



NOTICE OF MEETING

Okanagan Regional Library Board

Date: Wednesday, May 15, 2024

Location: Boardroom, Library Administration Building
1430 KLO Road, Kelowna, BC

Time: In-Camera Meeting (closed to the public)
9:30 AM – 10:30 AM

Regular Meeting
10:30 AM – 11:45 AM

AGENDA
REGULAR BOARD MEETING
OKANAGAN REGIONAL LIBRARY

Date: Wednesday, May 15, 2024
Time: 10:30 AM – 11:45 AM
Location: Board Room, Library Administration Building, 1430 K.L.O. Road, Kelowna, BC

1. CALL TO ORDER

10:30 AM

2. LAND ACKNOWLEDGEMENT

The ORL Headquarters is located on the traditional, ancestral, and unceded *tr̓xʷúlaʔxʷ* (land) of the *syilx* / Okanagan people who have resided here since time immemorial. We recognize, honour, and respect the *syilx* / Okanagan lands upon which we live, work, and play.

3. ADOPTION OF THE AGENDA

All Trustees – Unweighted Vote – Simple Majority (Board Policy Section II.A / Community Charter s.123)

To adopt the May 15, 2024 Regular Board meeting agenda.

4. ADOPTION OF THE PREVIOUS MINUTES

(Attached pgs. 4 – 9)

All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.C / Community Charter s.123)

To adopt the February 21, 2024 Regular Board meeting minutes.

5. ANNUAL REPORT YEAR 2023 – Marketing & Communications Director Michal Utko

(Attached pgs. 10 – 17)

10:35 – 10:40 AM

All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.C / Community Charter s.123)

To present, for acceptance, the 2023 Annual Report, in accordance with Section 21(k) of the *Library Act*.

6. FINANCE COMMITTEE REPORT

10:40 – 11:15 AM

6.1. Audit Year 2023 Report to the Board – Markus Schrott, Auditor, BDO Canada

All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.C / Community Charter s.123)

To present, for information, the Audit Final Communication to the Board for the Year ended December 31, 2023 in the form attached to the Auditor's Report dated May 15, 2024.

6.2. Audited Financial Statements Year 2023 – Markus Schrott, Auditor, BDO Canada
All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.C / Community Charter s.123)

To present, for acceptance, the Audited Financial Statements for the Year ended December 31, 2023, dated May 15, 2024 and in accordance with Section 26 (2) of the *Library Act*.

6.3. Statement of Financial Information (SOFI) Report Year 2023 – CFO Jeremy Feddersen
(Attached pgs. 18 – 29)
All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.C / Community Charter s.123)

To receive, for information, the Statement of Financial Information Report Year 2023, in accordance with Section 26 (2) of the *Library Act* and Section XI.K. of the Board's Policy.

6.4. CFO Report – Jeremy Feddersen
(Attached pgs. 30 – 37)
All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.C / Community Charter s.123)

To receive, for information, the CFO's Financial Update Report to March 31, 2024, dated May 15, 2024.

6.5. Enhancement Grant Spending Report – CEO Danielle Hubbard
(Attached pgs. 38 – 40)
All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.C / Community Charter s.123)

Finance Committee Recommendation:

THAT the Board approve \$272,000 of the Provincial Enhancement Grant to be allocated to professional development and facility improvement initiatives.

6.6. Rise and Report In-Camera Decision: Appointment of Auditor for the Audit Year 2024 – CFO Jeremy Feddersen

7. POLICY AND PLANNING COMMITTEE REPORT

11:15 – 11:25 AM
All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.C / Community Charter s.123)

7.1. Financial Policies Report – CEO Danielle Hubbard
(Attached pgs. 41 – 54)

Policy and Planning Committee Recommendation:

THAT the Board approve a meeting of the Board Chair, Policy and Planning Committee Chair, Finance Committee Chair, CEO, and CFO to reassess the ORL's existing financial policies and the parameters for a financial allocation policy.

7.2. Internet Policy Report (Section VI: Services, I. Internet) – CEO Danielle Hubbard
(Attached, pgs. 55 – 63)

Policy and Planning Committee Recommendation:

THAT the Board uphold the ORL’s current Internet Policy and direct management staff to respond to the March 20, 2024 patron concern accordingly.

8. CEO REPORT – Danielle Hubbard

(Attached pgs. 64 – 74)

All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.C / Community Charter s.123)

11:25 – 11:35 AM

To receive the CEO Report dated May 15, 2024; AND THAT the 2024 – 2029 Operational Plan be approved in the form attached to the Report.

9. BOARD CHAIR REPORT – Loyal Wooldridge

11:35 – 11:40 AM

10. TRUSTEE ITEMS

11:40 – 11:45

11. NEW BUSINESS

12. MOTION TO ADJOURN

*NOTE: These Minutes have not yet been
approved by the Library Board*

DRAFT REGULAR MINUTES
OKANAGAN REGIONAL LIBRARY DISTRICT
BOARD OF TRUSTEES REGULAR MEETING

Date: Wednesday, February 21, 2024

Time: 9:30 AM – 10:30 AM

Location: Boardroom, Library Administration Building, 1430 K.L.O. Road, Kelowna, BC

Trustees:
(In Person)

Neil Todd, Armstrong
Pat Cochrane, Coldstream
David Ramey, Enderby
Loyal Wooldridge, Kelowna (Board Chair)
Tracy Henderson, Keremeos
Lori Mindnich, Lumby (Personnel Chair)
David Mattes, Oliver
Myers Bennett, Osoyoos
Terry Condon, Peachland
Tim Palmer, Revelstoke
Bob Evans, Sicamous
Kari Gares, Vernon (Finance Chair)
Tasha Da Silva, West Kelowna
Jay Simpson, Regional District Columbia Shuswap
Kevin Kraft, Regional District Central Okanagan

(Electronic)

John Manual, Golden
Cara Reed, Lake Country
Sylvia Lindgren, Salmon Arm (Policy & Planning Committee Chair)
Erin Trainer, Summerland
Subrina Monteith, Regional District Okanagan Similkameen
Adrienne Fedrigo, Regional District Okanagan Similkameen (Alternate)
Allysa Hopkins, Regional District North Okanagan
Sara Tronson, Westbank First Nation

Trustees Absent:

George Elliott, Princeton
Todd York, Spallumcheen

Staff:
(In Person)

Danielle Hubbard, Chief Executive Officer
Jeremy Feddersen, Chief Financial Officer
Leslie Brecht, Director of Human Resources
Michal Utko, Director of Marketing and Communications
Leah Samson, Administrative Services Manager (Recording Secretary)

Guests:
(In Person)

Ashley Machum, PEA President, ORL Chapter
Kelly Lynn Ware, CUPE Representative, ORL Chapter
Doctor Robin Williams, Niagara Falls Public Library

1. ROLL CALL / ESTABLISH QUORUM (13+)

Quorum: majority of all members of the board [Library Act, Sec. 20(2)]

Quorum was established with 22 Trustees in attendance.

2. CALL TO ORDER

CEO Danielle Hubbard presided over the meeting until the completion of the elections. She called the meeting to order at 9:31 AM.

3. LAND ACKNOWLEDGMENT

The ORL Headquarters is located on the traditional, ancestral, and unceded tñxʷúlaʔxʷ (land) of the syilx / Okanagan people who have resided here since time immemorial. We recognize, honour, and respect the syilx / Okanagan lands upon which we live, work, and play.

4. ADOPTION OF THE AGENDA

All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.A /Community Charter C. 26, s.123)

IT WAS MOVED AND SECONDED

THAT the February 21, 2024 Library Board meeting agenda be adopted.

CARRIED

5. ADOPTION OF PREVIOUS MINUTES

All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.A /Community Charter C.26, s.123)

IT WAS MOVED AND SECONDED

THAT the November 15, 2024 Library Board meeting minutes be adopted.

CARRIED

6. ANNUAL ELECTIONS AND APPOINTMENTS

All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.A /Community Charter C.26, s.123)

6.1. Board Nominations Committee Report

Keremeos Trustee Tracy Henderson presented the report from the Nominations Committee.

IT WAS MOVED AND SECONDED

THAT the report from the Nominations Committee dated February 21, 2024, be received for information.

CARRIED

6.2. Election of Library Board Chair and Vice Chair

(Library Act Part 3 Section 19 (1))

a) Elect Board Chair

Nominations were called from the floor.

IT WAS MOVED AND SECONDED

THAT Kelowna Trustee Loyal Wooldridge be re-elected as Board Chair by acclamation for a second term.

CARRIED

b) Elect Board Vice Chair

Nominations were called from the floor. Lumby Trustee Lori Mindnich withdrew her name from consideration. Vernon Trustee Kari Gares and West Kelowna Trustee Tasha Da Silva were nominated, and an anonymous vote was conducted.

IT WAS MOVED AND SECONDED

THAT West Kelowna Trustee Tasha Da Silva be elected by majority vote for a first term.

CARRIED

IT WAS MOVED AND SECONDED

THAT the election ballots be destroyed.

CARRIED

6.3. Election of Library Board Officers – Newly Elected Board Chair

(ORL Board Policy Section II: Board Organization and Structure)

a) Elect Finance Committee Chair

IT WAS MOVED AND SECONDED

THAT Vernon Trustee Kari Gares be re-elected as Finance Committee Chair by acclamation for a second term.

CARRIED

b) Elect Personnel Committee Chair

IT WAS MOVED AND SECONDED

THAT Lumby Trustee Lori Mindnich be re-elected as Personnel Committee Chair by acclamation for a second term.

CARRIED

c) Elect Policy and Planning Committee Chair

Lumby Trustee Lori Mindnich withdrew her name for consideration.

IT WAS MOVED AND SECONDED

THAT Salmon Arm Trustee Sylvia Lindgren be re-elected as Policy and Planning Committee Chair by acclamation for a second term.

CARRIED

Newly elected Board Chair Loyal Wooldridge presided over the remainder of the meeting.

6.4. Appoint Signing Officers

(ORL Board Policy Section II: Board Organization and Structure)

IT WAS MOVED AND SECONDED

THAT the following positions be appointed as the ORL Signing Officers for 2024:

- a) Board Chair
- b) Board Finance Committee Chair
- c) ORL Chief Executive Officer/Secretary to the Board
- d) ORL Chief Financial Officer
- e) ORL Director of Public Services, North
- f) ORL Director of Public Services, South
- g) ORL Director of Human Resources

CARRIED

Chair Wooldridge introduced the guests, and introduced Jay Simpson as the newly appointed trustee for the Columbia Shuswap Regional District.

7. STAFF REPORTS

All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.A /Community Charter C.26, s.123)

7.1. CEO REPORT – Danielle Hubbard

In her Report, CEO Danielle Hubbard confirmed the upcoming staff SOGI training dates and extended an invitation to Board members to attend. She and Personnel Chair Lori Mindnich will further discuss the possibility of offering workshops specifically tailored for the Board.

IT WAS MOVED AND SECONDED

THAT the Report from the CEO dated February 21, 2024 be received for information.

CARRIED

IT WAS MOVED AND SECONDED

THAT the 2023 Public Library Grant Report be approved as set out in the Report from the CEO dated February 21, 2024, and that the Grant Report be submitted to the province.

CARRIED

7.2. CFO REPORT: Financial Update to November 30, 2023 – Jeremy Feddersen

Jeremy Feddersen provided a financial update to November 30, 2023. He advised that the ORL is in a healthy financial position, with no immediate actions required from the Board at this time.

IT WAS MOVED AND SECONDED

THAT the Report from the CFO dated February 21, 2024 be received for information.

CARRIED

8. STRATEGIC PLANNING REPORT – CEO Danielle Hubbard

All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.A /Community Charter C.26, s.123)

The Board viewed a Strategic Plan PowerPoint presentation based on the brochure distributed during the meeting. Danielle Hubbard informed the Board that senior management will develop an operational plan, which will be presented alongside the Strategic Plan to staff at the March 11, 2024 ORL Branch Leaders meeting.

Danielle will present the operational plan at the May 15, 2024 Board Meeting, and progress reports will be included in her CEO Reports to the Board. The Senior Management Team will annually assess and prioritize goals.

Acknowledgments were extended to all involved, including facilitator Cheeying Ho, the Strategic Planning Committee, and staff, with special thanks to Michal Utko.

During the discussion of the documents and artwork, several Board Members expressed discomfort with the language "hanging out" in the vision statement, suggesting it be replaced with "exploring". Although there were varying opinions on the artwork, there was a general agreement to showcase more diversity. Marketing Director Michal Utko advised that there is flexibility with the graphics. It was decided to refer the promotional materials to the Strategic Planning Committee for resolution.

There was also a discussion regarding Truth and Reconciliation, with a suggestion that staff bring forward their recommendations to a future Board meeting.

IT WAS MOVED AND SECONDED

THAT the ORL Strategic Plan Framework 2024 – 2029, be approved as set out in the Report from the CEO on behalf of the Strategic Planning Committee, dated February 21, 2024, with the amendment to replace "hanging out" with "exploring" in the vision statement.

CARRIED

IT WAS MOVED AND SECONDED

THAT the ORL Strategic & Operational Plan: Implementation Schedule be approved as set out in the Report dated February 21, 2024.

CARRIED

IT WAS MOVED AND SECONDED

That Lumby Trustee Lori Mindnich be appointed Chair of the Strategic Planning Committee.

CARRIED

9. CORRESPONDENCE TO THE BOARD

9.1. BDO Canada: Audit Planning Communication, dated February 7, 2024

IT WAS MOVED AND SECONDED

THAT the correspondence from BDO Canada dated February 7, 2024, be received for information.

CARRIED

10. TRUSTEE REPORTS

None.

11. NEW BUSINESS

None.

12. NEXT BOARD MEETING DATES

- a) Wednesday, May 15, 2024
- b) Wednesday, September 11, 2024
- c) Wednesday November 20, 2024

13. MOTION TO ADJOURN

All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.A / Community Charter C.26, s.123)

IT WAS MOVED AND SECONDED

THAT the Regular Library Board meeting be adjourned.

CARRIED

Adjourned at 11:01 AM.



Item 5

OKANAGAN REGIONAL LIBRARY

2023 ANNUAL REPORT



Welcome

Welcome to the 2023 Annual Report of the Okanagan Regional Library (ORL). I am Danielle Hubbard, your CEO, and I am honored to work alongside Loyal Wooldridge, our Chair of the Board.

