



REPORT TO THE LIBRARY BOARD

MEETING DATE: Wednesday, October 15, 2008

Session:	Public Session
Subject:	Library Board Response to Governance Task Force
Prepared By:	Ad Hoc Governance Committee
Presented By:	Svetlana MacDonald, Jan Lubell
Purpose of Report:	For Approval <input checked="" type="checkbox"/>

Recommendation:

It is recommended that this report be received.

OPPORTUNITY / ISSUE

A City of London Governance Task Force (GTF) was set up November 2007 to review and make recommendations on how the City of London is governed. A final report to Council, with the Task Force's recommendations, is expected in December 2008. The terms of reference, listed on the City of London website, are as follows:

The Governance Task Force is responsible for reviewing the size and structure of Council including consideration of the following, to:

- Review and provide recommendations with respect to the possibility of a reduction in the size of Council, including the number of wards, ward boundaries and the method of election (City-wide or by ward);
- Review and provide recommendations with respect to the roles and responsibilities of the existing Board of Control and potential models for reassigning those functions to a council structure that does not include a Board of Control;
- Review and provide recommendations with respect to the Council committee structure, including mandate, appointment and number of members, selection of Chair and Vice-Chair, meeting cycle and time of meetings.
- Review and provide recommendations with respect to Council workload, Council support, and compensation implications;
- Review and consider steps that might be taken to reduce the amount of printed material provided to Council Members and to consider the potential for moving to electronic agendas and reports; and
- Undertake a public consultation process with respect to the matters under review.

The GTF has also undertaken a review of City boards, including the London Public Library Board, as part of the above process.

http://www.london.ca/d.aspx?s=/Committees_and_Task_Forces/Governance/Governance_TF_mandate.htm

The GTF has drafted preliminary recommendations, including recommendations that directly affect the composition and manner of appointment of London Public Library Board Members. This includes a recommendation to reduce the number of elected municipal officials appointed to the board from 3 to 1. As well, the GTF recommends one nomination from The Chamber of Commerce, one nomination from the Urban League and one nomination from Dean of the Faculty of Information and Media Studies. No mention is made of the members from the school boards.

The members of the Library Board expressed interest in providing input to the GTF in response to the request by Grant Hopcroft (Director of Intergovernmental and Community Liaison CAO's Office, City of London), forwarded to the Library Board on September 22, 2008.

The Library Board gave the Board Chair and CEO direction to proceed with the establishment of an Ad Hoc Governance Committee to work on behalf of the Board to seek information, pull together guiding principles and draft a response for consideration of the board as a whole. Following the approval of the motion, the Executive, through the Chair, called for expressions of interest for participation by members of the board. The committee was struck and met on Tuesday, October 7, 2008.

As part of its research process, the committee sought information from Rod Sawyer of the Libraries Branch of the Ontario Ministry of Culture.

BACKGROUND

Public library boards are governing boards, legal corporations with the authority to make policy and to govern the library's affairs under Ontario **Public Libraries Act**, R.S.O. 1990, c. P. 44. A board's duty is to provide comprehensive, effective and efficient public library service that reflects the community's needs and builds community capacity. The board also ensures that citizens have the best possible library service within available finances.

The primary roles of the London Public Library Board are to:

- Set the vision, mission and strategic direction for the library and, using strategic planning techniques, determine a strategy map to get there;
- Make policy within the framework of government legislation and regulations;
- Oversee the library's finances in accordance with public accounting principles and requirements and within municipal budget policy and procedures;
- Monitor overall effectiveness of the library in meeting community needs in an efficient and effective manner and evaluate progress on the strategic plan;
- Set fees where allowed by the Public Libraries Act; and
- Hire and evaluate a qualified Chief Executive Officer to implement the strategic plan and to manage the day-to-day delivery of public service and daily operations of the library.

The Library Board has the authority to act on behalf of the library; individual board members have no authority to act on their own.

See: **Appendix 1: London Public Library Board Trustee Position Description.** This document was developed by the Library Board in August 2008 and is available on the LPL website: <http://www.londonpubliclibrary.ca/node/196>

See also: Ontario Library Boards' Association, "**Cut to the Chase: Ontario Public Library Governance at a Glance**" (2007).

http://accessola.com/olba/pdf/cut_to_the_chase.pdf

Legislative & Governance Context

The composition and membership of a public library board is defined in **Public Libraries Act**, R.S.O. 1990, c. P. 44. ss. 9 and 10 which prescribes the composition of a public library board, number of board members and number of council members on the board. It no longer prescribes school board representation.

See: **Appendix 2: Public Libraries Act Excerpt.**

The library board is also subject to the Ontario **Municipal Act 2001**, S.O. 2001, Chapter 25.

See: **Appendix 3: Municipal Act Excerpt**

In 2001, changes to the Municipal Act and the corresponding changes to the Public Libraries Act resulted in changes to the composition and membership requirements.

The Ontario **Municipal Act 2001**, Section 216 "Dissolution and Change of Boards" also defines the power of municipal council to change local boards. According to information provided by the Ministry of Culture, the language in s.216 ensures that changes are in concordance with the **Public Libraries Act**.

FAQ documents are provided on the Ministry of Culture website to provide information on the legislation, including impact of changes:

<http://www.culture.gov.on.ca/english/library/plafaq.htm>

<http://www.culture.gov.on.ca/english/library/ma2001-faq.htm>

<http://www.culture.gov.on.ca/english/library/gea2002-faq.htm>

<http://www.culture.gov.on.ca/english/library/b130.pdf>

Library Board Governance Policy

The London Public Library Governance Policy articulates the core work of the Library Board.

See: **Appendix 4: LPL Governance Ends Policy (G1)**

See: **Appendix 5: LPL Governance means Policy (G4)**

DRAFT GUIDING PRINCIPLES

The Ad Hoc Governance Committee of the London Public Library Board has developed the following draft guiding principles to frame the discussion by the board, which in turn, will form the basis of feedback/input to the GTF.

Citizen Engagement

Reasonable efforts shall be made to invite and encourage citizen participation and engagement in order to ensure that

- LPL's Vision, Mission and Value Promise reflect and align with the needs and expectations of Londoners, the city of London and communities within London; and
- Participation is accessible to all citizens, including the so-called "person on the street".

Sector Representation

Reasonable efforts shall be made to ensure that the library board has representation from a broad range of sectors including, for example:

- Education, e.g. school boards, university, college;
- Business;
- Community Services;
- Voluntary;
- Arts, Heritage and Culture;
- Government, e.g. municipal government; and
- Community-at-large; that is, people who value and use the library, but have no specific community or organization affiliation.

Organizations representative of a sector, or whose members are representative of a sector, shall be encouraged to submit nominations with the final right of appointment remaining with the municipality.

Controller/Councillor Representation

City councillors bring invaluable experience and community links to the Library Board. They ensure that the board is aware of the fiscal and political environment, including opportunities, challenges and fiscal restraints, and that council understands the value of library service to the citizens of London. It is recognized that Controllers and Councillors have a heavy workload and demands on their time.

Thus, reasonable efforts shall be made to balance councillor representation while taking into consideration the scheduling of library board meetings and scheduled activities in order to ensure:

- Effectiveness of board operations; and
- Efficiency of scheduling.

Diversity

Reasonable efforts shall be made to ensure that applications for board members are sought and considered from a variety of language, cultural, age, ability, gender, socioeconomic, etc. backgrounds, representing the demographic nature of London in order to:

- Facilitate inclusivity, equity and the elimination of discrimination in the City of London**; and
- Engender a stronger understanding of the needs of the city's (London's) diverse populations in providing library services.

** The Ontario ***Human Rights Code***, R.S.O. 1990, Chapter H. 19 states: "the creation of a climate of understanding and mutual respect for the dignity and worth of each person so that each person feels a part of the community and able to contribute fully to the development and well-being of the community and the Province".

Fiduciary Responsibility

Every effort shall be made to ensure that all Library Board Trustees can be fully participating members of the board who are able to act in the best interests of London Public Library as required by the Ontario ***Public Libraries Act*** and other legislation governing the actions of the board and the library.

Competencies and Skills

Reasonable efforts shall be made to ensure that appointed candidates possess the core competencies and qualifications deemed to be essential in order that:

- Library Trustees are successful in achieving ends, means, roles and accountabilities of the Library Board; and
- The Vision, Mission and Value Promise of the library to the community.

Competencies and skills required to achieve the above include:

- Conviction that the public library is essential and uniquely important to the life of all Londoners and communities within London;
- Commitment to London and Londoners through active service to the community;
- Leadership experience;
- Business acumen;
- 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.

See **Appendix 1: London Public Library Board Trustee Position Description.**

Efficient, Transparent and Accountable Appointment Process

Reasonable efforts shall be made to ensure that public library board appointments are efficient, transparent and accountable by

- Ensuring that appointment is a representative, democratic process based on clearly defined structures and processes;
- Ensuring that all associated processes are open and transparent as is required of public sector organizations/government; and
- Cutting unnecessary “red tape” and eliminate unnecessary rules and regulations per amendments to the **Public Libraries Act** contained in the **Government Efficiency Act, 2002**.

Rights and Responsibilities of Council/Authority for Appointments

Under the legislation, the authority for appointment to the Library Board rests with the municipal government. This authority brings the responsibility to ensure:

- Citizen engagement and participation;
- Stakeholder representation;
- Balanced Controller/Councillor representation;
- Trustee Fiduciary responsibility;
- Trustee competencies and skills; and
- Efficient, transparent and accountable appointment process.

The above draft guiding principles are consistent with the values identified in the City of London, **Council Strategic Plan, 2007-2010**:

- Citizen Engagement;
- Open and Accountable Government
- Respect and Integrity; and
- Fiscal Accountability.

Other Considerations

The Ad Hoc Committee also discussed the following considerations:

- Need for the Striking Committee to be representative of the community-at-large;
- Timing of Library Board appointments to ensure continuity, succession planning; etc.

NEXT STEPS

Following discussion by the Library Board, the Ad Hoc Committee will:

- Revise the draft Guiding Principles;
- Draft a submission to the City Of London Governance Task Force and seek final input from the Library Board; and
- Submit the response to the GTF by October 31, 2008.

APPENDIX 1: LONDON PUBLIC LIBRARY BOARD TRUSTEE POSITION DESCRIPTION (August 2008)

London Public Library Board Trustee Position Description

Library Board

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.

A board's duty is to provide comprehensive, effective and efficient public library service that reflects the community's needs and builds community capacity.

The stakeholders of today's libraries expect strong leadership. Consequently modern governance must reach beyond ongoing budget oversight and a regular strategic planning exercise to embrace new ideas, and forge strong relationships that will support the library in its *Vision, Mission* and *Value Promise* to the community.

Responsibilities

The primary roles of the London Public Library Board are to:

- Set the vision, mission and strategic direction for the library and, using strategic planning techniques, determine a strategy map to get there;
- Make policy within the framework of government legislation and regulations;
- Oversee the library's finances in accordance with public accounting principles and requirements and within municipal budget policy and procedures;
- Monitor overall effectiveness of the library in meeting community needs in an efficient and effective manner and evaluate progress on the strategic plan;
- Set fees where allowed by the Public Libraries Act; and
- Hire and evaluate a qualified Chief Executive Officer to implement the strategic plan and to manage the day-to-day delivery of public service and daily operations of the library.

The Library Board has the authority to act on behalf of the library; individual board members have no authority to act on their own.

London Public Library Trustees

Values

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

Trustees are required to conduct themselves in accordance with the **London Public Library Mutual Respect Policy**, which states at London Public Library believes that it is the right of all employees, Board members, volunteers and any person having a relationship with the Library to be treated with dignity and respect. The Library is committed to providing a working environment which promotes mutual respect, provides equal opportunities and is free from harassment.

Trustee Roles

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

- Establishing the library as an essential community service;
- Building community pride in the library;
- Advocating the library's role in the community;
- Maintaining an open dialogue with the community;
- Building strong relationships with municipal council;
- Being aware of the municipal planning context; and
- Developing strategic partnerships with community groups and leaders.

In order to fulfill the above, London Public Library requires a well-rounded Library Board with competent, experienced trustees. The trustee'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. A good trustee keeps the overall vision, mission and value promise in mind while acting strategically.

The person appointed to the Library Board must be

- a Canadian citizen;
- at least 18 years old;
- a resident of London; and
- not employed by the Library Board or the Municipality.

Essential Competencies & Qualifications

The essential core competencies and qualifications for a London Public Library Trustee are:

- Conviction that the public library is essential and uniquely important to the life of all Londoners and communities within London;
- Commitment to London and Londoners through active service to the community;

- Leadership experience;
- Business acumen;
- 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.

Time Commitment

The Library Board holds 10 regular monthly meetings a year: January – June and September – December inclusive. The time commitment includes: preparation time to read and consider reports and other information in the meeting package, and the meeting time of approximately 3 hours.

On occasion, Board members are also required to participate in public participation meetings designed to seek public input on key library matters.

Board members are expected to represent the library on committees such as the Ontario Library Boards' Association, Southern Ontario Library Service, etc. Time commitments vary according to the committee.

Board members may also elect to participate on "ad hoc" committees of the board which are established to deal with specific matters such as the hiring of the CEO or drafting specific policy.

Compensation

Library Board Members are not compensated for time required to participate in the above activities.

APPENDIX 2: PUBLIC LIBRARIES ACT EXCERPT

http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90p44_e.htm

Composition of public library board

9. (1) A public library board shall be composed of at least five members appointed by the municipal council. 2002, c. 18, Sched. F, s. 3 (8).

Composition of union board

(2) A union board shall be composed of at least five members appointed by the councils of the affected municipalities in the proportions and in the manner specified in the agreement made under subsection 5 (1). 2002, c. 18, Sched. F, s. 3 (8).

Composition of county library board

(3) A county library board shall be composed of at least five members appointed by the county council. 2002, c. 18, Sched. F, s. 3 (8).

Same

(4) When a single-tier municipality joins a county library, the members of the county library board shall be appointed by the county council and the council of the single-tier municipality in the proportions agreed upon by the county council and the council of the single-tier municipality. 2002, c. 18, Sched. F, s. 3 (8).

Composition of county library co-operative board

(5) A county library co-operative board shall be composed of at least five members appointed by the county council. 2002, c. 18, Sched. F, s. 3 (8).

Board members

10. (1) A person is qualified to be appointed as a member of a board who is a member of the appointing council or,

- (a) is at least eighteen years old;
- (b) is a Canadian citizen;
- (c) is,
 - (i) 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,
 - (ii) a resident of a municipality that has a contract with the board under section 29,
 - (iii) a resident of the board area of a local service board that has a contract with the board under section 29,
 - (iv) a member of an Indian band that has a contract with the board under section 29, or
 - (v) a member of a second board that has entered into a contract with the board to purchase from it library services for the residents of the second board; and
- (d) is not employed by the board or by the municipality or county or, in the case of a union board, by any of the affected municipalities. R.S.O. 1990, c. P.44, s. 10 (1); 2002, c. 18, Sched. F, s. 3 (9).

Number of council members on board limited

(2) The appointing council shall not appoint more of its own members to a board than the number that is,

- (a) in the case of a public library board or union board, one less than a majority of the board; and
- (b) in the case of a county library or a county co-operative library, a bare majority of the board. R.S.O. 1990, c. P.44, s. 10 (2).

Term

(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. R.S.O. 1990, c. P.44, s. 10 (3).

Time for making appointments

(4) The first appointments of members of a new board shall be made at a regular meeting of council and the member shall take office as soon as possible thereafter, and thereafter appointments shall be made at the first meeting of council in each term, but if the council fails to make the appointments at its first meeting, it shall do so at any regular or special meeting held within 60 days after its first meeting. R.S.O. 1990, c. P.44, s. 10 (4); 2002, c. 18, Sched. F, s. 3 (10).

APPENDIX 3: MUNICIPAL ACT EXCERPT

<http://www.canlii.net/on/laws/sta/2001c.25/20080821/whole.html#BK230>

Power to dissolve or change local boards

216. (1) Without limiting sections 9, 10 and 11, those sections authorize a municipality to dissolve or change a local board. 2006, c. 32, Sched. A, s. 90.

Conflict

(2) In the event of a conflict between a by-law described in subsection (1) and any provision of this or any other Act, excluding this section and sections 194 to 202, or in the event of a conflict with a regulation made under any other Act, the by-law prevails. 2006, c. 32, Sched. A, s. 90.

Restriction

(3) Despite subsection (1), a municipality shall not, in accordance with subsection (1), dissolve or change a local board that is,

- (a) a society as defined in subsection 3 (1) of the *Child and Family Services Act*;
- (b) a board of health as defined in subsection 1 (1) of the *Health Protection and Promotion Act*;
- (c) a committee of management established under the *Homes for the Aged and Rest Homes Act*;

Note: On a day to be named by proclamation of the Lieutenant Governor, clause (c) is amended by the Statutes of Ontario, 2007, chapter 8, subsection 218 (4) by striking out “Homes for the Aged and Rest Homes Act” and substituting “Long-Term Care Homes Act, 2007”. See: 2007, c. 8, ss. 218 (4), 232 (2).

- (c.1) an appeal body established under section 8.1 of the *Planning Act*;
- (d) a police services board established under the *Police Services Act*;
- (e) a board as defined in section 1 of the *Public Libraries Act*;
- (f) a corporation established in accordance with section 203;
- (g) such other local boards as may be prescribed. 2006, c. 32, Sched. A, ss. 90, 91 (2).

Exception, City of Greater Sudbury

(4) Despite subsection (3), the City of Greater Sudbury may, in accordance with subsection (1), change the number of members it appoints as its representatives on the board of health of the Sudbury and District Health Unit, subject to the following rules:

1. The number shall not be smaller than two or larger than seven.
2. At least one of the members shall also be a member of the council of the City.
3. At least one of the members shall not be a member of the council of the City. 2006, c. 32, Sched. A, s. 90.

Scope of power to change a local board

(5) Without limiting sections 9, 10 and 11, the power of a municipality to change a local board under those sections includes the power to pass by-laws with respect to,

- (a) the matters described in paragraphs 1 to 7 of subsection 196 (1), subject to the restrictions set out in section 196;

- (b) the assumption of a power or duty of the board, but if the power or duty was delegated to the board by the municipality, the municipality cannot assume the power or duty if it cannot revoke the delegation;
- (c) the delegation of a power or duty to the board to the extent authorized under this Act;
- (d) the restriction or expansion of the mandate of the board. 2006, c. 32, Sched. A, s. 90.

Dissolution, etc., of joint board

(6) If a municipality passes a by-law in accordance with subsection (1) to dissolve or change a local board which is a local board of the municipality and one or more other municipalities,

- (a) the by-law does not come into force until at least half of the municipalities, excluding the municipality that passed the by-law, have passed a resolution giving their approval to the by-law; and
- (b) when the by-law comes into force, the by-law is deemed to be a by-law passed by each of the municipalities of which the board is a local board. 2006, c. 32, Sched. A, s. 90.

Regulations

(7) For the purposes of this section, the Minister may, despite any Act, make regulations,

- (a) providing that any body performing any public function is a local board;
- (b) providing that a local board is a local board of the municipality specified in the regulation;
- (c) providing that a municipality does not have the power to dissolve or make a prescribed change to a local board specified in the regulation;
- (d) imposing conditions and limitations on the powers of a municipality under this section;
- (e) providing that, for the purposes specified in the regulation, a municipality is deemed to be a local board of the type dissolved or changed under this section;
- (f) providing that, for the purposes specified in the regulation, a municipality shall stand in the place of a local board dissolved or changed under this section;
- (g) providing for matters that, in the opinion of the Minister, are necessary or desirable to allow the council of a municipality to act as a local board, to exercise the powers of a local board or to stand in the place of a local board for any purpose;
- (h) providing that the provisions of any Act specified in the regulation do not apply to the council of a municipality acting as a local board, exercising the powers of a local board or standing in the place of a local board for any purpose;
- (i) providing for the continuation, cessation or amendment of any or all by-laws and resolutions of a local board which is dissolved or changed under this section;
- (j) providing that a municipality or local board pay money to each other or to another municipality or local board;
- (k) providing for transitional matters related to a dissolution of or change to a local board under this section. 2006, c. 32, Sched. A, s. 90.

APPENDIX 4: LPL GOVERNANCE ENDS POLICY (G1)

LONDON PUBLIC LIBRARY



Title of Policy: Ends Policy

Policy Type: Governance

Policy No.: G.1

Issuing Date: October 26, 2006

Review Date: October 31, 2007

PURPOSE

This policy document articulates the core work of the Library Board.

DEFINITIONS

“Board” means London Public Library Board.

“Mission” means the Library’s purpose or reason for being.

“Vision” means the type of future state the Library is trying to achieve.

“Values” means the key characteristics that are valued most highly in the Library.

“Strategic Goals” means what the Library is striving to achieve by a specific date in the future.

POLICY STATEMENT

It is the policy of the London Public Library that the Board:

1. Defines the Mission, Vision, Values and Strategic Goals of the Library in collaboration with management and other key stakeholders and articulates these through the Library’s strategic plan document.
2. Reviews, adopts and monitors annual capital and operating budgets, enabling the Library to function annually and in projected longer timelines.

3. Ensures that management has implemented an effective process to identify, minimize (where possible), monitor and manage the potential risks that London Public Library faces.
4. Allows management maximum range of decision-making to enable creative agility in achieving the ends.
5. Determines the manner and frequency of monitoring progress, against set criteria, towards the achievement of the Library's Mission, Vision, Values and Strategic Goals.

INQUIRIES

board.inquiries@lppl.london.on.ca

APPENDIX 5: LPL GOVERNANCE MEANS POLICY (G4)

LONDON PUBLIC LIBRARY



Title of Policy: Means Policy

Policy Type: Governance Processes

Policy No.: G.4

Issuing Date: October 26, 2006

Review Date: October 31, 2007

PURPOSE

This policy document articulates the core work of the Library Board.

PURPOSE:

These policy documents are specific to the operations of the Library Board and its functions and governance responsibilities and style. They enable the Library Board to remain focused on its responsibilities and maintain consistent practices.

DEFINITIONS

"Board" means London Public Library Board

"CEO" means Chief Executive Officer

POLICY STATEMENT

It is the policy of the London Public Library that the Board will operate in all ways mindful of its obligations under the *Public Libraries Act* and will be accountable to the community for competent, conscientious and effective accomplishment of its obligations as a

governing body.

Governing Style

1. The Board shall approach its task with a style that emphasizes:
 - a) Demonstrating strategic leadership rather than preoccupation with operational and administrative detail.
 - b) Constructively questioning and challenging management's proposals.
 - c) Encouraging diverse opinions prior to finalizing decisions.
 - d) Clear understanding of and respect for Board and management roles.
 - e) Collective and objective decision-making rather than decision-making that is directed by an individual's own personal experiences.
 - f) Thinking for the future rather than past or present.
 - g) Utilizing a proactive approach rather than a reactive approach.
 - h) Striving for consensus in decision-making before voting by encouraging discussion that is inclusive, open, collaborative and informed.
 - i) Speaking with one voice.
 - j) Using the expertise of individual members to enhance the ability of the Board as a body rather than to substitute individual values for the group's values.
 - k) Protecting the confidentiality of discussions or information, when it is deemed confidential or private.

Board Responsibilities

2. The Board is responsible for the provision of public library service in the City of London. The Board's responsibilities are unique from staff. Specifically its responsibilities are to:
 - a) Provide the principal linkage between the Municipal Council and the Library;
 - b) Be held accountable for the broadest levels of organizational decisions and situations through the development and monitoring of governance policies:

Ends

Governance Processes

Board-CEO Linkage

Executive Limitations;

- c) Represent the interests of the community in terms of determining and demanding excellence in the performance of the Library;
- d) Listen to the community through consultation and the receiving of delegations;
- e) Define the skills needed in new Board members and articulate them to the appointing bodies in order to encourage appointments that will assist the Board in achieving its Ends policies and be fully committed to the principles of good governance;
- f) Enforce upon itself whatever discipline is needed to govern with excellence. Ensure that individual members follow and uphold all policies of the London Public Library Board, including those issued by the Board and those issued at the operational level;
- g) Orient new members in the Board's adopted governance process and engage in periodic Board discussion of process improvement;
- h) Learn about the responsibilities of trusteeship through training and opportunities to attend conferences and workshops;
- f) Be accountable for all responsibilities assigned through the Public Libraries Act and other relevant legislation.

Code of Conduct

3. The Board commits itself and its members to ethical, responsible and lawful conduct, including proper use of authority and appropriate behaviour and to adhere to these high standards when acting as Board members in any situation.
 - a) Board members will respect the diverse interests of the community they serve. This accountability supersedes any personal loyalty to interest groups or other organizations or any interest as a consumer of the

services of the Library.

- b) Board members must avoid any conflict of interest with respect to fiduciary responsibilities and must adhere to the provisions of the *Municipal Conflict of Interest Act*, RSO 1990, Ch. M50.
 - Board members cannot conduct private business or personal services between themselves and the organization.
 - Board members will not use their position to obtain employment in the organization for themselves, family members or associates.
- c) Board members will treat all Board members, staff, volunteers, members of the public and all those doing business with the organization with respect and dignity at all time.
- d) Board members will respect the rights of all individuals and adhere to the provisions of the *Ontario Human Rights Code* and the following Library Means policies:
 - Mutual Respect Policy
 - Guiding Principles for Working Relationships
 - Public and Staff Safety.
- e) Board members may not speak for the Board, in interactions with the public, press or other entities, with the exception of the Chair or designate.

Cost of Governance

- 4. The Board commits resources towards governing with excellence. The following costs will be budgeted and expenditures monitored within the budget monitoring cycle of the Library:
 - a) training, including travel and attendance at workshops and conferences, under the terms of the Means Policy: Travel and Convention Policy;
 - b) audit and other third party monitoring of organizational performance;
 - c) board meeting costs.

Annual Planning and Review Cycle

5. To accomplish its job, the Board will follow an annual planning cycle which includes:

- a) an annual review of its Ends Policies related to the Organization's Mission Statement, Vision, Values and Goals;
- b) a scheduled monitoring and review of operating and capital budgets;
- b) a scheduled review of all Board Governance Policies: Ends, Board-CEO Linkage, Executive Limitations, Means Policies over the course of a calendar year.

Monitoring Board Performance

6. The Board will regularly monitor, discuss and evaluate the Board's own process and performance.
- a) The Board will undertake an annual review of its own performance through a review of its attention to Board governance processes, and the opportunity to pursue training and development opportunities with accountability for improved performance. The full Board will discuss compliance issues with the intent of determining best course of action.
 - b) The Board will ensure the continuity of its governance capability by retraining and developing the collective Board in an effort to continually improve.

INQUIRIES

board.inquiries@lpl.london.on.ca
