



**GIBSONS & DISTRICT PUBLIC LIBRARY
ASSOCIATION GOVERNANCE POLICIES
REVISED MARCH, 2024**

GIBSONS AND DISTRICT PUBLIC LIBRARY ASSOCIATION

GOVERNANCE POLICIES

CONTENTS

1.0 Preamble	3
2.0 Philosophy, Mission, and Goals	4
2.1. Vision, Mission, and Values	4
2.2. GDPLA Goals	4
3.0 GDPLA Governance	6
3.1. Guiding Principles	7
3.2. Code of Conduct	8
3.3. GDPLA Board	8
3.4. Board Operation.....	10
3.5. Board Roles	10
3.6. Role of the Chair	11
3.7. Board Committees	11
3.8. Annual Agenda.....	12
3.9. Communications	12
4.0 Board – Library Director Relationship	13
4.1. Delegation to the Library Director	13
4.2. Library Director Job Description	13
4.3. Monitoring Executive Performance	13
5.0 Executive Limitations	13
5.1. General Executive Constraint	13
5.2. Treatment of Employees.....	14
5.3. Communication and Support to Board.....	15
5.4. Compensation and Benefits	15
5.5. Asset Protection	15
5.6. Budgeting.....	16
5.7. Financial Stability	16
5.8. Treatment of the Public.....	16
Appendices	18
A. GDPL Association Strategic Plan 2019-2023	
B. Canadian Library Association Statement on Intellectual Freedom & Libraries	
C. GDPL Privacy Policy	
D. GDPL Board Evaluation	
E. GDPL Board Chair Job Description	
F. GDPLB Board Vice Chairs Job Description	
G. GDPL Board Terms of Reference Example Template	
H. GDPL Board Annual Agenda	
I. Library Director Job Description	
J. Library Director Performance Review	
K. Canadian Ombudsman Organizational Fairness Checklist	

1.0 Preamble

The Gibsons and District Public Library Association (“GDPLA”) functions under Part 4 — Public Library Associations of the Library Act of British Columbia (RS Chapter 264) and serves the residents of the Sunshine Coast Regional District (SCRD) Areas D, E and F and the Town of Gibsons.

As defined in the Library Act, GDPLA Board (“Board”) Trustees are elected by members of the Association and the Board is responsible for managing the Library on behalf of the Association. The Board manages the GDPLA in accordance with the written operational and governance policies that guide all aspects of GDPLA operations and which reflect the needs and expectations of GDPLA patrons.

This policy manual sets out the policies by which the Board governs the GDPLA. The Board may update these policies if and when the needs and expectations of GDPLA patrons change or if additional policy clarifications are required.

The Library Act and this Policy Manual of the Board are public documents.

2.0 Philosophy, Mission, and Goals

2.1. Vision, Mission, and Values

The vision, mission and values form the foundation from which all decisions and actions are based. These are defined in the GDPLA's current Strategic Plan (Appendix A).

Vision

All residents enrich their lives and communities through their Library

Mission

To offer the resources, expertise, and inspiration to connect our community to the world of culture, knowledge, and ideas.

Values

The Board, staff, and volunteers of the GDPLA value:

Integrity

In our policies, procedures, programs, services, and working relationships we ensure that we:

- Consistency
- Fairness
- Respect
- Accountability
- Environmental responsibilities and vigilance in ways to lessen our footprint

Community Engagement

GDPLA is proactive in identifying community needs and finding innovative solutions that build long-term community capacity. Wherever possible barriers are reduced to allow everyone access to programs and services. GDPLA is a welcoming and inclusive hub for the community, with a focus on culture, knowledge and ideas. Members can be confident that their opinions will be heard, whether in person or in writing.

Indigenous Reconciliation

GDPLA is committed to the process of reconciliation with Indigenous Peoples. We acknowledge that our work takes place on the unceded homeland of the Skwxwú7mesh Nation. GDPLA strives to provide opportunities for our community to learn more about the history and cultural perspectives of Indigenous peoples, and to respond to the Truth and Reconciliation Commission's Calls to Action.

Learning

GDPLA provides programs, services and facilities to promote lifelong learning. It supports and offers creative, active learning opportunities.

As an organization the GDPLA embraces continuous learning through such means as professional development (for staff, Board and volunteers), constant innovation and improvement in programs and services, and responsiveness to change.

GDPLA supports collaboration (internally and externally) and regularly reviews programs, services and infrastructure to ensure they are successfully meeting their goals and the community's needs.

Intellectual Freedom

Libraries support an informed citizenry by providing and defending free access to information. The GDPLA supports the Canadian Library Association's *Statement on Intellectual Freedom and Libraries* (Appendix B) and is vigilant in identifying and responding to threats to intellectual freedom, especially as new issues arise with new media and evolving technology. It will cultivate opportunities as new technologies may provide for increased democratization of information.

Environmental Sustainability

GDPL strives to act in an environmentally responsible manner in regard to all our operations. We will seek to raise awareness of climate change within the community and will take action to reduce our environmental impact and reduce greenhouse gas emissions whenever possible.

Privacy

All library users have a right to privacy and confidentiality regarding the collection of personal information and the use they make of the GDPLA facilities, collections and web sites.

The release of such information would contravene the B.C. Freedom of Information and Protection of Privacy Act (see Appendix C: Gibsons and District Public Library Association Privacy Policy).

2.2. GDPLA Goals

2.2.1. Strategic Goals

GDPLA's strategic goals are defined in the GDPLA's current Strategic Plan (Appendix A).

2.2.2. GDPL Strategic Plan 2019-2023 Goals and Actions (Appendix A)

The Board's Annual Strategic Goals and Objectives are derived from the Strategic Plan and are updated and approved by the Board each December for the coming year.

3.0 GDPLA Governance

3.1. Guiding Principles

The Board is entrusted with and is accountable for the leadership and governance of the Library on behalf of the Gibsons and District Public Library Association and in accordance with the Library Act.

