



NOTICE OF MEETING

Okanagan Regional Library Board

Date: Wednesday, November 19, 2025

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

Time: In-Camera Meeting (closed to the public)
9:30 AM – 10:15 AM

Regular Meeting
10:15 AM – Noon

OKANAGAN REGIONAL LIBRARY REGULAR BOARD MEETING AGENDA

Wednesday, November 19, 2025

10:15 a.m.

Board Meeting Room, 1430 K.L.O. Road, Kelowna, BC

1. ROLL CALL / ESTABLISH QUORUM (majority: 13+)

10:15 am

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

2. CALL TO ORDER

Chair to call the meeting to order.

3. LAND ACKNOWLEDGEMENT

The ORL acknowledges our presence on the traditional, ancestral, and unceded tm̓x̌wúlaʔx̌w (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 s.123)

To adopt the agenda of the Board of Trustees meeting of Wednesday, November 19, 2025.

Staff Recommendation:

THAT the November 19, 2025, Board of Trustees Meeting Agenda be adopted.

5. ADOPTION OF THE PREVIOUS MINUTES

All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.C / Community Charter s.123)
(Attached pgs. 1-5)

To adopt the Wednesday, September 17, 2025 Board of Trustees Meeting Minutes.

Staff Recommendation:

THAT the September 17, 2025 Board of Trustees Meeting Minutes be adopted.

6. DELEGATIONS

7. STAFF REPORTS

7.1 CEO REPORTS

- 7.1.1 LIBRARY TRUSTEES MEETING SCHEDULE YEAR 2026** – Danielle Hubbard 10:20 am
All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.A)
(Attached pgs. 6)

To approve the ORL 2026 Board Meeting Schedule.

Staff Recommendation:

THAT the ORL Board of Trustees Meeting Schedule for Year 2026 be adopted.

- 7.1.2 CEO REPORT** – Danielle Hubbard 10:20-10:40 am
All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.C / Community Charter s.123)
(Attached pgs. 7-45)

To update the Board on the operational and strategic activities of the ORL.

Recommendation:

THAT the CEO report, dated November 19, 2025, be received for information.

7.2 CFO REPORTS

- 7.2.1 CFO REPORT** – Jeremy Feddersen 10:40-10:50 am
All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.C / Community Charter s.123)
(Attached pgs. 46-53)

To receive for information the Financial Update Report Package to September 30, 2025.

Recommendation:

THAT the CFO report, dated November 19, 2025, pertaining to the Financial Update to September 30, 2025 be received for information.

7.3 BOARD CHAIR REPORT

- 7.3.1 BOARD CHAIR REPORT** – Tasha Da Silva 10:50-11:00 am

To appoint the 2026 Nominations Committee (Policy Section II.D)

8. COMMITTEE REPORTS

8.1 BOARD POLICY AND PLANNING COMMITTEE REPORTS

8.1.1 Finance Policies - Revisions

11:00 – 11:15 am

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

(Attached pgs. 54-65)

To adopt the revisions to four finance policies ("Buildings," "Reserve Funds," "Purchasing Authority," and "Budget Planning Cycle"), the removal of the current "Reallocation of Funds" policy, and the adoption of the new "Equity Model" policy.

Recommendation:

THAT the revisions to the "Budget Planning Cycle (E)," "Buildings (F)," "Reserve Funds (H)," and "Purchasing Authority (N)" as outlined in the report from the Policy and Planning Committee dated November 19, 2025 be approved;

AND THAT the "Reallocation of Funds (B)" policy be repealed;

AND FURTHER THAT the new "Equity Model" policy be adopted.

8.1.2 Revision to the ORL's Statement of Diversity and Inclusion

11:15 – 11:30 am

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

(Attached pgs. 66-69)

To update the ORL's "Statement of Diversity and Inclusion" to instead be our "Statement of Diversity, Inclusion, and Accessibility," to align with the new Accessibility Standards released by the Province.

Recommendation:

THAT the Board approve the revision to the Board Policy and Regulations, Diversity and Inclusion section as outlined in the report from the Policy and Planning Committee dated November 19, 2025.

9. CORRESPONDENCE

10. NEW BUSINESS

11. TRUSTEE ITEMS

12. ADJOURN

**OKANAGAN REGIONAL LIBRARY
REGULAR BOARD MEETING
MINTUES**

Wednesday, September 17, 2025

10:00 a.m.

Board Meeting Room, 1430 K.L.O. Road, Kelowna, BC

Trustees Present:	Neil Todd, Armstrong Pat Cochrane, Coldstream David Ramey, Enderby Gord Lovegrove, Kelowna Tracy Henderson, Keremeos Lori Mindnich, Lumby Dave Mattes, Oliver George Elliott, Princeton Tim Palmer, Revelstoke Sylvia Lindgren, Salmon Arm Kari Gares, Vernon Tasha Da Silva, West Kelowna (Board Chair) Kevin Kraft, Regional District Central Okanagan Adrienne Fedrigo, Regional District Okanagan Similkameen
Trustees Participating Remotely:	John Manuel, Golden Cara Reed, Lake Country Erin Trainer, Summerland Jay Simpson, Regional District Columbia Shuswap Allysa Hopkins, Regional District North Okanagan
Trustees Absent:	Myers Bennett, Osoyoos Terry Condon, Peachland Bob Evans, Sicamous Todd York, Spallumcheen Sara Tronson Westbank First Nation
Staff Present:	Danielle Hubbard, Chief Executive Officer Jeremy Feddersen, Chief Financial Officer Mark Reinelt, Director of Public Services Colleen Hardie, Director of Human Resources Jeff Campbell, Chief Technology Officer Michal Utko, Director of Marketing and Communications Corinne Boback, Administrative Services Manager (Recording Secretary) Shilo Jones, ORL Copywriter Tyler Fey, CUPE Vice-President, ORL Chapter Ashley Machum, PEA President, ORL Chapter

1. ROLL CALL / ESTABLISH QUORUM (majority: 13+)

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

In accordance with the Library Act, Sec. 20(2), quorum was established with a majority of all members of the Board in attendance.

2. CALL TO ORDER

Chair to call the meeting to order at 10: 30 am

3. LAND ACKNOWLEDGEMENT

The ORL acknowledges our presence on the traditional, ancestral, and unceded trñxʷúlaʔxʷ (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 s.123)

To adopt the agenda of the Board of Trustees meeting of September 17, 2025.

It was moved and seconded

THAT the Wednesday, September 17, 2025, Board of Trustees Meeting Agenda be adopted.

CARRIED UNANIOUSMLY

5. ADOPTION OF THE PREVIOUS MINUTES

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

To adopt the Wednesday, May 21, 2025, Board of Trustees Meeting Minutes.

It was moved and seconded

THAT the Wednesday, May 21, 2025, Board of Trustees Meeting Minutes be adopted.

CARRIED UNANIOUSMLY

6. Population Figures for Levy Calculations and Weighted Votes –Jeremy Feddersen

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

(Attached pgs. 7 – 9)

Jeremy presented an update to the Board regarding the annual provincial population figures utilized for levy calculations and weighted voting. He confirmed that he had followed up with the province to verify the accuracy of the data, noting that several areas had experienced decreases in reported figures.

Jeremy was available for questions and comments from the Board.

It was moved and seconded

THAT the report from the CFO dated September 17, 2025, pertaining to the annual provincial population figures used for levy calculations and weighted votes be received for information.

CARRIED UNANIOUSMLY

7. COMMITTEE REPORTS

7.1 BOARD FINANCE COMMITTEE REPORTS

7.1.2 Okanagan Regional Library 2026 Budget – Jeremy Feddersen

All Trustees - Weighted Vote - Majority (Library Act Part 3, s.23 & 25, Board Policy Section II.C)

The Chair, Tasha Da Silva, invited Finance Committee Chair, Kari Gares (Vernon) to introduce the item and confirmed the Finance Committee's support of the 2026 draft budget.

Jeremy Feddersen provided a PowerPoint presentation of the draft budget, highlighting cost pressures, reserve contributions, and \$150,000 for additional Assistant Community Librarian hours in the ORL's busiest locations.

The presentation further included updates on Parkinson Recreation Centre and Glenmore libraries, and future projects, reserves, inflationary and contractual cost pressures, and how the West Kelowna build depleted the ORL's capital reserves.

The draft 2026 budget was brought forward for Board approval, with Jeremy available for questions and comments from the Board.

It was moved and seconded

THAT the 2026 Budget be approved as set out in the report from the Board Finance Committee dated September 17, 2025.

CARRIED UNANIOUSMLY

7.1.3 2026 Library Levy Allocation Spreadsheet –Jeremy Feddersen

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

Jeremy Feddersen brought forward for information the 2026 Library Levy Allocation Spreadsheet and was available for questions and comments.

Gord Lovegrove (Kelowna), complimented staff for their hard work compiling this information and will bring this back to the City of Kelowna council.

It was moved and seconded

THAT the 2026 Library Levy Allocation Spreadsheet as presented by the CFO, at the September 17, 2025 Board meeting, be received for information.

CARRIED UNANIOUSMLY

7.2 BOARD POLICY AND PLANNING COMMITTEE REPORTS

7.2.1 Amended Board Code of Conduct Policy

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

The Chair, Tasha Da Silva, noted the Board Code of Conduct Policy had been reviewed twice by the Policy and Planning Committee and deferred to Adrienne Fedrigo (RDOS), the Policy and Planning Committee Chair, for introduction.

Danielle presented the amended Board Code of Conduct Policy, approved by the Policy and Planning Committee, for Board approval. Danielle outlined the updates since the May 12, 2025 Board meeting, including provisions on confidentiality, sanctions, policy overlap, and editorial revisions, and was available for questions.

It was moved and seconded

THAT the ORL Board approve the amended Board Code of Conduct Policy as outlined in the report from the Policy and Planning Committee, dated September 17, 2025.

CARRIED UNANIOUSMLY

7.2.2 Heating and Cooling Centre Policy

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

The Chair, Tasha Da Silva, invited the Policy and Planning Committee Chair, Adrienne Fedrigo (RDOS) to introduce the item and confirmed the Policy and Planning Committee's support to bring forward to the Board for approval.

Danielle introduced the proposed new Heating and Cooling Centre Policy and the templated agreement used for the ORL with local governments and was available for questions and comments.

The Board discussed the need for consistent agreements across communities, insurance and staff authority over safety, and the importance of formal agreements with local governments. Four of the ORL branches (Vernon, Downtown Kelowna, Enderby, and Armstrong) currently serve this role as a designated Heating and Cooling Centre.

It was moved and seconded

THAT the Board approve the proposed Heating and Cooling Centre Policy as outlined in the report from the Policy and Planning Committee dated September 17, 2025.

CARRIED UNANIOUSMLY

8 STAFF REPORTS

8.1.1 CFO REPORT

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

Jeremy Feddersen discussed the Financial Update Report Package to July 31, 2025 with the Board and that there does not appear to be anything that requires specific Board attention and was available for questions and comments.

It was moved and seconded

THAT the CFO report, dated September 17, 2025, pertaining to the Financial Update to July 31, 2025 be received for information.

CARRIED UNANIOUSMLY

8.1.2 CEO REPORT

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

Danielle Hubbard updated the Board on the operational activities of the ORL and the involvement of staff at the 2025 UCBM conference and was available for questions and comments.

It was moved and seconded

THAT the CEO report, dated September 17, 2025, be received for information.

CARRIED UNANIOUSMLY

8.1.3 Incident Management Presentation – Mark Reinelt

Mark Reinelt, Director of Public Services, presented a PowerPoint presentation on Incident Management and was available for questions and comments from the Board.

9 CORRESPONDENCE

9.1 Letter from the Public Libraries Branch, Mari Martin, dated July 4, 2025.

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

Danielle Hubbard reviewed the Letter from the Public Libraries Branch with the Board and was available for questions and comments.

9.2 Letter from Douglas Edgar, dated August 5, 2025.

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

Danielle Hubbard reviewed the Letter from the Douglas Edgar with the Board and was available for questions and comments.

10 NEW BUSINESS

11 TRUSTEE ITEMS

12 ADJOURN

THAT the Board Regular Meeting of September 17, 2025, be adjourned at 12:08 pm.

CARRIED UNANIOUSMLY

2026 BOARD OF TRUSTEES MEETING SCHEDULE

BOARD POLICY & REGULATIONS

SECTION II: BOARD ORGANIZATION AND STRUCTURE, PART A: MEETINGS,

REGULAR BOARD MEETING SCHEDULE

"There shall be four regular meetings of the Board in each year and such other meetings as the Board may decide. Regular meetings will be held in February, May, September, and November, except in years when municipal elections are held. In years when there is a municipal election, meetings will be held in February, May, September, and October."

In-Camera Meetings begin at 9:30 AM (subject to change)
Regular Meetings begin immediately following the In-Camera Meeting (subject to change)

Meetings are held at Library Administration Building Boardroom
1430 KLO Road, Kelowna, BC

Wednesday February 18	Regular Meeting & AGM
Wednesday May 20	Regular Meeting
Wednesday September 16	Regular Meeting
Wednesday October 21	Regular Meeting

2026 Dates of Interest to Library Board Trustees:

BC Library Association Annual Library Conference

April 22-24 (Richmond, Sheraton Vancouver Airport Hotel)

SILGA AGM and Convention

April 29 – May 2 (Revelstoke, Revelstoke Community Centre)

UBCM Convention

September 14-18 (Vancouver, Vancouver Convention Centre)

ORL Regular Board Report

For Information

To: Okanagan Regional Library Board

From: Danielle Hubbard, CEO

Date: November 19, 2025

Subject: CEO Report

Voting Entitlement: Unweighted Vote – Simple Majority

Purpose:

To update the Board on the operational and strategic activities of the ORL

Executive Summary:

The CEO Report is a quarterly summary of activities at the ORL. This quarter, the report has two sections:

- a) General updates on operational and strategic activities; and
- b) An update on the ORL's 2024 – 2029 Operational Plan, delivered via PowerPoint (slides attached).

Recommendation:

THAT the CEO report, dated November 19, 2025, be received for information.

Background:

A. Operational Updates

Leadership & Strategy

- Thanks to the Board's support, additional staffing hours will be added to the following branches in 2026: Armstrong, Enderby, Lake Country, Mission, Naramata, Revelstoke, Salmon Arm, Silver Creek, South Shuswap, and Summerland. An additional delivery van trip will also be added in 2026.
- 2025 council delegations are now complete.
- At UBCM 2025, Danielle spoke on a panel about library funding advocacy and joined Councillor Da Silva and Director Fedrigo in meeting with Ministry staff.
- Danielle represented the ORL at the Canadian Urban Libraries Council conference in Winnipeg.
- The ORL has been invited to have a presence at SILGA 2026, in the form of a booth and a library tour.

Facilities

- Construction continues on the new North Shuswap (Scotch Creek) branch.
- Enhancement Grant improvements continue, including Naramata, Kaleden, and Silver Creek.
- Construction of the new Parkinson Rec Centre branch continues.
- Planning is underway for the new Glenmore branch.

Human Resources

- New Assistant Community Librarian onboarding took place the first week of November.
- New working alone procedures are in the test phase, using a program called “Safety Line.”
- The recruitment module of UKG is almost complete, set to roll out in early 2026.
- The ORL is providing Leadership Essentials training for the supervisors of our largest branches.

Public Services

- The fall Public Services Supervisors Meeting took place the first week of October and included an Operational Plan update from Danielle.
- New conference attendance procedures have been introduced to reduce costs and increase attendance.
- The ORL’s second “annual” card drive is underway, with a 26% higher registration rate than 2024.
- The ORL hosted the annual “CATS” (Children’s and Teen Services) conference in Kelowna.
- Incidents continue to present a struggle, with the most recent serious incident taking place in Vernon.

Information Technology and Collections

- So far in 2025, the ORL has added 69,065 new physical items to our collection and 103,230 new digital items. This averages 1,570 new physical items (books, magazines, DVDs, etc.) per week.
- We are in the painful early stages of a Records and Information Management overhaul.
- System-wide cybersecurity training continues, using the Hoxhunt platform.
- Baker and Taylor, a major book distributor, recently closed. We are exploring other vendors.
- An Artificial Intelligence policy is under development, to be presented to the Board in early 2026.

Marketing and Communications

- A Fund Development Plan is in process with the goal of increasing grant and donation revenue.
- A new Department Communications initiative launched in October, improving internal communications.
- Our Friends of the Library groups continue to generate revenue through book sales. Most recently, the Kelowna Friends of the Library raised over \$50,000 at a single sale in October.

Strategic Plan Alignment:

1. Cultivate learning, literacy, creativity and imagination.
2. Offer a welcoming, inclusive space to gather, and connect.
3. Embrace local heritage, and culture.
4. Develop and nurture community partnerships.
5. Strive for organization and service excellence.

Respectfully submitted by:

Danielle Hubbard, CEO

Attachment(s):

Attachment No. 1: CEO Operational Plan update slides

Approved for Board Agenda
Danielle Hubbard, CEO

Operational Plan Update

November 2025

Danielle Hubbard, CEO

Okanagan Regional Library



ORL
STRATEGIC
PLAN
2024-2029





Vision

**A vital community
space for learning,
connecting, &
exploring.**

Mission

**We foster
imagination and
creativity, inspire
life-long learning,
and build
community**



Values

1. Collaboration and Strong Relationships
2. Equity, Diversity, and Inclusion
3. Exceptional Customer Service
4. Intellectual Freedom
- 5. Organizational Responsibility**
6. Responsiveness



Goals



1
Cultivate learning, literacy, creativity, and imagination.



3
Embrace local heritage, and culture.



4
Develop and nurture community partnerships



2
Offer a welcoming, inclusive space to gather, and connect.



5
Strive for organizational and service



Cultivate learning, literacy,
creativity, and imagination



Initiatives: Cultivate learning, literacy, creativity, and imagination

Initiative	Status
Makerspaces	2026 initiative
Engaging Spaces	Ongoing at branch level
Alternate Collection Expansion	Ongoing at system level
Data Driven Collection Management	Ongoing at system level
Increase Active Memberships	Ongoing at system level
System-Wide Programming	Ongoing at branch level





- **Alternate collection expansion**
Library of Things
- **Data driven collection management**

BatPack Kit



Vision Tech



Family Literacy



Home Energy Kit (Android)



Dollars & Sense



Dental Health Education



Braille Discovery



Sphero Bolt



Air Quality Monitor



Carbon Dioxide Monitor



Radon Detector



Edison Robot Kit



Ozobot Evo Starter



PLay Box: Fundamentals

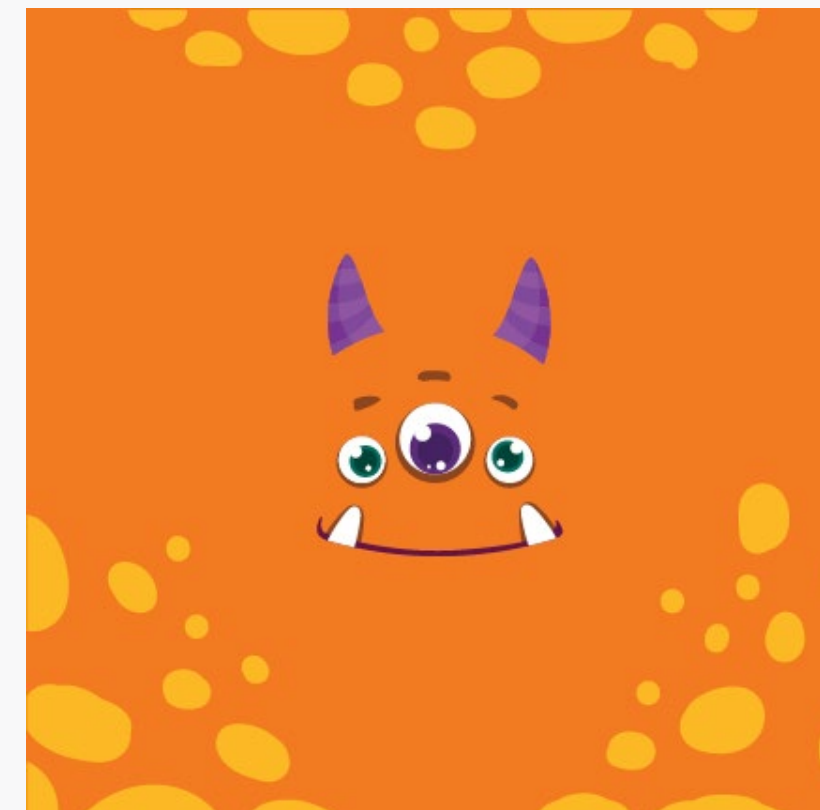
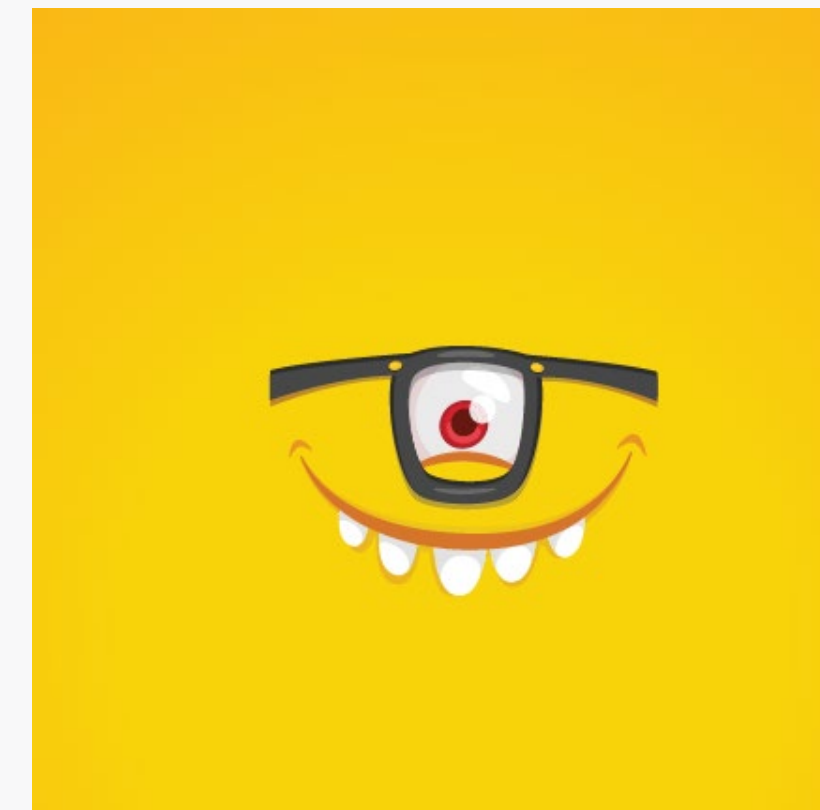
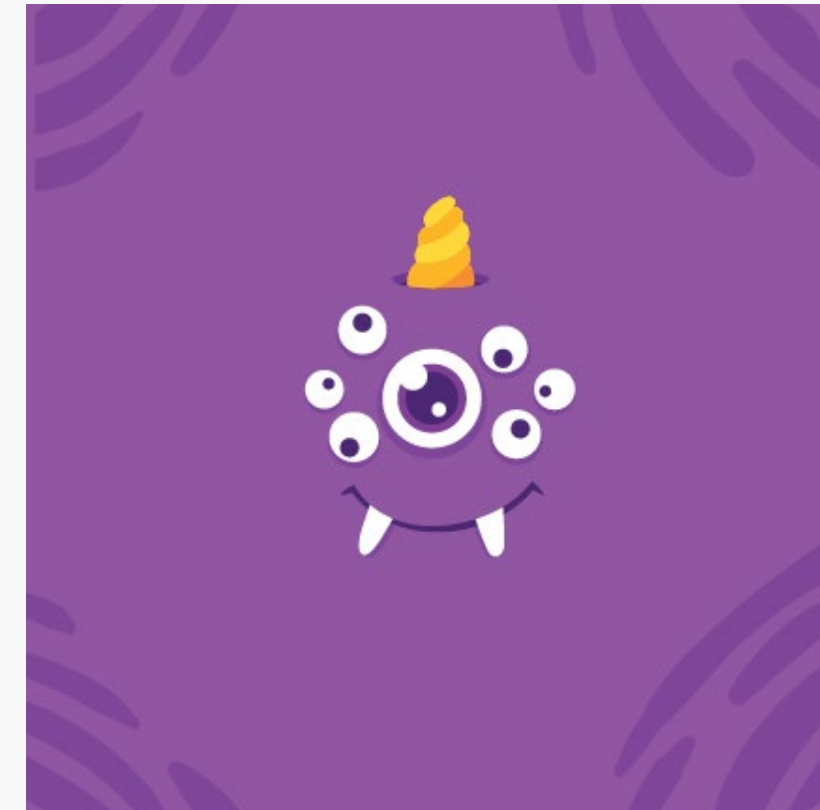
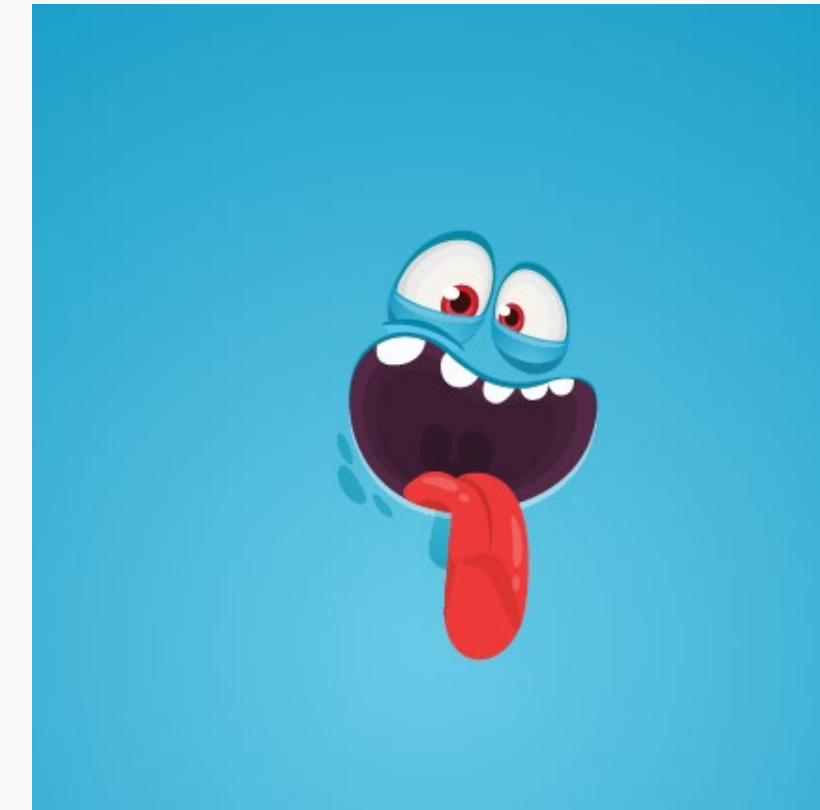


Home Energy Kit (IOS)





- **Increase active memberships**
Annual card drives





Offer a welcoming, inclusive
space to gather and connect



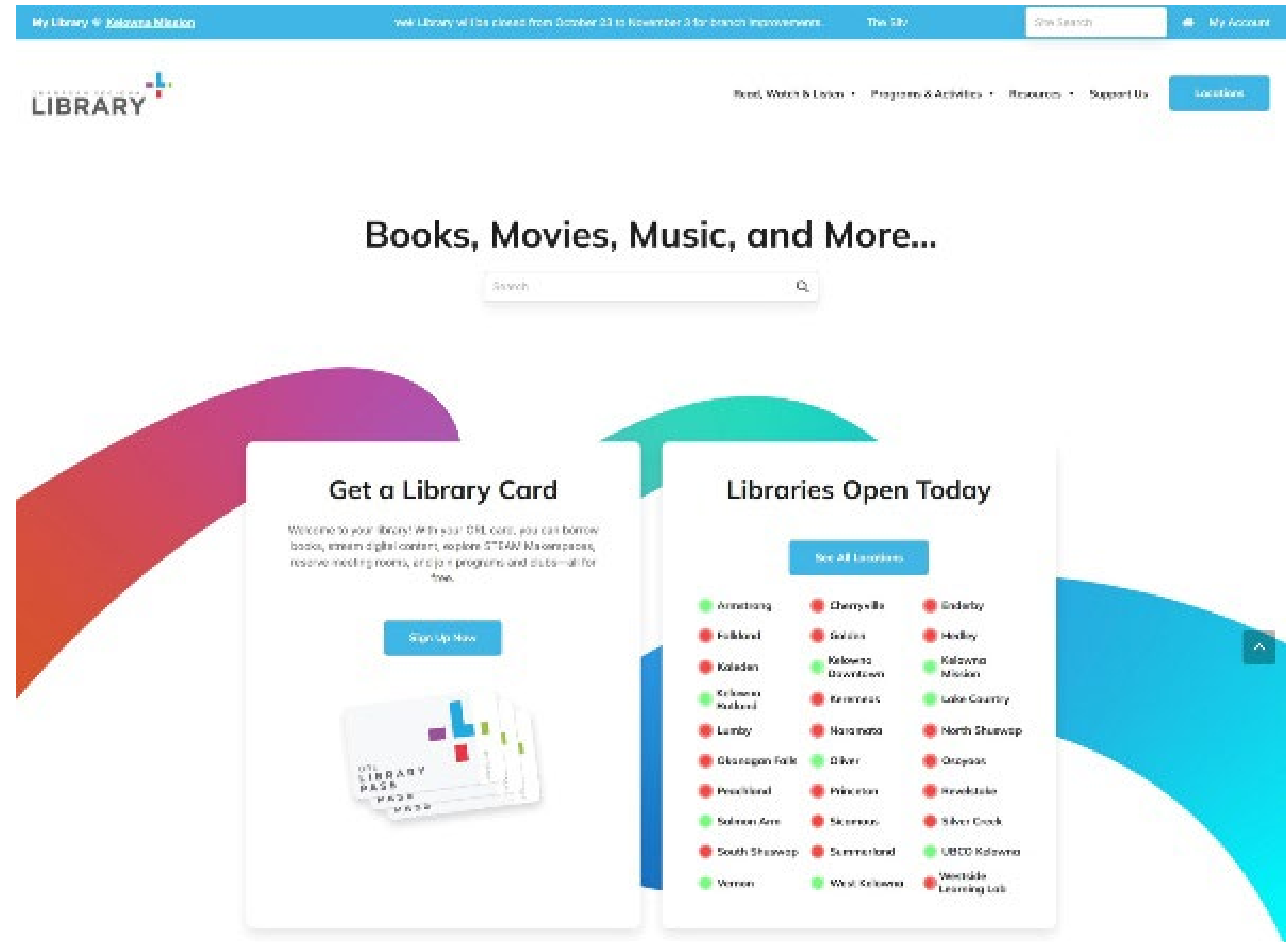
Initiatives: Offer a welcoming, inclusive space to gather and connect



Initiative	Status
Physical Accessibility Improvements	Ongoing at branch level
Rainbow Registry	Completed (Downtown Kelowna)
Designated Spaces	Ongoing at branch level
New Website	Completed
Rural Service Enhancements	Ongoing at branch level
Incident Management Best Practices	Ongoing at system level
Provincial Enhancement Grant	Ongoing at system level
Facilities and Capital Plan	2026 initiative
Market ORL services and programs to the public more broadly	Ongoing at branch and system level



- **New website Complete!**
- **Incident management best practices**
Ongoing (Mark and OH&S Advisor)





- **Enhancement Grant – Facility Upgrades**



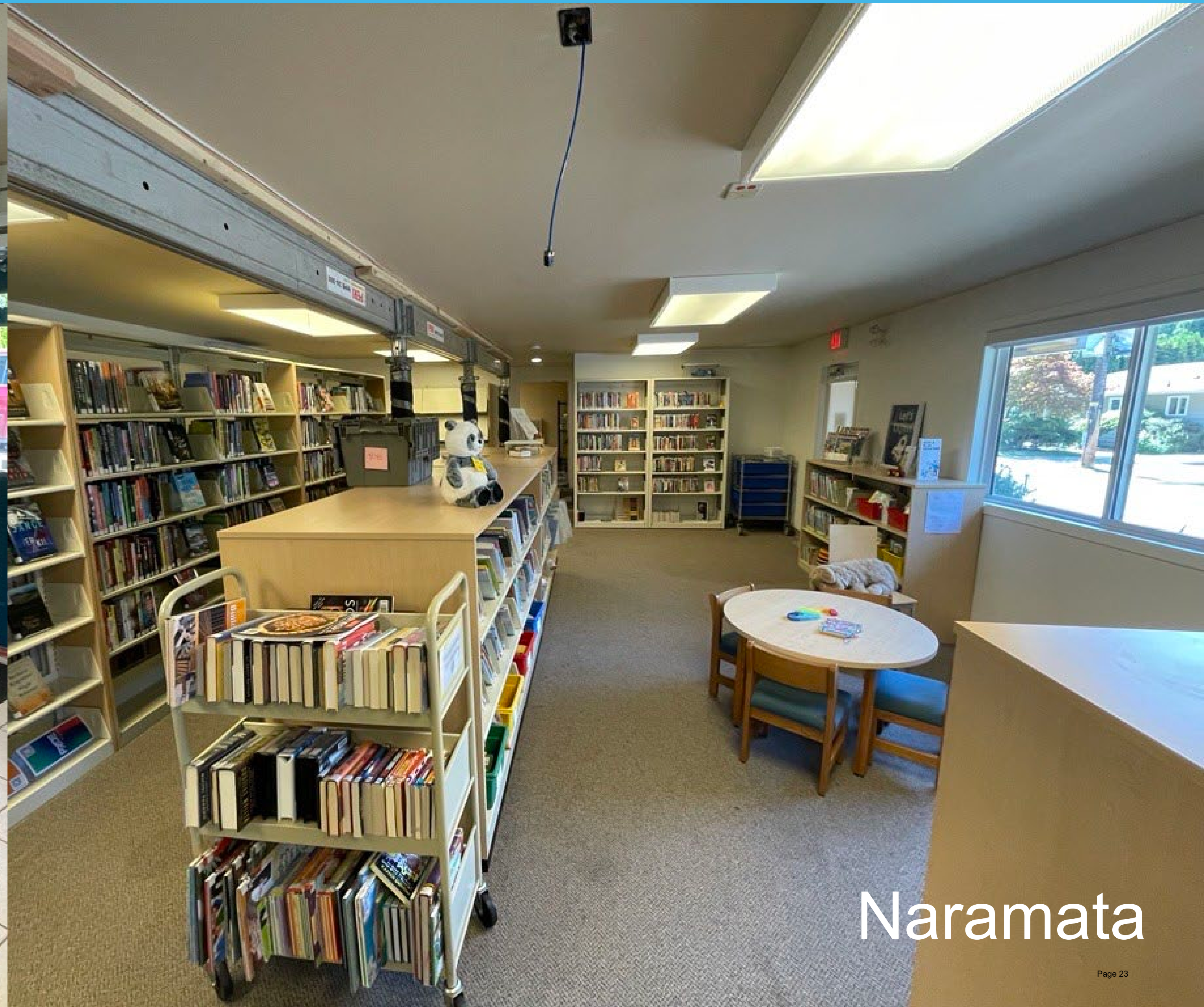
Enderby

Leadership



Lake Country

Leadership



Naramata

Leadership



Osoyoos

Leadership



Okanagan Falls



3



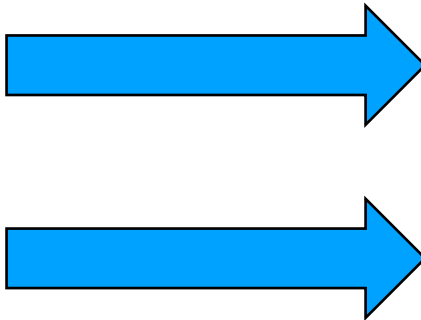
Embrace local heritage and culture



3



Initiatives: Embrace local heritage and culture



Initiative	Status
Support Local Arts & History	Ongoing at branch level
Truth and Reconciliation	Ongoing at branch and system level
Showcase Local Authors	Ongoing at branch and system level
Raise ORL profile in our communities	Ongoing at branch and system level



- **Truth and Reconciliation**
4 Seasons of Reconciliation
- **Showcase local authors**
Regional Reads





Develop and nurture community partnerships



Initiatives: Develop and nurture community partnerships



Initiative	Status
Diverse ORL workplace	Ongoing at system level
Community Engagement	Ongoing at branch level
Increase ORL Profile in the Library and Local Governments Worlds	Ongoing at system level
Accessibility Legislation Compliance	Ongoing at system level
Build Relationships with Local Media	Ongoing at branch and system level
System-Wide Annual Themes	Ongoing at system level

Leadership

- **CULC (Canadian Urban Libraries Council)**
April 2025



Leadership

- **UBCM (Union of BC Municipalities)**
September 2025





- **Council presentations**
- **SILGA (Southern Interior Local Government Association)**
 - Merritt May 2025
 - Revelstoke April/May 2026





Accessibility – Timeline

Sept. 2022 – Accessible BC Act for public-sector organizations

- Advisory committee
- Accessibility plans
- Feedback mechanisms

Spring 2024 – Community-University Engagement Support (CUES) grant funding (UBCO partnership)

March 2024 – Advisory committee formed

July 2025 – *BLUEPRINT: An Applied Approach to Accessibility* released

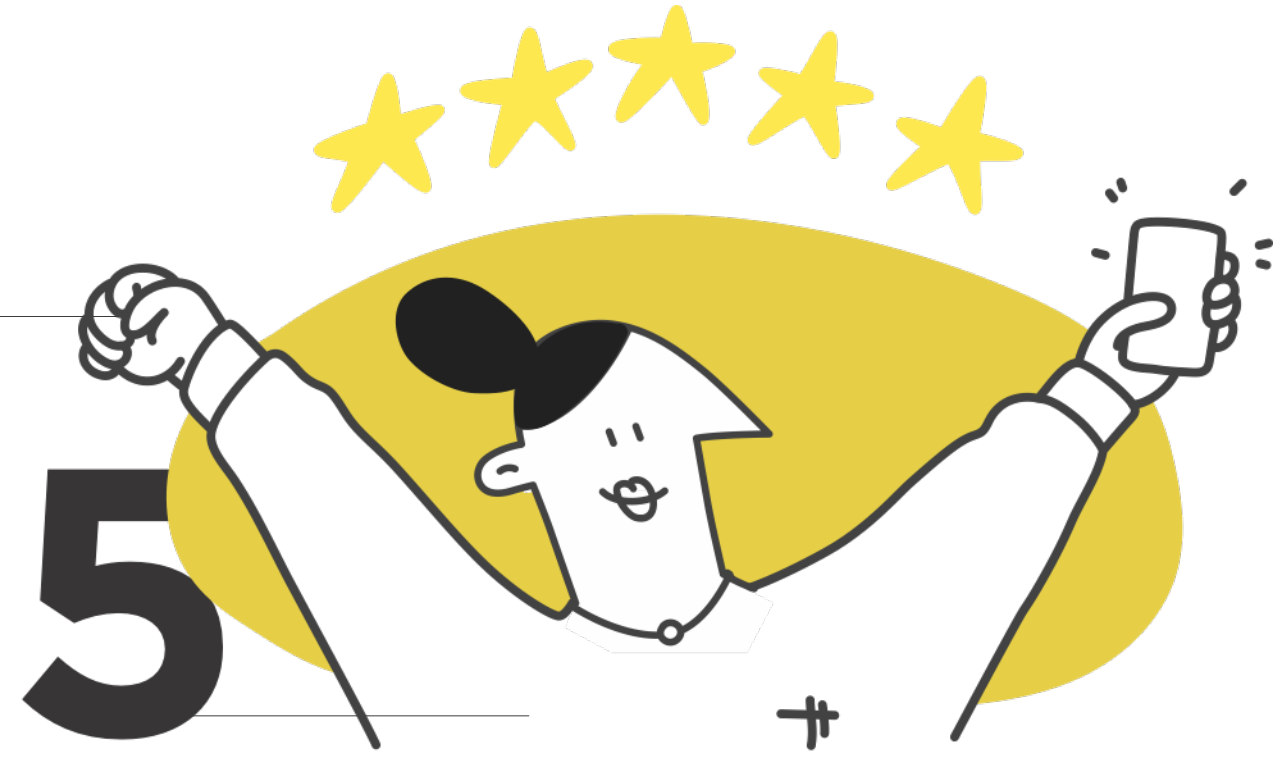
Nov. 2025 – ORL's Accessibility Policy revised (proposed)



Accessibility & Inclusion Committee

- Indigenous community
- Deaf community
- People with visual disabilities
- Children with disabilities
- People with cognitive disabilities
- People with print disabilities
- People with physical disabilities

*Three-year term



Strive for organizational and
service excellence



Initiatives: Strive for organizational and service excellence

Initiative	Status
Performance Management System (UKG)	2026 completion
Success Metrics	2026 completion
Annual Training Plan	Ongoing at system level
Build and Adhere to Branding Guidelines	
Branch Appearance Guidelines	
Organizational Growth	Ongoing at system level
Cybersecurity (Threat Mitigation)	Ongoing at system level
Annual Emergency Procedures	Ongoing at system level
Records and Information Management	2027 completion
Leadership Stabilization	Complete
Fund Development	2026 completion – and ongoing
Internal Communications System	2025 completion





Organizational growth



- **New Branches**
(Glenmore, Parkinson Rec)





- **New Positions**
Copy Writer
Facilities Lead
OH&S Advisor
HR Coordinator
Graphic Designer
Regional Managers



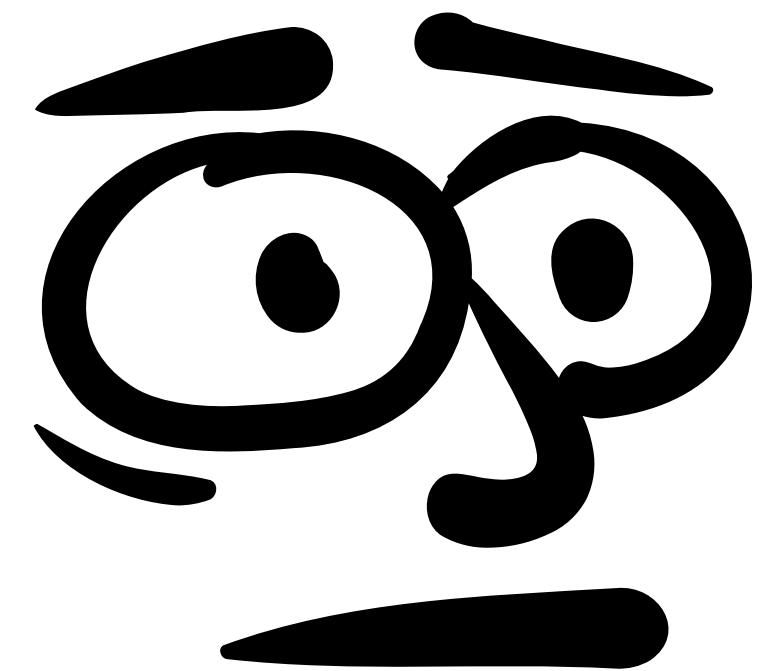
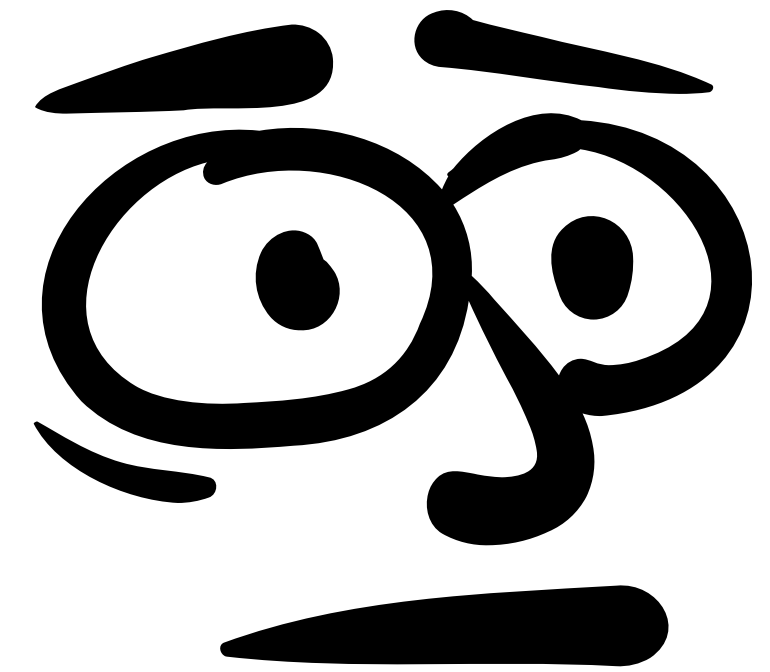


Additional staffing hours – \$150,000

- Armstrong
- Enderby
- Lake Country
- Mission
- Naramata
- Revelstoke
- Salmon Arm
- Silver Creek
- South Shuswap
- Summerland
- Van trip



- **Records and Information Management**





- **Cyber security (threat mitigation)**
Hoxhunt, security audit
- **Fund Development**
KPI 2026 – Grants, donations, fundraising



Next Steps

- Reassess with Senior Leadership Team in early 2026
- Integrate CEO Key Performance Indicators (KPIs)
- Quarterly Board reports



Questions?

To: Okanagan Regional Library Board of Directors
From: Chief Financial Officer
Date: November 19th, 2025
Subject: Financial Update Report to September 30, 2025 (9 Months)

Voting Entitlement: Unweighted Vote – Simple Majority

Purpose:

To receive for information the Financial Update Report Package to September 30, 2025.

Executive Summary:

Please find attached the Financial Update Report Package to September 30, 2025. The ORL is operating within its budget and there haven't been any significant challenges for the organization thus far in the 2025 fiscal year.

Recommendation:

THAT the CFO report, dated November 19, 2025, pertaining to the Financial Update to September 30, 2025 be received for information.

Background:

The attached **Appendix 1** provides the Board with a financial report to the end of September 30, 2025. The report has been prepared on a modified cash basis, meaning not all accounting accruals have been made.

DISCUSSION

Receipts – Tax Levy

Most levies were received on schedule, however two were deposited just after the reporting period cut-off (Keremeos and Salmon Arm).

Receipts – Government, Grants and Own Resources

This category has seen revenues come in very close to budget. Entries for MFA actuarial adjustments per the schedules are made at the end of the fiscal year and so are not reflected in this report.

From Reserves and Internal Rent

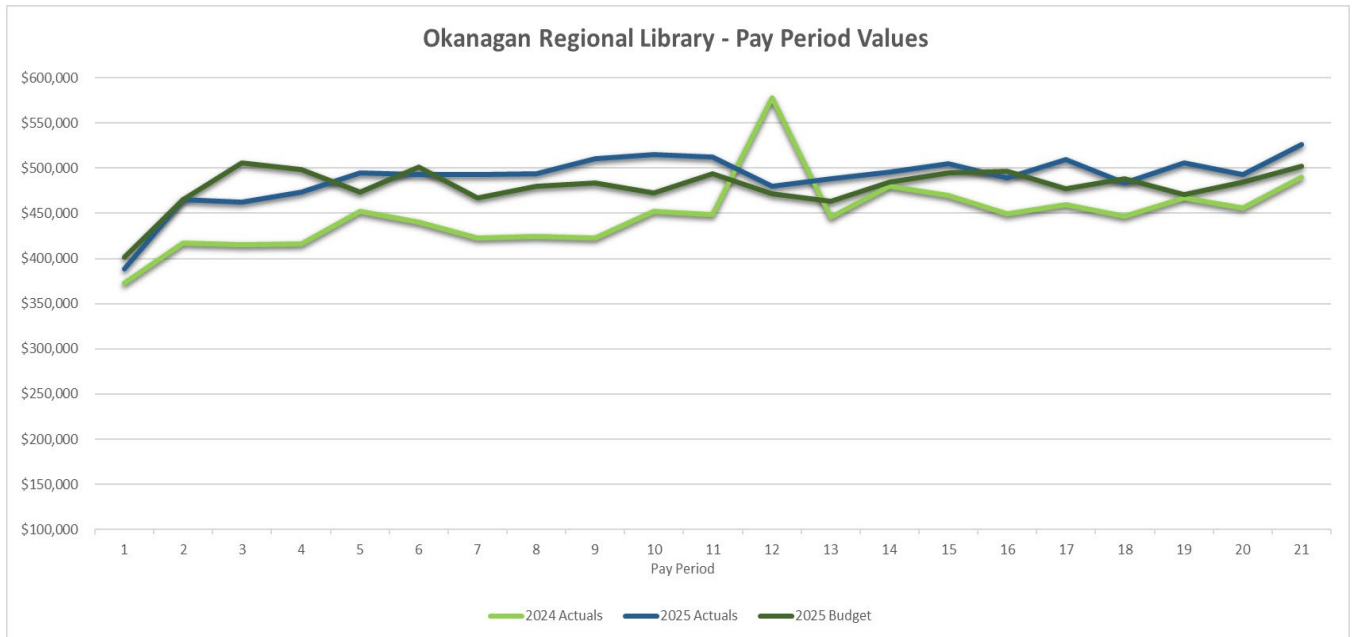
The transfers from reserves are an accounting adjustment that relates to planned amounts drawn out of reserves for technology replacement, furnishings and amounts from the donation reserves for programming and capital expenditures. The internal rent chargeback relates to adjustments for the owned branches.

Total receipts to September 30th \$18,185,398

Disbursements

Remuneration and benefits are tracking very closely to budget on an annual basis, as well as on a period-by-period basis as outlined in the graph below:

Graph: Pay Period Values: 2024 Actual, 2025 Actual, 2025 Budget



Rent and LTD payments are largely on course as well, as is to be expected. Some variations in timing between when payments are budgeted and when they occur can lead to these variations. Property expenses are tracking well thus far.

Library (electronic) materials, along with Books and Other Physical Material form the combined Library Collections Budget. This line is perennially on budget as the team does a great job tracking these figures.

“Other Expenses” are tracking very close to budget on the year with the one notable line being technology. We have a few very high-cost annual contracts that are incurred in this quarter, which then has a significant impact on the budget reporting. It is expected that the line will likely be slightly over budget at year end, though the department is working to mitigate this as much as possible.

Total disbursements before capital expenditures and reserve transactions are \$17,386,238.

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 September 30th are \$18,267,855

The net disbursements over receipts to September 30th are \$82,457

BUDGET AND COST IMPACTS

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

CONCLUSION

The ORL's financial results to September 30th are generally consistent with expectations and the variances explainable. There does not appear to be anything that requires specific Board attention at this time.

Strategic Plan Alignment:

Strive for organization and service excellence.

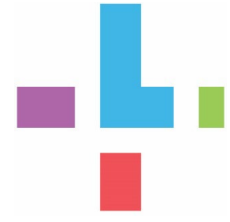
Respectfully submitted by:



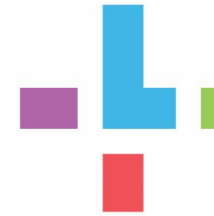
Jeremy Feddersen, CPA, CA
Chief Financial Officer

Approved for Board Agenda

Danielle Hubbard, CEO

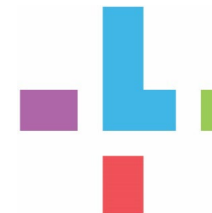


Okanagan Regional Library
Appendix 1
Interim Financial Report
(Receipts & Disbursements)
January 1, 2025 to September 30, 2025

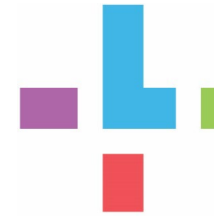


**OKANAGAN REGIONAL LIBRARY
RECEIPTS & DISBURSEMENTS
To September 30, 2025**

	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	\$173,885	\$173,885	\$0	\$231,847	\$57,962
CENTRAL OKANAGAN RD	\$264,055	\$264,055	\$0	\$352,074	\$88,018
COLDSTREAM, DISTRICT	\$414,369	\$414,369	\$0	\$552,493	\$138,123
COLUMBIA SHUSWAP RD	\$665,246	\$665,246	\$0	\$886,995	\$221,749
ENDERBY, CITY	\$95,741	\$95,741	\$0	\$127,654	\$31,914
GOLDEN, CITY	\$284,755	\$284,755	\$0	\$379,673	\$94,918
KELOWNA, CITY	\$6,313,269	\$6,313,269	\$0	\$8,417,691	\$2,104,423
KEREMEOS, VILLAGE	\$34,792	\$52,188	\$17,396	\$69,584	\$34,792
LAKE COUNTRY, DISTRICT	\$658,046	\$658,046	\$0	\$877,395	\$219,349
LUMBY, VILLAGE	\$66,270	\$66,270	\$0	\$88,361	\$22,090
NORTH OKANAGAN RD	\$693,161	\$693,161	\$0	\$924,215	\$231,054
OLIVER, TOWN	\$182,371	\$182,371	\$0	\$243,161	\$60,790
OKANAGAN SIMILKAMEEN RD	\$745,906	\$745,906	\$0	\$994,541	\$248,635
OSOYOOS, TOWN	\$235,700	\$235,700	\$0	\$314,266	\$78,567
PEACHLAND, DISTRICT	\$233,771	\$233,771	\$0	\$311,694	\$77,924
PRINCETON, TOWN	\$110,574	\$110,574	\$0	\$147,431	\$36,858
REVELSTOKE, CITY	\$345,275	\$345,275	\$0	\$460,367	\$115,092
SALMON ARM, CITY	\$445,913	\$668,918	\$223,005	\$891,890	\$445,977
SICAMOUS, DISTRICT	\$136,973	\$136,974	\$0	\$182,631	\$45,658
SPALLUMCHEEN, TOWNSHIP	\$191,155	\$191,155	\$0	\$254,873	\$63,718
SUMMERLAND, DISTRICT	\$452,141	\$452,141	\$0	\$602,854	\$150,714
VERNON, CITY	\$1,642,140	\$1,640,287	-\$1,853	\$2,187,049	\$544,909
WESTBANK FIRST NATION	\$413,882	\$413,882	\$0	\$551,843	\$137,961
WEST KELOWNA, CITY	\$1,458,445	\$1,458,445	\$0	\$1,944,593	\$486,148
	\$16,257,834	\$16,496,381	\$238,548	\$21,995,175	\$5,737,341

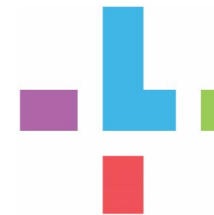


	ACTUAL YR.TO D	BUDGET YR.TO D	VARIANCE YR.TO D	BUDGET -YEAR--	VARIANCE -From Annual--
FROM GOVERNMENT & OWN RESOURCES					
PROVINCE OF BC - PER CAPITA GRANT	\$1,082,170	\$1,038,411	-\$43,759	\$1,038,411	-\$43,759
PROVINCE OF BC - OTHER	\$5,000	\$0	-\$5,000	\$0	-\$5,000
GRANTS - FEDERAL	\$8,465	\$24,500	\$16,035	\$49,000	\$40,535
GRANTS - OTHER	-\$11,294	\$0	\$11,294	\$6,500	\$17,794
FINES, FEES AND DAMAGED MATERIALS	\$26,200	\$39,374	\$13,175	\$52,499	\$26,299
SPACE RENTALS	\$6,902	\$14,405	\$7,503	\$19,207	\$12,305
PRINTING REVENUE	\$29,710	\$22,481	-\$7,228	\$29,975	\$266
KEYCARD REVENUE	\$942	\$188	-\$754	\$251	-\$691
INTEREST AND EXCHANGE	\$97,298	\$138,750	\$41,452	\$185,000	\$87,702
COPIER REVENUE	\$7,056	\$7,163	\$107	\$9,550	\$2,495
SUNDRY INCOME	-\$3,515	\$3,750	\$7,265	\$5,000	\$8,515
MFA ACTUARIAL , DEBT REDUCTION	\$0	\$267,221	\$267,221	\$356,295	\$356,295
INTER LIBRARY LOANS, NET	-\$3,607	\$113	\$3,720	\$150	\$3,757
SUBTOTAL GOVERNMENT & OWN RESOURCES	\$1,245,327	\$1,556,357	\$311,030	\$1,751,838	\$506,512
TRANSFERS FROM RESERVES	\$0	\$0	\$0	\$726,007	\$726,007
ORL OWNED BUILDINGS, RENT CHARGEBACK	\$682,238	\$682,238	\$0	\$909,650	\$227,413
	\$682,238	\$682,238	\$0	\$1,635,657	\$953,420
TOTAL RECEIPTS	18,185,398	18,734,975	549,578	25,382,670	7,197,273



**OKANAGAN REGIONAL LIBRARY
RECEIPTS & DISBURSEMENTS
To September 30, 2025**

	ACTUAL YR.TO D	BUDGET YR.TO D	VARIANCE YR.TO D	BUDGET -YEAR--	VARIANCE -From Annual--
DISBURSEMENTS					
REMUNERATION AND FRINGE BENEFITS					
REMUNERATION	8,017,997	7,873,375	-144,622	10,497,833	2,479,836
FRINGE BENEFITS	1,611,741	1,487,673	-124,068	1,983,564	371,823
WCB	62,717	44,485	-18,231	59,314	-3,403
	9,692,455	9,405,533	-286,922	12,540,711	2,848,256
RENT AND PROPERTY EXPENSES					
RENT	1,931,217	2,022,888	91,671	2,697,184	765,967
LTD PRINCIPAL, ACTUARIAL AND INTEREST	1,197,863	1,434,106	236,244	1,912,142	714,279
PROPERTY EXPENSES	1,595,524	1,522,000	-73,523	2,029,334	433,810
	4,724,603	4,978,995	254,391	6,638,659	1,914,056
LIBRARY MATERIALS	1,473,233	1,302,132	-171,101	1,736,176	262,943
OTHER EXPENSES					
BOARD EXPENSES	8,703	16,025	7,322	21,367	12,664
BOOK DEPOSIT GRANTS	5,500	2,400	-3,100	3,200	-2,300
COLLECTION AGENCY	128	2,250	2,122	3,000	2,872
EQUIPMENT REPAIRS & RENEWALS	14,498	11,311	-3,187	15,081	584
INSURANCE	51,893	49,233	-2,660	65,644	13,751
INTEREST & BANK CHARGES	9,284	8,625	-659	11,500	2,216
MARKETING & COMMUNICATIONS	103,334	102,508	-826	136,678	33,344
MEMBERSHIPS	19,512	16,201	-3,311	21,601	2,089
PENTICTON LIBRARY FEE	45,320	37,333	-7,987	49,778	4,458
POSTAGE & FREIGHT	29,003	52,045	23,042	69,393	40,391
PROFESSIONAL FEES	67,048	54,229	-12,820	72,305	5,256



	ACTUAL YR.TO D	BUDGET YR.TO D	VARIANCE YR.TO D	BUDGET -YEAR--	VARIANCE -From Annual--
PROGRAMS	71,245	125,371	54,127	167,162	95,917
RECRUITMENT, TRAVEL & SUNDRY	369	12,852	12,483	17,136	16,767
STAFF DEVELOPMENT & MEETINGS	97,467	94,080	-3,386	125,440	27,974
SUPPLIES	98,272	119,592	21,319	159,455	61,183
TECHNOLOGY EXPENSES	676,616	504,941	-171,675	673,255	-3,361
TELEPHONE & INTERNET	58,862	62,381	3,519	83,175	24,313
TRANSPORTATION	138,894	110,918	-27,976	147,891	8,996
VIRTUAL BRANCH	0	7,500	7,500	10,000	10,000
	1,495,947	1,389,795	-106,151	1,853,061	357,114
DISBURSEMENTS BEFORE CAPITAL EXPENDITURES AND TRANSFERS TO RESERVES	17,386,238	17,076,455	-309,783	22,768,607	5,382,369
CAPITAL EXPENDITURES					
BOOKS AND OTHER PHYSICAL MATERIALS	881,617	1,043,514	161,897	1,391,352	509,735
TECHNOLOGY ASSETS	0	279,470	279,470	372,627	372,627
FURNITURE, EQUIPMENT & OTHER	0	192,593	192,593	256,791	256,791
	881,617	1,515,578	633,961	2,020,770	1,139,153
TRANSFERS TO RESERVES					
TO BRANCH FURNISHING RESERVE	0	33,750	33,750	45,000	45,000
TO CAPITAL PROJECTS RESERVE	0	85,500	85,500	114,000	114,000
TO IT REPLACEMENT RESERVE	0	233,256	233,256	311,008	311,008
TO NON-OWNED BUILDING MNTC RESERVE	0	24,000	24,000	32,000	32,000
TO OWNED BUILDING MNTC RESERVE	0	45,000	45,000	60,000	60,000
TO STAFF APPRECIATION OR DEVELOPMENT RESERVE	0	1,125	1,125	1,500	1,500
TO VEHICLE REPLACEMENT RESERVE	0	19,069	19,069	25,425	25,425
	0	441,700	441,700	588,933	588,933
TOTAL DISBURSEMENTS	18,267,855	19,033,732	765,878	25,378,310	7,110,455
NET DISBURSEMENTS OVER RECEIPTS	-82,457	-298,757	-216,300	0	86,818

To: ORL Board

From: Policy & Planning Committee

Date: November 19, 2025

Subject: Finance Policies – Revisions

Purpose:

To adopt the revisions to four finance policies (“Buildings,” “Reserve Funds,” “Purchasing Authority,” and “Budget Planning Cycle”), the removal of the current “Reallocation of Funds” policy, and the adoption of the new “Equity Model” policy.

Recommendations:

THAT the revisions to the “Budget Planning Cycle (E),” “Buildings (F),” “Reserve Funds (H),” and “Purchasing Authority (N)” as outlined in the report from the Policy and Planning Committee dated November 19, 2025 be approved;

AND THAT the “Reallocation of Funds (B)” policy be repealed;

AND FURTHER THAT the new “Equity Model” policy be adopted.

Executive Summary:

Several ORL Finance Policies (*Section XI of the Board Policy and Regulations* manual) are outdated and no longer reflect current operational and governance practices. Furthermore, the ORL lacks a policy that articulates our philosophy of equitable resource distribution throughout the system – casually referred to as “FAMA”. The work proposed in this report has already been discussed and approved at the following meetings:

- a) June 4, 2025 – A special meeting of the Board Chair, the Chair of the Finance Committee, and the Chair of the Policy & Planning Committee;
- b) August 22, 2025 – A meeting of the Finance Committee;
- c) October 9 and November 7, 2025 – Two meetings of the Policy & Planning Committee.

Discussion: Revised Policies

Budget Planning Cycle (E) (Attachment 1)

The proposal is to remove references to a three-year budget planning cycle. The ORL has not budgeted on a three-year cycle within administrative memory, and doing so would be neither practicable nor beneficial.

Buildings (F) (Attachment 2)

The existing policy does not reflect current practice and repeatedly identifies the Board as being responsible for operational functions, which is not appropriate or accurate to the Board's role as a governance board. The policy has been revised to reflect current – and long-held – practices. The section about "Approval levels" has been removed (See "Purchasing Authority," below.) The revised version of the policy explicitly states that staff must manage leases within the Board-approved budget, and that staff must obtain Board approval to open a new facility or move a permanent facility.

Reserve Funds (H) (Attachment 3)

The existing policy does not reflect current reality. The language appears to have been lifted verbatim from another public-sector organization's policies, as the ORL does not have the reserves ("Automation," "Contingency," etc.) identified, nor does the ORL have a five-year capital budget. As discussed in "Purchasing Authority," below, it is also suggested that the "acquisition and replacement" clause be removed. The revised version of the policy explicitly states that staff must be transparent to the Board about reserve funds, and that Board approval is required for establishing or eliminating reserve accounts.

Purchasing Authority (N, and throughout) (Attachment 4)

While CEO approval limits are mentioned in several places in the ORL's Finance Policies, the most explicit address is "Purchasing Authority" (N), where the current policy states that the CEO's approval is needed for all purchases over \$5,000, and the Finance Committee's approval is needed for purchases over \$25,000. These numbers are very low in today's market, and do not align with current practice, nor the policies of other comparable publicly funded organizations. After discussion with the Finance Committee and the Policy & Planning Committee, the final revised version of this policy is – as you will see – very brief and succinct. If the Board adopts this revision, administrative staff will also update any other passing mentions of approval limits elsewhere in the ORL's policies.

Discussion: Repealed Policy

Reallocation of Funds (B) (Attachment 5)

The proposal is to repeal this policy in its entirety. The ORL does not, in fact, reallocate funds, either before the end of June (as appears in the first paragraph of the current policy) nor later in the year. Neither would the Board ever revise constituent units' tax levies during the year, as is presented in the final paragraph of the current policy.

Discussion: New Policy

Equity Model (Attachment 6)

In 2012, the ORL conducted a Financial Allocation Model Analysis (FAMA) to determine which constituent units were subsidizing other areas of the ORL with their tax levies or conversely were unfairly benefiting from the revenues provided by other units. The ORL (CFO) now tracks revenues and expenditures to ensure that services throughout the system are roughly proportionate to what each constituent unit contributes to the ORL. This financial model is only one factor in decision-making, with other factors including the availability of facilities in the area, other extant services in the community, and other ORL policies.

The existence and decision-making role of FAMA are not articulated anywhere in the ORL's policies. The term "FAMA" is very unpopular among ORL branch-level staff, because the original analysis resulted in a reduction of services at several branches. For all these reasons, it is suggested we retire the term "FAMA," and introduce an "Equity Model" policy as the opening statement of the ORL's Finance Policies.

Policy and Planning Committee Recommendations:

November 7, 2025

THAT the new "Equity Model" policy be presented to the Board for approval at the November 19, 2025, Board Meeting.

CARRIED UNANIMOUSLY

THAT the Finance policy, section "B. Reallocation of Funds," be repealed in its entirety and be presented to the Board for approval at the November 19, 2025, Board Meeting.

CARRIED UNANIMOUSLY

THAT reference to the three-year budget planning cycle be removed from the Finance Policy "E. Budget Planning Cycle" and be presented to the Board for approval at the November 19, 2025, Board Meeting.

CARRIED UNANIMOUSLY

October 9, 2025

THAT revisions to the following ORL policies be presented to the Board for approval at the November 2025 Board Meeting: Buildings (F), Reserve Funds (H) and Purchasing Authority (N).

CARRIED UNANIMOUSLY

Finance Committee Recommendations:

August 22, 2025

THAT revisions as amended at the August 22, 2025, Finance Committee meeting to the ORL policies be referred to the Policy & Planning Committee for presentation to the Board: “Buildings,” “Reserve Funds,” and “Purchasing Authority.”;

AND THAT the new “Equity Model” policy be referred to the Policy & Planning Committee for presentation to the Board.

CARRIED UNANIMOUSLY

Strategic Plan Alignment:

Value 5: "Organizational Responsibility"

Goal 5: "Strive for organizational and service excellence"

Respectfully submitted by:

Danielle Hubbard, Chief Executive Officer

Attachment(s):

1. "Budget Planning Cycle" (E)
2. "Buildings" (F)
3. "Reserve Funds" (H)
4. "Purchasing Authority" (N)
5. "Reallocation of Funds" (B)
6. "Equity Model" (new policy)

Approved for Committee Agenda

Danielle Hubbard, CEO

E. Budget Planning Cycle (Attachment 1)

Current Wording:

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.

Proposed Wording:

The ORL Finance Committee oversees the work of the CEO and CFO in the development of the ORL's annual budget. The annual budget is generally 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 upcoming year. The draft budget is to be presented to the Board before the end of the preceding year for approval. The approved budget determines the approved member tax assessments for that budget year.

F. Buildings (Attachment 2)

Current Wording:

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.

Proposed Wording:

The ORL may lease or own library facilities, based on the best business case. The CEO or designate is responsible for the ORL's facilities, within the Board-approved operating budget.

Leased facilities may be owned by constituent units, or by private sector landlords. Lease costs for ORL branches owned by constituent units will be paid to the owning constituent unit based on the market rental rate as determined by a triennial valuation conducted by an external, third-party appraiser. The ORL will contract the appraiser and will reevaluate the contract every six years.

Operating costs for branches owned by constituent units will be negotiated annually, based on verified actual operating costs from the previous year.

In the case of a dispute over the market rental rate of a 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 be negotiated between the constituent unit and the ORL, and, if necessary, an arbitrator will be chosen by both parties and at the constituent unit's expense. Any change to the market rental rate will come into effect in the following fiscal year.

New or relocated branches

Any new ORL facility (whether an additional branch or the relocation of an existing branch) is planned in accordance with *Section IV: Branch Guidelines*.

It is the responsibility of the CEO or designate to secure and manage leases within the ORL's Board-approved operating budget.

H. Reserve Funds (Attachment 3)

Current Wording:

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.

Proposed Wording:

The ORL retains reserve funds for specific purposes, either in the interest of contingency planning, or in support of strategic objectives.

The CEO or designate ensures that all reserve accounts are fully documented in terms of purpose and origin of fund, and, if relevant, procedures and plans for spending the funds.

Reserve funds will not be shown in the budget but will be held in separate general ledger balance sheet accounts with equivalent funds invested in either ORL bank accounts and/or ORL investment accounts. These funds will be externally audited every year as part of the ORL's regular financial audit.

Reserve account balances shall be reported quarterly to the Board as part of the ORL's standing financial reporting. Balances shall be made available to the Board at any other time upon request.

N. Purchasing Authority (Attachment 4)

Current Wording:

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.

Proposed Wording:

It is the responsibility of the CEO to operate the ORL within the Board-approved annual operating budget. The CEO or designate will report the ORL's financial standing to the Board on a quarterly basis or whenever requested by the Board. Significant discrepancies will not occur without sound reason, and the CEO or designate must transparently communicate such reason to the Board. Repeated failure to adhere to the annual operating budget, or failure to demonstrate fiscal transparency with the Board, are grounds for CEO discipline up to and including dismissal.

B. Reallocation of Funds (Attachment 5)

Current Wording to be Repealed:

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.

Equity Model (Attachment 6)

The ORL follows a financial philosophy called the “Equity Model,” defined as the practice of allocating financial resources throughout the ORL service area in proportion – as much as possible – to the level of funding received from the constituent unit of each area.

Because the majority of the ORL’s funding comes from the tax levies of constituent units, the ORL aspires to provide library service to each of the communities in its service area in parity to the tax levy revenue received from that constituent unit.

In deciding the operating expenditures for a given community, the Equity Model is weighed against other factors, including but not limited to the ORL’s other existing policies, and the availability – or lack of availability – of facilities and other services in the community. Where significant discrepancy exists between the Equity Model and other ORL policies and considerations, the CEO will receive Board approval before adding resources to a given community.

The CEO will track and consider comparative service levels and resource allocations throughout the system on a continual, ongoing basis. This information shall be transparently shared with the Board.

To: ORL Board

From: Policy & Planning Committee

Date: November 19, 2025

Subject: Revision to the ORL's Statement of Diversity and Inclusion

Purpose:

To update the ORL's "Statement of Diversity and Inclusion" to instead be our "Statement of Diversity, Inclusion, and *Accessibility*," to align with the new Accessibility Standards released by the Province.

Recommendation:

THAT the Board approve the revision to the Board Policy and Regulations, Diversity and Inclusion section as outlined in the report from the Policy and Planning Committee dated November 19, 2025.

Executive Summary:

The *Accessible British Columbia Act*, released in 2022, establishes a framework for identifying, removing, and preventing barriers to accessibility for people with disabilities by requiring organizations to create and update accessibility plans, establish public feedback tools, and form and consult with their accessibility committees. The ORL has fulfilled the requirements of this new legislation to date. Staff now propose updating the ORL's "Statement of Diversity and Inclusion" as a further step of compliance.

Discussion:

To date, the ORL has fulfilled the new legislation by completing the following undertakings:

Created an Accessibility Plan: Developed a plan to identify, remove, and prevent barriers, to be updated at least every three years.

Established an Accessibility Committee: Established a committee to advise on barrier identification and removal. In compliance with legislative requirements, at least half the committee members are persons with disabilities or those who support persons with disabilities.

Provided a Feedback Tool: Created a "ticketing" system whereby staff and members of the public can submit accessibility requests and feedback to the ORL.

To stay ahead of proposed upcoming legislative changes, the Policy & Planning Committee proposes amendments to the ORL's current "Statement of Diversity and Inclusion." The proposed change is informed by the province's newly drafted "Delivery of Services and Employment" document, which identifies the importance of inclusion and intersectionality:

Intersectionality

The standards recognize that the same barrier may be experienced differently by people based on their identity factors. Multiple forms of discrimination such as racism, sexism, ableism and

homophobia may be active at the same time in a person's life. When these types of discrimination intersect, they can compound the barriers a person faces.

Attached are the suggested changes to be made to the ORL's "Statement of Diversity and Inclusion". Anything in **yellow** indicates an addition and anything that is ~~struck~~ will be removed.

Strategic Plan Alignment:

1. Cultivate learning, literacy, creativity and imagination.
2. Offer a welcoming, inclusive space to gather, and connect.
3. Strive for organization and service excellence.

Respectfully submitted by:

Mark Reinelt
Director of Public Services

Approved for Committee Agenda

Danielle Hubbard, CEO

Attachment(s):

1. Statement of Diversity, Inclusion, and Accessibility (Current and revised)

Current Wording:

DIVERSITY AND INCLUSION STATEMENT

It is the responsibility of Canadian public institutions, including libraries, to support a society that respects diversity and fosters social inclusion. Okanagan Regional Library is responsible for working with its communities to create services that diverse communities identify as respectful, inclusive, and accessible.

The Library strives to deliver inclusive service, affirming the dignity of those they serve, regardless of heritage, education, beliefs, ethnicity, religion, gender, age, sexual orientation, gender identity, physical or mental health, physical or cognitive capabilities, or socio-economic status.

Library staff act to ensure that people can enjoy services free from any attempt by others to impose values, customs, or beliefs. (Adapted from the CLA Statement on Diversity.)

ORL staff will strive to:

- Identify populations that may be under-represented or hard to reach based on diverse life circumstances.
- Seek to understand how diverse community groups define and describe themselves.
- Listen directly to communities rather than relying on indirect sources such as statistical reports, other public libraries, or community service providers.
- Work with diverse communities to develop inclusive consultation and engagement processes.
- Work with diverse communities to determine appropriate ways to design, deliver, and evaluate services.

Proposed Wording:

Statement of Diversity, Inclusion, and Accessibility

It is the responsibility of Canadian public institutions, including libraries, to support a society that respects diversity and fosters social inclusion. The Okanagan Regional Library (ORL) is responsible for working with its communities to create services that diverse communities identify as respectful, inclusive, and accessible.

The Library ORL strives to deliver inclusive services by removing barriers, and affirming the dignity of those the library serves, regardless of heritage, education, beliefs, ethnicity, religion, gender, age, sexual orientation, gender identity, physical or mental health, physical or cognitive capabilities, or socio-economic status.

Library staff act to ensure that people can enjoy services free from any attempt by others to impose values, customs, or beliefs. (Adapted from the [CFLA Statement on Diversity and Inclusion](#).)

The ORL staff will strives to:

- Identify populations that may be under-represented or hard to reach based on diverse life circumstances.
- Seek to understand how diverse community groups define and describe themselves.
- Listen directly to communities rather than relying on indirect sources such as statistical reports, other public libraries, or community service providers.
- Work with diverse communities to develop inclusive consultation and engagement processes.
- Work with diverse communities to determine appropriate ways to design, deliver, and evaluate services by eliminating barriers (attitudinal, physical, informational, systemic, technological, and sensory) and offering accommodations and alternative options.

The Okanagan Regional Library ORL also endorses the Canadian Federation of Library Associations' [Statement on Intellectual Freedom and Libraries](#).

The ORL champions access to information and exposure to diverse points of view. The library as a public institution supports the free exchange of ideas as a fundamental part of democratic society. (See [Strategic Plan](#), page 5).