This year, 2023, has been a transformative period for the ORL, marked by significant enhancements in our services and the launch of impactful initiatives that have deepened our connection with the community.

We celebrated tremendous success with our Summer Reading Club, which recorded its highest participation ever, playing a crucial role in preventing learning loss during the summer months. Summer Reading Club underscores our commitment to fostering educational engagement year-round.

Our Library of Things has grown to include Financial Literacy Kits, enriching our collection and extending educational opportunities into the homes of our community members. This initiative continues to support a broad spectrum of learning and development needs.

A major development this year was the progress on our Digital Accessibility and Community Connection Initiative. Thanks to the 2022 COVID-19 Relief & Recovery grant, we are on the cusp of launching a new website that will enhance digital access to our resources, ensuring a user-friendly experience for all.

The completion of our Workplace Harmony and Professional Development Program has further strengthened our team, providing staff with the tools needed to support a healthy and inclusive workplace environment.

Despite challenges such as wildfires and financial constraints, our proactive measures and strategic planning have enabled us to maintain and enhance our service offerings. Our comprehensive emergency response strategies and extensive community outreach have solidified the ORL's role as a central support pillar within the region.

As we move forward, we are inspired by the new directions and potential that our updated board brings. These changes are pivotal as we continue to adapt and evolve to meet the needs of our communities.

Thank you for your support and trust in the ORL. We are excited to continue this journey with you, dedicated to enriching our communities through learning, culture, and connection.

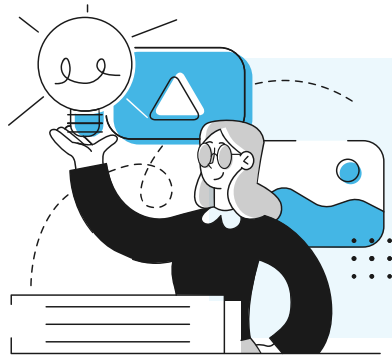
Sincerely,



Danielle Hubbard
ORL CEO



Loyal Wooldridge
ORL Board Chair

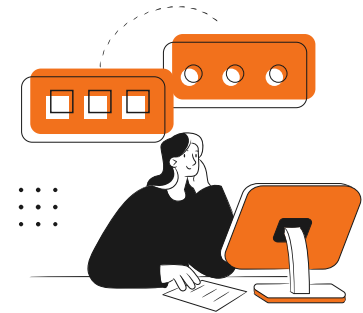


9,080

Total number of programs offered

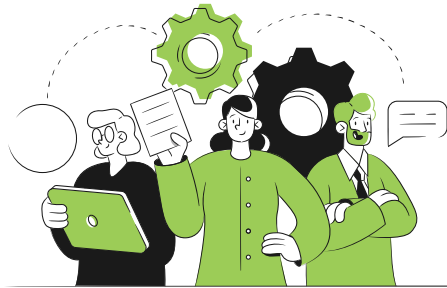
2,754

Hours spent learning new languages through Rosetta Stone



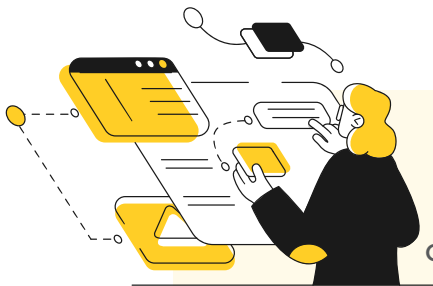
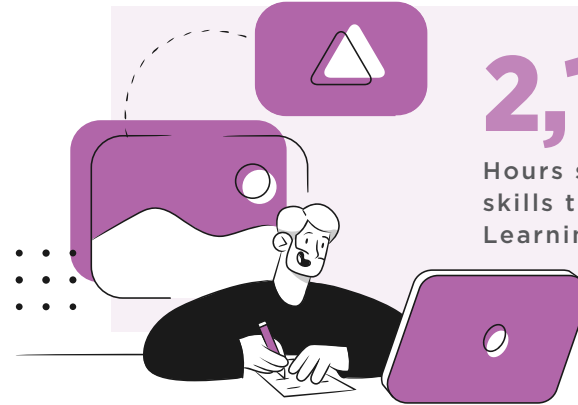
178,955

Total attendance at ORL programs



2,174

Hours spent learning new skills through LinkedIn Learning for Libraries



1,117,850

ORL eBooks & eAudio Checkouts

1,332,901

Number of Patrons walked through our doors



2,198,449

Books, magazines & other materials borrowed



100,858

Active Cardholders

Year in Review

We continue to grow the Summer Reading Club

In 2023 our Summer Reading Club program had its highest participation to date. This initiative prevents summer learning loss and promotes literacy by engaging children with a mix of reading and creative activities. Supported by the provincial operating grant, this program demonstrates our commitment to continuous learning and educational support for youth.



ORL Regular Board Agenda - May 15, 2024

Year in Review

We continue to expand the Library of Things

We continue to expand our Library of Things collection, which supports alternative forms of literacy. In 2023 we added Financial Literacy Kits that help families learn valuable money management skills. This expansion strengthens our educational outreach and supports community members in gaining critical financial knowledge.



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Year in Review

We advance digital accessibility through a new website

We are advancing our Digital Accessibility and Community Connection Initiative with the upcoming launch of a new website funded by the 2022 COVID-19 Relief & Recovery grant. The new website will greatly enhance digital access to our resources and provide an improved user experience.

Strategic Initiatives & New Directions

We introduce fresh perspectives on the Board of Directors

Due to the fall 2022 municipal elections, we have seen significant changes in our Board of Directors, with new members who bring innovative ideas and renewed energy. Their perspectives are driving strategic changes that align with the evolving needs of our community.



Strategic Initiatives & New Directions

We foster workplace harmony through training

We foster workplace harmony through our Workplace Harmony and Professional Development Program. Comprehensive training on bullying and harassment has cultivated a supportive environment, empowering our team to handle challenging situations and provide exceptional service.

2023 In Pictures



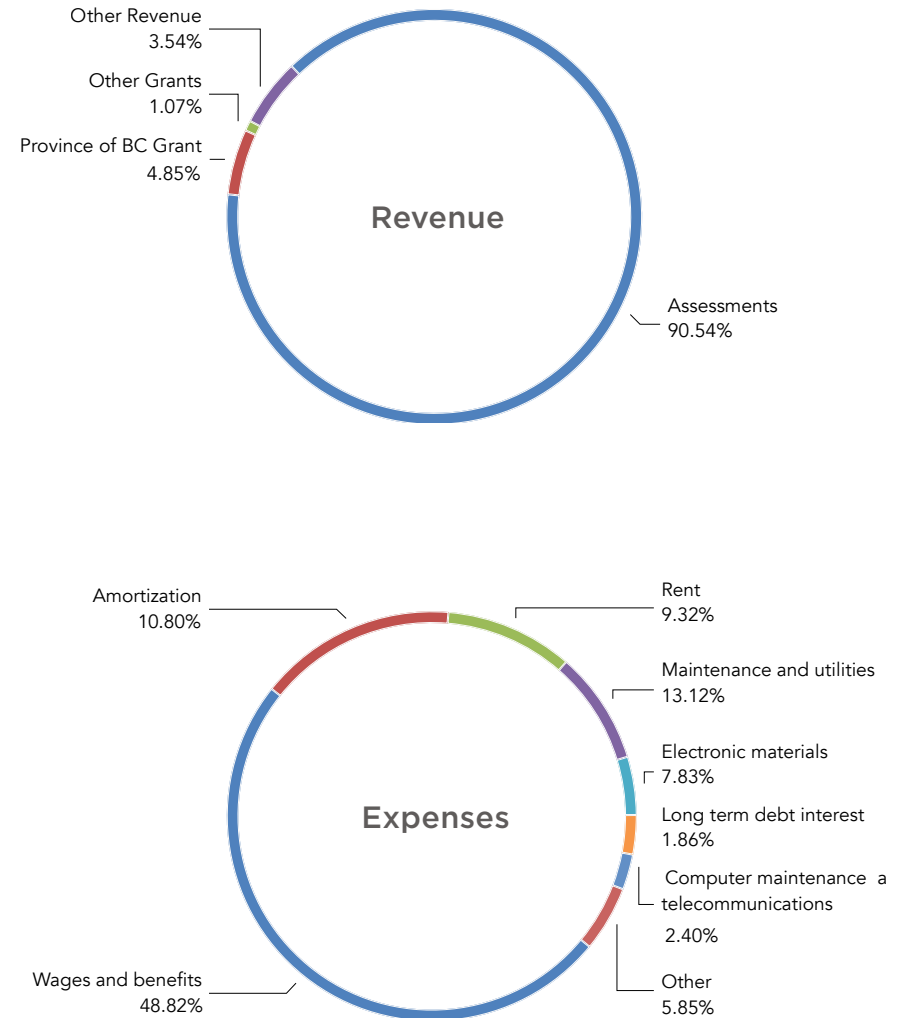
For the year ended December 31	2023	2023	2022
	Actual	Budget	Actual
Revenue			
Assessments (Schedule 2)	\$ 19,730,611	\$ 19,723,354	\$ 18,839,504
Province of British Columbia grant	2,548,783	1,008,000	1,009,411
Other grant revenue	32,317	192,780	221,630
Other revenue (Schedule 3)	1,224,665	611,174	737,531
	23,536,376	21,535,308	20,808,076

6. Expenses by Object

	2023	2023	2022
	Actual	Budget	Actual
Advertising and marketing	\$ 123,563	\$ 83,593	\$ 147,448
Amortization	2,291,717	-	2,279,287
Association dues and memberships	14,078	20,361	15,208
Board and committee expenses	13,390	20,141	4,364
Board strategic planning	63,910	-	20,000
Book binding and mending	2,768	21,887	10,776
Collection agency	354	9,566	(602)
Communications	91,577	80,752	82,158
Computer maintenance and telecommunications*	730,781	529,363	505,763
Electronic materials	1,672,143	1,685,608	1,651,733
Insurance	60,782	58,470	62,626
Interest, bank charges and foreign exchange	12,868	11,500	(4,580)
Long term debt interest	493,800	397,050	393,000
Maintenance and utilities	2,023,051	1,916,890	2,766,749
Penticton library contract	42,020	48,328	36,740
Postage and freight	48,274	65,411	47,995
Professional fees	117,866	87,714	84,251
Programs	113,853	148,491	73,897
Rent	1,845,012	1,840,015	1,965,740
Staff development	239,060	268,813	245,676
Sundry	-	-	2,266
Supplies**	278,625	139,400	272,141
Transportation	135,402	139,401	133,959
Wages and benefits	11,065,411	10,922,083	10,298,317
	\$ 21,480,305	\$ 18,494,837	\$ 21,094,912

* Computer maintenance and telecommunications contains \$300,922 of IT costs that were completed using funds transferred from reserves for these projects. See Note 9 for further information on budgeted figures.

** Supplies contains \$7,188 of expenses transferred from reserves. See Note 9 for further information on budgeted figures.



Need Help? Contact Us!

Visit us at your nearest ORL library,
www.orl.bc.ca/hours-locations or email us at help@orl.bc.ca

ORL LIBRARY BRANCHES

Armstrong	250.546.8311	Osoyoos	250.495.7637
Cherryville	250.547.9776	Peachland	250.767.9111
Enderby	250.838.6488	Princeton	250.295.6495
Falkland	250.379.2705	Revelstoke	250.837.5095
Golden	250.344.6516	Rutland	250.765.8165
Hedley	250.292.8259	Salmon Arm	250.832.6161
Kaleden	250.497.8066	Sicamous	250.836.4845
Kelowna	250.762.2800	Silver Creek	250.832.4719
Keremeos	250.499.2313	South Shuswap	250.675.4818
Lake Country	250.766.3141	Summerland	250.494.5591
Lumby	250.547.9528	UBC-O	N/A
Mission	250.764.2254	Vernon	250.542.7610
Naramata	250.496.5679	Westbank	250.768.4369
North Shuswap	250.955.8198	Westside Learning Lab	778.755.6235
Okanagan Falls	250.497.5886	Administration	250.860.4033
Oliver	250.498.2242		

CONTACT INFORMATION

- @ | help@orl.bc.ca
-  | www.orl.bc.ca
-  | OKRegLib



Item 6.3

Okanagan Regional Library District

Statement of Financial Information (SOFI)

For the year: 2023

Report Appendices

Report appendices include:

- Financial Information Act submission checklist
- Board Approval Form
- Management report
- Schedule of guarantee and indemnity agreements;
- Schedule of remuneration and expenses
 - Schedule showing the total amount of remuneration and the total amount of expenses paid to or on behalf of each member of the Board;
 - Schedule showing remuneration and expenses paid to or on behalf of each employee that exceeds \$75,000;
- Statement of severance agreements;
- Schedule of Payments for the Provision of Goods and Services

Submission Checklist

Financial Information Act - Statement of Financial Information

Library Name: Okanagan Regional Library District

Fiscal Year Ended: December 31st, 2023

a)	☒	Approval of Statement of Financial Information
b)	☒	A Management Report signed and dated by the Library Board and Library Director
c)	☒ ☒	An operational statement including: i) Statement of Income ii) Statement of Changes in Financial Position, or, if omitted, an explanation in the Notes to the Financial Statements (audited ¹ financial statements)
d)	☒	Statement of assets and liabilities (audited ¹ financial statements)
e)	☒	Schedule of debts (audited ¹ financial statements) If there is no debt, or if the information is found elsewhere in the SOFI, an explanation must be provided in the Schedule.
f)	☒	Schedule of guarantee and indemnity agreements including the names of the entities involved and the amount of money involved. If no agreements, or if the information is found elsewhere in the SOFI, an explanation must be provided in the Schedule.
g)	☒ ☒ ☒ ☒ ☒	Schedule of Remuneration and Expenses, including: i) An alphabetical list of employees (first and last names) earning over \$75,000 ii) Total amount of expenses paid to or on behalf of each employee under 75,000 iii) If the total wages and expenses differs from the audited financial statements, an explanation is required iv) A list, by name and position, of Library Board Members with the amount of any remuneration paid to or on behalf of the member. v) The number of severance agreements started during the fiscal year and the range of months` pay covered by the agreement, in respect of excluded employees. If there are no agreements to report, an explanation is required.

¹ Municipal Libraries and Regional Library Districts must provide audited financial statements as per the *Libraries Act* section 11(2) and 26(2) (a). Audited statements are not required for the SOFI but if available, please include them.