Governance entails the functions of:

- Establishing the vision, mission, and values for the organization based on community needs and core library values
- Setting direction
- Making policies that guide all phases of GDPLA governance
- Delegating day-to-day management and operation of the GDPLA to the Library Director in accordance with the Governance and Operations policies
- Hiring, managing, and evaluating performance of the Library Director
- Overseeing and monitoring GDPLA's organizational performance, with final responsibility for the delivery of library services being with the Board

As a governing body, the Board commits to the guiding principles listed below, in order to ensure a balance in its roles as both the driving force in the direction of the GDPLA and the oversight body monitoring its operations.

3.1.1. Accountability

Under the Library Act and as an incorporated association the Board as a whole is ultimately accountable to its members for all aspects of the GDPLA's management and finances. The Board is also accountable to the Province of BC and the SCRD as our primary funders.

3.1.2. Strategic Thinking

The Board will focus on strategic thinking based on our vision, mission and values and drive strategic priorities based on community needs and core library values as represented and determined by the Trustees.

3.1.3. Collective Responsibility, Independent Mindedness

The Board has collective responsibility for all aspects of the GDPLA's operation and individual Trustees have no individual authority except as conferred by the Board for specific purposes.

Trustees are individually responsible for attending Board meetings, serving on committees, being knowledgeable about the GDPLA and for contributing independently to full discussions at the Board table.

3.1.4. Constructive Partnership with the Library Director

The Library Director is accountable only to the Board, and is responsible for all day-to-day GDPLA operations and to run the GDPLA in accordance with the strategic direction and policy framework set by the Board.

The Board will govern the GDPLA through a strong, constructive partnership with the Library Director based on trust, candour, respect and honest communication while carrying out mutually exclusive and inter-dependent roles.

3.1.5. A Defined Policy Framework

The Board will govern the GDPLA based on a defined policy framework as set out in these Governance Policies. The GDPLA will be managed in accordance with Operational Policies, as established by the Library Director. In the event of overlapping areas of responsibility, the Board's Governance Policy Committee and the Library Director will work together to develop policy that may fit just within the Governance policies, or just within Operations policies, or in both.

The Board will approve all governance policies. Once a policy is approved, the Library Director will be immediately empowered to make all future decisions to implement the said policy in GDPLA operations.

3.1.6. Continuous Improvement

The Board will evaluate its own performance and act on opportunities for continuous improvement in carrying out its role (see Appendix D Board Evaluation)

3.1.7. Board Development

The Board will provide opportunities for learning and mentorship for Trustees and encourage diverse perspectives and engagement

3.2. Code of Conduct

The Board and its members shall operate in an ethical and respectful manner. This commitment includes proper use of authority and appropriate decorum when acting on behalf of the Board.

Consequently, Board Members:

- 3.2.1. Shall be loyal to and represent the interests of GDPLA. This accountability supersedes any conflicting loyalty to advocacy or interest groups. Specifically, this accountability supersedes the interest of any Board member as an individual consumer of library services.
- 3.2.2. Shall avoid any conflict of interest with respect to their legal and fiduciary responsibilities in accordance with the Library Act.
- 3.2.3. Shall conduct themselves in a manner which represents the Board in a positive light, taking no private action that will compromise the Board and its decisions.
- 3.2.4. Shall not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies, or when acting under specific delegation by the Board. Specifically, Board members will recognize that:
 - a) any interactions they, as individuals, have with the Library Director and staff lack authority;
 - b) individual interaction with the public, press or other entities has the same limitation;
 - c) judgements of the Library Director are made only by assessing performance against explicit Board policies through the official process.
- 3.2.5. Shall represent, speak, or act for the Board only when formally given such authority for specific, time-limited purposes.
- 3.2.6. Are not eligible to apply for a staff position.

3.3. GDPLA Board

3.3.1. Mandate

Under the authority of the Library Act, the Board directs the GDPLA to provide library services to the people of the SCRD.

3.3.2. Responsibilities

The Board is responsible for managing the GDPLA and has overall fiscal responsibility for the GDPLA. The Board sets the strategic direction, monitors the progress of the GDPLA's strategic priorities, and advocates on behalf of the GDPLA. In fulfilling its responsibility to deliver library services, the Board will endeavor to make such services as widely accessible as possible and consistent with its determination of community needs, service levels and responsible fiscal management.

3.3.3. Board Duties

- Set strategic direction and strategic priorities consistent with the Board's determination of community needs through liaison with the community and strategic partnerships.
- Draft and adopt governance policies.
- Periodically review, revise, or reaffirm such policies.
- Appoint a Library Director to develop operations policies and manage GDPLA's operations so that library services can be delivered to the public in efficient and effective ways.

- To ensure that the Library Director is delivering library services and developing operations policies that meet community needs and are in accordance with the strategic priorities and policies set by the Board
- Set the expectations for the Library Director and periodically review his/her performance in meeting the defined expectations.
- Review and approve the annual operating and capital budgets and secure adequate funding from the SCRCD and other sources to achieve the approved goals and objectives
- Regularly monitor financial results to ensure alignment with approved budgets and provide annual financial reports to the public
- Monitor the range and public use of library services to ensure they continue to meet community needs.

3.4. Board Operation

3.4.1. Annual General Meeting

The Board will conduct an Annual General Meeting (AGM) in accordance with GDPLA Bylaws and will elect nine (9) Trustees.

The close of an AGM will signify the end of the annual appointments of the Board's presiding officers and the start of a new Board year.

3.4.2. Board Structure

The Board will be comprised of nine (9) elected Trustees, as in accordance with the GDPLA Bylaws. In addition to these Trustees, the Board will include one (1) voting member appointed by the SCR D and one non-voting member appointed by the Town of Gibsons.

The Board will invite and facilitate the full participation of both government representatives in all Board discussions to enable effective communication between the respective entities.

