (*Municipal Act – Section 293(3.1)*)

"A meeting of local board or of a committee of either of them may be closed to the public if the following conditions are both satisfied:

1. *The meeting is held for the purpose of educating or training the members.*

2. At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business of the local board or committee. 2006, c. 32, Sched. A, s. 103 (1).”

At a meeting open to the public, the Board may decide to convene an informal gathering of its members and designate a time and place for this gathering, the general purpose or purposes for which the "workshop" is to be held, and that no other matters may be considered by the assembly.

A workshop or assembly shall not be deemed to be a meeting of the Board and shall not be subject to the rules and regulations applicable to meetings contained in the By-Laws.

No motion, resolutions, bylaw, debate, agreement in principle, consensus, straw-vote, report, and recommendations or other action or decision may be proposed, discussed, decided upon, adopted, taken or made at this assembly.

All members of the Board are entitled to attend the workshop together with designated staff and/or consultants retained by the Board or the Town.

6.2 Schedule of Meetings

The schedule of dates for Board meetings for the year will be provided to members by the beginning of each year.

Regular meetings of the Board shall be held at 7:00 p.m. on the fourth Monday of each month from January to June and from September to December, unless such day shall be a legal, public or civic holiday, in which case the Board shall meet on a date agreed upon at a preceding meeting of the Board. Meetings shall rotate between branches.

6.3 Notification of Meetings

The notice shall be in the form of a written agenda accompanied by its supporting documents. This package is prepared by the Chief Executive Officer, in consultation with the Chair of the Board. Any Board member wishing to place an item on the agenda may make a request to do so through the Chair or Chief Executive Officer no later than fifteen15 days prior to the meetings. Such requests shall then be considered at the Chair of the Board's discretion.

No item not included in the Agenda can be introduced at the meeting without the unanimous consent of members present.

Minutes of the previous regular meeting and any special meetings shall be provided to the members in the same manner as the agenda. The package shall be available digitally on the Wednesday preceding the upcoming Board meeting.

Immediately following, the package shall be available for the appropriate Library Staff and the agenda posted for the public. Lack of receipt of the notice of a regular or special meeting shall not affect the validity of holding the meeting or any action taken thereat provided a quorum is obtained.

6.4 Minutes

- Once approved, minutes of meetings are the official record of decisions and provide direction for officers and employees in their subsequent actions.
- Minutes are approved at the next meeting of the Library Board and signed by the chair.
- Minutes (excluding in camera minutes) are public documents and shall be made available to the public.
- Minutes of closed meetings are kept separately and held to be confidential.
- Minutes shall be retained and posted digitally with the Town of East Gwillimbury's document repository in accordance with the Municipal by-laws.

6.5 Attendance (*P.L.A. - Section 13(c)*)

Members shall notify the Secretary or designate if they are not able to attend the regular board meeting. Attendance of members at meetings shall be recorded.

Any member absent from meetings of the Board for three consecutive months without a resolution authorizing the absence having been recorded in the minutes shall be deemed to have resigned, and the Board shall notify the Council that the seat has become vacant.

Board members may attend Library Board meetings remotely via teleconference or Internet video conferencing call, where viable. 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.

A member of the Library Board or a committee may attend, participate and vote at an open or closed meeting remotely, if the member is prevented from physically attending because of:

- Personal illness or disability; or
- Employment purposes or the business of the public good; or
- A family or other emergency.
- Members who wish to attend a meeting remotely must give notice two hours before the commencement of the meeting to the Secretary so that the equipment can be made ready.
- Meeting minutes will reflect that a member is participating remotely.
- The Vice-Chair chairs the meeting, when the Chair of the Library Board attends the meeting remotely.
- Quorum applies to the members attending in person and remotely.

6.6 Quorum (*P.L.A. - Section 16(5)*)

At all Board meetings, "*a majority of the board*" must be present to establish a quorum for regular business.

As the Board is composed of ten members, six or more members shall constitute majority or quorum of the Board.

No business of the Board shall be transacted except at a meeting in which a majority of the Board is present.

When a quorum is not present within fifteen (15) minutes after the time fixed for the 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.

Nothing in the preceding subsection shall prohibit the members in attendance for a regular meeting when no quorum is present, from constituting themselves as a committee and dealing with such agenda items as they see fit. However, no decisions taken at such a meeting may be executed until ratified by a motion at a regular meeting of the Board or until written approval of such decisions is obtained from a majority of the members of the Board.

If notified by a majority of board members of their anticipated absence from a meeting, the Chief Executive Officer shall notify all members of the Board that the meeting is cancelled.

7 Procedure for Meetings

The Chair will preside at all meetings of the Board, 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 arrival of the Chair.

If both the Chair and the Vice-Chair are not present within fifteen (15) minutes after the time for the meeting to begin, the Secretary will call the meeting to order and will preside for the election of an Acting Chair. If both the Chair and the Vice-Chair are absent from a Board meeting or are unable to take the chair, the Board will appoint an Acting Chair from among the Members present. The Secretary will conduct the election. While presiding, the Acting Chair will have all the rights, duties and responsibilities of the Chair.

7.1 Rules of Order

- The library will retain a copy of the most recent edition of Robert's Rules of Order
- All decisions will be made on the basis of motions.
- To make a motion, a member must obtain the floor first.
- Every motion must be seconded by another member.
 - A motion will not be debated until it has been moved and seconded and put on the floor by the Chair.
 - There will be only one substantive motion before the meeting at any one time. An amendment may be made to a motion, but may not negate the main motion or materially alter the intent.
 - After members debate the motion the Chair puts the question (puts it to a vote) and announces the result of the vote.
- A motion that has been moved and seconded can be withdrawn or modified (modifications that would not occasion debate if proposed as amendments) with the agreement of the mover.

7.2 Conduct of the Chair

It shall be the duty of the Chair of the East Gwillimbury Library Board to:

- open meetings of the Board by calling the members to order;
- determine the presence of a quorum;
- announce the business before the Board in the order in which it is to be acted upon;
- put to a vote all motions which are moved and seconded in the course of the meeting and announce the results;
- decline to put to vote motions which infringe the rules of procedure;

- expedite business
- exclude any person from a meeting for improper conduct;
- enforce the observation of decorum and order among the members;
- authenticate, by signing, all by-laws, resolutions and minutes of the Board;
- inform the board, when necessary or when asked, on a point of order or usage;
- receive all messages and communications and announce them to the Board;
- appoint members to committees, and
- ensure that the decisions of the Board are in conformity with the laws and by-laws governing the activities of the Board;
- declare the meeting adjourned when the Board so votes.

7.3 Rules of Debate

In directing the rules of debate, the Chair shall:

- preserve order and decide questions of order;
- designate the member who has the floor when two or more members wish to speak;
- state all motions presented or require the Secretary to read the motion before permitting debate on the question, and
- put the question to vote when all members wishing to speak to it have spoken once, or when further debate will not serve to advance the business before the Board.

In addressing the Board, no member shall:

- speak outside the question in debate;
- reflect upon any prior decision of the Board, except to conclude such remarks with a motion to rescind such a decision;
- interrupt the member who has the floor except to raise a point of order; and
- speak more than once to the same question except upon the consideration of a report referred by a committee to the Board for a decision, in explanation of a statement which may have been interpreted incorrectly, or with permission of the Board after all other members so desiring have spoken.

Any member may require the question of motion under discussion to be read at any time during the debate. Every member present, when a question is put, shall vote thereon unless the member has declared a pecuniary interest.

7.4 Conduct of Members (*P.L.A. - Section 16. 1 (3)*)

A member will be courteous and will not engage in any action, which disturbs the meeting.

A Member will not:

- use unparliamentary or offensive language, including any expressions or statements in debate or in questions that attribute false or undeclared motives to another Member, charge another Member with being dishonest, be abusive or insulting, or cause disorder;
- make any noise or disturbance that prevents Members from being able to participate in the meeting;
- interrupt a Member who is speaking, except to raise a Matter of Privilege or a Point of Order;
- disobey the rules of the Board, or disobey a decision of the Chair of the Board on questions of order or practice or on the interpretation of the rules of the Board.

A Member who wishes to speak will signal the Chair by a raised hand, and will wait for recognition by the Chair. All remarks and questions, including questions intended for another Member or staff, will be addressed to the Chair.

The Chair may deny a Member the right to speak on a particular topic if the Member is disruptive or persistently interrupts others.

The Chair may exclude a Member from the meeting who has been given a warning but continues to disregard the rulings from the Chair, "*The board chair may exclude any person from a meeting for improper conduct at a meeting.*"

7.5 Conduct of the Public (*P.L.A. - Section 16.1 (3)*)

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

- make any noise or disturbance that prevents members from being able to participate in the meeting;
- address the Board without a prior appointment, or without the permission of the Board at the meeting;
- use unparliamentary or offensive language. "*The board chair may exclude any person from a meeting for improper conduct.*"

7.6 **Voting** (*P.L.A. - Section 16 (6)*)

Voting is carried out by a show of hands, unless otherwise indicated. "The chair or acting chair of a board may vote with the other members of the board upon all questions, and any question on which there is an equality of votes shall be deemed to be negative."

Only committee members may move and second motions and vote in committee meetings. All Board members may participate in discussions of matters before the committee.

Upon the request of a member present when the motion is made, a recorded vote shall be taken.

An abstention shall be considered a nil vote.

Board members must disclose any pecuniary interest he or she may have in any matter that comes before the Board and shall abstain from the decision-making process on the matter in accordance with the Municipal Conflict of Interest Act.

As the Chief Executive Officer is not a member of the Board, the CEO does not vote.

Voting on Motions

- A motion must be seconded before it can be debated, put to a vote or recorded in the minutes.
- A motion properly before the Board must receive disposition before any other motion to amend, adjourn, extend the hour of proceedings or on a matter of privilege is received.
- Only one motion to amend the main motion shall be allowed.
- A motion to adjourn is not debatable, cannot be amended and if it is resolved in the negative, cannot be made again until some immediate proceeding shall have been completed by the Board.
- A motion for reconsideration of a question which has been decided upon but not acted upon may be made at any time by a member who voted on the question with the majority and until the motion for reconsideration has received disposition, no further discussion of the question shall be allowed.
- A motion containing distant proposals may be divided with agreement of the Board.
- A motion to reconsider a lost motion shall require a two-thirds majority of those present and formal notification of such a motion must be provided in writing prior to the meeting.

7.7 Order of Business

The order of business for all regular meetings of the Board shall be as follows:

1. Call to order
2. Declarations of Interest
3. Changes to and Adoption of the Agenda
4. Presentation(s)
5. Consent Items
6. Discussion Period
7. Board Development
8. Committee/Liaison Reports
9. Business Arising from prior month's Minutes
10. New Business
11. In-Camera
12. Adjournment

All business shall be dealt with in order of the agenda unless otherwise decided by the Board (Board Agenda Guidelines - Appendix C).

7.8 Delegations

Although all meetings of the Board and its committees are open to the public, the public may address the Board only through delegations.

7.8.1 Citizen Request to Present

- A written request to make a presentation to the Board must be submitted to the Chair, through the CEO, at least ten (10) days in advance of a Board meeting and include the name of the presenter, topic of the presentation, background details, handout materials (if any) and contact information.
- The request may be mailed, faxed or emailed.

7.8.2 Permission to Participate

- The Board Chair will determine whether this will be added to a Board agenda.
- The person/group requesting an audience with the Board will be informed of the Chair's decision and will be given details of the time and location of the meeting.

7.8.3 Presentation

- The presenter will have fifteen (15) minutes to address the Board unless the time limit is extended by the Board at the meeting.
- When a Citizens' group or association appears as a delegation, one spokesperson must be selected to make the presentation.

The following information must be provided by the spokesperson:

- Name of spokesperson (and name of group or association if applicable) and topic of presentation;
- The purpose of the presentation;
- The solution or action being sought;
- The reason(s) for the request.

Library Board members may ask for clarification after the presentation.

The presenter should understand that the Board will consider the presentation based on its own policies already created. The Board may not be able to make an immediate decision regarding the issue because it might need an opportunity to research the topic or because current Board policies do not address the issue being presented.

7.8.4 Board Follow-Up

The presenter will be sent a follow-up report summarizing the Board's decision regarding the issue.

8 Financial Control and Oversight

8.1 Fiscal Year

The financial year of the Board is from January 01 to December 31.

8.2 Bank Accounts *(P.L.A. section 15(4b))*

“the treasurer will shall open an account or accounts in the name of the board in a chartered bank, trust company or credit union approved by the board.”

8.3 Audit

The accounts of the Board shall be audited by auditors appointed by the Board at the conclusion of each financial year and at such times as the Board shall direct.

The Chief Executive Officer shall receive copies of the Library's audited financial statement for the Town annually and distribute a copy to each Board member and file two (2) copies with the Library's official records.

8.4 Signing Officers

The Board shall appoint four signing officers: the Chair, the Vice-Chair, the Chief Executive Officer and the Deputy CEO.

Bank accounts required for the business of the Board shall be opened in the Board's name by the Signing officers of the Board, in branches of chartered banks, trust companies or credit unions as the Board may from time to time decide by formal motion.

All cheques or other orders for the payment of money in the name of the Library shall be signed by any two signing officers.

The Chief Executive Officer shall have spending authority in accordance with the *Procurement of Goods and Services Policy and Procedures* as adopted by the Board on April 25, 2016 by Board Motion 2016:24.

The Board will review payment of bills and a financial statement at each monthly meeting.

8.5 Budget (*P.L.A. – Section 24(1)*)

“the board shall submit to council, annually on or before the date and in the form specified by council, estimates of all sums required during the year.”

The Board prepares, for council approval, annual estimates of a long-term capital budget which supports the library's approved long term goals.

The board will provide sufficient information to support the estimates.

8.6 Financial Monitoring

The board monitors the finances in order to ensure that the ongoing financial position of the library is consistent with the priorities approved by the board. The board shall monitor the monthly financial report as prepared by the treasurer, at each meeting.

