

Surrey Public Library Board Regular Meeting  
February 27, 2020 at 7:00 p.m.  
Surrey Libraries – Fleetwood Branch  
15996-84 Avenue  
Surrey, B.C.



## A G E N D A

PAGE

### 1. CALL TO ORDER

### 2. MOTION TO ADOPT THE AGENDA

### 3. MOTION TO MOVE IN CAMERA

The Board proposes a motion to move in camera, pursuant to Section 90 of the Community Charter, specifically to discuss the Chief Librarian 2019 performance review.

### 4. MOTION TO ADOPT THE CONSENT AGENDA

*Note: Trustees may adopt in one motion all items appearing in the Consent agenda or, prior to the vote, request an item be removed from the Consent agenda for discussion, voting in opposition to a recommendation, or declaring a conflict of interest with an item.*

#### Documents & Reports:

- a) Minutes of January 23, 2020 Regular Meeting of the Surrey Public Library Board 1-3
- b) Financial Statement for the period ending January 31, 2020. 4

#### Correspondence:

- a) BDO Audit Planning letter 5-22

### 5. UNFINISHED BUSINESS

- a) Standing Committee Members and Chairs, and InterLINK representative – Board Chair, Verbal Report
- b) 2020 Board Objectives – Motion to Adopt 23-24

### 6. NEW BUSINESS

- a) Board Advocacy Plan Revision 25-34
- b) Nomination for BCLTA Board 35-38

### 7. INFORMATION ITEMS

- a) InterLINK Update – Trustee Hearty, Verbal Report
- b) Facilities Update – Director Administrative Services, Verbal Report
- c) 2019 Strategic Initiatives Final Update 39-43
- d) 2019 Strategic Plan and Operational Accomplishments 44-53
- e) 2019 Strategic Plan Key Measures 54-56
- f) 2019 Library Metrics Report 57-60
- g) 2019 Provincial Grant Report 61-70

**Upcoming Events:**

- a) Board Development Session | Saturday February 29 | 9:30am-3pm | City Centre Library
- b) Authors Among Us | March 9 | 7 - 8:30pm | Ocean Park Library  
*Meet and hear from local authors, Valerie Adolph and Dwayne Weidendorf.*
- c) BCLTA Annual Forum and AGM | Saturday April 18 | 8:30am-4pm | Sheraton Richmond  
*Please confirm with chief librarian by March 2 if available to attend.*

**8. AROUND THE TABLE**

Trustees to share information on events they attended on behalf of the Library.

**9. NEXT LIBRARY BOARD MEETING**

April 9, 2020 at 7:00 p.m. at City Centre branch, Room 405.

**10. MOTION TO ADJOURN**

**Time allotted 90 minutes**

**Surrey Public Library Board Regular Meeting  
January 23, 2020 at 7:00 p.m.  
Surrey Libraries – City Centre Branch (Room 405)  
10350 University Drive  
Surrey, B.C.**



Present: Trustees Chang, Cumming, Dhesa, Hearty, Herrmann, Hong, Kendler, Mann, Sahota, Saran, Singh, Zhen, Councillor Hundial  
Staff: Surinder Bhogal, Chief Librarian  
Michael Ho, Director, Administrative Services  
Seline Kutan, Director, Marketing and Communications  
Melanie Reynolds, Administrative Coordinator  
Observing: Colin Epp, CUPE 402-02

**M I N U T E S**

**1. CALL TO ORDER**

The January 23, 2020 Regular Meeting of the Surrey Public Library Board was called to order at 7:00 p.m.

**2. ADOPTION OF THE AGENDA**

**MOTION:** "That the Board adopts the agenda for its regular meeting scheduled for January 23, 2020."

Trustee Kendler moved and Trustee Chang seconded

**CARRIED**

**3. TRUSTEE INTRODUCTIONS**

Trustees did roundtable introductions.

**4. INAUGURAL MEETING BUSINESS**

- a) Election of the Chair for 2020

The Chief Librarian called for nominations for the position of Board Chair. Both Trustee Chang and Sahota were nominated and took turns speaking as to why they would like to be Chair. A secret ballot vote was conducted, and Trustee Sahota was elected to the position by a 10-3 vote.

**7:23 pm Trustee Sahota took the Chair.**

b) Election of the Vice-Chair for 2020

The Chair called for nominations for the position of Board Vice-Chair. Trustee Chang was nominated, and was elected to the position by acclamation.

c) Expressions of interest for InterLINK Board Representative

The Chief Librarian explained the role, and Trustees are encouraged to contact the Chair and Chief Librarian with interest.

d) Expressions of interest for standing committees

Several Trustees expressed interest on the various standing committees. The Chair encouraged others to contact her directly prior to the next meeting with questions or interest.

**5. CONSENT AGENDA**

**Documents & Reports:**

- a) Approval of the minutes of the November 28, 2019 Regular Meeting of the Surrey Public Library Board
- b) Financial Statement for the period ending November 30, 2019  
InterLINK Board Meeting Summary, December 3, 2019

**Correspondence:** None received

**MOTION:** "That the documents, reports and items be received for information."

Trustee Hearty moved and Councillor Hundial seconded

**CARRIED**

**6. UNFINISHED BUSINESS**

- a) None

**7. NEW BUSINESS**

- a) 2020 Board Development

Chief Librarian requested feedback on opportunities and priorities Board Members would like to see for development at the February Board BCLTA Governance Session. Board roles & responsibilities and general advocacy were mentioned.

- b) 2020 DRAFT Board Objectives

The Board reviewed the draft Board Objectives 2020. The Chair requested any further feedback to be sent to the Chief Librarian, for Board objectives to be finalized and adopted at the February meeting.

**8. INFORMATION ITEMS**

- a) InterLINK 2020 Provisional Budget
- b) 2020 Library Budget – update provided by Director, Administrative Services
- c) Voice of the Customer Report: June-December 2019 – update provided by Director, Marketing & Communications
- d) 2019-2023 Strategic Plan Summary Map - copies on table
- e) 2020 Library Workplan/ Key Strategic Initiatives – copies on table
- f) 2020 Board Meetings Calendar
- g) 2020 Board Events Calendar
- h) Board Procedures Manual – revised

**9. AROUND THE TABLE**

Nothing to report.

**10. NEXT LIBRARY BOARD MEETING**

February 27, 2020 at 7:00 p.m. at the Fleetwood Branch

- 11. MOTION:** “The Board proposes a motion to move in camera, pursuant to Section 90 of the Community Charter, specifically to discuss the chief librarian 2019 performance review.”

Trustee Chang moved and Trustee Cumming seconded

**CARRIED**

The Surrey Public Library Regular Board Meeting of January 23, 2020 was adjourned at 8:26 p.m.

SURREY PUBLIC LIBRARY  
STATEMENT OF OPERATING FUND ACTIVITIES  
FOR THE PERIOD ENDING JANUARY, 2020

	ACTUAL YTD 2020	BUDGET YTD 2020	YTD Variance	ACTUAL YTD 2019	BUDGET 2020	ACTUAL 2019
<b>Revenues</b>						
City of Surrey Transfers	1,206,417	1,463,417	(257,000)	1,256,833	18,641,000	17,237,390
Provincial Government Grants	81,900	81,900	-	81,900	983,000	985,542
Fees & Fines	54,120	52,679	1,441	59,338	598,000	619,575
Other	10,210	2,901	7,309	27,546	40,000	201,715
<b>Total Revenues</b>	<b>\$1,352,647</b>	<b>\$1,600,897</b>	<b>(\$248,250)</b>	<b>\$1,425,617</b>	<b>\$20,262,000</b>	<b>\$19,044,221</b>
<b>Expenditures</b>						
Salaries and Benefits	952,359	1,084,308	(131,949)	1,087,957	16,492,000	15,102,119
Site Operations	125,773	158,275	(32,502)	102,437	1,990,651	1,799,434
Materials Collection	179,102	98,000	81,102	151,402	838,028	1,191,028
Supplies and Equipment	2,242	21,836	(19,594)	8,579	330,763	344,492
Professional Services	7,542	19,430	(11,888)	8,574	229,500	201,319
Interlibrary Services	0	0	-	25	140,000	129,501
Other	9,224	20,461	(11,237)	13,772	241,058	252,958
<b>Total Expenditures</b>	<b>\$1,276,242</b>	<b>\$1,402,310</b>	<b>(\$126,068)</b>	<b>\$1,372,746</b>	<b>\$20,262,000</b>	<b>\$19,020,850</b>
<b>Period Ending Balance</b>	<b>\$76,405</b>	<b>\$198,587</b>	<b>(\$122,182)</b>	<b>\$52,871</b>	<b>\$0</b>	<b>\$23,371</b>
<b>OTHER FUND ACTIVITIES</b>						
<b>Operating Capital Fund</b>						
Library Materials Collections & Equipment	\$147,102			\$161,016	\$2,100,000	\$2,047,259

NOTES TO THE STATEMENT:

City of Surrey Transfers include funds allocated for general library operations, and any transfers from other City departments  
Provincial Government Grants include ongoing grants such as per capita operating support and resource sharing as well as any one time grants.  
Fees include printing, processing, programs, room & equipment rentals.  
Fines include overdue levies as well as charges for lost and damaged materials.  
Other Revenue includes merchandise & booksales, grants and donations  
Site Operations include phones, utilities, buildings, grounds & computer maintenance, security, janitorial, insurance.  
Materials Collection (Operating) includes electronic books and audio materials, magazines, database subscriptions, and microfilm.  
Supplies & Equipment include office, computer, programming and processing supplies for public use e.g., labels, cases, library cards.  
Professional Services include consultants such as collection agency, auditing, training, plus advertising and printing services.  
Interlibrary Services represents InterLINK membership plus costs associated with interlibrary loans with North American institutions.  
Other Expenditures include courier between branches, mileage & travel, library memberships, bank charges and Board expenses.  
Materials Collections & Equipment (Operating Capital) costs include print & audio-visual purchases, as well as equipment & furniture purchases.

February 7, 2020

Direct Line: 604-443-4735  
E-mail: ksimpson@bdo.ca

The Board of Trustees  
Surrey Public Library  
10350 University Drive  
Surrey, BC  
V3T 4B8

Dear Board of Trustees:

We have been engaged to audit the financial statements of Surrey Public Library (the “Library”) for the year ended December 31, 2019.

This letter is designed to highlight and explain key issues which we believe to be relevant to the audit including key audit areas, the nature, extent, timing and results of our audit work and the terms of our engagement. This report forms a significant part of our overall communication strategy with the Board of Trustees (the “Board”) and is designed to promote effective two-way communication throughout the audit process. It is important that we maintain effective two-way communication with the Board throughout the entire audit process so that we may both share timely information.

### **ENGAGEMENT LETTER**

The terms and conditions of our engagement are included in the most recent engagement letter dated October 6, 2017. Refer to Appendix A for a copy of the engagement letter.

### **ENGAGEMENT OBJECTIVES**

We have been engaged to express an opinion as to whether the financial statements present fairly, in all material respects, the financial position, and results of operations, changes in net financial assets and cash flows of the Library in accordance with Canadian public sector accounting standards. We will also:

- Present significant findings to the Board including key audit and accounting issues, and any other significant matters arising from our work.
- Provide timely and constructive management letters. This will include any deficiencies in internal control identified during our audit.
- Consult regarding accounting and reporting matters as requested throughout the year.

### **RESPONSIBILITIES**

It is important for the Board to understand the responsibilities that rest with the external auditor and the responsibilities of those charged with governance. The audit of the financial statements does not relieve management or those charged with governance of their responsibilities. The oversight and financial reporting responsibilities of the Board as they pertain to the annual audit are summarized below:

- Oversee the work of the external auditor engaged for the purpose of issuing an independent auditor's report.
- Receive report on any significant non-audit services provided to the Surrey Public Library by the external auditor.
- Facilitate the resolution of disagreements between management and the external auditor regarding financial reporting matters, if any.
- Oversee management's preparation of the financial statements, monitoring of the Surrey Public Library's internal controls, and perform a final review of the financial statements and other annual reporting.

Management is responsible for the following elements of the financial reporting process:

- Maintain adequate accounting records and maintain an appropriate system of internal control for the Surrey Public Library.
- Select and consistently apply appropriate accounting policies.
- Prepare the annual financial statements in accordance with Canadian public sector accounting standards.
- Safeguard the Surrey Public Library's assets and take reasonable steps for the prevention and detection of fraud and other irregularities.
- Make available to us, as and when required, all of the Surrey Public Library's accounting records and related financial information.

### INDEPENDENCE

Canadian generally accepted auditing standards (GAAS) require that we communicate at least annually with you regarding all relationships between the Surrey Public Library and our firm that, in our professional judgment, may reasonably be thought to bear on our independence.

We are not aware of any relationships between the Surrey Public Library and our firm that, in our professional judgment, may reasonably be thought to bear on independence that have occurred from January 24, 2019 to the date of this letter.

We hereby confirm that we are independent with respect to the Surrey Public Library within the meaning of the Rules of Professional Conduct of the Chartered Professional Accountants of British Columbia as of the date of this letter.

### FRAUD DISCUSSION

Through our planning process, and prior years' audits, we have developed an understanding of your oversight processes. We are responsible for planning and performing the audit to obtain reasonable assurance that the financial statements are free of material misstatement, whether caused by error or fraud. We are not currently aware of any fraud affecting the Surrey Public Library.

Canadian generally accepted auditing standards require us to discuss fraud risk with the Board on an annual basis. The likelihood of not detecting a material misstatement resulting from fraud is higher than the likelihood of not detecting a material misstatement resulting from error because fraud may involve collusion as well as sophisticated and carefully organized schemes designed to conceal it.

If you are aware of any instances of actual or suspected fraud affecting the Surrey Public Library, we request that you provide us with this information. Please advise us at [ksimpson@bdo.ca](mailto:ksimpson@bdo.ca).

## PLANNED SCOPE AND TIMING

Auditing standards require auditors to document all significant manual and computer systems. Building on this, we plan to focus much of our review of transaction streams using “tests of controls” (compliance procedures) in combination with substantive analytical procedures and detailed testing. Balances will be tested using a combination of compliance procedures and substantive procedures (such as analysis of data and obtaining direct evidence as to the validity of the items).

### *Materiality*

Misstatements, including omitted financial statement disclosures, are considered to be material if they, individually or in aggregate, could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

For purposes of our audit, we have set preliminary materiality at \$600,000 for the financial statements of the Surrey Public Library and a preliminary performance materiality (level used for testing) at \$450,000 based on 3% of prior year normalized revenues. In the event that actual results vary significantly from those used to calculate preliminary materiality, we will communicate these changes to the “Board” as part of our year end communication.

### *Key Audit Areas and Planned Responses*

Based on our knowledge of Surrey Public Library’s business, our past experience, and knowledge gained from management and the Board, we have identified the following key audit areas that, in our judgment, require special audit consideration. We request your input on the following key audit areas and whether there are any other areas of concern that the Board have identified.

Key Audit Area	Comments	Proposed Audit Approach
<b>Management Override of Internal Controls</b>  <i>(Mandatory audit consideration)</i>	Management is in a unique position to perpetrate fraud because of management’s ability to directly or indirectly manipulate accounting records, and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.	Review of transactions recorded in the various ledgers for unusual or non-recurring adjustments not addressed by other audit procedures.
<b>Grant and Revenue Recognition</b>	Accounting standards are complex and open to interpretation. There is a risk that revenue may be incorrectly deferred into future periods or recognized prematurely.	Grant funding received will be confirmed through a review of terms and conditions that must be met to recognize the revenue, as well as minutes to ensure significant grants were recorded and/or deferred appropriately.  Other revenues streams also contain revenue recognition issues which will be reviewed in accordance with latest revenue recognition standards. A sample of donation revenues will be

		tested, including a review of any explicit or implicit restrictions.
<b>Employee Compensation</b>	A complex area that requires a great degree of estimation and reliance on actuarial experts.	<p>Controls over payroll records such as payroll listing review and approval will be tested.</p> <p>The actuarial report will be reviewed and any assumptions used therein will be tested.</p> <p>The data provided to the actuary will be tested for completeness and accuracy, as it drives the actuarial calculations.</p> <p>BDO to directly communicate with the external actuaries.</p>
<b>Economic Dependence</b>	As the Library is economically dependent on the City of Surrey for its operations, appropriate financial statement disclosure is required.	BDO to ensure that appropriate disclosures are included in the notes to the Library's financial statements.

### *Timing*

The following schedule has been agreed to with management:

- December 2-6, 2019 - Interim audit fieldwork - completed successfully without issue
- February 24 - March 06, 2020 - Year end field work
- Review of draft financial statements with Management or delegates one week prior to approval by the board
- April 2020 - Meeting with the Board of Directors to discuss audit results and obtain approval
- Within 2 days after approval of financial statements by the Board of Directors - Finalization of draft financial statements



### **FINAL ENGAGEMENT REPORTING**

As part of our final reporting to the Board, we will provide a communications package to support the Board in discharging their responsibilities. This communication will include our audit findings.

This letter has been prepared solely for the use of the Board and should not be distributed without our prior consent. Consequently, we accept no responsibility to a third party that uses this communication.

The Board plays an important part in the audit planning process and we look forward to meeting with you to discuss our audit plan as well as any other matters that you consider appropriate.

Yours truly,



Kristine Simpson, CPA, CA  
Partner through a corporation  
BDO Canada LLP  
Chartered Professional Accountants

KLS/jaw

## APPENDIX A - Engagement Letter

1.15



Tel: 604-688-5421  
Fax: 604-688-5132  
www.bdo.ca

BDO Canada LLP  
600 Cathedral Place  
925 West Georgia Street  
Vancouver, BC  
V6C 3L2

October 6, 2017

Surrey Public Library  
Attention: Kam Grewal, CPA  
13450 - 104 Avenue  
Surrey, BC  
V3T 1V8

Dear Mr. Grewal,

We understand that you wish to appoint us as the auditors of Surrey Public Library commencing with its fiscal year ended December 31, 2017.

We are pleased to accept appointment as your auditors subject to the terms and conditions of this Agreement, to which the attached Standard Terms and Conditions form an integral part. The definitions set out in the Standard Terms and Conditions are applicable throughout this Agreement. This Agreement will remain in place and fully effective for future years until varied or replaced by another relevant written agreement.

Kristine Simpson will be the Engagement Partner for all assurance work we perform for you. The Engagement Partner will call upon other individuals with specialized knowledge to assist in the performance of Services.

### Our Role as Auditors

We will conduct our audit(s) in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements ("financial statements") prepared in accordance with Canadian public sector accounting standards are free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. Our audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by you, as well as evaluating the overall financial statement presentation.

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, there is an unavoidable risk that some material misstatements, whether by fraud or error, may not be detected, even though the audit is properly planned and performed in accordance with Canadian generally accepted auditing standards.

In making our risk assessments, we consider internal control relevant to your preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of your internal controls. However, we will communicate to you concerning any significant deficiencies in internal controls relevant to the audit of the financial statements that we have identified during the audit.



We will also communicate matters required by professional standards, to the extent that such matters come to our attention, to you, those charged with governance and/or the board of directors.

To assist us in the planning of our initial audit engagement, you agree to authorize the previous auditors to allow us to review their working papers and to respond fully to our inquiries.

### Reporting

Our audit will be conducted on the basis that the financial statements have been prepared in accordance with Canadian public sector accounting standards.

Our independent auditor's report will be substantially in the form set out in Canadian Auditing Standard (CAS) 700. The form and content of our report may need to be amended in the light of our audit findings. If we are unable to issue or decline to issue an audit report, we will discuss the reasons with you and seek to resolve any differences of view that may exist.

### Role of Management and Those Charged with Governance

You acknowledge and understand that you have responsibility for:

- (a) the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards. The audit of the financial statements does not relieve you of your responsibilities;
- (b) such internal controls as you determine are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; and
- (c) providing us with:
  - access, in a timely manner, to all information of which you are aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
  - additional information that we may request for the purpose of the audit;
  - unrestricted access to persons within the entity from whom we determine it is necessary to obtain audit evidence;
  - financial and non-financial information (other information) that will be included in document(s) containing financial statements and our audit report thereon prior to the date of our auditor's report. If it is not possible to provide all the other information prior to the date of our auditor's report, you are responsible for provision of such other information as soon as practicable; and
  - written confirmation concerning representations made to us in connection with the audit. If appropriate and adequate written representations are not provided to us, professional standards require that we disclaim an audit opinion.



### Communication with the Securities Regulators

If the financial statements, supporting schedules and our audit thereon are included in a document required by securities legislation, they may be subject to review and comment by the staff of a securities regulator and to their interpretation of the applicable rules and regulations. This may involve discussions and communications with them, and/or the submission of supplemental data in connection with their review. You agree to inform us of any discussion, communication or submission which may have bearing on the financial statements, schedules and other financial data in the filings and furnish us with copies of related written communications. If we are involved in such communications with the staff of a securities regulator, we will inform you and provide you with copies of the relevant communications.

### Financial Statement Services

We will obtain your approval, if during the course of our engagement we:

- (a) prepare or change a journal entry; or
- (b) prepare or change an account code or a classification for a transaction.

As agreed, we will provide assistance in the preparation of the financial statements.

These services create a threat to our independence. We, therefore, require that the following safeguards be put into place:

- (a) that you create the source data for all accounting entries;
- (b) that you develop any underlying assumptions for the accounting treatment and measurement of entries; and
- (c) that you review and approve the draft financial statements, including the notes to the financial statements.

### Tax Services

Our audit is conducted primarily to enable us to express an opinion on the financial statements. The audit process is not designed to provide us with a full understanding of your tax situation and in particular, to allow us to determine whether the entity has specific tax compliance issues. We understand that you are not looking to BDO to provide you with any guidance or advice in regard to tax planning or compliance.

### Additional Services

We are available to provide a wide range of services beyond those outlined in this Agreement. To the extent that any additional services that we provide to you that are not provided under a separate written engagement agreement, the provisions of this Agreement will apply to the services.

### Standard Terms and Conditions

A copy of our Standard Terms and Conditions is attached as Appendix 1. You should ensure that you read and understand them. The Standard Terms and Conditions include clauses that limit our professional liability.



Please sign and return the attached copy of this Agreement to indicate your agreement with it. If you have any questions concerning this Agreement, please contact us before signing it.

It is a pleasure for us to be of service and we look forward to many future years of association with you.

Yours truly,

*BDO Canada LLP*

Chartered Professional Accountants

KLS/ni

Agreement of all the terms and conditions in this Agreement is hereby acknowledged by:

 GM FINANCE  
Signature Position

KAM Grewal OCT 23/17  
Name (please print) Date

cc: Board of Directors



### **Appendix 1 - Standard Terms and Conditions**

#### **1. Overview and Interpretation**

1.1 This Agreement sets forth the entire agreement between the parties in relation to Services and it supersedes all prior agreements, negotiations or understandings, whether oral or written, with respect to Services. To the extent that any of the provisions of the accompanying letter conflict with these Standard Terms and Conditions, these Standard Terms and Conditions shall prevail. This Agreement may not be changed, modified or waived in whole or part except by an instrument in writing signed by both parties.

1.2 In this agreement, the following words and expressions have the meanings set out below:

**This Agreement** - these Standard Terms and Conditions, the letter to which they are attached, and any supporting schedules or other appendices to the letter

**Services** - the services provided or to be provided under this Agreement

**We, us, our, BDO** - refer to BDO Canada LLP, a Canadian limited liability partnership organized under the laws of the Province of Ontario

**You, your** - the party or parties contracting with BDO under this agreement, including the party's or parties' management and those charged with corporate governance. You and your does not include BDO, its affiliates or BDO Member Firms

**BDO Member Firm or Firms** - any firm or firms that form part of the international network of independent firms that are members of BDO International Limited

**Confidential Information** - information that contains identifying features that can be attributed to you or individual personnel

#### **2. BDO Network and Sole Recourse**

2.1 BDO is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international network of independent member firms (i.e. BDO Member Firms), each of which is a separate legal entity.

2.2 We may use other BDO Member Firms or subcontractors to provide Services; however, we remain solely responsible for Services. You agree not to bring any claim or action against another BDO Member Firm (or their partners, members, directors, employees or subcontractors) or our subcontractors in respect of any liability relating to the provision of Services.

2.3 You agree that any of our affiliates, subcontractors, and other BDO Member Firms and any subcontractors thereof whom we directly or indirectly involve in providing Services have the right to rely on and enforce Section 2.2 above as if they were a party to this agreement.

#### **3. Respective Responsibilities**

3.1 We will use reasonable efforts to complete, within any agreed-upon time frame, the performance of Services.



- 3.2 You shall be responsible for your personnel's compliance with your obligations under this Agreement. We will not be responsible for any delays or other consequences arising from you not fulfilling your obligations.
4. **Working Papers and Deliverables**
- 4.1 **Ownership** - Any documents prepared by us or for us in connection with Services belong solely to us.
- 4.2 **Oral advice and draft deliverables** - You should not rely upon any draft deliverables or oral advice provided by us. Should you wish to rely upon something we have said to you, please let us know and, if possible, we will provide the information that you require in writing.
- 4.3 **Translated documents** - If you engage us to translate any documents, advice, opinions, reports or other work product of BDO from one language to another, you are responsible for the accuracy of the translation work.
- 4.4 **Reliance by Third Parties** - Our Services will not be planned or conducted in contemplation of or for the purpose of reliance by any third party other than you and any party to whom the assurance report is addressed. Items of possible interest to a third party will not be addressed and matters may exist that would be assessed differently by a third party, possibly in connection with a specific transaction.
- 4.5 **Consent to use the Report** - If we are requested to consent to the use of our report in connection with a continuous disclosure document, a public or private offering document, an annual report or any other document, we will consider, at the relevant time, providing consent and any conditions applicable to our consent. Our consent must be in writing. In order to provide consent, professional standards require that we read the other information in the related document and consider whether such information is materially inconsistent with the related financial statements. We will require adequate notice of the request for consent to allow us to consider your identification and resolution of events occurring in the period since the date of our report, and to obtain updated written representation letters. Such procedures will be performed at your cost.
5. **Confidentiality**
- 5.1 We agree to use Confidential Information provided by you only in relation to the services in connection with which the information is provided and we will not disclose the information, except where required by law, regulation or professional obligation. We may, however, give Confidential Information to other BDO Member Firms or other subcontractors assisting us in providing Services.
- 5.2 BDO shall be entitled to include a description of services we render to or for you in marketing and research materials and disclose such information to third parties, provided that all such information will be made anonymous and not associated with you. Additionally, we may analyze information on an industry or sector basis for internal purposes or to provide industry/sector wide information to our clients or potential clients. You consent to our using information obtained from you in this way provided that the outputs therefrom will not contain any identifying features that can be attributed to you.



**6. Independence**

6.1 Professional and certain regulatory standards require us to be independent, in both fact and appearance, with respect to our clients in the performance of our services. We will communicate to you any relationships between BDO (including its related entities) and you that, in our professional judgment, may reasonably be thought to bear on our independence. Further, we will confirm our independence in writing.

**7. Offers of Employment**

7.1 Any discussions that you, or any party acting on your behalf, have with professional personnel of our Firm regarding employment could pose a threat to our independence. Your recruitment of an engagement team member from the current or prior year's engagement may compromise our independence and our ability to render agreed services to you. Engagement team members may include current and former partners and staff of BDO, other BDO Member Firms and other firms who work under our direction. Therefore, you agree to inform us prior to any such discussions so that you and we can implement appropriate safeguards to maintain our independence.

**8. Professional and Regulatory Oversight**

8.1 As required by legal, regulatory, or professional authorities (both in Canada and abroad) and by BDO policy, our client files must periodically be reviewed by practice inspectors to ensure that we are adhering to professional and BDO standards. It is understood that by entering into this agreement, you provide your consent to us providing our files relating to your engagement to the practice inspectors for the sole purpose of their inspection.

8.2 Certain regulatory bodies may also have the right to conduct investigations of you, including the Services provided by us. To the extent practicable and permitted by law, we will advise you of any such investigation request or order prior to providing our working papers.

8.3 You agree to reimburse us for our time and expenses, including reasonable legal fees, incurred in responding to any investigation that is requested or authorized by you or investigations of you undertaken under government regulation or authority, court order or other legal process.

**9. Privacy and Consents**

9.1 You agree we will have access to all personal information in your custody that we require to complete our engagement. We may collect, use, transfer, store, or process such information disclosed by you of a personal nature (personal information). Our Services are provided on the understanding that:

- (a) you have obtained any consents for collection, use and disclosure to us of personal information required under all applicable privacy legislation; and
- (b) we will hold all personal information in compliance with our Privacy Statement.

**10. Electronic Communications**

10.1 Both parties recognize and accept the security risks associated with email communications, including but not limited to the lack of security, unreliability of delivery and possible loss of confidentiality and privilege. Unless you request in writing that we do not communicate by



internet email, you assume all responsibility and liability in respect of risk associated with its use.

- 10.2 By signing this agreement, you provide BDO with express consent to communicate with you and your employees, as applicable, electronically, including sending BDO newsletters, publications, announcements, invitations and other news and alerts that may be of interest to you. You and your employees may withdraw such consent at any time by contacting BDO at [www.bdo.ca/unsubscribe](http://www.bdo.ca/unsubscribe).

#### 11. Limitation of Liability

- 11.1 In any dispute, action, claim, demand for losses or damages arising out of the Services performed by BDO pursuant to this Agreement, BDO shall only be liable for its proportionate share of the total liability based on degree of fault as determined by a court of competent jurisdiction or by an independent arbitrator as a result of the dispute resolution procedures, notwithstanding the provisions of any statute or rule of common law which create, or purport to create, joint and several liability.
- 11.2 Our liability shall be restricted to damages of a direct and compensatory nature and shall not include indirect, consequential, aggravated or punitive damages, or damages for loss of profits or expected tax savings, whether or not the likelihood of such loss or damage was contemplated.
- 11.3 You agree that BDO shall in no event be liable to you for any actions, damages, claims, liabilities, costs, expenses, or losses in any way arising out of or relating to the Services performed hereunder for an aggregate amount of more than the higher of:
- (a) three times the fees paid by you to BDO in the twelve months preceding the incident giving rise to the claim; and
  - (b) \$25,000.
- 11.4 No exclusion or limitation on the liability of other responsible persons imposed or agreed at any time shall affect any assessment of our proportionate liability hereunder, nor shall settlement of or difficulty enforcing any claim, or the death, dissolution or insolvency of any such other responsible persons or their ceasing to be liable for the loss or damage or any portion thereof, affect any such assessment.
- 11.5 You agree claims or actions relating to the delivery of Services shall be brought against us alone, and not against any individual. Where our individuals are described as partners, they are acting as one of our members.

#### 12. Indemnity

- 12.1 To the fullest extent permitted by applicable law and professional regulations, you agree to indemnify and hold harmless BDO from and against all losses, costs (including solicitors' fees), damages, expenses, claims, demands or liabilities arising out of or in consequence of:
- (a) a misrepresentation by a member of your management or board of directors, regardless of whether such person was acting in your interest;
  - (b) the services performed by BDO pursuant to this Agreement, unless, and to the extent that, such losses, costs, damages and expenses are found by a court of competent



jurisdiction to have been due to the gross negligence of BDO. In the event that the matter is settled out of court, we will mutually agree on the extent of the indemnification to be provided by you, failing which, the matter may be referred to dispute resolution in accordance with the terms of this letter.

**13. Alternative Dispute Resolution**

- 13.1 Both parties agree that they will first attempt to settle any dispute arising out of or relating to this agreement or the Services provided hereunder through good faith negotiations.
- 13.2 In the event that the parties are unable to settle or resolve their dispute through negotiation, such dispute shall be subject to mediation pursuant to the National Mediation rules of the ADR Institute of Canada Inc. All disputes remaining unsettled for more than 60 days following the parties first meeting with a mediator or such longer period as the parties mutually agree upon shall be subject to arbitration pursuant to the National Arbitration Rules of the ADR Institute of Canada Inc. Such arbitration shall be final, conclusive and binding upon the parties, and the parties shall have no right of appeal or judicial review of the decision. The parties hereby waive any such right of appeal which may otherwise be provided for in any provincial arbitration statute made applicable under the National Arbitration Rules.

**14. Limitation Period**

- 14.1 You shall make any claim relating to Services or otherwise under this Agreement no later than one year after you became aware or ought reasonably to have become aware of the facts giving rise to any such claim.
- 14.2 You shall in no event make any claim relating to the Services or otherwise under this Agreement later than two years after the completion of the Services under this Agreement.
- 14.3 To the extent permitted by law, the parties to this Agreement agree that the limitation periods established in this Agreement replace any limitation periods under any limitations act and/or any other applicable legislation and any limitation periods under any limitations act and/or any other applicable legislation shall not alter the limitation periods specified in this Agreement.

**15. Intentionally Deleted**

**16. Termination**

- 16.1 This Agreement applies to Services whenever performed (including before the date of this Agreement).
- 16.2 You or we may terminate this Agreement at any time upon written notice of such termination to the other party. We will not be liable for any loss, cost or expense arising from such termination. You agree to pay us for all Services performed up to the date of termination, including Services performed, work-in-progress and expenses incurred by us up to and including the effective date of the termination of this Agreement.

**17. Fees and Billings**

- 17.1 Our estimated fee is based on an assumed level of quality of your accounting records, the agreed upon level of preparation and assistance from your personnel and adherence to the agreed-upon timetable. Our estimated fee also assumes that your financial statements are



in accordance with the applicable financial reporting framework and that there are no significant new or changed accounting policies or issues or internal control or other reporting issues. We will inform you on a timely basis if these factors are not in place.

- 17.2 Should our assumptions with respect to the quality of your accounting records be incorrect or should the conditions of the records, degree of cooperation, results of audit procedures, or other matters beyond our reasonable control require additional commitments by us beyond those upon which our estimated fees are based, we may adjust our fees and planned completion dates.
- 17.3 Our professional fees will be based on our regular billing rates which depend on the means by which and by whom our Services are provided. We also will bill you for our out-of-pocket expenses, our administrative charge (described below), and applicable Harmonized Sales Tax, Goods and Services Tax and Provincial Sales Tax.
- 17.4 Our administrative charge is calculated as a percentage of our professional fee and represents an allocation of estimated costs associated with our technology infrastructure, telephone charges, photocopying and some support staff time costs.
- 17.5 Our accounts are due when rendered. BDO may suspend the performance of Services in the event that you fail to pay an invoice when it is due. Interest may be charged at the rate of 12% per annum on all accounts outstanding for more than 30 days.

#### 18. Governing Laws

- 18.1 The terms of our engagement shall remain operative until amended, terminated, or superseded in writing. They shall be interpreted according to the laws of the province or territory in which BDO's principal Canadian office performing the engagement is located, without regard to such province/territory's rules on conflicts of law.

#### 19. Entire Agreement and Survival

- 19.1 This Agreement sets forth the entire agreement between the parties with respect to the subject matter herein, superseding all prior agreements, negotiations or understandings, whether oral or written, with respect to such subject matter. It is understood that this Agreement will not be superseded by any contract with us for other specific services that are not of the same scope as the Services contemplated in this Agreement, unless the other contract explicitly references this Agreement and an intent to supersede it.
- 19.2 The provisions of this Agreement that give either of us rights or obligations beyond its termination shall continue indefinitely following the termination of this Agreement. Any clause that is meant to continue to apply after termination of this Agreement will do so.

#### 20. Force Majeure

- 20.1 We will not be liable for any delays or failures in performance or breach of contract due to events or circumstances beyond our reasonable control, including acts of God, war, acts by governments and regulators, acts of terrorism, accident, fire, flood or storm or civil disturbance.



**21. Assignment**

21.1 No party may assign, transfer or delegate any of the rights or obligations hereunder without the written consent of the other party or parties. BDO may engage independent contractors and BDO Member Firms to assist us in performing the Services in this Agreement without your consent.

**22. Severability**

22.1 If a court or regulator with proper jurisdiction determines that a provision of this Agreement is invalid, then the provision will be interpreted in a way that is valid under applicable law or regulation. If any provision is invalid, the rest of this Agreement will remain effective.

Version: 201706c

## APPENDIX B - Draft Auditor's Report

To the Board of Trustees of the Surrey Public Library,

### Opinion

We have audited the financial statements of the Surrey Public Library (the "Library") which comprise the Statement of Financial Position as at December 31, 2019 and the Statements Operations, Changes in Net Financial Assets, and Cash Flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the Library financial statements present fairly, in all material respects, the financial position of the Library as at December 31, 2019 and its results of operations and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally-accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Library in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Library's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Library, or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Library's financial reporting process.

### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally-accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of

an audit in accordance with Canadian generally-accepted auditing standards we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. But not for the purpose of expressing an opinion on the effectiveness of the Library's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Library's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However future events or conditions may cause the Library to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants

Vancouver, British Columbia  
[Date of Board of Directors approval]

**To:** Surrey Public Library Board  
**From:** Surinder Bhogal, Chief Librarian  
**Date:** February 27, 2020  
**Subject:** 2020 Board Objectives



**RECOMMENDATION**

It is recommended that the Board adopt the 2020 Board objectives.

**BACKGROUND**

The Board’s draft objectives were reviewed at the January 2020 meeting, and distributed to the Board via email after the meeting for further comments.

The objectives incorporate feedback from the Board’s self-evaluation survey results, completed in November 2019. They include the Board’s governance obligations to the Library Act and are aligned to the Library’s new strategic plan 2019-2023. The objectives are organized according to the balanced scorecard framework adopted in the Library’s plan - community, funds, processes and staff lenses.

Objectives are assigned to committees based on the current terms of reference for each committee, and committee chairs provide status updates at the June and October regular meetings of the Board.

OBJECTIVE	WHO	WHEN	STATUS
<b>Community</b>			
1. Monitor progress of strategic plan	EXEC	Q1	
2. Revise advocacy plan and support actions	PER	Q2-4	
3. Provide input in facility master plan revision	PER	Q3-4	
<b>Funds</b>			
4. Provide input to the preparation of the 2021 budget and approve for transmission to City	FPS	Q2-3	
5. Support opportunities to diversify and grow library revenue	FPS	Q1-4	
<b>Processes</b>			
6. Update policies as necessary	ALL	Q1-4	
7. Review committee TORs to ensure alignment with Board objectives and governance mandate	EXEC	Q1	
8. Revise annual board calendar	EXEC	Q3	

<b>Staff/Board</b>			
9. Conduct development session for new and returning trustees	EXEC	Q1	
10. Onboard and mentor new trustees	EXEC	Q1-4	
11. Develop Board leadership on regional and provincial level through involvement in InterLINK and BCLTA	PER	Q1-4	
12. Conduct Board self-evaluation mid-year and end-of year and implement appropriate recommendations	EXEC	Q2 & 4	
13. Conduct Chief Librarian Performance review	EXEC	Q4	

**Committees**

EXEC - Executive

FPS - Finance, Programs and Services

PER - Planning and External Relations

**CONCLUSION**

It is recommended that the Board adopt the 2020 Board objectives. The Board may revisit objectives based on trustee availability and capacity. Committees bring recommendations to the Board for consideration and adoption.

**To:** Surrey Public Library Board  
**From:** Surinder Bhogal, Chief Librarian  
**Date:** February 27, 2020  
**Subject:** Board Advocacy Plan Revision



## **RECOMMENDATION**

It is recommended that the Board receive this report as information to discuss a revision and update of the Advocacy Plan (Appendix I).

## **BACKGROUND**

The Advocacy Plan (Appendix I) was adopted by the Board in January 2019. Staff developed timelines for each action and assigned leads to implement the action. An update on the progress was provided to the Board in June and a final update was presented in October (Appendix II).

## **DISCUSSION**

Significant progress was made by the Board in 2019, as summarized below:

### **Actions completed: Consider repeating in 2020**

- 1.1 Mayor/Chair meeting
- 1.2 Presentation to Council
- 1.5 Councillors, MLS, MPs invited to Library special events
- 1.6 Participated in province-wide advocacy campaigns
- 1.7 Sent thank you notes, reports and advocacy letters
- 2.3 Trustees attended library special events
- 2.4 Researched and decided against forming a 'Friends of the Library'
- 3.1 Staff presentations made regularly at Board meetings
- 3.2 Key messages provided
- 3.3 Held Board development session
- 3.4 Sourced stories of positive library impact
- 4.1 Trustees supported library fundraising efforts
- 4.2 Trustees helped make thank you calls to donors
- 4.3 Trustees connected staff with prospective donors

### **Actions not completed: Consider implementing in 2020 or remove from plan.**

- 1.3 Lunch and learn with Mayor and Council, and SD 36 School Trustees
- 1.4 Lunch and Learn with Surrey MLAs, Minister of Education and prominent community members

- 2.1 Identify organizations of interest for trustees to present library information sessions to
- 2.2 Identify and meet with key community leaders

More details are included in the October 2019 report to Board (attached as Appendix II).

## **CONCLUSION**

2019 was the first year that the Board implemented an advocacy plan. Board considerations could be: which actions to repeat, which actions to remove and which, if any, new actions to implement in 2020. Current Board objectives, priorities, and trustee experience and capacity are also factors.

Based on the discussion, staff can work with the Planning and External Relations Committee to revise the plan, update data in the Common Questions and Key messages, develop timelines, and assign a lead to implement each action.

Appendix I: Surrey Libraries Board Advocacy Plan

Appendix II: 2019 Board Advocacy Plan Update, October 24, 2019

## Appendix I



### **SURREY LIBRARIES BOARD ADVOCACY PLAN**

**Adopted January 24, 2019**

Ensuring that influential stakeholders understand and support library initiatives, priorities, and issues is a key role for the Surrey Libraries (SL) Board of trustees. Many politicians and community leaders have outdated notions of the role of the public library based on personal experiences decades out of date and based on old library models. They often view libraries as amenities, not as essential services, which could reduce the priority for library funding relative to other services.

Trustees can help communicate that the impact of public libraries is long-term and requires an investment similar to that of the public education system. In the 'information rich' environment of the 21<sup>st</sup> century, the library is a centre of literacy, learning, creativity, and innovation. It inspires and empowers people of all ages and ensures that everyone has access to the tools and training they need to participate in the knowledge economy.

Consistent advocacy will ensure adequate operational and capital funding. It will ensure that new facilities are built, as outlined in the Facilities Master Plan and that our strategic priorities for the coming years will be accomplished. This is especially critical with the election of the new Mayor and Councillors.

There are many opportunities for trustees to build relationships and influence key stakeholders on an ongoing basis. While elected officials remain a primary audience, there are other important influencers that trustees can connect with from their diverse personal and professional networks that will help increase awareness, understanding, and support for SL.

The plan will be executed collaboratively between the Board and SL Staff. It will be reviewed by the Board Planning & External Relations Committee annually to review results and update activities.

#### **TARGET AUDIENCE**

1. Elected Officials:
  - Mayor and City Councillors
  - MLAs
  - MPs (secondary audience as they do not provide funding but are influential)
  - Surrey School District Trustees
2. Influential Surrey leaders including communities of interest and professional associations.
3. SL donors and supporters – both individuals and groups.

## OBJECTIVES

### 1. Build awareness for SL successes, values, and issues with elected officials.

*Connect with and meet the needs of elected officials in advancing civic priorities by providing current and targeted information about the value of the library. This supports elected officials' interest in directly connecting with their constituents and increases their understanding of SL services.*

### 2. Build awareness of SL value in and contribution to the community with influential Surrey stakeholders and communities of interest.

*Develop relationships with local decision makers and funders to ensure that the library remains 'top of mind' when exploring opportunities or funding decisions are being made.*

### 3. Ensure Trustees are equipped with information and talking points to best represent SL.

*Create cheat sheets with supporting documents targeted to different audiences.*

### 4. Encourage donors to support SL financially and feel positive about their past giving.

## ACTION PLAN

The following action plan outlines the activities that will be undertaken to help fulfil the objectives outlined above. Planning and administration for most of these activities will be undertaken by SL staff with trustees invited to attend. The expectation is that all trustees should be able to attend at least two events annually, while some trustees will have the capacity to attend more. Additionally, there are a number of initiatives that all trustees should be able to support.

### OBJECTIVE 1 Build awareness for SL successes, values, and issues with elected officials.

**Action 1.1:** Chief Librarian and Board Chair meet annually with the Mayor.  
*Strategize in advance on priority messages for the meeting.*

**Action 1.2:** Annual presentation to the Mayor and Councillors at council meeting delivered by Chief Librarian and Board Chair. All trustees invited to attend to represent the Library.  
*Update on progress against strategic plan and highlight accomplishments.*

**Action 1.3:** Host annual SL update lunch and learn at City Centre Library for Mayor, Councillors, and SD 36 School Trustees.  
*Provide an overview of current programs, services, and initiatives at the library, including successes and challenges, and Q&A.*

**Action 1.4:** Host annual SL update lunch and learn for Surrey-based MLAs, Minister of Education, and trustee-invited guests (prominent community members).  
*Provide an overview of current programs, services, and initiatives at the library, including successes and challenges, and Q&A.*

**Action 1.5:** Invite Councillors, MLAs, MPs, and SD 36 School Trustees to SL special events and pair them with a library trustee.

**Action 1.6:** Participate in province-wide initiatives spearheaded by the British Columbia Library Trustee Association (BCLTA), including annual Union of BC Municipalities (UBCM) convention.

**Action 1.7:** Send thank you notes, reports, and advocacy letters when appropriate.

**Objective 2 Build awareness of SL’s value in and contribution to the community with influential Surrey stakeholders and communities of interest.**

**Action 2.1:** Identify associations, affiliations and communities of interest (e.g. Rotary, business or cultural associations) where trustees can present additional SL information sessions in the community.

**Action 2.2:** Identify and meet with key community leaders and potential influencers who share similar interests and values to share information about the library. Identify any existing relationships Trustees have with these key community leaders to connect those Trustees to people with whom they already have some influence.  
*SL management staff can accompany trustees to these meetings and staff can provide standard templates for trustees to reach out to connections.*

**Action 2.3:** Trustees attend and personally host guests at SL events like Young Adult Writing Contest, and Surrey Kids Read.

**Action 2.4:** Research the value of and process for creating a “Friends of the Library” organization.

**OBJECTIVE 3 Ensure Trustees are equipped with information and talking points to best represent SL.**

**Action 3.1:** Ongoing presentations at board meetings to increase understanding of SL focus, programs, and services.

**Action 3.2:** Provide SL overview messages with annual update on key performance metrics, as well as key messages for special initiatives like Read2Baby.

**Action 3.3:** Invest in skill development for the Board and Senior Management Team  
*Ensure new trustees attend BCLTA Trustee Orientation Program; coordinate advocacy training with the goal to repeat every 2 years.*

**Action 3.4:** Source stories of how the Library has positively impacted people’s lives.

**OBJECTIVE 4 Encourage donors to support SL financially and feel positive about their past giving.**

**Action 4.1:** Personally support SL fundraising efforts.

**Action 4.2:** Help make thank you calls to major donors and attend donor stewardship events.

**Action 4.3:** Introduce fund development staff to qualified fundraising prospects and participate in prospecting meetings to help raise awareness of SL’s fundraising efforts.

## SUCCESS MEASURES

- Elected official participation in SL info sessions
- Trustee participation in SL programs and community events
- Increased number of relationships initiated
- Increased Board confidence/knowledge of SL key performance indicators and comfort in talking with the public about SL and direction (Measured through questions in the board self-evaluation.)

## COMMON QUESTIONS and KEY MESSAGES

### 1. WHY DO WE NEED LIBRARIES?

Because tens of thousands of people need and use the libraries in Surrey every year to get free access to information, knowledge, learning resources, and cultural experiences.

#### **Surrey Libraries is one of the most-used community services in the City.**

- Surrey Libraries is a hub of vibrant activity with close to 2.5 million visits a year; each day over 7,000 people visit our 9 branches.
- Over 2 million online visits annually and 4 million items borrowed annually.
- Last year, 165,692 children participated in literacy and skills building library programs like storytimes, Summer Reading Club, and coding programs.
- Last year, over 22,000 adults benefitted from library programs to enrich and support their learning. Programs like: ESL book clubs, English conversation class, career assistance workshops, digital literacy training and programs helping newcomers adapt to the community.

#### **The Library is a smart investment for a stronger community and is important in the current economy.**

- Library service in Surrey only costs \$3.25 a month per citizen<sup>1</sup>.
- Having a library card in the family is associated with better learning outcomes for children.
- The library provides equitable access to resources, helping improve their lives and promoting economic vitality.

#### **The Library builds community.**

- The library acts as a gathering place for people of many ages, races and socio-economic backgrounds. It is one of the last non-commercial public spaces in our society and it helps reduce social isolation.
- SL works with more than 70 community organizations and agencies each year on community building programs such as: poverty reduction, employment, settlement of newcomers, and lifelong literacy.
- SL hosts a wide variety of cultural celebrations such as Diwali, Lunar New Year, and Indigenous People's Day, which give an opportunity for residents to engage with fellow citizens and learn more about our city's diverse population.
- SL has one of the most successful Library Champions programs in the province with over 200 volunteers leading information sessions which introduce new Canadians to the library and community resources.

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<sup>1</sup> SL 2018 budget: \$20,180,000 divided by Surrey's population based on 2016 Census: 517,887 = \$38.96 per citizen/year / 12 = \$3.25

### **The Library is a leader in literacy and life-long learning.**

- An estimated 40% of the Canadian workforce lacks the basic literacy and numeracy skills needed to succeed in the workplace.
- SL offers a wealth of print and online resources such as language learning platforms like Rosetta Stone or online training via Lynda.com.
- SL offers many programs to assist with literacy development – for children and adults – especially those new to Canada and developing their English language skills.

### **2. WHY DO WE NEED A BUILDING TO PROVIDE LIBRARY SERVICES? (Isn't everything in a library available on the internet now?)**

There is a huge amount of information available on the internet. But, the facts show that **people still need the Library to be the community hub for knowledge and connection.** Not everything *is* available on the internet, or can be found reliably and quickly.

#### **Libraries provide in-person support and programming**

- More than 180,000 children, adults, and youth come to the library each year for programming.
- Each year, our staff receive close to half a million information inquiries.

#### **Libraries bridge the “digital divide.”**

- About 12.4% of British Columbians access the internet at a public library; the biggest users of library internet access (28.4%) are young people between the ages of 16 and 24. Among low income young people, that number rises to 48.5%.
- Libraries provide services such as digital literacy training, access to the internet, and research assistance.

#### **Libraries are community hubs**

- In addition to early literacy, programs like baby storytimes bring new mothers together for support and to build new communities.
- Programs like English Conversation or ESL book clubs bring new Canadians together and exposed to the rich cultural make up of Surrey.
- Our libraries are filled with students, seniors, and families.

#### **Surrey is a growing community with more demands on library services**

- Surrey welcomes an average of 800 new residents each month, and the local library is often the first place where newcomers go to learn about their community.
- With over 112,000 children, Surrey has the largest school-aged population in BC.
- Research has shown that having a convenient local branch is important in improving the outcomes for that community.

### **3. WHY SHOULD I GIVE THE LIBRARY MONEY? (Doesn't the government pay for libraries?)**

It's true that about 96% of our revenue comes from government sources (90% from the municipal government, 6% from the provincial government) and we're very grateful for this support. However, Surrey is a rapidly growing community and our citizens continually ask us for more programs, longer service hours, and added services – all which come at a cost.

We rely on the generosity of individuals and corporations to enhance our library services to provide critically-needed programs to support early childhood literacy, adult literacy – especially for newcomers to Canada, and special outreach programs for seniors and residents with learning disabilities or mobility issues.

## Appendix II

**To:** Surrey Public Library Board  
**From:** Surinder Bhogal, Chief Librarian  
**Date:** October 24, 2019  
**Subject:** 2019 Board Advocacy Plan Update



<b>Board Advocacy Plan (adopted January 24, 2019)</b>			
		<b>Who</b>	<b>Status</b> <i>June-Oct updates in red text</i>
<b>OBJECTIVE 1</b>	<b>Build awareness for SL successes, values, and issues with elected officials.</b>		
Action 1.1:	Chief Librarian and Board Chair meet annually with the Mayor. Strategize in advance on priority messages for the meeting.	CL / Board Chair	<ul style="list-style-type: none"> <li>• DONE - met with Mayor on March 12, 2019</li> <li>• <b>Mayor also invited to speak at BCLTA event.</b></li> </ul>
Action 1.2:	Annual presentation to the Mayor and Councillors at council meeting delivered by Chief Librarian and Board Chair. All Trustees invited to attend to represent the Library. Update on progress against strategic plan and highlight accomplishments.	CL / Board Chair	<ul style="list-style-type: none"> <li>• DONE- presented new strategic plan and 2018 highlights at Council in Committee meeting on April 1, 2019.</li> <li>• <b>Presented on CULC e-books campaign in July.</b></li> </ul>
Action 1.3:	Host annual SL update lunch and learn at City Centre branch for Mayor, Councillors, and SD 36 School Trustees. Provide an overview of current programs, services, and initiatives at the library, including successes and challenges, and Q&A.	Staff/Trustees	<ul style="list-style-type: none"> <li>• PLAN FOR 2020?</li> </ul>
Action 1.4:	Host annual SL update lunch and learn for Surrey-based MLAs, Minister of Education, and trustee-invited guests (prominent community members). Provide an overview of current programs, services, and initiatives at the library, including successes and challenges, and Q&A.	Staff/Trustees	<ul style="list-style-type: none"> <li>• PLAN FOR 2020?</li> </ul>
Action 1.5:	Invite Councillors, MLAs, MPs, and SD 36 School Trustees to SL special events and pair them with a library trustee.	Staff	<ul style="list-style-type: none"> <li>• Indigenous Author &amp; Storyteller Series</li> <li>• Surrey Kids Read</li> <li>• <b>Young Adult Writing Contest Gala</b></li> </ul>

Action 1.6:	Participate in province-wide initiatives spearheaded by the British Columbia Library Trustee Association (BCLTA), including annual Union of BC Municipalities (UBCM) convention.	Staff /Trustees	<ul style="list-style-type: none"> <li>• Chair/CIlr met with MLAs on Provincial Budget</li> <li>• Made submission to Select Standing Committee on Provincial Budget</li> <li>• CULC Digital Pubs Campaign</li> <li>• Support for UBCM resolutions</li> </ul>
Action 1.7:	Send thank you notes, reports, and advocacy letters when appropriate.	Staff/Board Chair	<ul style="list-style-type: none"> <li>• TY Letter to Ministry of Education and Surrey MLAs</li> <li>• Annual Reports sent to Council, MLAs &amp; MPs</li> <li>• <b>Congratulations letters scheduled for MPs post Federal election</b></li> </ul>
<b>Objective 2</b>	<b>Build awareness of SL's value in and contribution to the community with influential Surrey stakeholders and communities of interest.</b>		
Action 2.1:	<b>Identify associations, affiliations and communities of interest</b> (e.g. Rotary, business or cultural associations) where Trustees can present additional SL information sessions in the community.	Staff/Trustees	<ul style="list-style-type: none"> <li>• PLAN FOR 2020?</li> </ul>
Action 2.2:	<b>Identify and meet with key community leaders</b> and potential influencers who share similar interests and values to share information about the library. Identify any existing relationships Trustees have with these key community leaders to connect those Trustees to people with whom they already have some influence. SL management staff can accompany Trustees to these meetings and staff can provide standard templates for Trustees to reach out to connections.	Staff/Trustees	<ul style="list-style-type: none"> <li>• Add to stakeholder list produced for strategic plan engagement</li> </ul>
Action 2.3:	Trustees attend and personally host guests at SL events like Young Adult Writing Contest and Surrey Kids Read.	Trustees	<ul style="list-style-type: none"> <li>• Indigenous Author &amp; Storyteller Series</li> <li>• Surrey Kids Read</li> <li>• Young Adult Writing Contest</li> </ul>

Action 2.4:	Research the value of and process for creating a “Friends of the Library” organization.	Staff	<ul style="list-style-type: none"> <li>• Staff report presented in October</li> </ul>
Action 3.1:	Ongoing presentations at board meetings to increase understanding of SL focus, programs, and services.	Staff	<ul style="list-style-type: none"> <li>• 4 staff presentations on indigenous services, digital resources, teen services and newcomer families.</li> <li>• Optional branch tours prior to board meetings</li> </ul>
<b>OBJECTIVE 3</b>	<b>Ensure Trustees are equipped with information and talking points to best represent SL.</b>		
Action 3.2:	Provide SL overview messages with annual update on key performance metrics, as well as key messages for special initiatives like Read2Baby.	Staff	<ul style="list-style-type: none"> <li>• Common questions and key messages 2-pager provided as part of advocacy plan document</li> <li>• Special initiatives information shared ongoing</li> </ul>
Action 3.3:	Invest in skill development for the Board and Senior Management Team Ensure new Trustees attend BCLTA Trustee Orientation Program; coordinate advocacy training with the goal to repeat every 2 years.	Trustees / Senior Management	<ul style="list-style-type: none"> <li>• BCLTA conference and Summit participation</li> <li>• Governance and Relationship building session with Michael Shoop</li> </ul>
Action 3.4:	Source stories of how the Library has positively impacted people’s lives.		<ul style="list-style-type: none"> <li>• Public Campaign currently underway during Canadian Library Month (Oct).</li> </ul>
<b>OBJECTIVE 4</b>	<b>Encourage donors to support SL financially and feel positive about their past giving</b>		
Action 4.1:	Personally support SL fundraising efforts.	Trustees	<ul style="list-style-type: none"> <li>• As requested, or set up monthly donations</li> </ul>
Action 4.2:	Help make thank you calls to major donors and attend donor stewardship events.	CL/Trustees	<ul style="list-style-type: none"> <li>• Chair phoned \$100,000 endowment donor</li> <li>• 5 Trustees helped with donor phone Thank-a- thon in October</li> </ul>
Action 4.3:	Introduce fund development staff to qualified fundraising prospects and participate in prospecting meetings to help raise awareness of SL’s fundraising efforts.	Trustees	<ul style="list-style-type: none"> <li>• As identified; 1 Trustee prospect become a YAWC sponsor.</li> </ul>

**To:** Surrey Public Library Board  
**From:** Surinder Bhogal, Chief Librarian  
**Date:** February 27, 2020  
**Subject:** Nomination for British Columbia Library Trustee Association Board of Directors



## RECOMMENDATION

It is recommended that the Board nominate a Surrey Public Library trustee to the British Columbia Library Trustee Association (BCLTA) Board of Directors.

## BACKGROUND

As the 2<sup>nd</sup> largest city in the province, Surrey Public Library has an important role to play in shaping the future of public library service in the Province. BCLTA is the only organization specifically for public library trustees and boards, supporting the governance and advocacy work of members. BCLTA collaborates with other library organizations on conference planning, ministry meetings, Union of BC Municipalities Tradeshow and advocacy campaigns.

Surrey Public Library pays a membership for trustees to be part of BCLTA. Our trustees have had representation on the BCLTA Board for many years. Participating on the BCLTA Board is an opportunity to demonstrate community leadership and enhance the reputation and impact of Surrey Public Library.

## DISCUSSION

The BCLTA Board is comprised of a President, Treasurer and 5-9 Directors. A treasurer and 4 director positions are vacant for the 2020 BCLTA election with a 2-year term of office and the BCLTA website suggests candidates are:

- *Eager to connect with board chairs and trustees and develop your understanding of trustee experience and needs throughout the province.*
- *Knowledgeable and positive about the mandate, work, and potential of BCLTA.*
- *Prepared to champion and represent BCLTA and our membership to government officials, key stakeholders and funders.*
- *Friendly and will jump at the chance to network and pro-actively represent BCLTA at receptions, meetings, and other events.*
- *Committed to attending and fully participating in BCLTA Board meetings and to supporting the work of BCLTA (2020 meeting dates posted on the website are April 19, May 5 or June 2, September 1 or 8, September 25-26 and November 3.)*

Nominations are being accepted until April 2, 2020.

## **CONCLUSION**

To take full advantage of library membership on BCLTA, and to enhance the reputation and impact of Surrey Public Library, it is recommended that the Board nominate a trustee to the BCLTA Board of Directors.

Appendix I: Nomination Rules for the Board of Directors; BCLTA Board of Directors 2020 Nomination Form



*To support and represent trustees in advancing public libraries*

## NOMINATION RULES FOR THE BOARD OF DIRECTORS

*This guide is designed to assist trustees interested in seeking election or re-election to the Board of the British Columbia Library Trustees Association. For specific details, please consult BCLTA's Constitution & Bylaws at [bclta.ca](http://bclta.ca)*

### NOMINATIONS DEADLINE

#### **April 2, 2020**

Nominations received at [execdir@bclta.ca](mailto:execdir@bclta.ca) by April 2<sup>nd</sup> will be added to the BCLTA website AGM page. Please include a brief biography, no more than 300 words, and a digital photo.

#### **April 18, 2020**

Nominations will be accepted from the floor until immediately prior to the election of Officers at the Annual General Meeting.

### VOTING PROCEDURE

If only one nomination is received for a position, that individual shall be declared elected by acclamation. Otherwise, votes are conducted by ballot at the Annual General Meeting. Proxy voting forms are available for institutional members who cannot attend the meeting.

### TERM OF OFFICE

Trustees elected to the BCLTA Board typically hold office for a two-year term. Directors' terms may be for one year if they are filling a mid-term vacancy.

### MAXIMUM TERM OF OFFICE

A President who has served for two (2) two-year terms is not eligible for re-election to that office in the year immediately after his or her second term. Trustees may stand for and be elected to consecutive terms for all other director positions.

### WHEN ARE ELECTIONS HELD?

Elections are held at the BCLTA Annual General Meeting each year. In 2020 the AGM will take place on Saturday, April 18<sup>th</sup>, beginning at 11:45am Sheraton Vancouver Airport Hotel in Richmond. Candidates do not need to be present at the AGM to run for office.

### OPPORTUNITIES TO ADDRESS THE MEMBERSHIP

In the event of a ballot vote, nominees present at the AGM will be given two minutes to address the membership prior to the election. A candidate who is not present at the AGM may have a written statement presented to the membership in lieu of this verbal address.

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**Please contact the BCLTA Executive Director at [execdir@bclta.ca](mailto:execdir@bclta.ca) with any questions related to the nomination process.**

*To support and represent trustees in advancing public libraries*

## BCLTA Board of Directors 2020 Nomination Form

The BCLTA Board is comprised of a President, Treasurer, and 5-9 Directors. The terms of office are 2 years.

The elected positions on the BCLTA Board to be determined at the Annual General Meeting on April 18, 2020 are Treasurer and four (4) Directors for two-year terms.

**I nominate:**

Name \_\_\_\_\_

Email \_\_\_\_\_

Library Board \_\_\_\_\_

Position (Director or President) \_\_\_\_\_

**Nominated by:**

Name \_\_\_\_\_

Email \_\_\_\_\_

Library Board \_\_\_\_\_

**Consent by signature of the Nominee and the Nominator must accompany the nomination.**

Nominee Signature: \_\_\_\_\_

Nominator Signature: \_\_\_\_\_

Nominations received by April 2, 2020 will be posted to the BCLTA website AGM page. Please include a brief biography, no more than 300 words, and a digital photo.

Nominations will be accepted from the floor until immediately prior to the election of Officers at the Annual General Meeting.

**Send nomination forms to [execdir@bclta.ca](mailto:execdir@bclta.ca) Attn: Nominations Committee**

The following is an overview of the key strategic initiatives that were selected for 2019 to support the Library's strategic objectives. The first update on our progress on these initiatives covered activities undertaken from January to May and was presented to the Board in June, 2019 followed by a second update with work noted in **red** presented in November, 2019. This final report includes any additions in **blue**.

Initiative No.	2019 Initiatives	<b>First Update</b> January – May 31 <b>Second Update</b> June – October 31 <b>2019 Final Update</b>
<b>STRATEGIC OBJECTIVES: OUR COMMUNITY</b> <b>A1:</b> Promote and nurture literacy and learning <b>A2:</b> Position the Library as the heart of the community <b>A3:</b> Enhance strategic community engagement <b>A4:</b> Increase satisfaction with our services <b>A5:</b> Improve access to Library services		
1	Expand early years literacy services in all branches Sara Grant	Enhanced Babytime Program: increased program length to 1 hour, embedded 30 min play-based social connection time with early learning toys, refocused ages to under 12 months to create baby-friendly space. Staff Training: developed 2 modules (Storytime Basics and Babytime), delivered 4 sessions to 20 staff in late 2018 and 2019. Baby Welcoming: events organized with 7 community partners to connect new parents and raise awareness of community resources. Pilot held Nov 2018 at Fleetwood; March event at Semiahmoo <b>Added Toddler Storytimes to Newton, Strawberry Hill, Semiahmoo; developed new posters for many programs; expanded early years partnership with Fraser Health; transitioned Baby Welcoming program from pilot to sustainable service; created communication tool for facilitating library participation in early years school events; began research on early learning spaces.</b>
2	Assess opportunities to increase after-school programming for middle-years	Formed Middle Years Work Group: held first meeting, identified next steps: document baseline of what is currently offered, survey what other libraries/community services are offering, research best practices. Identifying Middle Years staff training opportunities: 3 staff attended High Five training, considering more staff training. <b>STEM Program Development with UBC - scheduling Spring afterschool programs in 2 locations; Dot &amp; Dash Robotic Coding pilot program at NE with traveling iPads plus Dot &amp; Dash robots and developing staff training plan for expanding to branches.</b>
3	Grow secondary school engagement	Identified Teen Work Group to oversee strategy. Plans to develop data tracking method. System PowerPoint presentation developed for school engagement.

Initiative No.	2019 Initiatives	<p style="text-align: center;"><b>First Update</b> January – May 31</p> <p style="text-align: center;"><b>Second Update</b> June – October 31</p> <p style="text-align: center;"><b>2019 Final Update</b></p>
		<p>Teen Services outreach to 14 schools reaching 2,400 students; 11 in-branch tours for secondary students reaching 367 students; created new Educators brochure highlighting library services; refined data collection processes put in place.</p>
4	Support digital skills development at all branches	<p>Info Staff surveyed about digital training needs. Survey completed on June 6. Results analysis and meeting scheduled for June 13 to develop training plan on survey results. Delivery of plan will begin in August. Staff will be surveyed again in 2020.</p> <p>Created Digital Literacy Development Plan for in-branch programs and training commenced for many new resources: AVOD (Videos on Demand), Flipster, Cypress, Gale and Ancestry.</p>
5	Expand programs delivered through partnerships	<p>SL Programs and SL Community Partners documents updated at end of January.</p> <p>Key partnerships planning and scheduling for extra programming with:</p> <ul style="list-style-type: none"> <li>• Canada Learning Code workshops</li> <li>• BC Psychological Association delivering a mental health series in Punjabi</li> <li>• Exploring pop-up tech help in Holland Park with KPU, CoS Parks and IT, and READ Surrey/White Rock literacy table</li> <li>• Dhahan Prize for Punjabi Literature author reading</li> <li>• Indigenous Plant Walks at more branches</li> </ul> <p>Exploring collaboration opportunities with libraries in Burnaby, Vancouver, New Westminster and Fraser Valley.</p> <p>Held highly successful 'Repair It' event with City Engineering department, ran successful Neighbourhood Safety series, started ongoing free weekly legal clinics with Amici Curiae and South Asian Legal Clinics of BC, created Community Table Booking Form and Guidelines, participated in Library Day at the PNE with accessibility table, hosted ICORN author at Authors Among Us event, participated in Surrey Pride with a library table and hosted a Drag Queen Storytime.</p>
6	Create and implement an outreach strategy	<p>Working on the outreach report, first draft should be ready by the end of June.</p> <p>Draft report completed and being circulated for staff input.</p> <p>Finalized document was shared with all staff and posted on the Intranet.</p>
7	Focus efforts on reconciliation with Indigenous communities	<p>Done: Indigenous training sessions for staff, coordinating and delivering Indigenous Film Series and Children's Indigenous Author and Storyteller Series</p> <p>In progress: role of Indigenous Working Group and protocol guidelines</p> <p>Indigenous Working Group Terms of Reference completed; Indigenous protocol guidelines drafted and are being circulated for staff input.</p> <p>Indigenous Protocol Guidelines have been finalized, were shared with staff, and are posted on the Intranet.</p>

Initiative No.	2019 Initiatives	<p style="text-align: center;"><b>First Update</b> January – May 31</p> <p style="text-align: center;"><b>Second Update</b> June – October 31</p> <p style="text-align: center;"><b>2019 Final Update</b></p>
8	Craft a customer satisfaction survey	<p>Survey drafted with input from Library Operations Committee. Survey created and is <a href="#">online</a>. Survey is being promoted through various channels from May 6 – June 15.</p> <p><b>Survey feedback collated. Report shared with Board in September and is informing 2020 planning.</b></p>
9	Increase Library cardholders	<p>Have been monitoring and supporting participation of Circulation staff in mobile Circulation outreach initiatives. Have created back up plan kit to facilitate member registration process. Staff have attended Welcome to K, Surrey Children’s Festival and are scheduled for Fusion Festival.</p> <p><b>Working with youth and outreach Librarians to support Grade 8 outreach initiative. Will establish clear guidelines for library card creation and improve staff allocation and workflow to help increase cardholders.</b></p>
10	Plan for new Library branches: Clayton	<p>Collection Development plan for Clayton created and communication with vendors underway. Draft schedule and staffing plan completed. Working on finalizing furniture, fixtures, and equipment (FF&amp;E) for the branch.</p> <p><b>Continuing to work on finalizing furniture, fixtures and equipment (FF&amp;E) for the facility. Shelving requirements will be ready for tender by end of November. Awaiting confirmation on 2020 Budget to finalize staffing plan. Collection ordering underway.</b></p> <p><b>Hired Youth Services Public Service Librarian and posted for other positions. Finalizing the staffing roster and schedules in progress. Awaiting on confirmation of budget to complete furniture, fixtures and equipment ordering.</b></p>
11	Plan & support Library renovations and expansions: Cloverdale	<p>Plan for Cloverdale closure developed and in progress including: Pop-up library and communications plan. Timeline for closure amended to July 8 – December. Reallocation plan for staff and Pop-up library schedule completed.</p> <p><b>Branch closure completed and construction began in August. Temporary Pop-up location a great success and service well received by community. FF&amp;E ordered and shelving contract awarded. Renovation has been delayed; anticipated reopening planned for March 2020. Public communications around closure ongoing.</b></p> <p><b>Plans developed for return to branch and closure of pop-up.</b></p>

**STRATEGIC OBJECTIVES: OUR FUNDS**

- B1:** Align resources to changing community needs
- B2:** Explore opportunities to diversify and grow revenue
- B3:** Enhance responsible spending and accountability

Initiative No.	2019 Initiatives	<b>First Update</b> January – May 31 <b>Second Update</b> June – October 31 <b>2019 Final Update</b>
12	Develop a plan for helping to integrate newcomers	<p>Met with settlement agencies and contacted stakeholders to determine more clearly what successful integration means. Focus group planned with library champions to get their feedback about meaning of integration.</p> <p>Added new ESL conversation program and ESL book club at Strawberry Hill and Newton.</p> <p>Scheduled 4 intercultural workshops July-Oct with OPTIONS clients who speak Arabic, Mandarin, Spanish and Tagalog.</p> <p>Presentations on library services done at several social services agencies; cross cultural workshop done for Somali and Arabic speakers at Strawberry Hill and Guildford; outreach by staff included: World Refugee Day, S. Asian seniors fair, PICS seniors resource fair, Filipino fair; Neighbourhood Safety Series attracted many newcomers. Plan drafted and is being circulated for staff feedback and refinement.</p> <p>Asian Heritage Month brainstorming session completed. Conducted focus group with Library Champions on “What does integration mean to newcomers?” Feedback and ideas to be collated and shared with Library Operation Committee and settlement agencies. Cross cultural workshop delivered for Library Champions.</p>
13	Develop and implement new fund development initiatives	<p>Granting strategy being actively used. Direct mail/promotional coordinated campaign being developed for new donor acquisition May 31 – June 20.</p> <p>Festival of Trees event transitioning to Tree of Giving to focus more on individual donors. Tree of Giving set to launch Nov 23. Working with consultant to develop new donor engagement pieces.</p> <p>Goal of increasing net annual growth in active donors by 10% exceeded (achieved 45%)</p>
14	Start planning for Strawberry Hill lease expiry	<p>Preliminary meetings held with CoS Planning and Realty departments. Manager of Strawberry Hill attended a session hosted by Rio-Can on potential condo development opposite library. Planning underway for engaging a consultant to develop a needs-assessment and costing for various options.</p> <p>Researching COS community plans. Presentation developed to show to City’s Senior Leadership Team.</p>
<b>STRATEGIC OBJECTIVES: OUR PROCESSES</b> <b>C1:</b> Refine processes to improve services and create capacity <b>C2:</b> Broaden awareness of Library services <b>C3:</b> Encourage innovation and collaboration		
15	Pilot new service delivery model at Cloverdale and Ocean Park	<p>Two staff workshops held in April. Desk designs being drafted for Ocean Park. Shared duties discussed at March and May Job Evaluation Committee meetings. A service model working group will be formed in June to work on more details, service strategies and training plans.</p> <p>Phase 1 training/promotion of self checkouts and BiblioCommons completed for all staff in Aug/Sep. Phase 2 ‘Everyone Duties’ training</p>

Initiative No.	2019 Initiatives	<b>First Update</b> January – May 31 <b>Second Update</b> June – October 31 <b>2019 Final Update</b>
		<p>completed for 150 staff in October. Training working groups helped refine training plans. Job description revisions and new service module revised schedules for pilot branches are in progress. Community Connected Libraries Project ideas have been shared with select groups of staff for feedback. Facility improvements are in progress at Ocean Park and Cloverdale.</p> <p>Job description revisions and revised schedules for pilot branches in progress and will be finalized in early 2020.</p> <p>Phase 3 training in progress, including info basics for CV/OP circ staff and circ basics for info staff starting in Nov 2019 and continue to Feb.</p>
16	Streamline materials selection processes	<p>Initial set of options presented to SLT for first stage of consolidating selection, which was approved. Created a staffing plan which will support our ask to the City for increased staffing for Collections Services. Planning for meeting with Working Group underway.</p> <p>Met with working group to discuss progress, drafted a staff survey which was sent to all selectors. Currently working on analyzing results. New 3 day per week selector position began in August.</p>
17	Develop a comprehensive marketing and communications strategy	<p>Preliminary work started gathering strategies and guidelines from the City of Surrey.</p> <p>No further work on this initiative completed due to staffing limitations.</p>
<b>STRATEGIC OBJECTIVES: OUR STAFF</b> <b>D1:</b> Foster a culture of service excellence <b>D2:</b> Cultivate a safe, engaged, and diverse workplace <b>D3:</b> Develop and empower staff		
18	Develop and deliver enhanced customer service training for all staff	<p>Customer service training module developed. First staff workshop conducted on June 3.</p> <p>Paused to prioritize staff training on the new service model (KSI#15). Also working with InterLINK to develop an online customer service module with Dr. Colgate for all InterLINK libraries staff.</p>
19	Develop an approach to measuring and enhancing staff engagement	<p>Staff engagement survey action plan devised. Survey draft complete. Marketing materials and creation of online survey underway. Survey to be launched June 10 and open until June 24.</p> <p>Staff engagement survey was sent to all staff. Survey results were collated. Report was shared with board and staff in October. Action plan being developed to address areas that received lower scores.</p>
20	Identify core competencies for roles and train staff with required skills & knowledge	<p>Initial research started. Focus shifting to non-job specific skills identification and training.</p> <p>Work to date focused on updating job descriptions and required knowledge, skills and abilities, with plan to incorporate these into strategy for training.</p>

# 2019

## Strategic Plan & Operational Achievements





# OUR COMMUNITY

## Promote and nurture literacy and learning

- Early years literacy programs were expanded at all branches by enhancing the Babytime program and by adding Toddler Storytimes to Newton, Strawberry Hill, and Semiahmoo.
- Hosted the Indigenous Authors and Storytellers for Children series which brought four Indigenous authors and storytellers to many branches across the system. In addition to the readings, audiences received complimentary books, learned about Indigenous culture and resources, and had access to specialized booklists created by staff.

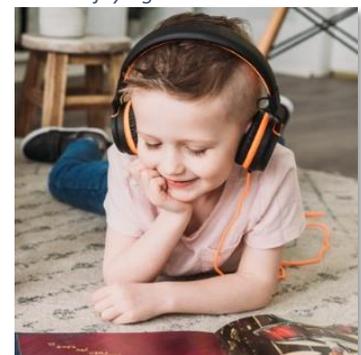


*Getting into the STEM Challenge*



- Teen Library Council hosted a Teen STEM Challenge at Fleetwood for teens interested in the Science, Tech, Engineering & Math fields and filled the meeting room to capacity.
- Piloted Dot & Dash Robotic Coding program with traveling iPads and developed staff training plan for system roll-out.
- Promoted the value of learning by hosting the Grand Reading Link Challenge for kids from grades four and five, with 227 teams of kids from 48 Surrey Schools participating for a total of 1,357 children.
- Won a Surrey Housing and Homelessness Award for library outreach at shelters and transition houses.
- Added new online resources including: Flipster, Cypress Resume, Access Video on Demand, Kanopy, Maclean's Archive, Medici TV, and four new genealogy databases.
- Launched Wonderbooks, a new collection of children's books with a built-in audio player allowing for read along both out loud and individually. These materials support emerging readers as well as new English language learners. The collection has been extremely popular and more titles will be added in 2020.
- Held "Writing Your Story: Get Started" program at Surrey Pretrial Services Centre for five residents and three guards.
- Expanded programming at Port Kells branch and ran a Christmas Open House for the first time.

*Enjoying a Wonderbook*



- Offered Man in the Moon Storytime sessions attended by 240 people. Options Community Services joined the sessions to provide information on resources available to the fathers/caregivers.

### Position the Library as the heart of the community

- Formed middle years working group to assess opportunities to increase after-school programming for middle-years to provide a safe, nurturing environment that supports the principles of healthy child development during the critical hours.
- Focused efforts on reconciliation efforts with Indigenous community, including:
  - Hosted the “Let’s talk about Reconciliation” Indigenous movie screenings and conversations at Newton and City Centre.
  - Revised Indigenous subject headings in catalogue to include modern and culturally relevant terminology.
  - Hosted wə ʔayəm kʷs niʔ ct ʔiməx We Walk Slowly Indigenous medicinal plant walks.
  - Developed protocols for relationship building and partnering with Indigenous communities.
  - Added land acknowledgement to staff email footers: *Surrey Libraries recognizes that our work takes place on the ancestral, traditional, and unceded territories of the SEMYOME (Semiahmoo), q̓içəy̓ (Katzie), kʷikwəłəm (Kwikwetlem), q̓ʷa:ñłən (Kwantlen), qiqéyt (Qayqayt), xʷməθkʷəy̓əm (Musqueam) First Nations and on the ancestral and traditional territory of the sc̓əwəθən məsteyəxʷ (Tsawwassen) First Nation.*
- Screened Sher Vancouver’s documentary movie *My Name Was January*, about the murder of a trans woman of colour in British Columbia.
- Hosted Diwali celebrations at Newton and Strawberry Hill which were attended by 130 people and hosted “Christmas in Mexico” at Newton enjoyed by 40 people.

Deanna Miller leading the wə ʔayəm kʷs niʔ ct ʔiməx We Walk Slowly Indigenous Medicinal Plant Walk.



*“The libraries in Surrey have truly reinvented themselves as community gathering places for everyone with access to computers, audio / video materials, newspapers / magazines from around the world. A welcoming environment for everyone from babies to seniors.”*

- Joined the SafePlace RCMP program, becoming a place of refuge for the LGBTQ2+ community.
- Welcomed the addition of an art piece by Erica Stocking at City Centre in connection to the Blankets community art project.
- Liaised with Fraser Health to obtain resources (posters, window decal, wallet cards) to promote the library as a breastfeeding friendly place.
- Participated in numerous community events including: Surrey Pride, Fusion Festival, Surrey International Children’s Festival, National Indigenous People’s Day, Surrey Seniors’ Forum, World Refugee Day, and many others.

- Presented the first ever “City Centre Day” as a community engagement event, combined with a massive book sale.
- Worked with Indigenous artist Rain Awakens (aka Trenton Pierre) to do a spray-paint art workshop with teens at Guildford.
- Guildford branch hosted a very popular Electric Vehicle info session which had nearly 40 attendees.

Spray-paint Art Program at Guildford



### Strengthen strategic community engagement

- Created an outreach strategy to develop a focused, system-wide approach to community visits including to vulnerable and marginalized populations, students (including elementary, high school and college), teachers and educators, families, seniors, newcomers, refugees, Indigenous and LGBTQ2S+ communities. Outreach connected with places such as: shelters, low income housing, food banks, recovery homes, resource fairs, festivals, community events, partner events and locations, elementary schools, high schools and colleges.

- Implemented a Customer Satisfaction and Awareness Survey to gather feedback from the community on overall satisfaction and general awareness with Library services.
- Updated the Voice of The Customer Feedback comment card to collect more detailed and relevant information including an overall satisfaction score.
- Ran a Neighbourhood Safety Series of workshops at Guildford branch to educate the community on taking action on public safety, the threat of hate crimes on public safety, and changing demographics and common goals for safe neighbourhoods.

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**SURREY LIBRARIES**  
Surrey.ca/Libraries/About

SATISFACTION	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied	
Overall, how satisfied were you with the service we provided today?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>AGREEMENT</b> (If "not at all" or "not at all")	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Slightly Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
Staff were competent and knowledgeable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff were helpful and friendly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There was a good selection of materials to borrow.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Library met a good range of technology needs (Wi-Fi, computers, online library services).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using library services was convenient.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Library programs were informative, useful, and engaging.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Library services were a easy to access. (Open hours, facilities, online access)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PLEASE FOLLOW UP: To receive a personal form, attach the box and fill in your contact information. Please contact me by:  Email  Phone

FIRST NAME: \_\_\_\_\_ LAST NAME: \_\_\_\_\_ PHONE: \_\_\_\_\_  
 TELEPHONE: \_\_\_\_\_ LIBRARY BRANCH VISITED: \_\_\_\_\_ DATE (MM/DD/YYYY): \_\_\_\_\_

Privacy Information: We collect information to provide you with the best possible service. We do not share your information with other organizations. For more information, please visit [www.surrey.ca/privacy](http://www.surrey.ca/privacy).

### Increase satisfaction with our services

- Expanded programs delivered through partnerships such as:
  - Free legal form filling assistance clinics throughout the fall using volunteer professionals from two partner organizations: Amici Curiae Friendship Society and South Asian Legal Clinics of BC.
  - Baby Welcoming events in collaboration with seven community partners held at Fleetwood, Semiahmoo, Newton, and Strawberry Hill.
  - Monthly Breastfeeding Café with Fraser Health at Guildford.

*“I absolutely love the librarian or reference techs' ability to find arcane information with which members maybe experiencing difficulty. If staff don't know, they are always keen to find out and will follow-up with a phone call upon resolution with available options. I can't put a price on how much this means to me and others who have turned to staff for a pathway.”*

- Expanded the diversity of NextReads booklists (monthly or bimonthly newsletters) introducing new categories of book recommendations including Manga, Graphic Novels and Anime, First Nations, Métis, and Inuit Reads, & Canadian Non-Fiction.
- Developed [69 diversity and inclusion booklists](#) to align with City initiatives available in print and via Bibliocommons and OverDrive.
- eBook and eAudiobook circulation increased by 24% over the previous year, demonstrating success in the efforts to further develop and promote the collection.

### Improve access to Library services

- To reduce barriers to library services, piloted Sensory/ Adaptive Storytime at Ocean Park in consultation with The Centre for Child Development and American Sign Language (ASL) Storytime at Guildford with an ASL storyteller and ASL interpreters.

*“The thing that I value most about the library is the fact that young people who are still studying can come here to study and be around friends as long as they are respectful and do the work at hand along with tutoring.”*

- Created “Proof of Address” postcards for patrons to fill out and mail to themselves to enable them to register for a library card.
- Launched a Pop-Up Library at the Cloverdale Recreation Centre to provide continued service to the community while the Cloverdale branch was closed for renovations.

*Cloverdale Pop-Up Library*



- Cloverdale branch underwent major renovations and is on track to open by March 2020.
- Supported the building of a new library branch integrated into the Clayton Community Centre, on schedule to open Summer 2020.
- Issued 1,041 new library cards at events in the community through Mobile Circulation and created a total of 28,674 new library cards overall.

# OUR FUNDS

## Align resources to changing community needs



- Launched Superloan (Fast Reads) collection for eBooks and eAudiobooks: This new collection has allowed us to help meet the demand for popular digital titles by providing designated copies available for one week loan, no holds. This collection mirrors our print book and DVD Superloans and has been very well received.

- Developed a plan to help integrate newcomers to enhance awareness of library resources, programs, and services which are

effective tools for successful integration as well as increase outreach, partnered programs, and existing programming such as ESL conversation classes, LGBTQ+ programs, and acculturation workshops.

*"When I immigrated to Canada, the library was a lifeline. The support I received from staff in accessing services and materials to help improve my English helped me not only build my language skills, but also my confidence. I went on to university and was the first in my family to graduate. The library enriches our community's economy, access to learning, and social well-being."*

- Continued enhancing multilingual collections by adding 5,603 new multilingual items to the collection and improved English Learning Training materials for newcomers.
- Added ION Express Digital converter kits for loan, enabling patrons to digitize audio cassette tapes.



## Explore opportunities to diversify and grow revenue

- Initiated a donor Thank-a-Thon whereby Trustees called all donors who had donated in the last year to thank them for their support.
- Initiated a new donor acquisition integrated mail drop and marketing campaign.
- Transitioned the Festival of Trees event to the Tree of Giving campaign, a fun festive fundraiser which saw trees installed in all branches inviting donations to support Surrey Libraries' children's programming.



- Supported the establishment of the Gayle Harris Memorial Scholarship Endowment Fund with the Vancouver Foundation that will generate funding annually for staff who are working to earn their Master of Library and Information Studies degree or Library Technician diploma.
- Trustees visited all Surrey MLAs to advocate for increased provincial funding for public libraries.
- Supported the \$20 Million in 2020 campaign – an initiative organized by the BC Library Partners to advocate for increased provincial funding for public libraries.
- Revamped the sponsorship opportunities connected to the Young Adult Writing Contest and raised \$11,052 in cash and \$2,475 in-kind sponsorship for this project.
- Supported a “Reading to Remember” fundraiser by Jacob and Ivy, two young patrons who honoured the passing of Gayle Harris by raising funds for her endowment fund.
- Successfully lobbied for and revised InterLINK funding formula for a more equitable and reduced fee for Surrey Libraries.

Jacob and Ivy



### Enhance responsible spending and accountability

- Persuaded City Council to pass resolution to support national e-books campaign to advocate for fair pricing for public libraries.
- Completed the year on budget.

*“The wealth of information and products available for a few dollars a year of my taxes – added up, all the resources I get from my local library are probably the best return on investment I’ve ever made in my life.”*

# OUR PROCESSES

## Refine processes to improve services and create capacity

- Started a Service Options campaign promoting self-check-out options throughout the system.
- Made improvements to the performance management plan processes for librarians and managers.
- Work began on developing processes to pilot new service delivery model at Cloverdale, Ocean Park, and Clayton. Staff information workshops were held, committees were formed, new job descriptions and schedules were drafted. Training for staff at new service model branches began.
- Purchased and set up 12 laptops to support new service model and ongoing staff training initiatives.
- Began work to streamline materials selection processes including setting a working group and surveying all staff selectors.
- Refined the processing procedure for patron collections suggestions to be more efficient and processed a record 6,012 suggestions in 2019, an increase of 11% over the previous year.

Staff promoting self-checkout



*“Reading has been a part of my life for as long as I can remember. For me, reading is an escape and a relaxation and a treat I look forward to at the end of a long, busy, or stressful day. I don't ever want to imagine living without a library in my life.”*

## Broaden awareness of Library services

- Created a communication tool for facilitating library participation in early years school events (Ready Set Learn, and Welcome to Kindergarten).
- Participated in Early Years Fest with hundreds of families with children aged 0 – 6 years old.
- “Welcome to Surrey Libraries” brochure revised and translated into 4 languages, including: Arabic, Korean, Chinese traditional, Chinese simplified, and Punjabi.
- Increased online newsletter subscriptions by 15% over the previous year.
- Continued to be active on social media and increased followers on Facebook, Twitter, and Instagram by 9%, 3%, and 21%, respectively over 2018.

- Launched the “Share Your Story” campaign where the community was encouraged to share personal stories of how the library has made a difference in their lives.

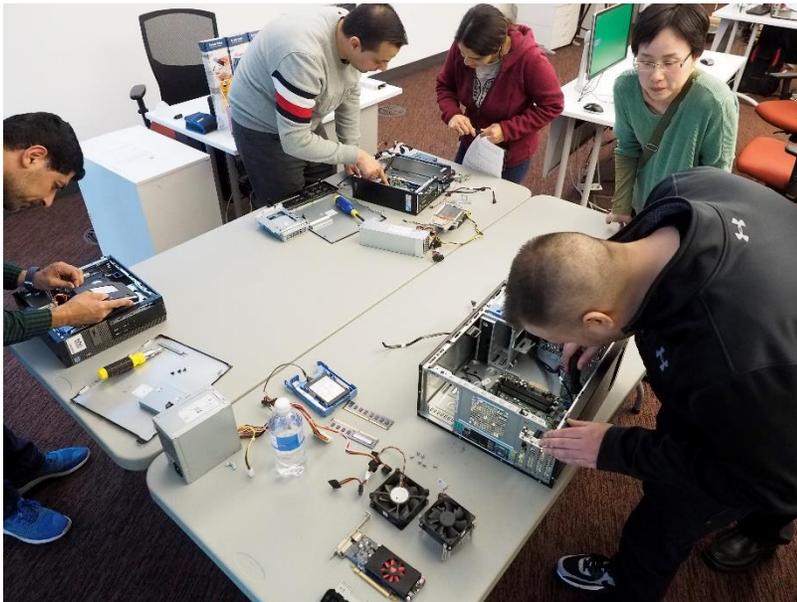
*Share Your Story Imagery*



### Encourage innovation and collaboration

- In collaboration with Google, successfully led the first cohort of learners through the learning circle model for the Google IT Support Certificate program.
- Hosted the inaugural Repair-It Café in collaboration with City of Surrey Engineering, giving broken household items a new lease on life with repair tips from experts.

*Learners getting hands-on practice in the Google IT Support Certificate program*



*Repair-It Café*



# OUR STAFF

## Foster a culture of service excellence

- Launched BiblioCommons training and subsequently “Everyone Duties” training for front line staff to ensure consistent service across the system, and to empower staff to provide as much service to patrons as possible prior to having to refer them to another employee or desk.
- Began work on developing enhanced customer service training for staff including setting a working group reviewing the Science of Service principles.

## Cultivate a safe, engaged, and diverse workplace

- Offered Indigenous cultural awareness workshops for all staff.
- Launched a self-directed webinar for all staff to better understand and support people on the autism spectrum.
- Ocean Park and City Centre received 1st and 3rd place respectively in the City of Surrey’s 2019 Energy Cup Challenge.
- Revamped the staff newsletter *Check It Out* to inform and celebrate staff successes.
- Launched the “Not Myself Today” mental health campaign and encouraged staff to learn more about mental health resources available to them.
- Various Health & Safety initiatives were implemented, including: safety audits of all work sites, reviewing all incident reports and strategizing on appropriate changes, updating the security manual, and conducting Health & Safety refreshers for all staff.



*Staff proudly showing the Energy Cup Challenge trophies.*

*“I value the friendly knowledgeable staff that are there to help and guide me through stuff I cannot do on my own. Thank you.”*

## Develop and empower staff

- Launched a staff engagement survey and had high rates of participation compared to industry average.
- Launched “Spirit Week” whereby staff were invited to participate in fun team-building activities and a staff social filled with food and prizes.
- Started work to identify core competencies for roles and train staff with required skills and knowledge by updating job descriptions with required knowledge, skills, and abilities.
- Supported staff in educational opportunities including: MBA, InterLINK Leadership Program, City of Surrey’s Emerging Leaders’ Program, coaching workshops, and conferences.

**To:** Surrey Public Library Board  
**From:** Surinder Bhogal, Chief Librarian  
**Date:** February 27, 2020  
**Subject:** 2019 Strategic Plan Key Measures Report



## **RECOMMENDATION**

It is recommended that the Board receives this report as information to monitor the progress of the Strategic Plan.

## **BACKGROUND**

2019 was the first year of implementation for Surrey Libraries' new strategic plan 2019-2023. The plan was framed using a balanced scorecard approach, similar to the City of Surrey's strategic plan. The Board helped define the library's vision and mission and set 14 supporting strategic objectives under the lenses of: 'our community,' 'our funds,' 'our processes,' and 'our staff.' Staff identified key initiatives to advance the objectives and set out key measures.

Twenty-eight key measures were identified to track progress on the strategic plan. Where possible, existing measures were used; however, some objectives could not be measured using existing metrics, resulting in the creation of 11 new measures. Measures included traditional outputs, such as the 'number of new cardholders', as well as outcomes, such as 'user satisfaction with library services'. 2018 data was used as baselines for existing measures and 2019 data was used to establish baselines for new measures. Staff set targets ranging from 2 – 10% increases in performance for the year and monitored progress periodically throughout the year, depending on the type of measure. This report presents an annual summary of progress on the key measures.

## **DISCUSSION**

Tracking the progress of the strategic plan through specific measures and targets has been a learning process for the Library. For previous strategic plans, progress was reported on initiatives and an annual overall metrics report on outputs - not directly related to objectives in the plan. Historically, public libraries have measured outputs. There are no industry benchmarks in measuring outcomes and each library establishes its own systems. The Library researched 'Project Outcome', a tool developed by the American Public Library Association, to measure the impact of library programs and services. Measures used by other public libraries, including the British Library, Toronto Public Library, and Vancouver Public Library, were reviewed as well as the City of Surrey's metrics.

Of the 28 measures, 9 performed above target, 5 on target and 3 below target. For 11 measures 2019 established the base line year.

Going forward, adjustments will be made to the key measures. For instance, metrics that were not informative will be removed, some will be adjusted, and new ones added in subsequent years as key initiatives change. Staff will also endeavor to set more realistic targets.

## **CONCLUSION**

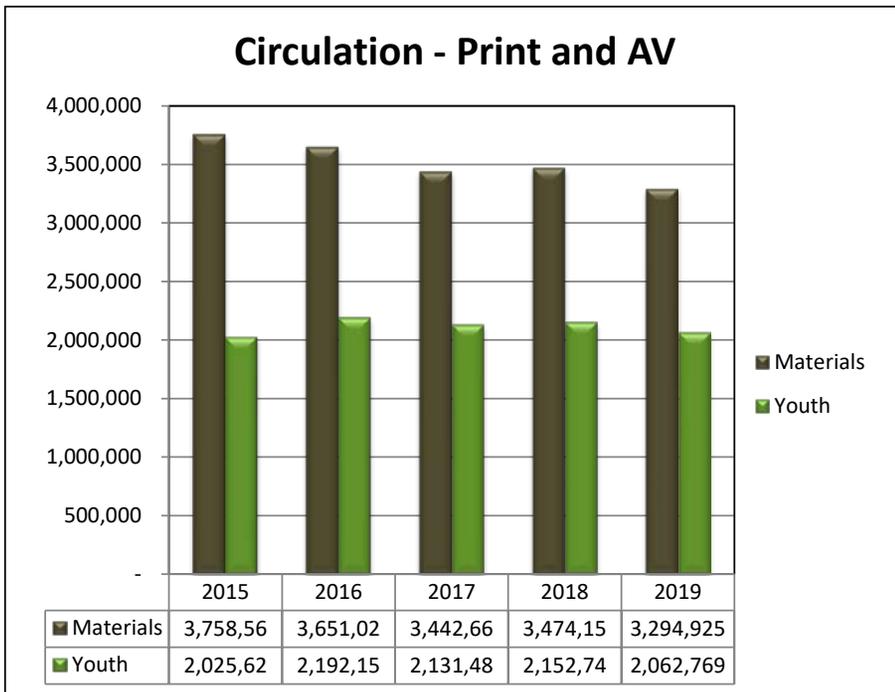
This report is presented to the Board as information to help monitor the progress of the strategic plan.

## SPL 2019 Strategic Plan Key Measures Report

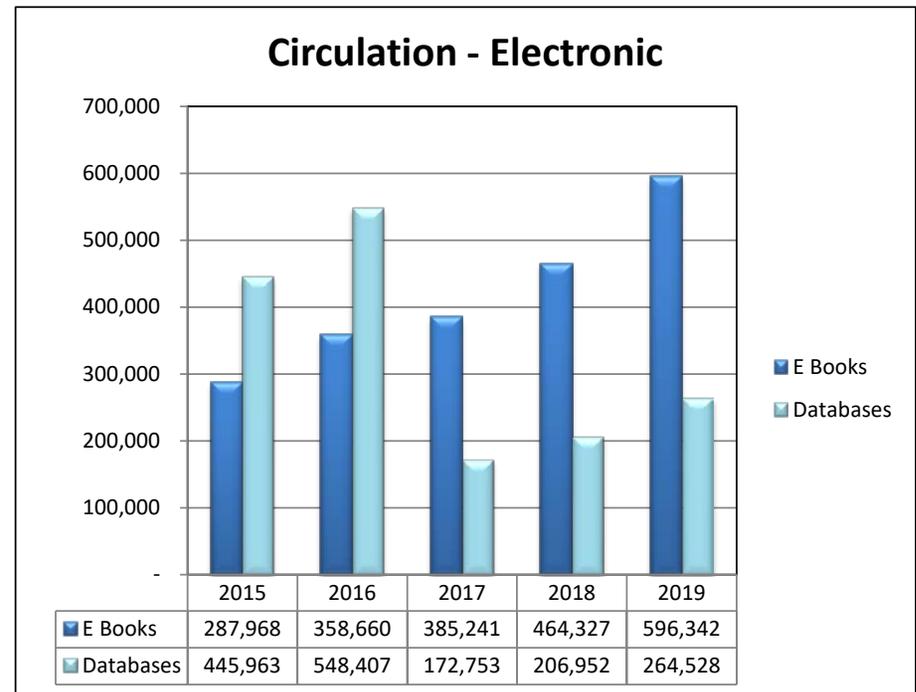
KEY MEASURE	COMMENTARY	
<b>Performance above target</b>		
<b>Performance on target</b>		
<b>Performance below target</b>		
<b>Baseline year</b>		
<b>OBJECTIVES - COMMUNITY</b>	<b>Promote and nurture literacy and learning; Position the library as the heart of the community; Strengthen community engagement; Increase satisfaction with our services; Improve access to library services</b>	
% of public who agree SL is a go to place for literacy and learning	62% Agree and Strongly Agree. 15% Somewhat Agree. Survey conducted in May 2019, to be repeated in May 2021.	
# of digital literacy programs (in-branch)	Increased from 45% to 56%. The increase can be attributed to the Google project, refining our definition of "digital literacy" and prioritizing new and existing digital literacy programs for adults.	
Use of online learning resources (hours and sessions)	Hours increased by 49% and sessions were up by 23%. Includes use of Lynda.com, Learning Express, Gale Courses, Rosetta Stone, Mango Languages, My Canada, Learning Express , Road to IELTS and Niche Academy.	
# of suggestions from public for digital and print items	Increased from 5,367 to 7,841. Many factors influence the number of suggestions received, and this metric is not useful in measuring promotion of literacy and learning.	
% of public who believe SL is welcoming and inclusive	76% Agree or Strongly Agree. 8% Somewhat Agree. Survey conducted in May 2019, to be repeated in May 2021.	
# of visits – physical and digital	Physical visits dropped by almost 200,000 from 2018, partly attributed to Cloverdale closure from July - December. Digital visits increased by 11%.	
Use of library resources (circulation of physical, eBooks, eAudio)	Use of physical library resources declined by 5% - a long term trend, impacted by lower use of CDs, DVDs and physical Audiobooks. Ebook and eAudio use has increased by almost 100,000. Electronic includes Movies/Shows, eBooks, eAudio, eMagazines, eNewspapers.	
% programs delivered through partnerships	Increased from 8% to 9% as more focus placed on partnering for program delivery, when feasible. Overall programming numbers declined due to the limited availability of computer classrooms for 3 months when used for City departmental training.	
% of public satisfied with SL providing consistently good customer service	74% Agree and Strongly Agree. 7% Somewhat Agree. Survey conducted in May 2019, to be repeated May 2021.	
# of new cardholders	Registered 660 more cards than in 2018. Mobile Circulation outreach efforts were limited due to focus on the New Service model staff training and restrictions on availability of casual staff.	
# of cardholders active in last 3 years	Increased from 185,627 to 196,583 - largely attributed to exclusively eBook users now being captured.	
% of public satisfied with range of services offered to community	64% Agree or Strongly Agree. 12% Somewhat Agree. Survey conducted in May 2019, to be repeated in May 2021.	
Ratio of physical visits to hours open	Declined from 95 to 89 visits per hour open. Impacted by Cloverdale closure. This metric is not useful in measuring improved access and will be simplified to 'number of hours open' .	
<b>OBJECTIVES - FUNDS</b>	<b>Align resources to changing community needs; Explore opportunities to diversity and grow revenue; Enhance responsible spending and accountability</b>	
% of collections budget allocated to digital resources	Increased slightly from 33.7% to 34.2% of collections budget allocated to digital resources.	
% of programs for newcomers	Increased from 4% to 8% as more resources were allocated to expanding reach of existing programs and delivering new programs for newcomers.	
Net annual growth in active donors	The new 'Tree of Giving' Campaign helped to exceed target of 10% increase in new donors for 2019.	
Operational spending and capital spending on budget	Operational spending on budget, capital spending below budget.	

KEY MEASURE	COMMENTARY	
<b>Performance above target</b>		
<b>Performance on target</b>		
<b>Performance below target</b>		
<b>Baseline year</b>		
<b>OBJECTIVES - PROCESSES</b>	<b>Refine processes to improve services and create capacity; Broaden awareness of library services, encourage innovation and collaboration</b>	
% of transactions using self-service	Target not met, although percentage of self-check use remained same at 45%. Some self-checkout machines were periodically out of commission and Cloverdale closure also impacted this measure.	
# of staff visits in community	Increased from 694 to 752 visits, exceeding target, as staff have been finding more ways to connect with public beyond our walls.	
Earned media statistics	Target not met as not as many releases generated due to staffing capacity. Fewer media-worthy activities also a factor on the number of releases generated.	
Level of public awareness of SL services	51% Agree and Strongly Agree. 22% Somewhat Agree. Survey conducted in May 2019, to be repeated in May 2021.	
% staff providing favourable rating on innovate question	79% Agree and Strongly Agree. Survey conducted in June 2019, to be repeated in June 2021.	
% staff providing favourable rating on collaborate question on staff survey	59% Agree and Strongly Agree. Survey conducted in June 2019, to be repeated in June 2021.	
<b>OBJECTIVES - STAFF</b>	<b>Foster a culture of service excellence; Cultivate a safe, engaged and diverse workplace; Develop and empower staff</b>	
% of staff completing customer service excellence training	Specific Customer Service training not offered; however, 212 staff completed BiblioCommons training and 193 staff completed 'Everyone Duties' - upgrading skills on responding to basic queries.	
% of users who rate staff as knowledgeable & helpful	76% Agree and Strongly Agree. 7% Somewhat Agree. Survey conducted in May 2019, to be repeated in May 2021.	
% staff providing favourable rating on engagement q set	81%. Survey conducted in June 2019, to be repeated in June 2021.	
% staff providing favourable rating on empowerment q set	71%. Survey conducted in June 2019, to be repeated in June 2021.	
% training hours to FTE	Increased from 11.5 to 17.3 training hours to FTE, partly due to staff sessions on strategic plan and change management, and new service model training.	

## 2019 Surrey Libraries Statistics Report

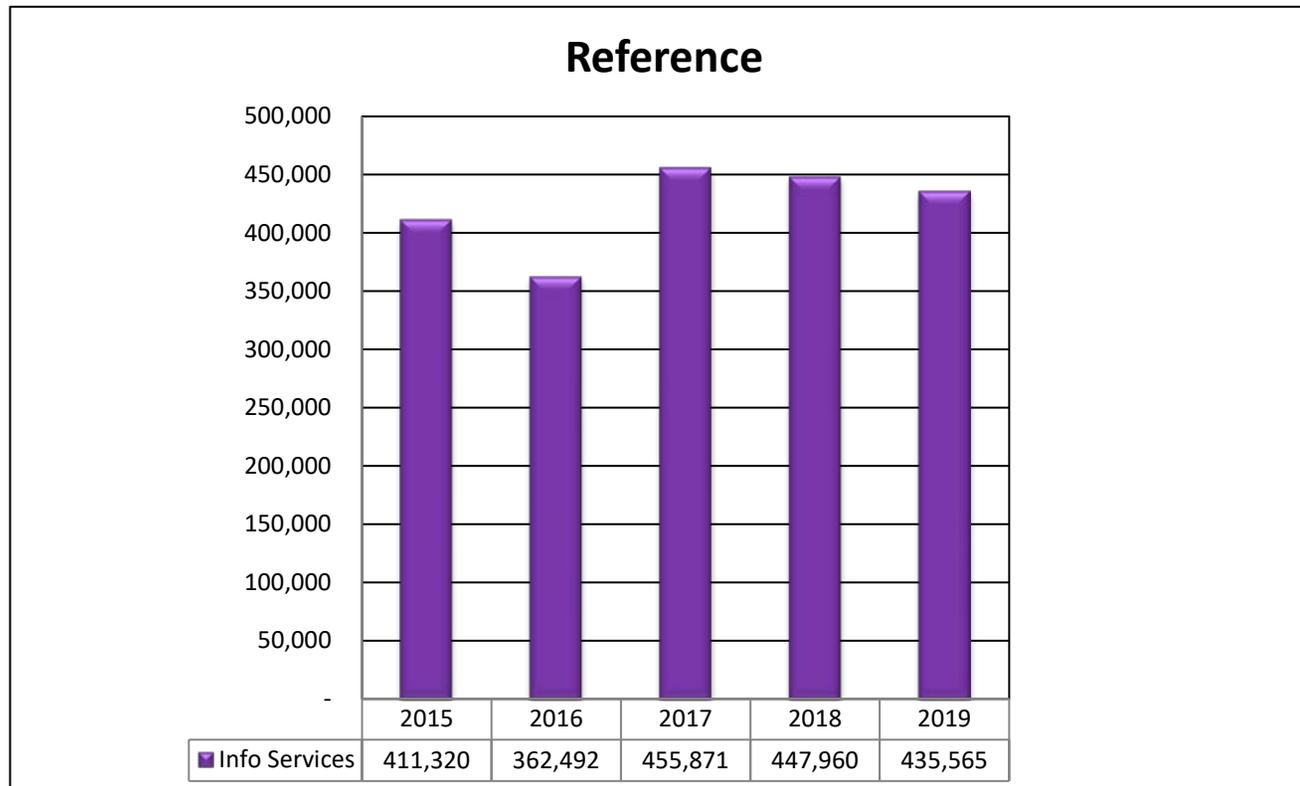


Circulation of print and audio-visual physical materials continues to decline, particularly of CDs, DVDs and Audiobooks. Some collections such as English language learning, graphic novels, Chinese materials, and junior fiction have increased in circulation. Overall, circulation of print and AV materials declined by 5%, a trend seen in most public libraries.



More patrons continue to shift to digital resources. The eBook figure includes eBooks, eAudio and eMagazines. Database usage increased 22% due to introduction of new databases (Gale, AVOD and Cypress Resume) and Lynda.com vendor changing how statistics are counted to more accurately reflect use.

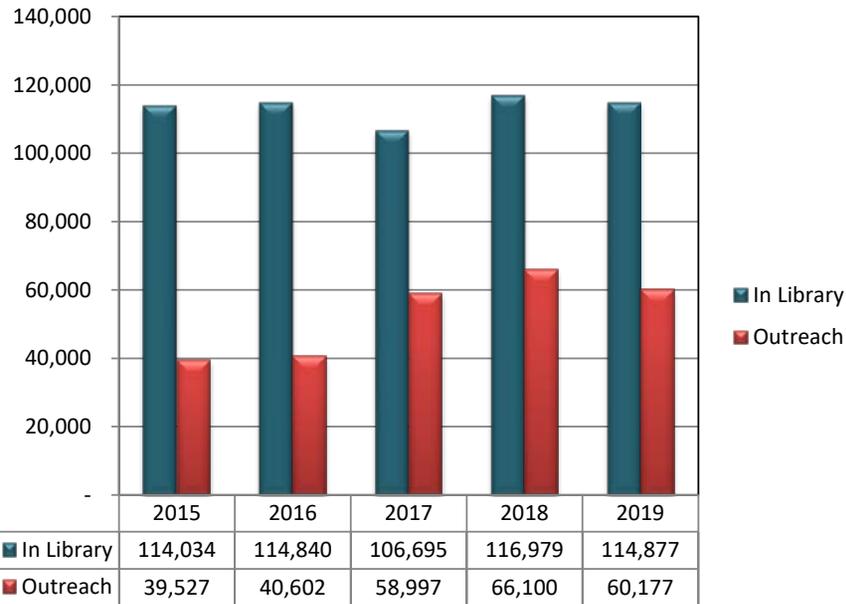
## 2019 Surrey Libraries Statistics Report



As Google/ Internet empowers people to do their own research, the decline in reference questions is a trend in most public libraries. More questions are being asked about device use and computer instruction. As part of the 'New Service Model' training, all public service staff are being trained to answer basic technology questions.

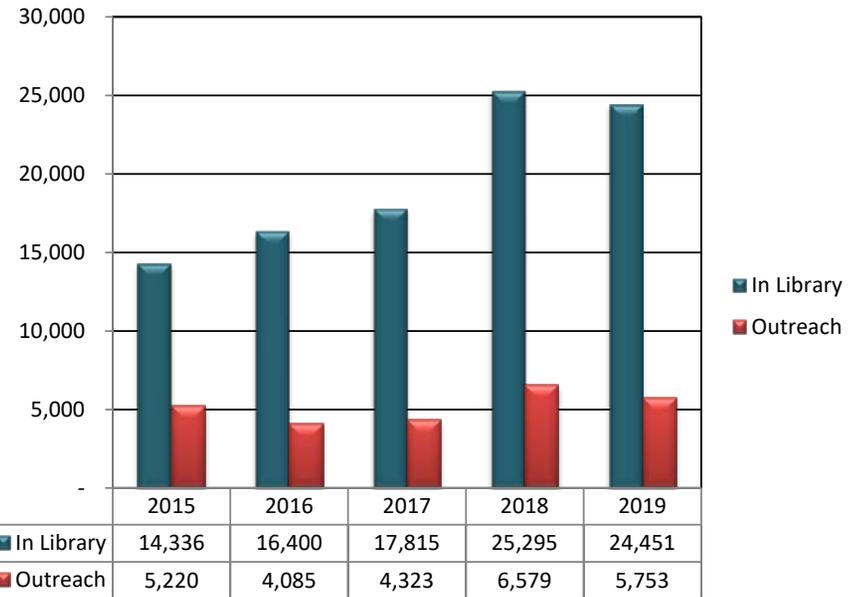
## 2019 Surrey Libraries Statistics Report

### Youth Programming - # of participants



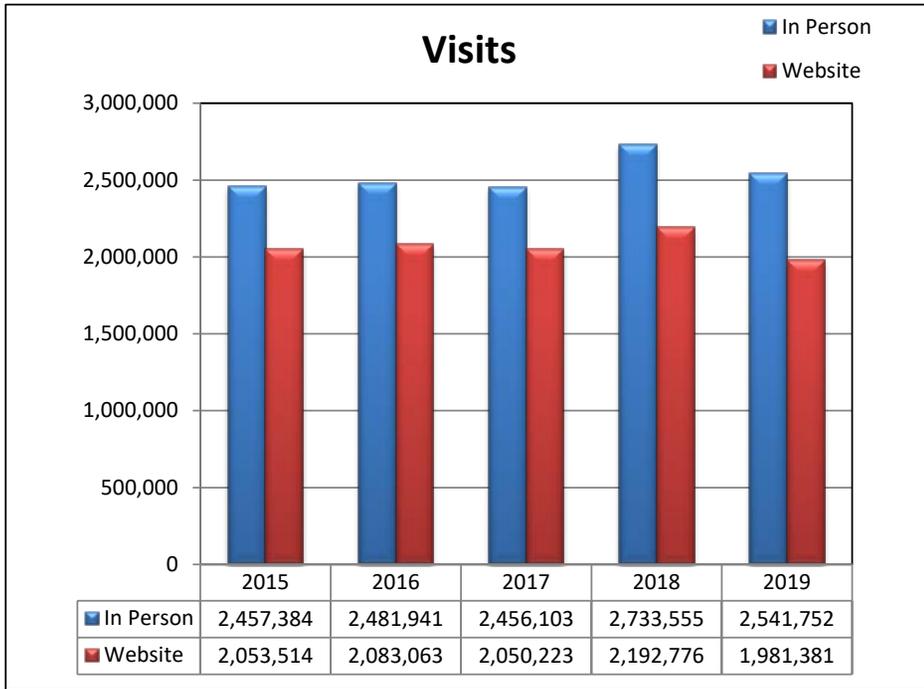
Attendance at youth programs decreased slightly, despite a 3% increase in the total number of programs offered. This can be partly explained by the Cloverdale closure, disruption in Youth Services due to loss of staff and onboarding/training new staff.

### Adult Programming - # of participants

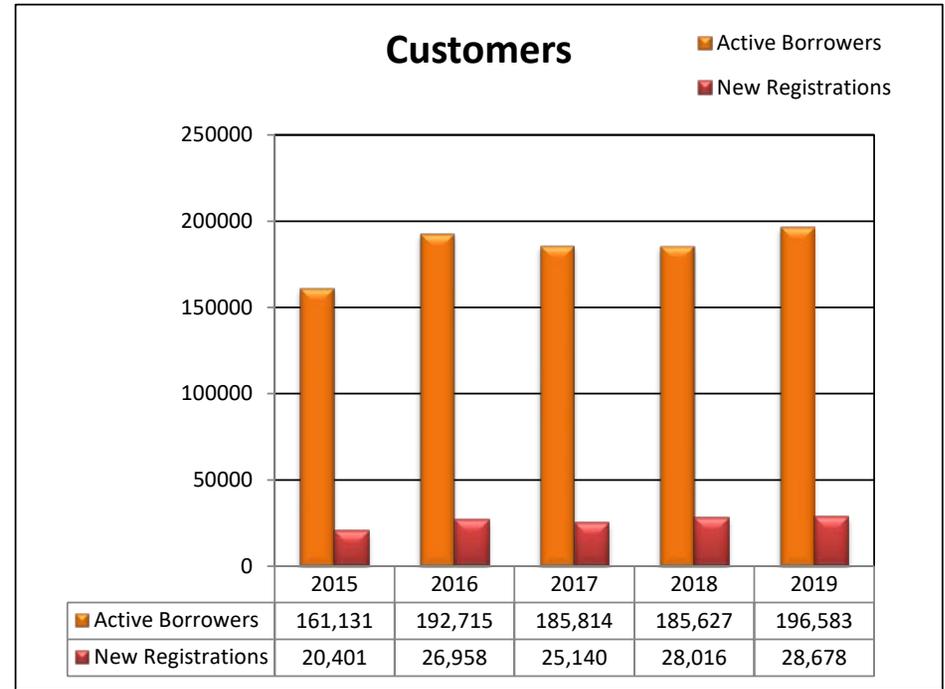


Attendance at adult programs decreased slightly, due partly to the Cloverdale closure. Fewer programs were offered in computer classrooms because of the City's staff training for three months in the fall.

## 2019 Surrey Libraries Statistics Report



Cloverdale closure also impacted total visits made to the library. Website pageviews decreased as staff have been working with the city to more accurately measure web visits to weed out users from within library walls.



Active borrowers and new registrations numbers remained stable. Active Borrowers are defined as those who have borrowed an item in the last 3 years. The 2019 figure now includes use of our electronic resources (eBooks & databases).

**To:** Surrey Public Library Board  
**From:** Surinder Bhogal, Chief Librarian  
Jenny Fry, Manager Learning, Programs & Partnerships  
**Date:** February 27, 2020  
**Subject:** 2019 Provincial Grants Report



## RECOMMENDATION

It is recommended that the Board receives this report as information.

## BACKGROUND

The Ministry of Education - Teacher Regulation, Independent Schools, and Public Libraries Division (formerly Libraries Branch) awards grants to public libraries throughout the province to support library services. Grants are awarded to communities on a per capita basis. In 2019, Surrey Public Library received a total of **\$981,542** in the following grants:

### **Per Capita Operating Grant - \$922,052**

All B.C. Libraries established under the authority of the Library Act receive the Per Capita Operating Grant to support the ongoing public library operations and their participation in province-wide initiatives.

### **Resource Sharing Grant – \$10,615**

This grant supports libraries in the sharing of materials by alleviating the costs involved in running and managing the interlibrary loan service.

### **BC OneCard Grant - \$20,186**

This grant is for libraries participating in the BC OneCard program. BC OneCard enables active patrons of any public library in BC to use their library card to borrow from other libraries throughout the province.

### **Equity/Literacy Grant - \$28,689**

This grant supports the expansion of library collections, programs and services that promote literacy and life-long learning

In accordance with conditions placed on all ministry grants, libraries must submit a report by March 1, 2020. The report must demonstrate that the library has supported strategies outlined in [\*Inspiring Libraries, Connected Communities: A vision for public library service in British Columbia.\*](#)

## CONCLUSION

It is recommended that the Board receive the attached 2019 Provincial Grants Report as information. The report is prepared according to the Ministry's requirements, demonstrating how provincial funding has supported the Ministry and Surrey Public Library's strategic directions and library impact in the community.



## Surrey Libraries Provincial Library Grants Report 2019

### INTRODUCTION

*Surrey Libraries recognizes that our work takes place on the ancestral, traditional, and unceded territories of the SEMYOME (Semiahmoo), q̓íçəy̓ (Katzie), k̓w̓ik̓w̓əł̓əm (Kwkwetlem), q̓ʷa:ń̓ł̓əń̓ (Kwantlen), q̓iq̓éy̓t (Qayqayt), x̓ʷməθ̓k̓ʷəy̓əm (Musqueam) First Nations, and on the ancestral and traditional territory of the sc̓əwəθ̓ən məsteyəx̓ʷ (Tsawwassen) First Nation.*

Surrey is a geographically large municipality that is characterized by rapid growth. Population estimates for 2019 show Surrey with over 583,510 residents, representing the second largest municipal population in BC. Surrey has had an average annual growth rate of 2% over the last 10 years. Its population is projected to increase by over 262,000 in the next three decades, or almost 9000 people per year. Estimates are based on a combination of Surrey's building permit data and BC Assessment Information. ([Source: City of Surrey Planning & Development](#))

The six communities of Surrey are City Centre, Cloverdale, Fleetwood, Newton, Guildford, South Surrey and Whalley. There is a library in each community, with two libraries in South Surrey and two libraries in Newton. City Centre is the region's "second downtown" after Vancouver. As the second metropolitan centre for the region, Surrey City Centre is transforming into the economic, social and cultural hub of the city. What was once a suburban town centre is developing into a walkable, transit-oriented downtown core. City Centre is already home to such landmarks as City Hall, City Centre Library, Simon Fraser University, Kwantlen Polytechnic University and Holland Park. Over the next decade, careful planning will establish a downtown core where people want to live, work and play.

Surrey currently has eight business parks. Growth in other areas of the city continues to escalate, notably Clayton. The City of Surrey is building a new Clayton Community Centre and Library that integrates arts, library, recreation, and outdoor spaces into a single facility. It will be a place where the community can connect with their neighbours to play, read and make. It is set to open in the summer of 2020.

Surrey Libraries is a key partner in many City initiatives including the City of Surrey Public Engagement Strategy. Surrey Libraries collaborates with more than 75 community partners each year to provide programming and services that make a difference to the lives and learning opportunities of residents. In 2019, Surrey Libraries delivered 6151 programs throughout our communities to enrich learning and literacy. We are proud to have connected with the 199,075 children, youth and adults that participated in our programs. Over 2.6 million people visited our branches and nearly 4 million books and materials were borrowed.

## **Surrey Libraries Strategic Plan 2019-2023**

**VISION:** A literate, inclusive, thriving city

**MISSION:** We connect people, spark curiosity and inspire learning

**VALUES:** community-focus, intellectual freedom, service excellence, equitable access, creativity and collaboration

**THEMES:** literacy and learning, connections, welcoming and inclusive spaces

### **Strategic Objectives**

- Promote and nurture literacy and learning
- Position the Library as the heart of the community
- Strengthen strategic community engagement
- Increase satisfaction with our services
- Improve access to Library services
- Align resources to changing community needs
- Explore opportunities to diversify and grow revenue
- Enhance responsible spending and accountability
- Refine processes to improve services and create capacity
- Broaden awareness of Library services
- Encourage innovation and collaboration
- Foster a culture of service excellence
- Cultivate a safe, engaged and diverse workplace
- Develop and empower staff

## **PROVINCIAL PRIORITIES**

The strategies referenced in this document are the four strategies identified by the Provincial Strategic Plan in [\*Inspiring Libraries, CONNECTING Communities\*](#). These strategies collectively support the vision for public library services in British Columbia.

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### **PRIORITY 1 – IMPROVING ACCESS**

#### **Library goal that support the priority:**

In our Strategic Plan, one of our Strategic Objectives is to “Improve access to Library services”.

## **Programs and/or Services that aligns with the priority: Storytimes for the Developmentally Disabled**

This weekly program is for adults with developmental disabilities and it is held at two Surrey Libraries branches: City Centre branch and the Guildford branch.

Program objectives:

- To provide literacy activity for individuals with Developmental Disabilities
- To model literacy activities to caregivers
- To introduce caregivers to library materials
- To promote and encourage library usage
- To develop a positive relationship with library staff

## **Partnerships that support the priority: Community Living Society, local group homes**

### **Outcomes:**

# of sessions = 61

# of participants = 3438

The City Centre library surveyed the caregivers who brought their clients to DD Storytime, using a PLA Project Outcome-designed survey:

1. You learned something that is helpful: 62.5% strongly agree, 37.5% agree
2. You feel more confident about what you just learned: 37.5% strongly agree, 62.5% agree
3. You intend to apply what you just learned: 37.5% strongly agree, 37.5% agree, 25% neither
4. You are more aware of resources and services provided by the library: 50% strongly agree, 37.5% agree, 12.5% not applicable

Sample of responses for question 5: What did you like most about the program?

- Interactive content, fun
- [Staff] is best person as a storyteller. I like her way of how she presents all new things for individuals. She is a very nice person
- [Staff] is so good and the best story facilitator. She is funny and smiles a lot. We like the coordination of everything: music, story and dancing
- Sign language

Sample of responses for question 6: What could the library do to better assist you in learning more?

- Have a disability resource section
- More space because the space was full
- More sign language
- We are satisfied with the program the way it is

Sample of responses for question 7: How have you used what you've learned in this program?  
Please provide one or two specific examples.

- It has assisted my client to write a story for her peers and I've learned some sign language which has been very useful
- I use what I learn at this program every day at work with my clients
- I now use eBooks from the library
- I've shared ideas from this program with other people and at other programs
- I've used what I've learned to help build relationships
- I've used what I've learned in this program in situations that come up at the program

Sample of responses for question 8: Describe the impact this program has had on you and your clients. Please provide one or two specific examples.

- My clients are very happy to go and they get very excited, they have a great time when they are there, they also see friends there that they enjoy seeing and socializing with
- This program has been a lifesaver for my client, she is on her second book because of it, she looks forward to hearing her stories read aloud
- They enjoy it very much, gets them out in the community and on transit, great program
- They feel happy and cheerful, looking forward to come every week
- My client is moving his hands and head during the music which he doesn't do at home, only in the program, reaction of client's face is so happy with other clients in the storytime

This program improves access to library services for adults with a wide range of developmental disabilities. Due to its success in providing access to a marginalized group, the library plans to offer this program at a third branch in 2020.

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## **PRIORITY 2 – DEVELOPING SKILLS**

### **Library goals that support the priority:**

In our Strategic Plan, one of our Strategic Objectives is: "Promote and nurture literacy and learning".

### **Programs and/or Services that aligns with the priority: Reading Buddies**

This program is held at seven branches, every spring and fall: it pairs elementary school children (Grades 2-4) with teen volunteers (aged 14-18) for six sessions of reading. The goal is to help the younger children improve their reading skills. The teens benefit from accumulating volunteer hours toward their secondary school graduation requirements.

**Partnerships that support the priority:** originally funded by Coast Capital (2012-2017), it is now fully funded by Surrey Libraries. It is promoted to Surrey Schools, assisted in part by access to the City of Surrey's volunteer database, no formal partnerships in 2019.

### Outcomes:

An estimated 243 children and teens participated in the 2019 Reading Buddies program.

A PLA Project Outcome-designed survey was given to the parents of the children participating in the program, in English, Korean and Punjabi:

1. My child maintained or increased their reading level: 35% strongly agree, 65% agree
2. My child is a more confident reader: 28% strongly agree, 65% agree, 7% neither
3. My child reads more often: 21% strongly agree, 58% agree, 2% disagree, 19% neither
4. My child uses the library more often: 32.5% strongly agree, 53.5% agree, 5% disagree, 7% neither, 2% not applicable

Sample of responses for question 5: What did your child like most about the program/service?

- The fact that he can read faster he was very excited when he showed me he read 3 books instead of 2
- My daughter is a reluctant reader but she is excited to come to reading club! She likes how friendly her buddy is and how much fun she has
- Reading and discussing with his buddy about what he read
- She like working with her buddy on pronouncing words correctly
- The thing that my child liked the most is about reading books that he wanted to read

Sample of responses for question 6: What could the library do to help your child continue to learn more?

- More sessions, more than once per week, offer series more frequently, offer more spaces
- We are looking for the same program for writing skills too. Like discussing any topic with others (example talking about stars). You have many story programs. I recommend start discussing simple topics with kids

Sample of responses for question 7: Please tell us how this program has affected your family.

- We went to the library more.
- The children read books more
- My kids' reading skill is improved
- My child started to enjoy reading books after attending to "Reading Buddy Program"
- My child became positive about going to high school after building good relationships with the big buddy
- We became familiar with library overall

- It was a good effected. My whole family liked this program. My son enjoyed so much. He wants more reading. Thank you for this program
- We have become more aware of how important reading is - especially for leisure
- Both of my kids went through. I credit this program with taking my son from being a reluctant reader to someone who reads multiple books per week
- This program relieves us from the burden of forcing her to read soon after arriving from school
- My daughter has improved in her reading skills and vocabulary and we are happy about it

Sample of responses for question 8: As a result of this program, did anyone in your family apply for a library card?

- All of my family members have a library card
- Both of my kids had cards but they use them much more frequently now
- Yeah her brother apply for card

Sample of responses for question 9: As a result of this program, do you feel that your child will be more successful in school?

- Yes I think so
- The child became more confident
- I hope so
- I'm not sure
- Yes. It helped both kids see reading as fun and doable.
- Absolutely
- Yes definitely

This program is focused on developing literacy skills for children and developing teaching/mentoring skills for teens.

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### **PRIORITY 3 – COLLABORATING ON SHARED GOALS**

#### **Library goal that supports the priority:**

In our Strategic Plan, one of our Strategic Objectives is “Strengthen strategic community engagement”.

#### **Programs and/or Services that aligns with the priority: Let’s Talk Reconciliation film series**

This two-part film series was the result of an in-depth consultation process and partnership with the Surrey Urban Indigenous Leaderships Council:

- January 24, 2019 at City Centre branch: the film shown was “Forgotten Warriors”, about Indigenous soldiers in World War I and how poorly they were treated when they returned

from the war. The post-film discussion was facilitated by Dr. Lyn Daniels, Director of Instruction, Aboriginal Learning from Surrey Schools. 24 participants

- February 20, 2019 at Newton branch: the film shown was “How the Fiddle Flows”, about a group of Métis settlers as they made their journey by canoe across Canada. While they travelled, they discovered the fiddle (brought to Canada by Scottish settlers), they fell in love with it and since then, fiddle music and dance have become part of Métis heritage. The post-film discussion was facilitated by Keenan McCarthy from Nova Métis. 13 participants

**Partnerships that support the priority:** Library staff in partnership with the Surrey Urban Indigenous Leadership Council (SUILC) and Surrey Schools, with films provided by the National Film Board (NFB).

### **Outcomes:**

At the Newton event, participants were asked to complete a brief paper survey and staff spoke to some of the participants at both screenings.

Sample of responses to the question, “What did you like about this program? What did you learn?”

- I liked the program itself, the people who attended, and the movie was very good
- I enjoyed the discussion after the movie
- I’m interested in the community so I want to learn more about it
- Good film discussion
- Learning more about Metis culture and how it fits withing Canada’s history, the film length was good and the discussion was good
- I appreciated the special guests and their expertise
- An opportunity for the community to come together and discuss these important issues
- Learned that I know a lot of Metis history, also Indigenous history but good to leaning more about cultural/social aspects
- Knowledgeable presenter and good conversation

Some of the comments from staff:

It was an incredible event – and what is most striking and clear in my mind is that the process used to develop the event was just right – a partnership with Indigenous community. This event would not have been what it was without that.

Dr. Lyn Daniels as a partner and facilitator was essential. She has seen pretty much all the NFB Indigenous films in her role; she selected the film; she did the opening; she facilitated the conversation with community, she even sang at the end. Her rich personal and professional and owned knowledge informed her response to community conversation. When tricky and potentially derailing questions came up, she provided space and shape and context to the conversation – that were honoring the lived experiences of Indigenous and non-Indigenous community.

There was a man in the audience who had created a large poster and brought a small press book about another Indigenous soldier whose experiences were similar to the ones portrayed in the film. Indigenous soldiers protecting fear of land being taken away, only to find that their land was taken away when they returned. Lyn gave this man a chance to stand and talk about this story, as a way for the community to hear and learn.

There was bannock that was enjoyed by the participants. There was a lovely Indigenous gift provided to Lyn (important protocol). There was a beautiful display of Indigenous library materials and take-aways.

There was a young woman who had come because her professor told her she would get extra credit for seeing this Canadian film. Most poignant for me ...a family of 3 participated. A mother, father and teenage son. They were active in the discussion. Lyn spoke about these events and conversations being important because they are a way of “talking back to history” ... a history that is inaccurate. I spoke to the group about the upcoming NFB film about Metis fiddle ... and that the NFB film helps speak back to history because it allows authentic voice of Indigenous people to be heard. This resonated with the family in the audience. Afterwards, the mother introduced herself to me, as a leader in the Metis community. She says there is limited information available to Metis people in her municipality and that her son doesn’t get any information in school. She is always looking for events like this to take her son to and was pleased to see this event.

Majority of the questions were about Métis culture, identity, history. One of the questions asked was what reconciliation means in general to Métis people. Deni said: “Recognition for their achievements and culture.” Deni mentioned that a lot of the great explorers were married to Métis women, who guided them on their journey through Canada, but this is often not mentioned.

Both SUILC and Surrey Libraries are interested in collaborating on shared goals and providing opportunities, like this film series, to bring various communities in Surrey together to promote better understanding and improve relationships. Building on the success of this program, we have started the collaborating process for offering this program again in 2020/2021.

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## **PRIORITY 4 – ENHANCING GOVERNANCE**

### **Library Goal that supports the priority:**

In our Strategic Plan, one of our Strategic Objectives is “Refine process to improve services and create capacity”.

### **1. Programs and/or Services that aligns with the priority: Launched our 2019-2023 Strategic Plan**

By the end of 2018, Surrey Libraries was ready to launch its new 2019-2023 Strategic Plan, based on the Balanced Scorecard model as used by the City of Surrey. We spent the first part of 2019

launching the plan to staff and other stakeholders. This particular Strategic Plan had a different approach than previous iterations, with specific measures tied to objectives. It has been a learning process and required us to change the way we approached achieving our goals and demonstrating our impact.

## **2. Programs and/or Services that aligns with the priority: Policy Manual Review**

Starting in early 2019, a plan to thoroughly review and update the Library's Policy Manual was undertaken. Sections were assigned to various managers and proposed revisions scheduled to be presented to the Board for consideration throughout the year. It was an opportunity to take a closer look at library policies, to clarify "hot button" issues that have arisen in other local public libraries, to empower staff dealing with particular situations in the library, and also align our policies with the new Strategic Plan – in clear and plain language.

### **Outcomes:**

Strong and renewed strategic planning and effective and updated policy have enhanced the governance of Surrey Libraries for the Board, for management, for library staff and for the Surrey community.

## **SUMMARY**

One thing that significantly impacted our service in 2019 was the planned closure of the Cloverdale branch for renovations from July – December. Limited programming was delivered at the pop-up library at the Cloverdale Recreation Centre, impacting our overall usage by the community.

Surrey Libraries looks forward to improving the quality of life for our residents by helping advance their social and economic opportunities. We will strive to align our resources to deliver service where needed most and work towards our mission to 'connect people, spark curiosity and inspire learning.'

In summary, Surrey Libraries would like to thank the Ministry of Education for the generous grants that support the improvement, extension and promotion of our Library services.

**This report was prepared by Jenny Fry, Manager of Learning, Programs and Partnerships**