

# Town of Drayton Valley Library Board

## 2 Board Governance & Planning

- 2.1 Board Overview & Organization
  - 2.1.1 Board Roles & Responsibilities
    - 2.1.1.1 Trustee Qualifications & Expectations
    - 2.1.1.2 Trustee Recruitment & Succession # (Procedure)
    - 2.1.1.3 Trustee Terms & Appointments # (Procedure)
    - 2.1.1.4 ^Trustee Orientation & Continuing Education ^
    - 2.1.1.5 Trustee Evaluation
    - 2.1.1.6 Director Evaluation
  - 2.1.2 ^AOM & Election of Executive Officers ^
    - 2.1.2.1 Board Chair – Roles & Responsibilities
    - 2.1.2.2 Vice Chair – Roles & Responsibilities
    - 2.1.2.3 Treasurer – Roles & Responsibilities
    - 2.1.2.4 Director – Roles & Responsibilities
- 2.2 Board Operations
  - 2.2.1 Board Meetings
    - 2.2.1.1 Quorum & Trustee Attendance
    - 2.2.1.2 Motions, Votes & Resolutions # (Form)
    - 2.2.1.3 Reports & Correspondences
    - 2.2.1.4 Record of Meetings
  - 2.2.2 Committees & Working Groups
    - 2.2.2.1 Committee Mandates
    - 2.2.2.2 Committee Reports
  - 2.2.3 Communication
- 2.3 Strategic Planning
  - 2.3.1 Community Needs Assessment
    - 2.3.1.1 Library User Input & Feedback
    - 2.3.1.2 Community Input & Feedback
    - 2.3.1.3 Stakeholder Input & Feedback
  - 2.3.2 Priority Response
    - 2.3.2.1 Goals & Objectives
    - 2.3.2.2 Strategies & Outcome Measures
  - 2.3.3 Tracking & Reporting on Progress

## Appendices to Organization & Library Governance

Appendix 2-A: *ALTA Trustees' Handbook*

Appendix 2-B: *Meeting Agenda Structure*

Appendix 2-C: *Plan of Service*

**^ Indicates policies required under section 7 of the *Libraries Regulation*. These policies cannot be rescinded. Any amendment to these policies must be reported to the Municipal Affairs Public Libraries Services Branch in accordance with section 4 of the *Regulation*. ^**

**# Indicates *Procedures* or *Forms* associated with Policy.**

## POLICY MANUAL – SECTION 2: Board Governance & Planning

Policy:	2.1	Board Overview & Organization	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	May 21, 2020
Signature:		Review By:	2022

### Introductory Statement

The branch of the provincial government responsible for public libraries in the province of Alberta is the Municipal Affairs, Public Libraries Services Branch (PLSB).

Municipal Library Boards are organizational bodies established under municipal bylaw that define the Board as a legal entity consisting of trustees appointed by their founding municipality. Library Boards have authority, as defined in section 7 of the *Alberta Libraries Act*, to manage the library's financial affairs and to enact bylaws, policies and procedures for governing the library's operations.

*The municipal board, subject to any enactment that limits its authority, has full management and control of the municipal library and shall, in accordance with the regulations, organize, promote and maintain comprehensive and efficient library services in the municipality and may co-operate with other boards and libraries in the provision of those services.*

The Board's duty is to provide comprehensive, effective and efficient public library service that reflects and responds to the community's needs.

### Policy

The Town of Drayton Valley Library Board is a legal corporate body established by *Town of Drayton Valley Bylaw 2019-15B (Appendix 1-A)*. The Board has authority to govern library operations as a public trust for residents of Drayton Valley and surrounding communities. The Board advocates for ongoing enhancement to library services, resources and programs on behalf of the community.

The Board believes and is committed to the philosophy that libraries are vital to the community's ongoing development and success by providing public access to services, resources and programs that are integral to enhancing quality of life for all Albertans.

Any member of the public over the age of 18 years old may apply to serve as library trustee. Prospective trustees will complete and submit their application to the Drayton Valley Town office using the Town's form and accompanying documents that will then be forwarded to the Board for review. Applicants will be invited to attend at least one Library Board meeting before the Board votes to forward the nomination to municipal council requesting trustee appointment.

The Board elects executive officers annually from among its current member trustees to provide leadership to the governance team. Executive officers assume a higher level of accountability for the library's financial management; however, executive officers acknowledge that their authority does not extend beyond consensus of the Board. Any decisions regarding significant financial, organizational or legal matters must be presented and passed by majority vote from the Board.

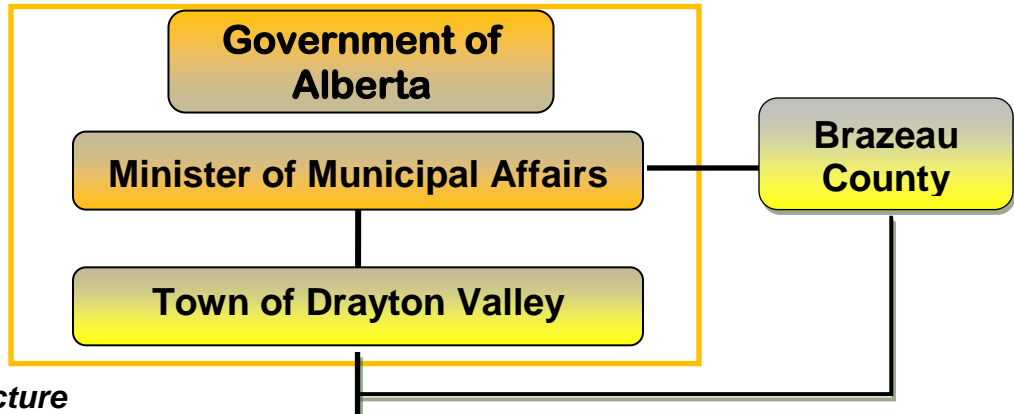
The Board is obliged to maintain the library's relevance by responding to evolving community needs in general and to library users specifically. The Director serves as the Board's administrative agent to ensure that organizational initiatives and directives are communicated to library staff, patrons, municipal stakeholders and community partners.

The Board maintains membership the Alberta Library Trustees' Association (ALTA) and upholds the principles of effective library representation and governance described in *Appendix 2-A: ALTA Trustees' Handbook* (<https://librarytrustees.ab.ca/trustee-handbook/>).

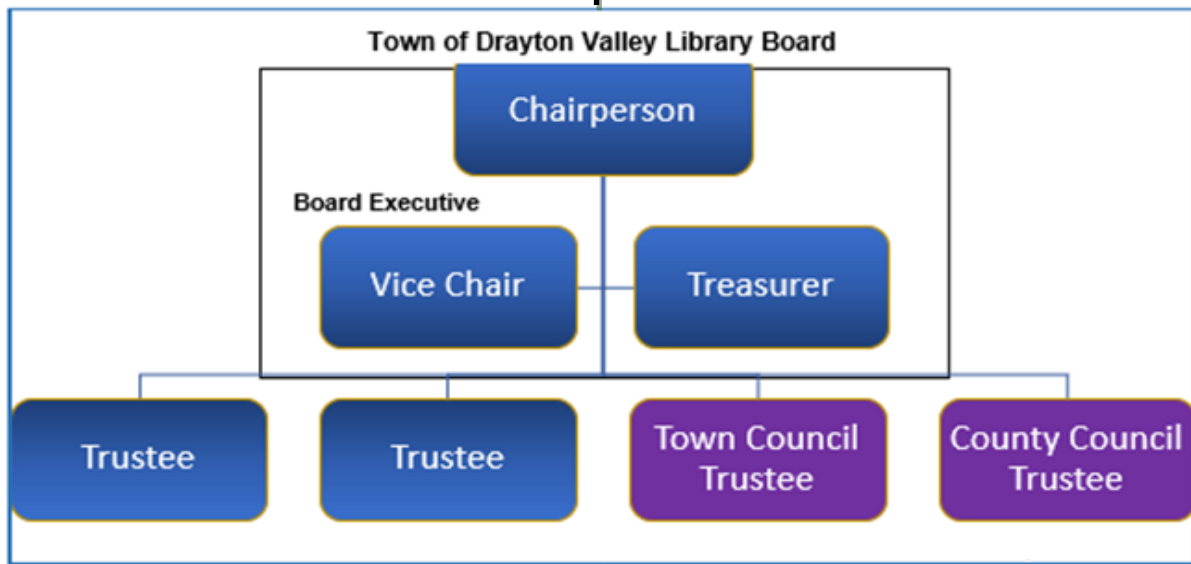
### Organizational Chart

The following is a graphical representation of the governing hierarchy of Drayton Valley Library.

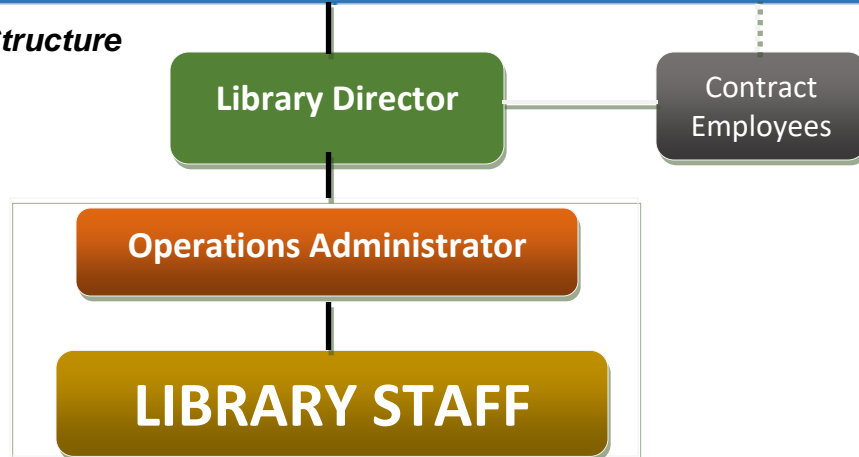
#### Regulatory Structure



#### Board Structure



#### Operational Structure



## POLICY MANUAL – SECTION 2: Board Governance & Planning

Policy:	2.1.1	Board Roles & Responsibilities	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	May 21, 2020
Signature:		Review By:	2022

### Policy

The Library Board is committed to providing an environment which promotes mutual respect, provides equal opportunities and is free from harassment.

The primary roles of the Library Board are to:

- Set the vision, mission and strategic direction for the library and, using strategic planning techniques, determine a strategy map to get there;
- Make policy within the framework of government legislation and regulations;
- Set fees where allowed by the *Libraries Act*;
- Prepare the annual budget in consultation with the director;
- Present and defend the budget to municipal councils each year;
- Oversee and report annually on the library's finances in accordance with public accounting principles and requirements;
- Monitor overall effectiveness of the library in meeting community needs in an efficient and effective manner and evaluate progress on the strategic plan;
- Hire and evaluate a qualified Library Director to implement the strategic plan and to manage the day-to-day delivery of public service and daily operations of the library;

In addition, the Board will support and participate in community engagement by:

- Promoting for the library as an essential community service;
- Building community pride in the library;
- Maintaining an open dialogue with the community;
- Building strong relationships with municipal council
- Being engaged in municipal planning and incorporating the library in context of community growth and development;
- Developing strategic partnerships with community groups and leaders.

The Board has authority to act on behalf of the library; individual trustees have no authority to act of their own accord or in their own interests on behalf of the Library without Board approval. Trustees act as advocates and ambassadors for the Board in promoting library services, resources and programs in the community and will represent the organization in a positive, professional manner always while in the public eye.

## POLICY MANUAL – SECTION 2: Board Governance & Planning

Policy:	2.1.1.1	Trustee Qualifications & Expectations	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	May 21, 2020
Signature:		Review By:	2022

### Policy

Trustees appointed to the Board will act in good faith with the best interests of the library and the community in mind. The interests of the library and its users take precedence over personal interests, or those of any group, with which the trustee is associated.

Trustee applicants must meet the following minimum qualifications:

- Must be age of majority (18 years or older);
- Must be a primary resident of either the Town of Drayton Valley or Brazeau County;
- Must be a registered library card-holder in good standing.
- Must NOT be an employee of the library.

Trustees are expected to uphold the following commitments:

- to support the organizational mission, vision and values as defined in the Board's plan of service;
- to devote time, talents and efforts for the betterment of the Library;
- to be respectful of the talents and efforts of others on the governance and operation teams
- to share knowledge, experience and expertise without expectation of reward or recognition;
- to think clearly, question objectively and plan creatively;
- to willingly become more knowledgeable about library services and standards;
- to regularly attend Board and Committee meetings or to provide notice if unable to attend;
- to be receptive and respectful of opinions, beliefs and lifestyle choices of others;
- to represent the Board in public as advocate for library services, resources or programs.

Trustees are, furthermore, required to observe to the following code of ethics:

- to declare any personal conflicts of interest and avoid voting on issues that may appear to others as constituting a conflict of personal interest or gain;
- to not abuse the position of public trust for personal advantage or the personal advantage of friends and relatives;
- to avoid negative critique, either in or outside of the Board meeting, of fellow trustees or their expressed opinions;
- to observe confidential proceedings of the Board and avoid public discussion of privileged information or details that may violate FOIPP legislation;
- to support open discussion of issues within the context of Board meetings prior to voting, and to support the decision of the majority once a vote is decided;
- to avoid interference with the day-to-day work of library staff nor undermine the authority of the Library Director in the conduct of duties.

The Board routinely holds ten (10) monthly meetings each year unless special circumstances arise. Trustee time commitment is approximately 2 to 3 hours per month including pre-meeting preparation to read and consider reports and other information in the meeting package as well as the meeting time. Board members are also expected to participate in committees where added time commitment depends on the work at hand. On occasion, Board members are also required to participate in public meetings designed to seek community input on key library matters.

## POLICY MANUAL – SECTION 2: Board Governance & Planning

Policy:	2.1.1.2	Trustee Recruitment & Succession #	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	May 21, 2020
Signature:		Review By:	2022

### Policy

The Board is composed of not fewer than five and not more than ten appointed trustees with a provision that no more than one elected member from each municipal council may be appointed in accordance with *section 4* of the *Libraries Act*.

Trustee vacancies represents reduced capacity for the Board to conduct its governance function; therefore, trustee recruitment is vital to continued relevance and effectiveness of the library.

Trustees nearing the end of a term appointment are expected to notify the Board of their intent to continue service or resign their seat with fair warning prior to the end of each three-year term.

Trustee succession is necessary for continued relevance and responsiveness to changing dynamics of the community. The Board plans and prepares for trustee succession according to **Procedure 2.1.1.2 Trustee Recruitment**.

The Board will seek to recruit members-at-large from both the Town of Drayton Valley and Brazeau County to maintain an equitable representation of both municipalities.

The Board will maintain a list of individuals that meet the minimum qualifications requirements and have expressed interest in library governance.

When a trustee position becomes vacant, the Executive Committee will invite prospective trustees attend a Board meeting as an informal interview opportunity to determine the interest, expectations and suitability of individual trustee candidates in context with the Board's organizational needs.

## POLICY MANUAL – SECTION 2: Board Governance & Planning

Policy:	2.1.1.3	Trustee Terms & Appointments #	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	May 21, 2020
Signature:		Review By:	2022

### Policy

Drayton Valley Library Board members-at-large are appointed by the Town of Drayton Valley Council. Trustee appointments for members-at-large will commence on the date fixed by Town Council; this is generally assigned as beginning on November 1<sup>st</sup> and terminating on October 31<sup>st</sup>.

The Board nominates prospective members-at-large for trustee (re)appointment by Town Council according to **Procedure 2.1.1.3 Trustee Nominations for Appointment**.

Appointments for members-at-large are generally for a term of three years to a maximum of three successive terms or nine years. Additional term appointments beyond the maximum nine years require 2/3 majority vote of the Board and 2/3 majority vote by Town Council.

Prospective and returning trustees do not have authority to vote on Board matters until their appointment has been confirmed by the Town Council in writing.

Appointment terms should, when possible, be coordinated on a staggered three-year cycle to avoid possible disproportionate turnover of trustees in any one year.

*Example:* year one has 2-3 trustee (re)appointments, year two has 2-3 trustee (re)appointments, year three has 2-3 trustee (re)appointments.

The Town of Drayton Valley and Brazeau County may designate no more than one elected member from their respective councils to sit as trustees on the Board. Elected members are assigned to various boards each autumn as part of council's annual organizational meeting; delegate assignments may change each year, therefore, elected member appointments are considered as one-year terms.

## POLICY MANUAL – SECTION 2: Board Governance & Planning

Policy:	2.1.1.4	^ <b>Trustee Orientation &amp; Continuing Education</b> ^	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	May 21, 2020
Signature:		Review By:	2022

### Preamble

**^ This policy is a requirement of the *Libraries Regulation* section 7.1(b) and (c). This policy cannot be rescinded. Any amendment to this policy must be reported to the Municipal Affairs Public Libraries Services Branch in accordance with section 4 of the *Regulation*.**

### Policy

The Library Board maintains membership with the Alberta Library Trustees Association (ALTA) and other library professional organizations to facilitate access to learning materials, resources, professional networks and continuing education opportunities.

The Board encourages all trustees to develop their knowledge of library governance for the benefit of the organization, the community and the individual Board members.

Newly appointed trustees will meet with the Chair and/or Director to discuss the duties, roles, responsibilities and expectations of Board members and to address any questions or concerns prior to their first official meeting. The Chair will instruct the new trustee on the legal and moral responsibilities associated with the governance of Drayton Valley Library including a declaration to uphold rules of confidentiality.

During this meeting the new trustee will be presented with copies of the *Alberta Libraries Act* and *Regulation*, Alberta Library Trustees Association (ALTA) handbook, Library Board bylaws and schedules, policies, procedures, the current year's budget as well as all current and/or working documents from the previous three months of Board business.

It is recommended that new trustees establish a mentoring relationship with an experienced Board member and maintain an ongoing rapport to seek clarification on issues, respond to questions and receive encouragement.

New trustees are required to attend a Public Library Services Branch (PLSB) *Board Basics* orientation workshop within their first three-year term appointment.

All trustees are expected to participate in continuing education activities to remain current in library evolutions and enhance the effectiveness of the Board. The Director will inform the Board of upcoming conferences, seminars, webinars or other events and will forward information on library-related issues or trends that may benefit the Board or individual trustees.

The number of trustees attending courses or conferences may be limited by budget. The Board should be informed, in advance, of a trustee's intent to attend a continuing education event where expenses will be incurred including registration fees, travel expenses, lodgings or meals.

Trustees are not compensated for attendance at Board or committee meetings. However, trustees will be reimbursed, in whole or in part, for expenses relating to approved continuing education activities according to *Finance Policies* and following proper procedures.

Trustees may be evaluated periodically by members of the Executive to recognize a trustee's efforts or to identify areas for professional development that enhance Board effectiveness.



## **POLICY MANUAL – SECTION 2: Board Governance & Planning**

Policy:	<b>2.1.1.5</b>	<b>Trustee Evaluation</b>	
Approved By:	<b>DVLB Chair - Lyndara Cowper-Smith</b>	Approved:	<b>May 21, 2020</b>
Signature:		Review By:	<b>2022</b>

### **Policy**

The Board Executive Committee may evaluate a trustee periodically as a tool for professional development or as a disciplinary measure in response to performance issues. Evaluations are aimed at improving the effectiveness of the individual trustee as well as the overall efficiency of the Board as a governing body.

Evaluations are part of an ongoing development plan to encourage continued trustee interest and involvement, identifying areas for continuing education and to recognize individual efforts.

The professional development evaluation is an informal process that may include a one-on-one meeting between a trustee and a member of the Executive to identify and measure progress towards achieving personal and organizational goals.

Disciplinary evaluation is formal process to address significant infractions or failures to meet the expectations and obligations of a trustee:

- Inconsistent attendance at meetings,
- Publicly voicing dissent of majority rulings of the Board,
- Openly disrespectful behaviour towards other trustees or library employees,
- Actual or perceived use of trustee position for personal gain,
- Breach of confidentiality, etc.

The Board may recommend to Town Council that a trustee be removed from the Board depending on the nature and severity of the infraction. A 2/3 majority vote of the Board is required to recommend removal of a trustee from their position; a secret ballot vote is recommended.

## POLICY MANUAL – SECTION 2: Board Governance & Planning

Policy:	2.1.1.6	Director Evaluation	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	May 21, 2020
Signature:		Review By:	2022

### Policy

The Library Director is employed by, and is answerable to, the Board. The Director acts as the Board's agent in business matters by overseeing, maintaining and reporting on library operations.

The Director's evaluation will be conducted at least once every two years to identify professional goals and personal performance. The evaluation also includes progress towards achieving the library's objectives identified in the Board's *Plan of Service (Appendix 2-C)*.

The Board Executive will conduct the Director's evaluation including formal interviews or informal discussions with employees, trustees, library patrons and community partners. The Director will provide information as requested or required by the Executive to evaluate performance, professional development or personal development.

The Chair will use whatever measure or mechanism deemed appropriate to compile a formal report with a summary of comments and recommendations for presentation to the Board. The report will be presented *in-camera* with the Director absent; the Director will be called into the *in-camera* session to respond to any questions from the Board or to address outstanding issues arising from the evaluation.

The Chair must meet with the Director within one month of the Board meeting to finalize and sign the Director's formal evaluation report. A copy of the report will be included in the Director's personnel file.

## POLICY MANUAL – SECTION 2: Board Governance & Planning

Policy:	2.1.2	^ AOM & Election of Executive Officers ^	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	May 21, 2020
Signature:		Review By:	2022

### Preamble

**^ This policy is a requirement of the *Libraries Regulation* section 7.1(c). This policy cannot be rescinded. Any amendment to this policy must be reported to the Municipal Affairs Public Libraries Services Branch in accordance with section 4 of the *Regulation*.**

### Policy

The Town of Drayton Valley Library Board elects executive officers from among current members-at-large as required by section 32 of the *Alberta Libraries Act*. Elections will be held during the Annual Organizational Meeting (AOM) each November following confirmation of new and renewed trustee appointments by the Town of Drayton Valley Council.

Elected council members appointed to the Board by their municipality are exempt from serving as executive officers; however, elected council members may serve as committee chair or representative of the Board at regional library meetings.

Executive officers provide leadership on the library's governance team and carry added responsibility for coordinating advocacy efforts, financial activities and reporting to local and provincial government bodies on library initiatives and progress.

The AOM is chaired by the Library Director. The Director will read the roles and responsibilities for each executive officer position as defined in policy before opening the floor for nominations. Officer positions include: **Chair, Vice-Chair** and **Treasurer**. These elected officers constitute the Library Board Executive Committee.

A trustee may nominate any serving member-at-large or may volunteer their name for election to an executive position. A majority vote by secret ballot will be used to elect officers when there are two or more nominations for a specific executive office position. A vote is not required when there is only one nominee to an executive position; that nominee will fill the position by acclamation. The floor will be open to volunteers when there are no nominations for a specific executive position; if no volunteers offer their name then the election for that position will be tabled to subsequent Board meetings until the position is filled.

Following elections, a motion is required to forward the names of elected Executive Committee officers in a letter to the Board's financial institution requesting transfer of signing authority. Newly elected officers do not have signing authority until the financial institution confirms the completion of paperwork to transfer responsibility for accounts.

Retiring executive officers are expected to forward any relevant documents, information or files required by the succeeding executive. A retiring officer is also expected to mentor or be available to assist the succeeding officer during the transition.

Minutes of the AOM will be reviewed and moved for adoption as the first order of business at the next regularly scheduled monthly Board meeting. The names and contact information for executive officers will be forwarded to each municipal council for administrative use only; the Executive Committee contact list will be marked as 'CONFIDENTIAL'.

The Executive Committee may call for a snap election when an executive officer is unable to complete their appointment.

## POLICY MANUAL – SECTION 2: Board Governance & Planning

Policy:	2.1.2.1	Board Chair – Roles & Responsibilities	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	May 21, 2020
Signature:		Review By:	2022

### Policy

The Library Board Chair is elected from among serving members-at-large to assume a leadership role for the Executive Committee and governance team by directing efforts and attention to achieving objectives identified in the Strategic Plan of Service.

Once elected, the Chair assumes the following roles & responsibilities:

- Acts as the senior-most executive officer representing the Board in all legal matters;
- Seeks opportunities to expand understanding of library governance, legislation, bylaws and policies by attending workshops, seminars, conferences or courses, and encouraging other Board members to do the same to improve the effectiveness of the governance team;
- Assumes a leadership role in recruitment, orientation and mentorship of new trustees;
- Schedules and approves the agenda for Board and Executive Committee meetings in consultation with the Director;
- Sets the tone and climate for Board meetings and activities;
- Directs Board meetings by calling to order, introducing agenda items, leading discussion when necessary, re-directing focus back to issues and closing meetings on time;
- Encourages trustees to participate in discussion and decision making;
- Ensures that proper meeting records are kept and signs official documents including minutes and administrative letters on behalf of the Board;
- Delegates work on issues to committees or assigns tasks to individual trustees;
- Ensures that each committee has an appointed chair, that chairs understand committee mandates, and calls for committee reports during Board meetings;
- Evaluates Board trustees in consultation with Executive Committee;
- Chairs the Personnel Committee:
  - assumes the position of principal employer for the Library Director and is the executive officer to whom the Director is immediately accountable,
  - conducts the Director’s annual performance review,
  - provides mentorship in matters of personnel management and policy development,
  - temporarily assumes or delegates, the Director’s roles and responsibilities in their absence or incapacitation.
- Has executive signing privileges to co-authorize legal agreements, expense payment cheques and approve money transfers according to Finance policies and procedures.

Refer to the *ALTA Trustees Handbook* for more information on the expectations, roles and responsibilities of the Board Chair.

## POLICY MANUAL – SECTION 2: Board Governance & Planning

Policy:	2.1.2.2	Vice-Chair – Roles & Responsibilities	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	May 21, 2020
Signature:		Review By:	2022

### Policy

The Library Board Vice-Chair is elected from among serving members-at-large to assume a leading role on the Executive Committee and governance team by supporting the Board in its efforts to achieve objectives identified in the Strategic Plan of Service.

Once elected, the Vice-Chair assumes the following roles & responsibilities:

- Temporarily assumes the Chair’s roles and responsibilities in their absence or incapacitation;
- Acts as the senior-most executive officer representing the Board in advocacy initiatives;
- Seeks opportunities to expand understanding of library governance, legislation, bylaws and policies by attending workshops, seminars, conferences or courses with a focus on advocacy and community engagement;
- Assumes a leadership role in recruitment, orientation and mentorship of new trustees;
- Chairs the Advocacy Committee:
  - schedules meetings to prepare for strategic planning through needs assessment and community engagement,
  - consults with the Director on scheduled data collection,
  - reviews draft PR-marketing materials, including brochures, questionnaires and surveys prior to distribution,
  - works with the Director to collate survey data and comments from questionnaires into comprehensive themes to develop the Five-Year Strategic Plan of Service,
  - reports on advocacy initiatives and activities to the Executive Committee and Board;
- Has executive signing privileges to co-authorize legal agreements, expense payment cheques and approve money transfers according to Finance policies and procedures.

Refer to the *ALTA Trustees Handbook* for more information on the expectations, roles and responsibilities of the Board Vice-Chair.

## POLICY MANUAL – SECTION 2: Board Governance & Planning

Policy:	2.1.2.3	Treasurer – Roles & Responsibilities	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	May 21, 2020
Signature:		Review By:	2022

### Policy

The Library Board Treasurer is elected from among serving members-at-large to assume a leading role on the Executive Committee and governance team by supporting the Board in its efforts to achieve objectives identified in the Strategic Plan of Service.

Once elected, the Treasurer assumes the following roles & responsibilities:

- Temporarily assumes the Vice-Chair’s roles and responsibilities in their absence or incapacitation;
- Acts as the senior-most executive officer representing the Board in financial matters;
- Seeks opportunities to expand understanding of library governance, legislation, bylaws and policies by attending workshops, seminars, conferences or courses with a focus on financial management, record-keeping and grant writing;
- Assumes a leadership role in recruitment, orientation and mentorship of new trustees;
- Chairs the Finance Committee:
  - schedules meetings to prepare the library’s operating budget,
  - consults with the Director on grant application requirements and timelines,
  - leads in the search for and review of accounting professionals if/ when the Board puts the bookkeeper or auditor contract to tender,
  - reviews and asks the Director about aberrant entries on monthly financial reports,
  - reports on financial matters and activities to the Executive Committee and Board;
- Has executive signing privileges to co-authorize legal agreements, expense payment cheques and approve money transfers according to Finance policies and procedures.

Refer to the *ALTA Trustees Handbook* for more information on the expectations, roles and responsibilities of the Board Treasurer.

## POLICY MANUAL – SECTION 2: Board Governance & Planning

Policy:	2.1.2.4	Library Director – Roles & Responsibilities	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	May 21, 2020
Signature:		Review By:	2022

### Policy

Drayton Valley Library provides quality service to residents of the Town of Drayton Valley, Brazeau County and surrounding areas representing a combined population in excess of 10,000. The Board employs a master-level librarian as Library Director in accordance with section 14(1) of the *Libraries Regulation*.

Section 4(2) of the *Libraries Act* states:

*A person who is an employee of the municipal board is not eligible to be a member of that board.*

Therefore, the Director is not a trustee and does not have voting privileges on matters before the Board. The Director serves the Executive and Board in an administrative and advisory capacity.

The Director assumes the following roles & responsibilities:

- Temporarily assumes the Chair's role for conducting the election of officers at the AOM;
- Acts as the Board's chief administrative assistant and agent in all business matters;
- Seeks opportunities to expand understanding of library governance, legislation and bylaws by attending workshops, seminars, conferences or courses, and encouraging trustees to do the same to improve the effectiveness of library organization;
- Seeks opportunities to expand understanding of human resource management, community engagement or any other aspect of library operations by attending workshops, seminars, conferences or courses, and encouraging staff to do the same to improve the effectiveness of library operations;
- Drafts agreements, bylaws, schedules, policies and procedures for review by the Board;
- Ensures staff and resources are within approved budgets to sustain effective library services.
- Provides professional expertise, leadership and advocacy for employees by conveying operational matters to the Board.
- Acts as liaison between Board, community and staff to identify change in service needs, develop meaningful service objectives, and to gauge public response.
- Reports to the Executive Committee by providing current and accurate information on changes to legislation, public policy, business practices or gaps in service, that may affect library operations:
  - reports to and consults with the Board Chair on personnel related matters as needed,
  - reports to and consults with the Vice-Chair on advocacy related matters as needed,
  - reports to and consults with the Treasurer on finance related matters as needed.
- Has executive signing privileges to co-authorize legal agreements, expense payment cheques and approve money transfers according to Finance policies and procedures.

An expanded job description for the Library Director is included in *Personnel Policies*.

## POLICY MANUAL – SECTION 2: Board Governance & Planning

Policy:	2.2	Board Operations	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	May 21, 2020
Signature:		Review By:	2022

### Introductory Statement

As per section 3(4) of the *Libraries Act*, the library board is a corporation, with the responsibility to govern its operational and financial affairs independently. The relationship between the library board and municipal council is defined by the *Libraries Act* and Libraries Regulation.

### Policy

The Library Board is the governing body responsible for providing accessible public library services, programs and resources for residents of the Town of Drayton Valley and surrounding areas including Brazeau County and adjacent districts.

The Board meets regularly to deliberate on operational issues and decide on organizational matters. Meetings are advertised in advance and are open to the public unless a meeting is moved *in camera* to discuss legal matters, personnel issues or other confidential subjects.

Committees are responsible for researching and reflecting on matter relating to personnel, advocacy or financial before reporting back to the Board with recommendations for action or motion.

The Board must have a 2/3 quorum of trustees in attendance to vote on all but procedural motions. Motions on legal and financial matters require a second motion prior to voting.

Elected council members appointed to the Board provide insight into municipal development plans and how the Library can respond in the context of broader governance.

