



Newmarket Public Library Board Agenda

Date: Wednesday, October 21, 2020
Time: 5:30 PM
Location: Electronic VIA ZOOM

Pages

1. Meeting to be held through live video interface via Zoom

Join Zoom Meeting

<https://us02web.zoom.us/j/81468861920>

Meeting ID: 814 6886 1920

Passcode: 350754

2. Adoption of Agenda Items

2.1. Adoption of the Regular Agenda

2.2. Adoption of the Closed Session Agenda

2.3. Adoption of the Consent Agenda Items

3. Declarations

4. Consent Agenda Items

4.1. Adoption of the Regular Board meeting minutes for Wednesday, September 16, 2020

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4.2. Strategic Operations Report for September, 2020

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4.3. Third Quarter Statistical Data

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4.4. Third Quarter Financial Statements

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5. Reports

No reports.

6. Business Arising

6.1.	Update on 2021 Operating and Capital Budget Requests	14
6.2.	Consolidated Revisions to Governance Policy	17
6.3.	Library Board Action List	42
7.	New Business	
7.1.	Inclusion and Anti-Discrimination Policy	46
8.	Closed Session (if required)	
9.	Dates of Future Meetings	
9.1.	The next Regular Board meeting is scheduled for Wednesday, November 18, 2020 at 5:30 pm. Location electronic via Zoom	
10.	Adjournment	



Newmarket Public Library Board

Minutes

Date: Wednesday, September 16, 2020
 Time: 5:45 PM
 Location: Electronic VIA ZOOM
 See How to Login Guide

Members Present: Darcy McNeill, Chair
 Kelly Broome
 Darryl Gray
 Leslee Mason
 Art Weis (arrived at 5:50 pm)
 Victor Woodhouse

Absent: Jane Twinney, Vice Chair

Staff Present: Linda Peppiatt, Deputy CEO
 Todd Kyle, CEO
 Lianne Bond, Administrative Coordinator
 Jennifer Leveridge, Manager, Library Services
 Benjamin Shaw, Manager, Library Operations

1. Meeting to be held through live video interface via Zoom

The C.E.O. introduced the Library's new Leadership Team and advised that the Deputy C.E.O. will be retiring at the end of the month.

The Chair called the meeting to order at 5:40 pm

2. Adoption of Agenda Items

- 2.1 Adoption of the Regular Agenda
- 2.2 Adoption of the Closed Session Agenda
- 2.3 Adoption of the Consent Agenda Items

Motion 20-09-128

Moved by Victor Woodhouse

Seconded by Leslee Mason

That items 2.1 to 2.3 be adopted as presented.

Carried

3. Declarations

None were declared.

4. Consent Agenda Items

- 4.1 Adoption of the Regular Board meeting minutes for Wednesday, June 17, 2020
- 4.2 Strategic Operations Report for June, July and August, 2020
- 4.3 Second Quarter Statistical Data
- 4.4 Second Quarter Financial Statements
- 4.5 Library Bank Account Transfer
- 4.6 Health and Safety Policy Renewals
- 4.7 Temporary Policy: Face Coverings during COVID-19 Emergency

Motion 20-09-129

Moved by Kelly Broome

Seconded by Victor Woodhouse

That 4.1 to 4.7 be approved and adopted as presented.

Carried

5. Reports

- 5.1 Recovery and Re-opening Update Report for Library

A report on the recovery and re-opening of the Library was reviewed. The current limited Library services will continue at this time. At the recommendation of the Town of Newmarket's Health and Safety Specialist the introduction of browsing services will be delayed until there is more evidence of a reduction in COVID-19 cases.

Motion 20-09-130

Moved by Darryl Gray

Seconded by Victor Woodhouse

That the Library Board receive the report on Recovery and Re-opening Update for the Library, and ratify the operational decisions taken as described.

Carried

6. Business Arising

6.1 2021 Capital Budget Submission

The Draft 2021 Capital Budget was presented to the Library Board.

Motion 20-09-131

Moved by Leslee Mason

Seconded by Darryl Gray

That the Library Board approve the Draft 2021 Capital Budget for submission to the Town of Newmarket Council.

Carried

6.2 Library Board Action List Review

The Library Action list was revised to ensure important administrative and strategic priorities were included. The Board reviewed the revisions and recommended some changes to the Action List.

Motion 20-09-132

Moved by Victor Woodhouse

Seconded by Leslee Mason

That the Library Board receive the report on Action Tracking List Review and approve the revisions as amended.

Carried

7. New Business

7.1 Temporary Contact Tracing Policy

A Temporary Contact Tracing Policy has been implemented to outline the protocols and procedures required for the collection of personal contact information of users who enter the library building.

Motion 20-09-133**Moved by** Leslee Mason**Seconded by** Art Weis

That the Library Board approved the Temporary Contact Tracing Policy as presented.

Carried**8. Closed Session (If Required)****9. Dates of Future Meetings**

9.1 The next Regular Board meeting is scheduled for Wednesday, October 21, 2020 at 5:30 pm. Location electronic via Zoom.

The start time for Library Board meetings will move to 5:30 pm.

10. Adjournment**Motion 20-09-134****Moved by** Kelly Broome**Seconded by** Darryl Gray

That there being no further business the meeting adjourn at 7:12 pm.

Carried

Darcy McNeill, Chair

Todd Kyle, Secretary/Treasurer



Strategic Operations Report: September, 2020

	Igniting Community Dialogue, Discovery and Debate	Leading a Learning Community	Readying our Capabilities
Collaborative Relationships	<ul style="list-style-type: none"> Virtual Classic Play Reading with Shadowpath Theatre debuted on Oct 1 with 20 participants Workshop with Writers Community of York Region had 11 online attendees 	<ul style="list-style-type: none"> Staff attended a webinar on diverse literature as part of the #ownvoices movement Virtual storytime visits to Welcome Centre begun; 18 children and parents attended first session Parent-Child Mother Goose program transitioned online; 14 attended first session 	<ul style="list-style-type: none"> Lighting in library requires replacement due to aging ballasts causing lights to fail in humid weather; working with Town as part of LED energy saving initiative
Spaces	<ul style="list-style-type: none"> Concierge desk for screening library visitors moved into lobby in preparation for cooler weather 	<ul style="list-style-type: none"> 4 online book club meetings per month continue; a 5th mystery club will begin soon In-library community displays resumed with displays on York Region Forestry, Franco-Ontarian Day 	<ul style="list-style-type: none"> Library Facility Attendant position made permanent after 2-year trial period
Positioning	<ul style="list-style-type: none"> Posts to social media promoting library programs reached over 10,000 people with over 1,000 engagements Articles on Shadowpath and kids' programs appeared in local media 	<ul style="list-style-type: none"> Remote Tech Help sessions continue to be steady 9 online programs held on how to access Online Library, social media, and maker topics 3D printing about to relaunch as a remote service 	<ul style="list-style-type: none"> Working on a revised online library card application process which will feature secure document transfer for ID purposes

	Igniting Community Dialogue, Discovery and Debate	Leading a Learning Community	Readying our Capabilities
Resources	<ul style="list-style-type: none"> Homebound deliveries are slowly ramping up, but volunteers not yet re-engaged in the process 	<ul style="list-style-type: none"> PressReader online news/magazine service launched; so far 80 users have registered and read 652 unique publications, the most popular being The Toronto Star. Surplus book club sets donated by another library and added to our collection Children's Department answered 220 requests for assistance with choosing books 	<ul style="list-style-type: none"> Overdue notices and replacement cost bills have resumed but fines still not being charged New book supplies delayed due to COVID shutdown of library distributors; some items in demand ordered from retailer in the interim Wait lists for e-books continue to set records; additional copies ordered
Organization & Operations		<ul style="list-style-type: none"> Children's manager hosted virtual presentation about NPL for library technician college students 	<ul style="list-style-type: none"> Linda Peppiatt retired as Deputy CEO after 40 years of service Library investigating staff scheduling software for efficiency improvements

Newmarket Public Library Statistical Data - 2020

Library Card Holders

2020	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
NPL Card Holders	January - June - Data Not Available due to COVID19 closure						26,055	25,684	25,609			
Residents	January - June - Data Not Available due to COVID19 closure						22,917	22,633	22,538			
Non-Residents	January - June - Data Not Available due to COVID19 closure						3,138	3,051	3,071			

New and Renewed Library Cards

2020	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
New registrations	363	357	217	158	22	177	12,215	170	187				13,866
New non-resident	101	88	26	-	-	6	6,297	12	39				6,569
Renewed membership	728	601	250	-	-	-	-	538	346				2,463

2020	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Website visits	15,871	14,804	14,034	9,467	9,708	12,531	12,215	12,075	12,892				113,597
# of PAC Account Logins	7,389	7,092	5,790	1,814	2,164	5,486	6,297	6,837	6,929				49,798
Room Rentals	61	82	43	-	-	-	-	-	-				186
Room Rental Hours	207	263	143	-	-	-	-	-	-				613

Programs

5 Year Trend - year to date Sept 30

# of Programs Held	2016	2017	2018	2019	2020
Adult	134	150	173	147	44
Children's	747	723	508	506	255
Total Programs	881	873	681	653	299

Program Attendance	2016	2017	2018	2019	2020
Adult	976	1,305	2,752	2,079	180
Children's	6,908	7,200	7,376	4,987	3,379
Total Attendance	7,884	8,505	10,128	7,066	3,559

Newmarket Public Library Statistical Data - 2020

Borrowing

2020	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
eAudio books	2,298	2,267	2,324	2,546	2,784	2,627	2,979	2,558	2,473				22,856
eBooks	5,099	5,147	5,984	7,482	8,545	7,490	7,310	6,704	6,089				59,850
eMagazines	674	830	937	969	1,010	901	809	927	1,011				8,068
eMusic	3,820	3,220	2,908	3,829	2,973	2,429	3,473	3,121	2,477				28,250
eVideo	699	687	981	1,310	1,121	928	889	670	629				7,914
Books + Magazines	29,130	28,361	16,891	517	652	3,954	4,524	6,578	9,807				100,414
Audio (Books + Music)	710	664	458	10	49	108	96	152	196				2,443
Movies + Video Games	4,350	3,883	2,178	24	62	300	316	639	948				12,700
Kits	123	132	61	-	-	13	11	9	20				369
Lendery	24	37	21	-	-	-	-	5	-				87
Laptop	47	35	18	-	-	6	11	30	17				164
Total Borrowing	46,974	45,263	32,761	16,687	17,196	18,756	20,418	21,393	23,667				243,115
% Physical	73%	73%	60%	3%	4%	23%	24%	35%	46%				48%
% Virtual	27%	27%	40%	97%	96%	77%	76%	65%	54%				52%

Database Usage

Adult Subscriptions	3,238	2,631	3,021	8,357	7,990	4,605	4,215	4,367	5,001				43,425
Children's Subscriptions	140	230	368	544	415	275	234	416	230				2,852
Total Database Usage	3,378	2,861	3,389	8,901	8,405	4,880	4,449	4,783	5,231				46,277

Newmarket Public Library Statistical Data - 2019

Library Card Holders

2019	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
NPL Card Holders	23,537	23,338	23,508	23,403	23,494	23,590	23,757	23,562	23,441	23,466	22,915	23,115
Residents	20,795	20,583	20,709	20,584	20,631	20,659	20,769	20,541	20,391	20,325	19,822	19,936
Non-Residents	2,742	2,755	2,799	2,819	2,863	2,931	2,988	3,021	3,050	3,141	3,093	3,179

New and Renewed Library Cards

2019	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
New registrations	251	211	302	255	333	411	380	342	335	372	304	181	3,677
*New non-resident	37	42	49	72	79	84	93	83	72	99	71	50	831
Renewed membership	801	628	788	666	562	788	1,027	864	669	726	239	519	8,277
Total 2019	1,052	839	1,090	921	895	1,199	1,407	1,206	1,004	1,098	543	700	11,954

*included in New registrations

2019	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Website visits	16,627	14,307	17,118	14,895	13,819	11,999	14,456	14,954	14,564	14,532	14,607	13,301	175,179
PAC Account Logins	7,043	6,263	6,989	6,571	6,656	6,036	7,049	7,222	6,874	6,880	6,738	6,465	80,786
Room Rentals	60	69	65	69	67	74	36	48	82	125	71	38	804
Room Rental Hours	173	182	181	182	165	200	109	155	185	228	273	146	2,177

Programs 5 Year Trend - year to date December 31

# of Programs Held	2015	2016	2017	2018	2019
Adult	256	254	310	359	337
Children's	1,320	1,308	1,282	891	886
Total Programs	1,576	1,562	1,592	1,250	1,223

Program Attendance	2015	2016	2017	2018	2019
Adult	2,660	1,961	2,627	5,123	3,780
Children's	13,566	12,276	12,516	12,039	9,600
Total Attendance	16,226	14,237	15,143	17,162	13,380

Newmarket Public Library Statistical Data - 2019

Borrowing

2019	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
eAudio books	1,789	1,627	1,809	1,837	1,835	1,789	2,034	2,032	2,041	2,147	2,065	2,007	23,012
eBooks	4,822	4,456	4,569	4,370	4,294	4,362	4,955	4,835	4,294	4,519	4,144	4,616	54,236
eMagazines	743	727	772	851	874	794	733	861	911	889	908	735	9,798
eMusic	3,223	2,359	2,621	2,393	2,080	2,284	2,714	2,230	3,354	2,680	3,044	3,605	32,587
eVideo	584	511	601	557	633	582	646	745	843	797	701	651	7,851
Backpack Kit	7	9	9	8	7	12	15	13	11	4	8	2	105
Book	27,233	24,011	29,644	26,980	26,390	26,740	33,999	31,401	26,301	27,649	26,048	23,523	329,919
Camcorder	-	-	2	-	-	-	2	1	3	-	6	-	14
CD-ROM/DVD-ROM	2	5	3	5	4	6	2	3	2	2	-	-	34
DVD/Blu-ray	4,171	3,579	4,248	3,738	3,850	3,550	3,992	4,209	3,504	3,729	3,426	3,433	45,429
eBook Reader	1	-	-	-	1	-	-	-	-	-	-	-	2
GPS	1	1	-	-	-	-	-	-	-	-	-	-	2
Green Screen	-	-	2	1	1	1	-	-	-	1	-	-	6
ILL	252	223	210	129	5	44	102	90	109	102	92	126	1,484
Language Kit	30	20	28	41	24	14	37	29	30	24	36	29	342
Laptop	56	39	38	38	38	30	47	49	55	52	45	55	542
Lendery	-	-	-	-	-	-	-	-	-	-	-	25	25
Multimedia Kit	34	42	63	62	30	62	72	58	60	110	64	48	705
Music CD	227	245	277	271	222	250	261	271	202	235	283	197	2,941
Pedometer	1	1	1	1	-	-	-	-	-	-	-	-	4
Periodical	1,040	857	983	766	903	761	885	873	877	769	758	661	10,133
Portable Audio Book	17	24	29	22	19	14	35	36	15	16	15	13	255
Talking Book	610	497	747	554	576	546	676	687	509	603	594	504	7,103
Video Game	259	212	283	255	230	255	398	327	275	268	266	241	3,269
Total Borrowing	45,102	39,445	46,939	42,879	42,016	42,096	51,605	48,750	43,396	44,596	42,503	40,471	529,798

Database Usage

Adult Subscriptions	4,381	3,396	4,896	3,645	3,172	2,828	3,206	3,384	3,048	5,396	3,489	2,695	43,536
Children's Subscriptions	457	402	339	189	359	312	230	187	274	282	261	215	3,507
York Info (Community)	148,251	94,705	90,171	85,930	88,430	97,210	87,392	101,764	88,781	77,368	89,054	18,466	1,067,522
York Info (Volunteer)	23,156	14,118	12,428	14,280	14,709	17,036	17,129	21,799	21,459	13,201	12,204	5,140	186,659
Total Database Usage	176,245	112,621	107,834	104,044	106,670	117,386	107,957	127,134	113,562	96,247	105,008	26,516	1,301,224



438 Park Avenue
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Library Board Report

To: Newmarket Public Library Board
From: Todd Kyle, C.E.O.
Date: October 21, 2020
RE: 3rd Quarter Financial Statement

Background:

The attached financial statement, which includes activity up to the end of September 2020, shows both lower expenditures and lower revenues as a result of the COVID-19 shutdown. However, because of mitigating measures taken to reduce staffing costs and discretionary spending, significant net savings are beginning to take shape and are projected for the year as a whole.

Conclusion

The following motion is recommended:

That the Library Board receive the 3rd Quarter Financial Statement as presented

NEWMARKET PUBLIC LIBRARY**3rd QTR Income Statement Comparison of 2020 Actual to 2020 Budget and 2019 Actual**

15-10-2020

EXPENSES	2020 3rd QTR	2020 ANNUAL BUD	2019 3rd QTR	Q3 2020 Vs Q3 2019	% of Budget	Comments for 2020 Vs 2019 variances > \$3000
<u>MATERIALS</u>						
Books	\$52,846	\$153,864	\$105,856	\$53,010	34%	Timing of purchases
Reference Materials	2,891	10,800	10,565	7,674	27%	Timing of purchases
Magazines & Newspapers	12,772	11,100	11,775	(997)	115%	
Electronic Materials and Subscriptions	166,821	157,530	137,082	(29,739)	106%	More electronic use & purchases to keep up with demand for on-line services during COVID
Talking Books	5,337	9,100	6,404	1,067	59%	
Compact Sound Discs	0	100	0	-	0%	
DVD/Console Games	7,861	18,000	14,025	6,164	44%	Timing of purchases
Book Binding and Materials Processing	26,604	30,843	26,696	92	86%	
Sub-Total	\$275,132	\$391,337	\$312,402	\$37,270	70%	
<u>FACILITIES AND EQUIPMENT</u>						
Caretakers' Contract	\$10,397	\$48,000	\$29,372	\$18,975	22%	Fewer cleanings due to COVID closure
Caretakers' Supplies	1,027	4,393	2,242	1,214	23%	
Equipment-Repairs/Maintenance Contracts	66,129	90,007	56,837	(9,292)	73%	Timing of maintenance agreements
Building-Repairs/Maintenance Contracts	14,662	27,400	16,804	2,142	54%	
Sub-Total	\$92,215	\$169,800	\$105,255	\$13,040	54%	
<u>CAPITAL</u>						
Minor Capital	\$3,685	\$5,656	\$385	(\$3,300)	65%	Timing of purchases
Asset Replacement Fund	167,662	223,550	167,663	0	75%	
Sub-Total	\$171,347	\$229,206	\$168,047	(\$3,300)	75%	
<u>UTILITIES</u>						
Hydro	\$54,126	\$90,000	\$60,644	\$6,517	60%	Higher Global Adjustment charges & lower accrual in 2020
Heat	7,106	11,000	7,139	33	65%	
Water	1,867	4,000	2,391	524	47%	
Sub-Total	\$63,100	\$105,000	\$70,174	\$7,074	60%	
<u>ADMINISTRATION - Salaries, Wages & Benefits</u>						
Salaries and Wages	\$1,407,923	\$2,116,727	\$1,529,013	\$121,091	67%	Declared Emergency leave for P/T; reversal of year-end vacation accrual in 2020; Youth internship in 2019
Employee Benefits	285,007	444,000	281,475	(3,532)	64%	Premiums based on higher 2020 wages; timing of use of benefits.
Inter-Depart Human Resources Cost	11,138	14,851	10,920	(218)	75%	
Sub-Total	\$1,704,068	\$2,575,578	\$1,821,409	\$117,341	66%	
<u>ADMINISTRATION - General</u>						
Stationery and Office Supplies	\$567	\$2,780	\$816	\$249	20%	
Photocopier/Microfilm Lease & Supplies	1,647	3,000	3,740	2,093	55%	
Emergency Mgmt. Materials	16,641	0	-	(16,641)		COVID Emergency Fund: PPE Mfg. supplies, Library use PPE and supplies
Health and Safety	631	2,400	1,049	418	26%	
Program and Project Costs	3,284	26,159	10,561	7,391	13%	Fewer programs offered in 2020 due to COVID closure, offset below in revenue
Coffee Supplies	235	1,000	501	266	23%	
Circulation and Processing Supplies	4,331	14,300	7,562	3,231	30%	Fewer supplies needed in 2020
Miscellaneous Expense	225	4,725	1,392	1,167	5%	
Telephone and Internet	3,292	5,440	3,841	549	61%	
Audit Legal and Finance	0	4,000	0	-	0%	

