

SALT SPRING ISLAND PUBLIC LIBRARY GOVERNANCE POLICIES

CONTENTS

1.0 MISSION AND GOALS

- 1.1 Our Vision and Mission
- 1.2 Our Values

2.0 GOVERNANCE PROCESS

- 2.1 Governance Principles
- 2.2 Role of the Board
- 2.3 Governance Style
- 2.4 Role of the Chair
- 2.5 Role of the Vice-Chair
- 2.6 Role of Board Committees
- 2.7 Code of Conduct
- 2.8 Annual Agenda
- 2.9 Community Relations and Advocacy

3.0 BOARD -- LIBRARY DIRECTOR RELATIONSHIP

- 3.1 Delegation to the Library Director
- 3.2 Library Director Job Description
- 3.3 Role of the Library Director
- 3.4 Assessing Library Director's Performance

4.0 LIBRARY DIRECTOR'S LIMITATIONS AND RESPONSIBILITIES

- 4.1 General Executive Constraint
- 4.2 Treatment of Staff
- 4.3 Communication and Support to the Board
- 4.4 Compensation and Benefits
- 4.5 Asset Protection
- 4.6 Budgeting
- 4.7 Financial Stability
- 4.8 Treatment of the Public and Staff
- 4.9 Delegations from the Public

APPENDICES

- A - Board Committee Guidelines, Standing and Special Committees
- B - Investment Management Policy, Goals and Guidelines
- C - CFLA-FCAB Truth and Reconciliation Report and Recommendations

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1.0 MISSION AND GOALS

1.1 VISION AND MISSION

Our Vision

An engaged, inspired and connected Salt Spring.

Our Mission

We build opportunities for everyone to learn, connect and explore.

1.2 LIBRARY VALUES

Our Values

The Library values innovation, equity/diversity/inclusion and social justice, discovery, sustainability, and is community-led.

1.21 Diversity, Equity and Inclusion

The Salt Spring Island Public Library commits to principles and activities that promote diversity, equity, inclusion, truth and reconciliation, and physical/social accessibility as outlined below and in the Statement on Anti-Racism and Discrimination. This policy outlines the organization's commitment to creating a diverse and inclusive environment for Library patrons, employees, and volunteers.

The Library acknowledges that every individual is unique, and recognizes individual differences arising from among the dimensions of race, ethnicity, gender, sexual orientation, gender identity or expression, socio-economic status, age, physical or mental abilities, religious or political beliefs, or other aspects of life. The term "diverse" is used to describe this in the policy and in the Anti-Racism and Anti-Discrimination Statement.

The Library recognizes that institutional systems and power structures may result in exclusion or discrimination and may perpetuate the disadvantages and injustice experienced by members of marginalized and underrepresented groups.

1.21.1 The Library is committed to creating and sustaining an environment that embraces the value of diversity and promotes the inherent dignity of all individuals. All Library employees and volunteers have a responsibility to ensure that community members feel welcome at the Library and are treated with respect. We also seek to enable all employees and volunteers to contribute their unique and diverse perspectives and talents in pursuit of individual fulfillment and the success in all levels of the organization.

1.21.2 The Library is committed to examining the systems, policies, procedures, and conventions within the organization with the goal of fostering a just and inclusive environment for Library patrons, employees, and volunteers. We also will identify and

work to remove barriers that impede equitable access to Library opportunities in services, volunteerism, and employment.

1.21.3 To build a more diverse and inclusive organization, the Salt Spring Island Public Library commits to:

- Collaborate with diverse community groups to foster inclusive consultation and engagement processes and to develop services in appropriate ways;
- Carry out the actions stated in the Statement on Anti-Racism and Discrimination;
- Regularly review and update recruiting practices to identify and eliminate barriers to the involvement of individuals from underrepresented groups in the community.

1.21.4 The Library Board is committed to support the recommendation presented in the Canadian Federation of Library Associations-Fédération canadienne des associations de bibliothèques (CFLA-FCAB) Truth and Reconciliation Report and Recommendations. See Appendix C

1.22 Anti-Racism and Anti-Discrimination Statement

Anti-racism and anti-discrimination are the practices of identifying, challenging, preventing, eliminating, and changing the values, structures, policies, programs, practices, and behaviours that perpetuate racism and discrimination.

Some people think racism and discrimination is not a problem in multicultural Canada, but they exist in many places, including British Columbia and Salt Spring Island. Racism and discrimination can take many forms and is often implicit in our attitudes, behaviours, beliefs, and values.

The Salt Spring Island Public Library draws strength from its diverse community and celebrates the many people we serve. The Library board and staff seek to address the ongoing issue of systemic racism and discrimination in all forms, while working with our community members to build a strong, diverse, and inclusive society. We are committed to developing Library facilities, collections, programs, services, and recruitment practices that support a more welcoming organization.

Salt Spring Island Public Library will take action against racism and discrimination by:

- Ensuring that all events hosted on Library property and all official Library communications include an acknowledgement that the Library conducts its work on the ancestral lands of the Coast Salish peoples.
- Providing regular and ongoing education and development opportunities for Library staff and volunteers that raise awareness of systemic racism, implicit bias, and micro-aggressions, while promoting cultural sensitivity, justice, and inclusion.
- Reviewing and updating Library spaces and procedures to ensure that all diverse people regardless of race, ancestry, political or religious affiliations are treated with dignity and respect, and that they feel welcome at the Library.
- Supporting the recruitment of diverse people at all levels of the organization and board of trustees.
- Collaborating with organizations that advocate for and serve diverse people.

- Promoting, celebrating, and continuing to build Library collections that feature the work and perspectives of diverse people.
- Creating programs and events that are specifically designed to involve and reach diverse people, especially those historically oppressed and marginalized, so they may share and express their lived experience.
- Continuing programming that educates the public about Truth and Reconciliation in regard to the Indigenous and other local populations that have experienced racism and discrimination.

2.0 GOVERNANCE PROCESS

2.1 GOVERNANCE PRINCIPLES

The Board commits to a set of guiding principles in order to ensure careful stewardship of the public trust.

- 2.1.1 The Board governs the library on behalf of the people of Salt Spring Island. It is to this community that the Board is primarily accountable.
- 2.1.2 The Board's priority is to determine Mission and Goals, liaise with the community, provide financial stewardship, and monitor the Library's performance.
- 2.1.3 The Board is a governing body that speaks with one voice. All authority rests with the Board, and individual directors have no authority except as conferred by the Board for specific purposes.
- 2.1.4 All library staff are employed by the Association. The Board hires and supervises the Library Director who is directly accountable to the Board. All other library employees are hired by and report directly to the Library Director. The Board establishes the terms and conditions of employment of all employees of the Association.
- 2.1.5 The Board leads through policy, using a framework that defines four categories of Board Policy: Mission and Goals; Governance Process; Board -Library Director Relationship; and Executive Limitations.
- 2.1.6 The Board states the expected Mission and Goals, directing the Library Director to determine the "means" to achieve these results within limits of ethics and prudence.
- 2.1.7 When developing policy the Board starts at the broadest most inclusive level, gradually moving towards more specific statements. Each policy is defined and narrowed to a point where the Board is satisfied that any reasonable interpretation would be acceptable.
- 2.1.8 When the Board approves policy, the Library Director is empowered to make all further decisions. The Library Director's authority begins immediately and automatically.
- 2.1.9 The Library Director is responsible for the creation, review and revision of all operational policies. All Operational Policies will be subject to annual review by the Board.
- 2.1.10 The Board monitors the Library Director solely on the basis of organizational performance, written policies and mutually agreed upon expectations.
- 2.1.11 Board committees are to assist the Board in doing its job; not to advise or direct staff in doing their job.
- 2.1.12 The Board's ongoing activity is anchored by its bylaws and is focused on governance issues rather than operational or management issues.

2.2 ROLE OF THE BOARD

The job of the Board is to exercise its role as public trustee for the people of Salt Spring Island. The Board is responsible for creating a vision of Library service for the community, articulating values and principles, setting goals, developing effective governance policy, providing financial stewardship, monitoring library performance and meeting provincial standards.

Accordingly, the contributions of the Board will be to:

- 2.2.1 Liaise with the community to determine:
 - a) what they want the library to be,
 - b) what the library should accomplish, and
 - c) what benefits are worth the costs.
- 2.2.2 Articulate the vision, values and principles that form the foundation for policy and define Library priorities.
- 2.2.3 Write governing policies that, at the broadest levels, define:
 - a) **Mission and Goals:** Which long-range benefits will be achieved, for whom, and at what cost
 - b) **Governance Process:** How the Board conceives, carries out and monitors its own job
 - c) **Board–Library Director Relationship:** How the Board delegates authority to the Library Director and monitors performance
 - d) **Executive Limitations:** Those Board and staff practices that will not be permitted.
- 2.2.4 Monitor achievement or compliance with policy against criteria it has previously set, using:
 - a) reports authorized by the Library Director;
 - b) reports from outside individuals or agencies;
 - c) direct inspection by the Board.
- 2.2.5 Evaluate the Library Director's performance based on organizational performance, written governance policy, and mutually agreed upon expectations.
- 2.2.6 Use the results of monitoring to improve performance by:
 - a) reviewing existing policies;
 - b) revising existing policies;
 - c) formulating new policies.
- 2.2.7 Develop long term financial stability and growth by advocating for funding that supports prudent long term planning requirements for the provision of library services to the Salt Spring Island community.
- 2.2.8 Develop a plan that incorporates a multi-year financial and capital plan, and the annual Strategic Plan.
- 2.2.9 Recognize the value and contributions of employees, volunteers, contractors and trustees.
- 2.2.10 Develop and comply with the Bylaws.
- 2.2.11 Carry out other responsibilities as specified in the Library Act.

2.3 GOVERNANCE STYLE

The Board will govern with a proactive style emphasizing outward vision, encouragement of diversity in viewpoints, strategic leadership, clear distinction of Board and staff roles, collaborative decision-making, and a focus on the future.

Consequently, the Board will:

- 2.3.1 Encourage its members to govern with excellence. Discipline will apply to matters such as attendance, governance principles, respect of roles, and support for Board decisions once made.
- 2.3.2 Be accountable for accomplishment of its obligations as a public trustee.
- 2.3.3 Direct, control and inspire the organization through the careful establishment of the broadest written policies that reflect the community's values and perspectives.
- 2.3.4 Focus chiefly on intended long term benefits, not on the operational means of attaining those results.
- 2.3.5 Monitor and regularly discuss the Board's own process and performance. Ensure the continuity of its governance capability through Board education and development.
 - a) Self-monitoring will include annual comparison of Board activity to its Governance Process and Board-Library Director Relationship policies as well as implementation of feedback from interviews conducted with retiring directors.
 - b) Continuous development will include orientation of new members to the Board's governance model and policies, and periodic Board discussion of governance process improvement.

2.4 ROLE OF THE CHAIR

The role of the Chair is, primarily, to ensure the integrity of the Board's process and, secondarily, to represent the Board to outside parties.

Consequently, the Chair:

- 2.4.1 Upholds the Board's own policies and rules and those legitimately imposed upon the Board from outside the organization.
- 2.4.2 Restricts meeting agendas and discussions to those issues that, according to Board policy, are clearly in the Board's jurisdiction, not the Library Director's.
- 2.4.3 Chairs Board meetings with all the commonly accepted powers as outlined in Robert's Rules of Order.
- 2.4.4 Keeps deliberations timely, fair, orderly, thorough, efficient, time efficient, and to the point.
- 2.4.5 Does not have a vote. In the event of a tie, the Chair may cast the deciding vote, or abstain to bring about further discussion.

- 2.4.6 Makes decisions on behalf of the Board that fall within and are consistent with any reasonable interpretation of Board policies on Governance Process and Board–Library Director Relationship.
- 2.4.7 Has no authority to make decisions beyond policies created by the Board on Mission and Goals and Executive Limitations.
- 2.4.8 Individually, has no authority to supervise or direct the Library Director except as expressly directed by the Board as a whole.
- 2.4.9 Represents the Board to outside parties, stating positions consistent with Board policies and resolutions.
- 2.4.10 Facilitates the Vice-Chair in fulfilling the duties of the Chair in the absence of the Chair.

2.5 ROLE OF THE VICE-CHAIR

The role of the Vice-Chair is primarily to act for the Chair when required.

Consequently, the Vice-Chair:

- 2.5.1 Understands the responsibilities of the Board Chair and performs these duties in the Chair's absence or in Board meetings when the Chair chooses to take an active role in debate.
- 2.5.2 Performs such other duties as may be directed by the Bylaws of the Salt Spring Island Public Library.

2.6 ROLE OF BOARD COMMITTEES

The Board will operate as a committee-of-the-whole, and will also have standing committees as appear in the Bylaws of the S.S.I.P.L.A. It will also designate task groups, committees or individuals on an ad-hoc basis, to help carry out its governance subject to the direction of the Bylaws. This policy applies only to tasks delegated by Board action and not to those delegated under the authority of the Library Director.

Consequently, Committees:

- 2.6.1 Will not interfere with the wholeness of the Board's job, or with delegation from the Board to the Library Director.
- 2.6.2 Will not speak or act for the Board except when formally given such authority for specific, time-limited purposes.
- 2.6.3 Are constituted to help the Board do its job, not to advise or help the Library Director do their job.
- 2.6.4 Will not exercise authority over the Library Director. The Library Director works for the full Board and is not required to obtain approval of a Board Task Group before taking executive action.

- 2.6.5 Will operate within a Terms of Reference approved by the Board which includes the scope of the task and a timeline for completion.
- 2.6.6 Will communicate in a clear and timely manner to the Chief Librarian the need for support to the task group.

2.7 CODE OF CONDUCT

The Board and its members will operate in an ethical and businesslike manner, strive for open, effective and transparent governance of the Library, and effectively administer the Library's funds. This commitment includes proper use of authority and appropriate decorum when acting on behalf of the Board.

Consequently, Board Members:

- 2.7.1 Will act with honesty, fairness, openness and integrity in all dealings as members of the Board.
- 2.7.2 Will conduct themselves with a professional level of courtesy, respect and objectivity, always representing the Board in a positive light, and taking no private action that will compromise the Board and its decisions.
- 2.7.3 Will represent loyalty to the interests of the Salt Spring Island Public Library Association. This accountability supersedes the interest of any Board member as an individual consumer of library services, or as a member of another community organization.
- 2.7.4 Will engage in public advocacy for the Library by promoting its work, understanding the message it strives to deliver, and inviting the public's opinions and reporting input to the Board.
- 2.7.5 Will take reasonable steps to keep themselves informed of:
 - a) the regular business of the Board including reports and correspondence;
 - b) the contents of the Library's Strategic Plan;
 - c) the Library's bylaws and policies;
 - d) operational issues of significance that are brought to the attention of the Board by either the Library Director or the Chair of the Board; and
 - e) Library programs and activities.
- 2.7.6 Will not speak or act for the Board except when formally given such authority by the Board for specific, time-limited purposes.
- 2.7.7 Will 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, or as individual Library volunteers, have with the Library Director and staff lack authority;
 - b) individual interaction with the public, press or other entities has the same limitation; and
 - c) judgments of the Library Director are made only by assessing performance against explicit Board policies through the official process.
- 2.7.8 Will undertake to govern with excellence by:
 - a) attending and actively participating in Board meetings;

- b) actively preparing for Board deliberations;
- c) speaking with one voice on matters arising from Board decisions;
- d) refraining from disclosing differences of opinion expressed during discussions and/or meetings; and
- e) abiding by accepted Rules of Order during Board meetings.

- 2.7.9 Will avoid any conflict of interest, real or perceived, with respect to their legal and fiduciary responsibilities as per the Library Act or that reasonably could interfere with their judgement in making decisions in the best interests of the Library. Any duality of interest or possible conflict of interest will be disclosed to the other Board Members and recorded, either when the duality or conflict is known or when the interest becomes a matter requiring Board attention, whichever comes first. A Board Member with a duality or possible conflict of interest will not be in the room to participate in discussions or votes on the issue(s) in question. The minutes of such a meeting will reflect the disclosure and the abstention from attendance and voting on the issue.
- 2.7.10 Will respect matters of confidentiality and privacy interests of individuals (patrons, employees and volunteers). Confidential information may include information that relates to business, financial, legal or personnel/human resource matters, discussions, decisions and all related correspondence, and includes all in camera discussions. A Board member must not, either during or following the termination of their term on the Board, disclose confidential information, either orally or in the form of written material, to any person unless authorized by the Chair of the Board or the Chair of the Board's delegate. Board-related documents and records must be maintained by Board members in a manner that respects their confidentiality where appropriate.
- 2.7.11 Will refrain from trying to influence other Board members outside of Board meetings to avoid creating factions and limiting free and open discussion.
- 2.7.12 Will assume fiduciary responsibility toward the funds that are entrusted to the Salt Spring Island Public Library and promote sound budgetary management and the long-term economic wellbeing of the Library.
- 2.7.13 Will serve on at least one Board committee. As members of Board committees, Board members must use their best efforts to respect the committees' established terms of reference, attend scheduled meetings, be prepared for those meetings, and be prepared to complete their committee related tasks with diligence and in a timely manner.
- 2.7.14 Will not apply for a paid employee position.
- 2.7.15 Will not participate in any part of the selection process when a relative is an applicant. The selection process includes screening applications, interviews and reference checking. No special advantage will be given, or favouritism shown, in hiring relatives of Library Board members or employees, and all regular prospective employment opportunities will be made available to any interested candidate. Relatives of Library Board members and of Library employees may be appointed to the paid staff with the exception of the Library Director position. Any such appointment will abide by the principles of merit, equity and fairness and every attempt will be made to avoid placing relatives in a conflict of interest position. No such appointment may be made if it will create a supervisory/subordinate relationship. For the purpose of this policy, relative is defined as a parent, spouse (including common-law), brother, sister, child, grandparent, grandchild, or in-law.

2.8 ANNUAL AGENDA

To accomplish its duties consistent with Board Bylaws and policies, the Board will follow an annual agenda. The agenda will focus Board attention on governance priorities using a systematic approach.

- 2.8.1 Annually, the Board at its discretion will establish a schedule that includes the following:
- a) Annual General Meeting
 - b) Board Orientation and Education
 - c) Election of Officers
 - d) Policy Evaluation, Review & Revision:
 - Governance Process
 - Board–Library Director Relationship
 - Executive Limitations
 - e) Library Director Evaluation
 - f) Board Self Evaluation

2.9 COMMUNITY RELATIONS AND ADVOCACY

The Board will carry out its governance role emphasizing communications and advocacy with community. All communications support the mission, vision, values and goals.

Consequently the Board will

- 2.9.1 Ensure that the Library develops a communication plan.
- 2.9.2 Use communication strategies that are open and honest, responsive, informed and clear.

3.0 BOARD–LIBRARY DIRECTOR RELATIONSHIP

3.1 DELEGATION TO THE LIBRARY DIRECTOR

All authority delegated from the Board to staff is delegated through the Library Director so that all authority and accountability of staff, as far as the Board is concerned, is considered to be the authority and accountability of the Library Director. The Board will establish governance policies and will delegate the implementation and subsidiary policy development to the Library Director.

Consequently:

- 3.1.1 The Board will direct the Library Director to achieve defined results, through the establishment and monitoring of the Annual Operating Plan.
- 3.1.2 The Library Director is authorized to establish all further operational practices and procedures, recommend new policy to the Board, make all decisions and take all actions as long as they represent a reasonable interpretation of the Board policies.

3.2 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.

Consequently, the Library Director’s job contributions can be stated as performance in two areas:

- 3.2.1. Accomplishment of the Annual Operational Plan.
- 3.2.2. Compliance with the Board policies on Executive Limitations.

3.3 ROLE OF THE LIBRARY DIRECTOR

The role of the Chief Librarian as described in the Library Act of British Columbia is referred to as Library Director.

- 3.3.1 The Library Director is responsible for the operation of the Salt Spring Island Public Library, in a manner consistent with the Board’s Mission, Values, Goals, and Policies.
- 3.3.2 The Library Director will maintain an open and trust-based relationship with the Board Chair.
- 3.3.3 On a quarterly basis, or when necessitated by issues of significance affecting both the Operational and Governance sides of the Library operation, the Board Chair and Library Director will meet to discuss, resolve, inform, and follow up on said issues.
- 3.3.4 The Library Director, or designate, is expected to participate in Board meetings unless excused by the Board.

- 3.3.5 The Library Director will perform other duties as specified in the Library Act, including general supervision of the Library and staff, acting as Secretary to the Salt Spring Island Library Board and Association; and other duties as the Board may from time to time assign.

3.4 ASSESSING THE LIBRARY DIRECTOR'S PERFORMANCE

Assessing the performance of the Library Director includes:

- 3.4.1 Assessing organizational performance in achieving goals outlined in the Annual Operating Plan and endorsed by the Board.
- 3.4.2 Assessing the degree to which Board policies and mutually agreed upon expectations are being fulfilled.
- 3.4.3 Evaluation of the Library Director's performance based on the qualitative and quantitative information acquired during assessments.
- 3.4.4 Monitoring the Library Director's compliance with Board policy/policies.
- 3.4.5 Being mindful of professional, ethical and legal considerations in monitoring and assessment.

4.0 LIBRARY DIRECTOR'S LIMITATIONS AND RESPONSIBILITIES

4.1 GENERAL EXECUTIVE CONSTRAINT

The Library Director will not allow the Salt Spring Island Public Library to operate illegally, unethically, imprudently or in contravention of Board policy or the Library Act.

Consequently:

- 4.1.1 The Library Director will not cause or allow any practice, activity, decision or organizational circumstance that is either imprudent, discriminatory, unlawful or in violation of commonly accepted sound business and professional ethics, or is inconsistent with Municipal, Provincial, or Federal law, the policies of the Board or provisions of the Library Act.

4.2 TREATMENT OF STAFF

The Library Director will treat all staff in a fair and dignified manner.

Consequently, the Library Director will:

- 4.2.1 Operate with personnel procedures that:
 - a) clarify personnel rules for staff;
 - b) provide for effective handling of staff complaints; and
 - c) protect against wrongful conditions.
- 4.2.2 Communicate to staff their rights and obligations under this policy.
- 4.2.3 Take reasonable steps to protect staff from unsafe or unhealthy conditions.

4.3 COMMUNICATION AND SUPPORT TO THE BOARD

With respect to providing information and support to the Board the Chief Librarian will keep the Board informed and supported.

Consequently, the Library Director will:

- 4.3.1 Submit the required operational data in a timely, accurate and understandable fashion.
- 4.3.2 Inform the Board of relevant library trends, anticipated issues of concern, and significant external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
- 4.3.3 Assist the Board in formulating policies, offering options and implications.
- 4.3.4 Present information in a clear, concise manner.
- 4.3.5 Provide a record of official Board communications.
- 4.3.6 Deal with the Board as a whole except when responding to officers and/or committees duly charged by the Board.

- 4.3.7 Provide support to committees duly charged by the Board, and communicate when Board or committee expectations exceed available time and resources.
- 4.3.8 Provide an Annual Operating Plan annually in January for Board discussion and information.
- 4.3.9 Inform the Board of significant donations to the library.
- 4.3.10 Report in a timely manner an actual or anticipated non-compliance with any policy of the Board.

4.4 COMPENSATION AND BENEFITS

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

Consequently, the Library Director will not:

- 4.4.1 Change their own compensation and benefits.
- 4.4.2 Establish compensation and benefits that:
 - a) deviate materially from the geographic or professional market for the skills employed in similar service sectors.
 - b) create obligations over a longer term than revenues can reasonably be projected.
- 4.4.3 Fail to promptly disclose to the Chair of the Board any circumstances in which the Library Director or their Deputy may be perceived to be in a conflict of interest situation with a third party.

4.5 ASSET PROTECTION

The Library Director will protect and maintain the assets of the Salt Spring Island Public Library Association.

Consequently, the Library Director will, in consultation with the Board:

- 4.5.1 Insure against theft, casualty losses to a minimum of 80 percent replacement value, and against liability losses to Board members, staff or the organization itself in an amount greater than the average for comparable organizations.
- 4.5.2 Provide a program of regular and preventive maintenance.
- 4.5.3 Maintain controls over funds, accounting records and preparation of financial information that are considered satisfactory to the Board-appointed accountant's standards

4.6 BUDGETING

The Library Director, in preparation of annual budgets and the multi-year budget for approval by the Board, will adhere to the Board's Mission and Goals and priorities, ensuring financial integrity. Budget preparation will be done with the Board Treasurer.

Consequently, the Library Director will:

- 4.6.1 Prepare budgets that contain sufficient detail to enable accurate projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- 4.6.2 Prepare budgets that contain sufficient detail to enable accurate projection of operating capital requirements.
- 4.6.3 Prepare a budget that is based on Board goals and long-term planning.
- 4.6.4 Budget so that expenditures do not exceed revenues and contingency at the end of the fiscal year, unless otherwise authorized by the Board.
- 4.6.5 Budget sufficient funds for Board meetings, Board development, fiscal reviews and legal fees.

4.7 FINANCIAL STABILITY

The Library Director will not jeopardize the financial health and stability of the Salt Spring Island Public Library or the effective and efficient use of financial resources.

Consequently, the Library Director will:

- 4.7.1 Expend only funds that have been received in the fiscal year unless otherwise authorized by the Board.
- 4.7.2 Indebt the organization only for amounts that can be repaid by current funds or an existing bank line of credit.
- 4.7.3 Use Special Project funds only for special expenses designated by the Board and with the knowledge and consent of the Board Treasurer.
- 4.7.4 Maintain a sufficient level of available cash to settle payroll and debts in a timely manner.
- 4.7.5 File tax payments or other government-ordered payments in an accurate and timely manner.
- 4.7.6 Not permit current liabilities to exceed current assets.
- 4.7.7 Expend money in a manner presented in the annual budget approval process of the Board.

4.8 TREATMENT OF THE PUBLIC AND STAFF

The Library Director will model and encourage an atmosphere of friendliness, fairness, helpfulness, and respect towards the public, the staff and library patrons.

Consequently, the Library Director will:

- 4.8.1 Practice open, transparent, and respectful communication in the performance of their/ professional duties.
- 4.8.2 Schedule and budget for appropriate in-service training of all staff.
- 4.8.3 Maintain complaint and conflict resolution procedures that satisfy best practices.

4.9 DELEGATIONS FROM THE PUBLIC

The Salt Spring Island Public Library Association (SSIPLA) Board is committed to a policy of openness to public opinion on issues of public concern relevant to Library operations. That openness must be tempered by the time constraints required for regular Board business. Therefore, it is necessary to have and utilize the following stipulations guiding the length and nature of public presentations to the Board during Board of Trustees meetings.

- 4.9.1 All presentations must be on topics under the purview of the SSIPLA Board.
- 4.9.2. Members of the public wishing to present must contact the Board Chair to be scheduled onto a Board agenda. The Board Chair, in consultation with the Vice-Chair, will determine the disposition of the request.
- 4.9.3. In asking to be placed on the agenda, potential presenters agree that they will be guided by this policy.
- 4.9.4 All presentations on a particular issue must be no longer than 5 minutes in length, regardless of the number of presenters and excluding responses to follow-up questions from Board members.
- 4.9.5. Presenters must provide an advance copy of their remarks and follow written text for their presentations.
- 4.9.6 Presenters and their supporters must conduct themselves in a manner appropriate for a business meeting as determined by the Chair.

APPENDICES

Appendix A - Board Committee Guidelines, Standing and Special Committees

Board Committee Guidelines

For the purpose of more efficiently carrying out its business, the Board may form Committees to consider, investigate, make recommendations or take action on such specific matters as the Board may decide. The formation and operation of Committees will be subject to the following:

- (a) Each Committee is ultimately subject to the control of the Board and will take directions from and report to the Board, both as provided in the Bylaws of the Association and as otherwise required by the Board.
- (b) Each Committee will meet at least twice annually; all meetings will be formal with recorded meeting notes.
- (c) Each Committee will report to every meeting of the Board with respect to its activities, and the activities of any Sub-Committee, since the date of the previous report. At the discretion of the Board Chair, reports will be written and may be required to be circulated to Board members before a Board meeting, by a time specified by the Chair.
- (d) Each Committee will be composed of at least two members. All Committee members will be members of the Association and at least one member of each Committee will be a Board member. It is expected that a Board member chair each committee. An interim acting chair may be appointed during Board roster transitions and under exceptional circumstances.
- (e) The Board Chair may participate in and vote at any Committee meeting. The Library Director may participate in, but may not vote at any Committee meeting. Other staff or members of the public, as appropriate, may be invited to participate on a Committee.
- (f) A majority of the voting members of the Committee will be a quorum for a Committee meeting.
- (g) Committees will be formed as either Standing Committees, which continue in existence indefinitely, or Special Committees, each of which is dissolved on completion of the purpose for which it was formed. A Special Committee may be formed as a Board Committee or as a Sub-Committee of a Board Committee. In the latter case (but without limiting sub-clause (a)), the Special Sub-Committee will report to its parent Board Committee.

Standing Committees

Name

Committee Terms of Reference and Structure

Executive Committee

To serve as the expediter of Board business and to assist and oversee the Library Director. The committee will be responsible for;

- (a) making decisions on behalf of the Board in situations where it is not possible or practical to call a meeting of the Board, or where the Board has authorized the committee to act and report the decision at the next Board meeting;
- (b) developing and recommending to the Board, the Board's annual work plan;
- (c) oversee the performance and compensation of the Library Director by:
 - i. reviewing annually the position description for the Library Director for approval by the Board;
 - ii. over-seeing Library Director recruitment, selection and succession planning;
 - iii. conducting a process to review the performance by the Library Director and report the results to the Board;
 - iv. reviewing and recommending to the Board the Library Director's annual objectives; and
 - v. recommending Library Director compensation for approval by the Board.
 - vi. the Chair and one other Board member will conduct the review.
- (d) conducting a quarterly progress review of the Board Strategic Plan
- (e) establishing the Ad Hoc Long Term Planning Committee 18 months prior to a new strategic plan.

To carry out its duties the Executive Committee will:

- (a) at a minimum meet prior to regularly scheduled Board meetings
- (b) develop an Annual Executive Committee Work Plan following the AGM (please note that this outlines such items as developing the Board work plan, the performance review/update of the Library Director, etc.)
- (c) post the agenda and minutes of its meetings

The Committee will be comprised of The Chair, Vice-Chair, and Treasurer. The Library Director is an ex-officio, non-voting member of the Executive Committee. Chairs of the Board's permanent committees may also be included in the Executive Committee at the invitation of the Board's Officers.

Finance Committee

To oversee the raising and expenditure of and accounting for Library funds including:

- (a) presenting a financial report at each quarterly Board meeting;
- (b) recommending and implementing investment strategies;
- (c) ensuring preparation of the annual financial statements required by the Library Act and reviewing those statements;
- (d) presenting a detailed financial report at the Association's annual meeting;
- (e) preparing the annual budget required by the Library Act for the approval of the Board, and;
- (f) supervising the Association's revenue sources including tax-based funding, grants, unsolicited donations and endowment programs.

This Committee will be chaired by the Treasurer.

Policy Committee

To ensure sound Association and Board governance. The Committee will:

- (a) review the Governance Policy, Mission and Goals, Governance Process and Bylaws, and the Human Resources Record of Decisions annually bring all recommendations and revisions to the Board for approval on dates established by the Board.
- (b) monitor government regulations and laws to ensure library policies are compliant with legal requirements.
- (c) review operational policy changes from the Library Director. Changes will be noted in the minutes of the meetings and reported to the Board at the regular Board meetings. The Library Director will discuss changes with the Board Chair.

Board Development Committee

To ensure the vitality, organizational effectiveness, and future of the Association and the Board. The committee will:

- (a) establish, assess, and maintain a list of potential Board member competencies;
- (b) recruit/interview potential Board members for election or appointment;
- (c) recommend candidates to the Board for nomination and approval at the AGM;
- (d) oversee the orientation/training of new Board members;
- (e) oversee/facilitate assignment of new Board members to committees;
- (f) oversee evaluation/self-evaluation of the Board and Board members;
- (g) oversee Board succession planning both at the committee level and at the executive level;
- (h) conduct exit interviews of departing Board members;
- (i) identify and organize learning opportunities for Board members that are specific to governance, goals, strategic plan, and library advocacy;
- (j) plan and organize regular Board retreats;
- (k) ensure that every new Trustee has an existing Trustee that will act as a mentor for one year.

Committee Consent Resolutions

A resolution passed by the members of a committee of the Board ("Committee Members") in accordance with the following requirements is called a "Committee Consent Resolution". A Committee Consent Resolution will be as valid and effective as if it had been passed at a duly held and called meeting of such committee if it is in the form of either one written document signed by all Committee Members or a written document circulated and consented to in counterpart by all Committee Members if the consent of each of the Committee Members is given by either:

- an originally signed copy, or
- an e-mail transmission if the e-mail:
 - contains the full text of the Committee Consent Resolution and the clear consent of the transmitting Committee Member, and
 - is transmitted directly or by intermediary to the Committee Chair.

A Committee Consent Resolution is effective on the later of the date stated in the Committee Consent Resolution or on the date of delivery or transmission of the last counterpart to the Committee Chair.

Appendix B

INVESTMENT MANAGEMENT POLICY, GOALS AND GUIDELINES

Salt Spring Island Public Library

Adopted: November 18, 2014

Amended and Adopted July 21, 2020

Amended and Adopted May 2021

Amended and Adopted September 2021

Amended and Adopted July 2022

This document governs the General Investment Management Policy of Salt Spring Island Public Library Association (“SSIPLA”) and, in addition, specifically the Endowment Investment Policy of SSIPLA.

GENERAL INVESTMENT MANAGEMENT POLICY STATEMENT

This Investment Management Policy Statement (“Policy”) is intended to govern the investment practices of the assets of the SSIPLA so that all individuals with either direct or indirect responsibility may effectively supervise, monitor, evaluate and manage the SSIPLA investment assets.

A. GENERAL DESCRIPTIONS OF FUNDS

Operating Fund: Operating Fund assets are maintained in the chequing and savings accounts that the Association uses for day-to-day operations. The Funds may be invested in other cash-equivalent investments, such as savings accounts, money market accounts, certificates of deposit with maturities appropriate for expected needs, Treasury bills and other easily liquidated investments.

Operational Reserve Fund: Funds not immediately required for operations may be invested as cash flow projections allow. The Funds will be invested with the objective of preserving the long-term real purchasing power of the Funds' assets while realizing appropriate investment income. Reserve Funds' assets may be invested in certificates of deposit, Treasury bills and other investments that are easily liquidated after an appropriate period of time to allow sufficient cash flow.

Capital Reserve Fund: The base amount of the Capital Reserve is \$30,000. Any surplus resulting in deferred planned purchases will be added to the fund. If purchases require that the funds drop below \$30,000, the Board of Trustees may make a motion to add funds to the Capital Reserve from the Operational Reserve. The Capital Reserve Fund will be invested with the objective of preserving and enhancing the purchasing power of the Funds' assets while ensuring that liquidity requirements can be met. Capital Reserve Fund's assets may be invested in certificates of deposit, Treasury bills and other investments that are easily liquidated.

The asset allocation of each of the above Funds will be determined from time to time by the Board of Trustees, in consultation with any managers or advisors, as appropriate. The allocation will reflect the Fund's investment objective, risk tolerance and the need for liquidity as established under this policy.

Endowment Fund: The Endowment Fund is a perpetual fund established with the objective of preserving and enhancing the real purchasing power of the investment assets over time, while providing a predictable contribution to the annual operating budget. The Board will be responsible for holding and managing the original contributions according to the Endowment Investment Policy Statement attached to this document. The Board will also be responsible for distributing any income and gain produced by the Endowment Fund, in accordance with the policies, with the purpose of benefitting the SSIPLA and furthering its mission and strategic priorities.

See the Endowment Investment Policy Statement below for further details

Kertland Fund: The Kertland fund is a distinct perpetual fund set up by a donation from Don Kertland in 1985 to provide an ongoing income for the Library. One half of the interest earned is to be reinvested and one half is to be moved to the Operating Fund.

Special Projects Funds: The Board of Trustees may establish a separate fund using undesignated donations, such as a Strategic Initiative fund which provides the means to fund specific projects or capital expenditures over time that have been approved by the Board of Trustees in conjunction with and direction from the Library Director. A Special Fund is not part of the Operational Reserve and is not to be used for day-to-day operations. Neither it is a perpetual Endowment and it can be exhausted over time according to the Board's discretion.

B. ROLES AND RESPONSIBILITIES

The Finance Committee is authorized by the Board of Trustees ("Board") to act on its behalf subject to this Statement. The Finance Committee, in turn, is authorized to delegate tasks such as drawing operational funds to cover expenses and decisions in regard to investing operational reserves, endowment fund, and other funds held by the library from time to time. Authority to invest these funds is delegated jointly to the Treasurer and a designate from the Finance Committee. This delegation of authority allows for sufficient flexibility in the management process to capture investment opportunities as they arise.

The Finance Committee is delegated the authority to appoint:

1. Investment Manager
2. Chief Investment Officer (CIO) if the Finance Committee is of the view that a CIO is necessary.

The Finance Committee is responsible for:

1. Establishing and maintaining the General and Endowment Investment Policy Statements and target asset allocation.
2. Monitoring the performance and risk profile of the funds.
3. Prudently diversifying the funds' assets to meet the agreed upon risk/return profile.
4. Recommending the hiring, terminating, or replacing of an Investment Manager or an external CIO to the Board (if appointed).
5. Reviewing and addressing all potential conflicts of interest.
6. Including consideration of social, environmental and ethical issues in the management of the fund.

The Investment Manager is responsible for:

1. Investing funds according to the instructions of the Finance Committee and consistent with the Investment Management Policy

The external CIO (if appointed) is responsible for:

1. Selecting, rebalancing, terminating, and making tactical shifts between Investment Managers.
2. Monitoring the appropriateness of each Investment Manager's strategy given SSIPLA's overall investment strategies, philosophies, and objectives.
3. Monitoring the investment performance of each Investment Manager compared to the benchmark established for that Investment Manager.
4. Overseeing SSIPLA's investment assets and reporting on the status of the investments to the Finance Committee and/or Board of Directors.

C. INVESTMENT MANAGER'S PERFORMANCE

The Treasurer and a designate from the Finance Committee and/or CIO will review the performance of the funds with the Investment Manager and report to the Finance Committee as required.

D. CONFLICT OF INTEREST

Any situation that brings to mind the question of a possible conflict of interest should be brought to the attention of the Finance Committee; committee members should be sensitive to the appearance of impropriety. Generally, a conflict of interest exists whenever litigation, a contract, or other relationship being entered into, reviewed, or modified is:

- Between SSIPLA and a committee member, or the employer, business partner, or immediate family of the committee member; or
- Between SSIPLA and an organization in which the committee member's employer, business partner, or immediate family is director, officer, or legal representative, or has a material financial interest.

This policy is not intended to prohibit investing with any firms or investment managers with whom a Board Member or Committee Member is affiliated; rather such relationships must be disclosed and the affiliated Board or Committee Member should recuse himself from any decisions pertaining to the affiliated firm.

E. POLICY REVIEW

This Investment Policy Statement will be reviewed annually by the Finance Committee and be either reaffirmed or amended and submitted to the Board for approval.

ENDOWMENT INVESTMENT POLICY STATEMENT

Salt Spring Island Public Library

Adopted: November 18, 2014

Amended: July 16, 2019

Amended: April 15, 2020

Amended and Adopted: May 2021

Amended and Adopted: July 2022

This Endowment Investment Policy Statement is intended to govern the investment practices of the Endowment Fund so that all individuals with either direct or indirect responsibility may effectively supervise, monitor, evaluate and manage the investment assets.

This Policy addresses the following in regard to the Endowment Fund:

- The specific investment objectives of the Fund
- Asset Allocation and rebalancing policies
- Measurement and evaluation of investment performance

Sections B through E in the General Investment Management Policy Statement apply to this Policy.

Sections F through M apply only to the Endowment Investment Policy Statement.

F. ENDOWMENT FUND POLICY

Endowment assets will be managed on a total return basis while considering the level of liquidity required. The Finance Committee recognizes the importance of the long-term preservation of capital and adheres to the principle that varying degrees of investment risk are generally rewarded with commensurate returns over the long term. Therefore, investments with different types and degrees of risk are appropriate for the Endowment, provided that such risks are regularly identified and managed.

G. INVESTMENT GOALS AND OBJECTIVES

The investment objective for the Endowment is to preserve and enhance the real purchasing power of these assets over time, while providing a reasonably predictable contribution to the annual operating budget.

H. RISK

The Endowment should experience risk as measured by volatility or variability of return not materially higher than that of the composite benchmark defined as 60% equity 40% fixed income.

I. ANNUAL DRAW RATE

The Board of Trustees determines the draw with input from the Finance Committee. The draws shall be made in January and shall be established by determining the actual percentage increase realized in the value of the Endowment fund averaged over the end of the prior twelve quarters. All distributions shall be made only to the Salt Spring Island Public Library. Draws may be deferred in any particular year.

J. ASSET ALLOCATION

The Treasurer and designate of the Finance Committee and/or the external CIO, in partnership with the Investment Manager, will evaluate and adjust asset allocation targets and ranges for the Endowment and will report to the Finance Committee as required.

The Endowment should follow a passively managed, index replication approach.

At all times, at least 25% of the Endowment should offer daily liquidity, and at least 50% of the Endowment should be able to be liquidated within one year.

K. ASSET CLASS GUIDELINES

The following are appropriate for Endowment investments, in accordance with the composite benchmark in section H:

- Cash investments with the focus on liquidity and safe assets
- Real Return Bonds
- Canadian Bonds
- Canadian, US, and International equity funds
- Real Assets including real estate, energy, timber, and commodities

L. CASH FLOWS AND REBALANCING

Interest and dividends not automatically re-invested will be re-invested twice a year. Contributions will be invested within two weeks of their receipt.

Appendix C - CFLA-FCAB Truth and Reconciliation Report and Recommendations

Whereas libraries are committed to respect and inclusiveness for the communities they serve,

Be it resolved that the Salt Spring Island Public Library Association supports the following recommendations presented in the Canadian Federation of Library Associations-Fédération canadienne des associations de bibliothèques (CFLA-FCAB) Truth and Reconciliation Report and Recommendations:

1. As CFLA-FCAB is a national voice with the ability to influence national and international policy regarding issues of importance, we request the CFLA-FCAB create a permanent Standing Committee on Indigenous Matters utilizing the medicine wheel framework developed by the Truth & Reconciliation Committee;
2. The T&R Committee supports and endorses the CFLA-FCAB Position Statement on Library and Literacy Services for Indigenous (First Nations, Metis and Inuit) Peoples of Canada;
3. Encourage libraries, archives and cultural memory institutions to implement the Truth and Reconciliation Commission of Canada 94 Calls to Action, several of which have been identified as having a direct impact on libraries and archives and are prioritized in this report, and to implement a status report on a yearly basis to monitor their implementation;
4. Ensure accessibility moving forward by continually reminding stakeholders that material produced and programming planned in the future should be accessible to all Canadians. CELA (the Center for Equitable Library Access) and NNELS (the National Network for Equitable Library Service) are positioned to support these efforts.
5. Decolonize Access and Classification by addressing the structural biases in existing schemes of knowledge organization and information retrieval arising from colonialism by committing to integrating Indigenous epistemologies into cataloguing praxis and knowledge management;
6. Decolonizing Libraries and Space by recognizing and supporting Indigenous cultures, languages and knowledges through culturally appropriate space planning, interior design, signage, art installations, territorial acknowledgements of geographic-specific traditional territories and public programming in collaboration with local Indigenous stakeholders;
7. Enhancing opportunities for Indigenous library, archival and information professionals as well as the inclusion of Indigenous epistemologies in the Canadian library and archives profession through culturally appropriate pedagogy, recruitment practices, professional and continuing education and cross-cultural training in collaboration with local Indigenous stakeholders and partners;
8. Recommend the implementation of Indigenous Knowledge Protection protocols and agreements with local and other Indigenous groups who have holdings in libraries, archives and/or cultural memory institutions to respect the Indigenous cultural concept of copyright with regard to Indigenous history or heritage, which is often located in but not limited to oral traditions, songs, dance, storytelling, anecdotes, place names, hereditary names and other forms of Indigenous knowledges; recommend that CFLA-FCAB actively participate in reforming the Canadian Copyright Act to include protection of Indigenous knowledges and languages while advocating for changes to include traditional knowledge as outlined and recommended by the World Intellectual Property Organization (WIPO) – Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (<http://www.wipo.int/tk/en/igc/>). We join the Truth and Reconciliation Commission (TRC) to call upon Library and Archives Canada to implement the Truth and Reconciliation Commission Calls to Action #69 (Appendix D) by fully implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) http://www.un.org/esa/socdev/unpfii/documents/DRIPS_en.pdf and the Updated Set of Principles for the Protection and Promotion of Human Rights through Action to Combat Impunity (2005), more commonly known as the Joinet/Orentlicher Principles <http://www.derechos.org/nizkor/impu/principles.html>;

9. Establish an online database of “living documents” to highlight existing Best Practices of Indigenous Services in libraries, archives, and cultural memory institutions that will serve as a foundation to help disseminate those best practices and for this “living document” to be updated preferably on a quarterly basis but minimally semi-annually;
10. Maintain a database of Indigenous organizations or groups committed to preserving cultural memory primarily, but not limited to, libraries, archives, language preservation, cultural history/museums to build relationships; to support the development of an Indigenous association of library, archives and cultural memory institutions; and to support in principle the National Aboriginal Library Association (NALA) regarding their stated intent of developing First Nations public libraries on reserves.