Decisions made by the Board are recorded in meeting minutes that, once verified and validated at the following monthly meeting, are forwarded to administrators of the Town of Drayton Valley and Brazeau County as information.



## POLICY MANUAL – SECTION 2: Board Governance & Planning

Policy:	2.2.1	Board Meetings	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	May 21, 2020
Signature:		Review By:	2022

### Policy

Library Board meetings are forums for respectful discussion and rational decision making on matters of library organization and operation. Board meetings follow guidelines outlined in *Robert's Rules of Order* or any special rules of order adopted by the Board.

The Board meets ten times per year on a regular monthly schedule except July and December. Meetings are generally held on the third Thursday of each month in the library program room or in the Civic Centre meeting rooms.

Changes to the meeting schedule should be avoided unless it is known in advance that trustee attendance will not satisfy quorum, or the library is closed in response to an emergency.

Board meetings are open to the public and will be included in the library's activity calendars, website, social media, newsletters or other communication platforms.

The Director will consult with the Executive Committee prior to scheduled Board meetings to review business matters and to draft the meeting agenda using a standard format shown in [Appendix 2-B: Meeting Agenda Structure](#).

The Director will send the agenda and all relevant information or documents required for discussion to trustees via email several days before meetings. Trustees are expected to arrive on time for meetings prepared to discuss issues and will inform the Director or Chair if they are unable to attend. Trustees can add items to the agenda prior to its adoption.

Meetings will be chaired by the most senior executive officer in attendance. The chair determines quorum once the meeting is called to order; quorum requires attendance of at least 50% of trustees to legitimize motions.

Special Board meetings may be called at the direction of the Chair, or at the request of at least four trustees, for dealing with time-sensitive or important business matters.

## POLICY MANUAL – SECTION 2: Board Governance & Planning

Policy:	2.2.1.1	Quorum & Trustee Attendance	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	May 21, 2020
Signature:		Review By:	2022

### Policy

Quorum is defined as the minimum number of voting members in attendance as required to allow decisions on business matters. The Library Board defines quorum at 50% of serving trustees.

The Chair will determine quorum when calling a meeting to order. When quorum is established, the Board meeting can validate motions in conducting business; when quorum is not established, the Board meeting can only approve procedural motions including acceptance of reports and correspondences as information.

Quorum may be re-assessed during a meeting as trustees enter or exit a session. The note-taker will mark the time when trustees enter or exit and will inform the Chair of any changes to quorum.

Quorum includes trustees who attend a meeting remotely via telephone, video-conference, or other real-time virtual communication; trustees who are in virtual attendance participate in discussion, motions and voting as if they were physically present.

Quorum also includes trustees that conveys in-proxy voting privileges to an executive officer in advance of an expected absence according to policy on *Motions, Votes and Resolutions*.

Visitors, delegations and guests are not counted when determining quorum. This also applies to alternates designated by municipal councils to attend on behalf of an elected member duly appointed to the Board that is unable to attend a meeting.

Trustees are expected to inform the Chair in advance of a meeting when they are unable to attend and to explain the reason for their absence. A trustee is disqualified from remaining a member of a Board if the trustee fails to attend three consecutive meetings without authorization by a resolution of the Board in accordance with section 31 (1) of the *Libraries Act*.

## POLICY MANUAL – SECTION 2: Board Governance & Planning

Policy:	2.2.1.2	Motions, Votes & Resolutions #	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	May 21, 2020
Signature:		Review By:	2022

### Policy

The Board deliberates and discusses library organizational and operational matters prior to proposing a resolution by motion and vote. A quorum of trustees must attend the meeting whether physically, virtually or in-proxy for a vote to be considered legitimate.

Only procedural motions can be made in the absence of quorum. Procedural motions include adoption of the meeting agenda, accepting reports and correspondence as information or tabling agenda items to a future Board meeting.

Any member of the Board, appointed or elected, may propose a motion.

Visitors, guests and staff delegations may be invited to take part in discussions but are not allowed to propose a motion and do not have voting privileges. This also applies to alternates designated by municipal councils to attend on behalf of an elected member appointed to the Board that is unable to attend a meeting.

Visitors, guests and staff delegations are required to leave the room if a meeting is moved *in camera* unless otherwise permitted or requested by the Board.

All trustees have equal voice during discussion on issues and have equal voting status regardless of their position including executive officers or elected members: each trustee has one vote except for in-proxy voting.

In-proxy voting is permitted only when a trustee has completed **Form 2.2.1.2 Vote in Absentia** in advance of the meeting to another member of the Board. The trustee must specify agenda item(s) and propose motion(s) where applicable. The completed form must be submitted to the Chair before calling the meeting to order. The form must be signed by the trustee, the designate and the Chair. The person endowed with a proxy vote will have two votes only on those matters specified on the form.

Trustees are expected to abstain from voting on matters where a conflict of interest may exist; the trustee is not required to explain particulars of the conflict of interest. Abstention from a vote will be recorded in the meeting minutes.

The Director serves the Board as an advisor and may request, or recommend wording of, a motion but does not have voting privileges. The Director may request that a motion be repeated or restated to ensure recording accuracy.

Motions require majority vote (>50%) to be carried as a resolution of the Board. Motions involving legal issues, financial matters or special requests to municipal council require a second motion and a 2/3 majority vote.

The meeting Chair abstains from voting unless there is an unresolved vote; on these occasions, the Chair has the deciding vote.

Votes will be counted by a show of hands unless a trustee requests voting by secret ballot. Motions that receive majority vote are passed into resolution.

## **POLICY MANUAL – SECTION 2: Board Governance & Planning**

Policy:	<b>2.2.1.3</b>	<b>Reports &amp; Correspondences</b>	
Approved By:	<b>DVLB Chair - Lyndara Cowper-Smith</b>	Approved:	<b>May 21, 2020</b>
Signature:		Review By:	<b>2022</b>

### **Policy**

The Library Board receives information from delegates, administrators, working groups and elected members on progress or activities that are relevant to advise decision-making. Members-at-large are also welcome to share information of consequence to the Board's strategic plan or opportunities for community engagement.

Reports may be delivered verbally or in writing. A summary of verbal reports will be recorded in the meeting minutes; written reports will be read aloud at the Board meeting and will be included with other documents of record for the meeting.

Delegates that have been invited to attend a Board meeting to provide a detailed report on legal or financial matters will take priority on the agenda to be heard prior to other business matters.

All other reports will be scheduled on the meeting agenda following business unless the report is relevant to other discussion matters. Reports are accepted as information by procedural motion.

Correspondences that are of organizational importance will be reported to the Board and listed on the agenda chronologically indicating the date received via regular post, registered mail, courier or email. Correspondences include official outgoing letters, important incoming letters to be entered into record or those that require a Board decision or signature. Items that require decision or signature will be included on the agenda in business. Standard operational correspondences will not be listed on the agenda.

Correspondences are accepted as information by procedural motion and will be included with other reports or documents of record for the meeting.

## POLICY MANUAL – SECTION 2: Board Governance & Planning

Policy:	2.2.1.4	Record of Meetings	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	May 21, 2020
Signature:		Review By:	2022

### Policy

In accordance with section 34 of the *Libraries Act*, the Library Board is required to maintain accurate business records. The Minister of Municipal Affairs or a duly authorized representative may inspect the library's books, accounts and records including meetings minutes with proper notification as per section 39 of the *Act*.

The Board will designate a secretary prior to calling a meeting to order. The secretary's primary role is to take accurate notes of discussion on agenda items including:

- times for: call to order, trustee entering/ exiting meeting, entering/ exiting in-camera, adjournment,
- quorum declaration: trustee attendance/ absence or changes to quorum during meeting,
- summary of business discussions,
- name of trustees offering first or seconded motions including accurate phrasing of motions and vote outcomes.

The secretary is responsible for preparing the meeting minutes prior to the next scheduled Board meeting including assigning properly formatted sequential numbering of motions as follows:

- Motion identification to denote year and resolution number,
- Name of trustees offering first or seconded motions,
- Specifics of the motion including details for action and timeline for completion,
- Results of motion: CARRIED, NOT CARRIED, TABLED.

The secretary may pause the meeting to clarify wording of motions or details of discussion.

The Board reviews the previous meeting minutes as the first order of business on the agenda. The Chair will open the floor for any recommended amendments, additions or deletions prior to a procedural motion to adopt the minutes. The approved minutes are signed and dated by the Chair and secretary prior to adjournment; minutes must be signed within seven days if amendment is recommended or required. Minutes become legal records of Board proceedings once they have been reviewed, approved and signed.

Notes are not taken during *in-camera* discussion. Motions arising following *in-camera* sessions will exclude confidential details unless such details are essential to impart meaning to the motion.

The Director retains documents connected to Board meetings according to policy and procedure on *Records Retention*.

## POLICY MANUAL – SECTION 2: Board Governance & Planning

Policy:	2.2.2	Committees & Working Groups	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	May 21, 2020
Signature:		Review By:	2022

### Policy

The Board establishes committees to investigate and deliberate upon certain organizational matters and report on findings or recommendations to the Board.

Standing committees are led by executive officers according to their elected position:

- **Executive Committee** is led by the Board Chair and includes the Vice Chair and Treasurer
- **Personnel Committee** is led by the Board Chair
- **Advocacy Committee** is led by the Vice Chair
- **Finance Committee** is led by the Treasurer

Ad hoc committees may be formed to address specific concerns or issues that do not otherwise fall under the mandate of a standing committee.

Committee membership is decided following the election of executive officers at the November AOM. Trustees are expected to volunteer for at least one standing committee of choice and may be appointed to additional committees as work demands.

Standing committees require a minimum membership of two trustees plus the Library Director. The Director attends all committees administrative support, advisor and advocate for front-line staff to advise the development of operational policy.

The Director notifies committee leaders of pending activities and deadlines for response by the specific working group or the Board.

Committee leaders are responsible for scheduling and coordinating working group meetings; the committee chair consults with the Director to draft an agenda of issues and to distribute this along with any specific information to members in advance of the scheduled meeting.

Committee leaders preside over meeting discussion; in the absence of the committee chair, the most senior member will assume the control of the meeting.

Committee members are expected to arrive on time for scheduled meetings prepared to discuss the work at hand. Members are further expected to attend a minimum of two thirds of meetings; trustees who are unable to attend a meeting are responsible for contacting the committee leader or Director for updates on information missed.

The frequency and duration of committee meetings depend on the work at hand or the deadline for achieving mandate objectives.

Committee meetings are closed to the public unless the committee leader decides to open a meeting to solicit feedback or input directly from the community. Committee leaders may also invite special guests or envoys to attend a working group as advisors.

Committee leaders provide a summarized report on discussions and proposed directives from the working group to reduce time spent on deliberation during Board meetings.

## POLICY MANUAL – SECTION 2: Board Governance & Planning

Policy:	2.2.2.1	Committee Mandates	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	May 21, 2020
Signature:		Review By:	2022

### Policy

The Board's standing committees include: Executive, Personnel, Advocacy and Finance. Executive officers monitor changes in library operation or organization and provide leadership by overseeing the activities of working groups.

Executive officers acknowledge that their authority does not extend beyond consensus of the Board; any decisions regarding legal, financial or logistical matters must be presented and passed by majority vote from the Board.

Committee meetings are forums to discuss details of work required to address business matters in a private working group and to frame directives as recommendations for action by the Board in the context of the specific mandate for each committee.

Committees discuss specific details of library business that may include confidential information; therefore, committee meetings are neither advertised nor open to the general public unless otherwise specified.

### Executive Committee

**Committee Leadership:** Board Chair

**Committee Membership:** Vice Chair, Treasurer, Director.

**Meeting Exclusions:** Meetings are closed to the general public.

**Meeting Schedule:** The committee meets prior to each Board meeting or as needs arise.

**Authority:** The committee is authorized to pass emergency motions with >66% majority vote of executive officers, (excluding the Director), on issues requiring immediate decision; the Board must be notified of all emergency motions or measures.

**Mandated Responsibilities:**

- Develop bylaws, schedules, agreements, policies, procedures or protocols regarding *Framework and Board Governance & Planning*;
- Assess progress towards goals and benchmarks identified in the Strategic Plan of Service;
- Coordinate activities of working groups to effectively manage workload, including schedule for committee meetings;
- Review and sign documents required to maintain administrative function of library operations or Board organization;
- Review draft version of the library's annual report, legal contracts or agreements before presenting final versions to the Board for approval.

### Personnel Committee

**Committee Leadership:** Board Chair

**Committee Membership:** At least two other trustees plus the Library Director.

**Meeting Exclusions:** Meetings are closed to the general public.

**Meeting Schedule:** The committee meets at least twice per year or as needs arise.

**Authority:** The committee is not authorized to act or pass motions independent of the Board.

**Mandated Responsibilities:**

- Develop policies, procedures or protocols regarding *Personnel or Risk Management* policies relating to Employment Standards or Occupational Health and Safety

- Annual review of wage grid and payroll budget;
- Conduct Library Director's performance review (required at least once every two years);
- Plan public recognition event for Employee Years of Service Awards;
- Respond to personnel-related issues as needs arise.