3.4.3. Presiding Officers of the Board

The Board will appoint presiding officers at the first meeting after the AGM in accordance with "Part 5 – Presiding Officers of the Board" in the GDPLA bylaws.

3.4.4. Board Meetings

Board meetings will be conducted in accordance with "Part 6 – Board Meetings" in the GDPLA bylaws.

The Board will strive to schedule ten (10) regular monthly meetings in each Board year. Meetings dates may be adjusted as necessary to accommodate statutory holidays or other priorities.

3.5. Board Roles

3.5.1. Board Chair

The Chair of the Board is elected annually by the board members at the first meeting following the Annual General Meeting.

Refer to Appendix E for a job description of the Board Chair.

3.5.2. Board Liaison Positions

The Board will appoint liaisons, members, and representatives to act as the primary channels of communication with other key organizations that are strategic partners and/or help support the delivery of library services. The following Board positions will be appointed at the first meeting after the AGM:

- Public Library InterLINK Board Member
- Library Foundation Board Member

- BC Library Trustees Association (BCLTA) Liaison

These Board Trustees will act as agents of the Board as a whole to communicate with their respective organizations on any issues, feedback, or any other issues as may be required.

3.5.3. Board Signatories

The Board will appoint two (2) Board members to be signatories. Signatories are responsible for signing and verifying cheques as presented by the LD, reviewing the LD's monthly compensation statement, and other such duties as may arise.

3.6. Role of the Chair

The board as a whole makes all major board decisions, sets policy and determines the direction of GDPLA. The Chair acts as a coordinator and facilitator to ensure that the board operates smoothly and responsibly, and that key tasks are carried out in a timely manner.

Generally, the role of the Chair is as follows:

- Chair regular board meetings and the Annual General Meeting
- Liaise with the Library Director on behalf of the Board
- Coordinate board activities
- Act as public Spokesperson for the Board
- Maintain relationships at the political level with key stakeholders and representatives of other organizations, and/or delegate Trustees to do the same.
- Be the primary point of contact with the Library Director, or her designate, in case of emergency and/or closure, and keep all members of the Board up to date with developments.

3.7. Board Committees

3.7.1. Board Committees

The Board will appoint ad hoc and/or standing committees as required to help carry out its governance responsibilities. All committees will be accountable to the Board and will provide progress reports to the Board at each Board meeting.

Upon the appointment of each committee, the committee will appoint a Chair and define its Terms of Reference for approval by the Board prior to proceeding with its work. The Terms of Reference document will include the details as shown in the example in Appendix G: Terms of Reference Template.

Committees may establish subcommittees for a specific purpose as needed, and they may include individuals who are not Trustees as necessary. Such subcommittees must report to the committee, which appointed them.

Standing Committees

The Board will appoint the following standing committees:

- Board Recruitment Committee
- Board Development Committee
- Finance, Lease & Funding Committee
- Facility & Capacity Committee

- Governance Committee
- Strategy and Reporting Committee

The Board will appoint members to the existing standing committee(s) each year at the first Board meeting following the AGM for a one (1) year term.

The Board may establish additional standing committees at any time

Ad Hoc Committees

The Board will appoint ad hoc committees as required to help implement specific projects, policy changes or other initiatives with defined goals and timelines.

The Board may appoint ad hoc committees at any time during the Board year and they will dissolve at the completion of the Board year at the next AGM.

In cases where ad hoc committee goals and timelines span more than one Board year, the Board will re-appoint the committee and re-affirm the committee's Terms of Reference at the first Board meeting following the AGM.

3.8. Annual Agenda

To accomplish its mandate consistent with Board policies, the Board will follow an annual agenda (Appendix H: Annual Board Agenda) the annual board agenda will focus Board attention on governance ~~points~~ using a systematic approach.

The Annual Board Agenda provides a guideline for Board's priorities throughout the year, and is reviewed and approved by the Board each December for the coming year.

3.9. Communications

All communications of the Board support the mission, vision, values, and goals.

Consequently the Board shall:

- 3.9.1. Establish and/or maintain effective communication links with:
 - a) the people and communities they serve;
 - b) other libraries;
 - c) other local governing bodies and community agencies;
 - d) provincial Library Branch
- 3.9.2. Ensure the means for people in the Town of Gibsons and SCRD Areas D, E and F to provide input to the GDPLA and to be informed.
- 3.9.3. Use communication strategies, which are open and honest, responsive, informed and clear.

4.0 Board – Library Director Relationship

4.1. Delegation to the Library Director

The Library Director is the only employee who reports directly to the Board and as such, the Board is responsible for selecting, compensating, evaluating, and, if necessary, disciplining or dismissing the Library Director.

The Board will establish governance policies. The LD is responsible for the implementation of those policies, as they effect operations, and is responsible for the development of operational policies.

Consequently:

- 4.1.1. The Board will direct the Library Director to achieve defined results, through the establishment of a Strategic Plan and Guiding Principles (see section 2.1).
- 4.1.2. The Board will evaluate the Library Director solely on the basis of operational performance, the policy framework, and defined expectations.
- 4.1.3. The Library Director is authorized to establish all operational policies, recommend new policies to the Board, make all operational decisions, and take necessary actions as long as they represent a reasonable interpretation of Board policies and Strategic Goals.

4.2. Library Director Job Description

As the Board’s link to the operating organization, the Library Director’s performance will be considered to be synonymous with organizational performance as a whole. An important part of the Library Director’s job is to keep the Board informed and supported as set out in the Library Director’s job description (Appendix I: Library Director Job Description)

4.3. Monitoring Executive Performance

As the Board’s only employee, the Board must define the expectations of the Library Director, provide managerial oversight and periodically review his/her performance in bylaws the defined expectations through an annual performance review. The annual performance review covers the period from January 1st to December 31st each year and will take place in the first three months of the following year. The review is conducted in order to ensure the Library Director is performing to expectations in meeting key work goals, has the competencies to achieve those goals and has a personal development plan to improve their skills.