As per the *Libraries Act* section 40(3)(a) Public Library Associations must prepare annual financial statements in accordance with generally accepted accounting principles. This also applies to Library Federations.

Schedule of Payments for the Provision of Goods and Services including:

- h) ☒ i) An alphabetical list of suppliers receiving over \$25,000 and a consolidated total for those suppliers receiving less than \$25,000. If the total differs from the Audited Financial Statements, an explanation is required.
-

Board Approval Form

Financial Information Act - Statement of Financial Information

NAME OF LIBRARY <i>Okanagan Regional Library District</i>	FISCAL YEAR END (YYYY) December 31, 2023
LIBRARY ADDRESS 1430 KLO Road	TELEPHONE NUMBER 250-860-4033
CITY Kelowna	PROVINCE BC
POSTAL CODE V1W 3P6	
NAME OF THE CHAIRPERSON OF THE LIBRARY BOARD Loyal Wooldridge	TELEPHONE NUMBER 250-863-0149
NAME OF THE LIBRARY DIRECTOR Danielle Hubbard	TELEPHONE NUMBER 250-860-4033

DECLARATION AND SIGNATURES

We, the undersigned, certify that the attached is a correct and true copy of the Statement of Financial Information of the year ended December 31, 2023 for the Okanagan Regional Library District as required under Section 2 of the Financial Information Act.

SIGNATURE OF THE CHAIRPERSON OF THE LIBRARY BOARD* DATE SIGNED (DD-MM-YYYY)

DD-MM-YYYY

SIGNATURE OF THE LIBRARY DIRECTOR DATE SIGNED (DD-MM-YYYY)

DD-MM-YYYY

Management Report

Financial Information Act - Statement of Financial Information

Library Name: Okanagan Regional Library

Fiscal Year Ended: December 31, 2023

MANAGEMENT REPORT

The Financial Statements contained in this Statement of Financial Information under the *Financial Information Act* have been prepared by management in accordance with Canadian generally accepted accounting principles and the integrity and objectivity of these statements are management's responsibility.

Management is also responsible for all other schedules of financial information and for ensuring this information is consistent, where appropriate, with the information contained in the financial statements and for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Board of the Library is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control and for approving the financial information included in the Statement of Financial Information.

The external auditors, BDO Canada LLP, conduct an independent examination, in accordance with generally accepted auditing standards, and express their opinion on the financial statements. Their examination does not relate to the other schedules of financial information required by the *Financial Information Act*. Their examination includes a review and evaluation of the board's system of internal control and appropriate tests and procedures to provide reasonable assurance that the financial statements are presented fairly.

On behalf of Okanagan Regional Library

**Name. Chairperson of the
Library Board [Print]**

Loyal Wooldridge

**Signature,
Chairperson of the Library
Board**

**Date
(MM-DD-YYYY)**

**Name,
Library Director [Print]**

Danielle Hubbard

**Signature,
Library Director**

**Date
(MM-DD-YYYY)**

Schedule of Guarantee and Indemnity

Financial Information Act - Statement of Financial Information

Library Name: Okanagan Regional Library

Fiscal Year Ended: December 31, 2023

Okanagan Regional Library has not given any guarantee or indemnity under the Guarantees and Indemnities Regulation.

Schedule of Remuneration and Expenses

Financial Information Act - Statement of Financial Information

Library Name: Okanagan Regional Library

Fiscal Year Ended: December 31, 2023

Table 1: Total Renumeration and Expenses - Board and Employees

Board Members	Total Remuneration (Wages/Salaries)	Total Expenses (Reimbursement for Conferences/Mileage etc.)
BENNETT, MYERS	-	\$814.62
COCHRANE, PAT	-	\$673.08
CONDON, TERRY	-	\$382.93
DA SILVA, TASHA	-	\$355.73
ELLIOTT, GEORGE	-	\$1,472.22
EVANS, BOB	-	\$814.19
GARES, KARI	-	\$593.76
HENDERSON, TRACY	-	\$1,157.98
HOPKINS, ALLYSA	-	\$594.03
KRAFT, KEVIN	-	\$240.40
LINDGREN, SYLVIA	-	\$727.47
MANUEL, JOHN	-	\$2,168.79
MATTES, DAVID	-	\$1,013.72
MINDNICH, LORI	-	\$1,265.83
MONTEITH, SUBRINA	-	\$240.47
PALMER, TIM	-	\$2,495.17
RAMEY, DAVID	-	\$873.83
REED, CARA	-	\$174.41
SIMPSON, JAY	-	\$174.41
TODD, NEIL	-	\$854.41
TRAINER, ERIN	-	\$174.41
TREMBLEY, DEAN	-	\$423.09
TRONSON, SARA	-	\$195.13
WOOLDRIDGE, LOYAL	-	\$174.41
YORK, TODD	-	\$174.41
Total Board Members	\$0.00	\$18,228.90

Employees Exceeding \$75,000	Total Remuneration (Wages/Salaries)	Total Expenses (Reimbursement for Conferences/Mileage etc.)
HUBBARD, LEE	\$183,001.00	\$4,079.90
MCPHEE, CHRISTINE	\$151,938.31	\$105.11
CAMPBELL, JEFF	\$150,302.01	\$4,378.10
UTKO, MICHAL	\$135,677.58	\$264.96
FEDDERSEN, JEREMY	\$134,930.38	\$1,105.02
BRECHT, LESLIE	\$133,219.22	\$125.76
REINELT, MARK	\$114,179.34	\$946.70
THOMPSON, TARA	\$92,798.70	\$16.83
SAMSON, LEAH	\$89,884.20	\$76.78
STUART, DOUGLAS	\$85,591.30	\$0.00
KLAPONSKI, JILL	\$85,002.78	\$44.26
HENNINGS, KRISTY	\$84,938.01	\$1,407.48
MCGEE, CHANTELE	\$80,721.49	\$0.00
NICHOLSON, KIRSTY-LEE	\$80,448.00	\$1,376.84
KICKSEE, RICHARD	\$78,901.62	\$0.00
MACHUM HUTTON, ASHLEY	\$78,599.36	\$141.19
TORRES, SHELLEY	\$77,595.95	\$0.00
HAYMAN, ALISON	\$75,637.85	\$564.54
Total Employees Exceeding \$75,000	\$1,913,367.10	\$14,633.47

Total Employees Equal to or Less Than \$75,000 **\$7,307,123.08**

Consolidated Total **\$9,220,490.18**

Reconciliation of Remuneration and expenses

Employer paid benefits and remittances \$1,844,920.82

Total Per Statement of Revenue & Expenditures **\$11,065,411.00**

Variance **\$0.00**

Total Employer Premium for Canada Pension Plan and Employment Insurance **\$634,033.64**

Schedule of Payments Made For the Provision of Goods and Services

Financial Information Act - Statement of Financial Information

Library Name: Okanagan Regional Library

Fiscal Year Ended: December 31, 2023

**OKANAGAN REGIONAL LIBRARY
SCHEDULE OF PAYMENTS MADE FOR THE PROVISION OF GOODS OR SERVICES
FOR THE YEAR ENDED DECEMBER 31, 2023**

Library Name:	Okanagan Regional Library District
Fiscal Year Ended:	2023

Table 1: Suppliers of Goods and Services

Name of Individual, Firm or Corporation	Total Amount Paid During Fiscal Year
6-4 BUILDING MAINTENANCE	\$101,268.21
BLONDE HOLDINGS LTD. (FORMERLY 654412 BC LTD.)	\$65,646.45
ABSOLUTE CONTRACTING	\$30,700.47
A.C.E. COURIER SERVICES	\$36,752.16
AL STOBER CONSTRUCTION LTD.	\$25,669.08
ANTHEM OLIVER PLACE MALL LTD.	\$98,251.08
ARETE SAFETY & PROTECTION INC.	\$25,033.05
BC HYDRO	\$71,536.37
BC LIBRARIES COOPERATIVE	\$206,009.30
BDO CANADA LLP	\$36,337.85
BIBLIOCOMMONS INC	\$60,711.26
BRIDGEALL LIBRARIES LIMITED	\$37,170.95
CALLAHAN CONSTRUCTION COMPANY	\$236,777.25
CARMi JANITORIAL SERVICES	\$47,810.53
CAPITAL NEWS CENTRE	\$166,320.00
CARE SYSTEMS SERVICES LTD	\$44,159.27
CANADIAN UNION OF PUBLIC EMPLOYEES	\$121,043.68
CENTRE FOR EQUITABLE LIBRARY ACCESS	\$26,417.41
CHAPMAN MECHANICAL LTD.	\$58,222.50
CHURCHILL WFN LTD PARTNERSHIP	\$97,026.48
CITY OF WEST KELOWNA	\$4,308,647.28
COUNTRY COURT HOLDINGS LTD.	\$53,858.96
COMMERCIAL SIGNS	\$25,956.19

THE CO-OPERATORS GENERAL INSURANCE	\$60,110.64
STAPLES PROFESSIONAL INC.	\$26,237.76
COLUMBIA SHUSWAP REGIONAL DIST	\$71,483.00
CVS MIDWEST TAPE	\$26,359.36
DISTRICT OF LAKE COUNTRY	\$96,426.00
DISTRICT OF SICAMOUS	\$51,696.05
DIRECTDIAL.COM	\$217,379.50
EBSCO CANADA LTD.	\$31,387.64
EQUITABLE LIFE OF CANADA	\$442,988.64
FFD DEVITO INVESTMENTS	\$47,191.72
FORTIS BC - ELECTRICITY	\$49,131.26
FORTIS BC - NATURAL GAS	\$56,322.35
EVERGREEN BUILDING MAINTENANCE INC	\$39,349.80
HUB OFFICE FURNITURE INC.	\$104,884.64
INDEL INDUSTRIES LTD.	\$31,080.60
INNOVATIVE INTERFACES INC	\$105,558.80
IRL IDEALEASE LTD	\$51,737.60
KANOPY LLC	\$29,919.00
CITY OF KELOWNA	\$855,682.65
KIMCO CONTROLS LTD	\$62,583.27
LIBRARY BOUND INC.	\$132,507.62
MANULIFE c/o COLLIERS INTERNATIONAL	\$274,821.86
MUNICIPAL PENSION PLAN	\$644,849.32
OCLC, INC.	\$46,454.54
TOWN OF OSOYOOS	\$52,052.04
PALADIN SECURITY GROUP LTD.	\$174,445.04
PEACHLAND VILLAGE LTD.	\$56,995.75
PENTICTON PUBLIC LIBRARY	\$42,033.86
SUNCOR ENERGY PRODUCTS PARTNERSHIP	\$50,499.33
TOWN OF PRINCETON	\$32,269.20
PRO JANITORIAL INC.	\$73,710.00
RAINCOAST BOOKS	\$193,900.89
RECEIVER GENERAL FOR CANADA	\$634,033.64
REGIONAL DISTRICT OF CENTRAL OKANAGAN	\$620,293.72
REGIONAL DIST. OF NORTH OKANAGAN	\$566,078.93
REGIONAL DISTRICT OF OKANAGAN-SIMILKAMEEN	\$32,206.57
CITY OF REVELSTOKE	\$54,682.80
ROYAL BANK VISA-WESTERN CENTRE	\$276,251.28
SANDHILL BOOK MARKETING	\$83,393.63
SAWCHUK DEVELOPMENTS CO.	\$70,081.42
BALANCED+ INC. (FORMERLY SECURE LINKS)	\$126,263.93
SHAW BUSINESS	\$29,152.28
SHUSWAP JANITORIAL	\$22,449.18
SMITHSON EMPLOYMENT LAW CORPORATION	\$26,159.27
SOURCE OFFICE FURNISHINGS	\$53,785.20
TELUS COMMUNICATIONS (B.C.)	\$53,214.68

THE CLEANING CO LTD	\$89,539.33
THOMSON REUTERS CANADA	\$25,420.50
TNG CALGARY	\$53,160.78
UNITED LIBRARY SERVICES INC.	\$528,468.43
URBAN ARTS ARCHITECTURE	\$35,331.42
BAKER & TAYLOR BOOKS	\$276,472.10
OVERDRIVE, INC	\$1,006,685.53
WHISTLER CENTRE FOR SUSTAINABILITY	\$55,873.35
WESTERN GATEWAY INVESTMENT LTD	\$269,864.65
SCOTT WELLS	\$31,500.00
XEROX CANADA INC.	\$69,025.62
Total of all suppliers exceeding \$25,000	\$15,302,763.75
Total (Suppliers with payments less than or equal to \$25,000)	\$4,865,645.59
Consolidated Total	\$20,168,409.34

Totals	Amount
Total (Suppliers with payments exceeding \$25,000 (total from above)	\$15,302,763.75
Total (Suppliers with payments less than or equal to \$25,000)	\$4,865,645.59
Consolidated Total	\$20,168,409.34

Reconciling Items	Amount
Remuneration	\$9,220,490.18
Amortization	\$2,291,717.00
Capitalized items	-\$6,777,908.00
Accruals, GST, other	-\$3,043,400.52
Prepaid expenses	-\$379,003.00
Total Reconciling Items	\$1,311,895.66

Reconciliation	Amount
Total Per Statement of Revenue and Expenditure	\$21,480,305.00
Variance	\$0.00

Regional Library Board Report

Information

To: Okanagan Regional Library Board of Directors
From: Chief Financial Officer
Date: May 15th, 2024
Subject: Financial Update Report to March 31, 2024 (3 Months)

Purpose: To Receive for information the Financial Update Report Package to March 31, 2024.

Executive Summary:

Please find attached the Financial Update Report Package to March 31, 2024. Results for the period demonstrate that the ORL is operating within its budget and that there have been no specific challenges for the organization to this point in the 2024 fiscal year.

RECOMMENDATION

THAT the Board receive the CFO's Financial Update Report to March 31, 2024 for information.

BACKGROUND

The attached **Appendix 1** provides the Board with an interim financial report (receipts and disbursements) to March 31st along with the year-to-date (YTD), annual budget and other useful information such as variances. The report has been prepared on a modified cash basis, meaning not all accounting accruals have been made. This report will briefly discuss some of the financial information that staff felt may be of interest to the Board.

DISCUSSION

Receipts – Tax Levy

All levies have been received for the first quarter, although the payment from Keremeos was received after March 31st, resulting in the variance.

Receipts – Government, Grants and Own Resources

This category has seen revenues come in largely on budget aside from the MFA entries, which are made at the end of the year and so are showing as being a variance. However, as this budget line is based on a schedule, it should end the year on target.

From Reserves and Internal Rent

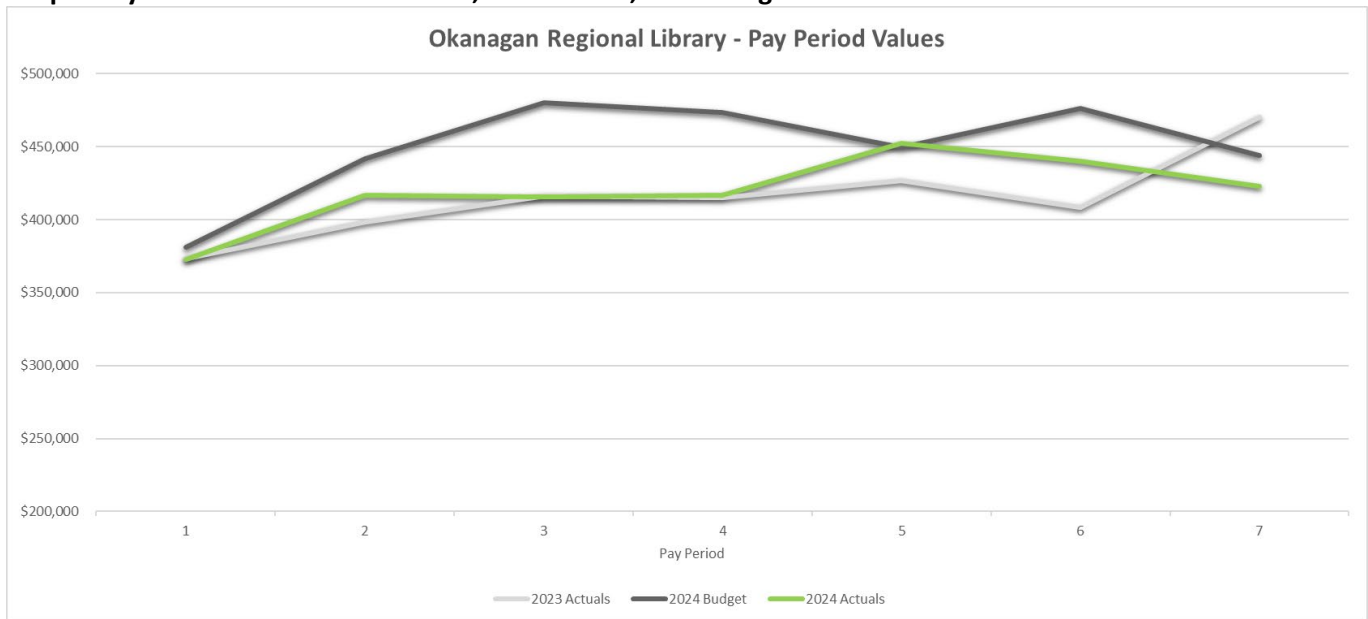
The transfers from reserves are an accounting adjustment that relates to planned amounts drawn out of reserves for technology replacement, furnishings and amounts from the donation reserves for programming and capital expenditures. The internal rent chargeback relates to adjustments for the owned branches.

Total receipts to March 31st total \$5,539,537

Disbursements

Remuneration and benefits are tracking very closely to budget to pay period 7. Overall costs are a little below budget largely due to vacancies in a few roles.

Graph: Pay Period Values: 2023 Actual, 2024 Actual, 2024 Budget



Rent and property expenses are largely on course, although the LTD principle payments are over budget, as the first of two annual payments have been applied earlier this year than typical. The total amount on the year will be on budget.

Library (electronic) materials, along with Books and Other Physical Material form the combined Library Collections Budget. These two lines are largely tracking on budget, with some slight variances due to timing.

“Other Expenses” are tracking well to date, with no variances of note to report on.

Total disbursements before capital expenditures and reserve transactions are \$5,626,290

The Capital Expenditure figures will come up as part of year-end process; these transactions are accounting adjustments related to reserve funded activities. The exception being Books and Other Physical Materials, which was previously discussed with the Library (electronic) materials.

Total disbursements to March 31st are \$5,882,920

The net disbursements over receipts to March 31st are \$343,382

BUDGET AND COST IMPACTS

There are no budget or cost impacts that would derive from this report.

CONCLUSION

The ORL’s financial results to March 31st are generally consistent with expectations and the variances explainable. There does not appear to be anything that requires specific Board attention at this time.

Respectfully submitted,

A handwritten signature in black ink, appearing to be 'JF', with a stylized flourish at the end.

Jeremy Feddersen, CPA, CA
Chief Financial Officer

Okanagan Regional Library

Appendix 1

Interim Financial Report

(Receipts & Disbursements)

January 1, 2024 to March 31, 2024

**OKANAGAN REGIONAL LIBRARY
RECEIPTS & DISBURSEMENTS
To March 31, 2024**

	ACTUAL YR.TO D	BUDGET YR.TO D	VARIANCE YR.TO D	BUDGET -YEAR--	VARIANCE -From Annual--
RECEIPTS					
TAX LEVY ON MUNICIPALITIES AND REGIONAL DISTRICTS					
ARMSTRONG, CITY	\$55,152	\$55,152	\$0	\$220,608	\$165,456
CENTRAL OKANAGAN RD	\$87,274	\$87,274	\$0	\$349,098	\$261,823
COLDSTREAM, DISTRICT	\$130,086	\$130,086	\$0	\$520,346	\$390,259
COLUMBIA SHUSWAP RD	\$211,629	\$211,629	\$0	\$846,517	\$634,887
ENDERBY, CITY	\$30,497	\$30,497	\$0	\$121,989	\$91,491
GOLDEN, CITY	\$88,753	\$88,753	\$0	\$355,013	\$266,260
KELOWNA, CITY	\$1,964,845	\$1,964,845	\$0	\$7,859,380	\$5,894,535
KEREMEOS, VILLAGE	\$0	\$16,456	\$16,456	\$65,825	\$65,825
LAKE COUNTRY, DISTRICT	\$206,470	\$206,470	\$0	\$825,880	\$619,410
LUMBY, VILLAGE	\$20,622	\$20,622	\$0	\$82,488	\$61,866
NORTH OKANAGAN RD	\$221,107	\$221,107	\$0	\$884,427	\$663,320
OLIVER, TOWN	\$57,591	\$57,591	\$0	\$230,364	\$172,773
OKANAGAN SIMILKAMEEN RD	\$241,750	\$241,750	-\$0	\$966,998	\$725,249
OSOYOOS, TOWN	\$75,038	\$75,038	\$0	\$300,153	\$225,115
PEACHLAND, DISTRICT	\$75,165	\$75,165	\$0	\$300,659	\$225,494
PRINCETON, TOWN	\$35,582	\$35,582	\$0	\$142,329	\$106,747
REVELSTOKE, CITY	\$105,316	\$105,316	\$0	\$421,266	\$315,949
SALMON ARM, CITY	\$211,336	\$211,336	\$0	\$845,344	\$634,008
SICAMOUS, DISTRICT	\$43,233	\$43,233	-\$0	\$172,932	\$129,699
SPALLUMCHEEN, TOWNSHIP	\$59,980	\$59,980	\$0	\$239,921	\$179,941
SUMMERLAND, DISTRICT	\$145,758	\$145,758	\$0	\$583,034	\$437,275
VERNON, CITY	\$517,803	\$517,803	\$0	\$2,071,213	\$1,553,410
WESTBANK FIRST NATION	\$127,536	\$127,536	\$0	\$510,144	\$382,608
WEST KELOWNA, CITY	\$464,666	\$464,686	\$20	\$1,858,743	\$1,394,077
	\$5,177,191	\$5,193,667	\$16,476	\$20,774,669	\$15,597,478

	ACTUAL YR.TO D	BUDGET YR.TO D	VARIANCE YR.TO D	BUDGET -YEAR--	VARIANCE -From Annual--
FROM GOVERNMENT & OWN RESOURCES					
PROVINCE OF BC - PER CAPITA GRANT	\$0	\$0	\$0	\$1,038,411	\$1,038,411
GRANTS - FEDERAL	\$0	\$0	\$0	\$49,000	\$49,000
GRANTS - OTHER	\$0	\$0	\$0	\$6,500	\$6,500
FINES, FEES AND DAMAGED MATERIALS	\$8,914	\$13,125	\$4,211	\$52,499	\$43,585
SPACE RENTALS	\$2,122	\$4,802	\$2,680	\$19,207	\$17,085
PRINTING REVENUE	\$9,615	\$7,494	-\$2,121	\$29,975	\$20,360
KEYCARD REVENUE	\$357	\$62	-\$295	\$250	-\$107
INTEREST AND EXCHANGE	\$110,010	\$46,250	-\$63,760	\$185,000	\$74,990
COPIER REVENUE	\$1,393	\$2,387	\$994	\$9,550	\$8,157
SUNDRY INCOME	\$2,746	\$1,250	-\$1,496	\$5,000	\$2,254
MFA ACTUARIAL , DEBT REDUCTION	\$0	\$86,618	\$86,618	\$346,474	\$346,474
INTER LIBRARY LOANS, NET	-\$225	-\$38	\$187	-\$150	\$75
SUBTOTAL GOVERNMENT & OWN RESOURCES	\$134,934	\$161,951	\$27,017	\$1,741,716	\$1,606,783
TRANSFERS FROM RESERVES	\$0	\$0	\$0	\$726,007	\$726,007
ORL OWNED BUILDINGS, RENT CHARGEBACK	\$227,413	\$0	-\$227,413	\$909,650	\$682,238
TOTAL RECEIPTS	5,539,537	5,355,619	-183,919	24,152,042	18,612,505

	ACTUAL YR.TO D	BUDGET YR.TO D	VARIANCE YR.TO D	BUDGET -YEAR--	VARIANCE -From Annual--
DISBURSEMENTS					
REMUNERATION AND FRINGE BENEFITS					
REMUNERATION	2,237,957	2,491,931	253,975	9,967,725	7,729,768
FRINGE BENEFITS	448,311	475,133	26,822	1,900,531	1,452,220
WCB	16,729	12,943	-3,785	51,774	35,045
	2,702,996	2,980,007	277,011	11,920,030	9,217,034
RENT AND PROPERTY EXPENSES					
RENT	659,638	669,967	10,329	2,679,868	2,020,230
LTD PRINCIPAL, ACTUARIAL AND INTEREST	772,395	379,619	-392,776	1,518,476	746,081
PROPERTY EXPENSES	531,419	489,938	-41,480	1,959,754	1,428,335
	1,963,452	1,539,524	-423,927	6,158,097	4,194,646
LIBRARY MATERIALS	562,577	421,402	-141,175	1,685,608	1,123,031
OTHER EXPENSES					
BOARD EXPENSES	2,382	5,186	2,804	20,745	18,363
BOOK DEPOSIT GRANTS	0	800	800	3,200	3,200
COLLECTION AGENCY	-211	750	961	3,000	3,211
EQUIPMENT REPAIRS & RENEWALS	9,031	3,661	-5,371	14,642	5,611
INSURANCE	15,764	15,933	169	63,732	47,968
INTEREST & BANK CHARGES	2,560	2,875	315	11,500	8,940
MARKETING & COMMUNICATIONS	16,981	22,495	5,513	89,979	72,998
MEMBERSHIPS	3,300	5,243	1,943	20,972	17,672
PENTICTON LIBRARY FEE	44,220	12,082	-32,138	48,328	4,108
POSTAGE & FREIGHT	11,551	16,843	5,292	67,373	55,821
PROFESSIONAL FEES	16,444	22,586	6,143	90,345	73,901

	ACTUAL YR.TO D	BUDGET YR.TO D	VARIANCE YR.TO D	BUDGET -YEAR--	VARIANCE -From Annual--
PROGRAMS	10,546	40,683	30,138	162,733	152,187
RECRUITMENT, TRAVEL & SUNDRY	332	4,159	3,827	16,637	16,305
STAFF DEVELOPMENT & MEETINGS	12,032	30,447	18,415	121,786	109,754
SUPPLIES	38,053	39,672	1,619	158,689	120,636
TECHNOLOGY EXPENSES	165,657	151,761	-13,895	607,044	441,388
TELEPHONE & INTERNET	22,199	20,794	-1,406	83,175	60,975
TRANSPORTATION	24,660	35,896	11,236	143,583	118,923
VIRTUAL BRANCH	1,763	2,500	738	10,000	8,238
	397,265	434,366	37,101	1,737,463	1,340,198
DISBURSEMENTS BEFORE CAPITAL EXPENDITURES AND TRANSFERS TO RESERVES	5,626,290	5,375,300	-250,990	21,501,198	15,874,909
CAPITAL EXPENDITURES					
BOOKS AND OTHER PHYSICAL MATERIALS	256,630	333,832	77,202	1,335,327	1,078,697
TECHNOLOGY ASSETS	0	90,443	90,443	361,774	361,774
FURNITURE, EQUIPMENT & OTHER	0	66,203	66,203	264,812	264,812
	256,630	490,478	233,848	1,961,913	1,705,283
TRANSFERS TO RESERVES					
TO BRANCH FURNISHING RESERVE	0	36,250	36,250	145,000	145,000
TO CAPITAL PROJECTS RESERVE	0	28,500	28,500	114,000	114,000
TO IT REPLACEMENT RESERVE	0	77,752	77,752	311,008	311,008
TO NON-OWNED BUILDING MNTC RESERVE	0	8,000	8,000	32,000	32,000
TO OWNED BUILDING MNTC RESERVE	0	15,000	15,000	60,000	60,000
TO STAFF APPRECIATION OR DEVELOPMENT RESERVE	0	375	375	1,500	1,500
TO VEHICLE REPLACEMENT RESERVE	0	6,356	6,356	25,425	25,425
	0	172,233	172,233	688,933	688,933
TOTAL DISBURSEMENTS	5,882,920	6,038,011	155,091	24,152,044	18,269,124
NET DISBURSEMENTS OVER RECEIPTS	-343,382	-682,392	-339,010	-2	343,380

ORL Finance Committee Report – Enhancement Grant

Request for Decision

To: ORL Board
From: Finance Committee
Date: May 15, 2024
Subject: Provincial Enhancement Grant Spending Proposal

Objective: To receive Board approval to spend a portion of the Provincial Enhancement Grant on the professional development and facility improvements discussed below.

Executive Summary:

In spring 2023, the ORL received **\$1,505,872.13** in Provincial Enhancement Grant funding from the Public Libraries Branch. At the September 2023 ORL Board meeting, the Board approved spending \$145,000 of the Enhancement Grant on the following three initiatives:

- a. Migration costs for a new HRIS (\$100,000)
- b. Accessibility compliance (\$30,000)
- c. System-wide DEI training (\$15,000)

These three initiatives total \$145,000. This leaves \$1,360,872.13 of grant funding available. Due to Management Team capacity limits, it has not been possible to gather quotes for apportioning the full remainder of the Grant on specific additional initiatives. Rather, this report proposes to apportion a further **\$272,000** of the Grant on professional development and facility improvement initiatives. A consolidated financial breakdown of this proposal follows the discussion section of the report.

Recommendation:

THAT the Board approve \$272,000 of the Provincial Enhancement Grant be allocated to professional development and facility improvement initiatives.

Discussion:

Professional Development Initiatives:

The Finance Committee proposes that **\$31,000** of the Provincial Enhancement Grant be spent on the following 2024 training and professional development initiatives.

- a. **Innovation Team training** - \$1,000 to train key frontline staff members on MakerSpace technology, including Cricuts and 3D printers. The ORL already owns an extensive array of MakerSpace technology. However, due to the significant rate of staff turnover in the past five years, many staff members now lack the confidence and knowledge to most effectively facilitate public engagement with these technologies.

- b. **Children and Teen Services mini-conference** - \$2,500. The ORL has a long-standing history of co-hosting this mini-conference in partnership with other interior BC library systems such as Penticton, Thompson-Nicola, and Nelson. The conference is a valuable way to train new youth services staff and to networking with our library neighbours. The conference has not run since COVID. Due to inflation and increased travel costs, the ORL will be unable to support this initiative with our standard training budget.
- c. **Cybersecurity training** - \$25,000. A terrifying number of Canadian public libraries have fallen victim to cyberattacks over the past year. Toronto Public Library, which was hit in October 2023, is still operationally crippled and the full scope of the financial hit is estimated in the hundreds of thousands. Social engineering (ie. Staff falling for scams) remains one of the greatest cybersecurity liabilities for organizations. This system-wide training would educate ORL staff on cybersecurity threats and therefore reduce the ORL's vulnerability.
- d. **Marketing and Communications conference** - \$2,500. A prevailing theme from the Strategic Planning input survey was a lack of public awareness about the ORL's services. Due to the ever-shifting face of public media and marketing, combined with the addition of new staff to the Marketing Department, it is recommended that part of the Enhancement grant be invested in professional development for the ORL's Director of Marketing and Communications.

Facility Improvement Initiatives:

The Finance Committee proposes that **\$241,000** of the Provincial Enhancement Grant be spent on the facility improvements below. These initiatives are all within the scope of the new Facility Lead to coordinate and execute. Once this new staff member has settled into their role, they will work to obtain cost estimates for other facility initiatives throughout the system. While the Finance Committee recognizes the desirability of obtaining precise quotes for facility work throughout the system before approving individual projects, this is not a feasible approach. With 30 facilities and a lean Management Team, we are instead prioritizing the most essential projects, and the projects that can be realistically handled by the Facility Lead. It should be emphasized that the Enhancement Grant must be spent within three years of receipt (ie. by May 2026), with the result that decisions must be made in a timely manner to move forward with projects that will benefit our communities.

- a. **Lake Country** - \$30,000 for new circulation desk, wall paint, and furniture (eg. tables and seating). Due to the population growth of Lake Country and the community's under-served position within the ORL's Financial Allocation Model, Lake Country is likely to be slated for a new branch within the foreseeable future. However, in the interim the branch would be improved by a more modern, less cumbersome circulation desk, and by other appealing aesthetic improvements, most of which can be moved into a new facility when the time comes.
- b. **Osoyoos** - \$30,000 for aesthetic enhancements including new children's shelving, and some paint and flooring upgrades. As with Lake Country, Osoyoos is underserved within the ORL's Financial Allocation Model. The branch is not in terrible repair but would benefit from overdue aesthetic improvements.
- c. **Keremeos** - \$20,000 for mobile shelving. Keremeos is a small branch that operates in a community with a great appetite for public programming. The branch does not have a separate programming or meeting space. Equipping the branch with mobile shelving will increase staff capacity to offer large-scale, flexible programs to meet community needs.
- d. **Silver Creek** - \$49,000 for new shelving and flooring. Silver Creek's current shelving is plywood and is falling apart to such a degree that books and other materials frequently fall into the cracks and are lost. The current carpet is decades-old, stained, and peeling in many places. This branch is in an embarrassingly deplorable state.

- e. **Salmon Arm** - \$40,000 for new flooring. The carpet tiles in Salmon Arm are lifting throughout the branch. As we are currently in the process of equipping Salmon Arm with new shelving, this would be the logical year to also replace the floor.
- f. **Cherryville** - \$2,000 for a hot water tank. Cherryville has been operating without hot water for as long as the Management Team is aware. This is not an acceptable working environment for staff. \$2,000 would cover the purchase and installation of a hot water tank for the branch.
- g. **Headquarters** - \$70,000 for LED lighting upgrades. HQ is one of the few facilities the ORL owns and has been overdue for a lighting upgrade for many years. Investing in LED lighting throughout the facility will save the ORL money in the long run, due to increased energy efficiency.

Financial Considerations:

Initiative	Cost
Professional Development	
Innovation Team MakerSpace training	\$1,000
Children and Teen Services mini-conference	\$2,500
Cybersecurity training	\$25,000
Marketing and Communications conference	\$2,500
Professional Development subtotal:	\$31,000
Facility Improvements	
Lake Country (circulation desk, paint, and furniture)	\$30,000
Osoyoos (aesthetic enhancements)	\$30,000
Keremeos (mobile shelving)	\$20,000
Silver Creek (complete shelving and flooring)	\$49,000
Salmon Arm (flooring)	\$40,000
Cherryville (hot water tank)	\$2,000
Headquarters (LED lighting upgrade)	\$70,000
Facility Enhancements subtotal:	\$241,000
TOTAL:	\$272,000

Strategic Alignments:

The above initiatives support the following two Goals in the ORL's 2024-2029 Strategic Plan:

1. Offer a welcoming, inclusive space to gather and connect.
2. Strive for organizational and service excellence.

Respectfully submitted by:

Danielle Hubbard, Chief Executive Officer, Okanagan Regional Library

To: ORL Board

From: Policy and Planning Committee

Date: May 15, 2024

Subject: **Financial Policies**

Voting Entitlement: *Unweighted vote – Simple majority*

Purpose: To apprise the Board of the ORL's current financial policies, and to recommend a collaborative approach to updating and supplementing these policies, taking the ORL's Financial Allocation Model into account.

Executive Summary:

The ORL has an array of policies pertaining to financial management and decision-making. The two relevant sections of the *Board Policy and Regulations* manual are *Section IV: Facilities Guidelines* and *Section XI: Finance*. Both sections are discussed below. In 2012/2013, the ORL introduced the *Financial Allocation Model Analysis* (FAMA), a system for tracking revenues and expenditures across the system. However, none of the ORL's extant policies address FAMA. As a result, it is unclear to what degree FAMA calculations should dictate, determine, or inform service levels and spending decisions on a go-forward basis. It is also unclear where the decision-making line lies between the ORL Board and ORL Management. As populations increase throughout the ORL service area, it is recommended that ORL financial policies be reassessed and that new policies be created with a mind towards equity and organizational growth. This report:

- A. Explains the ORL's funding model;
- B. Explains the genesis and current state of FAMA;
- C. Summarizes the ORL's existing financial policies and their gaps; and
- D. Recommends the creation of FAMA-specific policies as a collaborative endeavour between the Policy and Planning Committee and the Finance Committee.

Recommendation:

THAT the Board approve a meeting of the Board Chair, Policy and Planning Committee Chair, Finance Committee Chair, CEO, and CFO to reassess the ORL's existing financial policies and the parameters for a financial allocation policy.

Respectfully submitted by: Danielle Hubbard, CEO.

Attachment(s):

1. BC Public Library Act [BC Library Act](#)
 2. Section IV: Facilities Guidelines [Policy Section IV: Facilities Guidelines](#)
 3. Section XI: Finance [Policy Section XI: Finance](#)
 4. Financial Allocation Model Analysis [FAMA 2013](#)
-

Discussion:

A. Funding model:

The ORL operates 30 branches, spread between four regional districts (RDOS, RDNO, RDCS, and RDOS). In accordance with the *BC Public Library Act*, the ORL receives most of its funding from municipal levies, calculated on a per capita and land valuation basis. The City of Kelowna levy constitutes approximately 40% of the ORL's annual operating budget. There is no language in the *Public Library Act* dictating how the operating budget should be allocated between the constituent communities. Prior to 2012, allocation decisions and service levels were made largely at the discretion of the CEO and CFO.

B. Financial Allocation Model Analysis:

In 2012, the ORL Board contracted the auditing firm Grant Thornton to conduct a Financial Allocation Model Analysis (FAMA). Grant Thornton analysed how much of the ORL's annual operating budget was being spent on provision of library services in each of the ORL's member communities and compared these figures against the municipal levy (revenue) figures from each community.

Grant Thornton found that some communities were "under-served," contributing more levy revenue than what they were receiving in provision of services. Other communities were "over-served," receiving higher levels of service than what their levy could support.

Grant Thornton's report was delivered to the ORL Board in 2013. The Board directed ORL Management to correct the disparities FAMA revealed. Resultantly, open hours and staffing levels were reduced at "over-served" branches and increased at "under-served" branches. This process took several years, taking advantage of natural retirements and resignations where possible. The morale impact was still significant and negative in many areas of the system.

From 2013 onwards, the ORL's CFO tracks revenues and expenditures to ensure approximate alignment with FAMA. It should be noted, however, that no extant ORL policy mentions FAMA, let alone articulates to what degree FAMA calculations should be used to dictate, determine, or inform decision making.

C. Existing financial policies:

The ORL has two areas of written policy that pertain to financial management and decision-making: *Section IV: Facility Guidelines* and *Section XI: Finance*.

Section IV: Facility Guidelines: These policies specify the physical size of library branches, public open hours, and service levels based on the population of the community served. The problem is that there is no mention of FAMA (ie. operational costs vs. funding levels) in these policies. In some instances, *Facility Guideline* specifications contradict FAMA parity. Secondly, the *Facility Guidelines* do not account for the service needs of communities with populations over 50,000, a threshold that some of our communities have exceeded or are likely to soon exceed. Thirdly, the *Facility Guidelines* make no reference to staffing levels, which has resulted in inconsistent workloads and levels of staffing throughout the system.

Section XI: Finance: These policies speak to the ORL's financial governance practices, including budgeting, leasing of facilities, and the management of reserves and capital expenditures. While this section of written policy is not necessarily in contradiction of FAMA, neither do these policies make any mention of FAMA.

D. Collaborative Policy Creation

It is recommended that the Policy and Planning Committee work collaboratively with the Finance Committee to:

- a. Reassess and update the ORL's *Facility Guidelines*;
- b. Reassess and update the ORL's *Finance* policies; and most importantly
- c. Create written policies clarifying the role of FAMA (or a synonymously titled financial allocation system) in the ORL's financial decision-making processes.

SECTION IV: FACILITIES GUIDELINES

A. GOALS

The Library Board's goal is to provide functional and convenient community library facilities that support library service levels established by the Board. Branch guidelines inform all constituent units, staff, and the public about the Board's expectations of branch and headquarters physical facilities. They ensure that decisions about physical facilities are made in a fair and equitable manner, system wide. Existing branches that fall outside the current guidelines will be dealt with on a case-by-case basis.

B. GENERAL

1. This policy is reviewed every five years by the Board, following the publication of the Canadian Census figures. Branch service area populations are not updated in between the years the census is taken.
2. Most items in the Library's collection flow freely between the branches of the Okanagan Regional Library.
3. Branch open hours and branch size reflect the population of the branch service area. Library service is provided during hours that best meet the needs of the community, through branches located at points of maximum convenience to the public.
4. All branches shall be located wherever traffic flow is high; for example, near high use commercial outlets, so that library users may combine library visits with other errands. They shall be located as close as possible to a larger population, and whenever possible shall be on a public transit route and have safe and secure access and egress to the branch. Consideration should also be given to surrounding businesses and activities so as to avoid, as much as possible, adjacency to non-family friendly or incompatible uses.
5. Five to ten-year population growth trends should be considered in planning a new library branch.
6. The Library will work with constituent units to ensure that Library branches are attractive, convenient, and cost-effective service points.
7. A Library headquarters is maintained, where central processing and supervision of services is carried out.
8. A formal branch building program will be completed for all branches that are anticipated to be more than 10,000 sq. ft., or 929 sq. meters.
9. Where need warrants it and there is considerable local government and community support, a Virtual Satellite location may, in certain cases, be established in communities of 500 people or more. Virtual Satellites are community partnerships, where public space is provided for library service without cost to the Okanagan Regional Library, for the provision of services which may include:
 - Occasional library programming and outreach visits
 - Public internet and library catalogue
 - Hold pick up and book return
 - Additional services of similar scope.

The procedure for applying to host a virtual satellite may be obtained by contacting the ORL's Chief Financial Officer. The ORL will consider the financial and logistical feasibility of the additional service requested. The Virtual Satellite is intended to be a low-cost enhancement to the standard services provided online and at full service branches and will not be feasible if total service costs in an area would exceed the level of funding provided for the service population. The establishment of the initial Virtual Satellite will be a pilot and will entail the signing of a formal partnership agreement, subject to periodic review.

C. BRANCH TYPE: DEFINITIONS

System Resource Centre

The Okanagan Regional Library maintains a single system resource centre in the largest community in the Okanagan Regional Library. A Resource Centre operates as a community branch and provides in-depth reference services to all ORL customers and branches. The branch houses a larger reference collection and serves as a depository for low use circulating collections. Library services unique to the Resource Centre may be offered and made available to customers residing throughout the library district. A System Resource Centre is open seven days and 60 hours per week.

Urban Neighbourhood Branch

Urban Neighbourhood Branches are located within municipalities with a service area population of at least 75,000. They must be a minimum of five kilometers from any other branch. The minimum population served by an Urban Neighbourhood branch is 25,000. This type of branch is open a minimum of 48 hours per week.

Community Branch

Urban community branches are situated a minimum of 10 kms. from another branch. They serve a population of 5,000 or more people.

Rural Community Branches

Rural community branches are situated a minimum of 20 kms. from another branch. They serve a population of between 2,000 and 5,000 people. The minimum population for a new branch to be considered by the Board is 2,000 people.

D. BRANCH SIZE

- 0.75 sq. ft. per person is allocated for the System Resource Centre.
- 0.50 sq. ft. per person is allocated for all other branch types.

E. BRANCH OPEN HOURS

Branch open hours are based on the Branch Service Area population.

<u>Population of Service Area:</u>	<u>Weekly Open Hours:</u>
2,000 to 3,499	20
3,500 to 4,999	25
5,000 to 7,499	30
7,500 to 9,999	35
10,000 to 14,999	40
15,000 to 24,999	48
25,000 to 49,999	52
Over 50,000	60

F. BRANCH DELIVERIES

Weekly branch deliveries are based on annual circulation.

Under 40,000	1
40,000 – 99,999	2
100,000 – 199,999	3
200,000 – 399,999	4
Over 400,000	5

G. BRANCH FURNISHINGS AND EQUIPMENT

The Library provides equipment, furniture, and fixtures in the staff areas of a branch. All Headquarters equipment is purchased by the Okanagan Regional Library. All equipment and furnishings must meet the ergonomic standards set by the Workers' Compensation Board of BC.

NEW BRANCHES | MAJOR RENOVATIONS

The constituent unit in which the Library branch is located is responsible for funding the original purchase cost of any furniture and fixtures necessary to provide library service in the public area of their branch. This shall apply to newly constructed and substantially renovated spaces. Such furnishings and fixtures shall become the property of the Library, and shall be capitalized and amortized on the financial statements of the Library, as per Library accounting policies.

In such a case, the constituent unit in which the library branch is located may approach surrounding neighbours who use this branch, to share in these costs as branch service areas may include parts of more than one constituent unit. Branch usage information is available to assist with this process to ensure that each constituent unit's share of furniture and fixture cost reflects relative usage of a branch. Such arrangements are between the constituent units, independent of the Library.

ONGOING MAINTENANCE | REPLACEMENT

In the case of day-to-day maintenance and replacement of existing public furniture and equipment the ORL is responsible. The ORL will use funding from the branch furniture and equipment budget to address these needs as they arrive.

The branch furniture and equipment budget funds an active operating reserve, which can be used for the purchase of furnishings, equipment, or minor facilities improvements in library branches. Where appropriate, the ORL will pursue bulk purchasing to reduce costs. While recognizing that purchasing may be project based or cyclical, the general intent will be to maintain all branches at an equitable level and ensure that spending is fairly distributed over time and reflects local inputs. To this end, spending will be tracked and reporting will be available during the annual budget process. Project and purchasing priorities will be determined by operational needs, board policy, and approved strategic or facilities plans.

H. BRANCH EXTERIORS

1. Each branch should have a welcoming exterior with signage that is visible from a distance of 50 feet or 15.24 meters. Should a branch be closed all signage shall be removed.
2. Exterior signage will be consistent in colour, font, and wording, and include the ORL logo incorporating the words "Okanagan Regional Library" and the name of the Branch, as determined by the Okanagan Regional Library Board. All branches must be wheelchair accessible. Access should include a fully automated door at the public entranceway, or at a minimum, a handicapped access button.
3. All branches must have a non-public exterior door with a loading zone so that the Library van has easy access to the branch. This exit will also be used as an emergency exit. In larger branches, a loading dock is required.
4. Branches should have exterior access through book slots into a fireproof book drop room, or a flameproof locking book drop, so that library users may return books when the Library is closed. Ease of access for library customers and staff to these book drops is important. Drive up access to book drops is preferred.
5. Exterior lighting for safety and convenience is required.
6. Landscaping should not create concealed areas that are prone to vandalism, or require excessive maintenance. Xeriscaping will be used wherever possible.
7. Adjacent parking – the Library requires one parking space per 250 square feet or 23.2m² of building space for most branches. Branches-over 10,000 sq. feet or 929 sq. meters require one parking space for each 400 sq. feet or 37.2 sq. meters of building space. Additional designated staff parking is preferred. Parking lots should be paved. Bicycle racks should be provided at each branch.
8. The basic module for constructing libraries should be 30 feet by 30 feet or 9.144 meters by 9.144 meters.

I. BRANCH INTERIORS

1. Branch interiors should be welcoming and attractive. Branch interiors should be safe, comfortable, and convenient for the public and for staff. Interiors are designed to allow for flexible use, to accommodate changing technology, and reflect to changing community needs.
2. The facility must be efficient and flexible, with a minimum of structural barriers and irregular geometry. Extensive and easy access to power and data throughout the building is required.
3. The facility must be fully wheelchair accessible for both staff and public, as per the B.C. building code.
4. Facilities will have non-slip flooring. Branch size, acoustics, and local weather conditions are considered in choosing branch flooring.
5. Lighting in book stack areas must be evenly distributed from the end of one book stack area to the other, and from the top to the bottom of the book stack. A minimum of 50 to 60-foot candles are required at desk height.
6. Northern natural light is preferred. South, east, and west windows may be reduced in size, changed in shape, or may require exterior shading, blinds, or window tinting to reduce glare and heat gain.
7. An HVAC system is required for each facility.
8. Each branch should have a staff room and staff toilets appropriate for the number of staff in the branch.
9. Each branch has an area specifically designated for the shipment of library material,
10. Interior signs are highly visible and of uniform design.
11. Libraries should be a single floor, at ground level. Libraries over 20,000 square feet or 1,858 sq. meters may be considered for a second floor.

SECTION XI: FINANCE

A. UNEXPENDED MONIES

Any unexpended monies allocated to library materials in a fiscal year shall be moved to a materials reserve fund for the following fiscal year. Conversely, should the library materials accounts be over expended in any fiscal year, the over expenditure would be covered from reserve funds.

B. REALLOCATION OF FUNDS

Once the budget is adopted, there shall be no reallocation of funds before the end of June. Any reallocation of funds before the year-end is to be made only with the prior approval of the Board's Executive Committee.

Once the Board has approved the Budget, the tax levy apportionment will not be changed within the Board's fiscal year.

The Board will not entertain any application to revise a constituent unit's tax levy unless that revision amounts to more than 25% of the constituent unit's library tax levy for that particular year.

C. TENDER FOR FINANCIAL SERVICES

The Board shall go out to tender for all financial services on a five-year cycle. Such services to include auditing, banking, and insurance.

D. SPECIAL SERVICES

Should any group request special services from the Board, such special services may be contracted for on a cost recovery basis, subject to operational requirements of the Library.

E. BUDGET PLANNING CYCLE

The ORL uses a three-year budget planning cycle. The ORL Finance Committee oversees the annual development of a three-year budget plan. This plan would generally be developed beginning from existing operations and using the best available information adjusting for currently known commitments, operational adjustments, anticipated budget needs, likely future plans and other necessary adjustments for the next three years.

This plan will be presented to the Board each budget cycle for approval. The first year of the approved plan will become the approved budget for the following year and determines the approved member tax assessments for that budget year.

F. BUILDINGS

General

The Library Board may lease or own library facilities, based on the best business case.

Lease costs for Library branches owned by constituent units will be paid to the owning constituent unit based on the Board's appraiser's triennial valuation of the market rental rate.

Operating costs of such branches will be negotiated annually between the Board and the constituent unit, based on the verified actual cost of operation during the previous year.

The Board shall go out for quotations for the branch rental appraiser contract on a six-year cycle.

At the completion of the quotation process, staff is authorized to select the Board's appraisers.

Intent to Lease

Any new branch facility is planned in accordance with Library Board goals as set out in Board policy (Section IV: Branch Guidelines).

Some Library branches are leased from constituent units, from other institutions, or from the private sector.

All lease rates will be based on the market rental rate of the property. Where the Board leases property from a constituent unit, the Board will pay a rate based on the Board's market rental appraisal, done once every three years.

In the matter of a dispute over the market rental rate of the property at the time of the appraiser's report, the constituent unit may have another appraisal completed at its own expense. Any difference between the appraisals will then be looked at by Library administration and the constituent unit and should it be necessary, an arbitrator will be chosen by both parties; cost of the arbitration will be the constituent unit's expense. Any changes to the market rental rate will come into effect in the following fiscal year.

Lease Approval Levels

Provided that there will be no current overall impact on the Board's budget, and the ongoing impact on the budget is less than Ten Thousand Dollars (\$10,000), the Chief Executive Officer may approve branch location changes.

Where the budget impact is more than Ten Thousand Dollars (\$10,000) or more, a letter of intent to lease requires Board approval.

Branch Utilities

The Board requires separation of utility meters with respect to any shared facility.

Operating costs of branches will be negotiated based on the verified actual cost of operation during the previous year.

Factors in Facility Reviews

In reviewing the building, the following aspects should be considered:

1. Location/Legal Description
2. Sketch/Plan of Interior and Exterior
3. Size/Layout
4. Quality of Construction:
 - Materials (basic wood frame, concrete block, cement pad)
 - Number of Storeys
 - Elevators
 - Insulation
 - Windows
 - Caulking
 - Roofing
 - Heating/Air Conditioning
 - Load Factors
 - Other.

Interior:

- | | |
|---------------------------|-------------------------|
| - Wiring | - Wall Coverings |
| - Plumbing | - Windows |
| - Partitioning | - Window Coverings |
| - Lighting | - Fixtures |
| - Flooring | - Wheelchair Accessible |
| - Wall covering | - Security |
| - Communications hook-ups | - Other |

Exterior:

- | | |
|----------------------------|--------------------|
| - Entrance/Exits | - Parking |
| - Landscaping | - Delivery/Loading |
| - Wheelchair accessibility | - Signage |
| - Lighting | - Finishes |

G. AUDITOR

The Finance Committee shall meet with the Board's auditor prior to the audit and at such other time or times, as it deems necessary.

H. RESERVE FUNDS

In each year where the Board approves a five-year capital budget, authority is granted to spend equipment reserve funds and automation reserve funds in accordance with the current five-year capital budget.

Equipment is defined as vehicles, furnishings for new branches.

Acquisition and replacement of capital equipment to an amount of Five Thousand Dollars (\$5,000) shall be funded from operating funds.

Acquisition and replacement of capital equipment with a value in excess of Five Thousand Dollars (\$5,000) shall be funded from reserve funds.

Proceeds from the sale of equipment are to be credited to the reserve fund.

Any unspent amounts in the photocopier budget shall be used to establish a reserve fund for photocopiers.

The Board will fund reserves to ensure that adequate funds are available when capital items need to be purchased, maintained, or replaced. In addition, the Board will maintain a contingency reserve.

I. VEHICLE REPLACEMENT

Cars shall be replaced on a five-year basis.

J. CAPITAL EXPENDITURES

Purpose is to specifically identify authority with reference to the purchase of capital items.

In each year where the Library Board approves a current year operating and capital budget and five-year capital budget, authority is granted to spend capital funds in accordance with the current year budget only and for items specifically identified in this budget.

If a surplus is realized after the current year's capital items have been acquired as identified in the current budget, the Chief Executive Officer may approve purchases up to Ten Thousand Dollars (\$10,000) worth of items listed in other years of the plan. Purchase of items amounting to more than Ten Thousand Dollars (\$10,000) must be approved by the Finance Committee.

K. FINANCIAL INFORMATION ACT

That in the matter of the Financial Information Act, the Finance Committee represents the Okanagan Regional Library Board and shall approve all of the statements and schedules filed under the Act.

L. PURCHASING

Where goods or services to be purchased are contained in a current budget approved by the Board, the general practice to be followed shall be:

- Purchases not exceeding Five Thousand Dollars (\$5,000): By obtaining verbal or written competitive quotations.
- Purchases over Five Thousand Dollars (\$5,000) but not exceeding Twenty-Five Thousand dollars (\$25,000): By obtaining written competitive quotations, all of which will be opened at the same time.
- Purchases over Twenty-Five Thousand Dollars (\$25,000): By public tendering process.

M. PURCHASING AWARDS

Awards for goods or services shall be made on the basis of the lowest evaluated tender or quotation: that is, the tender meeting the specifications at the lowest overall cost to the Library, as determined by the Chief Executive Officer, considering such factors as suitability, price, availability, service, disposal value, etc.

Where price and all other things are equal, preference shall be given to a supplier operating within the geographical boundaries of the Okanagan Regional Library.

A listing of bids and amounts shall be attached to any recommendation for goods or services going forward to the Library Board.

N. PURCHASING AUTHORITY

The Chief Executive Officer's approval is required for all purchases over Five Thousand Dollars (\$5,000). The Finance Committee's approval is required for:

- All purchases over Twenty-Five Thousand Dollars (\$25,000);
- All purchases over Ten Thousand Dollars (\$10,000) that are other than the lowest evaluated tender or quotation.

An unbudgeted new capital purchase of up to Ten Thousand Dollars (\$10,000) will require full Finance Committee approval.

An unbudgeted new capital purchase of more than Ten Thousand Dollars (\$10,000) will require full Board approval.

O. EMERGENCY PURCHASES

In emergency situations, formal documentation and approvals may be required after the fact but shall be obtained as soon as practicable.

P. LIBRARY GRANTS TO RURAL COMMUNITIES FOR THE PURPOSE OF SUPPORTING A BOOK DEPOSIT

The Okanagan Regional Library may make annual grants to rural communities with a population of between 500 and 1499 residents, for the purpose of providing supplemental library service to a community, on the condition that the community provides a book deposit available to everyone in the named community, and there is no other book deposit in that Electoral Area. Book deposits in existence as of January 1, 2013 will not be denied a grant unless their census population falls below 60.

Applications for book deposit grants must be addressed to the ORL Board for approval. Applicants must show that the book deposit envisioned will match the Board's criteria for a book deposit.

A partnership agreement must be signed on behalf of the Regional District by the Chief Administrative Officer of the Regional District, the Rural Area Director, and the Community Association President, and on behalf of the Library Board by the Board Chair and the Chief Executive Officer of the library.

A book deposit supplements library branch services by providing books and other library materials to community residents and may be staffed by community volunteers. Book deposits are not required to keep circulation records or follow ORL policies in other matters. Book deposits must be at least 20 kilometers from the nearest ORL branch or book deposit. Book deposits are independent of the ORL and the ORL will not be legally or otherwise liable for any of their activities, in-activities, or operations.

The annual grant shall be based on a grant of \$2 per person in the named community in which the book deposit is located, to a maximum of \$2000. Annually, the community association will receive the grant, pay it out to book deposit volunteers as needed, review an annual report of book deposit expenditures, and forward their review to the ORL Board.

In addition to the grant, the ORL will fund one exterior sign. Book deposit volunteers are required to post the sign on the exterior of the building in which the book deposit is located. It shall include the ORL logo, and say "Okanagan Regional Library Book Deposit" and the name of the community.

Should the community decide to close the book deposit, the community association shall inform all parties to the partnership agreement. The ORL exterior sign shall be removed.



To: ORL Board

From: Policy and Planning Committee

Date: May 15, 2024

Subject: Internet Policy

Voting Entitlement: *Unweighted vote – Simple majority*

Purpose: To discuss a recent patron complaint about the ORL's *Internet* policy and to recommend that the current policy be upheld.

Executive Summary:

The ORL provides Internet access at all locations. Although access is largely unfiltered, our IT Department does maintain blocks on illegal content, discussed below. Filtering software is not perfect, however, and does not always block the intended content.

The ORL occasionally receives patron complaints about individuals accessing “inappropriate” content – either content that we have attempted to filter, or content that the specific patron finds subjectively offensive. Such a complaint was received on March 20, 2024, with the request that the ORL's *Internet* policy be referred to the Board. This report explains the rationale for the ORL's *Internet* policy and recommends that the current policy be upheld.

Recommendation:

THAT the Board uphold the ORL's current *Internet* policy and direct Management staff to respond to the March 20th patron concern accordingly.

Respectfully submitted by: Danielle Hubbard, CEO.

Attachment(s):

- | | |
|--|--|
| 1. Section VI: Services, I. Internet | Policy Section VI: Services, I. Internet |
| 2. ORL Strategic Plan 2024-2029 | |
| 3. Section V: Materials, B. Intellectual Freedom | Policy Section V: Materials, B. Intellectual Freedom |
| 4. Patron correspondence, March 20, 2024 | |

Discussion:

ORL's Internet Policy:

The *Disclaimer* portion of the ORL's *Internet* policy states that:

"The Internet is an unregulated worldwide environment. It contains information and opinions that range from reliable and authoritative to controversial and extremely offensive. Some information found on the Internet may not be accurate, complete, or current, and each user must assess the validity of the information found. The Library does not monitor and has no control over Internet content. The Library is not responsible for damages, fees or security associated with the use of the Internet. The Library cannot guarantee security and confidentiality of any transaction, particularly e-commerce transactions."

Filtering software:

The ORL currently endeavors to maintain Internet filtering blocks on illegal content, not on subjectively "inappropriate" or "offensive" content. The list of blocked topics are: *proxy avoidance; child sexual abuse; pornography; peer-to-peer file sharing; malicious websites; phishing; and spam URLs.*

It must be emphasized that filtering software is not entirely reliable. Terminology is continually shifting and does not take context into account, thereby allowing many specific sites to circumvent filtering parameters. To increase the ORL's filtering efforts would be costly – both in terms of licensing and staff time – questionable in effectiveness and contradict the ORL's commitment to intellectual freedom.

Intellectual Freedom:

While some public libraries do utilize filtering software to a greater extent than does the ORL in an attempt to block "inappropriate" sites, the Policy and Planning Committee recommends such a practice not be adopted on the grounds of intellectual freedom, which is one of the guiding values of the ORL.

As stated in the ORL's *Strategic Plan Framework 2024-2029*, "We champion access to information and exposure to diverse points of view." This value is echoed in the ORL's *Materials* policy, which states:

"The Okanagan Regional Library endorses the *Statement of Intellectual Freedom and Libraries* adopted by the Canadian Federation of Library Associations...[which]...include the interlocking freedoms to hold opinions and to seek, receive and impart information and ideas through any media and regardless of frontiers."

While the Policy and Planning Committee acknowledges the problematic nature of offensive Internet content, it is not the Library's role to be a moral arbitrator, and it must also be recognized that filtering is not a guarantee against access to illegal content. Library staff are empowered to ask patrons to desist or leave the branch if their activities are overly disruptive to other library users.

Conclusion:

Considering the ineffective nature of filtering software – and more importantly, the ORL's commitment to the value of Intellectual Freedom – it is recommended that the Library's current *Internet* policy be maintained.

SECTION VI: SERVICES

I INTERNET

Internet Access

The Okanagan Regional Library provides free Internet access in each branch library, as a part of its goal to provide to all residents cultural, educational, and recreational resources. Access may be provided through Internet workstations in a branch, or through wireless connections for laptop users.

Disclaimer

The Internet is an unregulated worldwide environment. It contains information and opinions that range from reliable and authoritative to controversial and extremely offensive. Some information found on the Internet may not be accurate, complete, or current, and each user must assess the validity of the information found. The Library does not monitor and has no control over Internet content. The Library is not responsible for damages, fees or security associated with the use of the Internet. The Library cannot guarantee security and confidentiality of any transaction, particularly e-commerce transactions.

Access

Decisions regarding the number and placement of Internet workstations will be made on the basis of space availability, telecommunications capability, overall library priorities, and available funding.

Patron login (library barcode and password) may be required for Internet use. Internet access for non-library members is allowed, depending on availability, through "internet only" cards.

Daily time limits on the use of workstations are in use, to assist the library to meet customer demand.

As filters are not foolproof, and each person's values are different, the library does not provide a commercial content filter on Internet workstations.

Parental Responsibility and Child Safety on the Internet

Parents or legal guardians are responsible for their children's use of the Internet. Parents are encouraged to work closely with their children in selecting and viewing material that is consistent with personal and family values and boundaries.

Information Storage

The Library does not store information on an individual's use of the Internet, online databases, or other products, except for generic statistics used to measure the overall use of Internet access, and for planning any changes in the service provided.

Restrictions

1. Internet users are subject to federal and provincial legislation related to Internet use, including the provisions of the Criminal Code regarding obscenity, child pornography, sedition, and the incitement of hatred, and the Canadian Copyright Act.
2. The Library's computers are located in public areas shared by Library users of all ages, backgrounds, and sensibilities. Individuals are asked to consider other Library users when accessing the Internet from public workstations. Library staff members are authorized to ask Internet users to stop using the Internet if they are disturbing others.
3. Internet users must respect the legal protection provided by copyright and the licensing requirements of programs and data.
4. Users must not violate the privacy of any other user.
5. Users must not install software or run any programs on the Library's computer equipment that has not been installed by Library staff. Users should not develop or use programs that infiltrate a computer or computer system and/or damage or alter the software components of a local or remote computer or computing system.
6. No alteration, damage or destruction of the Library's computer hardware is permitted.
7. Users must use their own Library card and PIN to access to the Internet, and may not use a card belonging to someone else, even with that person's permission. Library cardholders will be held responsible for any misuse of the workstations caused by any person logged in on their card. Accordingly, users must not permit others to use their card or learn their password. Users must log out at the end of every session.

Access to the Internet may be denied, when users do not comply with these policies.

ORL Strategic Plan Framework

Our Vision A vital community space for learning, connecting, and exploring.	
Our Mission We foster imagination and creativity, inspire life-long learning, and create community connections.	
Our Values Collaboration and Strong Relationships - We collaborate with community partners and facilitate connections. - We listen, learn, and build relationships with Indigenous communities. Equity, Diversity, and Inclusion - We reflect the diversity of our communities and welcome all patrons. - We provide equitable access to, and support all forms of, literacy. Exceptional Customer Service - We go above and beyond to help patrons learn, discover, create, and connect. Intellectual Freedom - We champion access to information and exposure to diverse points of view. Organizational Responsibility - We are responsible with our resources and strive to operate our libraries in a sustainable manner. - We are honest, transparent, and accountable with our public, our staff, and our stakeholders. Responsiveness - We strive to understand and reflect the diverse needs of the people we serve. - We respond to societal changes, natural disasters, and emergencies. - We embrace change, are innovative, and are creative problem-solvers.	

Goals	Cultivate learning, literacy, creativity, and imagination	Offer a welcoming, inclusive space to gather and connect	Embrace local heritage and culture	Develop and nurture community partnerships	Strive for organizational and service excellence
We commit to:	• Foster the joy of reading and life-long learning. • Grow our collections, programs, services, and spaces to advance learning and literacy. • Offer hands-on creativity, skills-development, and maker-space opportunities. • Embrace technology and grow digital literacy. • Represent diverse voices and cultures. • Broaden the reach of the library beyond its physical branches. • Engage those who are not regular library users. • Spark imagination.	• Optimize our spaces for flexible uses – quiet activities as well as social connections. • Provide services and supports for disadvantaged / vulnerable community members. • Expand our outreach to different demographic and equity-seeking groups to welcome them to our libraries.	• Represent and highlight Indigenous culture, histories, and knowledge. • Showcase local talent including artists, writers, musicians, and filmmakers. • Offer and actively celebrate local community events.	• Deepen connections with community organizations and Indigenous groups. • Facilitate connections between our patrons and community organizations. • Engage and communicate with our community members. • Collaborate with partners to offer diverse programs. • Work with our local governments to integrate library planning with municipal planning and budgeting processes.	• Provide opportunities for staff to connect with each other, share knowledge, and build on successes. • Reduce our environmental impact. • Foster a culture of service innovation and adaptability. • Provide ongoing staff training and development. • Empower staff to serve our patrons’ needs. • Ensure all branches best meet access needs of patrons. • Create and revise processes to optimize service efficiency and user experience. • Measure and evaluate performance.

SECTION V: MATERIALS

B. INTELLECTUAL FREEDOM

The Okanagan Regional Library endorses the Statement on Intellectual Freedom and Libraries adopted by the Canadian Federation of Library Associations.

The Canadian Federation of Library Associations recognizes and values the Canadian Charter of Rights and Freedoms as the guarantor of the fundamental freedoms in Canada of conscience and religion; of thought, belief, opinion, and expression; of peaceful assembly; and of association.

The Canadian Federation of Library Associations supports and promotes the universal principles of intellectual freedom as defined in the Universal Declaration of Human Rights, which include the interlocking freedoms to hold opinions and to seek, receive and impart information and ideas through any media and regardless of frontiers.

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

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

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

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

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

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

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

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

The library collection also should be representative of a diverse and inclusive population, as reflected by the Canadian Federation of Library Association's Position Statement on Diversity and Inclusion:

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

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

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

Internet access and use is covered by the Library's Internet Use policy

From: "Patron"

Sent: Wednesday, March 20, 2024 5:51 PM

To: "ORL Staff"

Subject: Re: Governors set in place at vernon library

On Wed, Mar 20, 2024 at 5:16 PM "Patron" wrote:

Oh in addition my daughter saw porn videos that that guy was watching and pictures of men's genitalia . She was exposed to porn as a 11 year old without inviting it .

On Wed, Mar 20, 2024 at 5:09 PM "Patron" wrote:

Hi i am wondering if you can forward this email to the board of directors.

My name is "Patron" and i worked for Correctional Services for 13 years. One of the problems we had in the early 2000's was that our released sexual offenders on probation , when released, would go to libraries and breach their parole order daily. Once surrey and Fraser valley set up proper internet governors, as well as blocks on child pornography, this issue ended. I just found that ORL has no safety governors in place. Anyone can use a guest pass and access Kiddie porn, dating websites, as well as xxx sites with adults performing sexual acts. Because there is no traceable IP address, the offender cannot be charged for breaching parole.

I have a second worry. My daughter is 11. She can currently access Tinder, Bumble, xxx sites etc on your library computer. At home i have blockers in place. I just found oyt ORL does not.

I am wondering if you can review Fraser Valleys and Surrey's up to date internet policies and line up our ORL policies with theirs.

I am pretty upset to find the lack of search engine governors at ORL given the fact that sexual predators and pedophile do in fact reside in the area of Vernon and do in fact target libraries that do not have search governors in place .

I am also upset that my 11 year old daughter can access Kiddie Porn, graphic sexual images, and dating websites at the library- a place thats supposed to be safe for a child to go to after school to pick up books.

I know i changed the pin today on our library cards, but my 11 year old daughter can still grab a guest pass.

At age 11 i do not monitor her activities 100 percent. At age 11 a parent cannot do that if they are . However, a library can set up governors in place to discourage sexual predators from coming and using our Libraries assisting them with open arms, enabling them, and encouraging them to putright break the law and breach their parole orders.

In fact..as im writing this letter , my 11 year old just pointed out that the old man in a cap at 5 pm sitting behind me on the upper floor is looking at porn . My daughter just took the picture showing the guy he was watching porn. Sje is under sge. She saw pictures of sexual acts. You cannot see his face in the photo that my 11 year old took

Warmest regards,

"Patron"

ORL Board Report

Request for Decision



Item 8

To: Okanagan Regional Library Board
From: Danielle Hubbard, Chief Executive Officer
Date: May 15, 2024
Subject: CEO Report

Voting Entitlement: *Unweighted vote – Simple majority*

Purpose: To update the Board on the operational and strategic activities of the ORL and to receive approval of the *2024 – 2029 Operational Plan*.

Executive Summary:

The CEO Report is a quarterly summary of operational and strategic activities at the ORL. The *2024 – 2029 Operational Plan* flows from the *Strategic Planning Framework* that was approved by the Board in February 2024. On a go-forward basis, the CEO will include operationally planning updates as a standing item on the CEO Report.

Recommendation:

THAT the CEO Report be received for information.

THAT the *2024 – 2029 Operational Plan* be approved.

Respectfully submitted by: Danielle Hubbard, Chief Executive Officer

Attachment(s): *2024 – 2029 Operational Plan*.

Considerations:

Leadership & Strategy

- The *2024 – 2029 Operational Plan* has been developed and is attached. The Directors of Public Services are working with staff to develop branch-specific plans throughout the system.
- The ORL was well represented at the BC Library Association Conference, with three members of the Management Team and several other staff members delivering presentations.
- Danielle is more than halfway through delivering the ORL's 2024 council presentations.
- Meetings of the Finance Committee, Strategic Planning Committee, and Policy and Planning Committee have occurred since February, with Management Team support.

Facilities

- The new West Kelowna branch is tentatively set to open on June 3.
- The new Lumby branch is anticipated to open before the end of the fall.
- North Shuswap's temporary "pocket branch" opened on April 16 to great local fanfare.
- Revelstoke's long-suffering renovation is complete. The extended space opened in early April.

Human Resources

- Negotiations with the Canadian Union of Public Employees are complete and await Board approval.
- UKG, the ORL's new payroll system, is anticipated to be ready to launch sometime over the summer.
- New Assistant Community Librarians were trained and onboarded in April.
- Management and PEA are collaborating to update the ORL's recruitment process for professional staff.
- Staff-wide SOGI (sexual orientation and gender identity) training is taking place in May.

Public Services

- Preparations for Summer Reading Club are underway, promising much fun, learning, and excitement.
- In response to the opioid crisis, Naloxone procedures have been introduced system wide.
- Emergency Response procedures will be reassessed and updated in preparation for wildfire season.
- Thanks to a grant obtained in collaboration with UBCO, we are recruiting a temporary Accessibility Research Librarian to develop an accessibility audit tool for the ORL.
- A two-day Public Services Supervisors meeting was held in March.

Information Technology

- Preparations are underway for the September Security Audit.
- The IT Department is working hard to equip our new facilities with hardware and connectivity.
- Jeff, our CTO, has been on the Planning Committee of BCLA's IT Pre-Conference for the past six years.
- The ORL's eResources continue to expand. CodeCombat, an interactive resource geared towards teaching children how to program, was launched this spring.

Marketing and Communications

- A new Graphic Designer has been recruited. A Copywriter will soon be added to the department.
- A Marketing Materials Working Group has been formed to ensure alignment between the Marketing Department's activities and branch-level promotional needs.
- A community engagement brainstorming session was held at the spring Public Services Meeting.
- Our Marketing and Communications Director continues to support local non-profits and other public libraries in managing their communication strategies surrounding Drag Story Time events.

ORL STRATEGIC PLAN – Operational Plan

2024 - 2029

May 15, 2024

Abbreviations:

ASM	Administrative Services Manager
CEC	Community Engagement Coordinator
CEO	Chief Executive Officer
CLAC	Community Learning & Assessment Coordinator
CTO	Chief Technology Officer
DHR	Director of Human Resources
DM&C	Director of Marketing and Communications
DPS	Director of Public Services
Head Col. Dev	Head of Collection Development
Head Tech Serv	Head of Technical Services
HRA	Human Resources Assistant
OH&SO	Occupational Health & Safety Officer
Y Col. Sys Lib	Youth Collections/ System Librarian



GOAL 1

Cultivate learning, literacy, creativity, and imagination

INITIATIVE	Strategic Goal Alignment	Lead & Support	Timeline	Metrics	Description
MAKERSPACES	1 & 5	DPS CTO CLAC	2025	Door counts Usage stats on equipment Qualitative feedback	• Evaluate the efficacy of the ORL's current MakerSpaces • Adjust delivery model as needed • Add more MakerSpaces or Maker technologies as appropriate

INITIATIVE	Strategic Goal Alignment	Lead & Support	Timeline	Metrics	Description
ENGAGING SPACES	1 & 2	DPS Branch Leaders	Started in 2024. Ongoing.	Door counts Programming stats	• Train staff to facilitate self-directed learning experiences for patrons • Involve the ORL's Teams (Innovation, YS, AS, Queer Advisory) • Largely to be accomplished at the branch level
ALTERNATE COLLECTION EXPANSION	1	DPS Head Col. Dev. CLAC	Started in 2024. Ongoing.	Number of Library of Things kits Borrowing stats	• Expand on Library of Things • Leverage community partnerships
DATA DRIVEN COLLECTION MANAGEMENT	1	DPS Head Col. Dev Y Col. Sys Lib	Started in 2024. Ongoing.	Circulation stats Reduce staff time spent moving materials	• Leverage and implement Collections HQ • Explore and implement other options for more strategically managing our collections
INCREASE ACTIVE MEMBERSHIPS	1 & 5	DPS DM&C	Started in 2023. Ongoing.	Active membership stats	• Annual Card Drive • Patron communications to encourage renewals • Initiatives for keeping patrons engaged and informed
SYSTEM WIDE PROGRAMMING	1 & 5	DPS DHR System Librarians	2027	Programming stats	• Introduce designated staff positions to fill this role, options: ○ New permanent positions ○ Rearranged job responsibilities of existing positions ○ Grant-funded special/temporary positions

GOAL 2

Offer a welcoming, inclusive space to gather and connect

INITIATIVE	Strategic Goal Alignment	Lead & Support	Timeline	Metrics	Description
PHYSICAL ACCESSIBILITY IMPROVEMENTS	2	CFO Facility Lead CEC OH&SO	Start in 2025 and ongoing.	Compliance met Number of branches and projects that have been enhanced	- Comply with provincial accessibility guidelines as they are released - Maintain the physical upkeep of branches to minimize access barriers
RAINBOW REGISTRY (National Database)	2	DPS Queer Advisory Committee DHR	2024 and ongoing	Registry membership attained and retained	For the ORL to be certified in the Rainbow Registry as a gender-inclusive organization
DESIGNATED SPACES	2	DPS Y Col. Sys Lib Branch Leaders	Started in 2024. Ongoing.	Door counts Visual evidence of enhanced branches Number of branches/spaces improved	- Where possible, create differentiated spaces in branches - Eg. Separate spaces for youth, teens - Eg. quiet spaces, meeting spaces - Eg. Flexible programming spaces
NEW WEBSITE	2	CTO VBH	2024	Website usage metrics	Complete and launch a new website for the ORL
RURAL SERVICE ENHANCEMENTS	2 & 5	DPS Branch Leaders Management Team	2024 And ongoing	Active memberships Programming and outreach attendance	- Mostly to happen at the branch planning level - Identify usage barriers for rural residents - Connect with rural governments and community groups - More outreach events and service extensions

INITIATIVE	Strategic Goal Alignment	Lead & Support	Timeline	Metrics	Description
INCIDENT MANAGEMENT BEST PRACTICES	2	DPS DHR Branch Leaders	2024 And ongoing	Number of incidents WCB claims Qualitative feedback from staff	- Remain current on best practices for incident management and mitigation - Ongoing staff training and support - Mindful recruitment to prepare incoming staff for the reality of incidents - Ongoing re-assessment of policies and procedures
PROVINCIAL ENHANCEMENT GRANT	2 & 5	CEO CFO Management Team	By May 2026	Allocation of grant funds completed	Spend the Provincial Enhancement Grant funds by the prescribed deadline and to maximum benefit for the ORL
FACILITIES AND CAPITAL PLAN	2 & 5	CEO CFO	By end of 2025	Completion of Plan Growth decisions being made based on Plan	Develop a Facilities and Capital Plan to guide the ORL's growth
PUBLIC HEALTH EMERGENCY SUPPORTS	2	DPS CFO DHR		Number of branches with official sheltering agreements with municipalities Number of times branches have been used as emergency shelters Number of people using these services	- Position the ORL to play an active role in supporting our communities through natural disasters, eg. - Libraries as heating/cooling shelters - Libraries as other types of emergency shelters - Libraries as providers of information

INITIATIVE	Strategic Goal Alignment	Lead & Support	Timeline	Metrics	Description
MARKET ORL SERVICES AND PROGRAMS TO THE PUBLIC MORE BROADLY	2 & 5	DM&C DPS Branch Leaders	2024 and ongoing	Active memberships Program attendance Door counts	- Expand the Marketing Department's offerings and reach into communities - This includes expanded roles within the Department, including the addition of a Copy Writer

GOAL 3

Embrace local heritage and culture

INITIATIVE	Strategic Goal Alignment	Lead & Support	Timeline	Metrics	Description
SUPPORT LOCAL ARTS & HISTORY	3 & 4	DPS Local Branch Leaders	2024 and ongoing.	Programs. Passive art displays. Number of active community partnerships	- Showcase local artists, writers, and other cultural contributors in each of our communities - Recognize and showcase our local histories - Partner with community organizations, and work with individuals - To be undertaken at the branch planning level
TRUTH AND RECONCILIATION Calls to Action	3	CEO Board Management Team Policy and Planning Committee DHR	2024 and ongoing	Staff training statistics Introduction of (a) land acknowledgement(s) Appropriate programming, resources, and services	- Have the ORL actively participate in the ethos of Truth and Reconciliation, eg. - Staff training - Policy alignment – assessment, and creation - Community partnerships - Alignment with Calls to Action
SHOWCASE LOCAL AUTHORS	3	DPS Head Coll.Dev. Head TechServ	2026	Circulation stats Quantity of local author materials in the collection	Devise a system-wide plan for better showcasing local authors in our collection practices.

RAISE ORL PROFILE IN OUR COMMUNITIES	3 & 4	DPS DM&C Branch Leaders	2024 and ongoing.	Circ stats Outreach events Donations Partnerships Booking Stats	• Create more robust system-wide supports for assisting branch-level staff in reaching out and connecting with their communities. • This is already happening at the branch level.
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GOAL 4

Develop and nurture community partnerships

INITIATIVE	Strategic Goal Alignment	Lead & Support	Timeline	Metrics	Description
DIVERSE ORL WORKFORCE	2, 4 & 5	DHR Local Branch Leaders	2025	Demographics of ORL workforce	• Ensure the ORL follows hiring practices that diversify the workforce and allow our workforce to reflect our communities, eg. ○ Update hiring practices ○ Connect with equity-seeking groups, eg. Indigenous, newcomers, and those with diverse abilities
COMMUNITY ENGAGEMENT	4	DPS CEC Branch leaders	2024 and ongoing	All staff completed CE training Programming attendance Door counts	• Create more robust system-wide supports for assisting branch-level staff in engaging with their communities, eg. ○ Staff training ○ Toolkit of best practices and resources ○ Supportive policies and procedures
BUILD RELATIONSHIPS WITH LOCAL MEDIA	4	DM&C Copy Writer Branch leaders	2025	Number of system-wide and local press releases Number of other media appearances	• Expand and deepen the ORL's connections with media throughout the system, eg. ○ Traditional press releases ○ Effective social media ○ Other media appearances, such as television and radio
SYSTEM-WIDE ANNUAL THEMES	4	DPS System Librarians	2024 and ongoing.	Programming statistics Efficient use of staff time	• Continue the practice of determining system-wide themes as a way of focusing programming, outreach, and collection efforts.

GOAL 5

Strive for organizational and service excellence

INITIATIVE	Strategic Goal Alignment	Lead & Support	Timeline	Metrics	Description
PERFORMANCE MANAGEMENT SYSTEM (UKG)	5	DHR HRA All Supervisors	2025	Completion of onboarding of the Tool.	Create a system-wide performance management system to recognize strong performance and improve deficient performance where needed
RECYCLE PROGRAM	5	CFO Facilities Lead	2025	Quantity of materials recycled vs. thrown away	- Phase out the use of non-recyclable materials - Seek greener suppliers - Partner with community organizations where appropriate
SUCCESS METRICS (statistics)	5	ASM DPS CLAC	2026	Less staff time spent on gathering stats. Organizational decisions more stat-informed	- Assess (and adjust as necessary) what statistics the ORL is gathering to ensure that our statistics are either legally required, or are actively informing our decisions – or both - Assess (and adjust as necessary) our statistics gathering process to minimize staff time
ANNUAL SYSTEM-WIDE TRAINING PLAN	5	DHR DPS All management	2024 and ongoing	Number of training and ProD opportunities offered. Adherence to the budget	- Develop a strategically focused annual staff training and development plan - This has been done for 2024 and should be continued on an annual basis
BUILD AND ADHERE TO BRANDING GUIDELINES	5	DM&C	2024	Completion of guidelines Adherence to guidelines	Develop branding guidelines that will improve the physical appearance of our materials and documents. This initiative will increase the professionalism of the ORL
BRANCH APPEARANCE GUIDELINES	5	DPS D M&C Accessibility Committee	2024 (already complete)	Completion of guidelines Rolled-out to staff. Branches adhering to guidelines	Develop branch appearance guidelines that will improve the physical appearance of our facilities. This initiative will increase the professionalism of the ORL and the welcoming nature of our spaces.

INITIATIVE	Strategic Goal Alignment	Lead & Support	Timeline	Metrics	Description
ORGANIZATIONAL GROWTH	5	CEO Management Team Board	Ongoing	Increased branch open hours Increased staff positions Increased staff hours Increased budget as appropriate	The population of the ORL service area is rapidly increasing. It is therefore advisable that the ORL increase its size and capacity as an organization to best meet the needs of our communities.
THREAT MITIGATION Security & physical safety of staff	5	DPS DHR	2024 and ongoing	Number and severity of incidents WCB claims Staff mental health Staff morale Benefits usage stats	- Follow best practices in mitigating physical risks to staff and patrons, eg. - Incident management and debriefing practices - Policies and procedures - Physical branch design - Appropriate staff positions, training, and supports
THREAT MITIGATION Cyber-Security	5	CTO	2024 and ongoing	Number of attempted hacks thwarted	- Follow best practices for protecting the ORL from cyber attacks, eg. - Biannual security audit - Staff training - Software - Policies and procedures
INCREASE ORL PRESENCE IN THE LIBRARY WORLD	5	CEO All management	2024 and ongoing	Conference attendance and presentations Positive recruitment Involvement in mentorship programs Collaborations with other libraries	As one of the largest public library systems in Canada, it is valuable for the ORL to position itself as a sector leader, being visible and proactive in its relationships with other library systems and supporting organizations. These efforts will help us recruit and retain an excellent workforce, remain abreast of best practices, and give back to our sector.

INITIATIVE	Strategic Goal Alignment	Lead & Support	Timeline	Metrics	Description
ANNUAL EMERGENCY PROCEDURES	5	DPS DHR OH&SO	Annually in April/May (before flood season)	Existence of recently reviewed/updated procedures. Successful management of crises	Reassess emergency response procedures annually with the intent of best supporting our staff and our communities in times of crisis.
INFORMATION MANAGEMENT	5	ASM CTO Branch Leaders	2026	Creation of new system Staff roll-out	Devise a more cohesive system-wide approach to information management.
UPDATE HR GUIDELINES	5	DHR	End of 2025	Completion of updated guidelines Less staff time spent on misunderstandings Reduced grievances	The ORL has fairly robust and effective HR Guidelines. However, there is the need to reassess and update the Guidelines on a regular basis to ensure consistency with other policies, and an alignment with current government requirements.