OKANAGAN REGIONAL
LIBRARY

NOTICE OF MEETING

Okanagan Regional Library Board
will meet Wednesday
November 15, 2023

Library Administration Building
Boardroom
1430 KLO Road, Kelowna, BC

**IN-CAMERA MEETING
9:30 AM – 10:30 AM**

**REGULAR MEETING
10:30 AM – 11:30 PM**

AGENDA
OKANAGAN REGIONAL LIBRARY DISTRICT
BOARD OF TRUSTEES REGULAR MEETING

Date: **Wednesday, November 15, 2023**
Time: **10:30 AM – 11:30 AM**
Location: **Boardroom, Library Administration Building, 1430 K.L.O. Road, Kelowna, BC**

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1. CALL TO ORDER   10:30 – 10:35
Chair to call the meeting to order.

2. LAND ACKNOWLEDGMENT
The ORL Headquarters is located on the traditional, ancestral, and unceded tm̓xʷúlaʔxʷ (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 C. 26, s.123)

To adopt the November 15, 2023, Board of Trustees meeting agenda.

4. ADOPTION OF PREVIOUS MINUTES
(Attached pgs. 4 – 9)
All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.A /Community Charter C.26, s.123)

To adopt the September 13, 2023, Regular Library Board of Trustees meeting minutes.

5. FINANCE COMMITTEE REPORT – Chair Kari Gares   10:35 – 10:45

5.1. 2024 Budget Report and Vote
(Attached pgs. 10 – 26)
All Trustees - Weighted Vote - Majority (Library Act Part 3, s.23 & 25, Board Policy Section II.C)

Finance Committee Recommendation:
THAT the 2024 Budget be approved with a levy funding requirement of $20,710,282 or 5.29% as set out in the Budget Report from the CFO dated November 15, 2023.
By weighted vote.

5.2. Revised 2024 Library Levy Allocation Spreadsheet – CFO Jeremy Feddersen
(Attached pg. 27)
All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.A / Community Charter C.26, s.123)

To receive for information the revised 2024 Library Levy Allocation Spreadsheet.

5.3. RISE AND REPORT: APPOINTMENT OF AUDITOR FOR THE 2023 AUDIT
All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.A / Community Charter C.26, s.123)

6. **STRATEGIC PLANNING COMMITTEE REPORT** – Chair Dean Trumbley/D. Hubbard   10:45 – 10:55
All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.A / Community Charter C.26, s.123)
(Attached pgs. 28 – 66)

To receive for information the Report from the Strategic Planning Committee dated November 15, 2023.

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   10:55 – 11:00
   (Attached pgs. 67 – 69)

   To receive for information the Report from the CEO dated November 15, 2023.

   7.2 CFO FINANCIAL UPDATE REPORT - Jeremy Feddersen   11:00 – 11:05
   (Attached pgs. 70 – 77)

   To receive for information the Financial Update Report from the CFO dated November 15, 2023.

8. **BOARD CHAIR REPORT** – Loyal Wooldridge   11:05 – 11:10

   - Report
   - Appoint 2024 Nominations Committee *(Policy Section II. D)*

9. **LIBRARY TRUSTEES MEETING SCHEDULE YEAR 2024**   11:10 – 11:15
All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.A / Community Charter C.26, s.123)
(Attached pg. 78)

To approve the ORL Board of Trustees Meeting Schedule for Year 2024.

10. **CORRESPONDENCE TO THE BOARD**   11:15 – 11:20
All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.A / Community Charter C.26, s.123)

   10.1.   E-Mail from Dena Jones-Short re Fine Free Library, dated Sept. 24, 2023
   (Attached pg. 79)

   10.2.   E-Mail from Fiona Lehn re Glenmore, dated November 3, 2023
   (Attached pg. 80)

   To receive for information.

11. TRUSTEE REPORTS   11:20 – 11:25

An opportunity for board members to report on any library related activities in their region.

12. NEW BUSINESS

13. NEXT MEETINGS – See Item 9 above.

If the 2024 Schedule is approved, the next meeting will be Wednesday, February 21, 2024

Board Strategic Planning Sessions:

    a)   Monday, November 27, 2023: 9:00 AM – 4:00 PM
    b)   Tuesday, November 28, 2023: 10:00 AM – 2:00 PM

14. MOTION TO ADJOURN   11:30 AM

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

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

Date: **Wednesday, September 13, 2023**
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)
	Cara Reed, Lake Country
	Lori Mindnich, Lumby (Personnel Chair)
	David Mattes, Oliver
	George Elliott, Princeton
	Tim Palmer, Revelstoke
	Kari Gares, Vernon (Finance Chair)
	Tasha Da Silva, West Kelowna
	Kevin Kraft, Regional District Central Okanagan Regional Library
(Electronic)	*John Manual, Golden
	Tracy Henderson, Keremeos
	Myers Bennett, Osoyoos
	Sylvia Lindgren, Salmon Arm (Policy & Planning Committee Chair)
	*Bob Evans, Sicamous
	Subrina Monteith, Regional District Okanagan Similkameen
Trustees Absent:	Terry Condon, Peachland
	Todd York, Spallumcheen
	Erin Trainer, Summerland
	Allysa Hopkins, Regional District North Okanagan
	Dean Trumbley, Regional District Columbia Shuswap
	Sara Tronson, Westbank First Nation
Staff: *(In Person)*	Danielle Hubbard, Chief Executive Officer
	Christine McPhee, Director of Public Services, South
	Mark Reinelt, Director of Public Services, North
	Jeremy Feddersen, Chief Financial Officer
	Leslie Brecht, Director of Human Resources
	Jeff Campbell, Chief Technology Officer
	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 Wares, CUPE Representative

*Denotes partial attendance.

1. **CALL TO ORDER / ESTABLISH QUORUM**

Chair Wooldridge called the meeting to order at 10:48 AM.
Quorum was established with 18 trustees in attendance.

2. **LAND ACKNOWLEDGMENT**

Chair Wooldridge acknowledged that the ORL Headquarters is located on the traditional, ancestral, and unceded tmxʷúlaʔxʷ (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. **BOARD CHAIR COMMENTS ON WILDFIRES** - Loyal Wooldridge

Chair Wooldridge acknowledged the challenges that the ORL and its communities have faced during the recent wildfire season, including the loss of the North Shuswap branch and the fires in the Central Okanagan and Similkameen that threatened branches and homes of staff and community members. Throughout the system, branch hours and operations were adjusted to meet community needs and to keep staff safe. He thanked the emergency responders, volunteers and staff who have shown courage and commitment during these unsettling times.

4. **ADOPTION OF THE AGENDA**
All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.A /Community Charter C. 26, s.123)

Moved by Kari Gares, Seconded by Tim Palmer
THAT the September 13, 2023, Board of Trustees 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)

Moved by Neil Todd, Seconded by David Ramey
THAT the May 17, 2023, Regular Library Board of Trustees meeting minutes be adopted.

CARRIED

6. **POLICY & PLANNING COMMITTEE REPORT –** Chair Sylvia Lindgren
All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.A / Community Charter C.26, s.123)

Moved by Silvia Lindgren, Seconded by Lori Mindnich
THAT the Board approve the revised Delegation policy as set out in Appendix B of the Report from the Policy Committee dated September 13, 2023;
AND THAT the Board approve the revisions to Library Membership policies and Services policies as set out in Appendix C of the Report from the Policy Committee dated September 13, 2023.

CARRIED

Discussion was held regarding the wording under 'Disruptive Behaviour and Language' in the patron Rules of Conduct. Varying opinions were expressed.

Moved by David Mattes, Seconded by Kari Gares
To refer the Rules of Conduct Policy back to the Policy and Planning Committee for further review.

Discussion ensued and the motion was withdrawn.

Moved by Kari Gares, Seconded by Lori Mindnich
THAT the Rules of Conduct be amended by removing: "*No person shall traffic in, consume, or appear to be under the influence of alcohol or illegal drugs and substances*" and replace it with: *"No person shall traffic or consume illicit substances".*
Opposed: 1 (C. Reed)

<div align="right">CARRIED</div>

It was moved and seconded
THAT the Board approve the revised Rules of Conduct policy as amended.
Opposed: 1 (C. Reed)

<div align="right">CARRIED</div>

*Bob Evans left the meeting at 11:16 AM.

Moved by Sylvia Lindgren, Seconded by Neil Todd
THAT the Board approve Truth and Reconciliation training as set out in Appendix D of the Report from the Policy Committee dated September 13, 2023; AND THAT staff be directed to determine financing opportunities.

<div align="right">CARRIED UNANIMOUSLY</div>

Moved by Sylvia Lindgren, Seconded by Neil Todd
THAT the Board approve the elimination of late fees for ORL materials as set out in Appendix E of the Report from the Policy Committee dated September 13, 2023.

<div align="right">CARRIED UNANIMOUSLY</div>

7. **REVISED WEIGHTED VOTES REPORT** – CFO Jeremy Feddersen
All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.A / Community Charter C.26, s.123)

Moved by Kari Gares, Seconded by Lori Mindnich
THAT the Revised Weighted Votes Report and revised Weighted Vote Sheet dated September 13, 2023, be received for information.

<div align="right">CARRIED</div>

8. **FINANCE COMMITTEE REPORT** – Chair Kari Gares

   8.1. **2024 Budget Report** – CFO Jeremy Feddersen
   All Trustees - Weighted Vote - Majority (Library Act Part 3, s.23 & 25, Board Policy Section II.C)

   Finance Chair Gares reported that the Finance Committee had met several times to review the preliminary draft 2024 budget. The Board viewed a presentation from CFO Jeremy Feddersen on the preliminary budget.

Moved by Kari Gares, Seconded by David Mattes
THAT the preliminary draft 2024 Budget be received for information and that the budget vote
be deferred to the November 15, 2023 Library Board Meeting.

<div align="right">CARRIED</div>

8.2. 2024 Library Levy Allocation Spreadsheet – CFO Jeremy Feddersen
All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.A / Community Charter C.26, s.123)

Moved by Kari Gares, Seconded by David Mattes
THAT the 2024 Library Levy Allocation Spreadsheet be received for information.

<div align="right">CARRIED</div>

*John Manual left the meeting at 11:30 AM.

8.3. Provincial Enhancement Grant Report – CEO Danielle Hubbard
All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.A / Community Charter C.26, s.123)

Moved by Kari Gares, Seconded by Lori Mindnich
1) THAT the Board approve the expenditure from the Provincial Enhancement Grant for initiative item 1: New Payroll and Human Resource Information System, as set out in the Report from the Finance Committee dated September 13, 2023;
2) AND THAT the Board approve the expenditure from the Provincial Enhancement Grant for initiative item 2: Accessibility Legislation Compliance, as set out in the Report from the Finance Committee dated September 13, 2023;
3) AND THAT the Board approve the expenditure from the Provincial Enhancement Grant for initiative item 3: Truth and Reconciliation and Diversity, Equity, and Inclusion Training, as set out in the Report from the Finance Committee dated September 13, 2023.

<div align="right">CARRIED UNANIMOUSLY</div>

The Board heard that staff are waiting to receive an external Facilities Assessment Report. Staff and the Finance Committee will review the report and then bring forward any facility expenditure recommendations for the Board's consideration.

9. **STRATEGIC PLANNING COMMITTEE REPORT** – Chair Dean Trumbley
All Trustees - Unweighted Vote - Simple Majority (Board Policy Section II.A / Community Charter C.26, s.123)

CEO Danielle Hubbard reported on the work completed to date on the new strategic plan process. A community survey has gone out and community engagement sessions will be underway in all ORL communities over the coming weeks. Board workshops will be held November 27th and 28th to review all the gathered data, and the new strategic plan will then be drafted and presented to the Board in February 2024.

Moved by Pat Cochrane, Seconded by Kari Gares
THAT the Report from the Strategic Planning Committee dated September 13, 2023, be received for information.

<div align="right">CARRIED</div>

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

a) CEO REPORT – Danielle Hubbard

The Board received a report on the quarterly summary of operational and strategic activities at the ORL.

Moved by George Elliott, Seconded by Kevin Kraft
THAT the Report from the CEO dated September 13, 2023, be received for information.
CARRIED

b) FACILITIES REPORT – CFO Jeremy Feddersen

The Board received an update of the active building and renovation projects for West Kelowna, Revelstoke and Lumby branches.

Moved by Kari Gares, Seconded by David Mattes
THAT the Facilities Report from the CFO dated September 13, 2023, be received for information.
CARRIED

c) CFO FINANCIAL UPDATE REPORT - Jeremy Feddersen

The Board received a financial update to July 31, 2023, indicating that results are generally consistent with expectations and there does not appear to be anything requiring board attention at this time.

Moved by Kari Gares, Seconded by David Ramey
THAT the Financial Update Report from the CFO dated September 13, 2023, be received for information.
CARRIED

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

a) **Glenmore Branch**: Various Public Requests – CEO Danielle Hubbard

The Board received several pieces of correspondence from members of the public requesting library service in the Glenmore area of Kelowna. Staff advised that the Board Facilities Policy and the 2013 Financial Allocation Model Analysis (FAMA Report), which examines the expenditures versus revenue of each individual ORL member community, have some variations. It was recommended that the two documents be re-evaluated.

Moved by Cara Reed, Seconded by Kevin Kraft
THAT the pubic correspondence regarding requests for library service in the Glenmore area of Kelowna be received for information;
AND THAT the ORL Facilities Policy be referred to the Policy and Planning Committee for re-evaluation following the strategic planning process;
AND THAT the Financial Allocation Model Analysis (FAMA) be referred to the Finance Committee for re-evaluation following the strategic planning process.

CARRIED

12. **BOARD CHAIR REPORT** – Loyal Wooldridge

Chair Wooldridge commended the work of the Committees, the executive management team and all the on-the-ground staff during the recent tumultuous events.

13. **TRUSTEE REPORTS**

None.

14. **NEW BUSINESS**

a) Recording names of movers and seconders of motions.

Moved by Lori Mindnich, and Seconded
THAT the names of the movers and seconders of motions are not recorded in the minutes.
Opposed: 3

CARRIED

15. **NEXT MEETING** – Wednesday, November 15, 2023

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

Moved by Kari Gares, Seconded by Cara Reed
THAT the meeting be adjourned.

CARRIED

The meeting adjourned at 12:28 PM.

Finance Committee Report to the Board
Request for Decision

To: Okanagan Regional Board of Directors

From: Chief Financial Officer /Finance Committee

Date: November 15, 2023

Subject: Okanagan Regional Library 2024 Budget

Purpose:
To bring forward the 2024 budget for the Okanagan Regional Library for approval by the Board.

Executive Summary:

This report will walk through the various changes and provide some background that may be useful for the Committee's decision-making.

This budget discussion references Appendices 1-5 below. Appendix 1 is presented with columns in the following order:

- 2022 budget and actual values;
- 2023 budget values;
- Required changes/reallocations
- Following these we arrive at the "2024 starting point", to which the inflation and proposed management changes are applied.

Recommendation(s):
THAT the 2024 Budget be approved with a levy funding requirement of $20,710,282.

Budget Overview and Challenges

The overall theme of the budget for 2024 is to provide enhanced support to our staff and service areas. We are a large, complex organization working in a substantial geographic area, and we are seeing a very healthy return of patrons to the Library post-Covid. While this is exactly what we hoped for, it has brought some new challenges to the branches that we hope to address through initiatives suggested in this budget.

Population Pressure

The ORL provides services for a geographic area that is very desirable, which results in continued growth. The figures for 2024 have been estimated based on the previous 5 years. Similar to last year, all service areas have seen growth, with Kelowna again being recognized as one of the fastest growing metropolitan areas in Canada. Using the population figures provided, growth through the ORL service area is estimated to be 2.7% in 2024. With the current budget ask, the levy per capita remains very consistent with previous years. This can be seen in Appendix 2.