As the Board’s employee, the Library Director is also entitled to clearly understand his/her expectations and an objective annual review to demonstrate how they are being met.

5.0 Executive Limitations

5.1. General Executive Constraint

The Library Director shall not allow the GDPLA to operate illegally, unethically, imprudently or in contravention of Board policy or the Library Act.

Consequently:

- 5.1.1. The Library Director shall not cause or allow any practice, activity, decision or organizational circumstance which is either imprudent, discriminatory, unlawful or in violation of commonly accepted sound business and professional ethics, or is inconsistent with the policies of the Board or the Library Act.

5.2. Treatment of Employees

The Library Director shall manage staff in accordance with GDPLA's governance policies (values, missions, and goals) and current Union collective agreement.

5.3. Communication and Support to Board

With respect to providing information and support to the Board, the Library Director shall keep the Board informed and supported.

Consequently, the Library Director's communication and support to the Board will include, but is not limited to:

- Submit all necessary data to ensure the Board can fully monitor GDPLA finances and operations.
- Inform the Board of relevant library trends, anticipated adverse media coverage, and material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
- Assist the Board in formulating policies, offering options and implications rather than recommendations.
- Provide a record of official Board communications, including minutes of Board meetings and Board agendas.
- Deal with the Board as a whole except when responding to officers, committees, and/or liaisons duly charged by the Board.
- Provide support to committees and liaisons duly charged by the Board, and communicate when Board or committees and liaisons expectations exceed available time and resources.
- Provide periodic updates on the progress of implementation of the operational aspects of the Board's annual Goals and Objectives.
- Inform the Board of significant donations to the GDPLA.
Report in a timely manner actual or anticipated non-compliance with any policy of the Board.

5.4. Compensation and Benefits

The Library Director shall not cause or allow jeopardy to fiscal integrity or public image with respect to employment, compensation, and benefits to employees, consultants, and contract workers.

The Library Director shall not make decisions with respect to compensation and benefits, including pension benefits, or with respect to personal policies in contravention with the current collective agreement with CUPE Local 391.

5.5. Asset Protection

The Library Director shall protect and maintain the assets of the GDPLA.

Consequently, the Library Director shall:

- Ensure that commercial liability insurance is in place. The SCRCD provides insurance for the Building.
- Provide a program of regular and preventive maintenance of the GDPLA facility and contents.
- Maintain controls over funds, accounting records, and preparation of financial information to generally acceptable accounting standards.

5.6. Budgeting

The Library Director, in preparation of annual budgets and the five year budget, shall adhere to the priorities as established by the Board's Mission and Goals, ensure financial integrity, and demonstrate an acceptable level of foresight.

Consequently, the Library Director shall:

- 5.6.1. Prepare budgets, which contain sufficient detail to enable accurate projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- 5.6.2. Prepare budgets, which contain sufficient detail to enable accurate projection of operating capital requirements.
- 5.6.3. Prepare a budget, which is based on Board goals and long term planning.
- 5.6.4. Budget so that expenditures do not exceed revenues at the end of the fiscal year, unless otherwise authorized by the Board.
- 5.6.5. Budget sufficient funds for Board meetings, Board development, preparation of financial statements, and legal fees.

5.7. Financial Stability

The Library Director shall ensure the financial health and stability of the GDPLA and the effective and efficient use of financial resources.

Consequently, the Library Director's fiscal responsibilities include, but are not limited to the following:

- Expend only funds that have been received in the fiscal year unless otherwise authorized by the Board.
- Indebted the organization only for amounts which can be repaid within 90 days and can be met by an existing bank line of credit.
- Use Long Term Reserves only for special expenses designated by the Board.
- Only with prior approval of the Board, draw down the Planning / Capital Reserve Fund, including accumulated interest earned.
- Maintain a sufficient level of available cash to settle payroll and debts in a timely manner.
- File tax payments or other government-ordered payments in an accurate and timely manner.
- Not permit current liabilities to exceed current assets.
- Expend money in a manner presented in the annual budget approval process of the Board.

5.8. Treatment of the Public

The Library Director shall ensure that the public, volunteers, and/or GDPLA members are treated in a fair and dignified manner.

The Library Director shall maintain complaint procedures that satisfy the Ombudsman's Fairness Checklist (appendix K). If a complaint has been made and the complainant is not satisfied with the Library Director's handling of their complaint, the Library Director will take it to the Board in accordance with the Procedures for Appeals of Library Actions and Decisions (see Appendix L).

APPENDICES

Appendix B. Canadian Library Association Statement on Intellectual Freedom and Libraries



Canadian Library Association Statement on Intellectual Freedom and Libraries

The Canadian Library Association recognizes and values the *Canadian Charter of Rights and Freedoms* <http://laws-lois.justice.gc.ca/eng/Const/page-15.html> as the guarantor of the fundamental freedoms in Canada of conscience and religion; of thought, belief, opinion, and expression; of peaceful assembly; and of association.

The Canadian Library Association supports and promotes the universal principles of intellectual freedom as defined in the *Universal Declaration of Human Rights* <http://www.un.org/en/documents/udhr/index.shtml>, which include the interlocking freedoms to hold opinions and to seek, receive and impart information and ideas through any media and regardless of frontiers.

In accordance with these principles, the Canadian Library Association affirms that all persons in Canada have a fundamental right, subject only to the Constitution and the law, to have access to the full range of knowledge, imagination, ideas, and opinion, and to express their thoughts publicly. Only the courts may abridge free expression rights in Canada.

The Canadian Library Association affirms further that libraries have a core responsibility to support, defend and promote the universal principles of intellectual freedom and privacy.

The Canadian Library Association holds that libraries are a key institution in Canada for rendering expressive content accessible and affordable to all. Libraries are essential gateways for all persons living in Canada to advance themselves through literacy, lifelong learning, social engagement, and cultural enrichment.

Libraries have a core responsibility to safeguard and facilitate access to constitutionally protected expressions of knowledge, imagination, ideas, and opinion, including those which some individuals and groups consider unconventional, unpopular or unacceptable. To this end, in accordance with their mandates and professional values and standards, libraries provide, defend and promote equitable access to the widest possible variety of expressive content and resist calls for censorship and the adoption of systems that deny or restrict access to resources.

Libraries have a core responsibility to safeguard and foster free expression and the right to safe and welcoming places and conditions. To this end, libraries make available their public spaces and services to individuals and groups without discrimination.

Libraries have a core responsibility to safeguard and defend privacy in the individual's pursuit of expressive content. To this end, libraries protect the identities and activities of library users except when required by the courts to cede them.

Furthermore, in accordance with established library policies, procedures and due process, libraries resist efforts to limit the exercise of these responsibilities while recognizing the right of criticism by individuals and groups.

Library employees, volunteers and employers as well as library governing entities have a core responsibility to uphold the principles of intellectual freedom in the performance of their respective library roles.

Approved by Executive Council ~



1150 Morrison Drive, Suite 400, Ottawa, Ontario K2H 8S9
Tel: 613.232.9625 • Fax: 613.563.9895 • www.cla.ca

*June 27, 1974 Amended November 17, 1983;
November 18, 1985; and September 27, 2015*

Source: http://cla.ca/wp-content/uploads/CLA_Intellectual_Freedom_Position Stmt_27sept2015_ltrhd.pdf

Appendix C

Privacy Policy

Rationale:

All Library users have a right to privacy and confidentiality regarding the collection of personal information and the use they make of the Gibsons & District Public Library facilities, collections and websites. The release of such information would contravene the B.C. Freedom of Information and Protection of Privacy Act.

Policy:

Personal information related to Library registration, such as name, address, phone number and circulation records, including information that identifies materials checked out by a patron will not be divulged voluntarily except to the patron.

This policy is interpreted to include, but not be restricted to, maintenance of privacy of the following information and transactions:

- i. All records identifying the names or ID numbers of library users
- ii. All records identifying material the library user currently has checked out
- iii. All records identifying library user overdue material and be used only for the retrieval of that material
- iv. All reference questions
- v. All inter-library loan transactions
- vi. All holds placed or held
- vii. All online searches and their results
- viii. All items photocopied
- ix. All suggested purchases of library material submitted by library users
- x. All information pertaining to the identify of anyone conducting research on a particular subject
- xi. Any information pertaining to the borrowers of reference material

The Library will keep no record of questions answered that are linked to a specific person's name. Work notes used answering the question will be divulged only to other library employees involved in answering the same question.

All information related to a library user may only be used by library employees working within the scope of their duties.

When a library user visits the Library's website, the only data collected by GDPL is the number of visitors to different areas of the website.

Library user addresses and phone numbers stored in the Gibsons & District Public Library's database may not be given or sold to other organizations and may one be used for library only mailings when appropriate

At no time may any library employee identify the name of a library patron with specific material, even to the police. Should a lawful order or subpoena requesting the information be presented, the Library Director shall immediately consult legal counsel and the Chair of the Board to determine what action to take.

Appendix D

Board Evaluation

Board Self-Evaluation

This questionnaire is to be completed by board members and the Library Director, then returned to the Development Committee. The Development Committee will review responses, then summarize the results/feedback at the following board meeting. **Responses will be kept confidential and anonymous.**

Section C (Evaluation of the Chair) is optional. Section D contains open ended questions, some of which you may choose not to answer. **Section E** (Performance of Individual Board Members) is a separate document, and **should not be returned or shared**—this is intended for you to reflect on privately.

The rating scale is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

A. How Well Does the Board Do Its Job? <i>(To be completed by all Board members & the LD)</i>		1	2	3	4	5
1.	Our organization has a three to five-year strategic plan.					
2.	The board’s annual agenda clearly reflect our strategic plan/goals.					
3.	The board ensures that the organization’s accomplishments and challenges are communicated to members and stakeholders.					
4.	The board is organized with the appropriate number of trustees with the right balance of skills and experience.					
5.	The board recruits new board members with gender balance and diversity in mind.					
6.	Most board members come to meetings prepared.					
7.	The board encourages and responds appropriately to different points of view.					
8.	The board refers to Governance Policies and Principles when making decisions and taking action.					
9.	The board has planned and led the orientation process for new board members, and board members know what is expected of them.					
10.	The board supports ongoing education and development for the Library Director and board members.					

Comments:

The rating scale is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

B. Board's Relationship with Library Director <i>(To be completed by all Board members & the LD)</i>		1	2	3	4	5
1.	There is a clear understanding of where the board's role ends and the Library Director's begins.					
2.	There is good communication between the board, the Board Chair and the Library Director.					
3.	The board trusts the judgment of the Library Director.					
4.	The board provides feedback and shows its appreciation to the Library Director on a regular basis, including an annual salary review.					
Comments:						

The rating scale is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

C. Feedback to the Chair of the Board <i>(Optional – use for confidential feedback to the Chair)</i>		1	2	3	4	5
1.	The Chair is well prepared for board meetings, the agenda is concise and required documents are emailed ahead.					
2.	The Chair helps the board keep to the agenda, and runs the meetings efficiently.					
3.	The Chair listens well, facilitates discussion as needed, and ensures that everyone has an opportunity to be heard.					
4.	The Chair can maintain order at meetings.					
5.	The Chair is able to meet with an individual board member to discuss behavior that needs to be addressed.					
6.	The Chair formally evaluates the Library Director each year.					
Comments:						

Section D. – Questions to respond to, discuss in future, or reflect upon:

- 1) What does the board do well?
- 2) How can the board improve?
- 3) Do you have any suggestions for the board in terms of how we operate, run meetings, or organize committees?
- 4) Please suggest topics of interest for board development, and/or any ideas on how we can improve?
- 5) Do you have any comments on, or suggestions on how to improve, this evaluation?

Appendix E

GDPL Board Chair Job Description

The Role of the Chair

The Chair of the GDPLA Board is elected annually by the Board members at the first meeting following the Annual General Meeting. The Board as a whole makes all major Board decisions, sets policy and determines the direction of GDPL. The Chair acts as a coordinator and facilitator to ensure that the Board operates smoothly and responsibly, and that key tasks are carried out in a timely manner.

Generally, the role of the Chair is as follows:

- Chair regular Board meetings and the Annual General Meeting
- Liaise with the Library Director
- Coordinate Board activities
- Act as public Spokesperson for the Board
- Maintain relationships at the political level with key stakeholders and representatives of other organizations

Detailed Responsibilities

1. Chair Meetings and Coordinate Board Activities

The Board Chair is constantly vigilant to ensure that the Board fulfills its organizational, legal and fiscal responsibilities. As much as possible, the Chair delegates tasks among Board members so the workload is equitably distributed and Board members take on more responsibility as they gain experience.

The Chair does the following:

- Arrange and conduct regular Board meetings
 - Ensure that quorum will be available
 - Chair meetings according to policy and rules of order
 - Ensure Board activities are undertaken in accordance with the annual agenda
 - Organize Committees and Task Groups to handle Boardwork
 - Ensure that important issues or concerns which may not be on the annual agenda are not neglected
- Arrange and conduct other Board or Task Group meetings as needed
- Chair the Annual General Meeting of the GDPLA and oversee the election of Trustees (unless the Chair is up for election, in which case the Chair arranges for

an alternate to conduct that portion of the meeting).

- Facilitate the ongoing success of the Board
 - Ensure that Board members receive suitable training and orientation
 - Ensure that a succession plan is in place
 - Mentor and communicate with Board members as needed
 - Ensure that the Board maintains a positive organizational culture, and that meetings are respectful and effective.
 - Ensure that the Board conducts its own internal evaluations
 - Maintain key confidential Board records and files
- Ensure that the Board's processes are open and accountable to the GDPLA's members and the public.

2. Liaise with the Library Director

The Library Director is the Board's only employee. The Board as a whole is the employer and makes all major employment decisions, but the Chair ensures that communications are maintained in between Board meetings, and that the Board carries out its obligations as an employer. The Chair is the primary liaison with the Library Director for such matters as monitoring ongoing performance, setting professional development goals, and addressing any patron concerns regarding the Library Director. The Chair (and other Board members) provide guidance and support to the Library Director as requested or required. The Library Director helps the Chair stay informed about important library initiatives or issues between Board meetings.

3. Act as the Board's Public Spokesperson

The Chair is the GDPLA's chief representative in the political arena. The Chair represents the Board to the SCRDC, the Town of Gibsons and other organizations as required. The Chair maintains relations with the GDPLA's key stakeholders.

The Chair represents the Board to the public and answers questions about governance.

The Chair acts as an advocate for the GDPLA at every opportunity.

Source: Gibsons and District Public Library Association website, <http://gibsons.bc.libraries.coop/files/2013/12/Chair-description-2013.pdf>

Appendix F

Board Vice-Chairs Job Description

The GDPL Board has two Vice Chair positions elected annually along with the other members of the Board Executive at the first board meeting following the Annual General Meeting. There are two Vice Chair positions for succession planning purposes. The Vice-Chairs are part of the executive of the Board and as such they are there to provide advice and support to the Chair.

Generally the role of the first Vice Chair is to chair Board meetings whenever the Chair is not in attendance. For prolonged absences, the first Vice Chair will liaise with the Library Director. The two Vice Chairs together will decide which of them will do each of the remainder of the Chair's responsibilities in the event of the Chair's prolonged absence.

Responsibilities:

Like all members of the Board, the Vice-Chairs sit on committees and conduct themselves as laid out in the Governance Policy manual.

Succession:

The first Vice Chair will stand for election for the Chair position when it becomes available and the second Vice Chair will then be in line to become the Chair in turn. The Vice-Chairs and the Board at the first meeting following the AGM will decide who is to be first and who is to be second Vice-Chair. Significant factors to be considered are years on the board, interest and availability. This succession plan is subject to change by the Executive and the Board if circumstances warrant an alternative plan.

Appendix G

Terms of Reference Example Template

Committee Name

Terms of Reference

Committee Details

Name of Committee • (include YEAR created)

Committee Members ?

?

?

*Appointment &
Review*

- The Committee will report progress to the Board at each Board meeting until the next AGM. This is a **standing/ad hoc** committee, which will be re-appointed/dissolved after the AGM

Purpose

Goal(s) ?

?

?

?

Accountability ?

?

?

Responsibilities ?

?

?

Appendix H

Gibsons and District Public Library Annual Board Agenda

Monthly The following is to be submitted to the Board Chair one week in advance of meetings, and to the Board as a whole 5 days in advance of meetings as part of the agenda package:

Library Director's Report

Reports or any other relevant documentation from the Chair, Liaisons and Committees

January

Library Director Performance Evaluation

Present budget to SCRD ("Round 1")

February

Prepare for AGM

March

(Combined Annual General Meeting followed by Board Meeting)

Annual General Meeting:

- External financial review report
- Appointment of Accountant

Board Meeting:

- Board orientation, and welcome package distribution
- Election of Chair and Vice Chairs
- Identify Committee requirements for coming year
- Appointment of signing authorities
- Appoint liaisons and members of Committees
- Quarterly Strategic Plan Progress Report

April

Stakeholders thank you and greet

May	Joint meeting with Sechelt Public Library Board Chair and the GDPL Board Chair
June	Develop or review GDPL's Strategic Plan Information sharing session with the Gibsons & District Library Foundation Picnic for Staff and Board Quarterly Strategic Plan Progress Report
July & August	(No Meetings)
September	Library Director Salary Review Quarterly Strategic Plan Progress Report
October	Review annual budget and five year financial plan Finalize SCRD budget (Submit draft for Round 0) Meet the Candidates when applicable
November	Present Budget to SCRD
December	Board's Performance Evaluation Quarterly Strategic Plan Progress Report

Revised: May 2020

Appendix I

Library Director of Gibsons and District Public Library (GDPL) Job Description

Reporting to the Library Board, the Library Director provides vision and leadership to the Library, and plans, organizes and directs all areas of its operations to effectively achieve the Library's mission, vision and values. The Library Director oversees the strategic planning, policy and financial frameworks as established by the Board.

The Library Director ensures that all library functions are carried out in accordance with established policies. Serves as secretary to the board and makes recommendations and presents reports to the Board; manages staff; sets standards for collection development and programming; and promotes and represents the Library in the community, regionally, provincially, nationally and to other appropriate organizations.

Primary Responsibilities

Board of Directors

1. Advises the Board on matters of policy. Recommends policies to meet the goals and objectives of the library and to meet the needs of the community for library services and facilities.
2. Carries out Board policies and directives; reports to the board at each board meeting on the development and deployment of Library business.
3. Reviews existing policies and recommends changes or additions.
4. Coordinates and participates in strategic planning in conjunction with the Board.
5. Acts as a liaison between staff and Board.
6. Oversees Secretarial Duties to the Board including
 - i. Keeps minutes of every meeting of the Board and ensures distribution of minutes in accordance with Board policy.
 - ii. Prepares meeting agendas, in consultation with the Board chair.
 - iii. Notifies Board members of meetings and ensures that a meeting space is available and the necessary arrangements are made.
 - iv. Coordinates the organization of the Annual General Meeting.
 - v. Conducts the Board's official correspondence as required.
 - vi. Maintains files of library records and correspondence.

Programs and Services

1. Develops procedures for the implementation of Library policies.
2. Plans, organizes, directs and evaluates library programs and services to ensure they align with strategic objectives. Allocates resources to ensure the effective and efficient operation of the

library.

3. Oversees collection development to ensure alignment with strategic plan goals as well as proper maintenance and organization.
5. Prepares and distributes an annual report.

Human Resources

1. Establishes and maintains personnel practices and directs the hiring, training and development, performance appraisal, salary administration, discipline and dismissal of staff, in accordance with provincial and federal legislation and the union agreement.
2. Responsible for negotiating and administering the collective agreement.
3. Advises the Board on staffing requirements.

Finance

1. Directs the financial administration of the library to ensure cost-effectiveness of services and operations.
2. Prepares the Library annual operating and capital budgets and presents to the Board for approval. Provides the Board with financial statements and other financial reports as required.
3. Serves as a signing officer of the Board.
4. Makes applications for and administers special grants.

Public Relations

1. Plans and coordinates an on-going public relations program to inform the public about the library and its services.
2. Acts as a liaison with other community organizations. Takes advantage of community activities, public speaking engagements and opportunities for community outreach.
3. Responds to patron's suggestions, problems and complaints.

External and Partnerships

1. Acts as a liaison with the provincial government agency responsible for British Columbia public libraries, InterLINK, BC Libraries Cooperative, BC Library Association and professional associations.
2. Liaises with the GDPL Foundation and provides support and direction as required.
3. Seeks opportunities to partner with other community organizations to provide most effective and efficient services to community members.

Other

1. Oversees the operation and maintenance of the library's physical facilities and capital equipment.

2. Keeps abreast of technological change and new developments in public libraries.
3. Willingness to work outside of normal working hours. Ability to travel out of town for meetings or as required.

4.

Gibsons & District Public Library: Library Director's Performance Evaluation



Library Director's Performance

Evaluation for the annual period

of _____

***THIS IS A CONFIDENTIAL DOCUMENT FOR USE BY LIBRARY BOARD MEMBERS
AND THE LIBRARY DIRECTOR ONLY***

Responsibility to Complete the Performance Evaluation

The Chair of the Gibsons & District Public Library Board of Trustees is responsible for ensuring that the Library Director's Annual Performance Evaluation is completed in a timely manner in January of each year. The Board Chair will conduct the Performance Review Meeting with the Director.

Purpose of the Performance Evaluation

Reporting to the Library Board, the Library Director provides vision and leadership to the Library, and plans, organizes and directs all areas of its operations to effectively achieve the Library's mission, vision and values. The Library Director oversees and implements the strategic planning, policy and financial frameworks as established by the Board.

The Library Director ensures that all library functions are carried out in accordance with established policies. They serve as secretary to the board and make recommendations and present reports to the Board; manage staff; set standards for collection development and programming; and promote and represent the Library in the community, regionally, provincially, nationally and to other appropriate organizations.

The Performance Evaluation is completed to provide feedback and to engage in discussion with the Director regarding the Director's job performance, and training and development needs.

The Director will prepare, in advance of the Annual Performance Evaluation, a self-evaluation of the previous year and also include performance and development goals for the coming year.

PART A: SPECIFIC TRAITS AND CRITERIA FOR EVALUATION

Use the numerical scale below to evaluate the performance of the Library Director over this past year. Select the number that best indicates your perception of the Director's performance for each of the criteria listed. Please add your supporting comments for your evaluation in the text box below each section.

Numerical Scale for Evaluations

- 5: Exceptional:** *The Director's performance consistently goes above and beyond expectations.*
- 4: Highly Effective:** *The Director always meets and frequently exceeds performance expectations.*
- 3: Effective:** *The Director consistently meets performance expectations and performs in a professional and competent manner.*
- 2: Needs Improvement:** *The Director meets only minimally acceptable levels of performance: The Director needs extra direction from the Library Trustees.*
- 1: Unacceptable/Needs Substantial Improvement:** *The Director does not meet performance expectations, even at a minimally acceptable level; the Director requires significant extra direction and/or constant supervision from the Library Trustees.*
- 0: No score:** *Trustee has insufficient knowledge to evaluate this criterion.*

Rating A. Relationship with the Board

- _____ 1. Offers professional advice to the Board on items requiring Board Action, with appropriate recommendations based on thorough study and analysis.
- _____ 2. Seeks and accepts constructive criticism of work from the Board.
- _____ 3. Seriously considers, and/or acts on Board's suggestions.
- _____ 4. Advises the Board on matters of policy. Recommends policies to meet the goals and objectives of the library and to meet the needs of the community for library services and facilities. Reviews existing policies and recommends changes or additions.
- _____ 5. Carries out Board policies and directives; reports to the board at each board meeting on the development and deployment of Library business. Keeps the Board updated on implementation of library Goals and Objectives and progress on the Strategic Plan.

_____ Comments:

- 6. Coordinates and participates in strategic planning in conjunction with the Board.
- 7. Oversees Secretarial Duties to the Board including:
 - i. Keeps minutes of every meeting of the Board and ensures distribution of minutes in accordance with Board policy.
 - ii. Prepares meeting agendas and packages, in consultation with the Board chair.
 - iii. Notifies Board members of meetings and ensures that a meeting space is available and the necessary arrangements are made.
 - iv. Coordinates the organization of the Annual General Meeting.
 - v. Conducts the Board's official correspondence as required.
 - vi. Maintains files of library records and correspondence.

Rating B. Program, Services, Goals and Objectives

- _____ 1. Provides leadership in developing long and short-term goals to accomplish mission of the library.
- _____ 2. Develops procedures for the implementation of Library policies.
- _____ 3. Plans, organizes, directs and evaluates library programs and services to ensure they align with strategic objectives. Allocates resources to ensure the effective and efficient operation of the library.
- _____ 4. Oversees collection development to ensure alignment with strategic plan goals and properly maintains and organizes the collection.
- _____ 5. Prepares and distributes an Annual Report.

Comments:

Rating C. Community and Professional Relationships

- _____ 1. Gains respect and support of the total community on the operation of the library.
- _____ 2. Maintains an effective press and media campaign.
- _____ 3. Maintains an effective social media campaign including Facebook and Instagram.
- _____ 4. Keeps abreast of local and provincial library issues.
- _____ 5. Is actively involved and regularly participates in InterLINK, Association of BC Public Library Directors (ABCPLD), BC Library Trustees Association (BCLTA), BC Library Association (BCLA), BC Libraries Cooperative, and the Sunshine Coast Literacy Committee.
- _____ 6. Regularly engages in professional development activities.

Rating D. Staff and Personal Relationships

- _____ 1. Develops and executes sound personnel procedures and practices, and is responsible for the hiring, training, development, performance appraisal, salary administration, discipline and dismissal of staff in accordance with provincial and federal legislation and the union collective agreement.
- _____ 2. Develops good staff morale and loyalty to the organization.
- _____ 3. Delegates authority to employees appropriate to the positions each holds.
- _____ 4. Recruits and assigns the best available personnel in terms of their competencies.
- _____ 5. Evaluates performance of staff members, giving commendation for good work as well as constructive suggestions for improvement.
- _____ 6. Responsible for negotiating and administering the collective agreement.

Comments:

Rating E. Business and Finance

- _____ 1. Keeps up to date and informed on the needs of the library including facilities, equipment and supplies.
- _____ 2. Evaluates financial needs and makes recommendations for adequate funding for projects and overall operations. Regularly engages with the Sunshine Coast Regional District and the Town of Gibsons for support of Library Operations.
- _____ 3. Engages community partners and partnerships for non-governmental funding for projects.
- _____ 4. Determines that funds are wisely spent and within budget limitations.

_____ 5. Prepares the Library annual operating and capital budgets and presents to the Board for approval. Provides the Board with financial statements and other financial reports as required.

Gibsons & District Public Library: Library Director's Performance Evaluation

Comments:

Rating F. Other

- _____ 1. Acts as a liaison with the provincial government agency responsible for British Columbia public libraries, InterLINK, BC Libraries Cooperative, BC Library Association and professional associations.
- _____ 2. Liaises with the GDPL Foundation and provides support and direction
- _____ 3. Keeps abreast of technological change and new developments in public libraries.
- _____ 4. Seeks opportunities to partner with other community organizations to
provide effective and efficient services to community members.

Comments:

Rating G. Personal Qualities

- _____ 1. Maintains high standards of ethics, honesty and integrity in all professional matters while conducting duties of the position.

Comments:

PART B: GENERAL COMMENTS AND DISCUSSION

1. What are the three major strengths of the Director?
2. Are there limitations in the Director's performance?
3. In the past year, what difficult issues have faced the library and how did the Director respond and bring them to resolution?
4. What should be the organization goals and/or personal development goals for the Director for the coming year?

PART C: OVERALL PERFORMANCE RATING

Based on your evaluation and comments, please indicate your choice for the Director's overall performance for the evaluation period. This may not necessarily be an average of your criteria ratings as some criteria are more important than others (it could be if you so choose).

Circle the appropriate Rating:

5: Exceptional: *The Director's performance consistently goes above and beyond expectations..*

4: Highly Effective: *The Director always meets and frequently exceeds performance expectations.*

3: Effective: *The Director consistently meets performance expectations and performs in a professional and competent manner.*

2: Needs Improvement: *The Director meets only minimally acceptable levels of performance: The Director needs extra direction from the Library Trustees.*

1: Unacceptable/Needs Substantial Improvement: *The Director does not meet performance expectations, even at a minimally acceptable level; the Director requires significant extra direction and/or constant supervision from the Library Trustees.*

Name and Date of Person completing this Performance Evaluation:
