

# **Clarington Public Library, Museum and Archives**

## **Regular Board Meeting Agenda**

**Date:** March 23, 2023

**Time:** 5:00 p.m.

**Location:** Bowmanville Mezzanine Room or Electronic Participation for Board Members

1. **Call to Order**

2. **Approval of Agenda**

*THAT the Clarington Public Library Board approve the agenda of the March 23, 2023 Regular Board Meeting*

3. **Declaration of Interest**

4. **Closed Session: Administrative Report No. A44-23**

*THAT the Clarington Public Library Board move into closed session to discuss Confidential Administrative Report No. A44-23 - Personal matters about an identifiable individual(s). (Public Libraries Act, R.S.O. 1990, c. P.44, Sec. 16.1, 4)*

4.1 Closed Session Portion to Discuss Confidential Administrative Report No. A44-23

5. **Library Operational Review and Service Area Presentations**

CEO Monika Machacek will provide an overview of library operations and introduce staff members Emily Smith, Programs Coordinator, and Keisha Gomes, Manager of Human Resources for brief presentations to the board

6. **Consent Items**

*THAT the Clarington Public Library Board receives and approves the items in Consent*

6.1 Adoption of the Previous Regular Board Meeting Minutes 4

6.2 Correspondence, Media, Memoranda for Information

6.2.1 Orono Times, February 2023 Article "Libraries are More than Just Books" 9

6.3 Staff Reports

6.3.1 Admin. Report No. A45-23: February 28, 2023 – Library Financial Report 10

6.3.2 Admin. Report No. A46-23: February 28, 2023 – Museum Financial Report 14

## 7. Discussion Period

- 7.1 Administrative Report No. A48-23: March 2023 Chief Executive Officer Report 20

*MOTION: THAT the Clarington Public Library Board receive Administrative Report No. A48–23 March 2023 Chief Executive Officer Report as information.*

- 7.2 Admin. Report No. A49-23: Revised Library Board Bylaws 26

*THAT the Clarington Public Library Board receive Administrative Report No. A49-23 and adopt the revised By-Laws.*

*THAT the Clarington Public Library Board establish and populate the following standing committees:*

1. *Executive*
2. *Finance*
3. *Community Relations*
4. *Policy*

*THAT the Clarington Public Library Board elect one (1) trustee to serve as the Ontario Library Services Board Trustee*

*THAT the Clarington Public Library Board remove the Museums and Archives Advisory Committee (MAAC) as a standing committee effective March 23, 2023.*

- 7.3 Admin. Report No. A50-23: Strategic Planning Process 81

*THAT the Clarington Public Library Board receive Administrative Report No. A50-23: Strategic Planning Process and launch the strategic planning process as outlined in the report.*

## 8. New Business / Updates

## 9. Adjournment

*THAT the Clarington Public Library Board be adjourned at p.m.*

Minutes of a Regular Meeting of the Library Board held on February 23, 2023 at 5:00 p.m. At this Hybrid Meeting, Board members were present via electronic means or in the Mezzanine Meeting Room. Motions were determined by roll call.

Steven Cooke chaired the Meeting and Megan Elliott acted as Recording Secretary.

1. **Attendance**

**Present:**

Nancy Brandon	Steven Cooke	Christopher Hinbest	Ron Hooper
Donald McKenzie	Councillor Lloyd Rang	Marina Ross	Tenzin Shomar
Katharine Warren			

**Staff Present:**

Monika Machacek, Chief Executive Officer  
Alison Dee, Director of Strategy & Innovation  
Megan Elliott, Manager, Business Administration  
Keisha Gomes, Manager, Human Resources  
Heather Ridge, Museum Curator/Coordinator

2. **Disclosure of Conflict of Interest - None**

3. **Approval of Agenda**

**Motion #LB001-23**

Moved by Steven Cooke, seconded by Katharine Warren

THAT the Clarington Public Library Board approve the agenda of the February 23, 2023 Regular Board Meeting, as amended.

**Carried**

The amendment to the agenda was the addition of Administrative Report No. A11-23: Orono Branch Renovation Report.

4. **Elections of the Officers of the Board**

The CEO assumed the Chair for election of the Chair and declared nominations open for the position of Chair.

**Motion #LB002-23**

Moved by Donald McKenzie

*THAT Steven Cooke be nominated for Chair.*

**Carried**

**Motion #LB003-23**

Moved by Councillor Rang

*THAT Ron Hooper be nominated for Chair.*

**Failed**

**Motion #LB004-23**

Moved by Donald McKenzie, seconded by Tenzin Shomar

*THAT nominations for Chair be closed.*

**Carried**

Nominations were closed and Steven Cooke was acclaimed as Board Chair for 2023-2026.

The Chair declared nominations open for the position of Vice-Chair.

**Motion #LB005-23**

Moved by Donald McKenzie

*THAT Nancy Brandon be nominated for Vice Chair.*

**Failed**

**Motion #LB006-23**

Moved by Chris Hinbest

*THAT Tenzin Shomar be nominated for Vice Chair.*

**Carried**

**Motion #LB007-23**

Moved by Donald McKenzie, seconded by Ron Hooper

*THAT nominations for Vice Chair be closed.*

**Carried**

Nominations were closed and Tenzin Shomar was acclaimed as Board Vice Chair for 2023-2026.

**5. Presentation to Outgoing Board Member Judy Hagerman**

CEO Monika Machacek and Councillor Lloyd Rang recognized outgoing Library Board member Judy Hagerman for her twenty years of service as a Library Board member. Councillor Rang presented Judy with a certificate of thanks on behalf of the Mayor and Members of Council. Monika presented Judy with five selected titles in the library collection dedicated in her name in recognition of her years of service.

**6. CEO Introduction and Overview**

CEO Monika Machacek provided an overview for the new Board and introduced Megan Elliott, Manager of Business Administration. Megan highlighted her areas of responsibility including items related to Board members.

**7. Consent Items**

**Motion #LB008-23**

Moved by Ron Hooper, seconded by Donald McKenzie

*THAT the Clarington Public Library Board receive and approve the items in Consent.*

**Carried**

## 8. Discussion Period

Administrative Reports No. A06-23 and No. A09-23 were moved to the beginning of the discussion period to accommodate the attendance of Heather Ridge, Museum Curator and Coordinator, at the meeting.

### 8.4 Closure of the Sarah Jane Williams Heritage Centre

#### **Motion #LB009-23**

Moved by Donald McKenzie, seconded by Katharine Warren

*THAT the Clarington Public Library Board receive Administrative Report No. A06-23 and authorize an extended closure of the Sarah Jane Williams Heritage Centre.*

**Carried**

### 8.6 Charles Bowman Painting

#### **Motion #LB010-23**

Moved by Katharine Warren, seconded by Chris Hinbest

*THAT the Clarington Public Library Board receive Administrative Report No. A09—23 Charles Bowman Painting and that the Library Board seek to have the painting installed in Town Hall through the CEO and Curator.*

**Carried**

The Municipality will be contacted to discuss potential wall sites for the case and painting based on public visibility and appropriate environmental conditions for the painting.

### 8.1 December 2022-February 2023 Chief Executive Officer Report

#### **Motion #LB011-23**

Moved by Councillor Rang, seconded by Nancy Brandon

*THAT the Clarington Public Library Board receive Administrative Report No. A03-23 December 2022 to February 2023 Chief Executive Officer Report as information.*

**Carried**

### 8.2 2023 Business Plan and Budget

#### **Motion #LB012-23**

Moved by Ron Hooper, seconded by Marina Ross

*THAT the Clarington Public Library Board receive Administrative Report No. A04-23 and approve the Council-approved 2023 Library and Museum Operating, Staff, and Capital Budget requests as outlined in this report.*

**Carried**

### 8.3 Use of Library Operating Reserve Funds

#### **Motion #LB013-23**

Moved by Katharine Warren, seconded by Councillor Rang

*THAT the Clarington Public Library Board receive Administrative Report No. A05-23 Use of Library Operating Reserve Funds as information.*

**Carried**

## **8.5 Closure of Bowmanville Branch for the 2023 Clarington Mayor's Gala**

### **Motion #LB014-23**

Moved by Donald McKenzie, seconded by Katharine Warren

*THAT the Clarington Public Library Board receive Administrative Report No. A07-23 and authorize the closure of the Bowmanville Branch on Saturday, May 27, 2023, to host the annual Clarington Mayor's Gala.*

**Carried**

## **8.7 RFP 2022-9 Clarington Public Library, Museum and Archive's Website, Brand, Design and Development Project Award**

### **Motion #LB015-23**

Moved by Tenzin Shomar, seconded by Donald McKenzie

*THAT the Clarington Public Library Board receive Administrative Report No. A08—23 Website and Logo Contract Award for information purposes.*

**Carried**

## **8.8 Service Transactions Fourth Quarter (Q4) 2022**

### **Motion #LB016-23**

Moved by Katharine Warren, seconded by Councillor Rang

*THAT the Clarington Public Library Board receive Administrative Report No. A10—23 Service Transactions Fourth Quarter (Q4) 2022 as information.*

**Carried**

## **8.9 Orono Branch Renovation Report**

### **Motion #LB017-23**

Moved by Donald McKenzie, seconded by Chris Hinbest

*THAT the Clarington Public Library Board receive Administrative Report No. A11—23 Orono Branch Renovation Report and approve the presentation of the revised design concept to the Accessibility Advisory Committee and Clarington Heritage Committee and the results be reported back to the Library Board.*

**Carried**

Board Member Katharine Warren recommended library staff meet with the Accessibility Advisory Committee prior to meeting with the Clarington Heritage Committee and volunteered to attend future meetings to provide historical background as a former Committee Member and Acting Executive Director at the Museum.

## **9. New Business/Updates**

- **Library Tours** (Monika Machacek)

CEO Monika Machacek polled Board members to determine the number of trustees interested in touring the four library branches. In April, Board members will be requested to attend a group photo opportunity for the website.

## **10. Adjournment**

### **Motion #LB018-23**

Moved by Donald McKenzie, seconded by Councillor Rang

*THAT the Clarington Public Library Board be adjourned.*

**Carried**

**The meeting ended at 6:10 p.m.**

**Date:** \_\_\_\_\_ **Signature:** \_\_\_\_\_ **Steven Cooke, Board Chair**



# More than just books at the public libraries in Clarington

By Frances Mallon

The Clarington Public Library, Museum and Archives (CPLMA) has an exciting line-up of programs underway for people of all ages. Just getting going is the Teen Advisory Group, (TAG) geared toward youth in grades 7 through 12. Here is a chance for teens to become involved in developing and delivering programs for the library.

Program Coordinator, Emily Smith, states, "it's a way for teens who may be looking for volunteer hours to earn them. It's also a way for us to connect with teens to get their ideas for programming and services and seeing how they use the library."

The TAG group meets at the Newcastle branch on the first Thursdays of the month, from

3-4 p.m. so it's a seamless move from school to the library for the meeting. "There is no registration, teens can just come out to the meeting and see if it's something that they want to be involved in. There's a small group that has expressed interest, and we're hoping to see it grow," adds Smith. March 2 is the next scheduled meeting in Newcastle.

The first opportunity for TAG to put their leadership skills and ideas to work is in the Explore Games component of the March Break Programs for young people in grades 4-6.

The theme for the school break programs is 'Explore'. There is no registration for these free programs, just check the schedule and drop

in based on the activity of interest. There are investigations into sea habitats, games Lego and more. There is a Teen Café on March 13 from 3-4 p.m. which requires a sign up.

Residents of Clarington are encouraged to access the 'In the Know' Program Guide, which details the vast number of ongoing activities offered by CPLMA. Storytime, creative activities, scavenger hunts, and in Newcastle, seniors' health and fitness programs such as Zumba Gold, Chair Yoga and Falls prevention. Classes are offered on a drop-in basis. A tax clinic is also available on March 5, just in time to help answer any questions when filling out the government paperwork.

Smith wanted to high-

light a new program that will draw the creative individual. The Clarington Crafters will meet on the third Thursday of the month, February 16 being the next meetup. "We've just launched the Clarington Crafters. It's a drop in once a month. People are invited to bring their own handheld craft. It's really just a social time where people can connect with other crafters. Staff will steer them toward library resources that relate to their craft or will connect them to something new they might like to try."

The library has so much to offer, books, special collections, including new GoPro cameras available for loan. They see the need in the community, and they respond by providing what programs are

relevant for all patrons as much as possible.

## New Foodbank Initiative at CPLMA

Something that is new to most branches, is an outreach foodbank supplement program. In Courtice and Bowmanville, Feed the Need in Oshawa supports the initiative. In Newcastle, The Clarington East Foodbank stocks the mobile unit located at the branch. Smith states, "we're glad we have something we can offer that meets that need."

Susan Pascoe, Coordinator of CEFB points out that "they reached out to us. You see this in other areas, both the library and the foodbank see what is needed in the community, and we can combine

**LIBRARY see page 9**

Wednesday, February 15, 2023

YOUR LOCAL NEWSPAPER

Orono Weekly Times - 9

## LIBRARY from FRONT

resources." Resources combined to the extent that the library has contributed books to the foodbank for neighbours to take home and use in their households.

For the items on the cart at the library, people can avail themselves of what is on hand, no need for anyone to interact with any staff. Pascoe says, "we're looking at things for a single day, emergencies, for the times we're not open and those who need it can still get food." There are no questions asked, it's in a discreet location, people can get what they need to tide them over. From library staff reports, it has been used several times, and it's in the second week of operation.

CEFB continues to serve their neighbours in any way that is needed, in partnership with many businesses and organizations in the area. The library and the foodbank are a good fit. On a final note, for community members wishing to buy in, Pascoe says that Wal-Mart has a funds matching program in place from

February 16 to March 16. It's called, 'Fight Hunger, Spark Change'. Everything donated at the store will be matched by Wal-Mart and transferred to

the CEFB to purchase much needed supplies.

So, the library is indeed more than just books, and the foodbank is more than just

food. They are both essential community resources.

Two websites to visit for all the latest information:

[clarington-library.on.ca](http://clarington-library.on.ca), and [claringtoneastfoodbank.ca](http://claringtoneastfoodbank.ca).



The Clarington East Foodbank has a pantry cart set up at the Newcastle branch of the library. For those who require this service outside of CEFB regular hours, are welcome to choose from the foodstuffs available.



Clarington Library, Museum and Archives programming staff have prepared some exciting activities for area residents to enjoy over the next few months, including a host of March Break activities. All branches have scheduled and self guided programs available for patrons of all ages. Program Coordinator Emily Smith is flanked by Member Service Associates Carrie Subrizi (L) and Hailey Van Londen. The team are excited to work with members of the community as they explore all the library has to offer.



**Date of Meeting:** March 23, 2023

**Report Number:** A45-23

**Report Subject:** February 28, 2023 Financial Report

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**Recommendation:**

1. THAT the Clarington Public Library Board receive Administrative Report No. A45-23: February 28, 2023 Financial Report as information.

**Report Overview**

To provide the Board on the financial status of the Library to February 28, 2023.

**Financial Indicators**

**Appendix A**, Clarington Public Library Board, Operating Expenditures and Revenues Report dated February 28, 2023 compares the Library's approved budget to actual posted revenues and expenses.

**Appendix B**, Segmented Information, provides background information about the activity areas and identifies areas impacted by revenue/expense offsets.

**2023 Library and Museum Budget Request**

The overall Library Budget for 2023 was approved at \$3,946,584. The municipal tax levy funding request was \$3,529,114, an increase of \$263,730 or 7.5% over the 2022 tax levy of \$3,265,384. The municipal tax levy is distributed in three payments in the first and second quarters.

The February 2023 budget numbers in Appendix A reflect the final Board and Council approved budget.

**Revenue**

Overall revenue for 2023 currently stands at 0% of the final approved budget.

1. Grants (9%). This reflects receipt of funding received in January from Ontario Library Service (OLS) for the Internet Connectivity Reimbursement (\$4979) and in February for the Inter-Library Loan Postage Rebate (\$3,068). OLS provides partial rebates to public libraries for delivery of interlibrary loan material through Canada Post. The annual rebate is dependent on the total volume of items

shipped across the system. Payments are made in Q1 and based on the previous year's volume.

2. The first instalment of the Municipality's tax levy, typically received in the first quarter of the year, has not yet been received.

## **Expenditures**

Variances in expense areas occurred as outlined below:

1. Personnel Costs (12%) is slightly lower as the Library has not yet received the February 2023 Payroll invoice from the Municipality's Finance Department. These additional benefit costs for February will be reflected in the March 2023 Financial Report.
2. Collections is slightly higher (25%) due to the payment of annual consortium subscriptions for Ontario Library Services (OLS).

## **Conclusion**

The current financial statement shows year to date expenditures of \$492,738. which represents 12% of the 2023 operating budget approved by the Board.

Report Submitted by:  
Megan Elliott, Manager of Business Administration  
Monika Machacek, Chief Executive Officer  
March 23, 2023

## SEGMENTED INFORMATION

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The Library's Financial Statement is segmented into functional operational areas. The nature of the segments and the activities they encompass are as follows:

### REVENUE

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#### **Donations, Rent, Interest, & Sundry**

The area captures donations & bequests, interest income and other small miscellaneous items.

#### **Fees & Public Sales**

Additional revenue is generated through the recovery of lost books and the sale of promotional materials and discarded books. Program fees are charged for some library programs on a cost recovery basis to offset expenses.

#### **Grants – Ministry & Project**

The Library receives an annual operating grant from the Ministry responsible for Public Libraries. Additional project specific grants may become available, on short notice, during the calendar year.

#### **Municipal Contribution**

The Municipality of Clarington provides funding to the Library via payments made three times in a calendar year.

### EXPENDITURES

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#### **Information Technology**

Hardware and software costs incurred through the operation of the integrated library system (ILS), staff & public computers, and wireless service. Includes ink cartridges and computer peripherals (keyboards, mice, etc.)

#### **Facility Support**

Comprised of utility charges, building maintenance, and janitorial costs.

#### **Library Materials**

Represents the multimedia information resources including books, cds, dvds, e-books, digital audio books, electronic databases, and consortia subscriptions.

#### **Products and Supplies**

Includes furniture and equipment, office supplies (including copier & printer paper which generates revenue) collection maintenance supplies, board expenses, and insurance. Also includes promotional items – the cost of which is partially offset against revenue generated from sales.

#### **Public Programs**

Incorporates the costs of program supplies & guides, marketing supplies, and performers. Costs in this area are partially offset against revenue fees (cost recovery) and grants.

#### **Purchased Services**

Covers third party costs such as audit and accounting fees, courier costs, legal, association fees & dues, and bank services charges (offset against interest revenue), equipment leases, and processing charges for library materials.

#### **Salaries/Wages/Benefits**

Payroll & benefits (CPP, EI, OMERS, Health Tax, WSIB, etc.) for the union and non-union staff are calculated by the Library and rolled out via the Municipality's Corporate Services Department on a charge back basis.

#### **Staff Development**

Captures costs for staff training & development, association fees & dues, and any travel and business costs associated with attending courses and conferences.

**Clarington Public Library**  
**Operating Expenditures and Revenues Report**  
**February 28, 2023**

		2023 Budget	2023 Actuals	2023 YTD	2023 YTD		2022 Budget	2022 Actuals	2022	2022
		Approved	YTD	Unexpended	% Expended		Approved	YTD	Unexpended	% Expended
	<b>REVENUE</b>									
	Grants - Ministry & Project	\$ (88,820)	\$ (8,048)	\$ (80,772)	9%		\$ (88,320)	\$ (7,766)	\$ (80,554)	9%
	Fines	\$ -		\$ -	0%			\$ (368)	\$ 368	0%
	Fees & Sales	\$ (16,750)	\$ (3,365)	\$ (13,385)	20%		\$ (9,875)	\$ (3,385)	\$ (6,490)	34%
	Donations, Interest, Sundry	\$ (21,000)	\$ (6,903)	\$ (14,097)	33%		\$ (8,763)	\$ (2,179)	\$ (6,584)	25%
	Municipal Contribution	\$ (3,529,114)		\$ (3,529,114)	0%		\$ (3,265,384)		\$ (3,265,384)	0%
	Operating Reserve	\$ (290,900)		\$ (290,900)	0%		\$ (57,624)		\$ (57,624)	0%
<b>A.</b>	<b>TOTAL REVENUE</b>	<b>\$ (3,946,584)</b>	<b>\$ (18,316)</b>	<b>\$ (3,928,268)</b>	<b>0%</b>		<b>\$ (3,429,966)</b>	<b>\$ (13,698)</b>	<b>\$ (3,416,268)</b>	<b>0%</b>
	<b>EXPENSES</b>									
	Salaries/Wages	\$ 2,488,489	\$ 322,506	\$ 2,165,983	13%		\$ 2,128,646	\$ 303,552	\$ 1,825,094	14%
	Benefits	\$ 631,807	\$ 47,055	\$ 584,752	7%		\$ 470,826	\$ 79,863	\$ 390,963	17%
	<b>Subtotal Salaries/Wages/Benefits</b>	<b>\$ 3,120,296</b>	<b>\$ 369,561</b>	<b>\$ 2,750,735</b>	<b>12%</b>		<b>\$ 2,599,472</b>	<b>\$ 383,415</b>	<b>\$ 2,216,057</b>	<b>15%</b>
	Collections	\$ 327,114	\$ 82,785	\$ 244,329	25%		\$ 327,114	\$ 82,440	\$ 244,674	25%
	Facility Support	\$ 170,686	\$ 11,211	\$ 159,475	7%		\$ 192,686	\$ 19,957	\$ 172,729	10%
	Products & Supplies	\$ 32,393	\$ 3,383	\$ 29,010	10%		\$ 32,393	\$ 4,635	\$ 27,758	14%
	Public Programs	\$ 23,060	\$ 3,298	\$ 19,762	14%		\$ 18,480	\$ 978	\$ 17,502	5%
	Contracted Services	\$ 107,235	\$ 10,103	\$ 97,132	9%		\$ 100,181	\$ 30,950	\$ 69,231	31%
	Information Technology	\$ 136,800	\$ 8,862	\$ 127,938	6%		\$ 133,368	\$ 43,864	\$ 89,504	33%
	Staff Development	\$ 29,000	\$ 3,534	\$ 25,466	12%		\$ 26,273	\$ 3,995	\$ 22,278	15%
	Transfer to Capital/Reserve	\$ -	\$ -	\$ -					\$ -	
	<b>Subtotal Other Service Areas</b>	<b>\$ 826,288</b>	<b>\$ 123,177</b>	<b>\$ 703,111</b>	<b>15%</b>		<b>\$ 830,495</b>	<b>\$ 186,819</b>	<b>\$ 643,676</b>	<b>22%</b>
<b>B.</b>	<b>TOTAL EXPENSES</b>	<b>\$ 3,946,584</b>	<b>\$ 492,738</b>	<b>\$ 3,453,846</b>	<b>12%</b>		<b>\$ 3,429,967</b>	<b>\$ 570,234</b>	<b>\$ 2,859,733</b>	<b>17%</b>
	<b>Net (Surplus)/Deficit</b>		<b>\$ 474,422</b>							

**Date of Meeting:** March 23, 2023

**Report Number:** A46-23

**Report Subject:** February 28, 2023 Financial Report

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**Recommendation:**

1. THAT the Clarington Public Library Board receive Administrative Report No. A46-23: February 28, 2023 Financial Report as information.

**Report Overview**

To provide the Board on the financial status of the Museum to February 28, 2023.

**Financial Indicators**

**Appendix A**, Clarington Museums & Archives, Operating Expenditures and Revenues Report dated February 28, 2023 compares the Museum's approved budget to actual posted revenues and expenses.

**Appendix B**, Segmented Information, provides background information about the activity areas and identifies areas impacted by revenue/expense offsets.

**Revenue**

The current Museum Budget for 2023 was approved as requested at \$326,524. The Municipal tax levy payment, typically issued in the first quarter, has not yet been received as of the date of this report. As a result, the overall revenue for 2023 currently stands at 1% of the approved budget.

**Expenditures**

Expenditures continue to be impacted by the pandemic. Variances in expense areas occurred as outlined below:

1. Personnel Costs (9%) is slightly lower as the Museum's February 2023 Payroll invoice from the Municipality's Finance Department is outstanding. These additional benefit costs will be reflected in the March 2023 Financial Report.
2. Public Programs is low (0%) due to the temporary and extended closure of the Museum's Sarah Jane Williams (SJW) Heritage Centre last month. As reported at the February Board Meeting, a sinkhole was discovered on February 13<sup>th</sup> near

the foundation of the SJW building. Due to the significant health and safety risk to staff and visitors, the CEO authorized an emergency closure of the facility. On March 8<sup>th</sup>, the Museum was reopened to staff and the public.

3. Information Technology (164%) is higher as it reflects the Museum's shared cost for the annual renewal of the network infrastructure hardware and software equipment. This is the first year for the Library and Museum to be invoiced as the previous maintenance costs were rolled into the original capital purchase in 2020. Anticipated underspending in Products & Supplies will be used to offset overspending in Information Technology.

## **Conclusion**

The current financial statement shows year to date expenditures of \$33,385 which represents 9% of the 2023 operating budget approved by the Board.

Report Submitted by:  
Megan Elliott, Manager of Business Administration  
Monika Machacek, Chief Executive Officer  
March 23, 2023

**Clarington Museums and Archives**  
**Operating Expenditures and Revenues Report**  
**February 28, 2023**

		2023 Budget	2023 Actuals	2023 YTD	2023 YTD		2022 Budget	2022 Actuals	2022	2022
		Approved	YTD	Unexpended	% Expended		Approved	YTD	Unexpended	% Expended
	<b>REVENUE</b>									
	Grants - Ministry & Project	\$ (28,151)	\$ -	\$ (28,151)	0%		\$ (26,661)		\$ (26,661)	0%
	Fees & Sales	\$ (3,000)	\$ (50)	\$ (2,950)	2%		\$ (3,000)	\$ (5)	\$ (2,995)	0%
	Donations, Interest, Sundry	\$ (10,000)	\$ (2,076)	\$ (7,924)	21%		\$ (3,070)	\$ (294)	\$ (2,776)	10%
	Municipal Contribution	\$ (326,524)	\$ -	\$ (326,524)	0%		\$ (317,699)		\$ (317,699)	0%
	Museum Operating Reserve	\$ (17,000)		\$ (5,656)	0%		\$ (5,656)			
<b>A.</b>	<b>TOTAL REVENUE</b>	<b>\$ (384,675)</b>	<b>\$ (2,126)</b>	<b>\$ (371,205)</b>	<b>1%</b>		<b>\$ (356,086)</b>	<b>\$ (299)</b>	<b>\$ (350,131)</b>	<b>0%</b>
	<b>EXPENSES</b>									
	Salaries/Wages	\$ 219,200	\$ 23,125	\$ 196,075	11%		\$ 193,906	\$ 22,970	\$ 170,936	12%
	Benefits	\$ 81,000	\$ 2,724	\$ 78,276	3%		\$ 80,688	\$ 4,838	\$ 75,850	6%
	<b>Subtotal Salaries/Wages/Benefits</b>	<b>\$ 300,200</b>	<b>\$ 25,849</b>	<b>\$ 274,351</b>	<b>9%</b>		<b>\$ 274,594</b>	<b>\$ 27,808</b>	<b>\$ 246,786</b>	<b>10%</b>
	Collections/Exhibitions	\$ 7,650	\$ 847	\$ 6,803	11%		\$ 7,500	\$ -	\$ 7,500	0%
	Facility Support	\$ 52,405	\$ 4,442	\$ 47,963	8%		\$ 52,405	\$ 10,978	\$ 41,427	21%
	Products & Supplies	\$ 7,800	\$ 89	\$ 7,711	1%		\$ 7,365	\$ 188	\$ 7,177	3%
	Public Programs	\$ 9,000	\$ 19	\$ 8,981	0%		\$ 8,750	\$ 28	\$ 8,722	0%
	Contracted Services	\$ 3,500	\$ 445	\$ 3,055	13%		\$ 1,895	\$ 396	\$ 1,499	21%
	Information Technology	\$ 1,000	\$ 1,637	\$ (637)	164%		\$ 937	\$ 914	\$ 23	98%
	Staff Development	\$ 3,120	\$ 57	\$ 3,063	2%		\$ 2,640	\$ -	\$ 2,640	0%
	Transfer to Capital/Reserve							\$ -		
	<b>Subtotal Other Service Areas</b>	<b>\$ 84,475</b>	<b>\$ 7,537</b>	<b>\$ 76,938</b>	<b>9%</b>		<b>\$ 81,492</b>	<b>\$ 12,504</b>	<b>\$ 68,988</b>	<b>15%</b>
<b>B.</b>	<b>TOTAL EXPENSES</b>	<b>\$ 384,675</b>	<b>\$ 33,385</b>	<b>\$ 351,290</b>	<b>9%</b>		<b>\$ 356,086</b>	<b>\$ 40,312</b>	<b>\$ 315,774</b>	<b>11%</b>
	<b>Net (Surplus)/Deficit</b>		<b>\$ 31,260</b>					<b>\$ 40,013</b>		



## SEGMENTED INFORMATION

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The Museum's Financial Statement is segmented into functional operational areas. These align with those of the Municipality of Clarington and the Library, which creates a more effective and efficient audit process. The nature of the segments and the activities they encompass are outlined below:

### REVENUE

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#### Grants – Ministry & Project

The Museum receives an annual operating grant, the Community Museum Operating Grant (CMOG) from the Ministry responsible for community museums. Additional project specific grants may become available, on short notice, during a calendar year; as they do not represent a steady revenue stream they are recorded as "actuals" rather than "approved" revenue and would be used to offset spending in expenditures.

#### Fees & Public Sales

Membership fees, educational programs, public programs and other public events, gift shop sales, research fees (including printing), and space rental income.

#### Donations, Rent, Interest, & Sundry

The area captures donations & bequests, interest income, and other small miscellaneous items.

#### Municipal Contribution

The Municipality of Clarington provides annual funding to the Museum, which is typically paid in the current calendar year.

### EXPENDITURES

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#### Salaries/Wages/Benefits

Payroll & benefits (CPP, EI, OMERS, Health Tax, WSIB, etc.) for both union and non-union staff are calculated by the Museum and processed via the Municipality's Corporate Services Department on a charge back basis.

#### Exhibitions

Represents spending on resources to host exhibitions or acquire new items for the museum's collection.

#### Facility Support

Comprised of utility charges, building maintenance, and janitorial costs.

#### Products and Supplies

Includes furniture and equipment, office supplies (i.e.: copier & printer paper which generates a small amount of revenue) collection maintenance supplies, board expenses, and insurance. Also includes promotional items – the cost of which is partially offset against revenue generated from gift shop sales.

#### Contracted Services

Covers third party costs such as audit and accounting fees, courier costs, legal, payroll, association fees & dues, and bank services charges (offset against interest revenue), equipment leases, and other incidental charges.

#### Public Programs

Incorporates the costs of program supplies & guides, marketing supplies, guest speakers and performers. Costs in this area are often partially offset against revenue fees (cost recovery) and grants.

#### Information Technology

Hardware and software costs incurred through the operation staff computers and wireless service. Includes ink cartridges and computer peripherals (keyboards, mice, etc.).

#### Staff Development

Captures costs for staff training & development, association fees & dues, and any travel and business costs associated with attending courses and conferences.

#### Transfer to Capital/Reserve

Represents funds set aside for spending on items of a capital nature or can be used to support reserve funds.

<b>Policy Title:</b>	<b>Health &amp; Safety Statement</b>
<b>Policy Type:</b>	<b>Health &amp; Safety</b>
<b>Policy #:</b>	<b>HS002-12</b>
<b>Policy Authority:</b>	<b>Board</b>
<b>Effective Date:</b>	<b>February 2022</b>
<b>Revision Date:</b>	<b>March 2023</b>

The Clarington Public Library Board is committed to providing a safe and healthy environment for all employees. The Library Board's goal is zero incidents of injury, illness or damages. The Library Board believes that a workplace free of accidents is attainable and is the key to long-term success.

This commitment to health and safety shall be shared by all employees of the Library, Museums and Archives to ensure a safe work environment. As employer, the Library Board is ultimately responsible for workplace health and safety under the *Occupational Health and Safety Act*. The Chief Executive Officer of the Library, Museums and Archives shall ensure that every reasonable precaution is taken for the protection of employees and shall report to the Board on an annual basis, or more frequently as required.

Supervisors are accountable for the health and safety of staff under their supervision. Supervisors are responsible for ensuring that work areas and equipment are safe and that employees work in compliance with established safe work practices and procedures. Staff must receive adequate training in specific work tasks to protect their health and safety.

~~Every employee has the responsibility of working safely and protecting the health of themselves and their fellow workers. Being alert to unsafe conditions or practices, looking out for fellow employees and reminding them when they do something unsafe, and working in compliance with the requirements of all applicable legislation/regulation and in-house policies/procedures is crucial. Unsafe conditions should be brought to the attention of the supervisor so that prompt remedial action may be taken.~~

Every employee has the responsibility of working safely and protecting the health of themselves and their co-workers. It is an employee's statutory duty to report any health and safety hazards or contravention of the Occupational Health and Safety Act to the employer, a supervisor and/or a Joint Health and Safety Committee member for prompt remedial action. The Library Board is committed to ensuring any employee reporting a hazard or contravention of the Act will not face any form of reprisal. Annually, employees will be responsible for reviewing all internal health and safety policies and procedures to support a work environment free of incidents, illness and damages.

Contractors are to be familiar with, and comply with, the Health & Safety Statement and Policies of the Clarington Public Library, Museums and Archives. Contractors will be held accountable for all infractions of their workers. Contractors and other external workers who do not follow the Health and Safety program of the Clarington Public Library, Museums and Archives will be asked to leave the worksite.

For the Clarington Public Library, Museums & Archives

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Steven Cooke, Board Chair

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Monika Machacek, Chief Executive Officer

For the Joint Health & Safety Committee

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Lisa Dyche, Affiliated Co-Chair

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Alison Dee, Non-Affiliated Co-Chair

**Date of Meeting:** March 23, 2023

**Report Number:** A48-23

**Report Subject:** March 2023 Chief Executive Officer Report

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**Recommendation:**

1. THAT the Clarington Public Library Board receive Administrative Report No. A48-23: March 2023 Chief Executive Officer Report as information.

**Report Overview:**

To provide the Board with information about operational highlights and key activities in March 2023.

**Staffing Highlights**

On March 20<sup>th</sup>, Aiden Brydon will begin her new role as Collections Coordinator. Aiden holds a Bachelor of Arts in English from St. Mary's University, a Master of Arts in English Literature from the University of Western Ontario, and a Master of Library Information Science from the University of Toronto. Aiden joined the Library in 2021 and is passionate about public libraries and committed to building positive relationships and generating new ideas.

*Truth and Reconciliation Panel Discussion on Climate Change*

On March 10<sup>th</sup>, Samantha Aitken, Coordinator, joined the Municipality of Clarington's Truth and Reconciliation Committee to attend a panel discussion on addressing climate change at Trent University. As part of the 47<sup>th</sup> Annual Elders and Traditional Peoples Gathering, the Weaving (K)new Connections to Address Climate Change discussion focused on bringing Indigenous Knowledges and Western science together to further understand how climate change is impacting a variety of ecosystems, and how to adapt to changing conditions. The discussion featured a keynote address by Rebecca Sinclair, Executive Director at Treaty and Aboriginal Rights Research Centre, Dr. Dan Longboat, founding Director of Trent University's Indigenous Environmental Studies and Sciences Program, Dr. Deborah McGregor, Law Professor at York University's Osgoode Hall, and Joe Pitawanakwat, Founder and Director of Creators Garden.

### *Multi-Faith Prayer Room*

In partnership with the Municipality, all Library and Museum staff have been provided access to the Multi-Faith Prayer Room and Spiritual Space located on the second floor of the MAC building. The location offers a safe space for prayer, silent reflection, or a sensory break. No room booking is required.

### **Facilities**

On March 4<sup>th</sup>, the Courtice and Orono Branches were closed for the day due to inclement weather. The branches reopened the following scheduled day of business with no further incident.

On March 8<sup>th</sup>, the Sarah Jane Williams Heritage Centre re-opened for staff and the public. As reported last month, the facility was temporarily closed due to the formation of a sink hole. Municipal staff arranged for a structural engineering firm to investigate the cause of the sinkhole as well as the safety of the building's structure. Due to the proximity of the sinkhole to the location of the elevator shaft, the elevator was taken offline by the TSSA. The results of the investigation were inconclusive; however, the building was determined to be safe for re-entry and, on March 9<sup>th</sup>, TSSA authorized the return to service of the elevator.

### **Programs and Outreach**

#### *Snow Castles of Newcastle*

On March 4<sup>th</sup>, the Newcastle Branch provided its outdoor space to A Gift of Art to host their snow castle building competition, Snow castles of Newcastle. Registered participants spent the day building snow castles to compete for a \$500 prize. Families were welcomed to watch the competition and take part in an array of activities and interactive booths from community organizations such as, Soper Creek Wildlife, Haute Goat, J&K Sugar Shack, bouncy castles from Larry Potter Events and Top Notch Horse Drawn Carriage Rides, Inside the Branch, Library staff provided hot chocolate to event-goers and hosted a craft station, with over 60 people creating penguin-themed artwork.

#### *Orono Food Pantry: Clarington East Food Bank*

The food pantries that were installed in February 2023 have received an outpouring of community support and community use. On March 11<sup>th</sup>, in partnership with the Clarington East Food Bank, a food pantry shelf was installed at the Orono branch of the Library. Offering non-perishable food and personal hygiene items, members of the public can pick items up as needed from the shelves, which will be freely available during open hours, to address ongoing food insecurity in Clarington.

### *Black History Month Book Club*

On February 28<sup>th</sup>, the Bowmanville Branch hosted a book club and group discussion, for Black History Month. Staff from the Municipality, the Library and the Museum were given the opportunity to read "Washington Black" by Black-Canadian author Esi Edugyan follows the early life of George Washington "Wash" Black, chronicling his escape from slavery and his subsequent adventures in search of his true self.

### *Clarington Celebrates Black History Month*



During the evening of February 25<sup>th</sup>, in partnership with the Municipality of Clarington, the Library hosted Clarington Celebrates Black History Month at the Bowmanville Branch. This immersive experience featured entertainers, vendors, and artists from across Clarington and Durham Region. During the event, attendees were able to explore vendor tables, featuring authors Michelle Richards-Graham and Sharon Ennis, the Congress of Black Women

of Canada, and Cultural Expressions Art Gallery, who also provided art pieces and decorations during the event. The audience was invited to participate in engaging entertainment and local high school students provided musical performances. The event was catered by Starapples, a local Jamaican restaurant. More than 100 people attended the event, coordinated by Clarington's Anti-Black Racism Subcommittee and Diversity Advisory Committee and positive feedback was received from the public and organizations who participated in the event.

### *Journey to Africville*

On February 21<sup>st</sup>, Library and Museum staff participated in a virtual tour of Africville, a community of Black settlers in Halifax, Nova Scotia, to learn about the severe hardships of Black migrants to Canada throughout the centuries.

"Black people have lived in Nova Scotia since before the founding of Halifax in 1749. However, it was only after the American Revolution, in the late 1700s and early 1800s, that large groups of Black settlers began to arrive in the province. Many of them were former enslaved people who had been promised freedom and land in Nova Scotia, but when they arrived, they encountered white settlers who viewed them as inferior. Because of racism, Black settlers were pushed to the margins of society and forced to live on the most inhospitable land. Despite this, they persevered, developing strong, vibrant communities. Africville was one such place." - The Canadian Museum for Human Rights.

## *Winter WonderLearn Festival*



On the Family Day Weekend, from Friday, February 17<sup>th</sup> to Monday, February 20<sup>th</sup>, the 20<sup>th</sup> annual Winter WonderLearn (WWL) Festival was held. This popular festival is designed to encourage members of the community to get active, learn something new, and spend time together as a family. The event's key sponsor was Ontario Power Generation (OPG). A hybrid Festival was planned for this year, with a range of in-person activities and workshops spread across multiple locations and days. Throughout the weekend, the Library hosted sixteen (16) in-person programs and four (4) pieces of virtual content, featuring several community partners including A Gift of Art, Visual Arts Centre of Clarington, Ontario Tech University, Ontario Turtle Conservation

Centre, the Royal Astronomical Society of Canada, Scientists in School, EarlyON Child and Family Centre, and the Municipality Emergency and Fire Services. WWL 2023 welcomed 669 participants in total, which includes 313 in-person program attendees, 102 passive activities completed, and 254 virtual downloads/views.

## *Group Visits*

Throughout February and March, several school and community groups visited Library branches or were visited by Library staff at their location. Group Visits allow participants to discover everything the Library has to offer through a customized experience. The following visits took place:

- Mar. 7 – Vincent Massey Public School visited the Bowmanville Branch
- Feb. 21 – Edna Thomson Child Care Centre visited the Bowmanville Branch
- Feb. 16 – Dr. Emily Stowe Public School visited the Courtice Branch (2 classroom visits)

## *Social Media Highlight*

The Library and Museum's most liked post on Instagram was published February 23<sup>rd</sup> and featured a video of the Library Food Pantry. As of March 9th, this post received 65 likes and 3 comments. Comments include, "This is such a kind thing to do <3" and "Can anyone donate?" <https://www.instagram.com/p/CpBQ6hNpWop/>

## **Website Refresh, Re-Branding and Information Technology**

The website development is well underway, with "tree jack" studies released to determine the human navigation tendencies. The results will inform the team of patterned information seeking behaviour to ensure the most effective site navigation is developed.

The re-branding exercise continues to be in development. The initial designs have not satisfied team members and we are targeting to present options to the Library Board in April.

## **Library Collections**

On March 10<sup>th</sup>, bike locks were introduced into the loanable collection. As a means to encourage members of the public to be environmentally conscious and travel to the library by means other than car, as well as encourage physical activity, the locks will be available for same-day use at all branches.

On February 24<sup>th</sup>, in partnership with Ontario Tech University, Botleys were introduced to the library collection. Botleys are STEM coding toys, meant to help children as young as 5 learn to code through interactive and 100% screen-free play.

## **Museum Collections**

On March 7<sup>th</sup>, Milosh Environmental provided a follow-up mould assessment of the remediation cleaning that occurred in December 2022 at the Waverley Place. Visual assessments and tape lift samples were taken for lab testing. The assessment report is expected later in March and will advise as to the effectiveness of the remediation process for removing the mould from the heritage belongings and furnishings.

## **Customers and Staff Comments**

- A young member came to the desk with 32 items to check out. Her mom reminded her the “deal” was 15. The young girl responded “I just couldn’t decide... I want to read them all!”
- Several Good Neighbours users penned notes thanking staff for the service. Comments received included: “thank you for caring”; “with my appreciation”; and “good reads again”.
- Customers posted a 5-star and 4 star review of the Courtice Branch on Google, writing: “It is great and quite place to read.” and “Clean facilities, friendly ,helpful staff.”
- Customer posted a 5-star review of the Bowmanville Branch on Google, writing: “A good, quiet, nice Library to study and visit. I enjoy my studying work life there. And I recommend the neighborhood to visit and experience and explore what the Library have to offer. Great place! I highly recommend it.”
- While in the community, a staff member was approached by a Library user and her son who enjoyed the Valentine’s Day scavenger hunt in the Library. She said upon getting home, her son wrote out and hid letters all over the house for her to find in their own version of the game!



## Chief Executive Officer Notable Events

Date	Event
March 3	Re-Branding Meeting with GHD
March 7	SLT (Municipality)
March 8	Federation of Ontario Public Libraries, Large Urban Caucus Meeting
March 14	Meeting with MOC Treasurer RE: Reserves and Financial Migration SLT (Municipality)
March 15	Orono Design Presentation to Accessibility Committee
March 21	SLT (Municipality)
March 22	Conference: City Building in Challenging Times (Municipalities of the Future)
March 23 - 24	Council and SLT Retreat

**Date of Meeting:** March 23, 2023

**Report Number:** A49-23

**Report Subject:** Revised By-Laws

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**Recommendation:**

1. THAT the Clarington Public Library Board receive Administrative Report No. A49-23 and adopt the revised By-Laws; and
2. THAT the Clarington Public Library Board establish and populate the following standing committees:
  - a. Executive
  - b. Finance
  - c. Community Relations
  - d. Policy
3. THAT the Clarington Public Library Board elect one (1) trustee to serve as the Ontario Library Services Board Trustee
4. THAT the Clarington Public Library Board remove the Museums and Archives Advisory Committee (MAAC) as a standing committee effective March 23, 2023.

**Report Overview:**

To advise the Library Board of recommended changes to the Library Board By-Laws (Appendix A).

**Background:**

The revised by-laws establish the minimum number of Library Board meetings at 9, as opposed to the current 7. It is recommended that the Library Board meet monthly from September – November; January – June. The *Public Libraries Act* allows Library Boards to meet a minimum of 7 times per year but does not establish a maximum. Increasing the frequency of board meetings is preferred from the operational level to ensure necessary approvals and directives can be made more promptly.

It is best practice for Boards to establish standing committees, as opposed to ad-hoc committees, for business continuity, maintaining substantive discussions at the board level and leveraging standing committees for more open discussions surrounding finance and policy.

For example, the finance committee would work collaboratively with the CEO and senior staff in a comprehensive review of the annual budget, which would then be approved by the Finance Committee and submitted to the full Library Board for review and approval.

The discussions in the finance committee meeting can be more fluid and conversational in nature.

The policy committee, likewise, would receive policies on an annual basis for a comprehensive review and discussion, which would then be submitted to the full board. From an operational standpoint, an annual policy review is preferred to submitting policies monthly.

Effective January 1, 2020, the Library Board formed the Clarington Museums and Advisory Committee (MAAC) to ensure continuity of operations including the Museum's eligibility standards for the annual Community Museum Operating Grant (CMOG). In September 2022, CEO Monika Machacek received confirmation from the Ministry of Heritage, Sport, Tourism and Culture Industries staff that the Museum would maintain eligibility for the CMOG while solely governed by the Library Board.

At the meeting held on December 9, 2019, the Council of the Municipality of Clarington approved Resolution #GG-548-19: "that the Municipality transfer responsibility for the assets currently under the management of the Clarington Museums and Archives Board to the Clarington Public Library Board effective January 1, 2020; and that the Clarington Museums and Archives Board be dissolved, and By-law 2012-093 be repealed, effective January 1, 2020".

Maintaining two (2) governing and advisory bodies for one (1) organization impacts the administrative capacity in operations and historically it is only Library Board trustees who are attending MAAC meetings regularly, with quorum consistently being 'just met'. It is recommended that the Curator and Museum Coordinator attend all Library Board Meetings with a standing item on the Board agenda for Museum & Archives, instead of maintaining a separate committee. Should the Library Board make this change, correspondence will be sent to Municipal Council informing them of the Board's decision.

The Library Board can elect one of its members to be the Ontario Library Service liaison on the Board Assemblies (Appendix B).

## **Financial Implications**

None.

Report Submitted by:  
Monika Machacek, Chief Executive Officer  
Megan Elliott, Manager of Business Administration

March 23, 2023

## **CLARINGTON PUBLIC LIBRARY BOARD BY-LAWS**

Authority: Library Board  
Date Created: March 23, 2023  
Last Review:  
Category: Administration – Public

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## **1. General**

### **1.1 Authority**

The Clarington 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 Clarington 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.

### **1.2 Purpose**

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

### **1.3 Head Office**

The head office of the Board shall be located at the The Municipality of Clarington Public Library Board 163 Church Street, Bowmanville, ON L1C 1T7

### **1.4 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.

### **1.5 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:

- Accessibility for Ontarians with Disabilities Act, 2005 (AODA)
- *Robert's Rules of Order*, Newly Revised, 11<sup>th</sup> 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.

### **1.6 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

### 2.1 Members (*P.L.A. – Section 9(1)*)

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

The Clarington Library Board is composed of no less than nine (9) members:

- One (1) Member of Council
- Eight (8) approved by the Municipal Council from the public at large

### 2.2 Appointments

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

### 2.3 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 permanent resident of Canada;*
- 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...”*

### 2.4 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.”*

### 2.5 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.”*

The Clarington Public Library Board interprets a vacancy as when the Board numbers are below the minimum number as stated in the Clarington Public Library Board By-Laws, or when the number of Board members is below the maximum number and the Board decrees that a vacancy exists that should be filled as long as the total number of Board members does not exceed the maximum.

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

*“If a board member,*

- a) is convicted of an indictable offence;*
- b) becomes incapacitated;*

- c) *is absent from the meetings of the board for three consecutive months without being authorized by a board resolution;*
  - d) *ceases to be qualified for membership under clause 10 (1) (c); or*
  - e) *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."*

## **2.7 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 Clarington Public Library, and exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

Subject to the foregoing, the Municipality of Clarington 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 Municipality, and not to be incurred by Board member(s) without prior written notice to, and prior written approval of the Municipality of Clarington.

## **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 F), 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 Planning

The Clarington Public Library Board shall maintain an effective planning process for the library in order to fulfill its mandate under the *Public Libraries Act*, RSO 1990, c. P44, s. 20(a): *“A board shall seek to provide, in co-operation with other boards, a comprehensive and efficient public library service that reflects the community’s unique needs”*.

The planning process ensures that:

1. the vision of the library is realized
2. the library is able to respond to changing needs and trends in the community
3. services available elsewhere in the community are not unnecessarily duplicated
4. library funds are responsibly expended in a deliberate and accountable manner
5. continuity of services is maintained regardless of personnel changes in the board or staff

#### Process

To this end, the Board shall:

1. In the final year of its four-year term, create a legacy document for the new Library Board outlining success, challenges, and future outlooks.
2. In the first year of its four-year term, develop a Strategic Plan which includes the mission and vision statements and priorities. The Strategic Plan will encompass the term of the Library Board.
3. Ensure the CEO reports to the Board on:
  - a. Customer needs in the community served by the library
  - b. The services of the library in the light of customer needs and feedback
  - c. The priorities of the municipality
4. Report to the community on the library’s progress in fulfilling its plan by means of:
  - a. Distribution of an annual report
  - b. Presentations to Council, service groups and community organizations
5. Ensure public information and communication about the planning process and the plan are accessible to persons with disabilities.

Reviewing and assessing the library’s current environment will be addressed through a situational analysis which may include:

- Community analysis: A range of community-related information with possible implications for library service, including demographic data, municipal planning documents, and information on local agencies and services, is gathered and formally analyzed at least once every four years, and the results used in the planning of library service.
- Consultation with users: Library users are consulted regularly concerning library service (e.g., by means of surveys, focus groups, formal and informal interviews, open houses, suggestion box, website, etc.). The Library ensures that the invitation to comment and the feedback process are accessible to persons with disabilities by providing or arranging for the provision of accessible formats and communications supports, upon request.

**3.4 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.

**3.5 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.

**3.6 Funding and Financial Accountability**

- The Board will work with the Chief Executive Officer to prepare and recommend to Municipal 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 fundraising, 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.

**3.7 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 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 Service. 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 E).

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 Clarington 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 the entire term of the Board.

- Nominations shall require a mover, 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.
- 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."* The Chair will hold office for the full term of the board 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 five 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
- Shall not commit the Board to any course of action in the absence of the specific authority of the Board.

#### **4.4 Vice-Chair**

The Vice-Chair will hold office for the full term of the board 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 or conflict of 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. The Acting Chair adopts all of the duties of the Chair for the duration of the meeting for which they were appointed.

#### **4.5 Executive Committee**

The Executive Committee consists of three board members, the Chair of the Board, Vice-Chair of the Board, with the final member being elected by the Board, according to the process outlined in 4.2. The CEO will attend all Executive Committee meetings, apart for performance discussions. The Executive Committee:

- a) May determine matters of an emergency nature provided actions taken are communicated to the Board;
- 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;
- d) Is responsible for annual performance review and compensation of the CEO

However, matters so determined under (a), (b) and (d) 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 designate will be present at all meetings of the Board. The Secretary or designate will be present at Committee meetings as required or requested by the Board.

#### **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, Chair or Vice-Chair are authorized to act as Board spokesperson for statements to the media regarding the library's operations and policies. The Chair or Vice-Chair can authorize other trustees to make statements to the media. Whenever practical, the Chief Executive Officer should first consult with the Chair of the Board prior to releasing statements to the media.

**4.10 External Appointments**

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

**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:**

- Executive Committee
- Finance
- Community Relations
- 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 Clarington Public Library Board shall hold 10 meetings per year, once a month from September – June.