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.”

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.

8.7 Expenses

Board members serve without remuneration, but upon submission of receipts, members will be reimbursed for expenses incurred in carrying out their assigned duties as members of the Board.

Any reimbursement to Library Board members will be in line with library’s Personnel and Travel and Expense policies.

9 Review and Amendments to By-Laws

9.1 Conflict, In the Event of

In the event of a conflict between this By-Law and the provision of either the *Public Libraries Act* or an applicable By-Law of the Town of East Gwillimbury, the provisions of the *Public Libraries Act* or the Town of East Gwillimbury By-Law shall prevail to the extent of any conflict.

9.2 Review

Revisions to any of the guiding authorities (Public Libraries Act, Robert's Rules of Order, or Town of East Gwillimbury’s By-Laws) will necessitate a review of the Board By-Laws. A review or amendment can be put forth by any member at a Board meeting

9.3 Amendments

Amendments to the By-Laws require a two-thirds vote by the membership, based on thirty (30) days notification. The By-Laws or amendments to the By-Laws are effective at the time of approval by Board motion.

9.4 Repeal of Previous By-Law

Upon this By-Law coming into force, the previous by-law is repealed in its entirety.

Appendix A

Code of Conduct for Individual Board Members

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

Each board member is expected to become a productive participant in exercising the duties of the board as a whole.

Individual members of the library board are responsible for exercising a **Duty of Diligence** as follows:

- be informed of legislation under which the library exists, board bylaws, mission, vision and values
- be informed about the activities of the library and the community and issues that affect the library
- be prepared for all board meetings and
- attend board meetings regularly, contribute from personal and professional experience, and use meeting time productively

Individual members of the library board are responsible for exercising a **Duty of Loyalty**, as follows:

- adhere to the regulations of the *Municipal Conflict of Interest Act*. R.S.O. 1990, c. M50
- 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
- speak with “one voice” once a decision is reached and a resolution is passed by the library board
- represent the library positively to the community

Individual members of the library board are responsible for exercising a **Duty of Care**, as follows:

- promote a high level of library service
- consider information gathered in preparation for decision making
- offer personal perspective and opinions on issues that are subject to library board discussion and decisions
- show respect for the opinions of others
- assume no authority to make decisions outside of board meetings

- know and respect the distinction in the roles of the library board with regard to governance and the employees, management and operations
- refrain from individually directing the Chief Executive Officer (CEO) and the employees
- respect the confidential nature of library service to users while being aware of, and in compliance with, applicable laws governing freedom of information
- resist censorship of library materials by groups or individuals

Appendix B

Succession Plan:

An effective board is comprised of people who collectively have the knowledge, the skills and background necessary to govern with excellence and to lead the library in the realization of its vision. Municipal council appoints members to the library board, however to assist the council and as advocates for the library, the library board works to influence and shape appointments to the 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 Chair will collaborate with council on a preliminary selection process.

Six months prior to the end of the current term, the Library Board will:

- undertake a review of the board's effectiveness in governing and accomplishing the strategic plan
- solicit input from the Chief Executive Officer (CEO)
- match the board's needs with the expertise and interests of the current members and identify the gaps that will need to be filled
- develop a board member's position description to highlight qualities and desired skills
- identify suitable candidates and solicit their willingness to serve
- inform the potential candidates of the imminent appointment process
- meet with council to discuss needs of the library and provide the council with a list of recommended candidates

Potential candidates will be provided with briefing materials and information about library governance and services, which may include:

- information on the library's vision, purpose and values
- information on the role, structure, code of conduct and function of the library board
- an introduction to the *Public Libraries Act*
- a tour of the library
- a copy of the current planning document(s)
- a copy of the Town's Committee Application form – see below



Town of
East Gwillimbury

**APPLICATION FOR APPOINTMENT
TO COUNCIL APPOINTED COMMITTEE(S) OR BOARD**

Please indicate the Committee(s) that you are interested in applying for:

ADVISORY COMMITTEES

- Car Show Advisory Committee
- Community Safety Committee
- Economic Development Advisory Committee (EDAC)
- Environmental Advisory Committee
- Farmer's Market Advisory Committee
- Heritage East Gwillimbury Committee
- Santa Claus Parade Advisory Committee
- Trails Committee
- Youth Advisory Committee

COMMUNITY RECREATION CENTRE COMMITTEES (CRCC'S)]

- Brown Hill Community Recreation Centre Committee
- Mount Albert Community Recreation Centre Committee
- North Union Community Recreation Centre Committee
- River Drive Park Community Recreation Centre Committee

STATUTORY COMMITTEES

- Committee of Adjustment
- The Property Standards Committee
- Accessibility Advisory Committee

BOARD

- East Gwillimbury Public Library Board

I. PERSONAL INFORMATION (please print) Mr. Mrs. Ms.

Last Name	First Name	
Home Address	Town	Postal Code
Telephone (Residence)	Telephone (Business)	Telephone (Cell)
Email		

- | | | | | |
|---|-----|--------------------------|----|--------------------------|
| Are you a resident of East Gwillimbury | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| Are you an owner/operator of a business in East Gwillimbury | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| Are you 18 years of age or older | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |

Appendix C

East Gwillimbury Public Library Board Board Agenda Guidelines SR2015:18

TO: Library Board Members

FROM: Michelle Alleyne
Chief Executive Officer

DATE: June 22, 2015

SUBJECT: Board Agenda Guidelines - Amended

Purpose

To provide the Board with amended guidelines for the revised Agenda format.

Call to Order

The Chair will call the meeting to order stating the time. The Minute taker will record the time. The Chair will then lead the meeting.

Declaration of Interest

At this time a Board member must declare an interest in any Agenda item up for discussion and refrain from voting on that item. This is most commonly used when there is a cheque issued to a Board member for library-related expenses.

Changes to and Adoption of the Agenda

At this time the Chair will ask if anyone would like to re-order the items listed in the Agenda or adding an item i.e. delaying a presentation if the presenter will be late.

Presentations

The Chair or CEO will introduce the speaker or topic. There will be a motion to receive the presentation or report as applicable. See guidelines for motions below.

Consent Items

The items are generally information presented for information to the Board. They do not require any further action on the part of the Board other than to receive it. These items may remain as Consent unless a Board member believes they contain information that would prevent him/her from approving it. **The CEO will**

provide an uninterrupted high level overview on key items and provide answers to any basic questions before any Board recommendation to move an item to Discussion.

Discussion Period

At the time the Chair will call for discussion on previously identified Agenda items. This is usually used for items either requiring a decision or action from the Board, or need for in depth discussion to determine a direction or update on individual Board member activities on behalf of the Board. It is recommended that the Board establish a time limit for discussion item in order to keep the meeting moving in an efficient manner. If discussion appears to need more time, the Board can then decide to either request more information from staff, strike a special Committee, defer to a Special meeting, etc.

If there is no prior motion, the Chair can call for a motion on any topic. **Discussion will be a length of time as deemed necessary by the board. (Amending Motion: 2016:53)**

Board Development

This section allows room for Board training/development related topics, presentations, activities. Generally speaking no motion is required.

Committee Liaison Reports

These are generally verbal update on Committee activities by the approved committee chair or liaison, however sometimes a decision/direction from the Board is needed in the form of a motion.

Business Arising from Minutes

This can include pre-identified items for follow-up or new matters raised by Board members as it pertains to the Minutes of the previous meeting. The Chair can call for a motion if needed.

New Business

At this time any Board member can raise new topics for discussion, information, or review. The same guidelines for Discussion Period items will apply. **Board members should send a request for Discussion item(s) to the Chair at least 15 days in advance of a Board meeting. This will allow sufficient time for other members to prepare for the discussion and/or vote on a motion.**

In Camera

Generally this item is pre-populated by the Chair/CEO. But other Agenda items can be moved here if the rules for in-camera are found to apply to them. No motions can be passed in camera however the Board can review, receive, and discuss reports. The time in/out of In-Camera is recorded. The Chair will then call for a vote on the motion(s) related to in-camera discussion(s).

Adjournment

The Chair can call for a motion to adjourn if there are no new matters to be discussed. The time is recorded.

Motions

In order to make meetings more efficient and reduce paper consumption, the Library will follow the Town's lead and eliminate paper motions. All resolutions will be listed in the Agenda and the Chair will call for a mover and seconder when the meeting reaches that point. Moving a motion does not imply agreement, it might be the opposite.

Process:

- Chair reads out the motion
- Chair calls for a mover and seconder. Names are recorded.
- Chair call for discussion, ensuring that all sides of a topic are covered and all Board members have equal opportunity to speak.
- Based on informal discussion the Board may decide to Amend the motion. The Chair reads aloud the Amended Motion.
- Chair calls for a vote; All in favour – hands up. Hands down.
 - All against – hands up. Hands down.
- Chair announces the result of the vote.
- If the motion passes, then staff is directed to follow through
- If the motion is defeated nothing further happens.

Any motion for New Business raised at the Board meeting and not listed in advance in the Agenda requires a 2/3 majority of the Board to pass.

Financial Implications

None.

Strategic Alignment

DELIVER excellent customer service through implementation of library 'best practices'.

Recommendation(s)

That the Board receives and approves the **2015 Board Agenda Guidelines SR2015:18** as amended.

Respectfully submitted,

Michelle Alleyne,
Chief Executive Officer

Appendix D

TERMS OF REFERENCE

Compensation Committee

Committee Name

The East Gwillimbury Public Library Board Compensation Committee

Membership

The East Gwillimbury Public Library Board Compensation Committee ("Committee") shall consist of not less than three directors appointed by the Board of Directors ("Board") in addition to the Chief Executive Officer ("CEO").

Purpose

- To ensure a fair and equitable compensation program is established and maintained that is realistically related to library employment markets. A program that must be determined within the constraints of the East Gwillimbury Public Library's operating income.
- Provide a channel of communication between the Board of Directors and the CEO on compensation matters.
- Conducts the performance appraisal of the Chief Executive Officer with direction from the Board.

Scope

- Review from time to time the compensation policies and practices of the East Gwillimbury Public Library and proposals to change such policies and practices, and to make recommendations in this regard to the Board.
- Review and approve proposals for the general adjustment of standard conditions of service, including matters relating to leave, benefits, and deferred compensation.
- Approve the overall compensation philosophy framework for the EGPL including the level of competitiveness for staff salaries. Receive and consider annually a report on the proposed salary increases for staff compared to salary band and data to support whether the overall level of competitiveness is increasing, static, or decreasing relative to industry standards.
- Review all proposals to change the existing job description for library senior staff and compensation implications included, but not limited to, the Deputy CEO and department managers.

Meetings

- The Board shall appoint the Committee chairperson. The Committee shall nominate a Committee Secretary.
- Meetings of the Committee will be held as the Committee deems to be appropriate. However, the Committee shall meet at least twice a year.
- The Chairperson of the Committee or Member of the Committee may call further meetings.
- Decisions of the Committee shall be by majority vote.

Minutes of Meetings

- The Secretary shall minute the proceedings and resolutions of all meetings of the Committee, including recording the names of those in attendance.
- Minutes of Committee meetings shall be circulated promptly to all members of the Committee and before the next Board meeting to the Chair and all members of the Board.
- The minutes of Committee meetings shall be kept in the Library in a binder provided for the purpose.
- The minutes shall be available for inspection by any Committee member, Board member, and member of the public at any time.
- The minutes shall be signed at the next meeting of the Committee by the Chair of the committee.

General

- The Committee, in carrying out its tasks under these terms of reference, may obtain such outside or other independent professional advice as it considers necessary to carry out its duties.
- The Terms of Reference may from time to time be amended, as required, subject to the approval of the Board on the recommendation of the Committee.
- Annually assess the performance of the Committee and Committee members.

Amendments and Revocations of Terms of Reference

- These Terms of Reference may only be amended or revoked by decision of the Board.
- The Terms of Reference will be reviewed as part of the 4-year Governance Term, or more frequently in the light of experience or changes in governance practice.

Finance Committee

Committee Name

- The East Gwillimbury Public Library Board Finance Committee

Membership

- The East Gwillimbury Public Library Board Finance Committee (“Committee”) shall consist of not less than four (4) directors appointed by the Board of Directors (“Board”) that shall include:
 - The Board Chair (shall serve as Chair of the Finance Committee)
 - The Vice-Chair
 - The Secretary-Treasurer (CEO)
 - The Council Liaison

Purpose

The purpose of the Finance Committee is to ensure the fiscal stability and long-term economic health of the Library. The Finance Committee is to provide advice to the Board both on the library’s financial performance in the current year and also the financial implications of any future plans.

Responsibility

The Finance Committee is responsible to the full Board to provide general oversight with regard to the financial affairs of the Library.

Scope:

To receive and consider the proposed annual budget/resource allocation and to recommend on same to the Board

- To consider, on behalf of the Board, any requests for significant variations to the planned operating budget and to make recommendations accordingly
- Audit the Library’s programs and its financial performance
- Review all proposals with significant financial implications
- Serve as the audit committee which receives the reports of the auditors and considers any changes proposed
- Recommend budgets and financial decisions to the Board for approval or other required action.
- Develop and recommend to the Board appropriate policies to guide the financial affairs of the Library
- Review regular financial reports and, where appropriate, provide advice to the Board on the implications of these.

Frequency of Meetings

- The Committee shall meet at the call of the Board Chair or the CEO, as needed to provide effective financial oversight, and at least twice a year in any event.
- Decisions of the Committee shall be by majority vote.

Minutes of Meetings

- The Secretary shall minute the proceedings and resolutions of all meetings of the Committee, including recording the names of those in attendance.
- Minutes of Committee meetings shall be circulated promptly to all members of the Committee and before the next Board meeting to the Chair and all members of the Board.
- The minutes of Committee meetings shall be kept in the Library in a binder provided for the purpose.
- The minutes shall be available for inspection by any Committee member, Board member, and member of the public at any time.
- The minutes shall be signed at the next meeting of the Committee by the Chair of the committee.

Amendments and Revocations of Terms of Reference

- These Terms of Reference may only be amended or revoked by decision of the Board.
- The Terms of Reference will be reviewed as part of the 4-year Governance Term, or more frequently in the light of experience or changes in governance practice.

Fundraising Committee

Committee Name

The East Gwillimbury Public Library Board Fundraising Committee

Membership

- The East Gwillimbury Public Library Board Fundraising Committee ("Committee") shall include but not be limited to:
- The Board Chair (ex officio)
- At least three (3) other Board Members
- Staff - CEO
- Friends of The EGPL shall be invited to all meetings but will attend as non-voting participants
- Committee Executive - As defined in the EGPL Board By-Laws, the Chair of a Board Committee shall be nominated and elected (if necessary) by committee members.

Goal

To act on behalf of the EGPL in order to generate additional funding and other resources to be used by the Library to enhance and enrich services and operations.

Objectives in Support of the Goal

- To raise the profile of and value for EGPL among users and the community at large.
- To provide EGPL with the flexibility to be able to respond to initiatives, enhanced service strategies and related investment opportunities.

Scope

- To develop an annual fundraising program
- To recruit appropriate volunteers
- To ensure that the committee operates in compliance with Board policies
- To establish sub-committees, or advisory groups for specific programs and events
- that are undertaken to meet fundraising targets
- To work with community groups and stakeholders to further our fundraising efforts

Role of Past Members of the Committee

Past members of Library fundraising initiatives will be used as advisors, either individually or as a group, as appropriate, and at the Fundraising Committee's discretion.

Frequency of Meetings

- The Committee shall meet at the call of the Committee Chair, or the CEO, as needed.
- Decisions of the Committee shall be by majority vote.

Minutes of Meetings

- The Secretary shall minute the proceedings and resolutions of all meetings of the Committee, including recording the names of those in attendance.
- Minutes of Committee meetings shall be circulated promptly to all members of the Committee and before the next Board meeting to the Chair and all members of the Board.
- The minutes of Committee meetings shall be kept in the Library in a binder provided for the purpose.
- The minutes shall be available for inspection by any Committee member, Board member, and member of the public at any time.
- The minutes shall be signed at the next meeting of the Committee by the Chair of the committee.

Amendments and Revocations of Terms of Reference

- These Terms of Reference may only be amended or revoked by decision of the Board.
- The Terms of Reference will be reviewed as part of the 4-year Governance Term, or more frequently in the light of experience or changes in governance practice

Policy Committee

Committee Name

The East Gwillimbury Public Library Board Policy Committee

Membership

The East Gwillimbury Public Library Board Policy Committee ("Committee") shall consist of not less than four (4) directors appointed by the Board of Directors that shall include the Council Liaison. The Library CEO shall serve in an advisory capacity and should be present at all meetings.

Purpose

The purpose of the Policy Committee is to review existing policy and to develop and recommend policies that reflect the current needs and objectives of the Library and its users.

Responsibility

The committee, in consultation with Library staff, is responsible for:

1. Preparing a draft of all planning and policy documents for presentation to the whole Board.
2. Reviewing Board policies on an on-going basis and recommending revisions as required by the whole Board.
3. Reviewing planning documents, as required and summarizing progress for the whole Board.

Scope

To receive and consider proposed policy changes and to recommend on the same to the Board

Frequency of Meetings

On an as-needed basis

Minutes of Meetings

1. The Secretary shall record minutes of the proceedings and resolutions of all meetings of the Committee, including recording the names of those in attendance
2. Minutes of Meetings shall be circulated promptly to all members of the committee, and before the next Board meeting, to the Board Chair
3. The minutes of the Committee meetings shall be kept in the Library in a binder provided for the purpose
4. The signed minutes shall be available for inspection by any Committee member, Board member, or member of the public

5. The minutes shall be signed at the next meeting of the Committee by the Chair of the Committee

Amendments and Revocations of Terms of Reference

1. These Terms of Reference may only be amended or revoked by decision of the Board.
2. The Terms of Reference will be reviewed on an as-needed basis.

APPENDIX E

Board Member Position Profile



 Town of East Gwillimbury

Library Board Member

POSITION

 EAST GWILLIMBURY
Public Library



Position Classification

Position Title: Library Board Member	Division: EGPL
Department: Board	Classification: Volunteer (unpaid)
Branch:	Reports to (Direct):
Position Supervised Directly: Chief Executive Officer	Positions Supervised Indirectly:
Effective Date:	Revision Date:
Equivalency Code: N/A	Hours Per Week:



Position Synopsis and Purpose

Public Library Boards are governing boards, legal corporations with the authority to make policy and to govern the library's affairs under the *Public Libraries Act*, RSO 1990, c. P.44. The Board:

- Sets the vision, mission, values and, strategic direction for the Library through strategic planning techniques, determining a strategy map to reach those goals
- Make policies within the framework of legislation and regulations

- Oversees the library's finances in accordance with public accounting principles and requirements and municipal budget policy and procedures
- Monitors overall effectiveness of the Library in meeting community needs in an efficient and responsive manner and evaluate progress on the strategic plan
- Hires and evaluates a qualified Chief Executive Officer to implement the strategic plan and to manage the daily operations of the library.

The Library Board has the authority to act on behalf of the library. Individual board members have no authority to act on their own. The board speaks with "one voice."



Major Responsibilities

**Note: All activities will be performed in a safe manner, in accordance with the Occupational Health and Safety Act and its Regulations, along with Corporate Safety policies, procedures and programs.*

As a member of a library Board, a member must act honestly and in good faith and in the best interests of the library. This means the interests of the library take precedence over personal interests or those of any group with which the member is associated and or may favour.

Along with the governance, legal and fiscal roles, Library Board members are expected to support and participate in community engagement by:

- Sustaining the library as an essential community service
- Advocate the library's role in the community
- Maintain an open dialogue with the community
- Build strong relationships with municipal council
- Be aware of the municipal planning context
- Develop strategic partnerships with community groups and leaders.

In order to fulfill the above responsibilities, East Gwillimbury Public Library requires a well-rounded Library Board with competent, experienced members.

The Board should also reflect the diversity of the Town and the surrounding communities that it serves. The member's job is not an easy one: it requires the ability to work towards a vision and to think in broad, future oriented terms while maintaining a commitment to move vision to reality. This requires understanding and discussing the philosophical aspects of library service while implementing the necessary governance measures to achieve desired services.

Each member must uphold the overall vision, purpose and values of the Library while acting strategically in the best interests of the public good.

Time Commitment

The Library Board holds 10 regular monthly meetings a year. The time commitment includes preparation time to read and consider reports and other information on library systems and public trends. Board meetings are generally two to three hours in length.

Board members are also required to participate on a variety of committees of the board. These are established to deal with specific matters such as the evaluation of the Chief Executive Officer, recruitment and/or dismissal etc. Also, Board members are encouraged to represent the library on external bodies and committees such as the Ontario Library Boards' Association, SOLS etc. if possible. Time commitments may vary.

Competencies

The core competencies and qualifications for an East Gwillimbury Library Board Member are:

Belief that the public Library provides a unique and essential service to all citizens

- Ability to seek and listen to input from all stakeholders
- Ability to approach people and problems with an open mind
- Ability to actively participate in discussion and deliberation and to attain positive outcomes; and
- Time and energy



Minimum Qualifications

The *Public Library Act* defines the governance of public libraries in Ontario. According to the Act, a person is qualified to be appointed as a member of a board who is:

- a member of the appointing council
- at least eighteen years old
- a Canadian citizen

- a resident of the municipality for which the board is established
- is not employed by the board or by the municipality.



Preferred Qualifications

<p>NETWORKING Direct experience with local groups related to the library Other board experience</p>	<p>BUSINESS Knowledge and skills related to corporate and/or small businesses e.g. information, organization, management, finance.</p>	<p>PROFESSIONAL Knowledge and skills in one or more of the following: finance, accounting, public relations, architecture, engineering, education and literacy</p>
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Character Community Attributes

- Optimism
- Initiative
- Perseverance
- Respect
- Responsibility
- Honesty
- Integrity
- Compassion
- Courage
- Inclusiveness
- Fairness
- Trust
- Innovation



Town of East Gwillimbury Strategic Pillars

- One - Providing quality, affordable programs and services for a safe, accessible and livable community
- Two - Building a complete community that provides healthy places to live, work, play and learn
- Three - A high performance municipal organization committed to service and excellence



East Gwillimbury Public Library Strategic Pillars & Values

VISION: *East Gwillimbury Public Library builds community by fostering learning and discovery.*

CORPORATE VALUES

- Delivering excellent customer service to our various stakeholders, during a range of hours and in a variety of locations
- Providing equitable access to information, services and library materials in a variety of media and formats
- Respecting and protecting the confidentiality of patrons
- Engagement with residents, businesses and governments through communications, partnership-building and joint initiatives
- Continuous improvement and innovation in the delivery of relevant programs and literacy-related activities

CORPORATE ROLES

- Supporting literacy and encouraging lifelong learning
- Providing equitable access to information and service • Developing and sustaining community partnerships
- Supporting and assisting patrons to achieve educational, employment-related and business goals
- Upholding intellectual freedom
- Operating in a fiscally responsible manner and providing added value to the community and our stakeholders
- Working collaboratively to preserve East Gwillimbury's history and cultural heritage

STRATEGIC PILLARS

- ENGAGE members of the community members of the community, encourage people to get involved in library activities and promote the value of the Library
- SUSTAIN & INNOVATE library programs and services that enrich the community
- DELIVER excellent customer service in the community and in welcoming, accessible library facilities that serve as community hubs

ENGAGE

- Anticipate, identify and plan for emerging trends, shifts in demographics and community needs

- Develop systems to obtain regular feedback from the community, analyze and report on findings
- Develop and implement effective marketing and communication plans
- Foster collaboration within the community by building and maintaining productive partnerships with residents, business, media and governments
- Incorporate additional volunteer opportunities to support expanded programming
- Preserve and promote East Gwillimbury's cultural heritage and history

SUSTAIN & INNOVATE

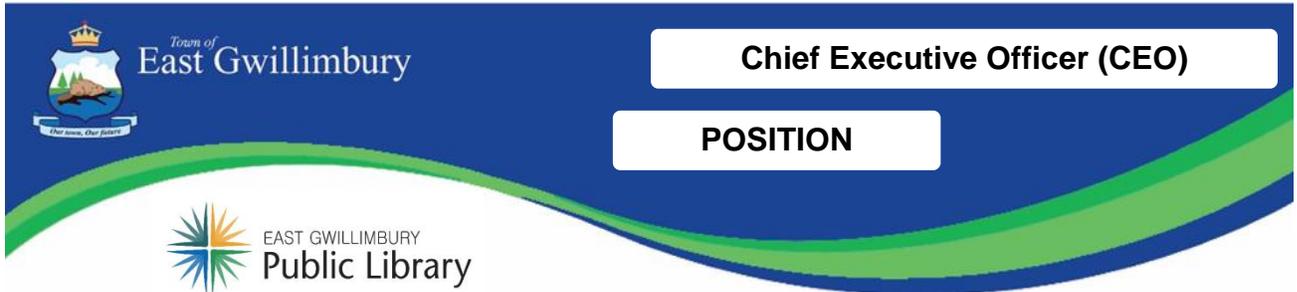
- Align with the Town of East Gwillimbury's Strategic Plan and provide high quality, cost-effective library programs and services
- Develop a plan for ongoing evaluation of existing programs and services and implementation of new programs and services to address changing needs
- Explore and evaluate effective applications of emerging technologies
- Leverage partnerships to benefit the Library and the community (increase revenue/fundraising, program innovation, identification of new opportunities consistent with our mandate)
- Develop our valued human resources and foster excellence through professional development of staff
- Ensure the maintenance of high quality library collections in multiple formats

DELIVER

- Offer welcoming, safe and comfortable environments that comply with library best practices, standards and legislative requirements
- Create and maintain a facilities management plan and incorporate the Town of East Gwillimbury's "Thinking Green" strategies and standards
- Ongoing research, development and implementation of library 'best practices' • Identify and address challenges presented by future growth
- Maximize use of available assets
- Comply with the Integrated Accessibility Standards Regulations under the Accessibility for Ontarians with Disabilities Act, 2005

Appendix F

Chief Executive Officer Position Profile




Position Classification

Position Title: Chief Executive Officer (CEO)	Division: EGPL
Department:	Classification:
Branch: Holland Landing	Reports to (Direct): Chair, EGPL Board of Directors
Position Supervised Directly: Deputy CEO Manager Business Operations/Coordinator Business Operations	Positions Supervised Indirectly: Manager, Collections & Resources; Manager Programs & Community Engagement; Manager, Customer Experience; Manager, IT & Digital Experience; Executive Team Assistant/Business Operations Assistant
Effective Date: September 26, 2016	Revision Date:
Equivalency Code: N/A	Hours Per Week: Full time



Position Synopsis and Purpose

As principal advisor and Secretary-Treasurer to the Board, the CEO is accountable for the strategic leadership and general/financial management of the East Gwillimbury Public Library system.

- Executive leadership of the Library, strategic and long range planning for business operations, financial planning, reporting, and leadership, new and renovated facilities, policy development, implementation of Board decisions, and staff leadership.
- Leads the executive team in the design, development and execution of strategies related to technology, finance, programming, community understanding and engagement, outreach and partnership development, HR development and performance measurement, marketing and internal communications, issues management, and sound stewardship of the assets, collections, facilities and records of EGPL.
- The CEO leads the development and improvements to workplace culture of service excellence, teamwork and innovation and sets a marketing and promotion plan that positions Library services that add value for the East Gwillimbury community.
- The CEO champions and leads the development and execution of the EGPL master plan and strategies and the vision of EGPL set by the EGPL Board in their decisions and strategic planning activities.



Major Responsibilities

**Note: All activities will be performed in a safe manner, in accordance with the Occupational Health and Safety Act and its Regulations, along with Corporate Safety policies, procedures and programs. In addition, all necessary personal protective equipment must be used and maintained in good condition.*

1. As the Executive Leader for the Library, leads and directs the strategic, general and financial management, and operational administration of the Library. Works with the Board to create its Strategic Plan. Communicates and implements approved plans, providing direction to staff in support of the Board's priorities. Works with the executive team to align operations and finances to facilitate achievement of the Strategic Plan. Champions the Library's Vision, Mission, values and goals.
2. Act as Secretary/Treasurer to the Board and principal advisor to the Board; organizes and attends Board/Committee meetings; prepares notices, agenda, and ensures accurate minutes/recordkeeping; follows up on matters emanating from Board/Committee meetings; signatory to

- official documents; ensures integrity of financial procedures, practices and records; coordinates and oversees the annual audit and preparation of year-end reporting requirements.
3. Prepares reports/recommendations and attends Board, Municipal, committee, community stakeholder and other public meetings; makes presentations and provides advice/guidance on library plans, policies, services, and operations, business matters, emerging trends and new/pending legislation and regulatory guidelines affecting the Library.
 4. Ensures through the Executive Team the successful introduction of strategies aligned with the Town and Library strategic planning goals (such as focusing on growth (facilities and community); and technological and productivity interventions; Digital Presence (strategies; Library as Community Space and the renovation and development of branches; and Professional development strategies for all staff.
 5. Develops and strengthens relationships and partnerships with community stakeholders, Town officials, the media, other libraries, government ministries and agencies, professional organizations and potential funders and participates in Town emergency planning.
 6. Advocates and promotes the Library and enhances its role in the community. Oversees corporate communications, including the Annual Report.
 7. Develops and recommends financial strategy that facilitates the Library's Strategic Plan, capital renewal and growth needs, and sustainability of operations. Prepares operating and capital budgets/forecasts in consultation with Board and Town officials, identifying funding sources, and alternatives as appropriate; prepares and delivers the Board's presentation to Town Council.
 8. Coordinates and directs administration of approved operating and capital budgets; implements appropriate performance measures/metrics and risk/asset management programs, and reports to the Board regularly on performance. Authorizes expenditures and accounts. Manages and provides regular status updates on approved operating and capital projects.
 9. Develops and directs/administers human resources programs related to recruitment, health and safety, employee relations, compensation and benefits, training and orientation, and performance planning and development. Align HR programs with the Town where agreed/beneficial. Introduces organizational and volunteer development programs such as workplace culture surveys, employee/volunteers recognition, career development programs, staffing and succession plans.
 10. Assess staffing and volunteer resource needs; recommends complement amendments and organization structure changes; participates in recruitment processes and makes effective hiring and/or promotion

- decisions; ensures appropriate orientation of new employees and volunteers to the Library and the position.
11. Provides leadership to staff reporting directly to the CEO, including the Executive Team, and oversees the supervision of other Library staff and volunteers – including training and development, performance planning/review, employee/volunteer recognition, coaching/mentoring, promoting workplace wellness and health and safety, modelling and encouraging Library & Character Community Values, and taking corrective action where necessary.
 12. Engages contractors, consultants and/or external resources as required; prepares purchasing documents, evaluates bids; monitors work and administers the agreements in accordance with Library policies/procedures.
 13. Institutes quality assurance and continuous improvement practices. Ensures programs and services are relevant and reflect community needs. Regularly reviews and evaluates administrative and service delivery and systems with a view to ensuring practices are coordinated between Branches (and with the Town where needed/beneficial), that appropriate stakeholder consultation occurs; and that practices are innovative/contemporary and reflect service excellence and value.
 14. Administers and adheres to the Town of East Gwillimbury Health and Safety Policy. Responsible for knowing, observing and following all established occupational health and safety procedures, to be aware of hazards in the workplace and preventative measures taken. Takes every precaution reasonable for the health and safety of oneself, fellow staff, volunteers, and library users. Reports all occupational illness/injury, hazardous conditions and unsafe work procedures to Board.
 15. Performs other duties as assigned.

Competencies

- | | |
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| <ul style="list-style-type: none"> • Board Engagement & Development • Budget & Finances • Collaborative Relationships • Communication • Community Relations • Customer Service Champion • Ethics & Values • Facilities • Funding Development • Learning & Growth Mindset | <ul style="list-style-type: none"> • Municipal Relations • Ontario’s Public Library Sector • Organizational Leadership • Personnel Management • Planning • Project Management • Laws, Policies & Procedures • Staff Training & Development • Technology Core Competencies |
|--|--|



Required Training

- As per Development Plan



Minimum Qualifications

Education (degree/diploma/certifications)

- Master of Library Science degree from an ALA accredited institution.

Experience

- Five (5) years significant senior-level experience in public library administration including experience working successfully with a Board, municipal government, staff and community stakeholders.

Knowledge/Skill/Ability

- Accomplished in working proactively with Board and other high stake decision makers to ensure library operations are maintained while enhancing service excellence in all arenas relevant to the Library.
- Excellent interpersonal, project/time management, analytical, communication, presentation, problem-solving, facilitation, negotiation, and staff leadership skills. Strong financial/business acumen.
- Ability to think and act strategically in a political and community service environment, to foster corporate thinking, and a healthy workplace environment, to build strong and enthusiastic staff teams and external alliances/partnerships, to align programs and services with the Board's strategic direction, and to champion the Vision, Mission, and values of the Library.
- Thorough working knowledge of legislation/regulations affecting public libraries in Ontario, and especially as they relate to Board governance, responsibilities as Secretary-Treasurer, employer obligations, freedom of information and protection of privacy, accessibility, and reporting requirements.
- Sound knowledge of contemporary issues facing public libraries and municipal government in Ontario and those of an urban growth environment; funding programs/opportunities; contemporary human resources policies and practices; finance/accounting and asset/risk management principles; community outreach/engagement and service excellence techniques;

marketing and promotional methods; and contemporary leadership and staff management practices.

- Demonstrated knowledge of library services, operations, programming, and collection development; proficiency in MS Office Suite, and media software applications; competence with social media; and an awareness and understanding of technology trends.
- Valid Province of Ontario driver's license and use of a reliable personal vehicle is required.
- Recent Police Check



Preferred Qualifications

Education (degree/diploma/certifications)

Master of Library/Information Science Degree from an ALA accredited program. Additional studies in business, Finance, Human Resources, and Leadership preferred.

Experience

Seven (7) years of experience in library administration and staff leadership; preferably in a public library.

Experience in a growth environment preferred.

Knowledge/Skill/Ability

1. Ability to provide leadership in a changing environment, to plan and work cooperatively, and to build effective teams.
2. Strong planning, strategy, and marketing skills.
3. Strong relationship building, partnership and management skills
4. Ability to understand municipalities and communities, changing dynamics and demographics and develop sustainable, innovative programs.
5. Comfort with risk, failure and ambiguity as well as the skills to mitigate risk but move forward in a planned manner.
6. Excellent organizational and time management skills. Able to manage shifting priorities in a busy environment with frequent interruptions and a proven ability to work to deadlines and set priorities.
7. Excellent English language oral, written, and presentation skills including the ability to teach and present to community groups, partners, boards, and town council. French or other language skills an asset.
8. Strong problem solving, mature judgment, and exceptional customer service and interpersonal skills.

9. Ability to manage staff, assess development and training needs and develop plans to improve on a team and individual basis, as well as to evaluate staff and team performance.
10. Demonstrated knowledge of library services, operations, programming, contemporary marketing and communications, and collection development; proficiency with desktop publishing and media software applications; competence with social media; and an awareness and understanding of technology trends.
11. Valid Province of Ontario driver's license and use of a reliable personal vehicle is required.



Contacts

Frequency Legend	
Constant – every day for most of the day	Occasional – bi-weekly to monthly
Frequent – daily	Rare – once in a while
Regular – weekly	

Contact	Frequency	Nature of Interaction
Library Board	Occasional	Reports to
Executive Team	Frequent	Supervises/Directs their activities
Council	Rare	Annual budget reports/ Annual Board meeting
SMT	Occasional	Monthly planning meetings
CAO and Mayor	Occasional	Monthly library updates/Annual Board meeting
Regional Library CEOs	Occasional	Weekly communications/Quarterly meetings
Friends of the Library	Occasional	Monthly reports/Quarterly events
Chamber of Commerce	Occasional	Quarterly meetings/Special Events

Working Conditions

In compliance with the *Accessibility for Ontarians with Disabilities Act*, East Gwillimbury Public Library will develop accessibility accommodation plans as needed. Supervisors will consult with employees to develop an individual

accommodation plan that adjusts or modifies the work environment or the method of doing work, in order to address the needs of the employee.

Physical Requirements:

- Manual dexterity to operate computers and office equipment.
- Continuously lift objects under 1 kg. for up to 1 hour; occasionally lift loads under 10 kg.
- Occasionally push loads under 100 kg.
- Required to sit at a desk for prolonged periods, up to 3 hours.
- Required to view a computer screen for prolonged periods, up to 3 hours.
- Required to stand for prolonged periods, for up to 3 hours when on public service duty.
- Reach, bend, walk, and maneuver in aisles/stairs.

Physical Environment: (nature of physical environment, exposure to hazards/risk of injury)

- Work mainly indoors in a clean, climate-controlled environment.
- Work in a public building in a joint-use facility with public meeting rooms with an increased risk of violent behaviour.
- May be exposed to electric charge, book dust, printer's ink from new books, and moulds as well as illness, tobacco smoke residue, and other chemicals from the public.
- Required to sit at a desk for prolonged periods, up to 3 hours.
- Required to view a computer screen for prolonged periods, up to 3 hours.
- Required to stand for prolonged periods, for up to 3 hours when on public service duty.
- Required to drive between the Branches on a regular basis.

Mental Environment: (frequency of interruptions, contact with public, deadlines, control of work schedule):

- Work in a sometimes noisy, customer-driven environment, with frequent interruptions.
- Works with diverse demographics including infants, children, teens, adults and older residents – some of whom have special needs.
- Works with senior and other town staff, external partners, school staff and faculty, local associations and businesses, as well as board trustees and elected officials.
- Maintain effective public service when staff levels are temporarily down.
- Work to deadlines for planning and implementing special projects, programs, services, and reference responses.
- Occasionally exposed to unpredictable, intimidating, belligerent, or unpleasant behaviour by members of the public with potential to escalate into an unsafe situation. Frequently may be the senior staff on duty, so required to take action to resolve the problem.

- Work schedule is pre-determined, Saturday and evening shifts are required, and may be altered based on service needs or to cover staff absences.



Character Community Attributes

- Optimism
- Initiative
- Perseverance
- Respect
- Responsibility
- Honesty
- Integrity
- Compassion
- Courage
- Inclusiveness
- Fairness
- Trust
- Innovation

All Staff at East Gwillimbury Public Library must pass a vulnerable persons police check.



Town of East Gwillimbury Strategic Pillars

One - Providing quality, affordable programs and services for a safe, accessible and livable community

Two - Building a complete community that provides healthy places to live, work, play and learn

Three - A high performance municipal organization committed to service and excellence



East Gwillimbury Public Library Strategic Pillars & Values

VISION: *East Gwillimbury Public Library builds community by fostering learning and discovery.*

CORE PURPOSE: East Gwillimbury Public Library enriches our community by promoting culture and literacy and access to resources and programs.

- ENGAGE members of the community members of the community, encourage people to get involved in library activities and promote the value of the Library
- SUSTAIN & INNOVATE library programs and services that enrich the community
- DELIVER excellent customer service in the community and in welcoming, accessible library facilities that serve as community hubs

CORPORATE VALUES

- Delivering excellent customer service to our various stakeholders, during a range of hours and in a variety of locations
- Providing equitable access to information, services and library materials in a variety of media and formats
- Respecting and protecting the confidentiality of patrons
- Engagement with residents, businesses and governments through communications, partnership-building and joint initiatives
- Continuous improvement and innovation in the delivery of relevant programs and literacy-related activities

CORPORATE ROLES

- Supporting literacy and encouraging lifelong learning
- Providing equitable access to information and service • Developing and sustaining community partnerships
- Supporting and assisting patrons to achieve educational, employment-related and business goals
- Upholding intellectual freedom
- Operating in a fiscally responsible manner and providing added value to the community and our stakeholders
- Working collaboratively to preserve East Gwillimbury's history and cultural heritage

ENGAGE

- Anticipate, identify and plan for emerging trends, shifts in demographics and community needs
- Develop systems to obtain regular feedback from the community, analyze and report on findings
- Develop and implement effective marketing and communication plans
- Foster collaboration within the community by building and maintaining productive partnerships with residents, business, media and governments
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- Preserve and promote East Gwillimbury's cultural heritage and history

SUSTAIN & INNOVATE

- Align with the Town of East Gwillimbury's Strategic Plan and provide high quality, cost-effective library programs and services
- Develop a plan for ongoing evaluation of existing programs and services and implementation of new programs and services to address changing needs
- Explore and evaluate effective applications of emerging technologies
- Leverage partnerships to benefit the Library and the community (increase revenue/fundraising, program innovation, identification of new opportunities consistent with our mandate)
- Develop our valued human resources and foster excellence through professional development of staff
- Ensure the maintenance of high quality library collections in multiple formats

DELIVER

- Offer welcoming, safe and comfortable environments that comply with library best practices, standards and legislative requirements
- Create and maintain a facilities management plan and incorporate the Town of East Gwillimbury's "Thinking Green" strategies and standards
- Ongoing research, development and implementation of library 'best practices' • Identify and address challenges presented by future growth
- Maximize use of available assets
- Comply with the Integrated Accessibility Standards Regulations under the Accessibility for Ontarians with Disabilities Act, 2005