Inflation Pressure

Inflationary pressures will be a significant theme in this budget, much as it was last year. Current CPI figures for British Columbia are showing increases year over year of 3.4% (May 2022 vs. May 2023), with increases of 3.7% Canada-wide. While not as high as seen at this point last year, we are seeing the impacts of inflation all through the organization which places significant pressure on our expense budgets. To address this, I have applied an inflationary figure of 3% on goods and services that are affected by inflation, which will help deal with the increase while remaining cognisant of the other increases throughout this budget.

REQUIRED CHANGES and REALLOCATIONS (COLUMN D)

INCOME (RECEIPTS)

Provincial Grant
The increase to this line is a direct result of the recent census results, as our service area saw an increase since the previous census and the amount is based on population.

MFA Actuarial, Debt Reduction
The MFA holds "sinking funds" which are comprised of principal payments from its borrowers and investment returns. These assets continue to generate returns, which are estimated in advance and

allocated to borrowers including the ORL for West Kelowna, Vernon, and Headquarters. These figures come directly from schedules provided by MFA. The 2024 amount is confirmed by the MFA schedules.

Internal Rents
This adjustment is to reflect the change in rent amounts due to the new WK Library which is expected to be completed in late 2023. The internal rent income increase here is offset by the corresponding rent increase below.

EXPENDITURES (DISBURSEMENTS)

Remuneration and Fringe Benefits
This change represents an increase in the service hours required by Board Policy. Four locations (Armstrong, Enderby, Oliver, and Peachland) have exceeded their respective population thresholds, and are therefore entitled to additional open hours while keeping FAMA under consideration. For WCB, our rates were impacted by incidents that resulted in an increase to our rate.

Rent and Property Expenses
The rent obligations are contractual; a number will have increases from one year to the next. Property expenses are often outside of ORL's direct control as a result of the triple net lease arrangements. This amount is based on historical results within our branches.

LTD Principal, Actuarial, and Interest
These amounts are adjusted to agree to the schedules provided to ORL related to its MFA borrowings through the Central and North Okanagan Regional Districts. There is an increase included because of the $2M in funding expected to be advanced for the WK project.

Technology and Data Lines
Licensing and maintenance costs for our software have increased significantly across the industry again this year. We have seen software contract renewal amounts increase for our core programs, and we had been advised in the previous year that this would be the case. Jeff Campbell, our CTO, has estimated this amount based on increases that have been communicated to the IT department by our suppliers and partners.

Transportation
This adjustment had to be made due to an error in previous budgets not capturing it correctly. The spreadsheet had not calculated this amount in the total, and so I have shown it as an adjustment to ensure it appears correctly going forward.

INFLATION (COLUMN F)

The single largest item on the budget is for the upcoming union negotiations that will result in a significant overall increase. The amount included allows for an increase based on comparable negotiations for both the CUPE and PEA contracts within organizations that are similar to our own.

For inflationary impacts on our goods and services, as mentioned above, an inflationary figure of 3% has been applied to line items that are impacted by this increase. This will help deal with the increase while remaining cognisant of the other increases throughout this budget.

ADJUSTMENTS (COLUMN G)

Income
Adjustments in this section include the removal of book fine revenue, which has been presented to and recommended by the Finance and Policy Committees. The ORL has not been collecting late fees since 2020, and we are proposing that this become a permanent change. Please refer to Appendix 4 for further information related to this item. Another change includes an estimate of the interest income that we are hoping to achieve with our investments made per the ORL Investment Policy.

Remuneration
This category contains the majority of the increase to the budget this year as we look to roll out our vision for the year, and it was determined to be the best way to support the organization by the management team. We believe direct support to our staff is a top priority, and to do this we are proposing the addition of some new positions, and bolstering some existing ones:

Human Resources:

The HR Department oversees approximately 300 employees and manages the training, hiring, and union functions for all these staff. Currently, our HR support staff includes one 0.77 FTE HR Assistant position and a casual 0.5 FTE that was intended to fill in when the HR Assistant was away and is not currently in the budget as an ongoing position. With the workload the department is seeing, the casual position has been regularly used and the 0.77 position has been working full-time hours. This has and will continue to place stress on the department and the wages budget line. The ask will provide the budget capacity to allow the HR assistant to become full-time and to allow the casual position to become a permanent full-time position.

Facilities Supervisor:

A strong theme present in the staff's response to how the enhancement grant should be spent was to improve our facilities and the response time to facility improvement requests. This position will provide facilities support to the branches and provide more timely responses to facilities tickets. For further information on this request, please refer to Appendix 5.

OTHER EXPENSES

PHYSICAL ITEMS
MARKETING & COMMUNICATIONS
The budget increase for marketing is to increase our stock of supplies for outreach events. Our tables, tablecloths, banners, and two tents are booked regularly and require regular replacement. This increase will ensure that our different locations will have the materials needed to put on effective programs.

Cost = $6,000

PHYSICAL ITEMS
This is to provide funding for the Library of Things in order to continue to produce new kits and maintain the kits already in circulation. One of the areas we would like to focus on is improving access to the library for children and families of children who are neuro divergent by providing sensory support materials. This request aligns with our goal to decrease our physical and neurological barriers to those wishing to use our services. We would also like to expand our kits that appeal to adults, as we have several kits that focus on children but few that focus on adults.

Cost = $15,500

LGBTQIAS2+ Advisory Group

The ORL started a staff LGBTQIA2S+ advisory group in the spring of 2023 to ensure that we are well informed in our responses to matters surrounding this topic. A budget of $2000 would cover mileage, staffing costs, promotional materials, internal initiatives, and training opportunities for this group.

Cost = $2,000

Branch Furnishing Reserve

An adjustment to the reserve transfer to cover the gap and help fund expected costs arising from new locations opening in 2024, and ongoing furniture requirements.

Cost = $58,000

Capital Building Project Reserve

This reserve transfer has been adjusted in response to the increased costs required to complete capital projects and to replenish the reserve to ensure the ORL is in a position to move on future capital project opportunities.

Cost = $110,000

Next Steps

The path forward includes the Board reviewing and making a decision to adopt the budget as presented and approved by the Finance Committee should it be agreed upon. Alternatively, the Board may decide to defer a decision until the following meeting but will then be fairly obligated to approve a budget at its November 15th meeting. According to the BC Library Act, the Board is required to approve the 2024 budget no later than December 31st, 2023. This timeline is necessary to allow our constituent communities to fold this levy accurately into their own budgets and financial plans.

Respectfully submitted,

Jeremy Feddersen,
Chief Financial Officer

APPENDICES TO THE BUDGET

Okanagan Regional Library

Appendix 1

Draft Budget 2024 Worksheet

	A	B	C	D	E	F	G	H
	BUDGET 2022	ACTUAL 2022	BUDGET 2023	REQUIRED CHANGES	STARTING POINT	Inflation	ADJUST-MENTS	RECOMMENDED 2024 BUDGET
INCOME (RECEIPTS)								
OTHER INCOME								
PROVINCIAL GRANT	-$1,008,000	-$1,009,411	-$1,008,000	-$30,411	-$1,038,411			-$1,038,411
GRANTS - FEDERAL	-$49,000	-$43,723	-$49,000		-$49,000			-$49,000
GRANTS - OTHER	-$6,500	-$177,907	-$6,500		-$6,500			-$6,500
FINES, DAMAGE & REPLACEMENT	-$202,500	-$28,676	-$202,500		-$202,500		$150,000	-$52,500
MEETING ROOM RENTAL	-$19,207	-$3,483	-$19,207		-$19,207			-$19,207
PRINTING REVENUE	-$29,975	-$17,890	-$29,975		-$29,975			-$29,975
KEYCARD REVENUE	-$250	-$2,144	-$250		-$250			-$250
INTEREST AND EXCHANGE GAIN REV	-$35,000	-$218,660	-$35,000		-$35,000		-$150,000	-$185,000
COPIER REVENUE	-$9,525	-$5,919	-$9,525		-$9,525			-$9,525
BOOK BAGS, NON-RES, EAR BUDS, SUNDRY	-$5,000		-$5,000		-$5,000			-$5,000
SUNDRY		-$9,495	$0		$0			$0
MEMBER EXTRA SERVICE			$0		$0			$0
SICAMOUS	-$23,296	-$23,296	-$23,296		-$23,296	-$941		-$24,237
VERNON	-$26,844	-$22,390	-$26,844		-$26,844	-$1,085		-$27,929
PRINCETON	-$11,405	-$11,633	-$11,405		-$11,405	-$816		-$12,221
INTER LIBRARY LOANS NET	$150	-$257	$150		$150			$150
OTHER	-$160,352	-$315,167	-$160,352		-$160,352			-$160,352
DONATIONS REVENUE	$0	-$197,519	$0		$0			$0
PROCEEDS FROM BORROWING	$0	$0	$0		$0			$0
MFA ACTUARIAL, DEBT REDUCTION	-$255,731	-$277,906	-$309,843	-$36,631	-$346,474			-$346,474
	-$1,682,083	-$2,050,309	-$1,736,195	-$67,042	-$1,803,237	-$2,841	$0	-$1,806,079
INTERNAL RENTS	-$647,376	-$647,376	-$761,946	-$147,704	-$909,650			-$909,650
SUBTOTAL BEFORE TRANSFERS FROM RESERVES	-$2,329,459	-$2,697,685	-$2,498,141	-$214,746	-$2,712,887	-$2,841	$0	-$2,715,729
TRANSFERS FROM RESERVES								
IT REPLACEMENT RESERVE	-$341,007	-$275,609	-$341,007		-$341,007			-$341,007
DONATIONS		-$136,085			$0			$0
BRANCH FURNISHINGS	-$165,000	-$141,990	-$165,000		-$165,000			-$165,000
VEHICLE REPLACEMENT	-$40,000	$0	-$40,000		-$40,000			-$40,000
NON-OWNED BUILDING MAINTENANCE	-$50,000	-$952,840	-$50,000		-$50,000			-$50,000
ORL OWNED BUILDING MAINTENANCE	-$30,000	$0	-$30,000		-$30,000			-$30,000
STRATEGIC INITIATIVES	-$330,000	-$20,000	$0		$0		-$100,000	-$100,000
CAPITAL BUILDING PROJECTS		-$729,582	$0		$0			$0
	-$956,007	-$2,256,106	-$626,007	$0	-$626,007	$0	-$100,000	-$726,007
TOTAL RECEIPTS AND RESERVE TRANSFERS	-$3,285,466	-$4,953,791	-$3,124,148	-$214,746	-$3,338,894	-$2,841	-$100,000	-$3,441,736

EXPENDITURES (DISBURSEMENTS)	A BUDGET 2022	B ACTUAL 2022	C BUDGET 2023	D REQUIRED CHANGES	E STARTING POINT	F Inflation	G ADJUST-MENTS	H RECOMMENDED 2024 BUDGET
REMUNERATION AND FRINGE BENEFITS								
REMUNERATION	$8,800,289	$8,739,793	$9,179,003	$69,911	$9,248,914	$550,811		$9,799,725
FRINGE BENEFITS	$1,789,718	$1,611,347	$1,845,176		$1,845,176	$55,355		$1,900,531
WCB	$31,386	$50,232	$32,328	$17,939	$50,267	$1,508		$51,775
	$10,621,393	**$10,401,372**	**$11,056,507**	**$87,850**	**$11,144,357**	**$607,674**	**$0**	**$11,752,031**
RENT AND PROPERTY EXPENSES								
RENT	$2,545,812	$2,613,116	$2,601,961	$77,960	$2,679,922			$2,679,922
LTD PRINCIPAL, ACTUARIAL & INTEREST	$1,203,069	$1,204,228	$1,484,883	$33,600	$1,518,483			$1,518,483
PROPERTY EXPENSES	$1,805,256	$2,754,838	$1,902,674		$1,902,674	$57,080		$1,959,754
	$5,554,137	**$6,572,182**	**$5,989,518**	**$111,560**	**$6,101,079**	**$57,080**	**$0**	**$6,158,159**
LIBRARY ELECTRONIC MATERIALS	**$1,285,608**	**$1,651,733**	**$1,685,608**		**$1,685,608**			$1,685,608
OTHER EXPENSES								
BOARD EXPENSES	$20,141	$4,364	$20,141		$20,141	$604		$20,745
BOOK DEPOSIT GRANTS	$3,200	$3,190	$3,200		$3,200			$3,200
COLLECTION AGENCIES	$9,566	-$602	$9,566		$9,566		-$6,566	$3,000
EQUIPMENT REPAIRS	$13,802	$11,911	$14,216		$14,216	$426		$14,642
INSURANCE	$58,470	$62,626	$58,470		$58,470	$5,262		$63,732
INTEREST & BANK CHARGES	$11,500	-$2,338	$11,500		$11,500			$11,500
MARKETING & COMMUNICATIONS	$64,595	$146,385	$81,533		$81,533	$2,446	$6,000	$89,979
MEMBERSHIPS	$19,768	$15,207	$20,361		$20,361	$611		$20,972
PENTICTON LIBRARY FEE	$46,920	$36,740	$48,328		$48,328			$48,328
POSTAGE & FREIGHT	$63,505	$47,995	$65,410		$65,410	$1,962		$67,372
PROFESSIONAL FEES	$85,159	$84,251	$87,714		$87,714	$2,631		$90,345
PROGRAMS - CHILDRENS	$18,418	$34,477	$18,971		$18,971	$569		$19,540
PROGRAMS - OTHER	$114,788	$38,587	$124,235		$124,235	$3,727	$2,000	$129,962
PROGRAMS	$133,206	$73,064	$143,206		$143,206			$149,502
RECRUITMENT, TRAVEL & SUNDRY	$15,681	$28,877	$16,151		$16,151	$485		$16,636
STAFF DEVELOPMENT, & MEETINGS	$114,795	$113,826	$118,239		$118,239	$3,547		$121,786
SUNDRY (FAMA/REALLOCATIONS)	$0	$2,266	$2,086		$2,086	$2,148		$4,234
SUPPLIES-GENERAL	$69,524	$217,487	$71,610		$71,610	$2,148		$73,758
SUPPLIES-COPIERS	$18,805	$10,582	$19,369		$19,369	$581		$19,950
SUPPLIES - CAT/PROC	$30,400	$13,037	$31,312		$31,312	$939		$32,251
SUPPLIES-CIRC	$18,000	$33,468	$18,540		$18,540	$556		$19,096
BINDING & MENDING	$21,250	$10,166	$21,888		$21,888	$657		$22,545
SUPPLIES	$157,979	$284,740	$162,719		$162,719			$167,600
STRATEGIC INITIATIVES	$300,000	$20,000	$0		$0			$0
TECHNOLOGY & DATA LINES	$474,363	$499,979	$529,363	$60,000	$589,363	$17,681		$607,044
COMMUNICATIONS	$78,400	$82,158	$80,752		$80,752	$2,423		$83,175
TRANSPORT-FUEL,REPS,INS ETC		$126,899			$0			$0
TRANSPORT-MILGE,SUNDS,GST ETC		$7,226			$0			$0
TRANSPORTATION	$139,401	$133,959	$0	$139,401	$139,401	$4,182		$143,583
VIRTUAL BRANCH	$10,000	$6,625	$10,000		$10,000			$10,000
	$1,820,451	$1,655,389	$1,482,955	$199,401	$1,682,356	$53,585	$1,434	$1,737,375
DISBURSEMENTS BEFORE CAPITAL EXPENDITURES & RESERVE TRANSFERS	$19,281,590	$20,280,676	$20,214,588	$398,811	$20,613,399	$718,339	$1,434	$21,333,172

	A	B	C	D	E	F	G	H
	BUDGET 2022	ACTUAL 2022	BUDGET 2023	REQUIRED CHANGES	STARTING POINT	Inflation	ADJUST-MENTS	RECOMMENDED 2024 BUDGET
CAPITAL EXPENDITURES								
BOOKS AND OTHER PHYSICAL ITEMS	$1,446,434	$1,142,262	$1,296,434		$1,296,434	$38,893	$15,500	$1,350,827
IT EQUIPMENT	$341,007	$299,619	$351,237	$0	$351,237	$10,537		$361,774
NEW FACILITY	$0		$0	$0	$0			$0
ALL OTHER CAPITAL	$235,000	$4,575,374	$242,050		$242,050	$7,262		$249,312
	$2,022,441	$6,017,255	$1,889,721	$0	$1,889,721	$56,692	$15,500	$1,961,913
SUBTOTAL	**$21,304,031**	**$26,297,931**	**$22,104,309**	**$398,811**	**$22,503,120**	**$775,031**	**$16,934**	**$23,295,085**
TRANSFERS TO RESERVE								
TO BRANCH FURNISHING RESERVE	$145,000	$145,879	$145,000		$203,000		$58,000	$203,000
TO IT REPLACEMENT RESERVE	$311,008	$311,970	$311,008	$0	$311,008			$311,008
TO STAFF APPREC OR DEVELOPMENT RESERVE	$1,500	$1,500	$1,500		$1,500			$1,500
TO NON-OWNED BUILDING MNTC RESERVE	$32,000	$925,582	$32,000		$32,000			$32,000
TO VEHICLE REPLACEMENT RESERVE	$25,425	$25,425	$25,425		$25,425			$25,425
TO STRATEGIC INITIATIVES RESERVE	$72,000	$72,000	$0		$0			$0
TO DONATION RESERVES	$0	$218,039	$0		$0			$0
TO CAPITAL BUILDING PROJ RESERVE	$114,000	$0	$114,000		$114,000		$110,000	$224,000
TO ORL OWNED BUILDINGS RESERVE	$60,000	$60,000	$60,000		$60,000			$60,000
	$760,933	$1,760,395	$688,933	$0	$746,933	$0	$168,000	$856,933
TOTAL DISBURSEMENTS AND RESERVE TRANSFERS	**$22,064,964**	**$28,058,326**	**$22,793,242**	**$398,811**	**$23,250,053**	**$775,031**	**$184,934**	**$24,152,018**
FUNDING REQUIREMENT	**$18,779,498**	**$23,104,535**	**$19,669,094**	**$184,065**	**$19,911,159**	**$772,190**	**$84,934**	**$20,710,282**
PERCENT CHANGE FROM 2023				0.94%		3.93%	0.43%	5.29%

Appendix 2: 5-year comparison of the Levy per Capita to 2024

*Growth for 2024 is based on assumptions below

Levy per Capita 2024

Year	Levy per Capita
2019	45.22
2020	45.70
2021	44.81
2022	44.48
2023	45.94
2024	47.12

Appendix 3: Population growth throughout the ORL System
* Growth for 2024 is estimated to be equal to the 5-Year average from 2019-2023 of 2.7%.

*2024 is projected based on previous 5 years avg. growth
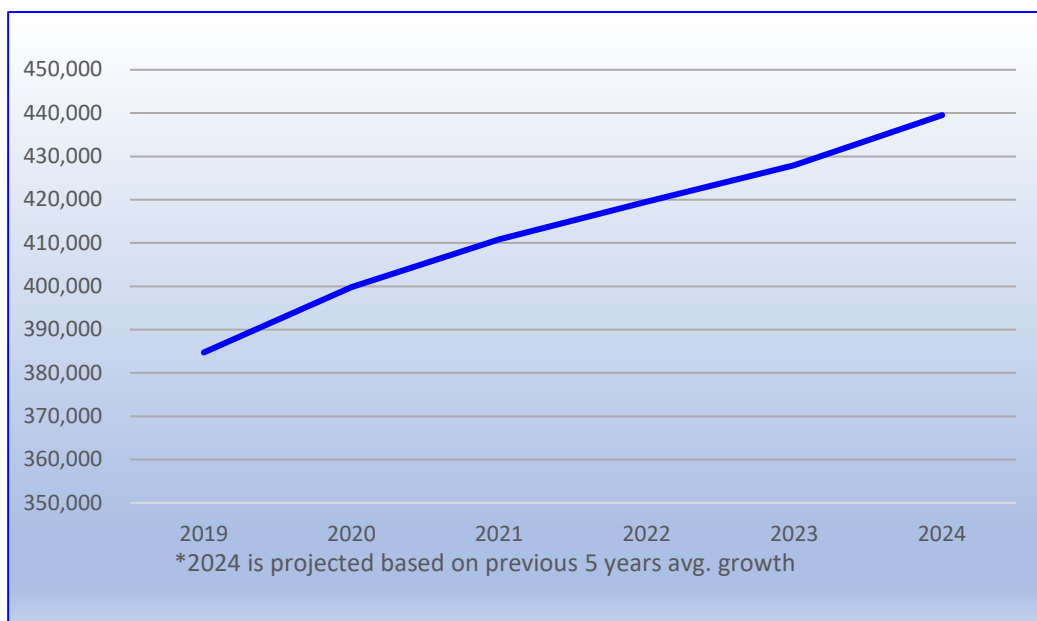
Appendix 4

Removal of Overdue Fines

Over 270 libraries across North America have eliminated charging late fees. As of May 2023, over 225 Canadian public libraries have gone fine free. Of 71 public libraries surveyed in British Columbia, the Okanagan Regional Library is one of only 15 that still charges overdue fines.

Library Management and staff recommend the removal of late/overdue fines for all materials. A summary of rationale is as follows:

a) *There is no evidence that removal of late fines increases the amount or frequency of borrowed material being kept beyond the due date;*
b) *Once late fines begin to accrue, many library patrons choose not to return materials at all;*
c) *Late fine revenue comprises a small fraction of the ORL's total revenue ($150,000 budgeted fine revenue out of $22,000,000 total operating budget = 0.68%);*
d) *Fine revenue is decreasing;*
e) *A significant amount of staff time goes into collecting fines, which reduces the true revenue;*
f) *Overdue fines are a barrier to service and create a sense of unwelcomeness for some patrons; and*
g) *The collection of overdue fines generates many conflicts between staff and patrons, undermining the ORL's mission of inclusivity and welcome.*

If there are no late fees, will items be returned on time?

Libraries that have gone fines-free either see little to no discernable increase in the amount of material going overdue. This has been tracked in several Canadian and American Libraries. [1]

Notices will still be sent to patrons alerting them to the fact that they have late material.

If material is not returned, a replacement fee will be added to their account. This fee is waived if the material is returned. Currently this period is one year it is proposed that this be reduced to six months.

Strategy for enforcing item returns:

1) Pre-overdue email notices 3 days before items are due.

   Suggested notice schedule
   1st overdue (7 days late)
   2nd overdue notice (14 days late)
   Bill (30 days late)

   Current notice schedule
   1st overdue (10 days late)
   2nd overdue (30 days late)
   3rd overdue (45 days late)
   Bill (90 days late)

2) Keep charging for lost and/or damaged materials.
3) Reduction in time from item becoming overdue and rolling into lost. Currently and item rolls over from lost to overdue after 90 days. With going fines free it is suggested that this time be reduced to 30 days.
4) Reduction in time that refund is offered if lost item is paid for. Currently if an item is paid for, the patron has one year to return the item and get a refund. With no fines it is suggested that this be reduced to six months.
5) Keep charging late fees for inter-library loan material to reimburse the lending library.

[1] *Surrey, Whistler, Smithers and several Colorado libraries have all reported no discernible difference in the overdue rate or the average overdue period before and after eliminating overdue fines.*

Will material be checked out and not returned?

Studies have shown that libraires that go fines free have shown no increase in the amount of material not returned. Patrons will still be billed for material that is not returned after a certain period.

Will the removal of late fines impact usage?

The Surrey Library presented at the 2019 British Columbia Library Association conference and reported increases in teen and junior material borrowing once this barrier was eliminated. A survey of their patrons found 88% felt more welcome, 89% visited ore often and 71% had more awareness of the library after the change. Several libraries that have fine free hove found increases in circulation and membership. [2]

A two year study by the Institute of Museum and Library Services in the U.S. found that one of the greatest barriers to public library use by parent in low income communities was late fees.

Patrons with mobility challenges may be unable to visit the library independently and this would reduce a barrier to their service and increase inclusivity.

For patrons experiencing poverty, overdue fees are a challenge and may have to choose between library service and other essential needs.

Patrons without home internet service or limited access to digital resources are less able to receive our reminders, overdue notices and use online renewal services.

[2] *Examples include Surrey Libraries, Salt Lake City Library, San Rafael Public Library*

Appendix 5

Library Facilities Manager and Handyperson Detail

Library Facilities Manager and Handyperson

This position will see a highly organized and skilled Library Facilities Manager and Handyperson oversee maintenance and repair operations across our 30 library locations. As the Library Facilities Manager and Handyperson, they will be responsible to ensure that our facilities are well-maintained, safe, and conducive to a positive user and staff experience. This hands-on role requires a combination of managerial, technical, and problem-solving skills.

Role of the Position

The job will involve performing simple handyperson tasks that are within the individual's skill set, and when the work is beyond their scope to bring in the appropriate experts. These tasks will be managed and coordinated to ensure they are completed as economically as possible, and by grouping tasks by geographic location whenever possible.

When a job is beyond the scope of the Library Facilities Manager and Handyperson, it will be their responsibility to ensure the appropriate contractor is hired to complete the work and to follow up with the branch in question to ensure that the work had been completed appropriately. Keeping an up-to-date database of contractors for each branch's area will be very important to ensure the success of this role.

Another aspect of this position involves the management of the branch improvements portion of the Provincial Enhancement Grant. The Library Facilities Manager and Handyperson will be the point person for the small renovation projects expected to be carried out with the funding provided by this grant.

Budget and Cost Implications

Current Handyperson costs that will be directly replaced by this position are difficult to discern, as our current externally contracted handyperson is very limited in the tasks that they can assist with, and our repair costs are grouped with utilities. However, our overall maintenance costs are approximately $1 million per annum. This amount will be reduced with the introduction of the Library Facilities Manager and Handyperson, as many of the tasks that are being completed by contractors can be completed by a skilled and dedicated Handyperson for much less cost, and with greater assurance of quality. Each job will be evaluated to ensure it is more economical to have the handyperson complete the work as opposed to using a contractor in the more remote locations.

A vehicle and tools will be provided to the individual for use during work hours when travel is necessary. The vehicle cost can be covered by the ORL's vehicle replacement reserve balance. Should the position be approved, the ORL's 2008 Civic will be replaced with a Ford Transit cargo van for use by the Library Facilities Manager and Handyperson.

Impact on Organization

This position has become a necessity for the ORL, as the volume of tickets and time required to manage our facilities has continued to grow beyond what is manageable for the CFO. The majority of requests come through our service desk, though they may also come through email, by way of project/reno work, etc. This work takes approximately 40-50% of the CFO's time currently, as evidenced by the volume of tickets closed in the previous two years:

2022 – 172
2023 – 82 closed, with 23 still open.

The increased support for the branches through introducing a Facilities Manager and Handyperson will make an immediate impact on both our staff and the public as we continue to improve our spaces and make them inviting destinations for staff and community members.

Okanagan Regional Library
Library Levy Allocation Spreadsheet
Information
January 1, 2024 to December 31, 2024

	Provincially supplied formula input factors which determine percentage of ORL budget paid						(50% A/total A + 50% B/total B)										"E" = (D / A)		Quarterly
	"A"			"B"			"C"			"D"									Excludes
	POPULATION		%	CONVERTED VALUE OF LAND AND IMPROVEMENTS			APPORTIONMENT PER $100 OF SHARED COSTS		Change per $100 of	Current Year Levy	Prior Year Levy	Total Difference in levy			Change due apportionment formula	Change due to budget increase	PER CAPITA LEVY		Amounts paid for additional service
Municipalities	2024	2023	Change	2024	2023	% Change	2024	2023	shared costs	2024	2023						2024	2023	2024
Armstrong	5,677	5,529	2.7%	$157,978,391	$138,798,047	13.8%	1.065	1.059	0.006	$220,608	$208,248	$12,360	5.9%	$1,192	$11,168	$38.86	$37.66	$55,152.00
Coldstream	11,890	11,750	1.2%	$437,925,367	$400,279,018	9.4%	2.512	2.564	-0.052	$520,346	$504,202	$16,144	3.2%	($10,199)	$26,343	$43.76	$42.91	$130,086.41
Enderby	3,246	3,189	1.8%	$82,707,098	$72,183,249	14.6%	0.589	0.587	0.002	$121,989	$115,505	$6,484	5.6%	$308	$6,176	$37.58	$36.22	$30,497.14
Golden + E.Area A	7,671	7,455	2.9%	$317,981,534	$280,415,634	13.4%	1.714	1.706	0.008	$355,013	$335,383	$19,630	5.9%	$1,657	$17,973	$46.28	$44.99	$88,753.26
Kelowna	155,224	151,462	2.5%	$7,675,017,271	$6,570,613,842	16.8%	37.949	37.256	0.693	$7,859,380	$7,325,187	$534,193	7.3%	$136,306	$397,887	$50.63	$48.36	$1,964,845.11
Keremeos	1,761	1,820	-3.2%	$44,216,757	$38,150,216	15.9%	0.318	0.326	-0.008	$65,825	$64,137	$1,688	2.6%	($1,645)	$3,332	$37.38	$35.24	$16,456.22
Lake Country	17,372	16,238	7.0%	$760,334,332	$679,536,269	11.9%	3.988	3.920	0.068	$825,880	$770,753	$55,126	7.2%	$13,315	$41,811	$47.54	$47.47	$206,469.88
Lumby	2,072	2,042	1.5%	$61,276,593	$52,285,720	17.2%	0.398	0.394	0.004	$82,488	$77,511	$4,977	6.4%	$801	$4,176	$39.81	$37.96	$20,621.97
Oliver	5,619	5,591	0.5%	$178,418,039	$158,946,424	12.3%	1.112	1.126	-0.014	$230,364	$221,465	$8,899	4.0%	($2,763)	$11,662	$41.00	$39.61	$57,591.12
Osoyoos	5,553	5,518	0.6%	$309,438,885	$267,465,168	15.7%	1.449	1.441	0.008	$300,153	$283,309	$16,845	5.9%	$1,649	$15,196	$54.05	$51.34	$75,038.37
Peachland	6,159	6,043	1.9%	$283,988,835	$255,549,323	11.1%	1.452	1.467	-0.015	$300,659	$288,393	$12,265	4.3%	($2,956)	$15,221	$48.82	$47.72	$75,164.68
Princeton	3,237	3,280	-1.3%	$98,007,953	$85,414,623	14.7%	0.628	0.637	-0.009	$130,108	$125,340	$4,768	3.8%	($1,818)	$6,587	$40.19	$38.21	$32,527.00
Revelstoke	8,439	8,429	0.1%	$406,206,744	$359,469,199	13.0%	2.034	2.055	-0.021	$421,266	$404,029	$17,236	4.3%	($4,091)	$21,327	$49.92	$47.93	$105,316.42
Salmon Arm	20,103	19,825	1.4%	$677,200,648	$593,462,305	14.1%	4.082	4.083	-0.001	$845,344	$802,766	$42,577	5.3%	($219)	$42,796	$42.05	$40.49	$211,335.91
Sicamous	2,873	2,788	3.0%	$147,981,560	$131,687,052	12.4%	0.718	0.718	0.000	$148,695	$141,123	$7,572	5.4%	$44	$7,528	$51.76	$50.62	$37,173.71
Spallumcheen	5,693	5,490	3.7%	$192,744,536	$173,763,860	10.9%	1.158	1.159	0.000	$239,921	$227,819	$12,102	5.3%	($44)	$12,146	$42.14	$41.50	$59,980.21
Summerland	12,918	12,877	0.3%	$508,288,404	$444,006,344	14.5%	2.815	2.826	-0.011	$583,034	$555,685	$27,349	4.9%	($2,168)	$29,517	$45.13	$43.15	$145,758.47
Vernon	45,549	44,916	1.4%	$1,769,278,185	$1,578,950,862	12.1%	9.866	9.948	-0.082	$2,043,284	$1,955,963	$87,321	4.5%	($16,122)	$103,443	$44.86	$43.55	$510,820.98
West Kelowna	38,745	38,311	1.1%	$1,726,582,111	$1,495,462,106	15.5%	8.975	8.928	0.047	$1,858,743	$1,755,374	$103,369	5.9%	$9,269	$94,100	$47.97	$45.82	$464,685.68
Municipal Totals	359,801	352,553	2.1%	$ 15,835,573,243	$13,776,439,261	14.9%	82.824	82.309	0.623	$ 17,153,098	16,162,192	$990,906		$122,518	$868,389	$47.67	$45.84	$4,288,274.57
Regional Districts																		
CORD I,J	5,877	5,865	0.2%	$385,208,162	$343,923,004	12.0%	1.686	1.709	-0.023	$349,098	$336,033	$13,065	3.9%	($4,609)	$17,673	$59.40	$57.29	$87,274.41
CSRD B,C,D,E,F	19,048	18,353	3.8%	$725,276,109	$877,720,991	-17.4%	4.087	4.757	-0.670	$846,517	$935,341	-$88,824	-9.5%	($131,680)	$42,856	$44.44	$50.96	$211,629.14
NORD B,C,D,E,F	20,776	20,509	1.3%	$719,671,755	$618,946,109	16.3%	4.270	4.239	0.032	$884,427	$833,395	$51,032	6.1%	$6,257	$44,775	$42.57	$40.64	$221,106.69
OSRD A,B,C,D,E,F,G, I	19,232	19,176	0.3%	$938,497,998	$814,925,213	15.2%	4.669	4.666	0.003	$966,998	$917,489	$49,509	5.4%	$554	$48,955	$50.28	$47.85	$241,749.57
Regional District Totals	64,933	63,903	1.6%	$ 2,768,654,024	$2,655,515,317	4.3%	14.713	15.309	-0.659	$ 3,047,039	3,022,258	$24,782		($129,477)	$154,259	$46.93	$47.29	$761,759.81
Westbank First Nation	12,099	11,523	5.0%	$ 410,096,554	$ 363,327,500	12.9%	2.463	2.428	0.035	$ 510,144	$ 477,359	$32,786	6.9%	$6,960	$25,826	$42.16	$41.43	$127,536.12
Regional Library Total	436,833	427,979	2.1%	$19,014,323,821	16,795,282,078	13.2%	100.00	100.000	0.000	$ 20,710,282	19,661,808	$1,048,474		$0.00	$1,048,474	$47.41	$45.94	$5,177,570.50

Strategic Planning Committee Report to the Board

For Information

OKANAGAN REGIONAL LIBRARY

To: Okanagan Regional Library Board

From: Dean Trumbley, ORL Strategic Planning Committee Chair

Date: November 15, 2023

Subject: Strategic Planning Committee Report

Voting Entitlement: *Unweighted vote – Simple majority*

Purpose: To provide information on the strategic planning process.

Executive Summary:

Public and staff engagement have been completed for the development of the ORL's new strategic plan. This report identifies completed steps, summarizes staff and public input to date, and outlines next steps in the planning process.

Recommendation:

THAT the Board accept the Strategic Planning Committee's report for information.

Respectfully submitted by:
Dean Trumbley, ORL Strategic Planning Committee Chair

Attachment(s):
Scan of public library trends and practices in Western Canada – and beyond, WCS

Considerations:

Working in consultation with WCS Engagement + Planning, the following steps of the strategic planning development process have been completed:

- WCS provided the ORL with a scan of public library trends and practices (attached)
- Four online staff engagement sessions conducted (two in the spring and two in the fall)
- A more in-depth in-person engagement session held with supervisory staff at the fall Public Services Supervisors Meeting
- An initial engagement workshop conducted with the ORL board
- The public input survey closed with a total of 4,273 responses
- WCS conducted an input session with ORL Management
- An in-person public engagement session was held at each branch of the ORL

WCS is in the process of distilling public and staff input, with the following strategy-level themes so far rising to the fore:

- Advance learning, literacy, creativity and imagination
- Offer safe, inclusive, welcoming spaces for all to gather
- Support those who need it most / vulnerable populations
- Advance sustainability and climate action
- Champion local arts and culture
- Deliver organizational and service excellence

It is important to note that WCS's work distilling the input results is ongoing. It is also important to note that the ultimate decision of what themes to include in the strategic plan lies with the board and will be determined at the November 27-28 workshop. Further nuance and caveats will be discussed at that time. In addition to these strategy-level themes, the input process has also resulted in a wealth of valuable operation-level input that will be incorporated into operational planning.

The following steps are scheduled to complete the ORL's new strategic plan:

- WCS will provide the ORL with a regional profile drawn from Census Canada data
- A board workshop will be held on **Nov. 27, 9:00 AM to 4:00 PM AND Nov. 28, 10:00 AM to 2:00 PM** at ORL Headquarters to discuss and determine the content of the plan
  - o Board members are eligible to stay overnight in Kelowna and submit accommodation receipts to the ORL for reimbursement
  - o Board members intending to avail themselves of this option and requiring staff assistance are requested to contact Leah by **Monday, November 20th** at the latest
- WCS will work with ORL management to draft the strategic plan
- The draft strategic plan will be presented to the Board in February 2024

SCAN OF PUBLIC LIBRARY TRENDS AND

PRACTICES IN WESTERN CANADA - AND BEYOND

June 26, 2023

CONTENTS

Summary of Trends and Leading Practices

Public libraries play a crucial role in communities. Once a space for information storage, libraries are quickly shifting to become community hubs that fuse inspiration, information, innovation, while providing valuable programs, services, and space. As the needs and desires of the community and patrons evolve, and new societal trends emerge, libraries must adapt to stay relevant. Based on a scan of academic and grey literature, the following is a summary of 12 key trends shaping the future of libraries, and 16 leading practices of public libraries.

Trends

Many futurists and trend analysts encourage the classifying of trends to help improve our understanding of them and to ensure a broad view of the trends shaping our world. The Library of the Future, an initiative of the [American Library Association](#), uses "Society, Technology, Education, the Environment, Politics (and Government), Economics, and Demographics (STEEPED)" to classify a broad range of trends likely to impact libraries. The following is small subset and in some instances a synthesis of their extensive compilation of [trends](#).

Society
A post-pandemic desire to (re)connect patrons are keen to use their library as a place to (re)connect with members of their local community and engage in topical discussion.

Co-working and co-living: a need for flexible space: During the pandemic, libraries that were able to stay open introduced measures to accommodate safe social distancing, such as partition walls and self-service kiosks. Post-pandemic such modifications afford libraries more open space in their facilities and have encouraged patrons to see their local library as more than simply a hub of information. With the number of Canadians working remotely[1] expected to dramatically increase by 2025, the spotlight has shifted to libraries as ideal spaces for communal working, and providers of remote work solutions. To accommodate the "Zoomification" (proliferation of video conferencing) that accompanied the pandemic, libraries will need to provide the appropriate IT infrastructure, equipment, and space. Opportunities to support telehealth / telemedicine are areas leading libraries are well-positioned to address.

Technology
Ubiquity of smart devices, home technology and advances in technology: As more patrons access information via their mobile devices, with over [95%](#) (Statistica, 2023) of the population regularly browsing the web through a smart phone, libraries will need to direct more resources into developing a strong online presence and protecting the privacy of their patrons through secure Virtual Private Networks (VPNs). AI, robots, hearables, virtual reality, internet of things, haptics, and gamification, are just some of the top tech trends that libraries should be aware of while exploring ways of seamlessly integrating them into their services and spaces.

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[1] According to FlexJobs' [Career Pulse Survey](#) (conducted between July and August 2022), 65% of respondents report wanting to work remotely full-time, while 32% want a hybrid work environment. That's an astounding 97% of workers who desire some form of remote work!

Education

Badging: Badging, and digital badges in particular, offer opportunities to recognize individuals' accomplishments, skills, qualities, or interests and help set goals, motivate behavior, represent achievements, and communicate success in learning offered through schools, professional settings, or daily life. As more learning and extra-curricular activities move online, libraries may be key partners in providing badges.

Connected Learning: Connected learning is learning that is highly social, interest-driven, and oriented toward educational, economic, or civic opportunity. Community- or campus-wide initiatives to support learning will likely involve cultural institutions such as libraries. Supported by the internet and a growing array of digital offerings, libraries supporting connected learning foster connections between students and young people, and between a host of formal and informal educators, providing limitless opportunities to seek and acquire new knowledge and skills.

Environment

Climate Action & Resilience: With people increasingly feeling the effects of climate change and anxiety growing about the impact climate change will have on future generations, patrons are expecting their libraries to be at the forefront of positive environmental change and climate action by adopting more sustainable practices. Leading libraries will be retrofitting their buildings and spaces to conserve energy and reduce carbon, while introducing measures to save water, and reduce or eliminate waste. Libraries will also have a role to play in helping community members adapt to climate change by providing cooling and warming stations during extreme heat and cold events.

Politics

Collective impact: In the face of limited resources and persistent, big social issues (hunger, poverty, violence, education, health, public safety, the environment), organizations from different sectors are adopting common agendas to combat issues within their communities. Accordingly, there is a growing societal expectation for publicly funded institutions to uphold their ethical obligation to be agents of change. A study from The University of Pennsylvania reported that "public libraries are dynamic, socially responsive institutions, a nexus of diversity, and a lifeline for the most vulnerable among us." Libraries are not only custodians of culture, but they have the power to change the world starting with the communities they serve. Increasingly, libraries are adopting common agendas to combat issues from hunger to social justice within their communities.

A need for real information in an age of misinformation: With the word "post-truth" (relating to or denoting "circumstances in which objective facts are less influential in shaping public opinion than appeals to emotion and personal belief") firmly established in the lexicon, there is no doubt that we are living in age where obfuscation, misinformation, gaslighting and other forms of deception are pervasive in politics and our cultural narratives. This poses a threat to intellectual freedom, education, and democracy, which are among the most important of librarians' ethics, values, and foundational principles. While experts are rather split on whether the coming decade will see a reduction or rise in false and misleading narratives, either remedied or exacerbated by technology, today the general public seeks trusted sources of information. In this context, it's more important than ever for people to have access to trusted content. As advocates for truth within a uniquely democratic institution (free for all), librarians have an opportunity and responsibility to

help those who struggle with information literacy by teaching them how to differentiate fact from fiction.

Economics
Rising costs and inflationary pressure: Libraries and patrons alike are feeling the pinch. Smart budgeting, creative fundraising, effective advocacy are needed to meet the higher demand for free services, programs, and resources, while covering escalating costs.

Sharing Economy: Traditional models of ownership are changing. A sharing economy (also referred to as collaborative consumption, peer-to-peer collaboration, or rental), which often utilizes social technologies, allows users to share resources, goods, services, and even skills. This lends itself to new kinds of resources that libraries may provide such as garden and household tools, appliances, and even humans.

Demographic
Urbanization: More and more people will migrate to urban areas, resulting in both the growth of existing urban areas, the urbanization of suburban areas, and/or the greater integration of suburban areas into larger metro areas. Libraries in larger cities may be expected to play larger roles in economic and skill development even as they compete for resources in strained economies.

Rethinking Rural: Defining rural has traditionally required an understanding of those areas that are *not* urban – land and spaces that lack population density and/or proximity to population density. But the differences between rural communities' composition, circumstances, and the ways in which they approach challenges and opportunities (economic development, education, technology adoption, community cohesion) have led to a rethinking of what rural truly encompasses, both now and in the future. Indeed, many libraries in small and rural communities are emphasizing access to local information and solidifying their role in creating a sense of "place."

List of Trends

Figure 1 Center for the Future of Libraries

Standard Leading Practices

As champions of lifelong learning, public libraries offer a place to learn, connect, create, access technology, and explore new ideas, hobbies, and careers. Increasingly, today's libraries are taking their role as crucial community and social infrastructure to the next level, leveraging their trusted position to bring people together to solve problems and facilitate community change. Additionally, they are expanding their collections to include more than books, while offering an array of services and programs that address the evolving needs of the community.

A scan of public libraries reveals a set of standard leading practices that have withstood the test of time. Adopting these leading practices, and identifying metrics for each:

- Encourages excellence in public library service
- Addresses equity in the delivery of public library services for communities that libraries serve
- Provides a point of reference for board self-evaluation
- Provides a framework for future service development
- Allows municipalities and communities to know what they should expect from their public libraries

Standard leading practices include:

Hiring and Retaining Qualified Personnel: Whether paid staff or volunteers, people are a library's most valuable resource. They are key to providing personal, effective library service to residents of the community. Leading practices regarding personnel relate to hiring qualified staff; ensuring they are paid a salary commensurate with their skills and experience and that they receive regular increases in pay; training them appropriately and providing professional development opportunities; and undertaking annual evaluations of performance. Volunteers should be considered a complement, not a replacement, to paid personnel.

Maintaining Hours of Operation that Meet Community Needs: Public libraries should be open throughout the year at times the community can make the most effective and convenient use of library services. A needs assessment can help determine suitable hours of operation. Ensuring hours of operation are clearly posted on the door(s) of the building, and are consistent, predictable, and easy for users to understand; include a combination of morning, afternoon, evening, and weekend hours, based on assessment of users and potential users; and are reviewed annually are some key leading practices. Any changes to hours should be advertised well in advance, and the library should provide afterhours facilities (book drop) for return of library materials.

Maintaining a Diverse and Current Collection: Lendable physical collections are an essential core service and collections support many other services. Library collections must respond to community needs and demographics (the characteristics of the local population and its subgroups) including consideration of those who do not currently use the library. A collection should include current and diverse materials that meet demand and includes cultural representation that meets community needs. Print materials such as hardcover and paperback fiction including classic, contemporary literary, popular, Canadian, Albertan, genre, and graphic novel titles; non-fiction covering the entire subject range; youth and young adult fiction and non-fiction; and children's picture books.

Information in all titles should be current and accurate, and collection should be reviewed and evaluated regularly to maintain quality materials.

Embedding Effective User-Friendly Information Services: Information service is a process by which trained library staff fulfill the information needs of their users by accurately identifying what information and/or resources are required and providing it or referring the user to the most appropriate source. It remains invaluable as libraries' long-standing role in helping people understand how to find and, more importantly, evaluate information has become more crucial. Ensuring information provided to patrons is accurate, personal, and confidential; staff are provided with training to ensure they can help users of all ages, abilities and education receive information services, and that such services support civic engagement are some of the leading practices for information services.

Sharing Resources: Resource sharing is the lending of local library resources to users of other public libraries. Resource sharing strengthens public library service to patrons by increasing the range of materials available for borrowing. Effective resource sharing must be reciprocal, with each library providing the same level of access to their collections. Interlibrary loan is one mechanism to support resource sharing. Leading practices include confidentiality; demonstrating mutual respect and trust with lending libraries by following the policies of the lending library; processing interlibrary loan requests as quickly as possible; ensuring loan periods allow for travel time, special circumstances, etc., performing daily checks for interlibrary loan requests; exhausting local or library system resources before using the resource sharing network; tracking sharing statistic; ensuring staff are properly trained to support this service and providing this service free of charge.

LEADING PRACTICES

In addition to the standard leading practices listed above, leading libraries are responding to emerging trends by adopting the following leading practices:

Embracing Technology: Leading public libraries are embracing technology to enhance their services. Increasingly, they offer free Wi-Fi, computer access, and e-books, which allow patrons to access information remotely. They are also adopting new technologies in-house like self-service kiosks, speech and facial recognition tools, digital media, interactive digital display walls, video game development labs, and AI platforms like Chat GPT and Jasper to make the library experience more fun, creative, convenient, and accessible to patrons, while reducing marketing budgets and staff time. Some leading libraries are providing free, immersive VR training for skilled trades, including plumbing, HVAC, and solar. These are in-demand, high wage jobs, meaning the library is able to take a more direct role in the economic development of its community. Furthermore, tech savvy libraries are leveraging data and analytics to improve services and make informed decisions. They analyze usage patterns, collection data, and user feedback to understand patron needs better. This data-driven approach helps libraries optimize their resources and tailor their offerings to the community.

Enabling Lifelong Learning with a Focus on Digital Literacy Initiatives: Libraries have become lifelong learning centers, offering educational resources beyond books. They provide access to online courses, databases, and educational platforms. Public libraries are also partnering with educational institutions to offer certificate programs and continuing education opportunities. As

digital technologies become more prevalent, libraries are focusing on digital literacy. They are offer workshops on internet safety, computer skills, and online research. Libraries also assist patrons in navigating social media platforms, online job applications, and digital tools.

Pursuing Service Excellence: While it's always been a staple of leading practice, service excellence takes on a new meaning in the context of serving vulnerable communities in the digital age. Cultural sensitivity, language fluency, and digital literacy are new essential skills for librarians and staff, and libraries should ensure they are provided with ongoing training and professional development opportunities to support and refine such skills.

Delivering Programs and Collections that Respond to Community Needs, Sparking Creativity, Imagination, Literacy, and Inspiration: Libraries must constantly adapt to the needs of the community. Some leading practices for maintaining a responsive collection include frequent and extensive weeding; sometimes helped in part by large annual book sales; extremely responsive to patron requests; new purchases; smart and quick purchasing/acquisitions; eliciting public feedback; purchasing committees; holding new donation drives; applying an accessibility lens to the collection; spacious displays; visibly current and providing face out displays throughout. Co-creating programs with patrons and community organizations is an innovative practice many leading libraries are adopting. Programs are tailored to the needs and interests of all ages, genders, to pique a wide array of interests.

Fostering Community Connection: Public libraries are shifting from being solely information centers to community spaces. They organize events, workshops, and cultural programs that bring people together. Leading libraries are collaborating or partnering with local organizations, schools, and businesses to create a vibrant community hub and expand their services. They partner with local schools to support student learning, team up with healthcare providers to offer health literacy programs, and work with social service agencies to address community needs. Collaborations help libraries pool resources and expertise to benefit the community. Leading libraries are working hard to create close and ongoing ties with local community groups and business and actively cross promote events and services. Other practices include providing community and art displays within library and hosting regular ongoing visits by preschool and school groups, and book groups.

Providing a Welcoming Place and Flexible Vibrant Space(s) Grounded in Inclusivity and Accessibility: A library building needs to be highly recognizable and easy to access by all members of the community. It has to be both relaxing and exciting and a place that people want to spend time in. It should be purpose built; preferably relatively new or new looking. It should be easy to reach, near transit or pedestrian walkways, and near other amenities like green space and/or recreation space. There should be ample natural light inside, and it should be tidy and well organized. Leading libraries are working to become more inclusive and cater to diverse populations. Libraries provide resources in multiple languages, offer programs for newcomers, and create flexible, accessible spaces for people with disabilities. Librarians and staff are trained in cultural competency to ensure all patrons feel welcome, safe and are never turned away. Efforts to remove barriers, like waiving the need for ID to obtain a library card and eliminating fines for overdue books are other practices that contribute to a barrier-free experience. See the leading practices for flexible space developed by the Thompson Nicola Regional Library in the Appendix.

Demonstrating Commitment to Respect, Reconciliation, and Indigenous Resurgence: The federal government has stated its commitment to renewing a nation-to-nation relationship with Indigenous peoples based on recognition of rights, respect, truth, co-operation, and partnership. Likewise, leading public libraries have committed to truth-telling and reconciliation by applying the principles of UNDRIP and where possible advancing The Truth and Reconciliation Commission's 94 Calls to Action. Calls to Action 57, 62, and 63 are particularly relevant to the work of librarians, while Call to Action 69 speaks to the work of Library and Archives Canada. Libraries can also play a role in sharing and engaging community in advancing the actions identified in the Missing and Murdered Indigenous Women and Girls (MMIWG) report. Ensuring the library collection, art, events, and programs feature substantial Indigenous content are key practices for ensuring Indigenous voices and perspectives are heard and celebrated. Land acknowledgements should appear on webpages and reports and importantly be thoughtfully engaged at the beginning of meetings (this is a great resource for doing so). Finally, resources like "Indigenous Canada" a 12-lesson Massive Open Online Course (MOOC) from the Faculty of Native Studies that explores the different histories and contemporary perspectives of Indigenous peoples living in Canada are valuable tools that many leading libraries are offering to shed light on the complex experiences Indigenous peoples face today.

Normalizing Sustainability and Equity, Diversity, and Inclusion (EDI): Libraries are increasingly living their values and working to advance social, cultural, economic, and environmental sustainability. In addition to sharing resources on truth and reconciliation and other social and racial justice issues, many libraries are running programs and hosting events like Drag Queen Story Hours to raise awareness and celebrate diverse identities and lived experiences. Hiring staff that are representative of the community's diversity is another important application of an EDI lens. Reducing barriers to using the library, particularly for vulnerable populations, for instance by eliminating fines and translating wayfinding in multiple languages are other good practices. Many libraries are applying an equity lens when examining the demographics of card holders and the user patterns of patrons to deepen their understanding of the community and uncover underserved neighbourhoods or groups. Some pro-environmental and climate friendly practices include promoting zero waste and circular and sharing economies, reducing, and conserving energy, and using eco-friendly building materials and furnishings. Some library buildings include active and passive technologies for increasing energy efficiency, and/or have rainwater harvesting systems.

Contributing to Maker Culture: Leading libraries are embracing the maker movement and a return to the career of artisan by providing makerspaces equipped with tools like 3D printers, sewing machines, arts supplies, and electronics kits. These spaces foster creativity and allow patrons to engage in hands-on learning and innovation. Providing people with the resources and community to hone a craft in new and authentic ways—shoemaking, letterpress printing, blacksmith work, sewing, leatherworking can fit well with the role of a library that works to develop a well-rounded individual who can find the information and resources needed for any pursuit.

Offering More than Books: Whether it's offering an Escape Room Experience, digital interactive wall displays or lending tools or human books, many leading libraries are offering fun, creative experiences that go beyond the pages.

Learning through Evaluation: In order to respond to rapid change and support the transformation needed to meet evolving community needs, leading libraries are adopting growth mindsets and evaluative processes and tools that support learning.

By staying attuned to emerging trends and adopting these leading practices, public libraries can continue to be invaluable resources that empower individuals, foster community connections, and promote lifelong learning.

LEADING PRACTICE CATEGORY	LEADING PRACTICES
Embracing technology	• E-book collection • Offering virtual programs and services, including supporting telehealth services • Offering free highspeed internet services, e-printing services, IT infrastructure • Lending laptops • Offering Self-service kiosks • Using speech and facial recognition tools, digital media • Installing interactive digital display walls • Creation labs with graphic design, gaming development, building design and other software • Using AI tools like ChatGPT, AI audiobooks • Creating high-quality digital art using new tools such as Midjourney and DALL-E or Gigapixel AI to upscale and enhance existing images. Even traditional design software like Canva now has an text-to-image feature! • Using AI software to stretch limited marketing budgets and save significant staff time • Leveraging data and analytics to improve services and make informed decisions • Providing free, immersive VR training for skilled trades, including plumbing, HVAC, and solar. These are in-demand, high wage jobs, meaning the library is able to take a more direct role in the economic development of its community.
Enabling lifelong learning with a focus on digital literacy initiatives	• Providing access to online courses, databases, and educational platforms. • Partnering with educational institutions to offer certificate programs and continuing education opportunities. • Offering workshops on internet safety, computer skills, and online research. • Assisting patrons in navigating social media platforms, online job applications, and digital tools. • Booking time with a librarian for hands-on in-person learning
Pursuing organizational and service excellence	• Library staff are knowledgeable and up to date on the latest available library information, and the library is a trusted source for information. • Library trustees and staff reflect the diversity of our community. • Cultural sensitivity, language fluency, and digital literacy are new essential skills for librarians and staff

	• Offering ongoing training and professional development opportunities to support and refine such skills.
Delivering collections and programs that respond to community needs, sparking creativity, imagination, and inspiration	• All community members feel supported to foster their creativity, learning, and participation. • The library supports, inspires, and celebrates creativity. • Library programs reflect the diversity, interests, and needs of the community. • Maintaining a responsive collection through frequent and extensive weeding • Hosting large annual book sales • Being extremely responsive to patron requests • New purchases • Smart and quick purchasing/acquisitions • Frequently eliciting public feedback • Creating a purchasing committee representative of the community • Holding new donation drives • Applying an accessibility lens to the collection • Spacious displays • Ensuring collection is visibly current and providing face out displays throughout. • Co-creating programs with patrons and community organizations • Ensuring diverse programs for all ages and a mix of fun and educational programming • Programming should celebrate local voices, artists, authors, and culture • Bringing library services and collections to the community through mobile services
Fostering community connection	• Residents come to the library as they discover, learn, and explore, and their experience and stories of success influence the library as it plans for the future. • The library seeks opportunities to offer library services and programs beyond the library walls. • The library is a partner of choice for community groups that share our goals. • Partnerships are mutually beneficial and help to create a better, more inclusive community. • The library supports civic engagement, and is a place for learning about, and participating in, democracy. • The library is more visible in the community, increasing awareness and engagement. • Local content is developed and shared as widely as possible. • Organizing events, workshops, and cultural programs that bring people together. Collaborating or partnering with local organizations, schools, and businesses to create a vibrant community hub and expand their services.

	• Partnering with local schools to support student learning, team up with healthcare providers to offer health literacy programs, and work with social service agencies to address community needs. • Collaborating to pool resources and expertise to benefit the community. • Creating close and ongoing ties with local community groups and business and actively cross promote events and services. • Providing community and art displays within library and hosting regular ongoing visits by preschool and school groups, and book groups.
Providing a welcoming place and flexible vibrant space grounded in inclusivity and universal accessibility	• The library strives to make resources, programs, and services as accessible as possible to everyone in the community • Library users reflect the diversity of the community, people are able to see themselves reflected when they visit, and our communications in different languages reflect this diversity. • The library is a welcoming place for everyone: regular users, non-traditional users, and those we haven't met yet. People who do not normally come to the library are re-introduced to it, and feel comfortable walking in. • Barriers are removed as much as possible so that the library is accessible to people of all abilities and needs. • Artwork inside and outside the library makes the space more vibrant • Highly recognizable and easy to access by all members of the community. • Spaces are relaxing and exciting and a place that people want to spend time in. • Purpose built; preferably relatively new or new looking. • Should be easy to reach, near transit or pedestrian walkways, and near other amenities like green space and/or recreation space. • There should be ample natural light inside, and it should be tidy and well organized. • Provide resources in multiple languages, offer programs for newcomers, and create flexible, accessible spaces for people with disabilities. • Librarians and staff are trained in cultural competency to ensure all patrons feel welcome, safe and are never turned away. • Efforts to remove barriers, like waiving the need for id to obtain a library card and eliminating fines for overdo books are other practices that contribute to a barrier-free experience. See a set of leading practices for flexible space developed by the Thompson-Nicola regional library in the appendix.

Demonstrating commitment to respect, truth and reconciliation, and indigenous resurgence	• Local and indigenous artists are supported to display their art. • Land acknowledgement appears on the website and in all reports and is expanded on through thoughtful / heartfelt reflections on how it connects to the agenda/project • Ensuring the library collection, art, events and programs feature substantial Indigenous content • Creating opportunities for listening to and creating authentic relationships with Indigenous-led groups and Indigenous folks in the community • Treating reconciliation as "quiet" behind the scenes work • Providing and promoting resources like "Indigenous Canada" a 12-lesson massive open online course (MOOC) from the faculty of native studies that explores the different histories and contemporary perspectives of indigenous peoples living in Canada • Embedding in the library's strategic plan and acting on the TRC's 94 Calls to Action; MMIWG actions; and UNDRIP.
Normalizing sustainability and Equity Diversity and Inclusion (EDI)	• The library demonstrates leadership in pro environmental and climate friendly practices like zero waste and circular and sharing economies, reducing and conserving energy, and using eco-friendly building materials and furnishings. • Retrofitting buildings with active and passive technologies for increasing energy efficiency, and/or have rainwater harvesting systems. • The library's collections and programs encourage users to expand their world view, and to actively and respectfully engage in essential conversations on contemporary issues. • The library is a resource and support for those working to advance social justice in our community. • The library board and all library staff are committed to equity, diversity, inclusion, and addressing social justice needs in our own work and in the community. • Library board trustees play an active role in advocacy and outreach that is visible, inclusive, and reaches diverse stakeholders. • Sharing resources on truth and reconciliation and other social and racial justice • Running programs and events that celebrate black history month and pride • Hosting events like drag queen story hours • Hiring staff that are representative of the community's diversity • Reducing barriers to using the library, particular for vulnerable populations, for instance by eliminating fines

	• Applying an equity lens when examining the demographics of card holders and the user patterns of patrons to deepen understanding of the community and uncover underserved neighbourhoods or groups. • Translating wayfinding in multiple languages.
Contributing to maker culture	• Embracing the maker movement and a return to the career of artisan by providing makerspaces equipped with tools like 3d printers, sewing machines, arts supplies, and electronics kits. These spaces foster creativity and allow patrons to engage in hands-on learning and innovation. • Providing people with the resources and community to hone a craft in new and authentic ways—shoemaking, letterpress printing, blacksmith work, sewing, leatherworking can fit well with the role of a library that works to develop a well-rounded individual who can find the information and resources needed for any pursuit. • Providing creation stations to convert photos, videos, cassette tapes and vinyl records to digital formats, free of charge • Offering spaces to artisans to work and feature their craft and wares • Hosting regular maker events and workshops
Going beyond books	• Escape room experiences • Digital interactive wall displays • Tool lending • Human books • Backpack kits • Community passes • Bat kits • Microscopes • Loupes • Thermal heating kits
Learning through evaluation	• Adopting a growth mindset • Embedding evaluative processes in strategic planning • Providing feedback opportunities in patron interactions • Annual staff and board performance reviews

Where do we see commitments to these leading practices in BC libraries' strategic plans?

STRATEGIC PLAN CONTENT	New Westminster	North Vancouver	Vancouver Island Regional	Whistler	Nelson	Thompson-Nicola Regional Library	Fraser Valley
Vision	An inclusive and diverse community where everyone is learning, connected, and inspired.	Inspiring learning, discovery, creativity, and collaboration in the District of North Vancouver	To develop strong library branches that are vital community destinations for knowledge, inspiration, innovation, and renewal.	Inspire wonder	A connected community inspired by innovation and imagination.	Discover, Connect, Inspire	Improving the quality of life for our communities through knowledge, ideas, and experiences.
Mission / Purpose	To engage, strengthen and connect the community by inspiring exploration, imagination, creativity, and lifelong learning.	Connecting community. Sharing knowledge. Inspiring stories.	To enrich lives and communities through universal access to knowledge, lifelong learning, and literacy.	We are at our leading when we create opportunities for discovery and connection.	To spark curiosity, support inclusion, and make learning possible for everyone.	We strive to be a leader in celebrating literacy and transforming lives through knowledge and information.	Opening Minds. Enabling Dreams.
Values	• We are committed to being an agent for social good, and to working through a lens of anti-oppression, diversity, equity, inclusion, and anti-racism. • We are committed to learning about and doing the ongoing vital work of reconciliation and decolonization. • We work to reduce barriers and provide equitable access. • We strive for excellence in our organization and in the way we support and serve our community. • We expand our capacity through partnerships. • We are creative and innovative in how we deliver our programs and services. • We are committed to intellectual freedom.	• Building Community and relationships • Nurturing innovation while honouring tradition • Embracing exploration, creativity, and fun • Supporting human potential and enabling experience	• Leadership & Innovation • Stewardship & Accountability • Information & Literacy • Intellectual Freedom • Collaboration & Partnerships • Tradition & Technology	• Adventurous • Excellence-driven • Inquisitive • Open • Responsive	• Universal and equitable access • Excellent service • Diversity, equity, and inclusion • Sustainability • Meaningful relationships	• Customer service • Intellectual freedom • Education • Lifelong learning • Equity • Respect • Innovation.	• We value development that invests in the enjoyment, lifelong learning, literacy, and the vibrant health of communities. • We value open access to library services and materials that remove barriers associated with education, technology, culture, economics, and physical disadvantage. • We value and celebrate diversity as integral to an inclusive, vibrant community. • We value our responsive, courteous, and friendly staff as the foundation of Fraser Valley Regional Library's service and success.

	• We continually identify our weaknesses and areas for improvement, and we strive to improve upon them. • We embrace continual growth and adapt to changing times.						• We seek collaboration and partnerships to maximize our potential to serve our customers and communities. • We value innovation as it gives us freedom to grow, and we take risks to find creative solutions and better serve our public in a fiscally responsible manner.

Strategic Priorities /Themes /Principles and Goals	1. Creating inviting and safe Spaces where everyone is welcome.
	2. Deliver a diverse range of programs and services to engage the community.
	3. Connect the community to a world of imagination, discovery, and literacy.
	4. Advance and advocate for social justice in our organization and in our community.
	5. Foster organizational and community service excellence.
	6. Support and nurture civic and community partnerships.
		2020-22
		1. Connect
		  I. Collaborate with Community
		  II. Reach new audiences
		  III. Deliver services where they are needed
		2. Share
		  I. Reimagine and enhance our space for that they are welcoming for all
		  II. Enhance the digital experience by advancing on our technology infrastructure and environments
		3. Inspire
		  I. Act as a catalyst to inspire a community of creators
		  II. Delight and inspire our community
		  III. Support and empower an inspired staff
		2022-23
			Community
			Collect, Connect, Collaborate, Create
			Places & Spaces
			Life at Work
				2018-2021
				1. Play well with others
				  I. Build a framework for strong partnerships
				2. Make life better
				  I. Create a space that is inspiring, functional, and adaptable to community needs
				  II. Make inclusivity visible
				  III. Expand adult outreach
				3. Be an inspiration
				  I. Raise expectations for the library experience
				  II. Offer resources and programs that promote the library as a place that "inspires wonder"
				4. Make an impact
				  I. Build community, technology, capacity and literacy through collaborative spaces and technology
				5. Be green
				  I. Strive to reduce our environmental footprint
				  II. Grow our capacity for shared resources
					1.Universal and equitable access
					I. Assessing and improving the ways we welcome people to our library.
					II. Improving our outreach efforts to more effectively engage with diverse groups and those who do not currently use the library.
					III. Understanding how to better serve our community members who don't currently use our library.
					IV. Exploring ways to improve accessibility of library spaces, programs, collections, and services.
					V. Supporting efforts to make library memberships accessible across the district.
					2. Excellent service
					I. Provide additional spaces, programs, and services to address emerging issues.
					II. Ensure staff and board have the resources and
						2015-2019 Priorities
						1.Connect more residents with unique benefits the library has to offer through partnerships and marketing initiatives
						2. Strengthen the community with lifelong learning opportunities
						3. Serve the community as a commons to discover, connect, inspire
						4. Bridge the digital divide in our communities through staff expertise and technology.
						
						2018 Additional Priorities
						1. Fostering equitable access to information and services
						  I. Kamloops Library Modernization Process
						  II. Mobile Library Launch
						  III. Centre for Equitable Library Access (CELA) Subscription
						  IV. System-wide Program Guide
						  V. Library card - Inclusive application forms
							1. Inspiration
							• Our staff, combined with our technologies and resources, encourage strong economic, creative, and social growth in our communities, families and individuals.
							
							2.Welcoming Place
							• Fraser Valley Regional Library is an essential destination connecting people living, working, or studying in our communities. We provide a fun, friendly environment focused on knowledge, creativity and experiences that transform lives.
							
							3.Partnerships
							• Our libraries are integral to sparking the potential of individuals and their communities through meaningful connections and relationships.

		4. Inspire learning, discovery & creation 5. Create vibrant spaces 6. Honour Indigenous Perspectives 7. Champion Equity, Diversity, Access, and Inclusion		2023 Bridging Plan • Foster team relationships Understand our community • Finish what we started • Strengthen our staff culture	training to provide excellent services. II. Increase service delivery through expanded hours, facilities, locations, and online access. V. Seek feedback from our community to ensure services are relevant and high quality. V. Support and increase literacy in our community. Increase opportunities for dialogue and learning together. 3. Diversity, equity, and inclusion I. Lift up/amplify voices of those doing this work. I. Find ways to bring out unheard voices. I. Enhance our collections and programs to ensure diversity and representation. V. Create welcoming spaces to discover truths, support reconciliation and be inclusive of diverse perspectives and alternative approaches. V. Be proactive in raising awareness and delivering education on these topics, and act as a space for informed dialogue around social justice issues. I. Ensure diversity in our team – board and staff. I. Continue to strengthen relationships and communications with	VI. Library Name and Domain Change 2. Developing Skills and Knowledge I. Staff training and development II. Lynda.com Subscription III. Self-check Implementation 3. Working together I. Community partnerships and extreme lending 4. Enhancing governance	4. Engaging Staff • Our staff continue to grow their expertise and confidence needed to meet evolving customer needs. 5. Know us. Love us. • We are known and celebrated for providing a broad and dynamic range of services. Our customers appreciate the friendly and personalized

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					Indigenous peoples and communities.		
					4. Sustainability		
					I. Continuously improving our climate action and environmental practices.		
					II. Facilitating sharing of Indigenous knowledge.		
					II. Supporting and advocating for regional climate action initiatives.		
					• Seeking and designating funds to respond to emerging needs based on evidence.		
					V. Ensuring board members have		
					V. the training and skills for effective governance.		
					VI. Providing the support needed for employees to be physically, emotionally, and mentally healthy.		
					5. Meaningful relationships		
					I. Seek synergies and partnerships to strengthen opportunities for collaboration.		
					II. Continue to act as a community hub and collaborative space.		
					II. Facilitate learning and engagement among groups with divergent views.		
					V. Create the time and space to cultivate and build relationships. Facilitate stronger relationships among the community.		

Year of Plan	2021-2025	2020-23; 2022-2023	2016-2020 (2023 – October)	2018-2021	2023	2015-2019	2018-2023
References	[New Westminster Public Library Strategic Plan 2021-2025](#)	[North Vancouver Strategic Plan 2020-2023](#) [North Vancouver Strategic Priorities 2022-2023](#)	[Vancouver Island Regional Library Strategic Plan 2016-2020](#)	[Whistler Public Library 2018-2021 Strategic Plan](#)	[Nelson Public Library Strategic Plan - 2023](#)	[About TNRL - webpage](#) [2018 Provincial Grants report](#)	[Fraser Valley Regional Library Opening Minds, Enabling Dreams Strategic Plan 2018-2023](#)

Where do we see the implementation of leading-edge leading practices in BC libraries?

PRACTICE	New Westminster Library	North Vancouver Library	Vancouver Island Regional Library	Whistler Public Library	Nelson Public Library	Thompson- Nicola Regional Library	Fraser Valley Regional Library
Embrace Technology	• The community has access to in-person and virtual programs and services. • Lends Chromebook Laptop or Kobo E-Readers	• Refresh online presence and ensure it is responsive, intuitive, and easy to navigate • Implement a training program to develop staff digital literacy skills • Ensure library locations have broadband capability and seamless access to shared services • Offers the Collaboratory – a digital learning space featuring Adobe, Minecraft, Fusion 360 CAD and Krita and Inkscape software •	• Sparking imagination and collaboration by providing access to new technology and opportunities to create content • Promoting digital literacy by identifying and diminishing barriers to access to the tools and information within our digital world. • Ensuring our branches are outfitted with the most up-to-date and robust technological hardware and software • Providing information and entertainment in multiple formats and continually updating the titles in our collections to meet the changing and diverse needs of our customers.	• Wonder Lab is a unique tool to help promote and enhance access to the technology needed to support learning	Offers: • A tech hub • digitization station • media station with Adobe Creative Suite • Recording and Photography Studio • Lends Technology kits • Dato Duo (3 hr loan in library use only) • GoPro Kits • Kidizoom Creator Cam • Makey Makey • Ozobots Evo Robot Kits • Sphero / Specdrums • Devices – laptops, thermal cameras	• Offers digital devices and kits • Internet and WIFI access • Computer and printing services	• Offers green screens • Digital devices (laptops on loan) • VR programming at FVRL features the use of the HTC VIVE. With stunning graphics, a 110-degree field of view, intuitive controls and HD haptic feedback, the HTC VIVE provides an unparalleled sense of immersion.
Enabling Lifelong Learning with a Focus on Digital Literacy Initiatives	• The community has access to barrier-free opportunities for learning and growth, both in-person and virtually.	• Augment existing learning opportunities with enriched content • Be the destination for the community explore literacy in all forms • Include digital classes and STEM based workshops for kids including Lego robotics, stop-motion		• Offers exam invigilation	• Support and increase literacy in our community. • Offers a Tech Hub Training Workshop Series to increase digital literacy	• Offers early and adult and physical literacy kits • KEVA (STEM) kits • Book a Librarian services	• Offers the following learning-oriented courses and online tools: • Creative bug- art videos • Solaro- BC curriculum • Mango-language course • LinkedIn Learning • Computer basics

		animation, and ApexGo-Pro camera use					
Pursuing Organizational and Service Excellence	• Library staff are knowledgeable and up to date on the latest available Library information, and the Library is a trusted source for information. • Library Trustees and staff reflect the diversity of our community. • The New Westminster Public Library is an employer of choice.	• Identify staff skills and experience to support patron learning, engagement, and increase job enrichment • Improve the program to recruit, on-board, train, mentor and retain staff • Transform the work environment to increase flexibility, and mobility in service delivery • Provide quality training to support situational responsiveness and organizational resilience • Implement Service Excellence Strategy	•Increasing awareness of our services and resources through multiple communication channels •Working to align our goals and priorities across the library system, within both our public service and support departments •Reconsidering the value of hierarchical decision making by exploring and implementing other models of organizational structure. •Initiating a succession plan at all levels which includes recognizing and developing the skills and knowledge held by our existing staff, as well as recruiting and retaining the leading new talent •Developing and maintaining robust staff training plans which incorporate staff input, annual reviews, and the opportunity for customization at individual and regional levels to ensure our staff are empowered to deliver exceptional customer service	• Focus on home first – get to know team and our context • Create intentional time for one-on-one relationship building • Simplify shift coverage process • Identify new ways to show appreciation • Tell the story of our impact • Have fun!	• Ensure staff and board have the resources and training to provide excellent services. • Increase service delivery through expanded hours, facilities, locations, and online access. • Increase opportunities for dialogue and learning together.	• Customer service is a core value • Offer a Ask the Librarian	• Promote an environment that supports staff in doing their leading work. • Enhance the reputation of Fraser Valley Regional Library and the value of libraries.

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			• Strengthening internal communication so that all members of the organization are working collaboratively towards a common goal				
Delivering Programs and Collections that Address Community Needs, Sparking Creativity, Imagination, and Inspiration	• All community members feel supported to foster their creativity, learning, and participation. • The Library supports, inspires, and celebrates creativity. • Library programs reflect the diversity, interests, and needs of the community.	• Patrons can design their own programs • Newcomer and immigrant circles • Open gaming • Storytimes • Device clinics • Book clubs • Book bike- mobile book service provided on e-bikes	• Increasing services and programs for our aging populations • Developing programs and resources that appeal to people from a broad range of demographics and cultures, as well as those with different learning styles and levels of literacy.	• Offers online and in person services to newcomers and folks with disabilities	• Provide additional spaces, programs, and services to address emerging issues. • Wonder Lab includes learning kits that encourage creativity, exploration, experimentation, and discovery through hands-on learning and play	• Library Home Service provides free delivery of library materials to those who are confined to their home for more than three months due to a mobility or health issue.	• Increase public awareness and delight with our services. • One Book One Community • Writer in residence • Interactive Toys • Art in Public Spaces • Barriere StoryWalk
Fostering Community Connection	• Residents come to the Library as they discover, learn, and explore, and their experience and stories of success influence the Library as it plans for the future. • The library seeks opportunities to offer library services and programs beyond the library walls. • The Library is a partner of choice for community groups that share our goals. • Partnerships are mutually beneficial and help to create a better, more inclusive community.	• Empower the community to capture digital stories in our StoryLab, and save for generations • Facilitate community dialogue on public discourse, promote citizenship and engagement • Lists community services on the website	• Creating opportunities to speak with and listen to communities • on an ongoing basis • Developing and building current and new partnerships with organizations to position the library as a community hub • Bringing library services outside the library walls to community-service locations and gathering places to engage our communities, increase our services and connect with customers and non-customers	• Find out who's missing by engaging with partners and community members to deepen knowledge of the community • Conduct and environmental scan and needs assessment	• Seek synergies and partnerships to strengthen opportunities for collaboration. • Continue to act as a community hub and collaborative space. • Facilitate learning and engagement among groups with divergent views. • Create the time and space to cultivate and build relationships. • Facilitate stronger relationships among the community.	• Lends passes to local amenities	• Build a strong partnership infrastructure. • Support community partnerships.

	• The Library supports civic engagement, and is a place for learning about, and participating in, democracy. • The Library is more visible in the community, increasing awareness and engagement. • Local content is developed and shared as widely as possible.					
Providing a Welcoming Place and Flexible Vibrant Space Grounded in Inclusivity and Universal Accessibility	• The Library strives to make resources, programs, and services as accessible as possible to everyone in the community • Library users reflect the diversity of the community, people are able to see themselves reflected when they visit, and our communications in different languages reflect this diversity. • The Library is a welcoming place for everyone: regular users, non-traditional users, and those we haven't met yet. People who do not normally come to the library are re-introduced to it, and feel comfortable walking in. • Barriers are removed as much as possible so that the Library is	• Create flexible, adaptable, and vibrant spaces (see design report) • Wayfinding • Promote library as place to capture local stories	• Reducing barriers to access and ensuring the resources we provide are user-friendly for all people • Adhering to our Facilities Master Plan to address the ongoing facility and maintenance improvements required in all of our branches • Engaging with customers to ensure new and renovated facilities reflect the needs of each of our distinct communities • Creating library spaces that are flexible and adaptable to address current and future demands	• Finish Small Meeting Rooms and Outdoor Living Room spaces	• Understanding how to better serve our community members who don't currently use our library. • Exploring ways to improve accessibility of library spaces, programs, collections, and services. • Supporting efforts to make library memberships accessible across the district. • Improving our outreach efforts • to more effectively engage with diverse groups and those who do not currently use the library.		• Identify and explore leading practices and strategies for physical space design

	accessible to people of all abilities and needs. • Artwork inside and outside the Library makes the space more vibrant • Fine-free						
Demonstrating Commitment to Respect, Reconciliation, and Indigenous Resurgence	• Local and Indigenous artists are supported to display their art. • Land acknowledgement on website • Guided by the calls to action of Canada's Truth and Reconciliation Commission, specifically directed at libraries. These Calls to Action were examined and interpreted within a library framework by the <u>Canadian Federation of Library Association's Truth and Reconciliation Committee</u>. Committed to continually reporting out on our progress on each of these through time. • NWPL maintains a rich collection of material for children and teens authored by Indigenous creators. This material is reviewed regularly to ensure it remains relevant, appropriate, and authentic.	• Develop and implement an Indigenous Collection Strategy • Indigenous community members will see themselves respectfully reflected in library spaces, services, and staff. • Honour Indigenous voices, knowledge and cultures in library spaces and services • Support staff and community learning about the impacts and legacy of colonialism and the principles of reconciliation • Respectfully approach and actively consult with elders, knowledge keepers and community leaders • Collaborate and connect with Indigenous community members in a respectful and inclusive way • Explore opportunities to reflect Indigenous perspectives in our spaces	• Reaching out to Aboriginal communities to address their unique needs	• Offers a "Walking in Good Relations – Decolonial Board Game"	• Facilitating sharing of Indigenous knowledge. • Create welcoming spaces to discover truths, support reconciliation and be inclusive of diverse perspectives and alternative approaches.		• TNRL is committed to the process of reconciliation with Indigenous communities. • Shares resources on truth and reconciliation, residential schools

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	• NWPL recognizes the need to audit our collections and to embark on the process of 'decolonizing' our materials to make meaningful this particular call to action. We are learning about what this process can look like and working to develop a plan around this work. • Staff will be required to complete with certification, the University of Alberta's Indigenous Canada course, surveying the history of Canada's treatment of First Nations and Indigenous peoples, from a First Nations perspective, since prior to contact. This program was initiated in September 2021. • In conjunction with the initiative of the City of New Westminster, staff are encouraged to participate in regular Diversity, Equity, Inclusion and Anti-Racism workshops facilitated by professionals from diverse backgrounds.					
Normalizing Sustainability and EDI	• The library demonstrates leadership in pro environmental	• Inspire our community with innovative programs and practices for		• Whistler Public Library is an inclusive space • LEED gold certified building and strong	• Lift up voices • Find ways to bring out unheard voices.	• Lends home heat thermal detecting kits

	practices including a commitment to zero waste • The Library's collections and programs encourage users to expand their world view, and to actively and respectfully engage in essential conversations on contemporary issues. • The Library is a resource and support for those working to advance social justice in our community. • The Library Board and all Library staff are committed to equity, diversity, inclusion, and addressing social justice needs in our own work and in the community. • Library Board Trustees play an active role in advocacy and outreach that is visible, inclusive, and reaches diverse stakeholders. • Strategic plan emphasizes equity, diversity, accessibility, and inclusion	mitigating and adapting to climate change • Reflect the diversity of the community in library spaces, services, and staff • Embed equity and inclusion in our policies and decision making • Dismantle structural and systemic barriers to library spaces and services • Amplify the voices of people marginalized on the basis of sexual orientation, gender identity, racialization, abilities, and other discriminatory grounds		commitment to sustainable design. • Features include a living roof and innovative use of wood	• Enhance our collections and programs to ensure diversity and representation. • Be proactive in raising awareness and delivering education on these topics, and act as a space for informed dialogue around social justice issues. • Ensure diversity in our team – board and staff. • Continue to strengthen relationships and communications with Indigenous peoples and communities • Continuously improving our climate action and environmental practices. • Supporting and advocating for regional climate action initiatives. • Seeking and designating funds to respond to emerging needs based on evidence. • Ensuring board members have the training and skills for effective governance. • Providing the support needed for employees to be physically, emotionally, and mentally healthy.	

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Contributing to Maker Culture	• Provides three Creation Stations to convert photos, videos, cassette tapes and vinyl records to digital formats, free of charge.	• Tapped Zen Maker Lab in North Vancouver to be its makers-in-residence for the series, due to the company's speciality in providing hands-on practise and expertise in maker culture.		• The Wonder Lab offers free access to resources including video production, audio recording, editing software, and digitization tools. • Lends Sewing machine • Features talks by local artists	• Held a fundraiser for the *Makerspace* Studio		• Feasibility study for a mobile makerspace / creativity lab. • Identify and explore non-traditional library collections and experiences. • Support residents to create, launch and promote their own eBooks.
Going Beyond Books	Lends: • Seeds • Ukuleles • Video and board games Offers • Podcasting	• Provide learning opportunities the foster digital and physical creation (writers and creators in residence), workshops and film camps • Offer community focused non-traditional collections • Offers games, seeds		Whistler has an Unusual Items to Borrow section that includes: • Seed library • Bat Detector Kit • Board games • Puzzles • Robotics kits • Microscopes • Loupes • Britannia Mine Museum passes	Lends from its Library of Things: • Community passes (museum) • Outdoor games • Puzzles • Technology kits • Devices • Virtual assistant equipment • Bag and backpack kits (antiracism, antibullying Indigenous stories) • Nature packs • Bat Packs • Birdwatching Backpacks • Ukuleles	Lends: • Bat kits • Radon and carbon monoxide detector kits • Birdwatcher kits • Disc golf kits • Guitar and Ukuleles	Lends • Film passes • Wildlife Passes • Family fitness passes • Nature packs • Bat Packs • Birdwatching Backpacks • Cubetto • Green Screens • KEVA Planks • Makey Makey • Ozobots • Puzzle Cubes • Sphero BOLT • Sunshine Lamps • Telescopes • Ukuleles • Virtual Reality
Learning	• Embraces growth and adapts to change • Strategic plan commits to developing a monitoring and implementation plan with KPIs	• Evaluate inclusive policies for space use and room bookings	• Initiating better performance and outcome measures to ensure that we are meeting the needs of all our customers.	Update our leading practices Make work visible – share learnings, between library, RMOW and community	• Assessing and improving the ways we welcome people to our library. • Seek feedback from our community to ensure services are relevant and high quality. • Each goal in the strategic plan includes indicators / metrics to track progress		• Create a digital library card and evaluate the online customer journey. • Evaluate and improve internal communications.

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Calgary Public Library Case Study

The stunning new [Central Library](#) is an inspiring vision of what a public space can be. The $245-million project, designed by Norwegian architecture firm Snøhetta and Canadian firm Dialog, pulls inspiration from Alberta's arch-shaped Chinook cloud formations. A design-forward, landmark that transforms the streetscape, the Central Library building is sited within a well-connected urban thoroughfare, where a fully functional Light Rail Transit Line crosses the site from above and a below ground arch shaped path providing a connection between Downtown Calgary and the developing East Village neighborhood.

Calgary Central Library, Calgary, Alberta. Photo: Michael Grimm / Courtesy of Snohetta

The façade's interlocking hexagonal pattern speaks to the library's focus on the collective community, as does the fact that all sides of the building function as its front. Inside, sustainably sourced western red cedar interiors are just one of several sustainability features. A raised access flooring system enables radiant heating and is used to supply and connect the four main floors with power, data, and air. These services are used for a podcast and YouTube production studio, a performance hall, a grand reading room, a children's library, a digital-commons, and 450,000 books to create an interior blending hyper-modern touches with traditional wood at almost every turn.

Photo: Michael Grimm / Courtesy of Snohetta

Inside, wayfinding helps to create a unified journey while differentiating between the variety of spaces and resources found in the library. The form and placement of the wayfinding signage encourages visitors to explore the library's intuitive vertical orientation and many offerings. Colour-coded graphics on stack ends help users identify each genre, while a custom signage system built right into the shelving, allows flexibility as the collection shifts.

The new branch, which opened its doors in November 2018, aims to welcome over twice as many annual visitors to its expanded 240,000 square-foot facilities. Already, one of the most actively used library systems in North America, where more than half of its residents are active cardholders, the new main branch was created for and inspired by its diverse inhabitants.

"By investing in their Central Library to create an open platform for making, not just taking, the city has opened a new door into a future that banks on a culture of creativity and innovation," says Snøhetta's founding partner Craig Dykers. Works by Indigenous artists are prominently featured as part of a $500,000 Indigenous Placemaking project, marking a step forward in the library's goal of inclusivity" ([Eskins & Burchtein,](#) 2018)

Calgary Central Library encompasses the spirit of culture, learning, and community in Calgary.

Case studies of five American libraries (Columbus, Spokane County, Hartford, Red Hook and Los Angeles) that are transforming their respective communities are available [here](#).

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Appendix

Leading Practices in Flexible Spaces Design – Thompson-Nicola Regional Library Facilities Plan

Flexibility in future planning of libraries is critical to stay current with library service provision. Some leading practices include:

Flexibility in spaces and furnishings

Mobile shelving and furniture offer the possibility of reconfiguring the library for differing functions on a daily, weekly, seasonal, or occasional basis. Mobile furniture and shelving make it possible to turn almost any area into a multi-use space. Inexpensive shelving and furniture are usually difficult to move and/or don't hold up. Thorough research and testing of all products under consideration is essential for the best long-term outcome.

Figure 2. 2Portable workspace: Dayton OH Central Library

1Mobile shelving, Whistler BC Public Library

Smaller service desks

Traditional circulation and reference desks are large and imposing, and often serve as a barrier between staff and patrons. Smaller and even movable service desks create flexibility and facilitate a culture of staff "coming out from behind the desk" to help patrons one-on-one.

Maximization of sightlines

Unlike past eras, buildings filled with high shelving are not necessary or relevant to the library's mission. Especially in small libraries with minimal staffing levels, lower shelving creates good sightlines and a feeling of openness and welcome. This in turn promotes safety and security for both patrons and staff.

3Mobile service desk, Dayton OH Central Library

4Open floor plan, Boston MA Public Library, East Boston branch

Self service

Giving patrons the choice of self-checkout and self-pickup of holds caters to those who are looking for quick, in-and-out service. Options for hold pickup via external, unstaffed lockers makes it possible to extend library hours without increasing operations budgets.

Quiet space

Public libraries are no longer silent places for contemplation and research. They are vibrant, active spaces with accompanying noise. Despite this, a significant number of patrons have an expectation for quiet space and libraries should provide an area whenever possible. Acoustical separation with walls that go floor to ceiling and sound dampening finishes are required to prevent sound transmission into such areas.

5After-hours pickup lockers, Erving MA Public Library

6Quiet study cubicles

Program space

Libraries are no longer warehouses for collections. Programs of all types and for all ages are increasingly expected and needed for the library to remain relevant. All locations should have the capacity to provide programs without disrupting the day-to-day business of the library. As with quiet study spaces, these rooms should be acoustically separated.

Meeting and Collaboration Space

Space for public meetings is needed in every community, and patrons of all ages are looking for a space to do group projects or hold small meetings. Libraries should provide spaces for patrons to work together, for nonprofit and community groups, and small businesses to meet. The spaces also require acoustic separation. Ideally, the main meeting room is located adjacent to washrooms and this area can be locked off for community use after library hours.

Creation/innovation space

The implementation of Makerspaces is another way libraries are fostering community and empowering patrons. These spaces can be targeted for any age and can provide equipment and materials for a wide variety of creative endeavours. Maker activities can be as simple as a knitting club or a passive colouring table, or as complex as an A/V production studio or a 3-D printing and laser cutting lab.

Access to power

Outlets and USB ports for device use and charging are a critical service. When power is provided only at wall outlets, cords are strung across walkways, causing a tripping hazard. Power is now often provided at tables or desktops and via floor outlets adjacent to seating.

Health and wellness of occupants

7Mobile cart with 3-D printer

8Portable chargers, Wellesley MA Free Public Library

The COVID-19 pandemic was a wakeup call to the effect our indoor spaces have on occupational health. Attention should be given to indoor air quality, ergonomics, and other factors. An expanded view of what makes a space healthy and welcoming includes gender equity and accommodation for neurodiverse staff and patrons, in addition to other universal design concepts.

9 Air cleaning unit with HEPA grade filter, Otis MA Library

CEO Report to the Board
Information

OKANAGAN REGIONAL
LIBRARY

To: Okanagan Regional Library Board

From: Danielle Hubbard, Chief Executive Officer

Date: November 15, 2023

Subject: CEO Report

Voting Entitlement: *Unweighted vote – Simple majority*

Purpose: For information

Executive Summary:

The CEO Report is a quarterly summary of operational and strategic activities at the ORL.

Recommendation:

THAT the CEO Report be received for information.

Respectfully submitted by:
Danielle Hubbard, Chief Executive Officer

Attachment(s):
Selection of public responses to going fines free.

Leadership & Strategy
- The input stage of the Strategic Planning process is now complete with 4,273 responses to the survey
- Danielle represented the ORL at the October meeting of the Canadian Urban Libraries Council
- Members of the Management Team, as well as some branch leaders, participated in Cultural Safety Training through the Okanagan Indian Band
- Danielle continues to represent the ORL on the Association of BC Library Directors
- Danielle has completed her annual performance self-evaluation

Human Resources
- Union negotiation preparations are underway
- The fall recruitment and onboarding of new Assistant Community Librarians is now complete
- The ORL has entered into a contract with UKG as a new payroll system to replace StarGarden
- Planning is underway for staff-wide DEI and Cultural Awareness training to occur in 2024

Public Services
- In response to increased incident levels at our urban branches, a professional development day has been organized for Vernon and Downtown Kelowna staff at the end of November
- A Public Services Supervisor Meeting was help on September 20
- Renown Canadian author Ivan Coyote toured Vernon and Kelowna at the beginning of October
- The ORL participated in the annual Typical Week survey from October 15 to 21
- New furniture items have been purchased for all ORL branches, an initiative that was by necessity put on hold over the COVID-19 closure years

Information Technology
- To date, IT has upgraded 70+ computers, installed 15 photocopiers, upgraded the ORL's Integrated Library System (ILS), and closed 1,800+ support tickets
- Introduced Educational Minecraft and Xbox gaming consoles available to the public
- Boosted Wi-Fi coverage and System Security to increase access and safety for public and staff
- Cyber security has been enhanced via ZTNA infrastructure

Marketing and Communications
- The public announcement of going late-fine free was met with overwhelming public support (see attached)
- The ORL's first annual Card Drive resulted in 2,126 new memberships, a 45% increase over October 2022's new card registration numbers, and a 49% increase over 2019's.

Facilities
- The West Kelowna build now has an anticipated completion date of late winter/early spring 2024
- The designs of the new Lumby branch have been approved; construction dates remain to be determined
- The Revelstoke branch renovations are in their final stages of completion
- Salmon Arm is in the process of minor renovations with an eye to improving aesthetics and accessibility
- The ORL and RDNO are collaborating to determine the feasibility of renovations to our Naramata branch
- The Management Team is still awaiting the completion of our external Facilities Assessment Report, which will inform further Enhancement Grant usage proposals

Attachment:

Public response to going officially late fine free has been overwhelming and extremely positive. Dozens and dozens of people have taken the time to write in to our "Comments" email expressing their thanks for this policy change. Below is a small selection of the wonderful emails we've received:

1. Kudos to the staff and Board of Directors at ORL. Every time I think this library has done everything right; you do something amazing again. (My favorite is the ability to have a book scheduled to arrive later without losing my place on the holds...love this feature)

2. Just a very quick note to say I think this is a very cool and enlightened approach! I use the downtown library and I love it - it really does feel safe and inclusive and has a very positive impact on my life.

3. Thank you for your new policy on fines for overdue books. Very good news for anyone who lives out of town and sometimes can't make the due date. From a very appreciative patron!

4. What a positive action on the part of ORL! Well done. I have long been a supporter and user of public libraries and value the service highly.

5. I just read the email from the CEO of the Okanagan Library regarding the step making it a fines-free library. Kudos to the CEO and the Board on making this decision. I revere books and have been an avid reader of "books" since I was a little girl. In elementary school, we were required to read six books in the year and give a book report, but I would read in excess of one hundred.   I am now seventy-five years young and still have not lost my passion for reading books.

    I moved to Kelowna five years ago from -- and belonged to a lot of libraries. The first thing I did when visiting Kelowna was to go to the Library and get a few books to read. It was a necessity! Now that I have moved here, a branch is only a couple of blocks way. I go there at least twice a week to drop off or pick up new books.

    I must say when COVID hit us all, I was pleasantly surprised that you suspended any fines – I thought that was very compassionate and offered a good service to your readers. Now, since I have been evacuated due to the McDougall Creek Fire, and stuck in -- due to the rock slide, I greatly appreciated the "no fines" practice. I have to tell you when we evacuated, I filled three bag of your books to take with me because I did not want to see them burned up. I had more books than I had clothing!

    You were so right in making this decision. When folks owe fines whether it is a lost book or kids not returning them on time, they often stop going to the Library because of the 'fine' punishment. So, Administration & Board – Bravo for making such a forward thinking policy on "no fines". No doubt some folks might not agree with this, but you should all be applauded for your action.

    Very grateful for this well-run community service – keep up the great work."

CFO Report to the Board

Information

To: Okanagan Regional Library Board of Directors

From: Chief Financial Officer

Date: November 15th, 2023

Subject: Financial Update Report to September 30, 2023 (9 Months)

Purpose

To Receive for information the Financial Update Report Package to September 30, 2023.

Executive Summary:

Please find attached the Financial Update Report Package to September 30, 2023. Results for the period demonstrate that the ORL is operating within its budget and that there haven't been any significant challenges for the organization to this point in the 2023 fiscal year.

RECOMMENDATION
THAT the Board receive the CFO's Financial Update Report to September 30, 2023 for information

BACKGROUND
The attached **Appendix 1** provides the Board with an interim financial report (receipts and disbursements) to September 30th 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
The variance for Summerland is due to timing, as the payment came in after the period had ended.

Receipts – Government, Grants and Own Resources
This category has seen revenues come in higher than budget, which is attributed largely to the interest being earned on our cash balance that had not been included in the budget. This has exceeded the lost revenue due to the suspension of charging late fees. As the Board will recall, fines for late books and materials was paused early in the COVID pandemic; these charges have not yet resumed.

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 are $16,543,096

Disbursements

Remuneration and benefits are tracking very closely to budget to pay period 20.

Graph: Pay Period Values: 2022 Actual, 2023 Actual, 2023 Budget
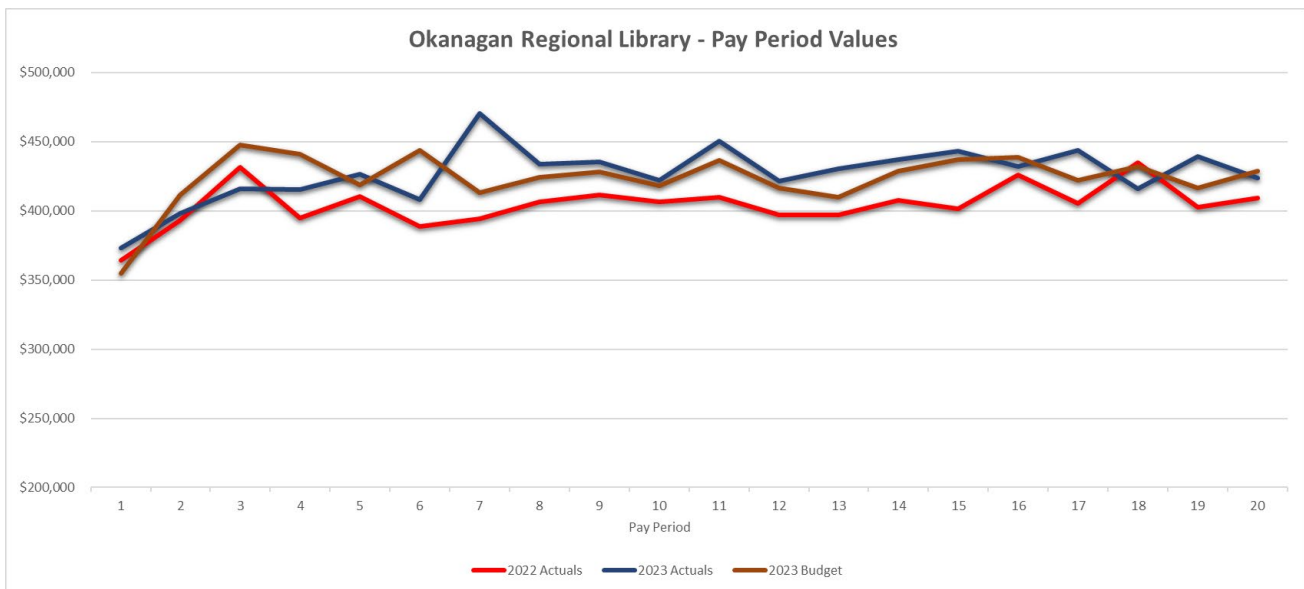
Rent and property expenses are largely on course as well. We do not expect a large variance in this line, and will try to keep property expenses down through the year.

Library (electronic) materials, along with Books and Other Physical Material form the combined Library Collections Budget. We have adjusted the budget figures for the physical and electronic categories in order for them to more closely track to what is expected to be spent for each line.

"Other Expenses" are tracking a little over budget to date. A few of the line items which are most noticeably over budget include marketing, supplies, and technology expenses. The majority of the activity for these lines have occurred, with the exception of supplies, which is expected to land a little over budget due to our strong SRC numbers and programming services.

Total disbursements before capital expenditures and reserve transactions are $15,326,989.

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. The above table (Combined Library Collection Budget) is also a useful reference when considering this expense line.

Total disbursements to September 30th are $16,732,386

The net disbursements over receipts to September 30th are $189,290

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.

Respectfully submitted,

Jeremy Feddersen, CPA, CA
Chief Financial Officer

Okanagan Regional Library

Appendix 1

Interim Financial Report

(Receipts & Disbursements)

January 1, 2023 to September 30, 2023

OKANAGAN REGIONAL LIBRARY
RECEIPTS & DISBURSEMENTS
To September 30, 2023

	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	$156,186	$156,186	$0	$208,248	$52,062
CENTRAL OKANAGAN RD	$252,025	$252,025	-$0	$336,033	$84,008
COLDSTREAM, DISTRICT	$378,151	$378,152	$0	$504,202	$126,051
COLUMBIA SHUSWAP RD	$701,506	$701,506	$0	$935,341	$233,835
ENDERBY, CITY	$86,619	$86,629	$9	$115,505	$28,886
GOLDEN, CITY	$251,537	$251,537	$0	$335,383	$83,846
KELOWNA, CITY	$5,493,890	$5,493,890	$0	$7,325,187	$3,662,593
KEREMEOS, VILLAGE	$49,037	$48,103	-$934	$64,137	$15,100
LAKE COUNTRY, DISTRICT	$578,065	$578,065	-$0	$770,753	$192,688
LUMBY, VILLAGE	$58,133	$58,133	$0	$77,511	$19,378
NORTH OKANAGAN RD	$625,046	$625,046	$0	$833,395	$208,349
OLIVER, TOWN	$166,099	$166,099	-$0	$221,465	$55,366
OKANAGAN SIMILKAMEEN RD	$688,117	$688,117	-$0	$917,489	$229,372
OSOYOOS, TOWN	$212,482	$212,482	$0	$283,309	$70,827
PEACHLAND, DISTRICT	$216,295	$216,295	-$0	$288,393	$72,098
PRINCETON, TOWN	$102,904	$102,559	-$345	$136,745	$33,841
REVELSTOKE, CITY	$303,022	$303,022	-$0	$404,029	$101,007
SALMON ARM, CITY	$602,075	$602,075	-$0	$802,766	$200,691
SICAMOUS, DISTRICT	$123,664	$123,314	-$350	$164,419	$40,755
SPALLUMCHEEN, TOWNSHIP	$170,864	$170,864	$0	$227,819	$56,955
SUMMERLAND, DISTRICT	$277,842	$416,764	$138,921	$555,685	$277,843
VERNON, CITY	$1,487,508	$1,487,105	-$403	$1,982,807	$495,299
WESTBANK FIRST NATION	$358,019	$358,019	$0	$477,359	$119,340
WEST KELOWNA, CITY	$1,316,530	$1,316,531	$0	$1,755,374	$438,844
	$14,655,616	**$14,792,516**	**$136,900**	**$19,723,354**	**$6,899,035**

	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	$1,038,411	$1,008,000	-$30,411	$1,008,000	-$30,411
GRANTS-PROV.B.C.-BOOKS	$4,500	$0	-$4,500	$0	-$4,500
GRANTS - FEDERAL	$995	$0	-$995	$49,000	$48,005
GRANTS - OTHER	$0	$0	$0	$6,500	$6,500
FINES, FEES AND DAMAGED MATERIALS	$26,298	$151,875	$125,577	$202,500	$176,202
SPACE RENTALS	$7,640	$14,405	$6,765	$19,207	$11,567
PRINTING REVENUE	$21,999	$22,481	$482	$29,975	$7,976
KEYCARD REVENUE	$1,685	$187	-$1,498	$249	-$1,436
INTEREST AND EXCHANGE	$378,065	$26,250	-$351,815	$35,000	-$343,065
COPIER REVENUE	$7,391	$7,162	-$229	$9,550	$2,159
SUNDRY INCOME	$6,272	$3,750	-$2,522	$5,000	-$1,272
DONATIONS	$0	$0	$0	$137,280	$137,280
MFA ACTUARIAL , DEBT REDUCTION	$232,382	$232,382	$232,382	$309,843	$309,843
INTER LIBRARY LOANS, NET	-$1	-$113	-$112	-$150	-$149
SUBTOTAL GOVERNMENT & OWN RESOURCES	**$1,725,636**	**$1,466,381**	**-$26,874**	**$1,811,954**	**$318,699**
TRANSFERS FROM RESERVES	$0	$0	$0	$626,007	$626,007
ORL OWNED BUILDINGS, RENT CHARGEBACK	$161,844	$161,844	$0	$761,946	$600,102
TOTAL RECEIPTS	**16,543,096**	**16,420,740**	**110,026**	**22,923,261**	**8,443,843**

OKANAGAN REGIONAL LIBRARY
RECEIPTS & DISBURSEMENTS
To September 30, 2023

	ACTUAL YR.TO D	BUDGET YR.TO D	VARIANCE YR.TO D	BUDGET -YEAR--	VARIANCE -From Annual--
DISBURSEMENTS					
REMUNERATION AND FRINGE BENEFITS					
REMUNERATION	6,859,382	6,884,252	24,870	9,179,003	2,319,621
FRINGE BENEFITS	1,363,531	1,383,881	20,350	1,845,175	481,644
WCB	45,572	24,246	-21,326	32,327	-13,244
	8,268,484	**8,292,379**	**23,895**	**11,056,505**	**2,788,021**
RENT AND PROPERTY EXPENSES					
RENT	1,936,398	1,951,471	15,073	2,601,961	865,563
LTD PRINCIPAL, ACTUARIAL AND INTEREST	1,185,963	1,113,657	-72,306	1,484,876	298,913
PROPERTY EXPENSES	1,344,285	1,427,005	82,720	1,902,674	558,389
	4,466,646	**4,492,133**	**25,487**	**5,989,511**	**1,722,865**
LIBRARY MATERIALS	**1,260,581**	**1,264,206**	**3,625**	**1,685,608**	425,027
OTHER EXPENSES					
BOARD EXPENSES	10,651	15,106	4,455	20,141	9,490
BOOK DEPOSIT GRANTS	5,250	2,400	-2,850	3,200	-2,050
COLLECTION AGENCY	266	7,175	6,909	9,566	9,300
EQUIPMENT REPAIRS & RENEWALS	16,802	10,662	-6,140	14,216	-2,586
INSURANCE	43,116	43,853	737	58,470	15,354
INTEREST & BANK CHARGES	9,275	8,625	-650	11,500	2,225
MARKETING & COMMUNICATIONS	92,951	61,149	-31,802	81,533	-11,418
MEMBERSHIPS	9,226	15,270	6,044	20,361	11,135
PENTICTON LIBRARY FEE	42,020	36,246	-5,774	48,328	6,308
POSTAGE & FREIGHT	36,803	49,058	12,255	65,411	28,608
PROFESSIONAL FEES	66,165	65,785	-380	87,714	21,549

	ACTUAL YR.TO D	BUDGET YR.TO D	VARIANCE YR.TO D	BUDGET -YEAR--	VARIANCE -From Annual--
PROGRAMS	46,782	111,369	64,587	148,491	101,710
RECRUITMENT, TRAVEL & SUNDRY	6,994	12,114	5,120	16,152	9,158
STAFF DEVELOPMENT & MEETINGS	104,782	88,679	-16,103	118,239	13,457
STRATEGIC PLANNING	35,548	0	-35,548	0	-35,548
SUPPLIES	168,442	112,610	-55,832	150,147	-18,295
TECHNOLOGY EXPENSES	482,152	397,022	-85,129	529,363	47,212
TELEPHONE & INTERNET	66,151	60,564	-5,587	80,752	14,601
TRANSPORTATION	81,074	104,551	23,477	139,401	58,327
VIRTUAL BRANCH	6,827	7,500	673	10,000	3,173
	1,331,277	1,209,738	-121,539	1,612,984	281,707
DISBURSEMENTS BEFORE CAPITAL EXPENDITURES					
AND TRANSFERS TO RESERVES	**15,326,989**	**15,258,456**	**-68,532**	**20,344,608**	**5,217,620**
CAPITAL EXPENDITURES					
BOOKS AND OTHER PHYSICAL MATERIALS	888,698	972,326	83,627	1,296,434	397,729
TECHNOLOGY ASSETS	0	263,428	263,428	351,237	351,237
FURNITURE, EQUIPMENT & OTHER	0	181,537	181,537	242,050	242,050
	888,698	1,417,291	528,593	1,889,721	991,016
TRANSFERS TO RESERVES					
TO BRANCH FURNISHING RESERVE	108,750	108,750	34,150	145,000	70,400
TO CAPITAL PROJECTS RESERVE	85,500	85,500	28,500	114,000	57,000
TO IT REPLACEMENT RESERVE	233,256	233,256	77,752	311,008	155,504
TO NON-OWNED BUILDING MNTC RESERVE	24,000	24,000	8,000	32,000	16,000
TO OWNED BUILDING MNTC RESERVE	45,000	45,000	15,000	60,000	30,000
TO STAFF APPRECIATION OR DEVELOPMENT RESERVE	1,125	1,125	375	1,500	750
TO VEHICLE REPLACEMENT RESERVE	19,069	19,069	6,357	25,425	12,713
	516,700	516,700	0	688,933	342,367
TOTAL DISBURSEMENTS	**16,732,386**	**17,192,447**	**460,060**	**22,923,262**	**6,551,003**
NET DISBURSEMENTS OVER RECEIPTS	**-189,290**	**-771,707**	**-350,034**	**-2**	**-186,713**

LIBRARY BOARD
MEETING SCHEDULE
YEAR 2024

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 adjournment of the In-Camera Meeting, generally, at 10:00 AM ^(subject to change)

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

Wednesday February 21   Regular Meeting & AGM

Wednesday May 15   Regular Meeting

Wednesday September 11   Regular Meeting

Wednesday November 20   Regular Meeting

2024 Dates of Interest to Library Board Trustees:

BC Library Association Annual Conference
April 24 – 26 (Richmond, Sheraton Vancouver Airport Hotel)

SILGA AGM and Convention
April 30 – May 3 (Kamloops)

UBCM Convention
September 16 - 20 (Vancouver)

*Note:
The September Board meeting has been moved from the third Wednesday in September to the second Wednesday to avoid conflict with the UBCM Convention.

From: Dena Jones-Short

Sent: Sunday, September 24, 2023
To: Comments
Subject: Fine Free Library

To The Board of ORL:

I disagree with the fines free library decision. This type of decision discourages responsibility on behalf of the patrons and is also an inconvenience, to staff and to those that may be waiting for a book or service that may otherwise be available. The library should be encouraging people to be responsible for their actions, this is a great learning opportunity. The fines are ultimately a teaching/learning moment: there are consequences for action or inaction. I believe the no fines decision will ultimately create more issues and disorganisation than it is worth. Perhaps it would have been wise to ask patrons and staff what system they would recommend regarding fines and late fees.

 In life, nothing is free, someone always pays.

My thoughts,

Dena Jones-Short

New form submission

Contact the Board

Submitted on 03 November 2023, 09:07 AM

First Name*   Fiona

Last Name*   Lehn

Subject* Letter to the Board RE Glenmore Branch

Message*

Dear ORL Board, Further to my September letter requesting an ORL branch in Glenmore, I understand that citizens can't actually petition the ORL Board, but I thought it might be helpful to prove that I'm not the only Glenmore resident who sees the need for a neighborhood branch, so I started collecting signatures. In the first week, over 300 people signed. (I cannot attach the signatures to this form, so I sent a copy to your CEO, Danielle Hubbard, via email.) As of now, 394 people have signed—that's nearly 400 people asking for a Glenmore ORL branch. In a Castanet article dated October 19, 2023, ORL marketing manager Michael Utko was quoted as saying, "at this point, Kelowna is very well served by our numbers." This simply is not true. Only the south, east, and west parts of Kelowna are very well served, while the northern part, Glenmore, isn't served at all. You have the power to change that, and to make a real difference in our community. Please allocate ORL services so that Glenmore, too, is served, per ORL's mandate for equity of access. Thank you for your time and consideration--Fiona Lehn

Upon submitting this, you understand and agree that your message will become public record. It will be reviewed and forwarded to the appropriate party for response, which may be staff for staff related matters, or the Board of Directors if it is deemed to be a board matter.   _I Agree