*"the library board shall hold regular meetings once a month at least 7 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, 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 239 (3.1))**

*"A meeting of a council or 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 Municipality.

## **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 5:00 p.m. on the fourth Thursday of each month from January to June and from September November. The Board may re-schedule board meetings as necessary. At the discretion of the Chair a meeting can be scheduled to be in-person, virtually or hybrid using a video meeting application (e.g., Zoom).

### **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 fifteen (15) 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 Municipality of Clarington'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 are expected to physically attend in-person Board meetings or to attend virtual on-line Board meetings using the appropriate application with both video and audio engaged.

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.

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.

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. 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 Clarington 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 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.

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.

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 expel any person 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 expel any person for improper conduct at a meeting."*



**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 they 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 following order of business for all regular meetings of the Board are recommended:

- Call to order
- Declarations of Interest
- Changes to and Adoption of the Agenda
- Presentation(s)
- Consent Items
- Discussion Period
- Board Development

- Committee/Liaison Reports
- Business Arising from Prior Month's Minutes
- New Business
- In-Camera
- 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 ten (10) 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 who 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 Signing Officers**

The Board shall appoint five signing officers: the Chair, the Vice-Chair, the Chief Executive Officer, the Director of Strategy and the Manager of Business Administration.

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 Board-approved *Purchasing Policy* last reviewed and approved at the February 24, 2022, Regular Board Meeting in Board Motion No. LB00422.

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

**8.4 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 an annual budget which supports the library's approved long-term goals.

The board will provide sufficient information to support the estimates.

**8.5 Financial Monitoring and Audit**

The Board monitors the finances to ensure that the ongoing financial position of the library is consistent with the priorities approved by the Board. The Board shall monitor the 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."*

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.

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.

#### **8.6 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 Municipality of Clarington, the provisions of the *Public Libraries Act* or the Municipality of Clarington 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 Municipality of Clarington'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.

Approved Date: Motion #:
Effective Date:

## 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 they have 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 Municipal Committee Application form

## **Appendix C**

### **Board Agenda Guidelines Clarington Public Library Board**

#### **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 the time any Board member must declare an interest in any Agenda item up for discussion. This is most commonly used when there is a cheque issued to the 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, i.e., moving consent items for discussions or 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.

#### **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 items 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. The CEO can provide high level overview on key items and provide answers to any Board member questions regarding these items.

#### **Board Development**

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

#### **Committee Minutes**

The Secretary will forward the Minutes to the Manager, Administrative Services by the Monday PRIOR to the Board meeting, to be added to Consent Items.

#### **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 remain as

Consent unless a Board member believes they contain information that would prevent him/her from voting to approve it.

#### **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.

#### **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**

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.



## **Appendix D**

### **Policy Committee Terms of Reference**

**Authority:** Library Board

**Date Created:**

**Date Reviewed:**

#### **Name**

Clarington Public Library Board - Policy Committee.

#### **Purpose**

The purpose of the Policy Committee is to review existing by-laws and policies and to recommend best practices that reflect the current needs of the Library and its users.

#### **Responsibility**

The committee, working in collaboration with the Chief Executive Officer and senior staff, will;

- develop a policy review plan to ensure that policies are updated on a regular basis.
- review all Library policies per established schedule and recommend revisions or new policies as per best industry and/or municipal practices.
- receive and consider proposed Board By-law changes and recommend on the same to the Board

#### **Composition**

Membership of the Policy Committee will comprise of not less than four Board members.

The CEO or designate will be in attendance at all meetings.

#### **Chair and Secretary**

A Chair and Secretary will be appointed at the first meeting of the year.

#### **Quorum**

A majority of committee members constitutes a quorum.

#### **Meetings**

Meetings will be scheduled at the call of the Chair or CEO in Q1 of each year.

All Board members are invited to attend committee meetings and may participate in the committee's discussion. However only members of the committee may vote on items.

#### **Record Keeping and Reporting**

- The Secretary shall record minutes of the proceedings and resolutions of all meetings of the Committee, including recording the names of those in attendance

- All documents (agendas, draft minutes, etc.) will be circulated a minimum of three (3) business days prior to the meeting within the constraints of established privacy and confidentiality policies
- All documents of the Committee shall be kept by Library Staff and distributed to the Board as a whole within the constraints of established privacy and confidentiality policies
- The Committee Chair will report to the Board when Board approval is required and/or to present progress reports as appropriate

**Amendments and Revocations of Terms of Reference**

- Amendments to these Terms of Reference may be made at any time by the Board following consultation with the Committee.
- The Terms of Reference will be reviewed on an annual basis.

## **Museum & Archives Advisory Committee**

**Authority:** Library Board

**Date Created:**

**Date Reviewed:**

### **Name**

Clarington Public Library Board – Museum & Archives Advisory Committee

### **Purpose**

The Board may, at its discretion, establish a Museum and Archives Advisory Committee (MAAC) in order to meet the Standards for Community Museums in Ontario, and comply with Regulation 877, Grants for Museums, under the Ontario Heritage Act.

### **Responsibility**

Should the Board choose to create a Museum and Archives Advisory Committee, the following protocol will be observed:

1. the Board will adopt Terms of Reference for the operation of the MAAC;
2. the Board authorizes the MAAC to approve policy pertinent to museum standards in order to ensure continued qualification for the provincial museum operating grant;
3. the CEO is deemed to be the ultimate operational authority with the Curator providing expertise pertinent to museum management;
4. the MAAC will maintain a formal record of committee meetings. The approved minutes will be forwarded to the Board on a regular basis.

### **Composition**

The Board will appoint no less than three (3) and no more than five (5) voting members to the Committee, with a minimum of one elected official, one board member, and one public member. In accordance with the provisions of the Ontario Public Libraries Act, the maximum number of public members appointed to the MAAC will be limited to two.

Where vacancies for public members are required to be filled, the Board will establish an Ad Hoc Committee.

The CEO or designate will attend at the request of the Chair.

### **Chair and Secretary**

- The Library Board Chair or Vice Chair will serve as Chair of Museum & Advisory Committee
- A Secretary will be appointed at the first meeting of the year

**Quorum**

A majority of committee members constitutes a quorum.

**Meetings**

Meetings will be scheduled at the call of the Chair or CEO.

All Board members are invited to attend committee meetings and may participate in the committee's discussion. However only members of the committee may vote on items.

**Record Keeping and Reporting**

- The Secretary shall record minutes of the proceedings and resolutions of all meetings of the Committee, including recording the names of those in attendance
- All documents (agendas, draft minutes, etc.) will be circulated a minimum of three (3) business days prior to the meeting within the constraints of established privacy and confidentiality policies
- All documents of the Committee shall be kept by Library Staff and distributed to the Board as a whole within the constraints of established privacy and confidentiality policies
- The Committee Chair or designate will report to the Board when Board approval is required and/or to present progress reports as appropriate

**Amendments and Revocations of Terms of Reference**

- Amendments to these Terms of Reference may be made at any time by the Board following consultation with the Committee.
- The Terms of Reference will be reviewed on an annual basis.

## **Finance Committee Terms of Reference**

**Authority:** Library Board

**Date Created:**

**Date Reviewed:**

### **Name**

Clarington Public Library Board - Finance Committee.

### **Purpose**

The purpose of the Finance Committee is to provide financial oversight to ensure the long-term economic health and sustainability of the library.

Committee decisions are not binding on the Board.

### **Responsibility**

The committee, working in collaboration with the Chief Executive Officer (CEO), will:

- Receive and review annual budget/resource allocation related to the development of the Library's operating and capital budgets and recommend on same to the Board;
  - Staff provide a report of how each budget is developed, criteria, priorities, pressures, etc. to assist the committee in guiding the development of the capital and operating budgets;
  - Staff will develop a presentation on Board approved budget with input from Committee for Council approval
- Consider, on behalf of the Board, any requests for significant variations to the planned operating budget and to make recommendations accordingly
- Review all proposals with significant financial implications as per the *Procurement of Goods and Services Policy*.
- Develop and recommend to the Board appropriate procedures to guide the financial affairs of the Library as per Board By-Laws.

### **Composition**

Membership of the Finance Committee will comprise of the Library Board Chair, Vice Chair, Council member, and at least two other Board members.

The CEO or designate will attend all meetings.

### **Chair and Secretary**

- The Board Vice-Chair will serve as Chair of the Committee.
- A Secretary will be appointed at the first meeting of the year.

### **Quorum**

Three members will constitute a quorum.

### **Meetings**

A minimum of two meetings a year will be scheduled at the call of the Chair or CEO, one for the financial audit (Q2) and one to receive the draft annual budget (Q3).

All Board members are invited to attend committee meetings and may participate in the committee's discussion. However only members of the committee may vote on items.

**Record Keeping and Reporting**

- The Secretary shall record minutes of the proceedings and resolutions of all meetings of the Committee, including recording the names of those in attendance
- All documents (agendas, draft minutes, etc.) will be circulated a minimum of three (3) business days prior to the meeting within the constraints of established privacy and confidentiality policies
- All documents of the Committee shall be kept by Library Staff and distributed to the Board as a whole within the constraints of established privacy and confidentiality policies
- The Committee Chair or designate will report to the Board when Board approval is required and/or to present progress reports as appropriate

**Amendments and Revocations of Terms of Reference**

- Amendments to these Terms of Reference may be made at any time by the Board following consultation with the Committee.
- The Terms of Reference will be reviewed annually.

## **Community Relations Committee Terms of Reference**

**Authority:** Library Board

**Date Created:**

**Date Reviewed:**

### **Name**

Clarington Public Library Board – Community Relations Committee

### **Purpose**

The purpose of the Community Relations Committee is to raise the profile of and value for CPL among users and the community at large and in turn generate additional funding and other resources for the Library to enhance and enrich services and operations.

### **Responsibility**

The committee, working in collaboration with the Chief Executive Officer and senior staff, will:

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

### **Composition**

Membership of the Community Relations Committee will comprise at least four Board members.

### **Chair and Secretary**

A Chair and Secretary will be appointed at the first meeting of the year

### **Quorum**

A majority of committee members constitutes a quorum.

### **Meetings**

A minimum of two meetings a year will be scheduled at the call of the Chair, in Q2 and Q4.

All Board members are invited to attend committee meetings and may participate in the committee's discussion. However only members of the committee may vote on items.

### **Record Keeping and Reporting**

- The Secretary shall record minutes of the proceedings and resolutions of all meetings of the Committee, including recording the names of those in attendance
- All documents (agendas, draft minutes, etc.) will be circulated a minimum of three (3) business days prior to the meeting within the constraints of established privacy and confidentiality policies

- All documents of the Committee shall be kept by Library Staff and distributed to the Board as a whole within the constraints of established privacy and confidentiality policies
- The Committee Chair will report to the Board at regular intervals when Board approval is required and/or when progress reports as appropriate

**Amendments and Revocations of Terms of Reference**

- Amendments to these Terms of Reference may be made at any time by the Board following consultation with the Committee.
- The Terms of Reference will be reviewed on an annual basis.



## **Executive Committee Terms of Reference**

**Authority:** Library Board

**Date Created:**

**Date Reviewed:**

### **Name**

Clarington Public Library Board – Executive Committee

### **Purpose**

The purpose of the Executive Committee is to determine matters of an emergency or urgent nature on behalf of the Board, and to administer the review process for the CEO.

### **Responsibility**

- 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;
- d. To review and evaluate the performance of the Chief Executive Officer (CEO) as per Board By-laws;
- e. To ensure a fair and equitable compensation program is established and maintained that aligns with the Municipality's Pay Equity Plan and works within the constraints of the Library's budget process
- f. Conduct mid-year and annual performance appraisals of CEO, including establishing objectives and professional development plans; two members of Committee will serve as liaison between committee and CEO

This authority does not supersede the calling of meetings of committees or of a special meeting of the Board if necessary.

### **Composition**

The Executive Committee consists of three members, the Chair of the Board, Vice-Chair of the Board, with the final member being elected by the Board from the remaining trustees. The Chair of the Library Board shall be the Chair of the Executive Committee. The CEO shall be the Secretary, apart from matters of performance reviews.

### **Quorum**

A majority of committee members constitutes a quorum.

### **Meetings**

The Executive Committee shall meet as required.

### **Record Keeping and Reporting**

- The Secretary shall record minutes of the proceedings and resolutions of all meetings of the Committee, including recording the names of those in attendance

- All documents (agendas, draft minutes, etc.) will be circulated a minimum of three (3) business days prior to the meeting within the constraints of established privacy and confidentiality policies
- All documents of the Committee shall be kept by Library Staff and distributed to the Board as a whole within the constraints of established privacy and confidentiality policies
- The Committee Chair will report to the Board at regular intervals when Board approval is required and/or when progress reports as appropriate

**Amendments and Revocations of Terms of Reference**

- Amendments to these Terms of Reference may be made at any time by the Board following consultation with the Committee.
- The Terms of Reference will be reviewed on an annual basis.

## Appendix E

### Board Member Position Profile



#### Position Classification

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



#### 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 and Museum through strategic planning techniques, determining a strategy map to reach those goals
- Make policies within the framework of legislation and regulations
- Oversees the organization's finances in accordance with public accounting principles and requirements and municipal budget policy and procedures
- Monitors overall effectiveness of the Library and Museum 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 and Museum. 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 and museum. This means the interests of the library and museum 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, Clarington Public Library, Museum and Archives requires a well-rounded Library Board with competent, experienced members. The Board should also reflect the diversity of the Municipality 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 and Museum while acting strategically in the best interests of the public good.

### **Time Commitment**

The Library Board holds 9 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 one hour 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, OLS etc. if possible. Time commitments may vary.



### **Competencies**

The core competencies and qualifications for a Clarington 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 permanent resident
- a resident of the municipality for which the board is established
- is not employed by the board or by the municipality.



### Preferred Qualifications

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

## Appendix F

### Chief Executive Officer Position Profile

<b>Position Title:</b> Chief Executive Officer (CEO)	<b>Division:</b> Library & Museum Services
<b>Department:</b>	<b>Classification:</b>
<b>Branch:</b> Bowmanville	<b>Reports to (Direct):</b> Chair, CPL Board of Directors
<b>Position Supervised Directly:</b> Director, Strategy and Innovation Director, Neighbourhood Services Manager, Business Administration Manager, Human Resources IT Coordinator	<b>Positions Supervised Indirectly:</b> Coordinator, Collections Coordinator, Public Service Coordinator, Marketing & Community Engagement Coordinator, Programs
<b>Effective Date:</b>	<b>Revision Date:</b>
<b>Equivalency Code:</b> N/A	<b>Hours Per Week:</b> Full time



#### Position Synopsis and Purpose

As principal advisor and Secretary-Treasurer to the Legislatively Mandated Library Board, the Chief Executive Officer is accountable for the strategic leadership, and operational and financial management of the Clarington Public Library and the Clarington Museum and Archives (added to CEO responsibilities in 2020).

- Executive leadership of the organization, including strategic and long-range planning for business operations, financial planning, fiscal accountability, facility development, policy development, implementation of Board decisions, and staff leadership.
- Leads the in the design, development and execution of strategies related to finance, HR development and performance measurement, policy development, issues management, technology, programming, community understanding and engagement, outreach and partnership development, marketing and internal communications, and sound stewardship of the assets, collections, facilities and records of the Library, Museum & Archives.

- Leads the development and improvements to workplace culture of service excellence, teamwork and innovation and establishes operational plans that positions Library services in ways that adds value to the community.
- Champions and leads the development and execution of Strategic Plan, Master Plan and the vision of the Library, Museum & Archives.



### 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.*

Description	Approx. Time Spent (%)
<p><b>General Administration:</b> The Chief Executive Officer is the Executive Leader for the organization; leads and directs the strategic vision, financial management, and operational administration of the public library, museum and archives. Works with the Board and the Museum &amp; Archives Advisory Council to create its Strategic Plan, and aligns multi-year operational and financial plan to facilitate it's achievement. Plans, organizes, directs, controls and evaluates Library operation along clear channels of responsibility and accountability by:</p> <ul style="list-style-type: none"> <li>• Assesses information needs of the community and developing plans and financial forecasts for library services to meet those needs</li> <li>• Recommends policy to the Board</li> <li>• Implements the Board's decisions and developing procedures for the implementation of Board policy</li> <li>• Communicates Board policy to the staff and community</li> <li>• Provides regular reports to the Board and to the public and Municipal Council on the Board's behalf as requested</li> <li>• Provides annual statistical and financial reports to designated government departments</li> <li>• Carries out the Board's and the Library's correspondence with the public, the Municipal Council, other libraries, other professional and service personnel as necessary</li> <li>• Ensures that professional standards that relate to library services are fulfilled</li> </ul>	%25

Description	Approx. Time Spent (%)
<p><b>Financial:</b> The Chief Executive Officer is the Treasurer for the Clarington Public Library, Museum &amp; Archives and ensures compliance to the Public Accounting (PSAB).</p> <ul style="list-style-type: none"> <li>• Develops and implements the financial strategy that facilitates the Strategic Plan, capital programs, growth forecasting and sustainability of operations.</li> <li>• Prepares and delivers the Budget presentation to Council</li> <li>• Performs the duties of Treasurer to the Board in accordance with the provisions of the <i>Public Libraries Act</i></li> <li>• Oversees the recording of accounts and the preparation of the budget</li> <li>• Oversees operating and capital expenditures</li> <li>• Administers financial grants</li> <li>• Provides the Board and MAAC financial updates</li> <li>• Oversees the financial audit and ensures compliance with all necessary legislation</li> </ul>	%25
<p><b>Human Resources:</b> The Chief Executive Officer manages human resources, employee and labour relations by:</p> <ul style="list-style-type: none"> <li>• Establishing and maintaining personnel practices, policies and recommending compensation and salary administration policies to the Board</li> <li>• Maintaining the organizational structure and make changes to improve operational efficiency</li> <li>• Overseeing the labour management process, collective bargaining and union matters</li> <li>• Acting as the Board's representative in all Union matters</li> <li>• Hiring, training and developing staff; establishing performance appraisals and job evaluation; discipline and dismissal of staff at all levels</li> <li>• Establishing work standards for staff</li> <li>• Developing position profiles</li> <li>• Directly supervising administrative and operational staff and indirectly responsible for all other staff</li> </ul>	%20
<p><b>Board Liaison</b> The Chief Executive Officer is the chief liaison and principal advisor to the Library Board:</p> <ul style="list-style-type: none"> <li>• Performing the duties of Secretary in accordance with the provisions of the Public Libraries Act</li> <li>• Providing information and statistics to the Board, ensuring that the Board is well informed</li> <li>• Preparing and issuing notices, agendas, Minutes and correspondence</li> </ul>	%20



Description	Approx. Time Spent (%)
<ul style="list-style-type: none"> <li>Ensuring the preparation and distribution of reports to the Board and others</li> <li>Advising the Board of relevant changes in legislation and of new developments in library, museum &amp; archives services</li> <li>Advising the Board and recommending policies for the development of the Library, Museum &amp; Archives system to ensure the goals and objectives of the Board and the needs of the Clarington community are met</li> </ul>	
<p><b>Lead Liaison:</b> The Chief Executive Officer implements various and increased means for cooperation with municipal departments and with other libraries, museums &amp; archives on a local, area and provincial basis by:</p> <ul style="list-style-type: none"> <li>Developing working relationships with the Municipality of Clarington administration, elected officials and the Ontario Ministry responsible for public libraries, museums &amp; archives in Ontario</li> <li>Establishing and maintaining contact with other library systems, professional associations and government agencies</li> <li>Representing the Library, Museum &amp; Archives at area meetings</li> <li>Participating in professional committees, workshops, seminars and conferences</li> <li>Representing the Library, Museum &amp; Archives at Municipality of Clarington Department Head and other meetings as is appropriate given the Board's policies and its separate legal status</li> <li>Ensuring that citizens are made aware of the role and services of the Library, Museum &amp; Archives</li> <li>Establishing and maintaining contact with community organizations</li> <li>Consulting with key officials and community organizers on specific issues as required</li> </ul>	%20



## Competencies

- Board Engagement & Development
- Budget & Finances
- Collaborative Relationships
- Communication
- Community Relations
- Customer Service Champion
- Ethics & Values
- Facilities
- Funding Development
- Learning & Growth Mindset
- Municipal Relations
- Ontario's Public Library Sector
- Organizational Leadership
- Personnel Management
- Planning
- Project Management

- Laws, Policies & Procedures
- Staff Training & Development
- Technology Core Competencies



## 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.



### **Work Setting**

### **Contacts**

#### **Frequency Legend**

**Constant** – every day for most of the day

**Occasional** – bi-weekly to monthly

Frequency Legend	
<b>Frequent</b> – daily	<b>Rare</b> – once in a while
<b>Regular</b> – weekly	

Contact	Frequency	Nature of Interaction
Library Board	Occasional	Reports to
Museum & Archives Advisory Committee	Occasional	Advisors to the Library Board
Management Team	Frequent	Supervises/Directs their activities
Council	Occasional	Regular updates on library activities, budget requests, community events
SMT/EMT	Occasional	Bi-Monthly planning meetings, partnership of joint projects with various departments
CAO and Mayor	Occasional	Monthly library /Annual Board meeting. Discuss and review key library issues
Regional Library CEOs	Occasional	Weekly communications/Quarterly meetings, direct/share in joint activities or consortia purchases
Durham Region Staff	Rare	Active partnerships on Library Settlement projects, Health initiatives, and Maker Space/Intelligent community activities.
Ministry of Culture Tourism and Sport	Rare	Reports annual statistical and financial operations to
Media	Regular	Press Releases, Articles, Social Media posts
Community Groups	Occasional	Monthly reports/Quarterly events, attends special events
Chamber of Commerce	Occasional	Attends Quarterly meetings/Special Events
Public	Regular	Address issues with library policies/procedures, emcee at large scale library events, participant in community activities.

### **Working Conditions**

In compliance with the *Accessibility for Ontarians with Disabilities Act*, Clarington 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.

# About Ontario Library Service

Jump to: [Our Mandate & Board](#) | [Strategic Plan](#) | [Board Assemblies](#) | [Board](#) | [Our History](#) | [Registered Charity](#) | [Logos](#)

## Our Mandate

The Ontario Library Service was established in 2021 and is mandated to deliver programs and services on behalf of the Ontario Minister of Tourism, Culture and Sport by:

- Increase cooperation and coordination among Public Library boards and other information providers in order to promote the provision of library services to the public
- Assist Public Library boards and First Nations public libraries by providing them with services and programs that meet their needs including consulting, training and development services.

## Our Board

The Ontario Library Service Board is composed of 13 people: 9 elected Board Assembly representatives and 4 Ministerial Appointees. The full term for the Board is four years, beginning at least one full year after Ontario municipal elections.

On April 1, 2021, the first meeting of the Ontario Library Service Board took place. The interim Board made up of representatives from both the Southern Ontario Library Service and Ontario Library Service-North Boards. At the Board Assembly Meetings held in April and May, representatives were elected to the Ontario Library Service Board. At the June 2021 Annual General Meeting, the first elected Ontario Library Service Board will begin to serve its term from, June 2021 to June 2024.

View the Ontario Library Service Board Member [Role Description](#).



## Our Mission, Vision & Strategic Plan

### Vision

The Ontario Library Service is universally recognized and highly valued as a robust, province-wide organization that provides seamless access to programs and services that strengthen all public libraries in Ontario.

### Mission

The Ontario Library Service empowers Ontario's public libraries to continuously adapt and improve services to their unique communities.



### Year in Review: 2021-2022

April 1, 2022 marked one year as the Ontario Library Service. Download the Infographic showcasing a few highlights.



## Board Assemblies

About Board Assemblies:

- There are [9 Board Assemblies](#) based on population served to represent Ontario public libraries.
- All public libraries boards in Ontario are eligible to appoint an official representative to their respective Board Assembly.
- One Representative from each Board Assembly is elected from their corresponding population-based Board Assembly to serve on the Ontario Library Services Board.

[Read more](#) about the Board Member Selection Process. ([Français.](#))

In addition to their role in the Ontario Library Service governance process, Board Assemblies provide library board members with opportunities to share information and hear how other boards deal with issues, like the ones you face, in governing a public library. They offer suggestions and support for board training and serve as a communication link between the Ontario Library Service and local boards.

Board Assemblies will meet virtually twice a year, once in the Fall and once in the Spring. Visit the [Meetings](#) page for upcoming meeting dates.

An email discussion group for all Board Assembly Members and other interested board members to share comments, questions and best practices about governance and board topics is available to join. For more information, visit the [Distribution Groups](#) section of the website.

[UPDATE BOARD ASSEMBLY REP CONTACT INFO](#)





**Date of Meeting:** March 23, 2023

**Report Number:** A50-23

**Report Subject:** 2023 – 2026 Strategic Planning Process

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**Recommendation:**

1. THAT the Clarington Public Library Board receive Administrative Report No. A50-23: and launch the strategic planning process as outlined in the report.

**Report Overview:**

To provide the Board with information regarding the development of a new strategic plan.

**Summary:**

The Clarington Public Library Board developed a Strategic Plan in 2010, which was re-affirmed in 2014 (Appendix A). The 2023 – 2026 Strategic Plan will be the first strategic document for the Library, Museum and Archives and as such, is an exceptionally exciting and vital step in charting the vision, priorities, and goals for the next 3–4 years.

**Strategic Plan Process:**

A strategic planning processes is a months-long engagement program that results in clear direction, values, and objectives for an organization. A strategic plan will communicate to staff and the community our:

*Vision:* “The why” A concise aspirational statement that summarizes our objectives

*Mission:* “The who” The formal summary of the organization and our goals

*Strategic Pillars:* “The what” High level directions to focus the organization’s goals

*Strategic Objectives:* “The how and when” Specific, actionable, aspirational, and achievable objectives that will fulfil our Strategic Plan

Library Board, community, staff, and stakeholder engagement are essential in the planning process. A survey with board approved questions will be released to the

community in early Q3. Best practice for strategic plan surveys is to be broad in nature to conceptualize from a high level.

The Library Board will be provided with relevant planning documents from the Municipality and other libraries for review.

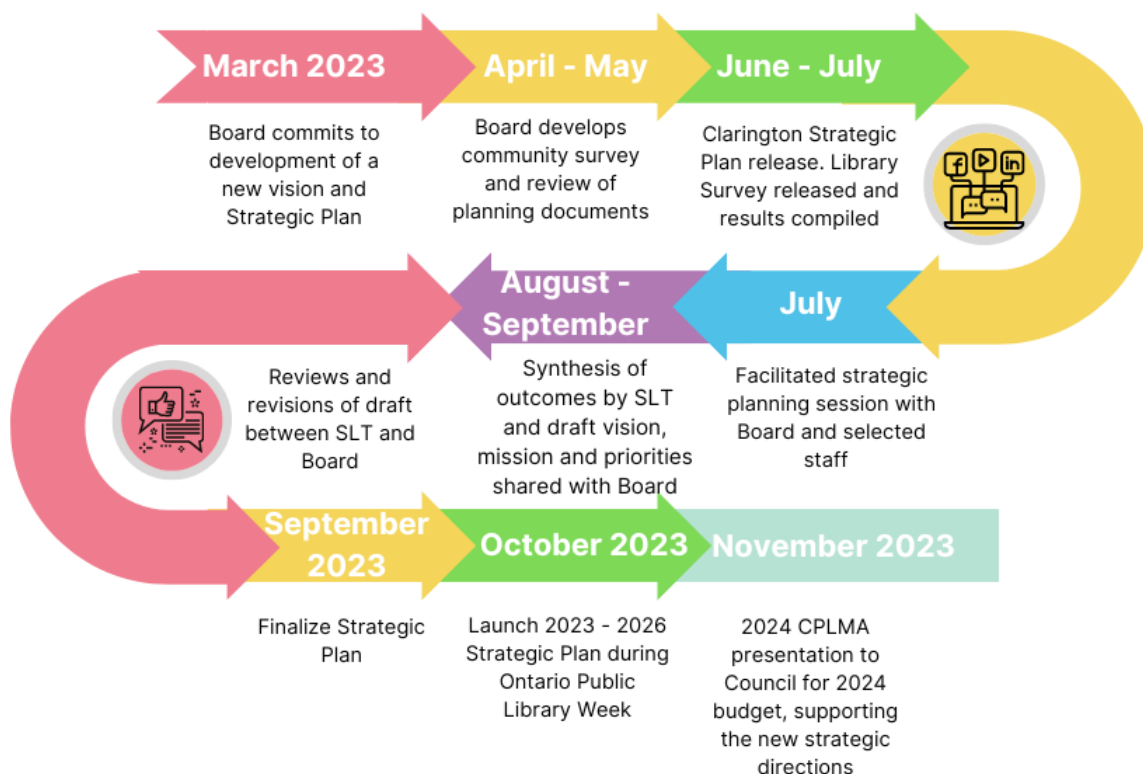
### Facilitation:

The Library Board and a staff team can participate in an Ontario Library Service (OLS) guided, facilitation session to shape the Strategic Plan. A facilitation, rather than a consultant, is recommended due to the significant cost for a consultant, and there is internal expertise that can guide and produce the strategic plan. Facilitation costs will not exceed \$3,000. Strategic plan consultants are currently trending at \$60,000.

OLS will attend the May 18 Board Meeting to provide an overview of material, orientation for strategic planning and to prepare for the July facilitation. The facilitation date will be determined by consensus at the March 23 board meeting.

### Road Map:

## Road Map to a New Strategic Plan



**Financial Implications:**

The total cost for developing the Strategic Plan will not exceed \$5,000.

Report Submitted By:

Monika Machacek, Chief Executive Officer



# Clarington Public Library

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Strategic Plan 2010-2015

Reaffirmed, 2015-2018

Final Report

October 2010  
2015

## A MESSAGE FROM THE LIBRARY BOARD CHAIR

In recent months the Clarington Public Library (CPL) Board engaged in a strategic planning process to consider the Library's future and the contribution it can make to the community. It is proud of the services that it provides to residents and is committed to continuing to provide the best possible library services. It is encouraged by the response to improvements such as the new branch library in Newcastle and by the continuing high rate of approval from library users.

This tradition of excellence in library services will continue. CPL will maintain and in every way possible enhance its standards of service with relevant resources and technology, knowledgeable staff, and attractive and welcoming facilities. While the Library Board is committed to continuing to provide the services that residents have to come to expect from CPL, it also believes that the Library can play an even more significant role in the community. It recognizes that the Municipality will experience great change in the next decade with population growth and the accompanying changes in the demographic profile, economic base and urban form. At the same time, larger social and cultural developments associated with new technologies, lifestyles and values will also transform the community. Many of these changes, and particularly those dealing with technology, have a special significance for the Library.

Recognizing that Clarington is on the verge of significant social and economic change, the fundamental question the Library Board addressed in the Strategic Plan is ***"how can the Clarington Public Library impact its community and make a difference over the next decade"***? This Strategic Plan answers those questions and defines the library's distinct role in the community. ***This role involves creating community, catalyzing social engagement and crafting dynamic services.*** It is reflected in the Library Vision, Strategic Directions and Action Plans of the Strategic Plan.

The Clarington Public Library Board is committed to realizing the goals outlined in this Plan. As it moves forward, the Library will continue to work with other municipal, public and private organizations as no one agency can be all things to all people. It will work with the Municipal Council and other stakeholders to ensure the Library remains a vital and essential part of the changing community.

Sincerely

Gail Rickard, Chair  
Clarington Public Library Board

## THE LIBRARY TODAY

The Strategic Plan charts a course for the future based on a solid understanding of current services and the opinions of community stakeholders, the ways in which the community is changing and broader social trends affecting library services. Here is a brief summary of the research that created the context for the Strategic Plan<sup>1</sup>.

As CPL looks to the future with the development of a new Strategic Plan, it will build upon a solid foundation of community support for existing services. In the past ten years new libraries in Bowmanville and Newcastle, complementing existing facilities in Courtice and Orono, have demonstrated the Library's commitment to keep pace with the changing needs of its residents. These facilities have allowed CPL to enhance its resources and expand its services. Public library services are consistently evaluated in a positive manner and enjoy high levels of community support.

Maintaining current levels of service demands a continuing investment in the Library as the population and the digital society grow. Growth and technology will bring other changes and new expectations of the Library. The Library will focus on making an even greater contribution, adopting new roles and engaging the residents to retain community support and add to Clarington's quality of life.

The Strategic Plan is the Library Board's commitment to achieve that objective.

- CPL operates from 4 branches with a combined circulation of 651,407 (2009)
- With a new branch opened in Newcastle in 2009, CPL provided over 42,000 sq ft of library space; this will need to be expanded significantly to accommodate growth to 2031.
- In 2009, the libraries accommodated over 320,000 visitors with a further 175,000 virtual visits; to put this in perspective Clarington's population is 77,800 (2006 census)
- Close to 50% of the population are cardholders and CPL has seen both circulation and library visits per capita grow in recent years
- Users consistently report high levels of satisfaction with library services, pointing to excellent facilities, success in serving rural and urban areas, strong collections, and knowledgeable staff
- Community stakeholders and Library staff most often identify programming, expanded community engagement and partnerships, and outreach/marketing as areas where CPL could make improvements.
- Closer working relationships and joint planning and program development with agencies offering similar services were frequently identified opportunities for the future.

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<sup>1</sup> An Environmental Scan background report documents the research undertaken for the Strategic Plan. This background report includes a socio-demographic profile, summarizes input from users and community stakeholders, describes selected features of current library services, and discusses future trends.

## FUTURE TRENDS FOR CLARINGTON AND ITS LIBRARY SERVICES

During the next twenty years Clarington will change and so will the Library. Demand for library services will increase due to population growth and the changing age, income, education and ethnic profile of the community.

The significant growth suggests a major shift for the Library and for other community agencies in Clarington. Retaining the desirable characteristics associated with the community in the past while accommodating this growth presents both opportunities and difficulties for everyone.

In Clarington's community of communities the Library can play a significant role by putting knowledge in people's lives, contributing to community initiatives that address Clarington's future and collaborating with partners in education, heritage, business and government. It also has a special role to play with other arts and cultural organizations in building the 'creative city, organizations that are increasingly recognized as the catalyst for economic growth in the future.

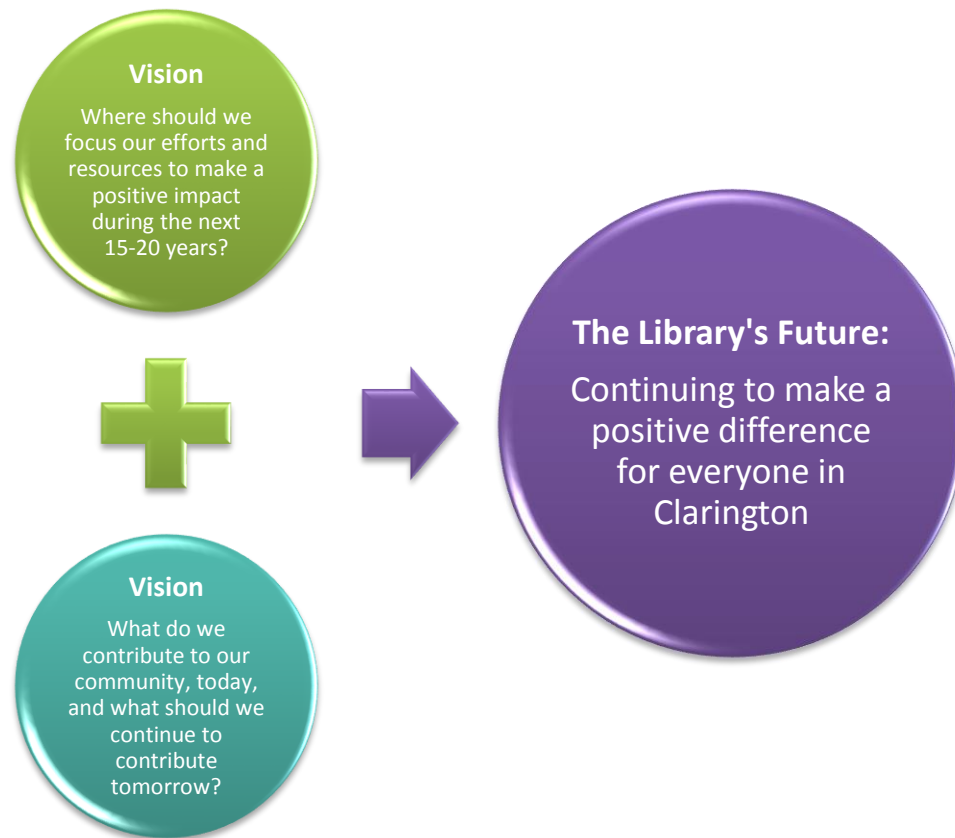
As a connector, it can make a difference by actively engaging in the issues facing the Municipality of Clarington.

The social and economic future of all Ontario municipalities will be tied increasingly to technology, the exchange of information, creativity and innovation in a knowledge based society. In the library's central role as a connector, it will train, inspire, link and support residents to maximize their potential to participate actively in the ongoing transformation of Canadian society.

- The population will grow from 77,820 in 2006 to roughly 135,000 in 2031, a 74% increase
- New residents will be more affluent with highly skilled occupations and higher expectations for library service
- Currently close to 90% of Clarington residents are Canadian born and 98% speak English at home. In the future, the population will be increasingly diverse, both ethnically and linguistically
- While Clarington's population will age consistent with all Ontario communities, new growth will result in relatively higher proportions of young families
- Technology will continue to transform society and the role of all information providers, including the library
- Trends indicate the library of the future will increasingly be integrated with a broader range of community services and libraries will have a larger role to play in the social and economic affairs of the community
- There will be increasing demand for audio and visual live-streaming, mobile and wireless services and increasing ownership of high tech devices for access (iPods, Blackberries, Kindles, smart-phones)
- Growth can be expected in a wide variety of Internet activities and social networking  
Integrated service delivery systems where most services are delivered collaboratively will increasingly be the norm
- All service providers will be called upon to address greater diversity in their marketplace with distinct generational lifestyles (Zoomers, Millennials etc.) rooted in differing values and characterized by different expectations, needs and behaviours.

## LIBRARY VISION, MISSION AND VALUES

Strategic planning is a delicate balance of decision-making and risk-taking, and of maintaining current purpose and successes in an as yet unknown future. The plan must balance the Library's Mission and Vision – what we do well today, and what we need to do well in the future.



## LIBRARY VISION FOR THE FUTURE

**Vision** is a detailed description of a compelling future for the Library. It sketches a picture of the future in enough detail for everyone involved with the Library, from community member to Board member to staff, partner and Council member, to see themselves in that future, and to be drawn to support the Library in realizing that future state. The following is our Vision:

- Clarington Public Library is a cornerstone of the community, partnering with other organizations to enhance cultural, educational and economic well-being.
- It is an accessible, welcoming, and active connector for social interaction, learning, and dialogue.
- It is a significant resource in a knowledge and information-based economy.
- It is an innovative, progressive organization widely recognized and supported in the community.



## LIBRARY MISSION

Mission continues to define the Library's reason for being, and its unique contribution to the community. The following is our Mission:

The Clarington Public Library empowers and enriches the lives of all Clarington residents by connecting them to responsive, accessible, high quality services and resources that support an informed citizenry, lifelong learning and love of reading.

## LIBRARY VALUES

Values are those beliefs that guide the Library's operations, behaviours and decisions. When faced with difficult situations or decisions that may not be popular with all segments of the community, values will guide the actions. CPL's values are:

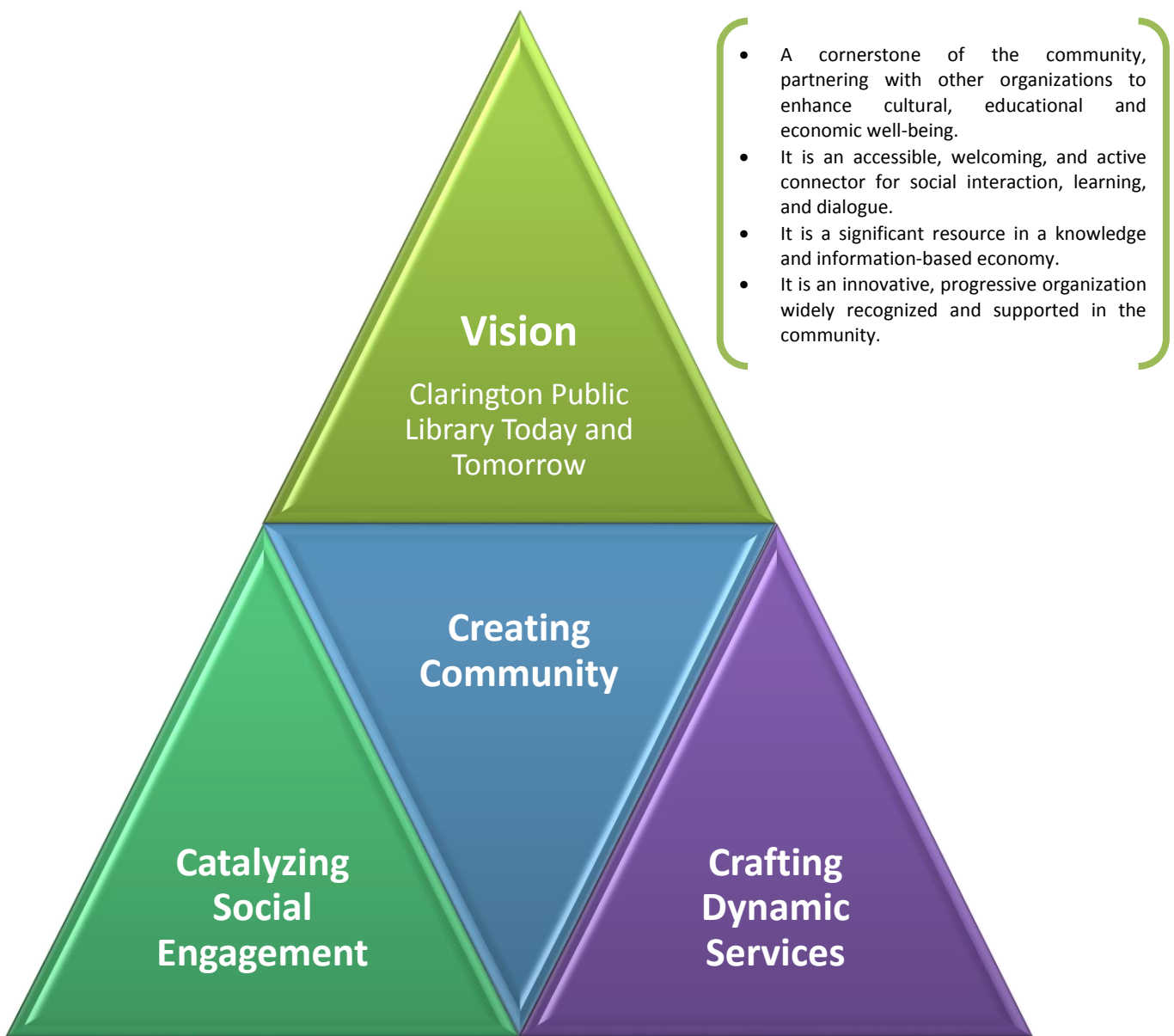
- **Accessibility:** Ensuring library services are accessible to the community
- **Accountability:** Taking responsibility for meeting library service needs of the community in an efficient, effective, socially and fiscally responsible manner
- **Intellectual Freedom:** Facilitating access to all expressions of knowledge and intellectual activity
- **Quality Service:** Providing customer-driven service through investments in the development of trained and knowledgeable staff, current technologies, and relevant, current resources
- **Responsiveness:** Being adaptable and flexible to changes in the community and changes in approaches to the delivery of library services
- **Teamwork and Partnerships:** Working collaboratively internally as well as externally with the community at large to maximize community resources and benefits

## LIBRARY STRATEGIC DIRECTIONS

To realize the vision the Library will focus on three strategies:

- Creating Community
- Catalyzing Social Engagement
- Crafting Dynamic Services

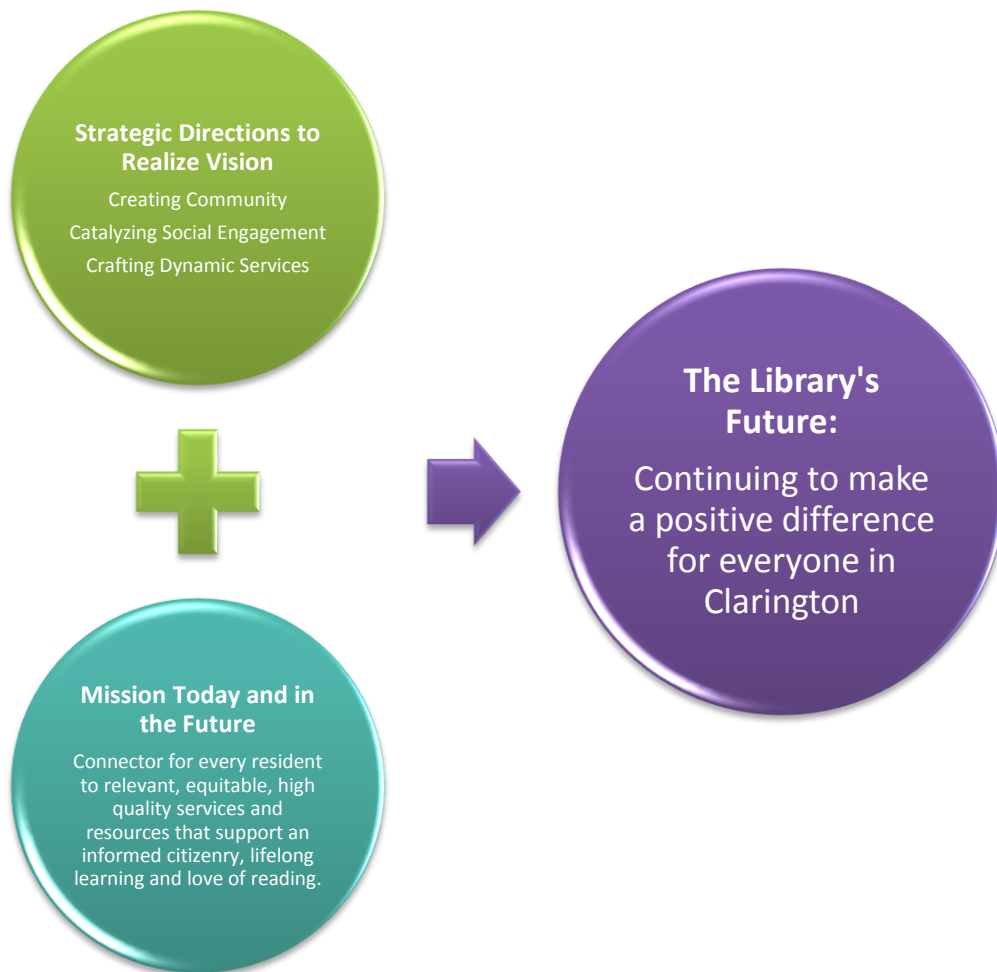
These strategies are highly inter-related and interdependent. They do not describe all that the Library must do in the next five years; instead they describe three key areas where the Library must focus its energies and resources to impact positively the lives of Clarington residents in the changing environment. The Library will also continue to manage a strong range of services that residents currently enjoy.



## ACTION PLANS

**Action plans** are the key initiatives required to fulfill each Strategic Direction.

The Library Board has identified action plans and measures of success for the three key strategies. These initiatives have been identified at a broad scale, to outline clearly a course of action related to each direction. They do not identify an operational plan with day-to-day tasks, timetables and resource requirements. This level of detail will be reflected in annual operational plans prepared by staff to complement the Strategic Plan.



## CREATING COMMUNITY



### Goal

**The goal is a strong, cohesive community.**

Clarington Public Library is a cornerstone of the community, partnering with other organizations to enhance cultural, educational and economic well-being.

Our vision for the future is that the Library is a focal point for the community. We will concentrate on initiatives that result in residents recognizing the Library as:

- A familiar and well respected resource and a primary source of information on community services, events, and activities
- A physical and virtual space in which to come together
- The source for helping them identify and locate local services, explore Clarington's history, and participate in programs with residents who share their lifestyle and interests
- A place to meet neighbours, participate in community events, and gain a better understanding of their community.

### Initiatives

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To realize this goal, the Library Board will:

1. Expand physical and virtual service delivery points
2. Identify best option for expanded library services in Courtice
3. Improve access to local history resources
4. Design, develop and deliver services for people new to Canada
5. Partner with social, health, government and local organizations to provide innovative, in-demand services and programs
6. Develop a marketing strategy that:
  - a) Promotes the significant role of the library in the community
  - b) Promotes the library as an accessible, welcoming, and active connector for social interaction, learning, and dialogue
  - c) Identifies the library as a destination, a "community living room" for specific community segments

## CATALYZING SOCIAL ENGAGEMENT



### Goal

**The goal is to be a catalyst for engaging Clarington's citizens in the key issues affecting the community.**

The Library is an accessible, welcoming, and active connector for social interaction, learning, and dialogue.

A democratic society relies on public libraries to ensure the free exchange of information and support an informed citizenry. The Clarington Public Library will be a catalyst for engaging Clarington's citizens. With other organizations we will initiate innovative approaches for realizing an informed and educated community, and addressing economic, health, environmental or other issues that impact the quality of life of Clarington residents.

### Initiatives

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To realize this goal, the Library Board will:

1. Provide resources and programs about community issues, presenting all sides of the issue
2. Expand the library's role in disseminating municipal information
3. Encourage ongoing dialogue with residents about improvement to services within available funding
4. Explore and expand partnerships with other organizations
  - a. joint programming to reach a broader range of the community
  - b. co-marketing
  - c. community events

## CRAFTING DYNAMIC SERVICES



### Goal

**The goal is to design, develop and deliver innovative, quality services and programs that match the needs of the community.**

The Library is a significant resource in a knowledge and information-based economy.

The Library is an innovative, progressive organization widely recognized and supported in the community.

The Library will continue to design, develop and deliver innovative, quality services and programs that match the needs of various community segments. As technologies increasingly change our publishing, education, recreational, social, work, family and individual environments, our service portfolios will need to balance the traditional with the digital, and the virtual with the physical.

### Initiatives

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To realize this goal, the Library Board will:

1. Identify services that need to be created, revamped or discontinued
2. Identify community segments not currently engaging in our services and programs, and determine appropriate services and partnerships
3. Define and develop literacy programs relevant for a technology-intensive world, now and in the future:
  - a. Computer literacy
  - b. Traditional literacy
  - c. Transliteracy (e.g. The ability to read, write and interact across a range of platforms, tools and media)
4. Build virtual content including more interactive applications and more self-service technologies
5. Build library staffing capacity, and capabilities, recognizing the new types of roles and competencies required by the changing and broadening social environment

## **MEASURES OF SUCCESS**

Measures of Success have been identified to help ensure the Library is meeting its goals.

1. Expanded services for Courtice community
2. Increased interactivity in library virtual services
3. Increased self-serve services
4. Higher participation in a range of relevant community events
5. Usage keeping pace with community growth
6. Stronger relationship with community organizations
7. Increased support for the dissemination of municipal information
8. Relevant public programs on civic and social issues that are important to Clarington residents
9. Increased levels of user satisfaction
10. Continued positive feedback from residents

## **UPDATING AND IMPLEMENTING THE STRATEGIC PLAN**

### **Updating and Monitoring the Strategic Plan**

The Library Board will regularly update the Strategic Plan. The Vision and Goals will also be formally reviewed on a regular basis to ensure they continue to reflect the preferred future for the Clarington Public Library. The Vision and Goals should be applicable for the short-term (3-5 years).

Specific initiatives will be reviewed annually. Initiatives that have been completed will be eliminated and revisions and additions will be made as applicable.

The measures of success will be used to monitor the Library's success in achieving the Vision and fulfilling the Goals. These measures of success will also be reviewed and updated on a regular basis.

### **The Strategic Plan and Service Delivery**

In addition to regularly updating the Strategic Plan, its Vision, Goals and Initiatives, formal procedures will be adopted to ensure that the plan is used in the ongoing management of the Library. Staff reports and recommendations should be consistent with the Strategic Plan. A process for incorporating Strategic Plan goals and initiatives in the annual budget process will also be considered.

The Strategic Plan provides overall direction for the Library's future. However, other plans and studies will be required to successfully implement these strategies. The Board will update its Service Delivery Study and will likely undertake other studies, such as a marketing strategy and a review of staff capacity and capabilities. These are required to keep pace with growth and to ensure the Clarington Public Library continues to anticipate and respond to a changing future consistent with the goals set out in our Strategic Plan.