### **Advocacy Committee**

**Committee Leadership:** Board Vice-Chair

**Committee Membership:** At least two other trustees plus the Library Director.

**Meeting Exclusions:** Meetings are closed to the general public; however, the committee leader may advertise a session as open to the public.

**Meeting Schedule:** The committee meets at least twice per year or as needs arise.

**Authority:** The committee is not authorized to act or pass motions independent of the Board.

**Mandated Responsibilities:**

- Develop policies, procedures or protocols regarding *Operations & Service*;
- Plan and coordinate community needs assessment for Library's Five-Year Plan of Service;
- Review advocacy materials (fliers, brochures, official letters, etc.) for accuracy;
- Support library staff when hosting large public events;
- Plan public recognition event for Volunteer and Donor Recognition;
- Advising response to patron-related issues as needs arise.

### **Finance Committee**

**Committee Leadership:** Board Treasurer

**Committee Membership:** At least two other trustees plus the Library Director

**Meeting Exclusions:** Meetings are closed to the general public; however, the Chair may invite the bookkeeper or accountant as guests to provide information regarding financial issues.

**Meeting Schedule:** The committee meets at least twice per year or as needs arise.

**Authority:** The committee is not authorized to act or pass motions independent of the Board.

**Mandated Responsibilities:**

- Develop policies, procedures or protocols regarding *Finance*.
- Review monthly financial reports and consult with bookkeeper about unusual entries;
- Monitor bank statements to ensure account volumes are adequate to sustain operations;
- Plan operational or capital project budgets and presents appropriation request to councils;
- Prepare grant applications for operational support funding and capital projects.
- Consult with bookkeeper and accountant to conduct annual review of financial statements.

### **Ad Hoc Committees**

The Board may form and appoint members to ad hoc committees to address issues of special interest of concern regarding governance, facility operations, development of agreements, or community initiative planning.

Ad hoc committee structure will be defined by the Board within one month of motion to establish the working group. Defined structure includes designating leadership, membership, meeting exclusions, authorities, mandated responsibilities, and a timeline for achieving objectives.

Ad hoc committees report to the Board on activities and progress towards completing the mandate; the Board will move to dissolve the ad hoc committee once objectives are achieved.



## POLICY MANUAL – SECTION 2: Board Governance & Planning

Policy:	2.2.2.2	Committee Reports	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	May 21, 2020
Signature:		Review By:	2022

### Policy

Committee leaders are responsible for reporting to the Board on the working group's activities including findings and recommended action or decision. Committee reports may be delivered as a written document or a verbal summary by the committee leader or designate member.

Reports will exclude confidential information or other specific details that are not required of relevant to the Board or the recommended course of action. The Board must go *in camera* to discuss specifics of a committee's deliberations or findings are protected by confidentiality rules.

Following delivery and discussion of the report by the Board the committee leader or designate member may propose a motion on behalf of the working group.

Verbal reports will be summarized in the meeting minutes in which they were presented indicating the committee and the presenting member. Written reports will be included in the documents of record for the Board meeting in which they were presented and will indicate the committee and the member preparing the notes.

The Director retains all documents related to Board meetings according to policy and procedure on *Records Retention Schedule*.

## POLICY MANUAL – SECTION 2: Board Governance & Planning

Policy:	2.2.3	Communication	
Approved By:	DVLB Chair - Lyndara Cowper-Smith	Approved:	May 21, 2020
Signature:		Review By:	2022

### Policy

The Board takes an active role in communicating the important role that libraries play in improving quality of life and economic well-being of community residents by providing accessible services, resources and programs.

The Executive Committee are official representatives for communicating directives and decisions on behalf of the Board.

- The Chair issues or approves correspondences and public statements on Board directives, legal matters and general announcements including trustee and Director recruitment.
- The Vice Chair issues or approves correspondences and public statements regarding advocacy initiatives, community engagement and plans of service.
- The Treasurer issues or approves correspondences and reports relating to the annual review of financial statements, grant applications and other business matters including tenders for bookkeeping or accounting services.

The Director is the official representative for all other communications regarding operational activities, service adjustments, promotional and marketing initiatives including staff and volunteer recruitment.

Outgoing communications may include official correspondence or public service announcements, casual or intentional conversations, interviews by phone or email, news articles or advertisements, posts on social media, library website, newsletter or any other means of broadcasting according to policies on *Public Relations*.

Incoming communications may include official correspondence to the Board or administration, patron feedback, comments, notes or survey responses. The Director will notify the Board of any significant correspondences to include as information or that require attention or action. Public comments or patron survey response will be reviewed and collated by the Director to inform the Board's community needs assessment and strategic planning process.

## APPENDICES – SECTION 2: Board governance

Appendix:	<b>2-A</b>	<b><i>ALTA Trustees' Handbook</i></b>
Last Reviewed	<b>Nov 2020</b>	

The most recent iteration of the Alberta Library Trustee Association Handbook can be accessed at:  
<https://librarytrustees.ab.ca/wp-content/uploads/2020/10/Alberta-Library-Trustees-Handbook.pdf>.

## APPENDICES – SECTION 2: Board governance

Appendix:	2-B	Meeting Agenda Structure
Last Reviewed	Nov 2020	

### Agenda - Town of Drayton Valley Library Board Meeting

Date: Meeting Location:

**Call to Order (Start Time):** **Note-Taker:**

**Members Present:**

**Members Absent:**

**Quorum Declaration:**

- 1. Agenda**
  - a) Additions and/or Deletions
  - b) Motion to Adopt Agenda
- 2. Previous Meeting Minutes**
  - a) Additions and/or Deletions
  - b) Motion to Adopt Minutes from (Previous Meeting Date)
- 3. Old Business**
  - a) Items
- 4. New Business**
  - a) Items
- 5. Financial Status**
  - a) Previous Month's Bookkeeper Reports
  - b) Current Account Balances
- 6. Reports**
  - a) Operation Manager's Report
    - Comments or Issues
  - b) Director's Report
    - Previous Month's Statistics
    - YRL Report
  - c) Committee Reports
  - d) Trustee Reports
- 7. Correspondence**

**Outgoing Items:**

  - Date: Details.

**Incoming Information Items:**

  - Date: Details.

**Action/ Decision Items:**

  - Date: Details.
- 8. Upcoming Meeting Dates:** Date/ Time/ Location,
- 9. Adjournment:** Time: