## CALL TO ORDER
Councillor Stam, Chair

### 2.00 APPROVAL OF CONSENT AGENDA

**Motion**

THAT the Consent Agenda be approved as circulated.

#### 2.011 Minutes

Enclosure:
- Wednesday, April 26, 2017 Meeting Minutes

#### 2.012 Overview of Library Activities

Enclosure:
- Library Reports

#### 2.013 Activity Report

Enclosure
- Library Activity Summary Report
- Library Year to Date Usage Report

### 3.00 APPROVAL OF AGENDA

**Motion**

THAT the Agenda be approved as circulated.

### 4.00 MOVE TO IN CAMERA SESSION

**Motion**

THAT the Board move to In Camera session.

### 5.00 NEW BUSINESS

#### 5.01 Reading Link Challenge Results

**Motion**

Heather Scoular, Director of Customer Experience

Enclosure
- Reading Link Challenge Results

THAT the Reading Link Challenge report be received.
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| 5.02  | **Financial Management Policy**: Review and Update | **Motion**

- **Enclosure**
  - Financial Management Policy Draft Update

**THAT** the 2017 Amendment Cover Report and Financial Management Policy be received.

| 5.03  | **Living Wage Employer**                  | **Motion**

**Enclosure**
- Living Wage Report

**THAT** staff pursue FVRL designation as a Living Wage Employer, subject to Board approval of supporting policies and implementation plan(s) to address any identified LWR short-falls IF total variances are expected to exceed $20,000 annually.

| 6.00  | **OTHER BUSINESS**                       |
|-------|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6.01  | **Strategic Plan Update**                | **Motion**

**THAT** the Strategic Plan themes be approved.

| 7.00  | **DELEGATIONS**                          |
|-------|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7.01  | **Reed Poynter**                         | Request by Reed Poynter to appear before the Board to present concerns about equitable library services.

**Enclosure:**
- Equitable Library Service Summary

| 7.74  | **QUESTIONS**                            |

| 8.00  | **AROUND THE TABLE**                    |

| 9.00  | **NEXT MEETING**                        | **Information**

| 10.00 | **ADJOURNMENT**                         | **Motion**

**THAT** the meeting of FVRL Board be adjourned.
REGULAR MEETING OF THE FRASER VALLEY REGIONAL LIBRARY

Wednesday, April 26, 2017
Quality Hotel and Conference Centre
36035 North Parallel Road, Abbotsford, BC V3G 2C6

Attendees from the Board
Councillor Les Barkman, City of Abbotsford
Councillor Chuck Stam, City of Chilliwack
Councillor Heather King, Corporation of Delta
Director Bill Dickey, Fraser Valley Regional District
Mayor Wilf Vicktor, District of Hope
Mayor John Van Laerhoven, District of Kent
Councillor Gayle Martin, City of Langley
Councillor Petrina Arnason, Township of Langley
Councillor Kiersten Duncan, City of Maple Ridge
Director Maria Harris, Metro Vancouver
Councillor Jenny Stevens, District of Mission
Councillor Danny Plecas, District of Mission
Councillor Bill Dingwall, City of Pitt Meadows
Councillor Laura Dupont, City of Port Coquitlam
Councillor Bill Lawrence, City of White Rock

Attendees from Staff
Scott Hargrove, Chief Executive Officer
Cathy Renshaw, Director of Organizational Development
Heather Scoular, Director of Customer Experience
Jeff Narver, Director of Infrastructure & Resources
Nancy Gomerich, Director of Finance
Emily Duquette, Office of the CEO (recorder)

Regrets
Councillor Sonja Reyerse, Village of Harrison Hot Springs
1.00 CALL TO ORDER
Councillor Chuck Stam, Board Chair, called the regular meeting of the Fraser Valley Regional Library Board to order at 3:45 pm.

2.00 APPROVAL OF CONSENT AGENDA
It was MOVED Mayor Van Laerhoven, SECONDED Councillor Dingwall, THAT the consent agenda be approved as circulated.

CARRIED
17.04.26/01
Consent Agenda Approved

3.00 APPROVAL OF AGENDA
It was MOVED Councillor Duncan, SECONDED Director Dickey, THAT the agenda be approved as circulated.

CARRIED
26.04.17/02
Agenda Approved

4.00 NEW BUSINESS

4.01 Centre for Equitable Library Access (CELA) Update
Scott Hargrove, Chief Executive Officer, presented a verbal update on the letter regarding CELA. With the upcoming election and the dissolution of the Legislative Assembly, it was advised that the letter would be sent when then next government is formed.

It was MOVED Councillor Barkman, SECONDED Councillor King, THAT the verbal update be received.

CARRIED
26.04.17/03

5.00 OTHER BUSINESS
There was no other business

6.00 AROUND THE TABLE
Councillor Lawrence noted that White Rock is celebrating it’s 60th birthday with many festivities throughout the day including a seniors dinner at the curling rink.

Councillor Stevens announced that Mission will be celebrating it’s 125th birthday all summer.

7.00 QUESTIONS
There were no questions.

8.00 NEXT MEETING
Wednesday, May 24, 2017 – 9:00 am
FVRL Administrative Centre
34589 DeLair Road, Abbotsford, BC V2S 5Y1
9:00 ADJOURNMENT

It was MOVED Mayor Van Laerhoven, SECONDED Councillor Duncan, THAT the meeting of the FVRL Board be adjourned.

CARRIED
26.04.17/04
Adjournment

The meeting adjourned at 3:57 pm.
The Library Hotspot

A mobile hotspot was the key technology for the Abbotsford Libraries, in collaboration with City of Abbotsford staff, to create a “pop-up” library outside Abbotsford City Hall in April after World Book Day. City staff were invited to visit the library tent just outside their doors to get a new library card, see demonstrations of FVRL databases, check out programs and services, put their name in for a draw and connect with library staff.

City Hall staff and passersby who dropped in were amazed by the FVRL Ukulele lending program, the many databases that we offer through our website and reminded that the library is a great destination to visit for materials and programs – especially for families. We also reminded City staff that public libraries support a ‘green’ lifestyle and promote sustainability in the Valley by the sharing of resources across all 25 FVRL locations.

The cool thing about the mobile hotspot is that it allows FVRL to access our system from anywhere – as long as we’ve got power then we can connect to everything we need in order to create full library service!

Right after our day outside City Hall, we found a new use for the hotspot - inexplicably, the Mount Lehman Library lost all data connections! Customers could not pick up their holds, have their books checked in or get information about their accounts. Telus, FVRL and City of Abbotsford staff were stumped for almost 3 weeks so… mobile hotspot to the rescue! When it became apparent early on that the fix was not immanent, FVRL IT staff hot-footed the hotspot out to Mount Lehman Library where staff could take advantage of the wireless connection and resume full service to customers.

FVRL works to connect people to library resources and by using a variety of technologies, like the mobile hotspot, we not only have the flexibility to maintain library services but also to enhance service by creating library service where you might not expect it.
Agassiz Library
By Nicole Glentworth, Library Manager
Meeting of Wednesday, May 24, 2017

Just For The Fun Of It
There are many things that public libraries can be commended for in their communities. Literacy, barrier-free and democratic access to information are just some of their high ideals, to be sure. But then there is that third word in our tag line, “Read. Learn. Play.” Sometimes libraries are all about the fun and we just want to play.

In April, a combination celebration of Earth Day and the harvesting of compost from the Agassiz Library’s worm farm, Agassiz Library held their annual Plant-In. With the support of their Friends group, tables, plants and dirt were set outside the library and the public were free to bring their own empty planter, and gardening happened before our eyes. Some did flowers, some did herbs but everyone got their hands dirty, and that is always fun no matter what your age!

In May, it was time for the most fun that can be had fundraising at the Annual Agassiz Library Society Friends of the Library Know-It-All Trivia Quiz Night. It was a full house as always, with past participants as well as new faces. There was fierce competition, lots of laughs and a wee bit of learning. How many hearts does a starfish have anyways? All went home remarking on how much fun they had, as their generosity seemed boundless.

Who says libraries have to be hushed places of learning?
Boston Bar & Yale Libraries
By Nicole Glentworth, Manager
Meeting of Wednesday, May 24, 2017

Minecraft Villager is Created in Boston Bar
Boston Bar Library welcomed the entry into the Teen Imagine contest by one of the community’s young residents. One of the students from the local school built himself a human cardboard puppet that he could wear of a Minecraft Villager. The contest fostered the creativity of teens and they were able to showcase what really matters to them in a fun way.
Chilliwack Libraries
By Nicole Glentworth, Library Manager
Meeting of Wednesday, May 24, 2017

Meeting Room in High Demand for Programs
The Chilliwack Library meeting room continues to be in high demand in the community offering free space for community groups, support groups, clubs as well as library programs. It is busy almost every evening during April and May as a free, comfortable and communal space for people to meet in Chilliwack. The newest two groups are the Chilliwack Folk Singers and Chilliwack Homeschoolers who bring a lot of great diversity to the people through the library and its atmosphere.

Spring Into Art
To keep customers busy during Spring Break, in addition to a variety of educational and entertaining programs, Sardis Library offered opportunities to all ages to explore their creative side with art programs. Local artists, John Le Flock, Patricia Gerlach and Svetlana Ivleva held several art workshops using a variety of techniques. All sessions were filled to capacity with long waiting lists and customers are looking forward to learning different forms of art with John again this summer.

Dancing Through Hoops With the Library
Yarrow Community Elementary in partnership with the Yarrow Library invited Teddy Anderson a professional First Nation’s Hoop Dancer who has performed all over the world in hundreds of schools to deliver a program to students and library customers. Teddy danced with 30 hoops at one time to share a message of unity, fellowship and peace. The performance showed students and library visitors how to appreciate the meaning behind the First Nation’s Hoop Dance. Teddy’s main message was to teach global citizenship through First Nation’s art. Teddy’s educational performance certainly wowed and inspired all those who attended. The Yarrow Library gratefully appreciate the donation from the Friends of the Chilliwack Libraries Society which helped make this special program possible.
Making Memorable Childhood Experiences
Libraries are key supporters of children’s literacy development, to be sure, and FVRL devotes much of their programming and outreach energy to literacy objectives in their communities. Libraries are also, however, centres of education and experience that go beyond the support of literacy in its traditional definition, to help children to explore and create, to strengthen bonds with their families and connect with their communities, to learn about themselves and their environment and to prepare for their futures in a changing world. This spring, the library has been busy creating experiences for all of its young customers, with some memorable highlights.

Birds of Prey
Putting the final touch on spring break, the library hosted Delta’s Orphaned Wildlife Rehabilitation Society (O.W.L.), which specializes in raptors (birds that hunt and feed on other animals), like hawks, eagles, vultures, ospreys, falcons and owls. For most, the opportunity to see these remarkable birds up close does not arise in the course of day-to-day life, and the close-proximity gathering was a moving experience. For children in particular, owls and falcons stir up feelings of fear, enchantment and awe. Over one hundred visitors watched and listened fascinated, as the Society’s staff showed off their charges, spoke about the habits of each species and explained the important work of their organization.

Egg Drop Challenge
Kids of all ages - and even their parents - tested their engineering and physics ingenuity in April’s Egg Drop Challenge, hosted by Langley’s Fraser Valley Makerspace. Bubble wrap, balloons, parachutes, cardboard and egg cartons came out, as each participant masterminded an approach to protecting an uncooked egg from a messy fate when dropped from a distance many times its height. Success or failure was immediately obvious, but all agreed that the fun and learning was in the process. The best kind of customer feedback is a room full of people using their imaginations and having a great time.

Hugh Brewster - The Road to Vimy
In the lead-up to Vimy’s 100th anniversary celebrations, FVRL hosted the celebrated Canadian writer Hugh Brewster at three of our libraries, and City of Langley was fortunate to be one of his stops. Brewster is a successful author of both adult and children’s books, focusing on historical subjects from the World Wars to the Titanic to the Russian Royal Family and the not-so-charmed lives of historical princesses. The presentation, which drew expertly upon
archival footage, photographs and letters from the front, was open to all ages, and it turned out to be as special for the author as it was for the audience, several of whom had close relatives at Vimy.

Local Government Awareness Day
The library was delighted to join City of Langley on April 26th to acknowledge Local Government Awareness Day. In three separate waves, the whirlwind event put 350 local grade four and five children in contact with Mayor and Council, City of Langley Recreation and Operations, Fire Department, RCMP, CN Police and ICBC. While in the library, visitors played ten-minute library bingo, designed as a quick orientation to library services and resources, and also learned all about this year’s upcoming Summer Reading Club. The event is a wonderful way to give young students an introduction to all the ways the City serves its community, and library staff members were thrilled to be a part of the excitement.
Reading Link Challenge – All Delta
On Wednesday, April 12, teams from 18 elementary schools from across the city gathered in North Delta to compete head-to-head answering trivia questions on 6 different book titles. Councilor Heather King was in attendance and provided inspiring words of encouragement to all the participants to reinforce their love of reading. After several heart-pounding rounds of sudden death, Cliff Drive Elementary’s Team The Epic Winners moved on to participate in the FVRL Community Challenge at Kwantlen Polytechnic University. The following is feedback we received from this year’s event:

“Just wanted to say thank you to you and the staff of the libraries for coordinating the reading link challenge. My students were so proud of themselves. It was a great opportunity for some students with challenges to feel successful. On my team, I had a student who is learning disabled in reading and writing. Her classroom teacher said that this event ‘made her year’. There is another student who believed that they were part of the tie. A day later, they are still talking about it. So even though we didn’t win the challenge - my team still feels like winners.”

- Karen, Teacher-Librarian

Uke’n Play – Ladner Pioneer Library
FVRL supports all kinds of literacy including music literacy. The ukulele is an easy instrument for beginners to try as a starting point. By providing workshops for beginners, FVRL makes opportunities to develop musical skills even more accessible. Although participants at a recent workshop were chomping at the bit to play the ukuleles that were provided by FVRL for their use at the program, they contained their excitement long enough to learn more about the rich history of the instrument, its basic mechanics, and how to read chord charts before putting hand to strings. The room was filled with parents and children, seniors, some experienced players, and curious learners wanting to give it a try. After learning basic chords, and with some guidance on how to elegantly change hand positions on the fretboard, the group made its way through Row, Row, Row Your Boat. They sounded pretty good! It was heartening to witness the joy on the faces of participants as they realized that they could in fact make music, even though for many it was their first attempt. Five tunes later, the evening wound down with the group’s playing of the Beatles’ classic Love Me Do, several participants grabbing a place in line to borrow a uke from the library to continue building on their new skills, sore cheeks from lots of laughing and connecting with others, and a newfound sense of confidence in the ability to create.

All Provincial Political Views Welcome – Tsawwassen Library
The News and Views Club is a staff-facilitated program that allows our customers to share and discuss current events that are of local, national or international interest. Leading up to the provincial election, the special focus of last month’s meeting was to invite all the local candidates to discuss a variety of community-specific topics. Three candidates were able to join us for this event during which they provided very informative
responses and either deftly built on, or respectfully countered, the ideas that were presented. Attendees appreciated the opportunity and the event received excellent coverage by the Delta Optimist, providing all readers of that publication with further insight on the issues in advance of the election. This club provides an excellent opportunity for libraries to encourage members to listen to different viewpoints, thoughtfully exchange ideas, and engage in connection and conversation.
Children Keeping the Seniors Young at Heart

Mother Goose at Fraser Hope Lodge continues to grow, strengthening the bond between the young ones, families and seniors. This partnership has proven to be very successful over the years and created strong friendships amongst the young families in Hope. The numbers now stand at an average of 24 seniors, children and parents per session. The seniors welcome the opportunity to connect with young children as several of them are unable to see their own grandchildren as often as wish and this gives them a chance to stay young with the help of the energy from these bundles of joy.
Library Live and On Tour
By Courtney Novotny, Library Manager, Outreach Services
Meeting of Wednesday, May 24, 2017

Baseball and Books!
Library Live and on Tour (LiLi) and staff from Pitt Meadows Library attended the Pitt Meadows Baseball Opener Registration Day on a rainy Saturday morning. LiLi was set up with music and a tent at the athletic park and parked right next to the concession stand and the KissFM (JackFM) radio vehicle and booth, which made for excellent foot traffic. About 130 families popped by to talk about the library and there were many positive comments about the local Pitt Meadows and Maple Ridge libraries and their family programming.

Community Development Specialist Janeen also had a chance to connect with the JackFM folks and discuss the different ways the radio and the library offer outreach and also compare the respective touring vehicles. The radio staff were impressed with LiLi! This chance connection was an interesting opportunity to look outside the library world to share and compare.
Maple Ridge Public Library
By Shawna Kristin, Library Manager
Meeting of Wednesday, May 24, 2017

Maple Ridge Public Library has Something for Everyone
Maple Ridge Public Library provides a wide range of programs to engage with our customers and community. Following is a sample of the variety of programs we offered at the library this spring:

• *Toddler Dance Party*: Earlier in the spring, Maple Ridge Public Library held a program focused on physical literacy, musical literacy, and fun. We held our first ever *Toddler Dance Party*! It was a great success, with over 70 toddlers, kids, parents, and caregivers dancing to a diverse mix of music. The program was enjoyed by all, and had attendees asking for another dance party in the near future.

• *Income Tax Help*: Annually, the library supports the Community Volunteer Tax Program, a Canada Revenue Agency initiative that provides tax preparation service for people with straightforward tax circumstances and certain income levels. Library staff work closely with a volunteer facilitator, answer questions, make appointments, and facilitate the smooth operation of the program. This year, the program volunteers completed over 350 separate returns! Both volunteers and customers provided positive feedback and were extremely thankful for this library program. This program also allowed us to reach new customers; Staff reported that on many occasions they were able to make new library cards for customers that came to get their taxes done.

• *Nothing About Us Without Us*: Brain wellness is a topic in high demand, and this Spring we were able to host a program presented by the Alzheimer’s Society of British Columbia. *Nothing About Us Without Us* featured a panel of presenters focused on dementias. The panel included a representative from the Alzheimer’s Society of British Columbia, a local activist, and other speakers curated by the Maple Ridge Senior’s Network. There were over 60 people in attendance, including a large group of older adults that arrived on the “Seniors Party Bus”.

• *Earth Day*: Maple Ridge Public Library was out in the park on Earth Day to celebrate and share information about the library with the community. Library staff provided a *Storytime* on demand which was a ray of sunshine on the rainy day! As kids stopped by with their families throughout the morning, we offered to read any story they wished to pick out. As excited as the kids were about picking out their own books, their parents were even more so when we handed out a tomato plant to them at the end of *Storytime*. The biggest excitement of the day was the celebrity appearance of Rose and Cheeto from *Paws 4 Stories*. Cheeto drew in the biggest crowds of the day and provided library staff with the opportunity to talk about his helping to improve the confidence and reading skills in the children that participate in *Paws 4 Stories*.

The wide array of programs offered at Maple Ridge Public Library help us connect with our diverse community and positively impact the lives of community members.
Escape Room at the Library
Mission staff got creative and put together an escape room program at the library. The program ran for both adults and teens and was based on the trendy escape room activity spaces popping up around the country. Staff created a fictional story for participants to follow along and solve the mystery. The room was set up with props that made participants feel as if they were transported into the story themselves. The program saw new and old friends come together as the participants worked together to unlock each clue as they worked their way around the room. This program highlighted how literacy can be expressed in creative ways for adults and teens and how the library can help build community through interactive and shared experiences. Customer feedback was well received and staff are already planning to run the program again this summer.
Pitt Meadows Public Library
By Shawna Kristin, Library Manager
Meeting of Wednesday, May 24, 2017

Spring Roundup
This Spring, Pitt Meadows Public Library has been busy attending community events and offering new and exciting programs in the library. Community events give staff the opportunity to get outside the walls of the library and connect with community members and library programs often offer our customers opportunities they might not otherwise be able to experience.

In celebration of Earth Day, Pitt Meadows Public Library went out in Spirit Square to join the community for the Pitt Meadows’ Earth Day celebration. The event provided a great opportunity to reach out and talk to members of the community that might not otherwise be up-to-date on the happenings in the library. Library staff set up tables with environmental themed colouring sheets and an Eco Reading Lounge. Over 250 individuals visited the library tent. The event not only increased awareness of various environmental issues, but it also increased awareness about the library. Participation in events such as Earth Day allow library staff to better understand the needs of the community.

Coinciding with Mental Health Week, the library hosted a self-care series. The sessions covered techniques to de-stress and alleviate anxiety and depression using mindfulness meditation and Emotional Freedom Techniques. The programs were well attended by diverse audiences who worked through breathing techniques together in the library to help build resiliency coping with the challenges they face everyday. Staff received positive feedback about the programs and request to continue hosting these types of events.

Staff look forward to continuing to reach into the community and welcome customers into the library.

Pitt Meadows Public Library staff at the Pitt Meadows’ Earth Day Celebration.
Construction With Silver Linings
The throes of recreation centre construction have given library customers and staff a front-row seat to the meanderings of a fleet of heavy duty machinery, something that many view as an added bonus to visiting the library. To date, construction has not deterred most of our library customers, as they navigate the pathways around the worksite to locate our entrance, many of them stopping to observe the shifting ground around the building. The changes have, however, encouraged library staff to come up with new ways to maintain services and keep the library fresh in the minds of the public, and Port Coquitlam can expect to see Terry Fox Library popping up in all kinds of unusual places over the coming months. On Fridays over the spring and summer, library staff will spend the morning at Hyde Creek Recreation Centre, where customers will be able to register for membership, borrow books and DVDs, place and pick up holds and participate in children’s storytimes, joining Port Coquitlam Recreation’s regular Friday Hyde Creek programming. Meanwhile, the library has continued its regular outreach visits undeterred, making frequent stops at StrongStart centres, running Reading Link Challenge events at eleven participating schools, taking part in the Family Play and Learn event at Coquitlam Centre and helping SD43 to welcome next year’s kindergarteners in the many Welcome to Kindergarten orientations that take place at this time of year. In-library programming has also been business-as-usual, with several special events in recent weeks, in addition to our ongoing programs.

Paws 4 Stories Launch
The library recently introduced its first series of Paws 4 Stories, a St. John Ambulance certified program that gives anxious or reluctant young readers read-aloud time with a trained therapy dog and its owner. The program has been well tested in other FVRL locations, and has demonstrated its value in improving reading skills and increasing reading enjoyment. Oliver, our therapy-dog-in-residence, and his owner, Ellen, bring a cheerful breath of fresh air to the library each week, and have made a wonderful start with several young Port Coquitlam readers. The Paws 4 Stories series augments our already well-established Reading Buddies program, which runs throughout the school year, pairing teen volunteers with children in kindergarten to grade three for weekly reading practice.

Friends of the Library Trivia Night
Friends of the Terry Fox Library ran their second annual Trivia Night on April 8th, with Mayor Greg Moore doing a wonderful job as quiz master and cementing his position into the future. The event attracted a relaxed and happy crowd of locals and guests, who left promising to return. Friends of the library fundraising helps to support special programs like Read, Learn, Play with Your Baby and the purchase of select pieces of library furniture and equipment.
Making a Difference

We tend to measure how well we are doing through analysis of raw data or numbers. We tend to neglect the impact on people’s lives these numbers represent because that impact is difficult to measure. That impact, however, despite its necessary delivery in fragments, is still important to share.

Recently staff shared with me a story about helping a foster mother and her foster child. The boy was about 10 and obviously very happy to be with his foster mother. Staff talked to the foster mother afterwards. She loves fostering children, and has fostered 15 children; most of them have now returned to their parents. Her adult daughter is now fostering children too.

One of the things that she says she does is to try to foster a love of reading in these children. Many arrive at her home with behavioral problems, and not interested in reading. She encourages reading - and it makes a difference, both in terms of reading abilities, and in dealing with the behavioral problems. In order to do so, as she could never afford to buy all she uses, she visits Township libraries regularly and has done so throughout her role as a fostering parent.

It was heartwarming to hear staff speak of her – and there are countless stories like this. Another is in Aldergrove, where a group of five deaf women come to the Aldergrove Library every Thursday morning for three hours of social time and an informal self-directed Bible study. With a cup of coffee, they thoroughly enjoy the atmosphere of the library and often comment about how grateful they are for this opportunity.

In Walnut Grove, a local elementary school teacher recently expressed her gratitude for our Indigenous resources (books, music CDs, Indigenous Kits complete with felt stories) that the library has available for borrowing. She said without these resources it would have been much more difficult to implement the new curriculum with its’ mandated Indigenous component.

These impacts extend well beyond the doors of the library. We make it possible for people like the foster mother in Willoughby, the deaf women in Aldergrove, the elementary school teacher Walnut Grove, to encourage reading, connecting, and learning to a wider audience. The dividends ripple out from there.
“Shake, Rattle, and Learn”
Children’s Programs Blossoming in White Rock

It is frequently said that the area of White Rock is a popular retirement spot and home to the highest population of residents over the age of 65 years (22%). Much less frequent is the mention that over the past number of years White Rock has seen growth in the number of young families moving into the area.

Recently we began making an effort to reach these young families. Staffer Joann Pierre began by making an outreach visit to the Fraser Health Mom and Baby group at a local church several months ago. She talked to a group of 10 new moms about early literacy and followed that up with a preview of a Babytime program to show the moms what happens at the library.

Many of these moms (and dads) showed up at the next Babytime in the library - and even more the following. Today moms and dads are coming to Babytimes in record numbers. At last count we had 45 in our meeting room with little room to spare. No one gets turned away. We do not register participants as it can be a barrier to young parents who find daycare a challenge or have many other commitments.

Babytimes are a fairly new program in White Rock Library. As such, the Friends of the White Rock Library were key partners in providing a bubble machine, Bluetooth speaker, shakers, rattlers, and puppets to enhance the experience. We are also looking to install change tables in the men’s washrooms for the dads that attend.

Storytimes for those a little older have also seen a recent rise. And during spring break in March we had record numbers of young families attend the magic show: 175 people packed in to our lounge area that day, likely the largest audience we have assembled there.

And to top it off, the White Rock Library will now be co-sponsoring the Fraser Health Mom and Baby group. As of June they start meeting in the library and will join our Babytimes.

Yes, White Rock is well known as a beautiful retirement community. But it is also a wonderful place to raise a young family, and as the now large group of young families at our library will attest, they come ready to “shake, rattle and learn.”
## CIRCULATION OF MATERIALS

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<tr>
<th></th>
<th>2017</th>
<th>2016</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,638,769</td>
<td>1,743,972</td>
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## CUSTOMER ACTIVITIES

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<tr>
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<th>2017</th>
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<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holds</td>
<td>379,032</td>
<td>388,807</td>
<td>-2.5%</td>
</tr>
<tr>
<td>Programs (Number of)</td>
<td>2,041</td>
<td>1,951</td>
<td>4.6%</td>
</tr>
<tr>
<td>Program Attendance</td>
<td>53,446</td>
<td>52,885</td>
<td>1.1%</td>
</tr>
<tr>
<td>MEMBER</td>
<td>LIBRARY</td>
<td>CIRCULATION</td>
<td>2017 vs 2016</td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------------------</td>
<td>-------------</td>
<td>--------------</td>
</tr>
<tr>
<td>City of Abbotsford</td>
<td>Abbotsford</td>
<td>63,528</td>
<td>-5.1%</td>
</tr>
<tr>
<td></td>
<td>Clearbrook</td>
<td>173,568</td>
<td>-11.9%</td>
</tr>
<tr>
<td></td>
<td>Mount Lehman</td>
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</tr>
<tr>
<td>City of Chilliwack</td>
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<tr>
<td></td>
<td>Sardis</td>
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</tr>
<tr>
<td></td>
<td>Yarrow</td>
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<tr>
<td>Corporation of Delta</td>
<td>George Mackie</td>
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<tr>
<td></td>
<td>Ladner Pioneer</td>
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<td></td>
<td>Tsawwassen</td>
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<tr>
<td>District of Hope</td>
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<tr>
<td>District of Kent</td>
<td>Agassiz</td>
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</tr>
<tr>
<td>City of Langley</td>
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<tr>
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<td></td>
<td>Brookswood</td>
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<tr>
<td></td>
<td>Fort Langley</td>
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<td></td>
<td>Murrayville</td>
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<td></td>
<td>Walnut Grove</td>
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<td></td>
<td>Muriel Arnason</td>
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<tr>
<td>City of Pitt Meadows</td>
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</tr>
<tr>
<td>City of Port Coquitlam</td>
<td>Terry Fox</td>
<td>82,807</td>
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</tr>
<tr>
<td>City of White Rock</td>
<td>White Rock</td>
<td>44,992</td>
<td>-7.9%</td>
</tr>
<tr>
<td>Fraser Valley R. D.</td>
<td>Boston Bar</td>
<td>3,364</td>
<td>10.6%</td>
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<tr>
<td></td>
<td>Yale</td>
<td>2,035</td>
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<tr>
<td></td>
<td>Outreach Services</td>
<td>5,153</td>
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<td>Administrative Centre</td>
<td>9,703</td>
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<tr>
<td></td>
<td>Website Customer Self Service</td>
<td>246,634</td>
<td>-3.4%</td>
</tr>
</tbody>
</table>

| Member: Abbotsford, Clearbrook, Mount Lehman, Chilliwack, Sardis, Yarrow, George Mackie, Ladner Pioneer, Tsawwassen, Hope, Agassiz, Langley City, Aldergrove, Brookswood, Fort Langley, Murrayville, Walnut Grove, Muriel Arnason, Maple Ridge, Mission, Pitt Meadows, Terry Fox, White Rock, Boston Bar, Yale, Outreach Services, Administrative Centre, Website Customer Self Service |
Reading Link Challenge Results
By Heather Scoular, Director of Customer Experience
Meeting of Wednesday, May 24, 2017

Reading Link Challenge Results Are In!

The Reading Link Challenge 2016/2017 results are in, and it’s been an awesome year!

- **2,585 children** from FVRL communities participated in RLC this year. We had a total of **430 teams** from **94 schools** involved.
- **11 library systems** participated in RLC throughout British Columbia.
- Across BC, **4,614 children** participated, with **812 teams** from **160 schools**.

The **FVRL Community Challenge** took place on Wednesday, April 26 at Kwantlen Polytechnic University (Langley Campus). The top teams from across FVRL met to see which two teams would go on to compete in the Grand Challenge. This tense battle went to a sudden-death tiebreaker round, and the winners were:

1. **Blue Jay Book Bombers** from Blue Jay Elementary (Abbotsford)
2. **Galactic Starlinks** from RC Garnett Demonstration School (Langley)
3. **Double Diamond Hurricanes** from Meadowridge School (Maple Ridge)

The **RLC Grand Challenge** took place on Wednesday, May 3 at Kwantlen Polytechnic University (Surrey Campus). Here the top teams from Coquitlam, Fraser Valley, North Vancouver, Port Moody and Surrey competed for the RLC trophy! In a very close competition, the winners were:

1. **T-Erma-nators** from Erma Stephenson Elementary (Surrey)
2. **Galactic Starlinks** from RC Garnett Demonstration School (Langley)
3. **Blue Jay Book Bombers** from Blue Jay Elementary (Abbotsford)
Financial Management Policy Review and Update
By Nancy Gomerich, Director of Finance
Meeting of Wednesday, May 24, 2017

Purpose
To review the current Financial Management Policy (“Policy”) and proposed amendments.

Following Board input and further discussion with member finance officers, proposed changes will be finalized and brought to the Board for approval at the September board meeting.

Introduction
The Financial Management Policy was first approved by the Board in Sept/2017. As required by the Policy, it is to be reviewed and updated annually, at the start of each year’s budget process.

The Policy is a recognized best practice, and a cornerstone of FVRL’s overall financial management practices. The intent is to both encourage and direct, organization-wide, wise financial decision making in support of long term financial sustainability and the efficient and effective management of FVRL assets.

The policy was initially developed in partnership with FVRL member finance officers who provided significant input into the final draft. The proposed changes to the Policy have been reviewed (substance of change only; not specific policy wording) with the member finance officers who have provided general support for all changes.

Overview of Policy Contents
The Policy is mostly self-explanatory and should be read in full. Proposed changes are in RED.

The policy covers the following topic areas:

- **Purpose** – details the purpose and intended results of the policy implementation.
- **Responsibilities** - details responsibilities of the Board and key FVRL and Member staff.
- **Principles** - details seven fundamental and important key principles that outline FVRL’s general approach to financial issues and practices.
- **Annual Budget** – details the annual budget development process, content, monitoring, reporting, and amendment requirements. Also details a requirement for a “structurally balanced” budget which is intended to ensure that revenues will be sufficient to meet expenditure requirements over the long term.
- **Long Term Financial Plan** – details the purpose, scope and development process, with a focus on incremental development.
- **Sources and Uses of Funds** – details various guidelines and requirements respecting various revenues and expenses and other sources and use of funds.
- **Definitions** - defines various terms used throughout the policy.
Proposed Policy Amendments

- Proposed Policy changes (listed in Policy Table of Contents order):

  Responsibilities - addition of responsibilities for Member Finance Officers and Parks & Recreation Senior Employee and/or Library Liaison.
  - States respective responsibilities to provide financial consultation and advice, and to work with FVRL to facilitate the delivery of library services in the community.
  - States that requests for changes in library service levels should flow through either the respective Board Member and/or the CEO.

- Budget Development Process - is amended to require approval of the budget by the Board by the end of the year prior to the budget year (as required by the Library Act), and to target submission of the proposed budget to the Board in September each year (vs. October).

- Member Assessment Funding Formula - to change the population number used for the purposes of certain revenue and expense allocations from a prior year single value, to a rolling three (3) year average. The intent is to minimize annual variation in member assessment. This option was proposed to the Board at the March 2017 Board meeting, receiving general support.

- Library Meeting Room Rental Fees - addition of a new section detailing FVRL and Member responsibilities, and directing revenue to the member unless the member donates it to be used for the respective library(ies).

- Filming Revenue - addition of a new section detailing FVRL and Member responsibilities, and directing revenue to the member unless the member donates it to be used for the respective library(ies).

- Debt - section is revised to reflect FVRL limited direct borrowing powers under the Library Act, and to state the related goal to develop long-term, funded capital plans for all major asset categories.

- NEW Endowment/Legacy Reserve (Reserves & Surplus Section) - proposal is to establish a new reserve intended to attract larger donations that would be used to generate investment earnings; only the earnings not the donation would be available to fund specified library expenditures. Board input is being sought on this proposal, prior to drafting any Policy changes.

- Member Library Branch Costs - proposal is to eliminate the individual Member Service Agreement (“MSA”) contracts and add the relevant details to the Policy (see new section “Member Library Branch Costs” and supporting Appendix A).

See Attachment A for proposed amendment details; all changes are in RED.

Elimination of Member Service Agreements (“MSA”)

Currently, individual MSA are in place for each Member. While all are substantially the same in terms of content, they are not identical, due to various amendments, and a number are currently awaiting renewal.

The key sections of the MSA are generally as follows:

- Terms and Renewal - provides for five year agreements with an automatic five year renewal provision, and provides either party the ability to request amendments.

- Facilities - details the Member responsibility, at its sole cost, to provide and maintain the library lands, building, and furnishings including all related operating costs and insurance coverage.

- Collections & Equipment - details FVRL responsibility, at its sole cost, to provide the materials collections and specified equipment (computers and copiers) including all related operating costs and insurance.
• **Library Services** - requires consultation with the Member (including budget discussions) regarding staffing, library opening hours, library closures, and programming. States specific library opening hours and the days in the year the library is to be closed to the public for statutory holidays.

• **Dispute Resolution** - provides a mechanism to resolve a dispute between the Member and FVRL, with a final and binding decision to be made by the FVRL Board, if an earlier resolution is not achieved.

• **Schedules** - including details of the FVRL Member Assessment Funding Formula (which would **not** be the current funding formula in most cases)

The once needed clarity of the service arrangements detailed in MSA are no longer required, and can be more effectively incorporated and maintained in the Board’s Financial Management Policy.¹ Accordingly, substantially all of the provisions, excepting the Terms and Renewal and Dispute Resolution sections, and details of the current library opening and closure hours/days, are incorporated into Appendix A of the Policy.

**Recommendations**

**THAT** this Report be received for information.

**Appendices**


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¹ The current Financial Management Policy arguably provides Members with greater power than the MSA. The Policy, amongst other provisions, requires approval by Individual Members for service-level changes at their library(ies) having an impact greater than $10,000 if intended to be permanent. The YELLOW highlighted sections in the DRAFT Policy identify key sections that provide similar/greater powers to Members.
Fraser Valley Regional Library

FINANCIAL
MANAGEMENT
POLICY

Approved by FVRL Board
September 21, 2016

PROPOSED AMENDMENT FISCAL 2017
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<td>FINES AND REPLACEMENT FEES</td>
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FINANCIAL MANAGEMENT POLICY

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PURPOSE

The purposes of this policy are to:

- Direct and encourage effective and wise decision making on financial management issues in support of:
  - member-determined, quality service provision that meets the needs of member communities,
  - achievement of corporate strategic plan priorities, and
  - long term financial sustainability.

- Enhance and support the financial framework and system of internal controls to support the safeguarding and efficient stewardship of assets.

As a result of purpose achievement:

- FVRL will be in a position to meet financial obligations and take advantage of opportunities that arise.

- Financial assets will be used efficiently for library purposes.

- Member-determined service levels will be met and will be sustainably funded.

- Member’s assessment will be stable, equitable, predictable and affordable.
RESPONSIBILITIES

FVRL DIRECTOR OF FINANCE

- Responsible for the overall implementation, maintenance, monitoring and reporting requirements of this policy.

- Responsible to develop, monitor and maintain an effective, supporting, system of internal controls.

- Responsible for ongoing communication of the requirements of this policy and the system of internal controls to the Board and all staff (in particular, management).

FVRL MANAGEMENT

- Responsible to review, be familiar with, and comply with, the intent and requirements of this policy.

- Responsible for ongoing communication of the intent and requirements of this policy to their staff team members, as appropriate, based on their level of responsibility and job duties.

FVRL BOARD

- Responsible to review, consider, and revise this policy (with the support of management) as necessary to meet the needs of FVRL and served communities.

- Responsible to be familiar with, and consider, the intent, requirements, and purpose/objectives of this policy when making decisions that impact FVRL. Regardless, decisions should be made in the best interest of FVRL which, by definition, includes the interests of its members and the communities served.

- Responsible to consider the financial implications of all decisions made and their likely impact on FVRL’s budget and member assessment, and long term financial sustainability.
MEMBER FINANCE OFFICERS

- Responsible to provide financial support and advice to respective Board Member as required.
- Responsible to provide financial input/advice and Member-impact perspective on FVRL’s annual budget and long-term financial plan, and other financial matters as requested by FVRL from time to time.

MEMBER PARKS & RECREATION SENIOR EMPLOYEE AND/OR LIBRARY LIASON

- Responsible to act as the primary contact with the Member for the respective Library Manager.
- Responsible to work with FVRL and the Library Manager in order to facilitate the delivery of library services in the community.

For clarity:

- FVRL’s Board as a whole, is responsible to provide direction on corporate policy, service levels, the annual budget, strategic focus, and other matters as deemed appropriate.
- FVRL’s CEO is responsible to implement Board direction and to provide overall operational direction to staff as required.

Accordingly, Member requests for changes in library service levels, should come via the respective Board Member, and ultimately the CEO.
REPORTING AND POLICY REVIEW

This policy shall be reviewed and either reconfirmed or amended by the Board at the start of the annual financial plan development process.

In support of the Board’s review, the Director of Finance will prepare a report to the Board:

- Highlighting the main contents and requirements of this policy.
- Identifying and recommending any policy revisions.
- Stating that the requirements of this policy have been met, as may be reasonably asserted based on the Director’s knowledge and overview of operations, and/or detailing any requirements that have not been met.
- Where policy targets are stated, the extent to which the targets have been met (a plan to achieve the target(s) will be developed for consideration by the Board as part of that annual financial plan process).
PRINCIPLES

TRANSPARENCY - Financial policies, practices, and results shall be regularly and openly communicated in an unbiased manner.

ACCESSIBILITY - Services shall be accessible by all and, accordingly, in addition to those legally required to be free under the Library Act (i.e., admission and use of library materials), library programs and other services shall be provided free of charge or for a nominal fee that is equal to, or less than, the direct (i.e., excluding overhead) service costs.

VALUE FOR MONEY FOCUS - Service efficiency, economy, and effectiveness improvements shall be deliberately sought and implemented.

LONG TERM VIEW - All decisions should consider the impacts on FVRL and its served communities’ long term sustainability considering financial, environmental and social impacts. If not feasible to select the most sustainable option, decisions must be at least a “step in the right direction” in the sense that they move FVRL and/or its served communities towards long term sustainability and do not limit future choices by making significant financial commitments or investments. It is recognized that, in most cases, the decision made will not be the “most sustainable” one from the financial, environmental and social perspectives, but will involve a trade-off between these values.

CONTINUOUS, INCREMENTAL IMPROVEMENT - The financial systems and processes shall be continuously and incrementally improved.

ADOPTER OF PROVEN TECHNOLOGY - FVRL will use proven technology to both enhance service levels and customer experience and contain/minimize costs. Investments in new technology, which comes with potential risks and costs of failure, will be employed strategically where the identified benefits outweigh the likely/potential costs.
COMMUNITY PARTNER – FVRL shall be a valued and vital community partner, actively working with members to address FVRL customer needs. FVRL’s primary role is to provide information and/or to connect customers with available community services, maintaining a focus as a facilitator and resource centre, and not as the direct service provider for other than core library services.

REGIONAL SERVICE, MODIFIED TO MEET LOCAL COMMUNITY NEEDS – FVRL shall provide a quality, consistent, and distinct brand of library services (core services) to all member communities. Within these parameters, service delivery methods, service levels, and focus will be modified and adjusted to meet local community needs as determined by its members and respective community needs.
ANNUAL BUDGET

CERTAIN FINANCIAL DECISION TO BE DEFERRED TO THE ANNUAL BUDGET PROCESS
Where possible, all decisions respecting service level and/or other changes that will have a material, ongoing financial impact on member assessment must be deferred to the annual budget process.

STRUCTURALLY BALANCED BUDGET
The annual budget will be structurally balanced such that reoccurring operating revenues will equal or exceed:

- Recurring operating expenses, excluding amortization expense, *plus*
- Debt principle repayment(s), *plus*
- Materials capital expenditures, *plus*
- An annualized allocation to fund capital expenditures (other than materials) necessary to maintain service levels as identified in the respective long term capital plan (referred to as the Capital Funding Envelope).

Operating revenue and expenses are those sources and uses of funds that meet the definition of revenues and expenses under Public Sector Accounting Board (PSAB) standards.

If a structural imbalance occurs, a plan will be developed and considered during the annual budget process to bring the operating budget back into balance.
DEVELOPMENT PROCESS
The annual budget process shall generally be developed as follows:

**January - April**
- Review and update of FVRL strategic plan.

**May - June**
- Review of FVRL financial condition.
- High-level financial forecast of budget revenues and expenses, and likely impacts on total member assessment.
- Review and revision/confirmation of existing financial management policy.
- Request for Board and member\(^1\) direction to identify priorities, maximum member assessment impacts, and other key directives (including changes in service levels) sufficient to guide the development of a draft budget that should meet Board approval.
- Board to provide specific direction for the development of Service Level Reduction Packages, if desired. If no direction is provided, the draft budget will be comprised of a Base Budget plus any number of optional Service Level Enhancement or Reduction Packages developed at the discretion of management.
- Process to include a Board presentation and consultation with member finance officers.

**July-August**
- Budget preparation and finalization by staff.
- Process to include proactive actions by FVRL library managers and senior staff to communicate corporate strategic plan priorities, supporting work-plan(s) and any related

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\(^1\) Individual Member direction respecting direct library branch services only, in accordance with the Member Library Service Level Increase and Reduction Requests Policy.
implications, to member staff liaison(s), with the objective to both better inform and meet member/community needs, and to identify options to further enhance achievement through partnership.

September
- Draft budget and current Strategic Plan budget year priorities, review with member finance officers and recreation department contact.
- Draft budget review and deliberations with Board.

October
- Draft budget review and deliberations with Board.

October November
- Board deliberations and selection of a preferred Board-proposed budget.

November December or January (of applicable budget year)
- Board weighted vote on proposed budget.

CONTENT
The draft financial plan should:
- When meaningful, be presented as a base budget plus optional service enhancement or reduction additions.
- Detail financial impacts and reasons for material changes on the major revenue and expense categories, and summarize the primary drivers of change in member assessment.
- Detail all material service levels and/or service delivery methods, changes.
- Identify:
  - cost containment or reduction, and/or
  - revenue supporting or enhancement, initiatives undertaken in the last fiscal period, and being considered or planned for the coming fiscal period.
SERVICE LEVEL INCREASES OR DECREASES

Service level increases or decreases may be made on a temporary or trial basis at the discretion of the responsible manager.

Service level increase(s) or decrease(s), considered in total for each FVRL service area* that are:

- intended to be ongoing,
- material (>10,000 annually), and
- that will require/result in an increase or decrease in member assessment,

must be identified in the annual budget process or otherwise, for consideration and approval by the Board and individual member (for individual library branch services only).

Service level increases must:

- first seek options to fund within the existing funding levels, either through gains in efficiency and/or discontinuance of lower priority service(s).

- not be implemented without an identified funding source which may include one or a combination of new revenue sources, reduction in other service costs, and/or an approved increase in member assessment.

In any case, managers must communicate, in advance, any material (>10,000 annual impact) and other potentially sensitive service level changes, both temporary and ongoing, to their respective director who, at their discretion (erring on the side of “over-communicating”), will inform the Chief Executive Officer, the Board and/or impacted members.

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* FVRL service areas for the purposes of this policy are: Direct Library Branch Services for each member, Library Collections Materials Purchases (capital and operating), Administrative Centre Support Services, and the annual Capital Reserve Allocations (“Capital Funding Envelopes”). Service areas do not include capital expenditures (except for materials) and debt repayment expenses/expenditures.
FINANCIAL MANAGEMENT POLICY

MONITORING AND REPORTING

**FVRL Director of Finance**
- Is responsible for designing, implementing, and monitoring a system of budget internal controls and reporting designed to support budget compliance and minimize potential shortfalls.

- Must notify the Chief Executive Officer and the Board as soon as s/he is aware that, despite best efforts, the net operating budget (being net operating expenses) is expected to exceed budget by greater than $125,000 (being about 0.5% of total net operating expenses), inclusive of a funding plan for the shortfall.

- Must prepare a forecast of actual revenues and expenses for the fiscal period, identifying and explaining anticipated budget variances, in a report to the Board each September.

- Must prepare annual financial statements and a supporting report that identifies and explains FVRL ending financial position and results of operations (including material budget variances), in conjunction with the annual financial statement audit.

**FVRL Managers and Directors**
- Have primary responsibility for monitoring and managing their division’s/department’s financial performance within their approved net operating and capital budgets, and in accordance with all applicable policies and procedures.

- Must notify the Director of Finance as soon as s/he is aware that, despite best efforts, the division/department’s net operating budget or total capital expenditures, are expected to materially exceed (> $10,000) budget.
AMENDMENT
Once approved by the Board, the budget is not required to be amended.

However, specific Board approval by resolution is required in advance of committing to the related expenditures:

- if the total net operating budget is expected to be over budget by greater than $125,000 (being about 0.5% of net operating expenses).

- if total capital expenditures\(^3\) are expected to be over by greater than $50,000 and funding cannot be made from within the net operating budget.

- for capital expenditures\(^4\) over $50,000 not in the Board approved budget, or that are generally included in the Board approved budget but are materially different in scope.

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\(^3\) Excluding materials capital expenditures as they are included in the net operating budget (see definitions section).

\(^4\) Excluding materials capital expenditures as they are included in the net operating budget (see definitions section).
LONG TERM FINANCIAL PLAN

PURPOSE
The primary purpose of the long term financial plan is to support long term financial sustainability.

More specific objectives/benefits include:

- To improve financial decision making; by providing a longer term perspective.
- To improve the annual budget quality by providing context and better informing annual forecasts.
- To identify potential future financial risks and opportunities and related impacts, in a timeframe that allows the development and implementation of related strategies to minimize the risks and maximize the opportunities.
- To provide members with long term financial projections to be used for their own planning purposes.

SCOPE
To include all of the following components:

- High level, long term (ten year minimum) financial projections, gap/issue identification and analysis, and supporting strategy development.
- Five year operating and capital plan detailing:
  - Primary sources and uses of funds
  - Key financial indicators
  - Overall impacts on Member Assessment
  - Supporting financial strategies
- Separate, supporting financial policies.
Separate, supporting lifecycle capital plans for all major asset categories (Information Technology and Administrative Centre and Equipment) and Library Collections (new libraries, special additions, contingency needs, etc.).

Separate, limited scope, Library Branch lifecycle capital plans to facilitate communication of Library Branch capital needs that are the direct responsibility of, and owned by, members:

- Plans to include only the branches’ furniture and equipment and limited building renovations that may be identified to better meet customer needs on the assumption of maintaining the same/similar level of service.
- Plans are not to contemplate or suggest when significant space additions or new libraries are required, or to address the capital replacement or major upgrade needs of the building.

DEVELOPMENT PROCESS
The long term financial plan shall be developed incrementally over a number of years.
SOURCES OF FUNDS

MEMBER ASSESSMENT: FUNDING FORMULA
The competing objectives of the funding formula are:

- To provide a fair allocation of the budget based upon the level of service and usage at each member’s libraries in order to provide members with greater control over their budget assessment and to allow them to determine the level of service provided to their community.

- Simplicity and understandability, to minimize administrative costs and time.

- Predictability of assessment impacts to support members’ ability to manage fee impacts.

BASIS OF COST ALLOCATIONS

- **Library Branch Revenues and Expenses (Direct Services)**
  - Direct revenues raised, and costs incurred, by individual libraries are charged to the respective member as much as possible.

- **Shared Services**
  - **Usage Allocations:** Where usage statistics are available, reliable, and indicative of usage, this method of cost allocation is used (e.g., Information Systems Operations, Shipping Operations, Human Resources and Payroll).

  - **Allocation Based Upon Population:** Where reliable usage statistics are not available for cost centres relating to products and services to customers, the costs are allocated on a per capita basis according to the BC Statistics for service area populations [e.g., Support Services (library materials), Outreach Services’ home delivery, system-wide programs and services, and Public Library InterLINK fees].

  In order to minimize variation from year to year, population shall be calculated as a three year rolling average.
Administration and Overhead
The remaining system-wide support services based at FVRL’s Administrative Centre, including the Administrative Centre building costs, are allocated according to the member’s share of the budget up to that point.

Shared Employee Salary and Benefit costs (“Other Benefit Costs”)
The following employee salary and benefit costs are shared equally across all employees based on the total of that employee’s other budgeted salary and benefit costs:

- Employee Future Benefits – e.g. retirement benefits, supplemental vacation and longer-term sick leave.
- Maternity top-up benefits.
- Casual employees salary and benefits for initial training and when not filling a temporary position.
- Other unionized employee salary and benefits when acting for FVRL as a whole for a period of time expected to exceed ten (10) working days in any fiscal year, as approved by the Chief Executive Officer.
- Travel and other non-salary and benefit expenses incurred as a result of the above.

Members Without Libraries

- Metro Vancouver (Barnston Island, Electoral Area A)
  Given the small Barnston Island population, Metro Vancouver is charged a minimum assessment of $2,000 per year for library services. The $2,000 per year fee is allocated against the budget assessment of members with libraries, according to their share of the budget up to that point.

- Harrison Hot Springs
  With active library users and a larger population than Barnston Island, the Village of Harrison Hot Springs is charged for library service based on its previous year’s assessment plus an adjustment that reflects FVRL’s overall average increase/decrease to all members. The Village’s assessment is allocated against the budget assessment of members with libraries, based on the Village’s usage (circulation) of that member’s library(ies) in the previous year.
### FRASER VALLEY REGIONAL LIBRARY FUNDING FORMULA SUMMARY

<table>
<thead>
<tr>
<th>LIBRARY COSTS</th>
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<tbody>
<tr>
<td>Salaries and Benefits</td>
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<tr>
<td>Photocopiers</td>
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<tr>
<td>Building</td>
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<tr>
<td>Capital Assets</td>
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<tr>
<td>Promotion</td>
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<tr>
<td>Programs</td>
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<tr>
<td>Postage</td>
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<tr>
<td>Office Supplies</td>
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<tr>
<th>SHARED SERVICES COSTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library Materials + Wages</td>
</tr>
<tr>
<td>Customer Services Wages + FVRL-wide Programs</td>
</tr>
<tr>
<td>Outreach Services Wages</td>
</tr>
<tr>
<td>Public Library InterLINK Fees</td>
</tr>
<tr>
<td>Computer Operations + Wages</td>
</tr>
<tr>
<td>Vehicle Operations + Wages</td>
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<tr>
<td>Human Resources + Wages</td>
</tr>
<tr>
<td>Communications + Wages</td>
</tr>
<tr>
<td>Collection Agency Fees</td>
</tr>
<tr>
<td>Content Insurance</td>
</tr>
</tbody>
</table>
GRANT REVENUE
Staff may apply for grants that address FVRL goals and priorities and for which the benefits outweigh the costs. Grants that also address broader goals and priorities of local members are preferred.

All grant applications must be approved by the Chief Executive Officer, subject to review of a grant synopsis report that outlines the FVRL and member goals and priorities addressed, as well as immediate and ongoing costs and benefits.

ONE-TIME REVENUES
One-time revenues—such as proceeds from asset sales, debt refinancing, significant fee revenue spikes and similar revenues—shall not be used to fund ongoing operating expenses.

One-time revenues may be used to fund one-time operating expenses, capital expenditures, early debt repayment and/or to replenish reserves or surplus to target levels.

DONATION REVENUES
Donation revenues are not typically used to fund ongoing operating expenses. Donation revenues may be used to:

- fund one-time operating or capital expenses;

- fund distinct new, or existing ongoing programs or services, where the donation revenue source is expected to be sufficient and ongoing in the normal course of operations, either through funding provided by a dedicated endowment fund, or individual or corporate donor.

Ongoing funding arrangements for donations over $10,000 annually must be approved in advance by the Chief Executive Officer.
SPONSORSHIP REVENUES
Sponsorship revenues are similar to donation revenues but do not qualify for a charitable tax receipt. The sponsor receives the benefit of public recognition of the sponsorship. Benefits are negotiated and may include a variety of recognition services, including naming privileges for the funded program, service or capital expenditure. All sponsorship revenues must be approved by the Chief Executive Officer.

FEES AND CHARGES
Universal access for all is a central value of FVRL. Accordingly, fees and charges are not set to generate a net profit but, rather, to cover related direct costs, adjusted as necessary in response to market, social, and other factors. Direct costs are the costs of materials, labour, and supplies incurred as a direct result of the service provision. Such costs do not include organizational overhead (i.e., building or management costs).

All new fees must be approved by the Board. Once approved by the Board, fees will be reviewed and updated normally every five years via a Fee Review Report to the Board. In the interim years, fees may be adjusted annually to reflect the change in inflation, at the discretion of the Chief Executive Officer.

Fees and charges are of low/nominal value and may be reduced or waived in accordance with administrative principles set by the Chief Executive Officer, in consideration of the individual circumstances of the customer and other relevant factors.

FINES AND REPLACEMENT FEES
Universal access for all is a central value of FVRL. Accordingly, fines and replacement fees are set to encourage the prompt return of materials in undamaged condition for the greater benefit of all customers.

Such fees are not set to be punitive for customers and may be reduced or waived in accordance with administrative principles set by the Chief Executive Officer, in consideration of the individual circumstances of the customer and other relevant factors.
LIBRARY MEETING ROOM RENTAL FEES
Subject to FVRL having priority of use for any meeting room for library purposes, FVRL operates (ie schedules use and collects any fees for) any meeting rooms available for public use located in any library.

Members are entitled to retain any fees charged to the public for the use of the meeting rooms, but may elect to donate the fees in full or part, to FVRL for use at that Member’s library, at the discretion of the respective Library Manager.

FILMING REVENUE
To the extent library operations are reasonably maintained and undisturbed, FVRL will support the use of library buildings by film companies, if such use if supported by the respective Member.

Member support must be provided to establish and enter into the contract and/or permit with the film company to establish the legal responsibilities of all parties. The contract/permit must detail all specific requirements for the filming event as detailed by FVRL and require that FVRL be named as an additional insured in the film companies insurance policy.

FVRL shall work directly with the film company to identify and address both parties requirements. A FVRL employee (staff liason) will attend the entire filming event including site preparation and post-event site clean-up, as the primary FVRL contact during the event.

Filming Company Fees:
- Staff Liason Fee – For entire film event hours including site preparation, filming and post-event clean-up. Hourly rate for a Librarian 3 plus 30% for benefits and 25% for administration. Overtime and/or doubletime may apply as per the union contract.
- Building Use Fee – To be determined by the respective Member. Suggested rate of $200 per hour if less than 4 hours hours, or $2,000 per day, plus applicable taxes.

Members are entitled to retain the building use fee charged to the film company for the use of the building, but may elect to donate the fees in full or part, to FVRL for use at that Member’s library, at the discretion of the respective Library Manager.
RESERVES AND SURPLUS
The maintenance of various surplus and reserves are best practices that support both long and short term financial sustainability. Proactive management and use of reserves and surplus support economic, efficient, and effective operations, and are fundamental to achieving lowest cost and predictable cost-levels to members over time.

In addition to the maintenance of an unappropriated general surplus account, FVRL maintains the following set of reserve accounts:

- Information Technology Investment
- Buildings, Equipment and Vehicles
- Member – Salary and Benefit
- Library Collections
- i(dea)Centre and Innovation

To the degree that any of the above stated surplus and reserves target ending or annual funding levels (as stated below) are not met, recommendations to meet shall be developed, and considered by the Board in conjunction with the annual budget process.
<table>
<thead>
<tr>
<th>Description</th>
<th>Accumulated net financial assets since the inception of FVRL that have not been “appropriated” into a Reserve Fund.</th>
</tr>
</thead>
</table>
| Required Use of Funds | • Fund one-time or periodic operating or capital expenses.  
• Phase in significant increases in member assessment.  
• Finance operations prior to receipt of planned revenues.  
• Provide a level of self-insurance against material, unexpected events for which insurance is either not economical or cannot be purchased. |
| Requirements to Use | Board approval via annual budget process or separate resolution. |
| Funding Source and Annual Requirement | No specified annual funding source or requirement. |
| Funding Target | 5% or more of normalized annual operating expenses (about $1.3M). |
### RESERVE: INFORMATION TECHNOLOGY (IT) INVESTMENT

| Description | • Used to fund 100% of IT capital expenditures.  
|             | • IT capital expenditures do not include certain assets that are the sole responsibility of individual members at members’ libraries, including:  
|             |   o All self check-in units  
|             |   o Computer desks, chairs, furniture, etc.  
|             |   o Library building computer wiring and necessary building renovations to support |
| Required Use of Funds | To provide sufficient funding to meet all annual IT capital requirements as per the IT Long Term Capital Plan. |
| Requirements to Use | Board approval via annual budget process or separate resolution. |
| Funding Source and Annual Requirement | Member assessment – a set annual contribution to Reserve. |
| Funding Target | • $775,000 (2015 dollars) per year, adjusted by inflation annually.  
|             | • Target update and sufficiency review completed every 3-5 years. |
**RESERVE: BUILDING, EQUIPMENT AND VEHICLES**

| Description | • Used to fund 100% of FVRL asset capital expenditures, other than IT and materials assets.  
  • Includes:  
    o Administrative Centre component replacement, upgrade or addition (e.g. roof, HVAC, flooring, lighting, etc.)  
    o Administrative Centre furnishings (tables, chairs, desks, etc.)  
    o Administrative Centre equipment (photocopiers, postage machine, etc.)  
    o Cash registers at Library branches  
    o Photocopiers at Library branches  
    o Vehicles  
  • FVRL assets do not include Library branch building and equipment other than IT assets, cash registers, and photocopiers. |
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Required Use of Funds</td>
<td>To provide sufficient funding to meet annual asset capital requirements (other than IT and materials), as per the Building, Equipment and Vehicles Long Term Capital Plan.</td>
</tr>
<tr>
<td>Requirements to Use</td>
<td>Board approval via annual budget process or separate resolution.</td>
</tr>
<tr>
<td>Funding Source and Annual Requirement</td>
<td>Member assessment - a set annual contribution to Reserve</td>
</tr>
</tbody>
</table>
| Funding Target | • $89,500 ($62,500 Administrative Centre and Equipment + $27,000 Copiers, 2015 dollars), adjusted by inflation annually.  
  • Target update and sufficiency review completed every 5-7 years. |
## RESERVE: LIBRARY COLLECTIONS

<table>
<thead>
<tr>
<th>Description</th>
<th>Used to fund periodic and/or one-time collection addition needs.</th>
</tr>
</thead>
</table>
| **Required Use of Funds** | To provide sufficient funding for:  
  - Spending in excess of budget in a fiscal period, resulting from longer and unpredictable materials delivery schedules.  
  - One-time or periodic, specific collection additions and/or general annual budget increase.  
  - Share of new library collection initial purchase. |
| **Requirements to Use** | Board approval via annual budget process or separate resolution. |
| **Funding Source and Annual Requirement** |  
  - 75% of fine revenue (to be phased in over a number of years, as approved by the Board during the annual budget process).  
  - Materials budget surplus in a fiscal period.  
  - Periodic allocation of the annual operating surplus as approved by the Board. |
| **Funding Target** |  
  - $X (target not yet set) per year, adjusted by inflation annually.  
  - Target sufficiency review completed every 5-10 years. |
**RESERVE: MEMBER SALARY AND BENEFIT**

<table>
<thead>
<tr>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>• Reserve holds a portion of actual salary and benefit surplus/deficits incurred at member library branches.</td>
<td></td>
</tr>
<tr>
<td>• Surplus balance to be used by the respective members, for library services that would not normally be funded by FVRL.</td>
<td></td>
</tr>
<tr>
<td>• Deficit balances, to be ultimately funded by the respective member over-time.</td>
<td></td>
</tr>
<tr>
<td>• Funds from this reserve are accounted for as conditional grants.</td>
<td></td>
</tr>
<tr>
<td>• All assets purchased with conditional grants from this reserve are owned by the respective member who is fully responsible for all related maintenance, insurance and other ongoing and replacement costs.</td>
<td></td>
</tr>
<tr>
<td>• Independent, individual reserves are maintained for each member.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Required Use of Funds</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>• To provide or enhance library services to customers of FVRL. Examples of expenditures include one-time or periodic operating costs (including staffing) and/or capital expenditures (e.g. equipment, collections, furnishings or library building renovations/additions).</td>
<td></td>
</tr>
<tr>
<td>• To fund:</td>
<td></td>
</tr>
<tr>
<td>o Time-limited and/or special assessments by FVRL, or</td>
<td></td>
</tr>
<tr>
<td>o Phase-in impacts of significant (beyond 10%) assessment increases.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Requirements to Use</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• For expenditures less than, or equal to $10,000, approval by respective member finance officer and library manager.</td>
<td></td>
</tr>
<tr>
<td>• For expenditures greater than $10,000, approval by respective member council and FVRL Board.</td>
<td></td>
</tr>
<tr>
<td>• All payments are paid as grants upon proof of approved expenditure.</td>
<td></td>
</tr>
<tr>
<td>Requirements to Fund Deficit Reserve Balance</td>
<td>The intent is for all member deficit balances to be funded over time through achievement of surpluses in future years. Accordingly, a member may maintain a deficit reserve balance for up to five years (or longer with Board approval). In any case, any deficit balance must be fully paid should a member sever services with FVRL.</td>
</tr>
<tr>
<td>Reserve Balance Annual Adjustment</td>
<td>Each year, following completion of the annual audit, each member’s reserve shall be adjusted by 50% of the extent to which annual actual salary and benefits are less than, or greater than, the approved budget for that Member’s Library Branches considered in total.</td>
</tr>
<tr>
<td>Funding Target</td>
<td>None</td>
</tr>
<tr>
<td>Description</td>
<td>To provide financial support for i(dea)Centre initiatives and other initiatives that seek to improve customer service and/or organizational value (effectiveness, efficiency and economy).</td>
</tr>
<tr>
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</tr>
<tr>
<td>Required Use of Funds</td>
<td>Fund time limited operating and/or capital expenses to investigate, test and/or implement select initiatives.</td>
</tr>
<tr>
<td>Requirements to Use</td>
<td>Executive management team or Chief Executive Officer approval.</td>
</tr>
</tbody>
</table>
| Funding Source and Annual Requirement | • 25% of fine revenue (to be phased in over a number of years, as approved by the Board during the annual budget process).  
• Periodic allocation of annual operating surplus, as approved by the Board. |
| Funding Target | None |
DEBT

Short Term Debt (Less Than One Year)
With the approval of the Director of Finance, short term debt, to a maximum of $6M (equal to about 3 months normal net operating expenses), may be borrowed to finance operating requirements in recognition that member assessment funds over 90% of net operating costs and is paid on a quarterly basis, at the end of each quarter.

Long Term Debt (Including Capital Leases)
Legislatively, Fraser Valley Regional Library, may not incur debt beyond a one year period directly. Long-term debt may only be accessed through the Regional District in cooperation with Members.

Accordingly, long-term capital plans for all major asset categories must be developed and funded annually in a planned and sustainable manner, over the expected useful life of the respective assets.

Long term debt shall only be incurred for capital purposes and the debt term shall not exceed the useful life of the capital works for which it is incurred.

Annual debt servicing expenditures on long term debt shall be no greater than the target of 10% of “Revenue.” Revenue is that reported in the last audited financial statements, excluding transfers (grants) for capital purposes with further adjustments to normalize revenue to remove significant one-time amounts.

To the degree that target is not met, recommendations to meet the target shall be developed, and considered by the Board in conjunction with the annual budget process.

All long term debt must be approved by resolution of the Board.
USE OF FUNDS

MEMBER LIBRARY BRANCH COSTS
Each Member is responsible, at its sole cost, for the provision and maintenance of suitable library facilities, furnishings, equipment and grounds (i.e. grounds, parking etc.), as detailed in Appendix A.

EMPLOYEE SALARIES AND BENEFITS
All employee positions that become vacant (i.e., incumbent employee retires, leaves FVRL, or otherwise gives up ownership of/right to position) must be reviewed to identify options to improve position or organizational effectiveness and/or reduce financial impacts.

Review and recommendations regarding positions and use of funds are to be completed by the respective manager in consultation with the supervising director. Approval of recommendations by the Chief Executive Officer must be received prior to a recommendation’s implementation.

The requirements of this section do not apply to page, temporary or casual/on-call positions, which shall be reviewed and position replacements filled in accordance with the requirements of the supervising director.

NON-CURRENT LIABILITIES
Member assessment fees shall be set to fully fund the amount of all non-current liabilities (e.g., post-retirement benefits, longer term sick leave) as applicable attributed to, and estimated to be, costs of providing services in the respective year in accordance with Public Sector Accounting Board Standards.

To the extent that non-current liabilities have not been funded in past years, recommendations to fund the accrued but unfunded balance shall be developed and considered by the Board in conjunction with the annual budget process.
INVESTMENTS
Cash investments will be made first to protect and maintain principal and then to maximize returns.

Liquidity of investments will align with capital and operating needs.

Investments are strictly limited to the types of investments that may be invested by BC municipalities under the Community Charter. At least 80% of available cash investments shall be made with the Municipal Finance Authority of BC.
APPENDIX A: MEMBER LIBRARY BRANCH COST RESPONSIBILITIES

GENERAL
Each Member is responsible for all their library branch(es):
• Premises (including all buildings, grounds, and parking), and
• Furnishings/fixtures and equipment,
operating and capital costs, with specific exceptions which are the responsibility of FVRL, as outlined in this appendix.

MEMBER RESPONSIBILITIES

A. Member Cost Responsibilities at Library Branch(es)
Members are responsible for all operating and capital costs (and insurance) for, but not limited to:
• Land, including grounds and adequate parking
• All buildings, including all structural needs, roofing, electrical/computer and all other required wiring, plumbing, climate control, ventilation, paint, etc.
• All furnishings and equipment, including:
  • Shelving, racks, displays, carts, display units, book bins etc.
  • Computer desks
  • Tables and chairs, counters, staff room furnishings, office furnishings, children’s furnishings/items etc.
  • Kitchen appliances / amenities (like fridge, microwave, etc.)
  • Signage (exterior and interior)
  • Telephone system
  • Alarm and other security systems
  • Self check-IN Units
  • Art work and decor
  • Flooring, carpeting, lighting and other fixtures and amenities, etc.
• All costs for on-going and periodic maintenance/replacements/upgrades to the library buildings, lands and/or furnishing and equipment, and all operating costs, including:
  • Janitorial services
  • Pest Control and/or damages
  • Clearing and maintenance of snow, ice and debris
• Security (systems and personnel as required)
• Utilities (water, gas, electrical, solid waste removal etc.)
• Taxes
• Self Check-IN Units third party maintenance agreements and other third party costs
• Insurance
• Project managers, design companies, architects, planners and/or purchasers, as needed, to plan and complete capital renovations, or new building projects
• All costs associated with the move/relocation of an existing library to a new location.
• All initial capital purchase costs of equipment at the library branches for which FVRL is responsible to fund replacement costs (see FVRL Responsibilities section below), including:
  o Computers (including minor wiring costs only at FVRL discretion)
  o Self check-OUT units
  o Printers, fax machines and copiers
  o Library Materials (i.e. books, DVD’s etc. maintained for public lending or reference)*
    *Possible Exception: For new or expanded libraries, subject to budget limitations, and with Board approval, a portion of any additional materials collections expenditure may be funded by FVRL.

B. Member Insurance & Indemnification Responsibilities

Members are responsible to obtain and maintain on a continuous basis, all insurance coverage reasonably required in respect of their library branch(es) premises, furnishings/fixtures and equipment. Such policy(ies) shall name FVRL as an additional insured.

Members are responsible to indemnify FVRL and FVRL employees or agents from any claim, damages, losses or costs (including legal costs) arising/caused/attributed to the premises and/or the furnishings/fixtures and equipment, except where and to the extent attributable to the negligence of FVRL or FVRL employees or agents.
**FVRL Responsibilities**

**A. FVRL Cost Responsibilities at Library Branch(es)**

FVRL is only responsible for all operating and capital costs (including insurance) for:

- Office and computer supplies, program costs
- Computers (including minor wiring costs only at FVRL discretion)*
- Self check-OUT units*
- Printers, fax machines and copiers*
- Staffing
- Library Materials (i.e. books, DVD’s etc. maintained for public lending or reference)*
- McAllister Artwork

*Member is responsible for the initial purchase; FVRL for replacements of. Possible Exception: For new or expanded libraries, subject to budget limitations, and with Board approval, a portion of any additional materials collections expenditure may be funded by FVRL.

**B. FVRL Insurance & Indemnification Responsibilities**

FVRL is responsible to obtain and maintain on a continuous basis, all insurance coverage reasonably required in respect of FVRL Cost Responsibilities as detailed in Section A above. Such polic(ies) shall name Member’s as an additional insureds.

FVRL is responsible to indemnify Members and Member employees or agents from any claim, damages, losses or costs (including legal costs) arising/ caused/ attributed to the operation and delivery of library services, except where and to the extent attributable to the negligence of a Member or Member employees or agents.
APPENDIX B: DEFINITIONS

BASE BUDGET
A base budget is a budget that will fund the same level of services as provided in the prior year, plus changes thereto specifically approved by the Board, but not yet fully implemented (e.g. approved fee increase, approved new service) or resulting from capital expenditures in the prior year (e.g. building of a new library). The base budget is equal to the prior year’s budget adjusted to reflect:

- Current year costs and revenue changes due only to growth, inflation, contract/price changes, etc., to support the same level of service as provided in the prior year.
- Service changes already approved by the Board.
- Removal of one-time items.

Annualized changes in services or fees that took place part way through the prior year.

CAPITAL FUNDING ENVELOPE (CFE)
A fixed, annualized amount that, if funded, would be sufficient to fully fund the related capital expenditures. Typically developed by major asset category as part of the development of the respective long term capital plan.

LIFECYCLE COSTS
Lifecycle costs are the total cost of an asset throughout its life including planning (engineering and design), construction/acquisition, operation, maintenance, rehabilitation, and disposal costs.

MEMBER
A member is a municipality or regional district which has entered into an agreement under the Library Act to be a participant in the Fraser Valley Regional Library District.

NET OPERATING BUDGET / NET OPERATING EXPENSES
Net operating budget/net operating expenses is equal to total operating expenses excluding amortization expenses, plus materials capital expenditures, less all operating revenues other than member assessment. Operating revenue and expenses are those sources and uses of funds meeting the definition of a revenues and expenses under Public Sector Accounting Board Standards.

**PUBLIC SECTOR ACCOUNTING BOARD**
The Canadian Accounting Board that sets financial reporting standards for Canadian government and not-for-profit organizations. Provincial legislation requires all provincial organizations, local governments and not-for-profits, to prepare annual audited financial statements in accordance with Public Sector Accounting Board standards.

**RESERVES**
Reserves:
- are funds that would otherwise be part of surplus, that have been designated by decision of the Board and/or management to be used for a specific purpose.
- are usually backed by actual cash resources but at any point in time may be backed by accounts receivable.
- may be redirected at any point in time by the Board to another purpose.
- balances either were specifically budgeted for or were created via a transfer from available surplus funds.

**SERVICE LEVEL REDUCTION, ENHANCEMENT OR FEE CHANGE, DECISION PACKAGE**
A decision package is an independent service change request. A decision package can be for either service enhancements or reductions, or fee change proposals.

- **Service Enhancements** detail proposed increases in service levels over the prior year’s budgeted service levels
- **Service Reductions** detail proposed decreases in service levels over the prior year’s budgeted service levels.

- **Fee Change** details proposed *new* fees or increases in existing fees *not* already approved by the Board but *not* due to growth.

Decision Packages may be for one-time items (e.g., Library 25th Anniversary Celebrations) or for ongoing items (e.g., new Librarian position). Decision packages should be independent of other budget items and be material (> $10,000) to the decision making process.

**SURPLUS**

Surplus is accumulated financial assets resulting from past (i.e., since the inception of FVRL) total revenues being in excess of total expenses, less any funds that have been “appropriated” into a Reserve Fund. Financial assets include all assets that are cash or will be cash in the normal course of operations. They do not include capital assets, prepaids, or inventory.

A surplus:
- is usually backed by actual cash resources but at any point in time may be backed by accounts receivable.
- is funds that may be used for any legal purpose of FVRL.
- can be created intentionally (e.g., by specifically budgeting and funding an addition to) or unintentionally due to actual net operating expenses coming in less than budget.

**SUSTAINABILITY**

Sustainability is the ability to endure and thrive.

- **Sustainable Community**
  A sustainable community is broadly defined as “...meeting the needs of the present generation without compromising the ability of future generations to meet their own needs.” The three main pillars, or areas of consideration/need, of a sustainable community are the economy, environment and social:
- **Economy**: the need to be financial and economically viable.
- **Environment**: the need for the natural resources to be protected and to function at a high level.
- **Social**: the need for individual and overall social wellbeing, including public health and safety.

A sustainable community is a community with a robust, resilient economy serving a strong, equitable society within a highly functioning natural environment.

Also see definition of Sustainability and Financial Sustainability.

- **Financial Sustainability (For Non-Profits)**
  Financial sustainability (for non-profits) is the ability to maintain an organization’s services in accordance with its mission over the long term. Sustainable organizations have the ability to seize opportunities and react to unexpected threats while maintaining the general operations of the organization (referred to as financial resilience). An organization will not be sustainable if it does not provide social value at least equivalent to its costs.

**VALUE FOR MONEY**
Value for Money (VFM) is defined as the achievement of the 3E's - Economy, Efficiency and Effectiveness.

- **Economy**: minimizing the cost of resources (‘doing things at a low price’).

- **Efficiency**: performing tasks in the best possible manner with the least waste, including using requisite knowledge, skill, and industry (‘doing things the right way’).
Effectiveness: the extent to which goals and objectives are met ('doing the right things').

Value for Money is about delivering low cost services in the best possible manner that meet the needs and priorities of the community in a way that respects and properly values the environment in which the service is delivered.
Living Wage Employer Certification
By Nancy Gomerich, Director of Finance
Meeting of Wednesday, May 24, 2017

Purpose
To present the option of FVRL becoming certified as a Living Wage Employer, for Board consideration and direction.

Background
The Living Wage Employer Program (“Program”) is a BC based program established in 2010. The program is managed through the First Call: BC Child and Youth Advocacy Coalition (“First Call”) and is guided by an advisory committee of representatives from community organizations and other partners and supporters.

The impetus for the Program came out of First Call’s work on child poverty and recognizing how many poor children were living in homes where at least one parent was working full-time, full-year. In spring 2007 First Call co-sponsored a research project with the Canadian Centre for Policy Alternatives (“CCPA”) to calculate living-wage baselines for Vancouver and Victoria. This joint research group included representatives from the University of BC’s sociology department and Human Early Learning Partnership, the Victoria Social Planning Council, United Way of the Lower Mainland and BC’s Hospital Employees’ Union. In September 2008, First Call and the CCPA released their research report, Working for a Living Wage, and in 2010 the Living Wage Employer Program was established. Currently there are over eighty (80) living wage employers and supports (those in the process) in BC. No other public libraries are currently certified as living wage employers; and only one FVRL Member organization (City of Port Coquitlam).

Certified Living Wage Employer Commitment
As a certified Living Wage Employer, FVRL would commit to pay all qualifying employees and service contractors the living wage rate (“LWR”) for the area the service is delivered. The LWR is adjusted each April; the most recent (2016) rates are $16.28 applicable for Fraser Valley locations and $20.64 for all other library locations (would apply to Delta, Langley, Port Coquitlam, Maple Ridge, and Pitt Meadows). FVRL’s employee and service contractor comparable rates would include the hourly wage rate plus non-mandatory benefits. Subject to a more detailed analysis and actual completion of the certification process, qualifying employees and service contractors currently meet the 2016 minimum living wage rate.
Certification Process

The certification process is relatively straight forward:

- Complete a more detailed review of rates paid to all qualifying employees and service contractors to identify the existence and extent of any rates below the LWR minimum.
- Develop a plan to address any existing LWR short-falls over-time, including obtaining pre-approval from FVRL Board should total variances be expected to exceed $20,000 annually.
- Develop a supporting Living Wage Policy and communication plan (including with Vendors and our Union)
- Complete and submit an application to First Call’s “Employers Committee” for review and approval.

It is anticipated that FVRL could complete the above process by early Fall 2017.

Conclusion

FVRL prides itself on treating its employs well, and consistently strives to be an employer of choice. The opportunity to establish a reasonable and recognized baseline for employee and qualifying service contractors’ wages, and to formally be recognized for this endeavor, by becoming a certified Living Wage Employer (“LWE”), is a means to support these values.

Additionally, on a broader scale, paying a living wage reduces poverty and is accordingly good for the communities we serve as a whole.

Recommendations

THAT staff pursue FVRL designation as a Living Wage Employer, subject to Board approval of supporting policies and implementation plan(s) to address any identified LWR short-falls IF total variances are expected to exceed $20,000 annually.

Additional Information

Please refer to the Living Wage website (www.livingwageforfamilies.ca) for additional details and to access the referenced research report, Working for a Living Wage.
To provide a more equitable library service to the print-disabled community, Canadian libraries, with the support of CULC/CBUC and partner CNIB, established CELA on May 29, 2014. Since that time, libraries covering more than 90% of the Canadian population, have realized that, to provide the broadest access to library resources to their print-disabled patrons, engaging CELA is absolutely necessary. Using CELA services as a means of maximizing print-disabled reader’s access to library materials has become the standard practice in Canada. This is not just another service offering available at these libraries.

Of the 45 CULC library members, the FVRL is the only library who is depriving print-disabled patrons access to CELA’S vast resource of library materials. There are approximately 3,500-4,000 visually impaired people along with an unknown number of other print-disabled people living in the FVRL jurisdiction. Depriving these individuals access to these materials is a violation of their human rights that have been accepted by all levels of government in Canada.

Below are the most relevant sections of the United Nations Convention On The Rights of Persons With Disabilities (CRPD) that would apply to this discussion. Key phrases throughout the CRPD are “full and equal” and “equal basis with others”.

Convention on the Rights of Persons with Disabilities

Article 1 - Purpose

The purpose of the present Convention is to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for their inherent dignity. Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others.

Article 2 - Definitions

- "Communication" includes languages, display of text, Braille, tactile communication, large print, accessible multimedia as well as written, audio, plain-language, human-reader and augmentative and alternative modes, means and formats of communication, including accessible information and communication technology;
- "Discrimination on the basis of disability" means any distinction, exclusion or restriction on the basis of disability which has the purpose or effect of impairing or nullifying the recognition, enjoyment or exercise, on an equal basis with others, of all human rights.
rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field. It includes all forms of discrimination, including denial of reasonable accommodation;

"Reasonable accommodation" means necessary and appropriate modifications and adjustments not imposing a disproportionate or undue burden, where needed in a particular case, to ensure to persons with disabilities the enjoyment or exercise on an equal basis with others of all human rights and fundamental freedoms;

Article 4 - General obligations

1. States Parties undertake to ensure and promote the full realization of all human rights and fundamental freedoms for all persons with disabilities without discrimination of any kind on the basis of disability. To this end, States Parties undertake:

a. To adopt all appropriate legislative, administrative and other measures for the implementation of the rights recognized in the present Convention;

b. To take into account the protection and promotion of the human rights of persons with disabilities in all policies and programmes;

c. To refrain from engaging in any act or practice that is inconsistent with the present Convention and to ensure that public authorities and institutions act in conformity with the present Convention;

d. To take all appropriate measures to eliminate discrimination on the basis of disability by any person, organization or private enterprise;

5. The provisions of the present Convention shall extend to all parts of federal states without any limitations or exceptions.

Article 9 - Accessibility

1. To enable persons with disabilities to live independently and participate fully in all aspects of life, States Parties shall take appropriate measures to ensure to persons with disabilities access, on an equal basis with others, to the physical environment, to transportation, to information and communications, including information and communications technologies and systems, and to other facilities and services open or provided to the public, both in urban and rural areas. These measures, which shall include the identification and elimination of obstacles and barriers to accessibility, shall apply to, inter alia:

a. Buildings, roads, transportation and other indoor and outdoor facilities, including schools, housing, medical facilities and workplaces;

b. Information, communications and other services, including electronic services and emergency services.
States Parties to this Convention recognize the equal right of all persons with disabilities to live in the community, with choices equal to others, and shall take effective and appropriate measures to facilitate full enjoyment by persons with disabilities of this right and their full inclusion and participation in the community, including by ensuring that:

b. Persons with disabilities have access to a range of in-home, residential and other community support services, including personal assistance necessary to support living and inclusion in the community, and to prevent isolation or segregation from the community;

c. Community services and facilities for the general population are available on an equal basis to persons with disabilities and are responsive to their needs.

Article 21 - Freedom of expression and opinion, and access to information

States Parties shall take all appropriate measures to ensure that persons with disabilities can exercise the right to freedom of expression and opinion, including the freedom to seek, receive and impart information and ideas on an equal basis with others and through all forms of communication of their choice, as defined in article 2 of the present Convention, including by:

a. Providing information intended for the general public to persons with disabilities in accessible formats and technologies appropriate to different kinds of disabilities in a timely manner and without additional cost;