



# Board Recruitment Plan

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## The Blue Mountains Public Library

**Report To:** The Town of The Blue Mountains Council  
**Meeting Date:** September 10, 2018  
**Subject:** Recommended Library Board Recruitment Plan

### **Background**

The Library Board, with the support of the CEO, is proposing a formalized recruitment plan for the 2018-2022 Library Board. This plan is in line with the practice of other public libraries in Ontario, as well as Ontario Library Boards Association documentation. At the planning stage, the CEO met with the Town Clerk to discuss the process by which the Board may make recommendations to Council on the appointment of members to the Library Board for the new term. Under the *Public Libraries Act*, it is the responsibility of the Town Clerk to give public notice of vacancies on the Board, and the responsibility of the Town Council to make the appointments by resolution. As is evidenced by the procedures of other Ontario municipalities, the recruitment, screening and evaluation of applicants may be enhanced.

### **Recommendation**

To better assist Council to make informed decisions on the complement of six community members required to sit on the Library Board, we recommend Council instruct the Town Clerk to appoint a committee to:

- develop interview questions for candidates (and identify what constitutes appropriate responses);
- develop reference questions (with appropriate responses) for use when checking references;
- complete screening, interviews and reference checks of candidates; and
- provide a report to the next Council with a short-list of candidates with rationale for the list.

### **How The Board Will Support The Process:**

The Library Board will:

- ensure the community is aware of progress made by the Board over the last year and plans for the future;
- inform potential candidates about the role of the Library in the 21st century, the role and responsibilities of the Board, and ensure they have access to the information they need to make an informed decision to apply;
- identify the skills and/or experience needed on the Board to move the Board's plans ahead over the next term;
- make recommendations to Council on an advanced selection process and offer to participate in this process to assist the Town in identifying and appointing qualified members; and
- offer to draft a vacancy notice for use by the Town in notifying the public of the process for applying to the Library Board and directing them to more information.

### **Information for Potential Candidates**

The Board will publish *So You're Thinking of Applying to the Library Board* (see Appendix) addressing such topics as:

- eligibility to sit on the Board
- role of the Board
- meeting schedule
- expectations for Board members
- major projects over the next term
- application process

The Board will offer information session(s) addressing such topics as:

- the role of the library in the 21st century
- the *Public Libraries Act* and the role and legal responsibilities of the Board
- governance vs administration
- the Strategic Plan
- where to access other information about the Board and the Library, Museum and Gallery
- how to apply for Board membership
- questions posed by participants

The Board will provide copies of and/or links to relevant information including:

- Annual Update
- Strategic Plan (when available)
- Feasibility Study/Space Plan report (when available)
- Memorandum of Understanding between the Town and the Board
- Board By-Laws
- Board Policies
- Board Minutes
- Annual and Multi-year Agenda

- *Cut to the Chase: Ontario Public Library Governance at a Glance (OLA document)*
- *Choosing an Effective Library Board (OLA document)*

### **Recommended Skills/Experience/Attributes**

Considering the ongoing demands of a governing board, as well as the major projects for this Board in the coming term, the following list identifies skills/experience and attributes that should be present on the Board. It would be helpful if the public notice of vacancies identified these needs so candidates could address them in their application. This following list could also be laid out as a matrix to be used by a selection committee to identify which skills/experience/attributes an applicant would bring to the Board.

- governance
- planning
- funding development
- facility development
- human resources
- finance
- marketing
- advocacy
- community building
- big picture thinkers, forward thinking and open-minded
- aware of library issues and focused on improving library service
- self-disciplined
- team player

### **Suggested Committee Complement:**

The committee should consist of those who have experience with public libraries including:

- The Public Libraries Act;
- library governance;
- provincial trends in library boards and library services

Members may include:

- one member of the outgoing board who is not applying for Board re-appointment;
- a Southern Ontario Library Service (SOLS) staff;
- the Library CEO.

The Town Clerk or designate may participate as a non-voting resource person.

Respectfully Submitted by,  
The Blue Mountains Public Library Board

ATTCH:

1. So You're Thinking of Applying for the Library Board: Information for Prospective Library Board Members
2. Choosing an Effective Library Board (OLA)
3. Recruiting New Public Library Board Members (OLBA)



## So You're Thinking of Applying for the Library Board: Information for Prospective Library Board Members

### **Board Membership**

The Blue Mountains Public Library is governed by a seven-member board appointed by Town Council. One member is an elected councillor appointed by Council and the other six members are selected through an appointment process established by Council. The Board serves without remuneration for a four-year term concurrent with Municipal Council.

### **Eligibility**

To be eligible to sit on the Board, you must be:

- at least eighteen years old;
- a Canadian citizen;
- a resident of the Town of the Blue Mountains;
- not employed by the Board or by the municipality.

### **Role of the Board**

The Board:

- has governance responsibility and bears legal responsibility for the Blue Mountains Public Library;
- appoints the CEO/Secretary/Treasurer to manage the library, museum and gallery, directs the CEO via policy and plans, and monitors and evaluates performance;
- develops policy to govern the library, museum and gallery in accordance with applicable legislation and standards;
- ensures that the Board's assets are cared for and managed in a responsible, efficient and effective manner;
- researches the library, museum and heritage-related needs of the community, sets long and short term goals and objectives and publishes a strategic plan every four years;
- works with the CEO to prepare and present a budget to Town Council for approval and ensures adequate funding is in place for the Library to deliver services and fulfill its mandate;

- ensures that the community is aware of the importance of the BMPL, and that funding bodies fully understand the important role the system plays in the community;
- monitors its own effectiveness in fulfilling its major responsibilities and achieving strategic goals; and
- appoints members to the Museum Advisory Council which has a governance role for the Community Museum within its Board-approved mandate and budget.

### **Meetings**

The Board holds at least ten regular monthly meetings each year. Meetings for the 2018-2022 Board are on the third Thursday of the month. They usually run about three hours and are scheduled sometime between 2:00 p.m. and 8:00 p.m. The Board also schedules special meetings as needed to address issues in a timely manner, or to conduct orientation and training.

From time to time, the Board strikes standing or ad hoc committees to help advance its work. Board members are asked to volunteer for committees which set their own meeting dates and times.

The Board also sends a representative to regional networking meetings held twice a year and hosted by Southern Ontario Library Service.

### **Expectations**

Given the Board's legal responsibilities, board members are expected to become familiar with applicable legislation. Chief among these are the *Public Libraries Act*, *Municipal Freedom of Information and Protection of Privacy Act*, *Accessibility for Ontarians with Disabilities Act* and *Municipal Conflict of Interest Act*. Training on such legislation will be provided at the Board Orientation. Attendance at this session is mandatory for all Board members and will be noted on the [Board Recruitment](#) site.

In addition, Board members need to be familiar with governance roles, the Board's by-laws, governance policies, the strategic plan and budget. These and other topics will be covered at the board orientation session. Board members are encouraged to participate in further training opportunities throughout their term on relevant legislation, effective governance, planning, advocacy, funding development and community building.

Board members are expected to agree to the Board's *Code of Ethics* which covers accountability, loyalty and unity. Board members must also sign an *Oath of Confidentiality* to not disclose any confidential information that comes to their attention through their position on the Board, both while a Board member and following their term.

### **Major Projects in the Next Board Term**

The Board has spent much of 2018 developing a strategic plan which identifies the strategic direction, major goals and objectives for the library, museum and gallery over the next four years. The incoming Board will have the responsibility of overseeing the implementation of this plan and later, towards the end of its own term, the development of the next four year plan.

The Board has also completed a Feasibility Study and Space Plan addressing the facility needs of the library, museum and gallery. Approval, funding and implementation of this plan will be a major responsibility of the new Board.

Together, these two documents serve as the outgoing Board's legacy to the incoming Board as it commits to its work over the next four years.

### **Appointment Process**

The process for applying will be outlined and advertised by the Town.

Additionally, Board members must submit a Criminal Records Check to the Board Secretary as a final requirement for appointment to the Board prior to the orientation meeting. Members are further required to notify the Board Chair of any new charges.

Applicants are encouraged to attend the Information Session scheduled for November 15, 2018 at 6pm in The Gallery at L.E. Shore, attend future Board meetings at 2pm on the 3<sup>rd</sup> Thursday of the month, and to visit [Board Recruitment](#) for links to other relevant information and documents.

# Choosing An Effective Public Library Board

## The legal requirements

The Public Libraries Act and its Regulations, not the Municipal Act, outline the powers and duties of public library boards in Ontario.

Municipal Council is responsible for determining the composition of library boards and for appointing library board trustees immediately following municipal elections and when vacancies occur.

Public library board positions are for four years, concurrent with the term of Municipal Council. Public library boards can be composed of a minimum of five members. Although there is no maximum number, most municipalities have appointed boards of between seven and nine members.

Municipal Council can appoint its own members to the public library board, up to one less than 50% of the total number of library board members. The majority of a library board must be comprised of citizens appointed from the community. County Council has the option of appointing a bare majority of its Councillors.

An advertisement must appear in local newspapers soliciting applicants who are:

- At least 18 years old
- A Canadian citizen
- A resident of the municipality within which the library operates
- Not employed by the library or the municipality



## An effective public library board will

- Develop a Strategic Plan to establish goals and objectives for the library system.
- Support ongoing professional development opportunities for its staff and its board members.
- Ensure delivery of significant programs and services that reflect the diversity of the community.
- Provide leadership through supporting the identification and development of emerging local programs.
- Measure the impact of existing community programs and provide library resources and services that will enhance community results.
- Present a budget to the Municipal Council that reflects the library's Strategic Plan and identified community needs.
- Evaluate the performance of the library within the community and adjust its goals and objectives where the needs are not being met.
- Ensure excellent management of the library on behalf of the community within the budget approved by the municipality.

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- Hire the library's Chief Executive Officer and evaluate their performance within the management goals set by the Board.
- Ensure adherence to the Public Libraries Act, its Regulations, and any other legislation affecting the operation of the library within the community.

### **The qualities needed in a Library Board Member (also referred to as "trustee")**

As a potential trustee, you should be:

- Interested in making a difference in the future success of your community.
- Available to attend board and committee meetings and to come prepared to contribute to discussions and decisions.
- Willing to become more aware of the bigger picture by learning about public library issues and concerns at both the provincial and the national levels.
- Prepared to represent the interests, concerns, and attitudes of your community.
- Open to learning about library programs and services that give your community the level of access to information and enrichment that it needs.
- Enthusiastic about working with other board members and the Chief Executive Officer in a team process designed to provide programs and services that meet the greatest number of needs in your community.

- Committed to being an active participant in Board leadership activities in your community.

### **The selection process**

It is recommended that a municipality pass a bylaw to formalize selection procedures for:

- Advertising vacancies.
- Requiring all candidates to attend a mandatory information session.
- Developing criteria for selection of candidates.
- Establishing a selection committee.
- Developing a structured interview process.

Important considerations include:

- Consultation with the existing library board Chair and the Chief Executive Officer to determine the current needs of your community and gaps which may exist in the current board composition.
- Developing a set of questions that all candidates will be asked during the interview to ensure fairness and meaningful comparison of candidates. Your library's Chief Executive Officer is a valuable resource for helping Council develop interview questions.

**For more information about effective public library boards visit the Leadership by Design program on Ontario Library Board Association's website.**

## **Contact Us**

### **Ontario Library Association**

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Toronto, ON M5C 2B6  
416 363-3388 or 1-866-873-9867 toll free  
[www.accessola.com](http://www.accessola.com)

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## Recruiting New Public Library Board Members

Municipal Council is responsible for determining the composition of library boards and for appointing library board trustees immediately following municipal elections and when vacancies occur and in compliance with the Public Libraries Act.

Public Library Boards and CEO's can actively support the appointment process to ensure strong governance leadership for this important community service. The level of communication between municipal council and public library boards may vary across the province. This checklist is intended as a guideline.

### Checklist

Task	Responsibility
<b>May - July</b>	
Contact Municipal Clerk: Library CEO or current Board chair speaks to municipal clerk about the library trustee recruitment process. Establish a selection process that will be used for all candidates for the library board, including the confirmation of number of trustees required. This may include the establishment of a selection committee.	Library CEO/Board Chair connects with Municipal or County Staff
Collect necessary background information about the library and the position, such as mission statement, general trustee duties and responsibilities.	CEO
Conduct a board evaluation and create a legacy document intended for the next board outlining opportunities and challenges and determine required skills according to anticipated governance needs for the upcoming term.	Board
Create a Board vacancy posting	CEO/Board or Municipal or County staff
<b>August - October</b>	
Advertise vacancies in local newspaper in English (and French as required) and relevant websites (the municipal web site, the public library web site). This should happen before the municipal election so	Municipal Clerk/CEO

appointments can be made promptly. Ensure the CEO is a contact to answer any questions from the public.	
Notify those who have expressed interest, or would make a significant contribution to the board, that applications should be mailed to the municipal office. Schedule a briefing/information session regarding library service and the role of the board for prospective board members. Consider hosting the briefing section before the regular board meeting and inviting candidates to stay for the board meeting.	CEO/Board Chairperson
Create a transition plan for the new board.	Board
<b>Post election (October – January)</b>	
Review requirements and process for first meeting of the new board.	CEO
Appoint new Board (at first meeting of the council or within 60 days of first meeting).	Municipal Council
Plan a comprehensive orientation for the new board.	CEO
Establish date and time of first board meeting.	Board
Contact all board appointees as soon as possible regarding date and time of the first board meeting.	CEO
Compose brief biographical sketch of each trustee for board package for the first board meeting.	CEO
Prepare agenda for first Board meeting.	CEO
Elect at the first meeting: <ul style="list-style-type: none"> <li>• Library Board Chairperson</li> <li>• Vice-Chair</li> <li>• Standing Committees</li> </ul>	Board

Adapted April 2018 from: Trustee Tips, September 2003, Issue number 24

# Library Board Recruitment



*The  
Gallery*  
at L.E. Shore

# Introduction

Under the *Public Libraries Act*, it is the responsibility of the Town Clerk to give public notice of vacancies on the Board, and the responsibility of the Town Council to make the appointments by resolution. As is evidenced by the procedures of other Ontario municipalities, OLA and OLBA, the outgoing Library Board may support the process by providing leadership on recruitment, screening and evaluation of applicants.

***Public Library Boards and CEO's can actively support the appointment process to ensure strong governance leadership for this important community service. (OLBA, p.1.)***

***Establish a selection process that will be used for all candidates for the library board, including the confirmation of number of trustees required. This may include the establishment of a selection committee. (OLBA, p.1.)***

# Agenda

- Board's Activities to Support Recruitment
- Committee Role and Complement
- Timeline
- Recommendation

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# Board Activities

# Planned Activities

- ensure the community is aware of progress made by the Board over the last year and plans for the future;
- inform potential candidates about the role of the Library in the 21st century, the role and responsibilities of the Board, and ensure they have access to the information they need to make an informed decision to apply; and
- identify the skills and/or experience needed on the Board to move the Board's plans ahead over the next term.



# Selection Process

As recommended by OLBA, we are suggesting an advanced selection process to Council, and offering to participate in that process, to assist the Town in identifying and appointing qualified members.

We recommend that the Board, based on completed community consultations, develop a matrix of skills, experience, and attributes needed for 2018-2022 and that a committee screen accordingly.

The Board is offering to assist in this process.

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# Committee

# Complement

The committee should consist of those who have experience with public libraries including:

- The Public Libraries Act;
- Library governance;
- Provincial trends on library boards and library services.

# Complement

- one member of the outgoing Board who is not applying for re-appointment;
- a Southern Ontario Library Service (SOLS) nominated Rep;
- the Library CEO;
- the Town Clerk or designate may participate as a non-voting resource person.

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# Timeline

# Anticipated Timing

- ***September***  
Council makes decision on recommendation.
- ***October***  
Committee is struck with Terms of Reference;  
Committee assists with drafting Notice of Vacancy.
- ***November 16-December 12***  
Clerk accepts applications.
- ***December 13-15***  
Committee screens and interviews applications.
- ***December 17***  
Committee presents confidential report to Council.

# Recommendation

THAT Council instruct the Town Clerk to work with the CEO of The Blue Mountains Public Library to establish a committee which will have a mandate to screen, interview, and shortlist Library Board applicants for presentation at the December 17, 2018 of the incoming Council.

# BLUE MOUNTAINS PUBLIC LIBRARY BOARD

[TheBlueMountainsLibrary.ca](http://TheBlueMountainsLibrary.ca)

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The  
Gallery  
at L.E. Shore