NEWMARKET PUBLIC LIBRARY**3rd QTR Income Statement Comparison of 2020 Actual to 2020 Budget and 2019 Actual**

15-10-2020

	2020 3rd QTR	2020 ANNUAL BUD	2019 3rd QTR	Q3 2020 Vs Q3 2019	% of Budget	Comments for 2020 Vs 2019 variances > \$3000
<u>EXPENSES</u>						
<u>ADMINISTRATION - General Continued</u>						
Consulting Fees	666	\$14,400	\$0	(\$666)	5%	
Postage and Freight	3,290	8,275	4,253	963	40%	
Advertising	6,905	17,700	8,496	1,591	39%	
Education and Training	8,609	11,400	8,646	38	76%	
Services & Rents	5,545	0	0	(5,545)		Security service new in 2020
Copyright fees	509	500	509	-	102%	
Other Fees	504	600	672	168	84%	
Travel Expense	1,085	6,800	3,647	2,562	16%	
Memberships and Subscriptions	4,942	10,895	5,037	95	45%	
Conference/Seminar Fees & Expenses	6,638	12,405	9,202	2,563	54%	
Bank Charges	1,270	3,000	1,417	147	42%	
Transfer to LTD. Reserve	31,524	48,195	25,440	(6,084)	65%	Based on higher 2020 wages; timing of transfers
Sub-Total	\$102,338	\$197,974	\$96,780	(\$5,445)	52%	
TOTAL EXPENSES	\$2,408,201	\$3,668,895	\$2,574,067	\$165,979	66%	

3rd QTR Income Statement Comparison of 2020 Actual to 2020 Budget and 2019 Actual

	2020 3rd QTR	2020 ANNUAL BUD	2019 3rd QTR	Q3 2020 Vs Q3 2019	% of Budget	Comments for 2020 Vs 2019 variances > \$3000
<u>REVENUES</u>						
Municipal Grant	\$2,599,067	\$3,465,422	\$2,443,067	\$156,000	75%	Higher grant in 2019
Provincial Grant	64,401	64,401	0	64,401	100%	
Federal Grant	0	0	10,679	(10,679)		Grant for youth internship in 2019
Program Fees	2,074	29,752	13,684	(11,610)	7%	Loss of revenue during COVID closure
Photocopier/Microfilm Receipts	2,999	10,000	9,436	(6,437)	30%	Loss of revenue during COVID closure
Room Rentals	8,268	37,750	26,487	(18,219)	22%	Loss of revenue during COVID closure
Coffee Supplies Recovered	279	1,000	812	(533)	28%	
Fines	6,523	38,070	20,548	(14,025)	17%	All fines waived during COVID
Financing from D.C.	0	0	93,750	(93,750)		No longer receiving DC funds to operating
Sundry Receipts	3,089	19,200	8,966	(5,877)	16%	Loss of revenue during COVID closure
Non-Resident Fees	270	300	628	(358)	90%	
Donations Received	1,638	3,000	804	834	55%	
Gain/Loss on Disposal	4	0	54	(50)		
TOTAL REVENUES	\$2,688,612	\$3,668,895	\$2,628,914	\$59,697	73%	
SURPLUS/(DEFICIT) CURRENT	\$280,411	\$0	\$54,848	\$225,677		



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Library Board Report

To: Newmarket Public Library Board

From: Todd Kyle, C.E.O.

Date: October 21, 2020

RE: **Update on 2021 operating and capital budget requests**

Background:

Since the Library submitted its 2021 budget requests to the Town of Newmarket, the Director, Financial Services has reviewed the direction of Council and the available funding envelope and made some suggestions as to what options within the Library's request would be recommended to Council. To meet the overall target, some Library Board requests have therefore not been included in the Preliminary Draft Budget as presented at Committee of the Whole on October 5, 2020.

Discussion:

Operating Budget:

For the operating budget, the summary presented to Committee showed a reduction of \$46,000 from the original outlook presented to Council for the library, with a modest Growth increase of \$22,000:

Budget Component	Original outlook	Revised Budget	Reduction
Base	\$ 17,000	\$ 0	\$ 17,000
Growth	51,000	22,000	29,000
	\$ 68,000	\$ 22,000	\$ 46,000

This is consistent with the Board's operating request, which requested \$22,000 in additional funds to cover the growth in demand for pay-per-download online services.

However, the Board had also added a placeholder of \$73,519 in additional mandatory cost increases to previously-approved salary and wage increases for 2019, 2020, and 2021. This has not gone forward as a recommendation. Such an increase would normally have been funded by

an inflationary increase to the base budget, but as it has turned out that inflation is at or near zero, there is no room in the potential funding envelope to provide for any increase to base budget.

The Board will need to look at other options for funding the compounded costs of salary and wage increases in 2021, and begin planning a strategy to incorporate them into a base target for 2022. While there is still the possibility that unspent funds within the base budget might become available later in 2021 to cover all or part of the cost, it is recommended that staff be authorized to use Library Operating Reserve of \$400,000 to cover this cost if needed. As is standard practice, funds would be transferred from the Reserve to the operating fund only as needed to cover a resulting year-end shortfall.

Capital Budget

For 2021, the emphasis in the capital budget has been placed on the maintenance of critical infrastructure within a reasonable limit of the Town's ability to finance and implement projects to completion. This has meant that recommended requests are limited to projects whose planning and procurement are already underway or imminent. To keep to this direction, the Director, Financial Services has recommended some modifications to the Library requests as follows:

Computer Hardware/Software: \$225,500

This package represents replacement of critical network hardware and public and staff workstations as well as renewal of critical software including the public/staff printing system and the library website. While it does form part of the budget recommended to Council, the Library has committed to reviewing these costs in light of the project to integrate the Library's IT infrastructure into that of the Town, with the intention of reducing or avoiding some portion. In addition, staff will reconsider the portion of this request related to website replacement in light of the scope of such a task in the continuing COVID emergency.

Equipment \$20,085

This project, involving replacement of the video projection equipment in the library meeting rooms, was to have been completed in 2020 but was postponed due to COVID, and so was re-requested for 2021. However, new information suggests that this project may in fact be doable this year, and so this project will no longer be recommended to Council for 2021; instead the Library will commit to implementing this in the remainder of 2020.

Facility needs study \$50,000

This project was also planned as a joint study with Community Services at the Town, but has been postponed due to COVID. As there is little evidence of a commitment to begin the process of procuring a study in the coming months, it can no longer be recommended to Council. This will come as a disappointment to the Board; however, should circumstances become more favorable, the Board would still have the option of using the Operating Reserve to temporarily

cover these costs (which were to have been derived from Development Charges). As well, the Finance Department will on a quarterly basis re-assess capital project progress with a view to re-allocating funds to deferred projects from delayed ones. Finally, it should be noted that a Strategic Plan process of the Board would likely consider options of future service delivery.

Conclusion:

The following motions are recommended:

THAT the Library Board receive the report on Update on 2021 Budget Requests;

AND THAT the Library Board authorize the use of the Library Operating Reserve to cover any shortfall in the 2021 fiscal year due to approved 2019-2021 wage increases.



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Library Board Report

To: Newmarket Public Library Board

From: Todd Kyle, C.E.O.

Date: October 21, 2020

RE: **Consolidated revisions to Governance Policy**

Background:

In May 2019, the Library Board approved a new Code of Conduct for Directors on the board as well as a revised policy for dealing with complaints against Directors. These were approved as changes to the Governance Policy, which is the document that expands on the Public Libraries Act and the Library Board's own Constitution in providing details on the Board's organization, procedures, and responsibilities.

At the time, it was planned that the Board would approve a full revised Governance Policy once a number of smaller changes had been drafted.

Discussion:

The attached draft revised Governance Policy consolidates the already-approved changes with a number of suggested changes in other areas. These include:

- A clarification that the Chair, by law, is elected for the entire term of the Board
- A clarification that the C.E.O. by default is also Treasurer and Secretary;
- Clarification of membership on the Executive Committee;
- Clarification of consecutive terms of Directors and of disqualification through non-attendance, and the powers Council may exert related to both;
- Clarification that Director expenses are reimbursed as per the library's Expense Reimbursement Policy;
- An addition of clauses surrounding remote participation in meetings as well as meetings held entirely virtually, consistent with applicable laws;
- Changes to ensure gender-neutral language;

- Small grammatical and spelling corrections.

With the exception of already-approved changes (which are in red but not underlined) all changes are displayed on the draft in Tracked Changes format (in colour and underlined).

Conclusion:

The following motions are recommended:

THAT the Library Board receive the report on consolidated revisions to the Governance Policy;

AND THAT the Library Board approve the Governance Policy as presented.



NEWMARKET PUBLIC LIBRARY BOARD

GOVERNANCE POLICY

NEWMARKET PUBLIC LIBRARY BOARD GOVERNANCE POLICY

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NEWMARKET PUBLIC LIBRARY BOARD GOVERNANCE POLICY

(subject to By-law 2007-01 that establishes the Newmarket Public Library Constitution)

1. BOARD STRUCTURE AND PURPOSE

The Public Libraries Act R.S.O. 1990, and applicable By-laws of the Library define the structure and mandate of the Library.

1.1 Board Structure

The Library Board comprises a minimum of five ~~members~~Directors, with one less than a majority being members of Town Council. At the beginning of its term, the Board elects a Chair and a Vice-Chair from among its Directors. The Chair, by law, is elected for the full term and can only be replaced upon voluntary resignation or if the individual becomes ineligible to serve as a Director. Elected officers of the Library are the Chair and the Vice-Chair. Although the Board may also elect from among its Directors a Treasurer and a Secretary, by default these roles fall to the CEO, who may delegate these roles to other staff. The Treasurer and Secretary are appointed by the Library Board. Since individuals serving on the Library Board are described in the *Public Libraries Act* and other official documents variously as ‘members’, ‘directors’, or ‘trustees’, they will be referred to throughout this document as “Directors”.

1.2 Committees

Ad hoc committees or working groups may be established, as required by the Board, to carry out specific tasks as well as make recommendations to the Board. Mandate and terms of reference, including committee membership, are required of all committees. The Board Chair and Chief Executive Officer (CEO) are considered ex-officio members of all committees.

1.3 Responsibilities as a Corporate Body

The Board’s role is to govern the affairs of the Library within the framework of the Public Libraries Act R.S.O. 1990.

The Board in discharging its responsibilities for the governance of the Library oversees the management of the Library’s finances, facilities and services. The Board ensures the proper and adequate discharge of this duty through its Treasurer, Secretary and CEO on behalf of and reporting to the Board.

1.4 Authority and Accountability

The Board is responsible and accountable to its members and other users; and to the Council of the Town of Newmarket. ~~,-~~ The Board shall exercise good stewardship on behalf of the trust placed in it by the Council, general public, patrons, staff, volunteers and other stakeholders.

1.5 Governance

The Board is the legally constituted authority responsible directly to the Council of the Town of Newmarket and the community for prudent oversight of the Library’s operations. It is responsible for the articulation and safeguarding of the organizational mission and defining the outputs and outcomes it seeks. The Board is responsible for long-term planning, strategic

planning and direction. It defines the organizational culture, values, operating principles, and parameters within which it expects the CEO to manage the Library's operations.

The Board will:

- ~~Respect~~ distinctions between Board and staff roles and manage overlap between these respective roles in a spirit of collegiality and partnership;
- ~~Direct, control, and inspire the Library through careful deliberation and establishment of strategic direction and general policies;~~
- ~~Monitor and regularly discuss the Board's own processes, progress and performance;~~
- ~~Provide its Directors with the knowledge necessary to fulfill their responsibilities for the good governance of the Library;~~
- ~~Be accountable to the general public for competent, conscientious, and effective accomplishment of its obligations as a body;~~
- ~~Ensure that all business of the Library is conducted in a transparent, legal and ethical manner;~~
-

~~Directors will at all times conduct their its~~ business in accordance with the principles of due legal process.

~~To maintain the best interests of the Board, staff, patrons, and community, all Directors are expected to abide by the Code of Conduct based on this approach to governance;~~

~~The Board shall conduct a closed session review of any actions of any Directors considered to be in serious violation of the Code of Conduct;~~

Individual Directors are appointed by the Town of Newmarket Council and are responsible to the Board. However, they retain no authority to act or give direction individually other than in such manner as is approved in these policies or by resolution of the Board. The Board may delegate authority to an individual Director; however, the Board retains ultimate responsibility and accountability.

2. BOARD DIRECTORS

Each Director is expected to become an active participant in a body that functions effectively as a whole. In addition to assisting in the exercise of the major duties of the Board outlined above, Directors are responsible to exercise due diligence in the performance of their duties.

Responsibilities include:

- a) To be informed of the legislation under which the Library exists and Library's by-laws, mission, values, code of conduct, and policies
- b) To keep informed about the activities of the Library and its community,

- c) To attend Board meetings regularly, serve on committees of the Board and actively contribute to the work of the Board;
- d) To exercise the same degree of care, diligence and skill that a reasonably prudent person would show in comparable circumstances;
- e) To explicitly voice at the time a decision is being taken, any opposition to a decision being considered by the Board;
- f) To ask the Directors to review a decision if ~~he, or she~~ they have, ~~has~~ reasonable grounds to believe that the Board has acted without full information or in a manner inconsistent with its fiduciary obligations;
- g) To support Board decisions made in good faith in a legally constituted meeting, by Directors;
- h) ~~To k~~know and respect the distinction in the roles of Board and staff consistent with the principles underlying these governance policies;
- i) ~~To E~~xercise vigilance for and declare personal conflict of interest in accordance with the Library's By-laws and policies and the *Municipal Conflict of Interest Act*.

2.1 Oath of Office and Confidentiality

Respect for confidentiality is the cornerstone of trust and confidence as well as a legislated obligation. Directors must at all times respect the confidentiality of any patron names and/or circumstances that might identify patrons. Similarly, all matters dealt with by the Board during closed session meetings and matters related to personnel and/or collective bargaining must be held in strictest confidence. Confidentiality means Directors may not relate such matters to anyone including immediate family of Directors, unless required by law or authorized by the Board to do so. The duty of confidentiality continues indefinitely after a Director has left the Board.

Directors shall agree to an Oath of Office and Confidentiality upon joining the Board.

I, insert name, a Director of the Newmarket Public Library, declare that, in carrying out my duties as a Director, I will:

1. Exercise the powers of my office and fulfill my responsibilities in good faith and in the best interest of the Library;
2. Exercise these responsibilities, at all times, with due diligence, care and skill in a reasonable and prudent manner.
3. Respect and support the Library's By-laws, policies, Code of Conduct, and decisions of the Board.
4. Keep confidential all information that I learn about patrons, personnel, collective bargaining and any other matters specifically determined by board motion to be matters of confidence including matters dealt with during closed session meetings of the Board.

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5. Conduct myself in a spirit of collegiality and respect for the collective decisions of the board and subordinate my personal interests to the best interests of the Library.
6. Immediately declare any personal conflict of interest that may come to my attention.
7. Comply with the Municipal Conflict of Interest Act, the Municipal Freedom of Information and Protection of Information and Protection of Privacy Act.

Signature _____ Date: _____

2.2 Code of Conduct

Directors are expected to comply with the following Code of Conduct that encourages the development of a spirit of collective decision-making, shared objectives and shared ownership of and respect for Board decisions.

- a) **Serving the Community:** ~~Members~~Directors will serve and be seen to serve Library users and their community in a conscientious and diligent manner.
- b) **Respect:** ~~Members~~Directors will treat Library users, volunteers, staff and fellow Board ~~Members~~Directors with respect. In the performance of their duties, ~~Members~~Directors will not abuse, bully or intimidate others and ~~Members~~Directors will fulfill their responsibilities in ensuring that the Library is free from discrimination and harassment.
- c) **Board Meetings:** ~~Members~~Directors will honour the Board Governance Policy and this Code of Conduct at Board Meetings. ~~Members~~Directors understand that these meetings are public and that their behaviour affects the image of the Newmarket Public Library. ~~Members~~Directors will be courteous and refrain from using offensive language, and will show respect for diverse and opposing viewpoints.
- d) **Public Servants:** ~~Members~~Directors will respect the role of Library staff as public servants who provide professional and politically neutral advice to the Board.
- e) **Privacy and Confidential Information:** ~~Members~~Directors will respect the privacy of others and will not disclose or release by any means to any Member of the public, any confidential information acquired by virtue of their role at the Library. ~~Members~~Directors will maintain this obligation even after ~~Members~~Directors leave the Board. ~~Members~~Directors will only disclose confidential information if required by law, or authorized to do so by the Board.
- f) **Support of the Board's actions:** While ~~Members~~Directors may have dissenting views on decisions taken by the Board and are permitted to discuss those views publicly, they shall nonetheless demonstrate acceptance, respect and support for all decisions legitimately taken in transaction of the Library's business.
- g) **Conflict of Interest:** ~~Members~~Directors will abide by the Conflict of Interest Policy as outlined in the Board Governance Policy section 2.3.
- h) **Improper Use of Influence:** ~~Members~~Directors will not use their positions at the Library to improperly influence others for private gain or to gain preferential treatment for their family, friends or organizations with which ~~Members~~Directors are associated.
- i) **Political Neutrality:** ~~Members~~Directors will not use Library facilities, equipment, supplies, services (including staff services) or any other resources for election campaign or campaign-related activities. ~~Members~~Directors will not use a position of authority at the Library to compel staff or volunteers to engage in partisan political activities.

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- j) **Gifts:** No Member shall accept a gift or personal benefit that is connected directly or indirectly with the performance of their duties unless authorized by one of the exceptions below:
- i. gifts received as an incident of protocol or social obligation that normally accompany the responsibilities of office;
 - ii. gifts that are not connected directly or indirectly with the performance or duties of office;
 - iii. compensation authorized by law;
 - iv. a reimbursement of reasonable expenses incurred and honorariums received in the performance of activities connected with a legitimate Library purpose;
 - v. political contributions that are otherwise offered, accepted and reported in accordance with applicable law;
 - vi. services provided without compensation by persons volunteering their time;
 - vii. a suitable memento of a function honouring the Member or the Library;
 - viii. food, lodging, transportation and entertainment provided by provincial, regional and local governments or political sub-divisions of them, and by the federal government or the government of a foreign country;
 - ix. food, beverages and/or admission fees provided by banquets, receptions or similar events if attendance is the result of protocol or social obligation consistent with the responsibilities of office, and the person extending the invitation has done so infrequently and that person or a representative of the organization is in attendance; and
 - x. communications to offices of a Member including subscriptions to newspapers and periodicals.

2.3 Conflict of Interest Policy

Directors shall act at all times in the best interests of the Library rather than particular interests or constituencies. This means setting aside personal self-interest and performing their duties in transaction of the affairs of the Library in such a manner that promotes public confidence and trust in the integrity, objectivity and impartiality of the Board. Directors shall serve without remuneration. No Director shall directly or indirectly receive any profit from his or her position as such. The pecuniary interests of immediate family members of a Director are considered to also be the pecuniary interests of the Directors.

Directors may be paid reasonable expenses incurred by them in the performance of their duties. It is recognized that some Board Directors who are Councillors of the Town of Newmarket will have different roles at different times and any determination as to a conflict of interest will be governed by the *Municipal Conflict of Interest Act*.

2.3.1 Principles for Dealing with Conflict of Interest

- a) A Director must openly disclose a potential, real or perceived conflict of interest as soon as the issue arises and before the board or its committees deal with the matter at issue;
- b) If a Director is not certain ~~he or she is~~ they are in a conflict of interest position, the matter may be brought before the Chair, the Board or a committee of the Board for advice and guidance;

- c) If there is any question or doubt about the existence of a real or perceived conflict, the Board will seek legal advice as to how to proceed under the *Municipal Conflict of Interest Act*;
- d) It is the responsibility of other Directors who are aware of a real, potential or perceived conflict of interest on the part of a fellow Director to raise the issue for clarification, first with the Director and, if still unresolved, with the Board Chair, who will seek legal advice;
- e) The Director must abstain from participation in any discussion on the matter, shall not attempt to personally influence the outcome, shall refrain from voting on the matter and unless otherwise decided by the Board, may be required to leave the meeting room for the duration of any such discussion or vote;
- f) The disclosure and decision as to whether the matter needs to be referred for further investigation with respect to the *Municipal Conflict of Interest Act* shall be duly recorded in the minutes of the meeting.

2.3.2 Interest on the part of a Director

Interest includes, but is not limited to:

- a) Any circumstance that may result in a personal or financial benefit to a Director or their family or business associate. This includes, but is not limited to, accepting any payment for services rendered to the Library, including contracted work or honoraria; accessing financial or other resources for personal use, i.e. transportation, training costs, supplies, equipment, etc.
- b) Personal interests which conflict with the interests of the patrons, or that are otherwise adverse to the interests of the Library;
- c) Seeking, accepting or receiving any personal benefit from a supplier, vendor, or any individual or organization doing or seeking business with the Library;
- d) Any involvement in the hiring, supervision, grievance, evaluation, promotion, remuneration or firing of a family member or business associate, of the Director;
- e) Individuals who serve as Directors on the same board with members of their family or others with whom they have a direct business or personal relationship will be subject to an immediate perception of apparent conflict of interest.

2.3.3 Disposition of Complaints and Disputes involving Directors

- a) A committee of the Board shall review any complaints from staff, the public, or Directors that a Director has violated any provision of the Library's By-laws, Governance Policies, Code of Conduct, and Oath of Office and Confidentiality. The committee shall be comprised of one Director who is also a councillor and two Directors who are citizen representatives.

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- b) This committee shall similarly review disputes between Directors that interfere with the ability of the Board to carry on its business;
- c) Complaints of a serious nature may be referred to an independent arbitrator;
- d) Allegations of illegal activity shall be immediately referred to the appropriate authorities for investigation. Any Director against whom such allegations are made shall take a leave of absence from the Board pending completion of the investigation;
- e) The review of complaints or disputes shall include an opportunity for the Directors concerned to present their positions.
- f) Every attempt should be made to resolve matters expeditiously and fairly;
- g) The recommendations regarding resolution of matters shall be brought to the Board for approval;
- h) The Board shall make a ruling as to whether a violation has occurred as well as on the Committee's recommended resolution. Recommendations may include disciplinary action such as formal or informal censure by the Board or a request for the Director to resign or to take a leave of absence. Should the Director reject such a request, the Board may refer the matter to Town of Newmarket Council as the body with the sole authority to appoint Directors.
- i) Notwithstanding this process, a Director who is also a Town councillor may separately be subject to investigation and/or discipline by Town of Newmarket Council for the same matter.

3 BOARD RESPONSIBILITIES

Officers of the Board are in the service of the Board. Individual officers may not act in place of the Board except when acting together as a committee in accordance with the By-laws.

3.1 Major Duties of the Board

- a) Oversee development and approval of a strategic corporate plan and approve annual budgets;
- b) Define and/or safeguard the vision, mission, the values framework and operating principles within which it expects the Library to be administered, and to review these periodically;
- c) Govern the Library through broad policies and planning objectives approved by the Board, formulated with the CEO and staff, and reviewed periodically;
- d) Select and support a CEO to whom the responsibility for administration of the Library is delegated;

- e) Review and evaluate annually, the performance of the CEO on the basis of a specific job description and approved objectives;
- f) Present to Town Council for its approval budgets for the resources to finance the Library and its programs;
- g) Account to the public, key stakeholders and Council, for the services of the Library and expenditures of funds;
- h) Ensure prudent and proper management of the Library's resources;
- i) Establish the general values framework in which the Library's human resources will be managed and monitor key human resources performance indicators. ~~(Ensure that issues are brought before the Board);~~
- j) Approve and periodically review personnel policies within which human resources will be managed;
- k) Establish guidelines within which management may negotiate pay and benefits agreements with staff; determine re-imbursement of expenses to staff and Directors.
- l) Regularly review the Library's services to ensure that they are consistent with the purpose of the Library and that its programs are effective and relevant to community needs;
- m) Provide opportunities for citizen participation;
- n) Represent the Library and its programs through interpretation to the community; serve as an advocate for services of good quality;
- o) Hear complaints from patrons and staff about services or products through a formal complaint procedure.~~s~~

Primary Board responsibilities generally fall within nine general areas: Planning; Financial Stewardship; Human Resources Stewardship; Performance Monitoring and Accountability; Risk Management; Community Representation and Advocacy; Management of Critical Transitional Phases; Fundraising and, Complaints Review.

3.2 Planning

One of the most important responsibilities of a Library Board is to provide general guidance and direction for an organization. A comprehensive framework for planning, setting priorities, management and budgeting is essential to effective and responsible organizational stewardship. Good planning results in better communication and a better understanding of how various parts of an organization work together to produce desired results.

3.2.1 Strategic Plan

The Library Board, with the assistance of staff and in consultation with key stakeholders, establishes the Library's overall direction through the development and approval of a Strategic Plan. It is understood that objectives contained in the Strategic Plan may include items that may not be measurable. This plan provides a blueprint for the Library's direction and activities for the next three to five years based on a scan of internal and external factors that may bear on the resources and direction of the organization. It identifies the "key areas" in which the Board wants to focus the activities of the organization and general goals for each of these areas.

3.2.2 Annual Operating Plan

The Library's management develops annual operating plans and budgets based on the general blueprint contained in the Strategic Plan. These become the focus of work throughout the organization over the next twelve-month period. They will contain estimates of service demand for the year as well as objectives for improvement in key areas of Library activity. It is recognized that some of the objectives may not be measurable items. The Library's annual operating plan will be the basis of its yearly budget containing revenues and expenditure forecasts related to planned volumes of service. This plan will contain more specific objectives than contained in the Strategic Plan; expected results for each objective; the time period during which those results will be sought; and, criteria for measuring the achievement of those results. The annual operating plan, together with service statistics and budget forecasts are presented to the Board for review, amendment and approval. Where a Board member recommends a course of action that impact the operating or capital budgets they shall also make recommendations for a compensating source of revenue (or reduction in other expenditures).

3.2.3 Planning Cycle

The development and approval of the Strategic Plan takes place in a three to five-year cycle with progress monitored regularly against targets set in the annual Operating Plan and Budget. Performance against interim targets is monitored each quarter of the fiscal year. The third-quarter review begins a thorough analysis of performance and produces projections of the expected year-end results. Preliminary planning for the coming year's operating goals takes place at the end of the third quarter and is completed late in the fourth quarter with refinements based on actual prior year results concluding in the first quarter. Service targets and forecasts of financial resources and constraints enter into the final preparation of the coming year's budget.

3.2.4 Board Transition Planning

~~The development of a Board Transition Plan from one board term to the next which addresses input to council suggestion for new board members participation~~

The Board Transition pPlan provides an opportunity for the board to consider the process of recruitment and orientation as well as to leave legacy and direction for the new Board through the creation of strategic plans and effective policies. A formal Board Transition Plan also provides and opportunity for the outgoing board to review its work over the past term; reflect on triumphs and strengths; and ponder fortunate opportunities and lost chances.

3.3 Financial Stewardship

The Board is responsible to: review and approve the annual operating and capital budgets; to investigate and apply for all sources of funding, and to review and develop innovative ways to raise new revenue; ensure development of financial management and inventory control systems adequate to properly record financial transactions and control of assets; monitor efficient use of resources; and ensure the establishment of proper financial controls and policies.

3.4 Human Resources Stewardship

The Board is responsible for ensuring the establishment of personnel policies to govern the management of staff and volunteer resources; recruiting, supporting and evaluating the performance of the CEO; providing guidelines for staff compensation; succession planning to ensure smooth transition in both Board and senior staff positions; and, monitoring compliance with legislative and regulatory requirements.

3.5 Performance Monitoring and Accountability

The Board is responsible for ensuring that adequate systems are in place for monitoring organizational performance; monitoring the general performance of the organization against legislative and regulatory requirements and approved objectives of the organization; and reporting to key stakeholders. It is recognized that many of the most important areas of the Library's role are not measurable.

3.6 Risk Management

The Board is responsible to ensure that By-laws are current; that governance practices are consistent with the By-laws; adequate insurance provisions are in place to protect the organization, staff and Board from potential liabilities; resources are sufficient to minimize risk to employees and volunteers; compliance with the statutory and regulatory requirements; that policies are respect in actual practice; and, adequate contingency plans are in place to protect against reasonably anticipated crises.

3.7 Community Representation and Advocacy

The function of public relations is to assist the Library in achieving its goals and objectives through the development and execution of programs designed to earn public understanding and support. The Board is responsible to represent the organization positively to the community; to fairly represent community perspectives to the organization; to ensure community input to its planning; and, to advocate for adequate resources to fulfill the organizational mandate.

Authority to speak on behalf of the Library shall rest with the Chair and/or CEO. This authority may be delegated by either of them to others in the Library within their special fields of competence or knowledge.

In general, the Chair will represent the Library on matters of Board policy and the CEO will represent the Library on operational issues. Either may represent the Library on issues related to advocacy on behalf of the mandate of the Library. Any major statements of an advocacy nature must be consistent with the general parameters of Board approved policies or positions. This is not intended to inhibit expression of personal or professional opinions but care should be taken by individual Directors to distinguish these from positions of the Library. It is not

acceptable to express such an opinion if it could diminish bargaining capacity or advocacy initiatives that the board has undertaken.

3.8 Management of Critical Transitional Phases

The Board is responsible for management of critical transitional phases and events. These include turnover in key positions in the Board and senior management; rapid growth or decline in resources; labour relations disputes; and, issues of significant public controversy.

3.9 Complaints Review

Directors do not generally have direct contact with patrons. Where a patron makes direct contact with a Director for assistance in the resolution of specific service issues, the Director should refer the patron to the CEO. A Director may not interfere in the handling of a specific case by approaching individual staff members. Concerns about the management of a case should be conveyed to the CEO. The CEO may inform the concerned Director about the action taken in the case or authorize a manager to communicate the information directly to the Director.

The identity of patrons is otherwise confidential to the staff involved in the provision of services. Patron names or identifying personal information will be withheld when case information is presented to the Board or a committee for orientation or illustrative purposes. The Board responsibility for hearing patron complaints on appeal from a decision of the CEO is an exception to these general principles.

Supervisory staff shall initially respond to patron complaints about the nature or quality of services provided by the Library. The patron shall be provided with an opportunity to appeal their decision to the CEO. The patron shall be provided with an opportunity to appeal a decision of the CEO. The Board shall hear the patron and review the matter. They may not overturn staff decisions but may make recommendations to the CEO on the matter and may recommend policy amendments to the Board.

The Municipal Freedom of Information and Protection of Privacy Act will always be complied with.

4 ROLES OF OFFICERS AND COMMITTEES

4.1 Chair

- a) The role of the Chair is to ensure the integrity of the Board's processes. The Chair is the only Director authorized to speak for the Library, unless this is specifically delegated to another Director.
- b) The Chair presides as the 'manager' of the Board's activities, ensuring that the Board follows its own rules and those legitimately imposed upon it by statute or regulation. Since most of the work of the Board will be done during regularly scheduled Board meetings, the Chair is responsible for ensuring that the work is conducted efficiently and effectively. The Chair has no authority to make decisions outside the By-laws or the parameters of policies created by resolution of the Board.

- c) The Chair will set the agendas for meeting of the Board with input from Directors and the Chief Executive Officer of the Library;
- d) The Chair will plan the conduct and timing of the Board meetings in conjunction with the CEO and will chair meetings of the Board and committees;
- e) The Chair will ensure that the Board is properly informed about the operations of the Library and has the information and opportunity necessary to come to decisions on matters within its purview;
- f) The Chair will be the Board's primary liaison with the CEO, who is responsible for the execution of the Board policy and directives, and for determining the means, organizational structure and management processes necessary to achieve the corporate objectives;
- g) The Chair will act as public and media spokesperson and media spokesperson for the Board and Library as required subject to the provisions of clause ~~5-63.7 of these policies~~this policy;
- h) The Chair cannot be an elected representative of the Town of Newmarket.
- i) The Chair has the authority under the Public *Libraries Act* to expel any person for improper conduct at a meeting.

4.2 Vice Chair

In addition to assuming the duties of the Chair during his or her absence, the Vice Chair shall perform other duties prescribed from time to time by the Board.

4.3 Treasurer

The Treasurer shall:

- a) Monitor the financial activities of the Library;
- b) Ensure that complete and accurate records are kept of all the Library's financial matters in accordance with generally accepted accounting practices;
- c) Act as a signing authority for the Library as approved in the By-laws or by resolution of the Board; Provide the Board, monthly or as otherwise required, a report of all financial transactions and of the financial position of the Library;
- d) Recommend a competent auditor to be appointed annually; and, collaborate with the auditor and CEO in review and presentation of annual audited financial statements.

Pursuant to the Public Libraries, Act R.S.O. 1990, the duties of the Treasurer, may be undertaken by the CEO.

4.4 Secretary

The Secretary shall ensure that all secretarial functions are performed for the Board and committees, and that records are kept of all proceedings and transaction. The Secretary is the custodian of the corporate seal and of all official books, papers, records, documents and correspondence of the Library.

~~He/she~~The Secretary shall:

- a) Oversee the keeping of records of meetings, policies membership and any other records required by law;
- b) Ensure that minutes are taken at all regular and special meeting of the Board;
- c) Ensure that copies of minutes and agendas are circulated to Directors prior to each meeting;
- d) Maintain, or ensure the maintenance of, the files and records of the Library to be passed on to future officers and ensure the security and confidentiality of all such files and records.

Pursuant to the Public Libraries Act R.S.O. 1990, the duties of the Secretary may be undertaken by the CEO, or his or her delegate.

4.5 Role of Board Committees

Committees have an advisory function to the Board. They do not speak or act for the Board unless such authority is formally delegated, they are time-limited, and for specific purposes. They do not have any authority to direct staff although they may, through the board, ask the CEO to allocate resources in support of committee activities. Committees should be confined to the minimum number essential to ensure efficient and effective governance.

4.5.1 Function

A committee's function is to bring the experience, expertise and judgment of a group of interested and informed persons to bear on a specific area of the Library's responsibility. Its job is to assist the Board by considering matters referred to it in greater depth than would be possible by the whole Board. Committees isolate the key issues requiring Board consideration, propose alternative actions, present the implications and make recommendations to the Board for decision.

The Board will not review the matter in the same detail as the committee but must be satisfied that all pertinent information was considered or refer the issue back to the committee for further study. The Board will consider the recommendations of the committee and adopt or amend these recommendations or make such other disposition, as it deems advisable.

4.5.2 Relationship to Staff

The Board and staff shall work co-operatively to carry out the objectives of the Library. The Board relies upon the ability, training, expertise and experience of staff to plan for and provide services within the Library's mandate. Committee and Board meetings are the generally recognized avenues for Board and staff to think and plan together.

The attendance of the CEO, or designate, at all committee meetings as a resource and staff support is essential to the effective work of the committees. Committees may advise the Board or the CEO but do not exercise authority over staff and will ordinarily have no direct dealing with staff operations. Committee members must know and respect the distinction between Board and staff responsibilities.

Open communication between Board and staff is encouraged. However, the following should be directed through the CEO: matters including, but not limited to assignments or directives; requests for organizational resources or staff time; staff performance, concerns or policy infractions; concerns regarding programs or administration.

4.5.3 Executive Committee

The Executive Committee is composed of the Chair, Vice-eChair, one other Director elected by the Board (~~appointed at the first Board meeting of the year.~~), and the CEO in a non-voting capacity.

The Board Chair chairs the Executive Committee.

4.5.4. Duties of the Executive Committee

This committee possesses specific powers under the by-law to make decisions between Board meetings if necessitated by unusual circumstances. Such decisions are subject to ratification by the Board at its next meeting. The Executive Committee also has responsibility for the annual performance evaluation of the CEO and for making recommendations to the Board with respect to his or her performance, continuing tenure and compensation.

5. BOARD PROCEDURES

5.1 Recruitment and Screening of New Directors

Directors are appointed by the Council of the Town of Newmarket. Former Directors are encouraged to make recommendations to Council on the matter of recruitment and screening, and to advise on the areas of expertise (e.g. human resources, planning, fundraising, IT, marketing) that would be most beneficial to the Board.

5.2 Orientation of New Directors

New Directors shall receive a basic orientation to their position within 2 months of becoming a Director of the Board. If possible, Each new Director ~~shall~~should be assigned a more experienced Director (or former Director) as a mentor or guide to help integrate the new Directors and answer any questions ~~he or she~~they may have about Board procedures. Orientation sessions should be conducted separately from regularly scheduled board meetings. The CEO will prepare packages for new Directors that include such items that are essential for the new Director. For example:

- Strategic plan
- Library policies
- Collective bargaining agreement
- Previous year's audited financial statement
- Director Oath of Office and Confidentiality Agreement, Code of Conduct and Conflict of Interest policies
- Newmarket Public Library Board Governance Document

- Sample of minutes from a previous meeting

Other items may be inserted or substituted at the recommendation of the Chair or the CEO.

6. BOARD MANAGEMENT

6.1 Meetings

Meetings of the Library Board will, unless otherwise determined by the Board, be held once ~~aper~~ month ~~at the Library with exception of July and August~~. Except when dealing with confidential matters in “closed session”, all meetings of the Board will be open to the public.

Any Director may participate in a Board or Committee meeting by means of a remote communications technology that permits all persons participating in the meeting to communicate with each other simultaneously and instantaneously and, in the case of an open meeting, in a manner which can be clearly observed and/or discerned by the public. Any Board member participating in a meeting by such means is deemed to be present at the meeting.

At the discretion of the Executive Committee, the Board may opt under emergency or exceptional circumstances to hold its meetings entirely by means of such a remote communications technology. In such a circumstance, the public must also be provided with a means of participating in such meetings.

Robert’s Rules of Order will be followed unless the Board has explicitly substituted an alternative procedure. Discussions at meetings of the Board will be confined to those issues that clearly fall within the Board’s authority according to its policies. Board deliberation at meetings will be timely, fair, orderly, thorough and efficient.

The Chair has the authority under the *Libraries Act* to expel any person for improper conduct at a meeting.

6.2 Closed Session Meetings

The following items may be considered closed session upon an approved motion of the Board:

- Personal matters about an identifiable individual (i.e. patron or employee);
- Acquisition or sale of land;
- Labour relations or employee negotiation;
- Litigation or potential litigation;
- Receiving advice that is subject to solicitor-client privilege;
- Matters falling under the Municipal Freedom of Information and Protection of Privacy Act;

6.3 Terms

Although it is recognized that Town of Newmarket Council has sole discretion in appointing Directors, it is recommended that no Director sit on the Board longer than three consecutive terms. It is also recommended there be some overlap of Directors from term to term ~~that~~ for the purpose of continuity of governance.

6.4 Director Attendance

Carrying out the work of the Library Board effectively requires a commitment to attend all Board meetings as required. Directors may also be required to sit on Board Committees from time to time. Directors who are absent ~~without a reason acceptable to the Board~~ from three consecutive meetings in a calendar year without authorization by a Board resolution are automatically considered to have resigned their position. ~~In the event such a Director wishes to be reinstated, a letter of request must be sent to the Council;~~ Any subsequent reinstatement of that Director shall be at the sole discretion of Town of Newmarket Council.

6.5 Board Work Plan/Objectives

The Board will develop a plan and objectives for its own work in support of the Library's Goals as articulated in the approved Strategic Plan and the annual operating plan.

6.6 Board Self-Evaluation

The Board shall periodically review its own progress on work plan objectives and its effectiveness. It shall conduct a formal assessment of its own performance annually and shall take any steps for improvement in its governance practices suggested by such review.

6.7 Conflict Resolution

Directors are commonly recruited to bring diverse views on issues to board debates and decision-making. Constructive disagreements between Directors are encouraged in a well-functioning board. They can generally be managed by following proper rules of procedure and encouragement of good listening skills. However, in the heat of board debate, disagreements sometimes degenerate into serious conflict on issues or between personalities. The board chair is responsible for managing such conflicts. A neutral Director or third party should be selected if the board chair is a party to the conflict. It is important to identify early on whether the conflict is based on the immediate issue at hand or has deeper roots based on differences in personal values and history, personalities, personal or political agendas, gender or culture.

Conflicts that have progressed throughout the year should be reviewed on an annual basis as part of the Board Self-assessment procedures. Structural or procedural adjustments to prevent future conflicts should be recommended at this time, so that continuous learning and improvement is built-in to the governance approach.

6.8 Director Expenses

Directors are entitled to be reimbursed for authorized expenses occurred during activities required to carry out their duties on behalf of the Library.

- a) ~~The Board, in accordance with accepted community standards, shall annually decide the rate at which mileage expenses are reimbursed.~~ Authorized expenses may include training, transportation and meal costs.
- b) ~~The rate at which all other expenses are reimbursed (such as childcare during meetings, Board training, honoraria, all other transportation costs or limits for meals) shall be decided annually by Board motion.~~ Expenses shall be reimbursed according to the Personal Expense Reimbursement Policy applicable to Library employees, unless the Board makes exceptions by resolution.
- c) All Director expenses must be documented on ~~a Director Expense form~~ forms as required and be authorized by the Treasurer; the Chair shall authorize the Treasurer's Expense forms.
- d) ~~The Treasurer is responsible to recommend, to the Board, appropriate rates of reimbursement for Director expenses.~~

6.9 Disqualification of Directors

A Director shall be disqualified if the Director as indicated in Section 13 of the Public Libraries Act:

- a) is convicted of an indictable offence;
- b) becomes incapacitated;
- c) is absent from the meetings of the Board for three consecutive months in the calendar year without being authorized by a Board resolution;
- d) ceases to be qualified for Directorship by reason that the Director ceases to be a resident of the Town of Newmarket;
- e) otherwise forfeits ~~his or her~~ their seat;

The Director's seat becomes vacant and the remaining Directors shall forthwith declare the seat vacant and notify the appointing Council accordingly.

7 BOARD DECISION-MAKING

7.1 Decision-Making Process

Decisions of the Board are made as a group at Board meetings at which a quorum of the Board (a majority) is present. A quorum is required for the transaction of any business of the Library. Decisions will ideally be made through a consensus development process leading to a formal vote to record the decision. This process is intended to encourage full discussion and development of a decision that all or at least the largest possible majority of ~~7~~ Directors can support, prior to a vote. A Director can request a recorded vote in accordance with Robert's Rules of Order. ~~A~~ A favourable vote of a majority of the Directors present is required for

approval. The Chair is eligible to vote, but only in order to break a tie vote, as per Robert's Rules of Order.

Directors have the right to discuss questions before the board and make their decisions in an uninhibited atmosphere. These Governance Policies, the Code of Conduct (referenced in section 2.2) and the procedural guidelines will govern Board deliberations. Directors will welcome and respect the diverse views of their colleagues, maintain confidentiality as required and support Board decisions.

8 EXECUTIVE AUTHORITY

8.1 CEO

The Chief Executive Officer (CEO) of the Library is responsible to the Library Board for: the administration and enforcement of the Public Libraries Act; the execution of the Board's policy and administrative directives; and for planning, organizing, co-coordinating and managing the operation of the Library's program and services, compatible with the pertinent legislation and within the general parameters of the approved annual operating plan and budget. The CEO, more specifically is responsible to:

- a) Support the Board in development of long-term strategic and annual operating plans and budgets;
- b) Support the Board in development of the competencies of Directors to fulfill their responsibilities;
- c) Provide timely advice to the Board regarding any developments that might affect the Library's capacity to pursue its objectives;
- d) Manage the Library's financial and human resources in pursuit of its objectives;
- e) Implement Board policies and directives within the parameters of legislative and regulatory acts, and By-laws and Board policies and directives;
- f) Manage and mitigate risks to the Library, its patrons and Board;
- g) Develop information systems and provide reports that allow the Board to assess the financial status of the Library, the general ~~well-being~~ well-being of its workforce and progress in meeting its objectives;
- h) Manage all employee and contractor relationships, consistent with the provisions of applicable legislation, regulations, funder requirements, standards, contracts and agreements;
- i) Manage the Library's revenues and expenditures within the parameters of the approved budget.

- j) Represent the Library positively to the community in general and key stakeholders more specifically; and;
- k) Develop and maintain effective, professional relationships with the Board, staff, contractors, funders, other key stakeholders, the media and the public at large.

8.2 Appointment of CEO

The Board by bylaw appoints the CEO for the management and administration of the Library. The CEO is responsible, within parameters established by the Board, for determining the methods by which the Board's directions and policies will be executed and the desired outcomes achieved.

The CEO is employed by the Library Board and is, therefore, responsible to the Board as a whole rather than to individual Directors. ~~She or he is~~ They are required to implement policies as determined by the Board and consistent with the requirements of any legislation or regulations. In the exercise of these responsibilities, the CEO is:

Authorized to expend funds within the limits of the annual budget and operating plan approved by the Board;

Responsible for bringing to the attention of the Board, the need for special and exceptional expenditures not included in the budget;

Required to report to the Board if it is not possible to operate within the limits of the budget approved by it;

Expected to serve as an advisor to the Board on policy and program issues, which affect the service provided by the Library;

Required to provide the Board with the information it requires to govern effectively, make informed decisions and monitor the overall performance of the Library in achievement of approved goals.

Responsible for employing staff members within the classifications and salary ranges approved by the Board. Staff are responsible to the CEO or to a person designated by ~~him or her~~ them, not the Board as a whole or any individual officer or Director. In the supervision, direction and deployment of personnel, the CEO is governed by the documented personnel practices and procedures approved by the Board.

Specific responsibilities are described in the policies related to responsibilities of the Board, the roles of Chair, of other Officers and individual Directors, and in the job description of the CEO

8.3 Delegation to the CEO

The Library Board is responsible for providing direction to the CEO within the context of Board policies.

8.4 Appointment and Dismissal of the CEO

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8.4.1 Appointment

Recruitment, selection and appointment of a CEO are, along with performance monitoring, is the responsibility of the Board. Appointment of a CEO requires the approval of a majority of the incumbent Directors. Unless otherwise negotiated by the Board, the CEO's employment conditions are regulated by the library's Non-Union Personnel Policy.

8.4.2 Dismissal

- a) In the event that the CEO's performance is deficient or there is a loss of confidence in the incumbent, the Board is responsible for the termination of the employment.
- b) The Board will inform the CEO that performance is deficient or that there has been a loss of confidence.
- c) The CEO shall have the right to attend a hearing prior to step 8.4.2.d (with legal counsel present if desired).
- d) Dismissal of the CEO shall require a vote in favour equivalent to a majority of the number of ~~Library Board members~~ Directors. Such a vote shall be taken at a meeting duly called to consider this action.

All of the above and any other employment agreements stated or implied are subject to the regulation of the Ontario Employment Standards Act, the Pay Equity Act, the Human Rights Code and all other statutory employment regulations of standards.



Newmarket Public Library – Action Tracking List

Item No.	Target Date	Item description	Assigned action	Status / Date of Completion
9-11a	Ongoing	Policy reviews	<ul style="list-style-type: none"> Board to consider policies according to policy review schedule Revise Governance Policy to comply with new Code of Conduct and integrity investigations rules Revise section on Gifts Approve full revised Governance Policy 	<ul style="list-style-type: none"> Ongoing April 2019 Code of conduct and investigations sections revised except for section on Gifts May 15, 2019 Board approved revisions to Gifts section Full revised version yet to be approved
2-13	Ongoing	C.E.O. Annual Performance Review (anniversary date May 1)	<ul style="list-style-type: none"> Library Board Chair and Vice Chair to prepare and report to Board 	Next review due May 2021
1-15	TBD	Annual Report to the Community	<ul style="list-style-type: none"> Produce reports at the end of each anniversary year of a current Strategic Plan 	Last report completed October 2017; date for next report to be set once a new Strategic Plan is in place
2-15	TBD	Library facility and service delivery options	<ul style="list-style-type: none"> Motion 16.09.144 “And that the Library Board apportion up to \$50,000 of the Alternative Service Delivery capital project to a facility needs study, if 	<ul style="list-style-type: none"> Deferred by Town of Newmarket Council to fall of 2017 after completion of the Joint Efficiency Review.

Item No.	Target Date	Item description	Assigned action	Status / Date of Completion
2.15 cont.			<p>and when Council indicates its willingness to support it”</p> <ul style="list-style-type: none"> • Motion 18.02.265 “And that the Library Board request the Library facility needs study be considered by the Town of Newmarket Council in the first or second quarter of 2019” Board to reconsider study 	<ul style="list-style-type: none"> • Council declined to include a study in its Strategic Priorities for 2019-2023 • CEO to work with ToN staff on a joint effort to doing a facility study (Motion 19-05-32)
1-19	June 2019	2020 budget	<ul style="list-style-type: none"> • Draft budget request to be presented to board for approval 	<p>Completed</p> <ul style="list-style-type: none"> • To Board for approval September 18, 2019 • Approved for submission September 18, 2019
2-19	TBD	Collective Agreements (2019-)	<ul style="list-style-type: none"> • Updates and discussions as negotiations progress • Board to ratify agreement when negotiated 	<p>Completed</p> <ul style="list-style-type: none"> • Board briefed March 2019 • Negotiations began April 2018 • Library Board and Union ratified as of August 19, 2019
8-15	TBD	Strategic planning	<ul style="list-style-type: none"> • Include a long-term strategy related to fines at future strategic planning (motion 19-10-66) • Consider diverse Board member recruitment in future strategic planning (motion 19-11-71) • Report to Board March 18, 2020 with planning options (motion 20-02-98) 	<ul style="list-style-type: none"> • Current plan ended 2016. Previous board moved to update actions only but this not completed. • Planning options report delayed due to COVID; report now due Nov 2020 with target of Jan 2020 to secure quotes; may include

Item No.	Target Date	Item description	Assigned action	Status / Date of Completion
8-15 cont.				consideration of alternative service delivery options
3-19	May 2019	Library Board orientation	<ul style="list-style-type: none"> • Leadership by Design presentations to be held at first 3 board meetings • N6 Library Board orientation session May 11 	<ul style="list-style-type: none"> • Part 1 and 2 completed – April 17, 2019 • 3 Board members attended N6 Orientation session May 11 • Deemed complete for 2018-2022 Board term
4-19	May 2019	Library Operational Efficiencies Review	<ul style="list-style-type: none"> • Board to consider recommendations • Board to give input into marketing and IT SLAs in light of Library-IT Shared Services Review • Board to consider report on benefits and risks of marketing and IT recommendations May 2019 • CEO to report on regular basis on the progress and outcome measures related to these pilots (motion 19-09-59) • CEO to report to Board on SLA with Corporate Communications, and any implications on existing Public Relations Policy 	<ul style="list-style-type: none"> • Board approved implementation of recommendations February 2018 but reserved approval of marketing and IT sections pending draft Service Level Agreements • Oct. 2019 Board authorized one-year pilot Information Technology Joint Steering Committee; to review by Oct. 2020 • Feb. 2020 Board authorized one-year pilot Service level Agreement with Town of Newmarket Recreation and Culture/Marketing and Sponsorship; to review by Feb. 2021
5-19	TBD	Library Advocacy	<ul style="list-style-type: none"> • CEO to bring Library Advocacy items to Board for endorsement outside of election campaigns as coordinated by library associations. 	

Item No.	Target Date	Item description	Assigned action	Status / Date of Completion
6-19	October 2020	Inclusion and Diversity	<ul style="list-style-type: none"> CEO to report back to Board if Board input and review are needed 	<ul style="list-style-type: none"> Policy considerations on inclusion and anti-discrimination being reviewed with Town to bring back to Board
7-19	October 2020	Security Guard Pilot	<ul style="list-style-type: none"> Review pilot after completion 	<ul style="list-style-type: none"> Pilot concluded Oct 2020 Further consideration if and when the need arises as COVID-era restrictions are relaxed
1-20	Ongoing	Re-opening and recovery progress	<ul style="list-style-type: none"> Review library re-opening and recovery progress including ongoing and future revisions to fines structure 	<ul style="list-style-type: none"> Update reports presented June 2020, Sept. 2020



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Library Board Report

To: Newmarket Public Library Board

From: Todd Kyle, C.E.O.

Date: October 21, 2020

RE: **Inclusion and Anti-Discrimination Policy**

Background:

As a result of concerns raised by residents in 2019, the Library Board asked staff to look into policy considerations related to diversity, inclusion and anti-discrimination. In November 2019, the Board endorsed the York Region Inclusion Charter. In early 2020, all Library staff completed online training on the topic of LGBTQ+ inclusion. Further development of specific policy as well as a review of all Library policies with an inclusion lens was delayed due to the COVID emergency. At the same time, development of a Diversity and Inclusion Lens by the Town of Newmarket's Diversity and Inclusion Working Group was also delayed.

However, the recent concern regarding racism globally, and the actions of Council to address anti-Black racism in particular, has given new urgency to the Library's work in this area. To that end, staff have drafted a new Inclusion and Anti-Discrimination Policy (attached). While this Policy indicates that all other library policies are to be interpreted in consistence with it, it is recommended that a full review of all Library policies not be embarked on until the Diversity and Inclusion Lens is completed and released, likely in 2021. At the same time, however, the Town is embarking on an inclusion review of all forms used in conducting Town business, and the Library has been invited to participate and intends to do so.

Discussion:

The attached draft Policy attempts to steer a course that mitigates barriers to participation based on human rights grounds, while at the same time respecting rights to intellectual freedom. It attempts as much as possible to base the resolution of conflicts on evidence and on Canadian law. Sources for the draft include similar policies at other Ontario public libraries.

Conclusion:

The following motions are recommended:

THAT the Library Board receive the report on Inclusion and Anti-Discrimination Policy;

AND THAT the Library Board approve the policy as drafted.

Inclusion and Anti-Discrimination Policy (draft)

Purpose

The purpose of this policy is to ensure that Library services, programs, resources and staffing practices meet the goals of:

- Creating a welcoming environment for all those it serves and for its employees, regardless of heritage, education, beliefs, race, income, religion, gender, age, sexual orientation, gender identity, or physical or mental abilities;
- Fostering an environment of empathy, respect, understanding and acceptance of differences consistent with a recognition of universal human rights;
- Affirming the rights of users and employees to intellectual freedom, including the freedom of constructive and respectful dissent.

Policy Statements

The Library takes the following principles into consideration in planning and decision making in all areas of activity, including but not limited to staffing, collections, training and service development:

- The Library respects the rights of all individuals to access information, participate in programming, and engage with the community regardless of race, citizenship, income level, education, gender, gender identity/expression, and sexual orientation, including those experiencing disability, addiction, mental illness, or homelessness.
- The Library recognizes the right of users to enjoy services free from attempts by others to impose values, customs or beliefs.
- The Library understands that an acceptance of differences can sometimes place individual and collective values in conflict.
- The Library strives to develop inclusive services and programs in partnership with others in the community and approaches such partnerships with a spirit of humility, respect, and trust.

- The Library welcomes exhibits, displays, and programs that celebrate the diverse groups in the community it serves, including seasonal displays celebrating religious or cultural traditions.

Where there are demonstrated barriers to participation, the Library strives to mitigate or eliminate these barriers to the best of its ability. In instances where values may be in conflict, the Library is guided by rigorous evidence and by Canadian law in its approach and response.

The Library endorses and complies with:

- the United Nation's Universal Declaration of Human Rights,
- the Canadian Charter of Rights and Freedoms
- the Ontario Human Rights Code
- the Canadian Federation of Library Associations (CFLA-FCAB) Statement on Diversity and Inclusion
- the Accessibility for Ontarians with Disabilities Act
- the Inclusion Charter of York Region

It is noted that this Policy may impact on the interpretation of other Policies of the Library. Policies that shall be interpreted in consistence with this Policy include, but are not limited to:

- Recruitment and Selection Policy
- Collection Development Policy
- Programming Policy
- Room Rental Policy
- Code of Conduct Policy
- Community Information Policy
- Dress Code Policy
- Membership Policy
- Social Media Policy
- Workplace Harassment Policy

Appendix: CFLA-FCAB Position Statement on Diversity and Inclusion

The Canadian Federation of Library Associations (CFLA-FCAB) believes that a diverse and pluralistic society is central to our country's identity. Libraries have a responsibility to contribute to a culture that recognizes diversity and fosters social inclusion.

Libraries strive to deliver inclusive service. Canada's libraries recognize and energetically affirm the dignity of those they serve, regardless of heritage, education, beliefs, race, religion, gender, age, sexual orientation, gender identity, physical or mental capabilities, or income.

Libraries understand that an acceptance of differences can place individual and collective values in conflict. Libraries are committed to tolerance and understanding. Libraries act to ensure that people can enjoy services free from any attempt by others to impose values, customs or beliefs.