

Surrey Public Library Board Regular Meeting
January 28, 2021 at 7:00 p.m.
Microsoft Teams Meeting



A G E N D A

PAGE

1. CALL TO ORDER (BY CHIEF LIBRARIAN)

Surrey Libraries recognizes that our work takes place on the ancestral, traditional, and unceded territories of the SEMYOME (Semiahmoo), q̓ic̓əy̓ (Katzie), kʷikʷəƛ̓əm (Kwikwetlem), qʷa:nłəən (Kwantlen), qiqéyt (Qayqayt), xʷməθkʷəy̓əm (Musqueam) First Nations and on the ancestral and traditional territory of the sc̓əwaθən məsteyəxʷ (Tsawwassen) First Nation.

2. BEST PRACTICES FOR VIRTUAL MEETINGS

Note: As the pandemic continues, meetings will continue to be held virtually. Please join at least 5 minutes before the start time to ensure technology is working and join via computer if possible. Turn on video if possible and mute yourself unless speaking. To assist the Chair, use the raise hand feature if you wish to speak or support a motion. Please minimize use of the chat box.

3. ELECTION FOR CHAIR AND VICE-CHAIR (ADAPTED PROCESS FOR VIRTUAL MEETINGS)

1-3

Note: To be conducted in advance via email poll and results announced at the Board Meeting. Nominee statements received by January 21, 2021 are included in the package.

4. MOTION TO ADOPT THE AGENDA

5. TRUSTEE INTRODUCTIONS

(Name, length of service, why interested in volunteering on Library Board – 1 minute maximum)

6. 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 November 26, 2020 Regular Meeting of the Surrey Public Library Board. 4-6
- b) Financial Statement for the period ending November 30, 2020. 7
- c) InterLINK Board Meeting Summary, November 24, 2020. 8-9

Note: Financial statements for January 2021 with unaudited 2020 figures will be available at the February 2021 meeting. Audited year-end financial statements will be available at the April 2021 meeting.

Correspondence:

- a) Letters to newly elected and re-elected MLAs

10-11

7. UNFINISHED BUSINESS

None

8. NEW BUSINESS

- | | | |
|----|--|--------------|
| a) | Strategic Topic – Clayton Community Centre and Library, Tanya Thiessen, Manager Clayton Branch and Edward Westerhuis, Community Art Coordinator (Youth). | |
| b) | Working Group to review Board Governance | 12-13 |
| c) | 2021 Board Development Ideas | 14-20 |
| d) | 2021 Draft Board Objectives | 21-22 |
| e) | 2021 Board Meetings Calendar | 23 |

9. INFORMATION ITEMS

- | | | |
|----|---|---------------|
| a) | Service Levels Strategy – Chief Librarian, verbal update | |
| b) | Library Budget – Director Administrative Services, verbal update | |
| c) | InterLINK 2021 Provisional Budget and other updates – Trustee Singh | 24-33 |
| d) | BCLTA Updates – Trustee Hearty, verbal update | |
| e) | Lobbyist Transparency Act | 34-35 |
| f) | 2020 Strategic Plan and Operational Achievements | 36-46 |
| g) | 2021 Library Workplan | 47-50 |
| h) | Voice of the Customer Report June-December 2020 | 51-60 |
| i) | Board Procedures Manual | 61-114 |

Upcoming Events: None

10. NEXT LIBRARY BOARD MEETING

February 25, 2021 at 7:00 p.m. via MS Teams Meeting

11. MOTION TO MOVE IN CAMERA

The Board proposes a motion to move in camera, pursuant to Section 90 of the Community Charter, specifically to approve the minutes of the November 26th, 2020 in-camera meeting, and to review the Chief Librarian 2021 Objectives.

12. MOTION TO ADJOURN

Time allotted 90 minutes

Nominee Statements for 2021 Library Board Chair

Neelam Sahota, Past Board Chair, Surrey Libraries

I have been a Surrey Libraries Trustee for 5 years and am currently serving my 3rd term. I have had the honour of serving as the Chair in 2020 and have supported the Chief Librarian and chaired the board meetings during a challenging year with having services and meetings move to a largely remote setting. The past year provided an opportunity to connect with various stakeholders including City senior staff and the Mayor to continue advocacy for the library but also assist with navigating the complexities of Covid19 as they pertain to library operations and it's strategic future. In addition, the Chief Librarian compensation framework was completed through the active leadership of the Executive Committee.

The experience of chairing a board of a coveted public institution during a pandemic has been enriched with data on where our community needs will be in a post-pandemic future and how Surrey Libraries can shift to meet these needs. I ask for your support in nominating me for the role of Chair so that I may be able to represent the Board with stakeholders, ensure governance best practices are upheld, the strategic vision of the organization continues to adapt to our ever-changing environment and that Surrey Libraries financial accountability ensures that the stewardship of public funds is upheld with integrity.

Nominee Statements for 2021 Library Board Vice-Chair

Simon Cumming

I gratefully and humbly accept Neelam's nomination for me to sit as the Vice-Chair of the SPL Board of Trustees. This will be my second term on the Board, and I have been impressed not only with the dedication and commitment of library staff - under Surinder's leadership - but also of my colleagues on the Board, and I feel that I would be able to enhance my own contribution to our collective effort by taking on the role of Vice-Chair.

I am confident that my professional and educational background give me a solid foundation on which to base my candidacy: I have over 30 years of experience in government and community affairs, which provides me with the skills to represent Surrey Public Libraries to outside stakeholders, and an extensive background in corporate governance and strategic planning, which allows me to contribute to internal planning processes in a meaningful way.

As the father of three adult children, all of whom spent extensive amounts of time in the Cloverdale branch of Surrey Public Libraries over the years, I also have a deep appreciation for the contribution that public libraries make to our society, and I would like to help maintain that momentum by taking on this important role. I am grateful for any support that my Board colleagues would provide for my candidacy.

Many thanks, and regardless of the outcome of the Board election for officers, I look forward to working with you all in helping deliver another successful year for Surrey Public Libraries!

Perbeen Mann

Ms. Perbeen Mann, Senior Crown Counsel (Public Prosecution Service of Canada) & Adjunct Professor (Peter A. Allard School of Law, University of British Columbia)

Pronouns: She/Her/Hers

I am humbled by the nomination put forward by my fellow Board Member, Louise Hearty and I confirm my interest in the position of Vice-Chair, Surrey Libraries. I have served with pleasure as a Surrey Libraries Trustee for 5 (five) years. My most recent term commenced in 2020. As a Trustee, I have committed myself wholeheartedly to my duties and offer invaluable experience. Such experience includes previously being assigned as an official Mentor to a SPL Youth Representative (SFU student) and as a Back-up SPL Representative for InterLINK. I provided expertise in the ongoing evaluation and drafting of relevant library guidelines and policies. I attended various community events such as Read-to-Baby. Last year, I participated in the SurreyCares Community Grant Presentation.

In the past, I volunteered as an Introductory Speaker for several events, including Chinese New Year (Guildford Public Library). As a Trustee, I acted as a youth awards presenter at the annual Young Adult Writing Contest Gala. I participated in fundraising events such as Raise-A-Reader and the inaugural Surrey Soiree. Furthermore, I participated in various committees including the Board Nominations Sub-Committee, Planning and External Outreach Committee and Chief Librarian (Executive) Hiring Committee. More recently, I participated as a member on the Executive (Chief Librarian Compensation) Committee.

I have thoroughly enjoyed representing our community as a SPL Trustee. I am proud of the organizational goals that the Board has met and at times, exceeded. I would like to continue this tradition of success and increase the profile of Surrey Libraries as a reputable literacy leader, offering equitable and innovative services for our residents, including our vulnerable youth. My commitment to diversity, accessibility and youth issues has been long-standing and reflected not only in my work, but in my other volunteer commitments (such as with the Surrey Crime Prevention Society). This work takes on even more significance given the potential challenges that lie ahead with the unpredictable and ongoing pandemic. With your support, I

would like to continue this important work as Vice-Chair, working with the Chair to engage stakeholders. Rest assured that I will continue asking (those sometimes difficult) questions which some of us may be pondering but haven't quite given voice to. I will continue encouraging Trustees to give voice to their concerns and to ask questions, whatever they may be. At the same time, I would also like to provide informal mentorship, so that more of our Board members will consider applying for future vacancies. For me, true leadership requires inspiring others, who have a shared vision, to realize their own potential!

Surrey Public Library Board Regular Meeting
November 26, 2020 at 7:00 p.m.
Microsoft Teams Teleconference



Present: Trustees Chang, Cumming, Dhesa, Hearty, Herrmann, Hong, Kendler, Mann, Sahota, Singh, Zhen, Councillor Hundial

Regrets: Trustees Saran

Staff: Surinder Bhogal, Chief Librarian
Kristen Andrews, Director, Public Services
Michael Ho, Director, Administrative Services
Seline Kutan, Director, Communications and Advancement
Melanie Reynolds, Administrative Coordinator

Observing: Samantha Lee, CUPE 402-02

Guests: Amy Ashmore, Manager, Collections and Technology

M I N U T E S

1. CALL TO ORDER

The November 26, 2020 Regular Meeting of the Surrey Public Library Board was called to order at 7:00 p.m. The Chair began the meeting with a land acknowledgment:

Surrey Libraries recognizes that our work takes place on the ancestral, traditional, and unceded territories of the SEMYOME (Semiahmoo), Ɋíčə́y (Katzie), kʷikʷəƛ̓əm (Kwikwetlem), Ɂʷə:nłən̓ (Kwantlen), qiqéyt (Qayqayt), xʷməθkʷəy̓əm (Musqueam) First Nations and on the ancestral and traditional territory of the scəwaθən məsteyəxʷ (Tsawwassen) First Nation.

2. BEST PRACTICE FOR VIRTUAL MEETINGS

Note: as the pandemic continues, meetings will be held virtually. To help with a successful meeting, please join 5 minutes before the start time to ensure technology is working, join via computer if possible, turn on video if possible, turn off audio if not speaking, and minimize use of chat box.

3. ADOPTION OF THE AGENDA

“That the Board adopts the amended agenda for its regular meeting scheduled for November 26, 2020.

Trustee Herrmann moved and Councillor Hundial seconded - **CARRIED**

4. ADOPTION OF THE CONSENT AGENDA

Documents & Reports:

- a) Minutes of October 22, 2020 Regular Meeting of the Surrey Public Library Board.
- b) Financial Statement for the period ending October 31, 2020.

Correspondence:

- a) Consul General of India to Surrey Libraries
- b) Surrey Libraries to Consul General of India

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

Trustee Cumming moved and Trustee Hearty seconded – **CARRIED**

5. UNFINISHED BUSINESS

None

6. NEW BUSINESS

- a) Board Appreciation from City of Surrey

Trustees said goodbye to and thanked Trustee Simon Chang, who served on the Board for 6 years.

- b) 2021 Board Meeting Dates

MOTION: "To approve the proposed 2021 Board Meeting Dates."

Trustee Chang moved and Trustee Kendler seconded – **CARRIED**

7. INFORMATION ITEMS

- a) Streamlining Materials Selection

Amy Ashmore, Manager Collections and Technology, presented on the key strategic initiative to streamline the process for selecting materials and responded to trustees' questions.

- b) 2020 Strategic Initiatives Update June-Oct
- c) Current Service Levels and 2021 Service Strategy
- d) Notice of Election and Procedures

The Chair spoke to the notice of election for 2021 and encouraged Trustees to consider putting their names forward for the Chair and Vice-Chair roles.

- e) BCLTA Update – Deferred to January 2021
- f) InterLINK Update – Verbal update by Trustee Singh

8. MOTION TO MOVE IN CAMERA

"The Board proposes a motion to move in camera, pursuant to Section 90 of the Community Charter, specifically to approve the minutes of the Oct 22, 2020 in camera Board meeting, to review the Board self-evaluation survey results, and Chief Librarian performance review survey results.

Trustee Hong moved and Trustee Cumming seconded – **CARRIED**

9. MOTION TO ADJOURN

The Surrey Public Library Regular Board Meeting of November 26, 2020 was adjourned at 8:08 p.m.

Councillor Hundial moved and Trustee Chang seconded – **CARRIED**

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

	ACTUAL YTD 2020	BUDGET YTD 2020	YTD Variance	ACTUAL YTD 2019	BUDGET 2020	ACTUAL 2019
Revenues						
City of Surrey Transfers	17,017,016	17,035,500	(18,484)	15,750,242	18,641,000	17,133,845
Provincial Government Grants	948,497	900,900	47,597	903,745	983,000	985,542
Fees & Fines	152,042	547,840	(395,798)	577,530	598,000	619,575
Other	92,903	35,197	57,706	236,155	40,000	201,715
Total Revenues	\$18,210,458	\$18,519,437	(\$308,979)	\$17,467,672	\$20,262,000	\$18,940,676
Expenditures						
Salaries and Benefits	10,332,335	15,123,549	(4,791,214)	13,929,429	16,492,000	15,021,946
Site Operations	1,169,990	1,764,943	(594,953)	1,640,787	1,990,651	1,799,434
Materials Collection	1,536,344	731,755	804,589	1,139,431	838,028	1,191,028
Supplies and Equipment	161,117	297,905	(136,788)	233,127	330,763	344,492
Professional Services	113,620	221,930	(108,310)	179,750	229,500	201,319
Interlibrary Services	131,416	140,000	(8,584)	129,279	140,000	129,501
Other	51,650	232,572	(180,922)	162,020	241,058	252,958
Total Expenditures	\$13,496,472	\$18,512,654	(\$5,016,182)	\$17,413,823	\$20,262,000	\$18,940,677
Period Ending Balance	\$4,713,986	\$6,783	\$4,707,203	\$53,849	\$0	(\$1)
OTHER FUND ACTIVITIES						
Operating Capital Fund						
Library Materials Collections & Equipment	\$1,208,081			\$1,805,602	\$2,100,000	\$2,032,369

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.



Public Library InterLINK

Board Meeting Summary

November 24, 2020

The main topics on the November Board agenda were approval of InterLINK's 2021 Operations Plan, in addition to discussion and consideration of a Finance Committee Recommendation with regard to the 2021 InterLINK Budget. In addition, a discussion of next steps to build on the Reconcilia(c)tion session was held.

2021 Operations Plan:

M. Burris presented the 2021 Operations Plan. He pointed out that the driving factor in the development of the 2021 plan was to provide the flexibility necessary to be responsive to member library needs in uncertain times. He highlighted areas where activities that are underway would continue (staff development, the focus on mental wellness for staff, LLEAD, NewToBC).

Reconcilia(c)tion Next Steps:

Board Chair J. Chuback noted the minutes from the latest Governance and Policy Committee minutes, which had two recommendations for moving forward after the very successful "reconcili(a)ction" session. The GPC recommended that InterLINK support providing the session curriculum to the BCLTA in order to facilitate the broadest possible reach and impact of the curriculum. The GPC also recommended the creation of a board subcommittee to develop next steps and an action plan to continue the work.

2021 Draft Budget

Finance Committee Chair R. Shimoda reviewed the 2020 budget and year end projections. He then walked the Board through the draft 2021 budget. R. Shimoda notes that the drop in member levels was due to the decrease in non-resident borrowing in 2020 and it was key that member libraries understand that this drop is an anomaly, as a gradual return to pre-2020 levels of non-resident borrowing was anticipated. The budget schedules were reviewed for the Board. After discussion, the Board moved acceptance of the Finance Committee recommendation to approve the 2021 budget.

Around the Table:

Around the table topics focused on COVID-19, including the limits on opening hours, mandating mask use, procedures regarding having patrons in libraries (numbers and time in the building being limited). There was mention of small increases to circulation and the continuing popularity of virtual programming. Some of the topics noted were VPL's redesigned

homepage on its website, Leianne Emery being appointed to the Library Director position in Sechelt, installation of a self-check kiosk in Pemberton, events with Chief Bob Joseph hosted by both the North Shore and Sea-to-Sky libraries, Coquitlam's online Diwali storytime, and Burnaby's work on a new public services staff model.

Please refer to my Agenda package report for further details on current projects.

The next InterLINK Board meeting is scheduled for Tuesday, February 23, 2021.

December 30, 2020

[Name]

[Address]

Dear Minister [Name],

On behalf of the Board of Trustees and staff of Surrey Libraries, please accept our congratulations on your recent (re)election as MLA for [Riding]. We look forward to hearing your strategies and priorities during this turbulent and unprecedented time.

The provincial government is a key partner in ensuring the effectiveness of library services throughout BC and the Province plays a crucial role in fostering collaboration among library systems, federations, community partners, and other government agencies.

Surrey Public Library continues to be one of the most utilized community services in Surrey. Funds received from the Province support increased access to information and services and allows our Library to be responsive to the needs of our community. Surrey Public Library is committed to supporting the Ministry's priorities for library services of improving access, building capacity, advancing citizen engagement, and enhancing governance.

As the Province has outlined in its strategic plan for public library service, public libraries are a vital resource for low-income or vulnerable populations as well as the thousands of newcomers to Canada who choose to settle in British Columbia. Libraries provide people with critical access to the information, technology, learning resources, and services they need to develop their skills to reach their full potential.

It should come as no surprise that the cost of delivering public library services has increased with changing technology and other demands. Yet provincial funding for public libraries has remained static for over a decade.

In the Budget 2021 Consultation Report, Volume 1, the Select Standing Committee on Finance and Government Services indicated:

“Committee Members recognized the clear value libraries provide as evidenced by challenges stemming from the closure of libraries during the pandemic, especially in connecting people to the internet and providing essential services and resources, particularly in rural communities. Members recognized that funding for libraries has remained stagnant for several years and recommended increasing operational funding, as well as supporting training, and the delivery of library services in Indigenous and rural communities. They further recommended the promotion of reconciliation programs in libraries.”

The Committee submitted two recommendations to the Province for public libraries:

23. Provide sustained and reliable annual increases to the provincial operating grant for public libraries, including funding for training and professional development, and support the delivery of library services in Indigenous and rural communities.

24. Encourage collaboration between the Ministry of Education and the Ministry of Indigenous Relations and Reconciliation to promote reconciliation programs in libraries.

For Surrey Libraries to continue to provide critical community resources to one of the fastest growing cities in Canada, we need the Province to implement the recommendations of the Standing Committee and provide sustained and reliable increases to the provincial operating grant for public libraries.

Public libraries play an important role in the ongoing health and lifelong learning of communities. This has never been truer than during the pandemic. Libraries have pivoted to providing even more online services, programming, and resources, helping to minimize the impacts of social isolation. Libraries are offering curbside pickup of materials and expanded delivery to homebound seniors and community members. Libraries have boosted access to Wi-Fi and found responsive ways to connect their communities to the wider world of job opportunities and government information and support in these rapidly changing times.

This essential work has put a tremendous strain on all 71 public libraries in BC. This strain is made even more acute by budget constraints faced by municipalities, loss and reconfiguration of facility space, and the impacts of COVID safety protocols. As such, we urge the Province to consider the BC Public Library Partners' request for a one-time, \$35 million COVID recovery fund for public libraries across B.C.

During this pandemic, when so many in the community are suffering economic and emotional hardships, library services are needed now, more than ever. We continue to fully support the priorities of the provincial government, including making life more affordable, delivering better services for families, and making life better for all British Columbians.

Attached, please find our Annual Report to Our Community which highlights the work Surrey Public Library did in supporting our community in 2019.

Best wishes for the new year.

Sincerely,



Neelam Sahota
Board Chair

Encl. Surrey Libraries Annual Report to Our Community 2019

To: Surrey Public Library Board
From: Surinder Bhogal, Chief Librarian
Date: January 28, 2021
Subject: Working Group to Review Board Governance Framework



RECOMMENDATION

To establish a working group to review the Board's governance framework, in particular existing committee structure, board procedures, and process for policy development.

BACKGROUND

The Board has three standing committees to act in an advisory capacity and assist the Board in fulfilling its governance responsibilities:

1. Executive Committee: Deals with matters relating to the performance and compensation review for the Chief Librarian; preparing and reviewing Board Goals and conducting the annual Board evaluation. Deals with Board recruitment, development, and politically sensitive issues.
2. Finance, Programs and Services Committee: Deals with matters relating to overall Library finance, budget, programs, and services.
3. Planning and External Relations Committee: Deals with matters relating to overall Library policy and planning, physical facilities, external relations, and advocacy. Membership may include the Board InterLINK and BCLTA representatives.

The Board also annually establishes an ad-hoc nominations committee for making recommendations to Council on new applicants to the Library Board.

DISCUSSION

Aside from the Executive Committee, standing committees are not regularly active. Historically, committees meet on an 'as needed' basis and most business is conducted over email. Terms of reference are usually reviewed by Committee Chairs at the beginning of each year, although this review was not completed in 2020 due to COVID-19.

Based on results from the 2020 Board Self-Evaluation Survey, a working group could be established to strengthen the Board's governance processes. Scope of work could include a holistic review of the existing standing committees and the Board Procedures Manual. The working group could also assess the process for policy development and updates.

The Chief Librarian will support the working group by facilitating and participating in meetings, providing information and research on best practices, and drafting the working group's proposed recommendations to the Board.

CONCLUSION

The Board has expressed an interest for more opportunities for trustee engagement through smaller working groups and committees. Establishing a working group to review the Board's governance framework could provide this opportunity, and strengthen the overall performance of the Board.

Recommended motion: *Be it moved to create a working group to convene from now until the end of 2021 to review the Board's governance framework. The working group will develop its scope of work, meeting frequency, and timeline to provide recommendations to the Board. The following trustees shall comprise this working group:*

To: Surrey Public Library Board
From: Surinder Bhogal, Chief Librarian
Date: January 28, 2021
Subject: 2021 Board Development



RECOMMENDATION

To be received for information for discussion of Board development priorities for 2021.

BACKGROUND

Each year the Board collectively participates in a development session to enhance skills and overall performance. The session has been held in-person on a Saturday in February or March which also allows trustees to get to know each other in a more informal setting.

DISCUSSION

Topic: Results from the 2020 Board self-evaluation survey indicated a desire to see more participation from all trustees at meetings and a suggestion for trustee engagement through committees and working groups, however, no topic or theme was suggested for Board development.

Recent examples of Board development include governance workshops by Vantage Point and BCLTA, a team-building exercise using Lego, and a session on the changing landscape in public libraries by Ken Roberts. Areas of development could include enhanced governance training, policy development, library advocacy and relationship building, or supporting fundraising.

Timeframe: With the pandemic, and case numbers growing, it is recommended any training scheduled prior to April 2021 is conducted virtually. If it is more beneficial to hold the session in person, it is recommended that the session is scheduled later in the year, subject to provincial health orders.

Ongoing development through BCLTA: Trustees may continue to individually take advantage of the many virtual training opportunities and meet-ups through BCLTA (excerpted as Appendix I from Jan 13, 2021 BCLTA Newsletter). The Library will cover fees for trustees taking BCLTA courses.

CONCLUSION

Once the Board has determined priorities, staff will source a suitable vendor, and work with the Board Executive Committee to finalize program content and timelines for delivery.

Appendix I: January 13, 2021 BCLTA Newsletter

Trustee Meet-ups

Trustee Meet-ups are casual, fee-free, and just for trustees. Babs Kelly, BCLTA Director for Learning and Development, hosts and moderates the sessions which begin with a brief presentation then followed by discussion.

January 21, 2021, 6:30pm: Who are our Stakeholders and Why are They Important?

Anni Holtby will share a practical and interactive visual that helps library boards laser into who are their influencers and community stakeholders and why. Building on the BCLTA's framework for building and maintaining relationships, this exercise helps us identify the various levels of focus for our advocacy practice.

February 15, 2021, 6:30pm: Welcoming New Trustees: What are you doing?

Babs Kelly will present tried and true practices and emerging trends to start a discussion on what boards are doing, or would like to do, to welcome new trustees to the governance team.

March (date TBA): Inclusive Public Library Governance

Felicia Zhu a trustee with the West Vancouver Memorial Library Board will start the Meet-up by posing questions about inclusive governance and the public library board.

Advocacy from the Heart

As trustees, we are involved with libraries because we care deeply and know what kind of changes are possible. Anni will lead you through an empathetic approach to use when meeting with funders and potential community stakeholders that is based on building relationships through gratitude, appreciations, and mutual aspirations. We will identify how we want to show up as a change-maker and why our 'ask' matters. Tap into resources that can be used in various ways, based on tried and true, evidence-based practices. Participants will leave with a planning template to adapt to their advocacy practices. Come prepared with a particular stakeholder or funder in mind. Learnings and desired outcomes include understanding:

- Building trusting relationships is a long-term collaborative endeavor.
- The benefits of approaching advocacy from stance of guidance, not persuasion.
- Five guiding principles for successful advocacy.
- Why an empathetic approach matters to deepen conversations.
- 'Value Sandwich' tool to link storytelling and your 'ask'
- A practical agenda to put into practice at your next meeting.
- Practice interactive ways to engage with others on zoom (poll, word clouds, breakout rooms)

Workshop Details:

- Saturday January 30, 2021
- 10am to noon
- \$25 per participant
- There is only one spot left! To register email babs.kelly@bcita.ca

Polarities – Not an Either/Or Decision

Polarity Mapping is an awesome tool to deal with dilemmas in decision making, strategic planning, feasibility studies, generative discussions for greater insight about key issues. When we see paradoxes not as problems to solve (as either/or) but recognize we need both, boards and staff can identify when they may have over focused on one area to the detriment of another. Examples are stability/change; leadership/governance. A polarity lens helps a diverse group to see more of the big-picture reality and to understand that paradoxes are opportunities to leverage for change. Learnings and desired outcomes include:

- Identify what is a polarity or dilemma
- Learn how the paradox cycles from one polarity to the other over time
- Identify behaviors to shift the focus back where needed for change
- Practice using a mapping exercise to describe a paradox within the library governance setting.
- Use of ‘think-pair-share’ activity using zoom breakout rooms for brainstorming and consensus building.
- Use of ‘stickies’ online for collaborative discussions and decision making.

Workshop Details:

- Saturday February 27, 2021
- 10am to noon
- \$25 per participant
- Registration opens on January 27th

BCLTA Core Governance Workshops

Overview of BC Public Library Governance (a.k.a. I'm a trustee, now what?)

- This workshop is a high level overview of public library governance including the provincial context, public library and governance trends and issues, the role of the board in strategic direction and oversight, and demystifying fiduciary responsibility and duty of care.
- Facilitated by Babs Kelly
- Next sessions:
 - February 9th, 6:30PM to 8:30PM (Pacific Time)
 - Registration opens January 27th
 - February 20th, 10AM to noon (Pacific Time)
 - Registration opens February 5th
- If you would like to schedule this session for your board or would like to recommend a date for this session email Babs Kelly.

The Effective Board and Role Clarity

- Workshop content includes defining and supporting board and library director role clarity, the traits of a highly functioning governance team, and trust as the foundation for effective governance.
- Facilitated by Babs Kelly
- Next sessions:
 - February 23rd, 6:30PM to 8:30PM (Pacific Time)
 - Registration opens February 9th
 - April 12th, 6:30PM to 8:30PM (Pacific Time)
 - Registration opens March 29th
- If you would like to schedule this session for your board or would like to recommend a date for this session email Babs Kelly.

Chairing and Leading: The mechanics

- This workshop is for board chairs, those who want to be board chairs, and library directors
- Workshop content includes transparent and accountable board communications, working with the library director, building agendas, rules of order, leading strategic and oversight discussions, and meeting follow-up.
- Facilitated by Babs Kelly
- March 8th, 6:30PM to 8:30PM (Pacific Time)
- Registration opens February 22nd

Chairing and Leading: The art

- This workshop is for board chairs, those who want to be board chairs, and library directors
- Workshop content includes engaging and serving the board, building a trust-based team, leading generative discussions, and addressing challenges.
- Facilitated by Babs Kelly
- March 15th, 6:30PM to 8:30PM (Pacific Time)
- Registration opens February 22nd

Policy Development and Oversight

- This workshop is for trustees and library directors.
- In this workshop we will:
 - discuss the difference between policy and procedures and where policy sits in your compliance hierarchy
 - consider the role of the board in policy development and oversight
 - explore the stages of policy development from identifying need through to oversight and review
 - familiarize ourselves with a variety of public library board policies from across the province

- gain practice with identifying the need for new or updated policy and with how to approach your library board's need for proposing or drafting policy
- Facilitated by Babs Kelly
- February 13th, 10AM to noon (Pacific Time)
- Registration opens January 29th

Strategic Outcomes and Oversight

- This workshop is for trustees and library directors.
- In this workshop we will:
 - explore the difference between operational results and strategic outcomes
 - discuss fiduciary responsibility and duty of care in providing strategic oversight through
 - board meeting agendas, packages, and process
 - board and library director accountability and governance team trust
 - budget planning and financial oversight
 - consider approaches to reporting and assessing strategic outcomes
- Facilitated by Babs Kelly
- March 20th, 10AM to noon (Pacific Time)
- Registration opens March 5th

BCLTA Customized Workshops

Book an online workshop for your governance team in 2021.

- Book a two hour Core Governance Workshop just for your governance team (only \$25 per participant)
- Book a customized workshop for your governance team (starting at only \$50 per participant)

BCLTA Core Governance Workshops and customized workshops are developed and facilitated by Babs Kelly (BCLTA, Learning and Development). Email babs.kelly@bclta.ca to discuss your workshop needs.

To: Surrey Public Library Board
From: Surinder Bhogal, Chief Librarian
Date: January 28, 2021
Subject: 2021 Draft Board Objectives



RECOMMENDATION

To be received for information to aid discussion on the 2021 Board Objectives (draft attached as Appendix I), with the goal to finalize and adopt at the February regular meeting.

BACKGROUND

Each year the Board discusses and approves its annual objectives. The objectives have been drafted by the Chief Librarian, based on the Board's governance obligations in the Library Act and incorporating the 2020 Board's self-evaluation survey results.

The draft objectives are organized according to the balanced scorecard framework adopted in the Library's plan - community, funds, processes, and staff lenses. Objectives have been tentatively assigned to committees based on the current terms of reference for each committee. Based on past practice, status updates are provided by committee chairs at the June and October regular meetings of the Board.

DISCUSSION

The Board may choose to modify the objectives – adding, deleting, or reassigning to different committees.

CONCLUSION

Revisions will be incorporated based on the Board's discussion, with the goal to adopt the 2021 Board objectives at the February regular meeting.

Attachment:
Appendix I - 2021 Draft Board Objectives



2021 Draft Board Objectives

OBJECTIVE	WHO	WHEN	STATUS
Community			
1 Monitor progress of strategic plan	ALL	Q1-4	
2 Support actions in advocacy plan	ALL	Q1-4	
3 Provide input in updating facility master plan	ALL	Q1-2	
Funds			
4 Provide input to the preparation of the 2021 budget and approve for transmission to City	ALL	Q2-3	
5 Support opportunities to diversify and grow library revenue	ALL	Q1-4	
Processes			
6 Establish working group to review governance framework, in particular committee structure and TORs, procedures manual, and policy development.	TBD	Q1-4	
Staff/Board			
9 Conduct development session for new and returning trustees	EXEC	Q1	
10 Onboard and mentor new trustees	ALL	Q1-4	
11 Establish 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 (*Chair)

EXEC - Executive

FPS - Finance, Programs and Services

PER - Planning and External Relations

Status Updates from Board

June

October (for Board self-evaluation)

SURREY PUBLIC LIBRARY BOARD 2021 MEETING CALENDAR

The calendar provides an overview of what to expect at each Board meeting.

Strategic presentations and other reports are included as a matter of course in the meeting agendas.

JANUARY 28 @ MS Teams	FEBRUARY 25 @ MS Teams
Welcome new trustees	Board Objectives - Finalize
Elections for Chair & Vice-Chair	2020 Library Metrics Report
Board Development	2020 Provincial Grant Report
Board Objectives - Draft	Board Advocacy Plan
2020 Library Accomplishments Report	
2021 Library Workplan	
Voice of Customer Report (June-Dec 2020)	
Board Procedures Manual	
MARCH - No Meeting	April 8 @ MS Teams
	Audited Financial Statements
	Statement of Financial Information
	2020 Fundraising Report
	2020 Annual Report- Draft
MAY - No meeting	JUNE 24 @ TBD
	2022 Budget Discussion - Preliminary (in-camera)
	Library Workplan mid-year update
	Board Objectives mid-year update
	Board Recruitment Discussion - Preliminary
	Board Self-Evaluation - mid-year (in-camera)
	Audited InterLINK Financial Statements
	Voice of Customer Report (Jan-May 2021)
JULY - No meeting	AUGUST - No Meeting
SEPTEMBER 23 @ TBD	OCTOBER 28 @ TBD
2022 Budget Approval	2021 Board Objectives final review
Board Recruitment Discussion - Final	Board Self-Evaluation survey distribution
Establish Ad-hoc Nominations Committee	Chief Librarian Evaluation survey distribution
Board Self-Evaluation - Review tools (in-camera)	
Chief Librarian Evaluation- Review tools (in-camera)	
NOVEMBER 25 @ TBD	DECEMBER - No Meeting
Board Self-Evaluation results (in-camera)	
Chief Librarian Evaluation (in-camera)	
Setting Board meeting dates for next year	
2021 Workplan - year end update	



Joining Libraries Together

Unit # 158 – 5489 Byrne Road
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Phone: 604-437-8441
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Email: info@interlinklibraries.ca
Website: www.interlinklibraries.ca

Bowen Island Public Library
Burnaby Public Library
Coquitlam Public Library
Fraser Valley Regional Library
Gibsons & District Public Library Association
Lillooet Area Library Association
New Westminster Public Library
North Vancouver City Library
North Vancouver District Public Library
Pemberton & District Public Library Association
Port Moody Public Library
Richmond Public Library
Sechelt Public Library Association
Squamish Public Library
Surrey Libraries
Vancouver Public Library
West Vancouver Memorial Library
Whistler Public Library

November 25, 2020

TO: InterLINK Board

Via email

Subject: Provisional 2021 InterLINK Budget

Dear Board member,

Attached please find the provisional 2021 InterLINK budget. At its meeting on Tuesday, November 24, 2020, the InterLINK Board passed the following motion:

THAT the Board of Directors of Public Library InterLINK adopt “Schedule A” as the Year 2021 Provisional Budget of Public Library InterLINK and authorize its onward transmittal to member library boards for their consideration and comment

and

THAT a final vote on the 2021 InterLINK Budget take place at the first InterLINK Board meeting in 2021.

InterLINK Board members should request that the provisional budget be placed as an information item on the agenda at the next meeting of their home board. As an information item, and as noted in the above motion, member library boards are asked for comment on the budget. Member library

boards are not required to pass a motion to "approve" the budget, however, boards could, for the record, pass a motion to receive the budget as an item for information.

As a reminder, the provisional 2021 InterLINK budget decreases the *total* member levy by 31.7% which is mainly due to the significant actual and projected decrease in non-resident borrowing in 2020.

InterLINK Board members may wish to highlight Schedule B, which provides the 2021 member levy and provides a comparison to the 2018-2020 levies. Schedule C, page 2, provides the total 2021 member levy and projected net borrower levy (if applicable). The final non-resident borrowing numbers for 2020 will be provided in the final 2021 InterLINK Budget as noted above.

Please do not hesitate to call if you have any questions,

Sincerely,



Michael Burris

Executive Director

InterLINK 2021 Budget FAQs

What is the net borrower library contribution?

InterLINK facilitates “non-resident borrowing”, which refers to the ability for anyone living in the InterLINK service area to borrow materials from libraries outside their “home” community. Each time a member library loans an item to a non-resident, they are paid \$0.50 compensation for that loan. Of that 50 cents, 40 cents come from the InterLINK budget and 10 cents is contributed by the borrowing library. Final net borrowing calculations are done after the year end.

Why has the net borrower library contribution amount dropped?

Compensation for non-resident lending is budgeted in the year after the circulation activity occurs. That is, circulation activity in 2020 is built into the 2021 budget. Primarily as a result of the COVID-19 pandemic, projected 2020 non-resident borrowing for 2020 is 47% of the 2019 total, resulting in a decrease in the amount net borrowing libraries pay as their portion of the total compensation. The final amount will be known in January 2021.

Why have member levies dropped?

40% of member levies fund the 40 cents paid in compensation to non-resident borrowing. The drop in member levies is primarily due to the drop in 2020 non-resident borrowing. Member levies are based on population.

Will member levies return to previous levels?

It is anticipated that over time, non-resident borrowing activity will return to pre-2020 levels. It is key that member library boards understand that 2020 was an anomaly.

Why is the NewToBC amount so much higher?

2021 NewToBC funding is based on the 2021-2025 contribution agreement negotiated with the federal government. The important thing to note for budget purposes is that while this amount may fluctuate from the budgeted amount, the revenue is completely offset by expenses.

Why have the amounts for Board and Committee expenses and Workshops changed so dramatically?

The amount for board and committees reflects the plan to hold fewer in-person meetings and events but more committee activities than in 2020, while we anticipate additional support for member library staff development.

What does Schedule B show?

Schedule B provides the member levy, based on population, that each member library pays. The schedule provides a comparison of the member levy from 2018 to 2021. The schedule details the drop (variance) in levies in 2021. The 2021 total levy of \$371,325 is reflected as revenue on the draft operation budget (Schedule A)

What does Schedule C show?

Schedule C, page 1 provides the projected circulation activity for 2021 and the related compensation for non-resident borrowing. Net lender libraries derive revenue from the compensation model while net borrowing libraries pay into the compensation fund.

Schedule C, page 2 combines the member levy and net borrowing (where applicable) to provide a total for each member library. The variance between 2021 and 2020 is also provided.



2021

PROVISIONAL BUDGET

November 24, 2020

2021 InterLINK Provisional Operating Budget
Schedule A

	2020 Budget			2021 DRAFT BUDGET
REVENUES:	Budgeted	YTD (Sept)	Projected	Budgeted
Provincial Grant	\$ 601,000	\$ 601,000	\$ 601,000	\$ 601,000
Net Borrower Library-Contribution	78,694	78,694	78,694	36,951
Member Levies	543,625	543,625	543,625	371,325
Interest Income	10,000	5,801	9,000	6,000
New to BC	300,000	383,967	450,000	431,000
Admin-New to BC	31,800	14,004	47,500	45,500
Workshops	15,000	26,780	26,800	5,000
Project LLEAD	-	27,185	27,185	-
Consortial Purchasing	55,000	42,658	44,287	40,000
Miscellaneous (COVID wage subsidy)	-	5,789	5,789	
Transfer from Reserve				
Prior Year Surplus				
Total Revenues	\$ 1,635,119	\$ 1,729,503	\$ 1,833,880	\$ 1,536,776
EXPENDITURES:				
OFFICE-Accounting	500	-	0	-
OFFICE-Audit & Legal	10,000	(300)	10,000	12,000
OFFICE-Board/Committee Expenses	13,000	2,283	2,500	8,000
OFFICE-Building Maintenance	4,200	1,330	1,800	4,200
OFFICE-Computer Repair & Maintenance	1,500	1,687	2,200	2,500
OFFICE-Consulting Fees	5,000	-		-
OFFICE-Equipment	1,500	2,225	4,000	1,500
OFFICE-Expenses-Miscellaneous	1,000	168	200	500
OFFICE-Insurance	5,100	3,151	5,400	6,000
OFFICE-Photocopier Lease	2,650	1,950	2,600	2,700
OFFICE-Rent	27,500	20,413	27,500	28,000
OFFICE-Utilities	9,000	4,637	8,000	9,000
OFFICE-Postage/Shipping	1,250	808	1,100	1,250
OFFICE-Expenses/Supplies	1,850	1,135	1,650	2,000
PROGRAMS-Audiobooks-Acquisitions	100,000	49,063	95,000	100,000
PROGRAMS-Audiobooks-Supplies & storage	2,800	1,554	2,400	3,200
PROGRAMS-Audiobooks-Website	3,700	3,462	3,462	4,200
PROGRAMS-Consortial Purchasing	55,000	44,287	44,287	40,000
PROGRAMS-New to BC - Federal	300,000	296,652	450,000	431,000
PROGRAMS-ILK admin costs for NBC	8,800	9,399	18,000	17,000
PROGRAMS- Project LLEAD	-	12,376	27,185	-
PROGRAMS-PNE	4,000	-	-	
PROGRAMS-Resource Sharing-Courier Charges	49,000	20,552	35,000	50,000
PROGRAMS-Resource Sharing-Del Suppl / storage	3,600	2,862	3,800	7,800
PROGRAMS-Resource Sharing-Hosting	20,000	-	20,000	20,000
PROGRAMS-Resource Sharing-UBC ILL Charges	3,500	-	3,000	3,500
PROGRAMS-Resource Sharing-Vehicle Operation	15,000	8,017	13,000	18,000
PROGRAM-Strategic Plan	-			-
PROGRAMS-Workshops	30,000	31,527	31,527	55,000
PROGRAMS-YSC	23,000	325	23,000	23,000
STAFF- Professional Development	6,000	1,771	2,000	4,000
STAFF-Benefits	57,000	38,983	55,000	59,000
STAFF-Salaries & Wages	365,000	247,570	360,000	365,000
Sub-Total Operating Expenses:	1,130,450	807,887	1,253,611	1,278,350
Trfr.Capital Asset Reserve	7,000		7,000	7,000
Trfr.Net Provider Comp.(Operating Bdgt)	314,776	314,776	314,776	147,806
Trfr.Net Provider Comp.(Borr.Library)	78,694	78,694	78,694	36,951
Trfr.Ref Provider Grant (VPL)	100,000	100,000	100,000	66,667
Total Oper. Exp. & Comp.	\$ 1,630,920	\$ 1,301,357	\$ 1,754,081	\$ 1,536,774
Excess (Deficit)	\$ 4,199	\$ 428,146	\$ 79,799	\$ Page 29 of 112

2021 InterLINK Provisional Operating Budget Member Levies Schedule B - p. 1

NOTE: The 2021 Membership Levies are based upon the latest population figures provided by the Libraries Branch for InterLINK's use

Library	Population 2020	Adjusted Population (see note)	2018 InterLINK Member Levies	2019 InterLINK Member Levies	2020 InterLINK Member Levies	2021 InterLINK Member Levies	Variance
BIPL *	3,957	3,297	\$ 660	603	659	463	\$ (196)
BPL	253,007	253,007	55,628	51,982	54,863	35,523	\$ (19,340)
CPL	149,950	149,950	33,302	33,306	33,020	21,053	\$ (11,967)
FVRL **	797,063	531,378	86,350	83,412	85,904	74,607	\$ (11,297)
GibPL *	12,791	10,659	2,155	1,990	2,128	1,497	\$ (632)
LALA *	4,136	3,447	719	743	709	484	\$ (225)
NWPL	79,737	79,737	16,968	16,393	16,957	11,195	\$ (5,762)
NVCL	57,969	57,969	12,780	12,085	12,668	8,139	\$ (4,529)
NVDPL	91,974	91,974	21,011	19,556	20,531	12,913	\$ (7,618)
PemPL *	6,432	5,360	1,038	1,085	1,050	753	\$ (298)
PMPL	35,052	35,052	8,019	7,507	7,863	4,921	\$ (2,942)
RPL	212,276	212,276	47,396	48,621	47,759	29,804	\$ (17,955)
SecPL *	19,004	15,837	3,217	2,898	3,167	2,224	\$ (944)
SqPL *	21,485	17,904	3,676	3,506	3,696	2,514	\$ (1,182)
SPL	584,666	584,666	123,804	123,442	125,678	82,089	\$ (43,590)
VPL	687,732	687,732	116,112	111,143	114,288	74,847	\$ (39,441)
WVML	47,192	47,192	10,852	10,486	10,622	6,626	\$ (3,996)
WhPL *	14,304	11,920	2,214	1,862	2,061	1,674	\$ (388)
TOTAL	3,078,727	2,799,357	\$ 545,900	\$ 530,620	\$ 543,625	\$ 371,325	\$ (172,300)
<hr/>							
COST PER CAPITA:			\$ 0.2245	0.2081	\$ 0.2076	\$ 0.1326	
2020 Adjusted Population			2,799,357				

SUMMARY:

The direct cost per capita is arrived at by dividing the total member levy cost of \$371,325 by the total adjusted population of 2,799,357. The population figures for *designated libraries have been reduced to 83.33% with the exception of **FVRL whose population has been reduced to 66.67%. As approved by the InterLINK Board on 24/09/19, the adjustment to populations will be phased out by 2023

Please note that the extraordinary circumstances caused by COVID affected non-resident borrowing in 2020, thus 2021 net lending subsidy is reduced, and levies may temporarily be reduced in this budget proposal.

Public Library InterLINK

Circulation Comparisons

Schedule B p 2

Actuals for 2016 - 2019; projected for 2020
for the 12 month period of January - December (2020 Actual Jan - Sept, proj. Oct - Dec)

Library	2016			2017			2018			2019			2020		
	Total Circ	Total Non-Res. Circ.	Net Activity	Total Circ	Total Non-Res. Circ.	Net Activity	Total Circ	Total Non-Res. Circ.	Net Activity	Total Circ	Total Non-Res. Circ.	Net Activity	Total Circ	Total Non-Res. Circ.	Net Activity
BIPL	36,059	749	(13,281)	33,344	527	(12,871)	36,192	993	(12,295)	37,109	963	(12,709)	19,402	390	(6,863)
BPL	3,117,875	714,865	319,573	2,999,529	686,129	314,395	3,012,682	685,376	334,962	2,925,037	666,409	336,753	1,262,135	321,849	189,209
CPL	1,068,866	184,447	(300,745)	1,057,007	186,767	(262,280)	1,070,236	211,911	(232,784)	1,089,667	211,329	(224,852)	602,843	112,085	(110,349)
FVRL	6,195,357	344,118	(180,624)	5,696,879	301,434	(211,286)	5,523,675	282,826	(253,835)	5,299,719	280,722	(234,662)	2,662,303	152,650	(45,971)
GibPL	136,928	12,051	(17,135)	138,707	10,985	(14,998)	145,291	13,096	(10,995)	144,557	12,481	(9,015)	84,310	7,871	(1,010)
LALA	29,236	312	(477)	28,515	102	(475)	24,490	51	(458)	26,580	142	(306)	20,017	47	(108)
NWPL	794,626	134,780	(38,081)	774,413	124,915	(46,743)	525,997	101,617	(84,085)	634,750	78,127	(104,887)	382,632	38,970	(39,566)
NVCL	683,198	159,030	(117,081)	642,141	137,823	(112,690)	601,574	126,687	(120,673)	601,322	110,780	(135,109)	448,650	63,219	(70,318)
NVDPL	1,393,947	252,540	25,846	1,313,988	230,228	27,804	1,295,666	223,357	32,621	1,265,455	213,100	33,462	642,018	108,718	16,115
PemPL	79,496	2,392	(7,232)	80,739	1,747	(8,479)	79,801	1,721	(8,756)	82,777	2,334	(6,177)	35,926	901	(2,764)
PMPL	584,259	234,980	126,755	538,993	218,002	107,138	582,197	224,603	112,692	566,390	226,193	119,629	299,005	139,184	76,253
RPL	2,801,246	289,104	130,266	2,614,148	249,786	95,951	2,685,122	221,648	57,997	2,625,865	203,321	46,825	1,533,824	80,667	10,519
SecPL	168,609	25,146	8,355	155,542	23,000	7,619	156,127	18,872	2,914	155,121	17,517	1,154	74,199	7,203	(1,029)
SqPL	194,869	2,873	(8,799)	182,143	4,345	(6,342)	176,422	5,200	(4,968)	172,924	5,380	(3,099)	76,059	2,817	(1,843)
SPL	3,360,118	271,372	(122,872)	3,149,098	273,114	(86,138)	3,128,310	290,554	(54,153)	2,991,027	279,370	(56,124)	1,048,368	97,790	(76,234)
VPL	7,876,194	716,471	81,590	7,540,600	680,095	103,279	7,438,297	686,536	138,156	7,175,492	663,944	137,964	2,735,949	232,302	(13,459)
WVML	818,413	163,120	95,421	763,601	149,050	88,518	724,568	147,711	86,122	732,691	156,732	97,142	451,980	98,744	73,136
WhPL	223,510	25,783	18,521	189,298	24,074	17,598	176,299	24,747	17,538	159,921	21,427	14,011	73,130	8,436	4,282
TOTALS	29,562,806	3,534,133	-	27,898,685	3,302,123	-	27,382,946	3,267,506	-	26,686,404	3,150,271	-	12,452,751	1,473,843	-

Public Library InterLINK 2021 Calculations

(using 2020 PLSB pop. numbers & adjusting population for indicated libraries to 83.33%/66.67%;
2020 Projected Circulation Activity; Membership Levy based on Data and Budget inputs for 2021)
(using \$0.50 per Net Loan)

Schedule C - p. 1

Library	Population 2020	Adjusted pop. 2020 (Lib. w/ pop.under 20K @ 83.33% FVRL @ 66.67%)	Items Lent 2020 PROJECTED	Items Borrowed 2020 PROJECTED	Net Activity 2020 PROJECTED	Net Lender Income \$0.50/net item PROJECTED (0.40/item fr. subsidy)	Net Borrower Levy at \$0.10 per net item PROJECTED
BIPL *	3,957	3,297	390	7,253	(6,863)		\$686
BPL	253,007	253,007	321,849	132,640	189,209	\$94,605	
CPL	149,950	149,950	112,085	222,434	(110,349)		\$11,035
FVRL **	797,063	531,378	152,650	198,621	(45,971)		\$4,597
GibPL *	12,791	10,659	7,871	8,881	(1,010)		\$101
LALA *	4,136	3,447	47	155	(108)		\$11
NWPL	79,737	79,737	38,970	78,536	(39,566)		\$3,957
NVCL	57,969	57,969	63,219	133,537	(70,318)		\$7,032
NVDPL	91,974	91,974	108,718	92,603	16,115	\$8,058	
PemPL *	6,432	5,360	901	3,665	(2,764)		\$276
PMPL	35,052	35,052	139,184	62,931	76,253	\$38,127	
RPL	212,276	212,276	80,667	70,148	10,519	\$5,260	
SecPL *	19,004	15,837	7,203	8,232	(1,029)		\$103
SqPL *	21,485	17,904	2,817	4,660	(1,843)		\$184
SL	584,666	584,666	97,790	174,024	(76,234)		\$7,623
VPL	687,732	687,732	232,302	245,761	(13,459)		\$1,346
WVML	47,192	47,192	98,744	25,608	73,136	\$36,568	
WPL *	14,304	11,920	8,436	4,154	4,282	\$2,141	
TOTALS:	3,078,727	2,799,357				\$ 184,759	\$ 36,951

For transition, in 2021:

(rounded)

* population adjusted to 83.33% for Bowen Island, Gibsons,
Lillooet, Pemberton, Sechelt, Squamish & Whistler

Only net
borrowers pay
this levy

** population for FVRL is adjusted at 66.67%

Public Library InterLINK
Compensation Model - 2021
Schedule C - p. 2

Library	2021 MEMBER LEVIES - proposed							
	Estimate based on 2020 population							
	Memb. Levy by Adjusted Pop. on \$100K ILINK Reference Grant to VPL	Member Levy (less \$100K ILINK Ref. Grant to VPL)	Total 2021 Member Levy	Projected Net Borrower Levy at \$0.10 per net item (estimated)	Total 2021 Member Levy + Projected Net Borrower Levy	2020 Member Levy & Actual '19 Net Borrower Levy paid in 2020	Variance betw. 2021 Memb. Levy + Proj. Net Borr. Levy & and 2020 Memb. Levy + Actual Net Borr. Levy	
	2021	2021	2021					
BIPL *	\$ 104	\$ 359	\$463	\$ 686	\$ 1,149	\$1,929	\$ (781)	
BPL	\$ 7,988	27,535	\$35,523		\$ 35,523	\$54,863	(19,340)	
CPL	\$ 4,734	16,319	\$21,053	11,035	\$ 32,088	\$55,506	(23,417)	
FVRL **	\$ 16,776	57,831	\$74,607	4,597	\$ 79,204	\$109,370	(30,166)	
GibPL *	\$ 337	1,160	\$1,497	101	\$ 1,598	\$3,030	(1,432)	
LALA *	\$ 109	375	\$484	11	\$ 495	\$740	(245)	
NWPL	\$ 2,517	8,678	\$11,195	3,957	\$ 15,152	\$27,446	(12,294)	
NVCL	\$ 1,830	6,309	\$8,139	7,032	\$ 15,171	\$26,179	(11,008)	
NVDPL	\$ 2,904	10,010	\$12,913		\$ 12,913	\$20,531	(7,618)	
PemPL *	\$ 169	583	\$753	276	\$ 1,029	\$1,668	(639)	
PMPL	\$ 1,107	3,815	\$4,921		\$ 4,921	\$7,863	(2,942)	
RPL	\$ 6,702	23,102	\$29,804		\$ 29,804	\$47,759	(17,955)	
SecPL *	\$ 500	1,724	\$2,224	103	\$ 2,327	\$3,167	(841)	
SqPL *	\$ 565	1,949	\$2,514	184	\$ 2,698	\$4,006	(1,308)	
SL	\$ 18,459	63,630	\$82,089	7,623	\$ 89,712	\$131,291	(41,579)	
VPL		74,847	\$74,847	1,346	\$ 76,193	\$114,288	(38,095)	
WVML	\$ 1,490	5,136	\$6,626		\$ 6,626	\$10,622	(3,996)	
WPL *	\$ 376	1,297	\$1,674		\$ 1,674	\$2,061	(388)	
TOTALS:	\$ 66,667	\$ 304,658	\$ 371,325	\$ 36,951	\$ 408,276	\$ 622,319	(214,043)	

Step 1 of changes



To: Surrey Public Library Board
From: Seline Kutan, Director, Communications and Advancement
Date: January 28, 2021
Subject: Lobbyist Transparency Act

RECOMMENDATION

To be received for information.

BACKGROUND

In late April 2020, the Library was made aware of new provincial legislation, Lobbyist Transparency Act (LTA), which came into effect on May 4. The LTA aims to increase transparency in lobbying by requiring lobbyists to complete a monthly return containing details of lobbying activities they have carried out. These submissions are then made public.

Lobbyists are defined by the LTA as individuals paid by their employers or clients to communicate with BC provincial public office holders in an attempt to influence government decisions. Unpaid individuals, including volunteer board members, are not considered lobbyists as they are not paid.

It should be noted that correspondence or communication whereby the Library simply provides information on its work or provides information or opinions in response to specific requests from public office holders is not considered lobbying.

More information on the LTA can be found on the Office of the Registrar of Lobbyists (ORL) of BC's website: www.lobbyistsregistrar.bc.ca.

DISCUSSION

Surrey Libraries routinely sends written correspondence to elected officials advocating for continued or increased support for libraries. Additionally, Trustees and accompanying staff occasionally meet with elected officials to advocate for Surrey Libraries. Given that these activities may be considered lobbying under the new Act, we reached out to the ORL for guidance as to whether Surrey Libraries should register as a lobbyist.

The response from the ORL, dated Wed 2021-01-06 2:53 PM is as follows:

Good afternoon, Seline

My apologies for the delay in getting back to you. It is my opinion that your organization, Surrey Libraries, is not required to register pursuant to the *Lobbyists Transparency Act* (LTA) at this time.

This opinion is based on my understanding of the circumstances you have described, as follows:

- There is occasional communication in meetings and letters with public office holders at the provincial government level, and the content of the communications sometimes meets the definition of "lobby" because your organization is advocating for increased funding from the province;
- All communications that are potential lobbying activities are carried out by the Board Chair or a Trustee, which are true volunteer positions. Board Chairs and Trustees do not receive any form of payment, stipend or honorarium. Reasonable expenses may be reimbursed, but this does not change their status as "volunteers";

- A staff member typically accompanies the Chair/Trustee to the meetings as a subject matter expert – for example, to provide statistics on library usage at various branches of the library – but the staff members do not take part in the advocacy or lobbying communications;
- Letters may be written on Surrey Libraries letterhead, but would only be signed by a volunteer Board Chair or Trustee.

If the circumstances related to the potential lobbying activities change in any material way, or you have any other questions, you are welcome to contact us again for further guidance.

As we do not provide advance decisions, this email is not intended to be, and cannot be relied upon as, legal or other advice, nor does it bind or fetter the Office of the Registrar of Lobbyists in interpreting or applying the *Lobbyists Transparency Act* in compliance actions.

Best regards,
Alison

Alison LeDuc, BA, CIPP/C
Registry and Compliance Officer

Phone: 250-387-2686

www.lobbyistsregistrar.bc.ca



CONCLUSION

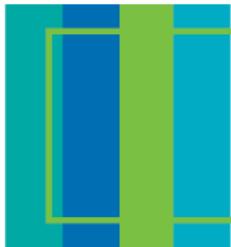
Correspondence from Surrey Libraries to public office holders that includes any calls for support may only come under Trustees' signature (usually the Board chair). Staff accompanying Trustees to visit with MLAs are there as subject matter experts only and may only provide objective information on Surrey Libraries, if needed.

Should there be a need for Surrey Libraries staff to engage in lobbying, we will register the Library and staff at that time and submit the lobbying activities as required by the Act.

2020

Strategic Plan & Operational Achievements





OUR COMMUNITY

Promote and nurture literacy and learning

- Provided reliable, trustworthy COVID-19 related information to the community on our website.
- Added new online resources including:
 - The Globe & Mail
 - SUMMA: Canadian educational videos for kids and adults with Indigenous voices
 - The New York Times
 - Creative Bug art and craft education resource
- Held 79 in-branch STEM programs hosting 865 participants in the first few months of the year. Moved STEM programming to 13 online videos with 2,698 views as of year-end.
- Moved Storytimes, Babytimes, and Family Storytimes programming online with videos and launched weekly Facebook Live Storytimes.
- Offered online Author Readings featuring two Indigenous authors, Michael Hutchinson and Karen Pheasant-Neganigwane enjoyed by close to 600 participants at school and afterschool sessions.
- Adapted the Summer Reading Club so children could participate during Takeout Service, including picking up packages, online programs, and collecting medals. 7,350 children participated.
- Launched Teen Challenge Tuesdays as an alternate to Teen Summer Adventure and moved the Young Adult Writing Contest, Teen Library Council, Reading Link Challenge, and Teen Book Review programming online.
- Expanded robotic coding program by purchasing additional Dash robots to loan out to families to support digital literacy via coding at home starting in 2021.
- Hosted a presentation by Dr. Robert Thirsk, a former Canadian Space Agency astronaut, who shared his unique perspective on the timely topic of coping with isolation.
- Pivoted adult programming online and offered:
 - Book Clubs and Book Chats
 - Literature Club and Armchair Traveller Series for Seniors
 - Writing Prompts
 - Surrey eReads
 - Readers Advisory in 30 Seconds
 - Tech Help
 - English Language Learner Conversation Circles
 - Adapted Stories for Adults and Teens
 - Library Champions



- Launched a “Book of the Week” program on OverDrive offering a different title each week to patrons with no holds or waiting. The program featured books from a variety of genres aimed at varying audiences. The program was well received with many titles borrowed well over 100 times during their feature week.
- Expanded a popular new children’s collection of Wonderbooks by Playaway that combines a print book with a ready-to-play audiobook inside.



Filming to move programming online

Position the Library as the heart of the community

- Focused efforts on Reconciliation by creating signage for our branches acknowledging that the work of Surrey Libraries takes place on the ancestral and unceded territories of Indigenous peoples and incorporating land acknowledgement at the opening of each Library Board meeting.
- Acknowledged National Indigenous People’s Day by featuring our online Indigenous resources and Indigenous Reads on Overdrive.
- Held 3 unique programs: Anti-Racism Storytime and Anti-Racism Teen Book Talk in support of Surrey Library’s commitment to inclusive, diverse, welcoming spaces and in support of anti-racism, as well as screening the MIXD Project at several branches which explores mixed-heritage identity through connection, dialogue, photography, and interviews.
- Posted Surrey Libraries’ Response to Racism statement to the community in support of equity, diversity and inclusion.
- Offered Black Lives Matter: Community Read titles available to read, listen, and learn without waitlists as well as the Diverse Reads Reading Challenge.
- Launched the Surrey Libraries EXPO featuring the best of Surrey Libraries to the community.
- Participated in the Canada Day and Surrey Tree Lighting Festival virtual community events.



Children enthralled at Surrey Libraries EXPO

- Made friendly check-ins to socially isolated seniors during the pandemic.
- Donated gently used books to shelters and modular housing sites for people experiencing homelessness as well as to the Surrey Food Bank and Surrey Pretrial Services Centre.
- Donated literacy and learning materials, craft supplies, puppets, and gently used picture books to Umoja, an agency that serves newcomer immigrants and refugees in Surrey.
- Partnered with InterLINK to send audiobooks through the mail to print-disabled patrons.

"I've been using the Surrey Public Library for 26 years and have never had any complaints.

The online system is fairly easy to use, and I can usually find any book I'm looking for.

Thanks for making the library work during the pandemic. Take care, stay safe." Pamela A. M.

Strengthen strategic community engagement

- Developed a Community Connected Library framework to deepen impact in the community and serve our residents where most convenient to them.
- Created and launched the Resuming Library Services Survey to gather community feedback on what library services people would be comfortable using during the pandemic.
- Offered a series of online financial literacy workshops in partnership with the Credit Counselling Society of BC.
- Partnered with UBC Geering Up to facilitate Virtual Coding workshops and with North Surrey Secondary Robotics Club to offer coding classes online.
- Partnered with Options Community Services Society to offer a parenting workshop series for Somali speakers.
- Received a gift of 51 books from the Indian Ministry of External Affairs adding books about Indian art, culture, religion, philosophy, economy, and other topics to our collection.



Setting up for outreach at Surrey Food Bank

- Secured grant funding from SurreyCares Community Foundation to allow us to introduce some limited, regular in-person outreach services during the pandemic.
- Offered three virtual workshops to Library Champions and settlement agency staff called Active Bystander: How to Respond to Racism.
- Established regular virtual outreach to newcomers in partnership with SUCCESS, Options Community Services Society, DIVERSEcity Community Resources Society, and NewtoBC. Outreach topics included citizenship, gardening, back to school online resources, job search and interview skills, health, financial literacy, and promotion of library resources and services.
- Presented cross-cultural workshops for DIVERSEcity clients.

Increase satisfaction with our services

- Launched mobile printing enabling patrons to print from outside the library or from their mobile device, then pick it up at their local branch.
- Enabled renewals on adult and children's DVDs.
- Suspended overdue fines from mid-March to the end of the year.
- Added over 30,000 new digital books to our online collection and eBook and eAudiobook circulation increased by 43% over the previous year.
- Processed 3,737 patron suggestions for new collections purchases.
- Launched colour printing and photocopying for patrons.

"I recently inquired about printing services at the library. I was responded to very quickly and advised to use the new 'mobile printing' services.

This service was exactly what I was looking for, and it was incredibly convenient and easy to use - thank you Surrey Libraries for having many options available for all types of patrons!

*I will be using this service again!"
Anonymous*

Improve access to Library services

- Re-opened Cloverdale branch in March after major structural and aesthetic renovations.
- Issued 2,855 online cards and created a total of 11,441 new library cards overall.
- Created a new service delivery mechanism via Takeout Service, requiring innovative scheduling, procedures, and communications.
- Commenced minor interior renovations at Ocean Park branch.
- Coordinated in-person and virtual staff presentations and library card registrations at settlement agencies.



Cloverdale Branch Reopening Day after Renovations



Takeout Service

"The best service ever, just love being able to order books. I miss the library so much and can't wait for the reopening but so grateful to be able to order and pick up. Thank you so much."

Anonymous



OUR FUNDS

Align resources to changing community needs

- Shifted funding to eBooks and eAudiobooks during branch closure at the start of the pandemic.
- Developed a phased recovery operating plan for the Library to address the pandemic.
- Enhanced multilingual collections by adding 4,118 new multilingual items, improved English Learning Training materials including adding copies of popular test preparation books, and reorganized shelving at several locations.
- Added Elgato Video Capture Digital Converters to our collection to allow people to digitize their treasured memories from a VCR, camcorder or other analogue video sources for playback on digital devices or to share with friends and family online.
- Developed schedules, started hiring staff and continued planning for Clayton branch opening in early 2021.
- Selected, catalogued, and processed 20,215 items for Clayton branch collections.
- Added almost 87,000 new physical items to our collections across 10 locations.



"The library is a source for internet connectivity that is crucial to access government and educational programs. I would strongly support any efforts to make the internet available in Surrey libraries that benefits citizens." Anonymous

Explore opportunities to diversify and grow revenue

- Trustees connected with City of Surrey's Mayor and Councillors to advocate for Surrey Libraries.
- Developed a new multi-year Fund Development strategy with action items tailored to limitations posed by the pandemic.
- Provided a written submission to the Select Standing Committee on Finance and Government Services advocating for libraries for the 2021 BC Government Budget Priorities consideration.
- Secured a donation of 10 Chromebooks from Best Buy.
- Secured \$87,651 in cash and \$2,433.67 in-kind sponsorship from several local businesses.
- Secured \$90,084.67 in grant funding.



Maintaining physical distancing at staff training.

Enhance responsible spending and accountability

- Adjusted annual budget and contributed to targeted savings requested of all City departments.
- Closely monitored revenues and expenditures to complete the year on budget.

"Libraries are an essential and fundamental part of our community. The services they provide and the funding they receive MUST be maintained. The innovation and creativity of library staff during these unprecedented times has been inspirational as they continue to overcome challenges and maintain equity for all." Anonymous





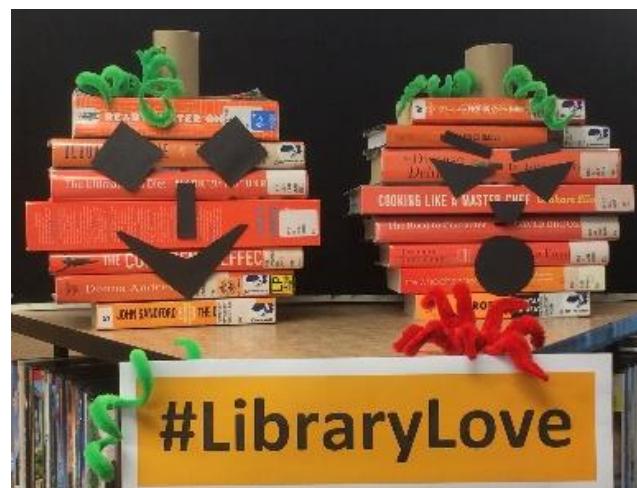
OUR PROCESSES

Refine processes to improve services and create capacity

- Revamped program and services to operate safely during a global pandemic.
- Piloted the New Service Model at Cloverdale and Ocean Park branches and gathered feedback from staff and patrons to refine and improve the model.
- Launched online card registration process to enable people to register for library cards while branches were closed.
- Migrated materials selection processes to Collections Services to streamline the process.
- Created the Outreach Services Manual to outline best practices and to use as a training tool for staff.
- Designed Access Card quiz for staff to learn when it is appropriate to offer Access Cards.

Broaden awareness of Library services

- Increased online newsletter subscriptions by 26% over the previous year.
- Continued to be active on social media and increased followers on Facebook, Twitter, and Instagram by 31%, 4%, and 43%, respectively over 2019.
- Added 318 new subscribers to our YouTube channel – an increase of 775% in one year.
- Initiated promotions at self-serve check-out terminals.
- Launched the #LibraryLove campaign with fun, interactive, and engaging social media posts and contests.
- Developed and implemented communications action plans for Level 2 and Level 3 Library reopening.
- Supported Mayor Doug McCallum in delivering a congratulatory video message to our Summer Reading Club participants.
- Re-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 Highlight

I have been a Surrey resident – and a member of Surrey Libraries – for over three decades. To say that SPL has played a major role in my life would be an understatement.

When I first became a member, I used the library for the typical services i.e., borrowing books. Then I retired and started using the library more and more. For example, I took the

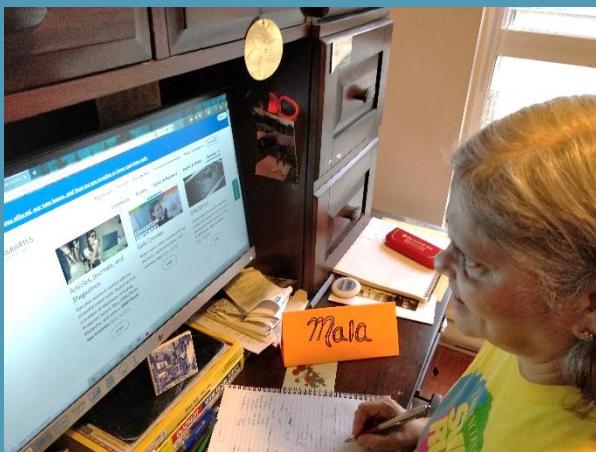
library's help in learning how to use my computer more effectively.

I then took a writing course which was a turning point in my life. In the writing class I met Helga, who said she was an artist. We collaborated, with my writing and her illustrating a Children's Picture Book. The book, *Ramya's Stars*, was published, translated into over twenty languages and was a huge success. This gave me the confidence to write more and more and I am now a full-fledged freelance writer.

I have participated in and attended the SPL's Authors Among Us and benefited from it. With COVID came another turning point. I still read

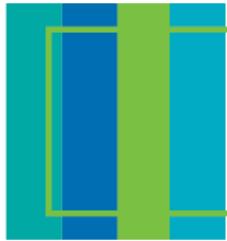
extensively by borrowing eBooks from Overdrive. Also, I am continuously taking online courses offered by the Library (Gale Courses) I have already completed four courses and I'm signed up for two more. Two of these are to learn Spanish. I'm supplementing what I'm learning in the course by borrowing children's books in Spanish and English.

What a boon the library is! ~ Mala Ashok



Encourage innovation and collaboration

- Successfully pivoted to online programming and developed many playlists of video programming on YouTube including:
 - Babylime
 - Summer Reading Club
 - Great Books for Teens
 - Homework Tips
 - Get Crafty
 - Family Storytime
 - Staff Picks
 - Sensory Activities
 - Songs and Rhymes
 - STEM Activities
 - Storytimes from Home
 - Great Books for Kids
 - Great Books for Preteens
 - Adapted Stories for Adults and Teens
 - Frog & Toad 50th Anniversary Storytimes
- In collaboration with Google, successfully led the second cohort of learners through the learning circle model for the Google IT Support Certificate program.
- Initiated a Chromebook lending project in partnership with community agencies to enable people to connect with technology for job searches as well as to connect seniors with technology.
- Family History collaborated with Museum of Surrey on the *Discover Your Story: We Can Help* exhibit enjoyed by 1,574 visitors in person and many more online.



OUR STAFF

Foster a culture of service excellence

- Trained Cloverdale, Clayton, and Ocean Park staff in the New Service Model 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.
- All regular staff completed Mark Colgate's Science of Service training webinars: Level 1 – Ace the 3 R's and Level 2 – Moments of Power to Elevate the Customer Experience.

Cultivate a safe, engaged, and diverse workplace

- Participated in Surrey's City Emergency Operations Centre to ensure directives from Surrey City Council and the Province were implemented.
- Created a WorkSafe BC-mandated pandemic Safety Plan and continued to revise it as protocols evolved.
- Shared Health and Safety videos and tips throughout the year.
- Updated the Security Manual with safety information pertaining to the COVID-19 pandemic and updated it as the pandemic progressed.
- Created a new Injury Prevention and Training for Shelving presentation.
- Increased the frequency of Labour-Management and Joint Health & Safety meetings as branches resumed and expanded services during the pandemic.
- Set up an interim flexible work from home program, providing equipment and remote access to staff.
- Surveyed staff on Resuming Library Services to ensure staff feedback was solicited and considered when planning for safe reopening during the pandemic.
- Held several town hall meetings via MS teams during lay offs and throughout the year to respond to questions and to keep staff informed and connected.
- Communicated to all staff regularly via emails from the Chief Librarian on pandemic progress and rationale for operational decisions.
- Revised sections of the Security Manual to address dealing with difficult patrons and racism.



"The staff is going way beyond the call of duty to make the curbside take away work and I'm thankful to them." Anonymous

Develop and empower staff

- Supported staff in educational opportunities such as: Library Technician Program, InterLINK Leadership Program, City of Surrey's Emerging Leaders' Program, and University Adult Learning Program.
- Built staff resiliency by promoting and offering EFAP resources and sessions on mental health and coping with stress and change.
- Provided access to many online training resources such as workshops, webinars, and conferences.
- Empowered staff with new applications to connect remotely and work collaboratively.
- Developed training modules for staff temporarily working from home.
- Trained staff on filming and delivering virtual programs.
- All staff participated in Cybersecurity training.
- Trained all information services staff to support email reference.
- Created nine new Niche Academy videos for staff training including:
 - Low Cost Resources Quiz
 - Email Reference Tutorial
 - Autism Training
 - Using Novelist
 - Digitizing VHS
 - Global Road Warrior Training
 - Using Dewey Decimal System
 - Microsoft Teams for Library Staff
 - Takeout Webform Training

Dear librarians,

Thankyou for working so hard for us.
we really enjoy the Books you pick or find for
us. Stay safe and wash your hands!

- Leanne



To: Surrey Public Library Board
From: Surinder Bhogal, Chief Librarian
Date: January 28, 2021
Subject: 2021 Library Workplan



RECOMMENDATION

To be received for information.

BACKGROUND

The Library has set a 2021 workplan to support objectives developed by the Board in the 2019-2023 Strategic Plan. As part of good governance practice, a mid-term review of the strategic plan was facilitated by consultant Ken Roberts at the October 22, 2020 Board meeting. The Board also discussed pandemic impacts to the strategic plan. As the strategic plan is a high level document with long term objectives, no changes were made to the vision, mission, and values. Minor adjustments were made to the strategic objectives and reflected in the 2021 Strategy Map (attached as Appendix I). The Library's 2021 Workplan has been attached as Appendix II.

DISCUSSION

Following direction from the Board in October 2020, the 2021 workplan was drafted by the senior leadership team, and input incorporated from branch and department managers. Key strategic initiatives not started in 2020 due to the pandemic, such as updating the facilities master plan, and completing a marketing and communications plan, were carried over. Multi-year initiatives, such as the new service model implementation, were also carried over. The draft workplan was shared with all Surrey Libraries staff for review and feedback - collected via email and a Town Hall meeting in December, and finalized by the management team in mid-January. The detailed workplan is attached as Appendix II. Key 2021 priorities will be:

- Gradually expanding service hours and reintroducing more services while keeping staff and public safe, addressing community needs, and supporting the City's pandemic recovery efforts.
- Establishing stronger connections with our community to serve them better by phasing in the new service model (launched at Cloverdale and Ocean Park in 2020) to other branches.
- Opening Surrey's 10th Library branch in Clayton Community Centre, an integrated facility with parks, recreation and culture with a more collaborative approach to service.

CONCLUSION

With the uncertainty caused by the pandemic, planning continues to be a nimble exercise. Even with the roll-out of vaccines, it is unlikely society will return to 'normal' this year, and the new 'normal' will look different to our pre-pandemic lives. The Library's 2021 workplan is achievable, however, some flexibility has been built in to factor in pandemic-related unknowns.

Attachments

Appendix I: Surrey Libraries 2021 Strategy Map
Appendix II: Surrey Libraries 2021 Workplan



A literate, inclusive, thriving city



We connect people, spark curiosity, and inspire learning



♦ Community-Focus ♦ Intellectual Freedom ♦ Service Excellence ♦ Equitable Access ♦ Creativity ♦ Collaboration ♦



LITERACY AND LEARNING

CONNECTIONS

WELCOMING AND INCLUSIVE SPACES

STRATEGIC OBJECTIVES

Our Community

- A1:** Promote and nurture literacy and learning
- A2:** Strengthen strategic community engagement
- A3:** Improve access to Library services

Our Funds

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

Our Processes

- C1:** Leverage technology to improve service delivery
- C2:** Broaden awareness of Library services
- C3:** Encourage innovation and collaboration

Our Staff

- D1:** Foster a culture of service excellence
- D2:** Cultivate a safe, engaged, and diverse workplace
- D3:** Develop and empower staff

KEY MEASURES

- A1.1: % of public who agree SL is a go to place for literacy and learning
- A1.2: # of digital literacy programs (virtual and in-branch)
- A1.3: Use of online learning resources (hours and sessions)
- A2.1: % of public who believe SL is welcoming and inclusive
- A2.2: % programs delivered through partnerships
- A2.3: % of public satisfied with SL service
- A2.4: % of public satisfied with range of services offered to community
- A3.1: Use of library resources (circ. print, digital, ebooks)
- A3.2: # of visits – physical and digital
- A3.3: # new cardholders
- A3.4: # of cardholders active in last 3 years
- B1.1: % of budget allocated to digital resources
- B1.2: % of programs for newcomers
- B2.1: Net annual growth in active donors
- B3.1: Operational spending and capital spending on budget
- C1.1: % of transactions using self-service
- C1.2: # of staff visits in community
- C2.1: Earned media statistics
- C2.2: Level of public awareness of SL services
- C3.1: % staff providing favourable rating on innovation q set
- C3.2 % staff providing favourable rating on collaboration q set
- D1.2: % of users who rate staff as knowledgeable & helpful
- D2.1: % staff providing favourable rating on engagement q set
- D3.1: % staff providing favourable rating on empowerment q set
- D3.2: % training hours to FTE

KEY STRATEGIC INITIATIVES 2021

1. Implement Community Connected Libraries framework
2. Grow understanding of Indigenous history and culture to aid Reconciliation
3. Successfully open Clayton branch
4. Increase library members
5. Improve digital inclusion with access to tools, training, and content
6. Strengthen online infrastructure and processes
7. Update Facilities/Service Delivery Plans and support facility updates
8. Develop Marketing and Communications Strategy and action plan
9. Implement Fund Development Plan
10. Complete and implement staff engagement framework
11. Prioritize staff development and well-being
12. Embed equity, diversity and inclusion practices in our work

Key Strategic Initiatives (KSI) receive new or renewed focus. Resources are prioritized to KSI advancement over other actions. KSIs may span over multiple years.

Key Measures are evaluated annually.



2021 Surrey Libraries Workplan – Key Strategic Initiatives (KSI) and Actions

Monitoring: Status updates from KSI leads quarterly at Operations meetings in Mar/May/Sept/Nov.

Reporting: Status updates to Board bi-annually at Board meetings in Jun/Nov. Final full year review in Jan 2022.

1. Implement Community Connected Libraries framework – Everyone		
Action	Who	When
a) Work with staff to articulate roles on relationship building and becoming more connected to our communities.	CCLP Team	Q3
b) Finalize in-person program plan and roll out as appropriate, factoring in health orders	Jenny and team	Q1
c) Roll out New Service Model (NSM) system-wide <ul style="list-style-type: none"> i. Complete assessment of pilot and develop timeline for other branches ii. Adjust schedules and staffing iii. Plan for ongoing training for casual staff and new hires 	Kristen & branch managers Kristen & branch managers Andrea, Jennifer	Q1-4
d) Improve service delivery and service options <ul style="list-style-type: none"> i. Build 'Science of Service' into NSM training ii. Complete 'Science of Service' training for casuals iii. Promote self-serve options to increase use of self-checkouts and library app iv. Embed 'Science of Service' into daily work 	Jennifer, Julie Jennifer, Julie, Andrea Andrea Jennifer	Q1 Q1 Q2 Q3
e) Strengthen outreach to priority populations <ul style="list-style-type: none"> i. Identify and address barriers to library use by priority populations (e.g. people experiencing homelessness, newcomers, refugees, seniors, LGBTQ2+, homebound, disabled) ii. Complete Outreach Services Manual and develop training iii. Develop template for community mapping iv. Establish expectations/benchmarks for staff 	Ilona, outreach librarians, and other staff, as needed	Q1-4
f) Support newcomer integration <ul style="list-style-type: none"> i. Schedule regular outreach to Arabic speakers at settlement agencies and other agencies serving this group ii. Create materials/posters to promote library services at settlement agencies iii. Explore feasibility of relocating ELL collections to more visible locations in all branches iv. Explore feasibility of permanent displays at branches to highlight collections for newcomers v. Explore feasibility of improved signage in other languages at branches vi. Train staff with other language skills to deliver cross-cultural workshops to partner agencies staff and clients, starting with Spanish 	Ravi, NESTies and other staff as needed	Q1-4
g) Implement key actions for our youth population <ul style="list-style-type: none"> i. Very Early Years – Implement plan to distribute Read to Baby kits from branches ii. Early Years – Launch Start with Stories early literacy video shorts strategy for care providers iii. Child Care Providers – Assemble Storytime Kits and lead Virtual Great Circle Times iv. Middle Years – Expand middle years STEM programs with partners v. Middle Years – Develop support materials for loanable tech for families vi. Middle Years – Virtual SRC plans for outreach, programs, and materials vii. Middle Years – Launch Virtual Reading Buddies with sponsorship viii. Teen – Begin virtual library tours for Grade 8s with library memberships ix. Teen – Transition to Virtual Teen Library Council (TLC) x. Virtual Outreach – each YS staff sets a personal work goal for community outreach xi. Newcomer/ELL – Develop actions to integrate newcomer/ELL practices into YS work 	Sara and YS Team	Q1-4
2. Grow understanding of Indigenous history and culture to aid Reconciliation – Ilona		
Action	Who	When
a) Schedule more Indigenous cultural training for staff	Ilona, Sam	Q3-4
b) Host at least two Indigenous programs (e.g. plant walks, author series, film series, etc.)	Ilona, Jenny	Q1-4
c) Seek opportunities to honour Indigenous culture in spaces (e.g. signage, art, displays, etc.)	Branch Managers	Q1-4
3. Successfully open Clayton – Tanya and SLT		
a) Prepare branch for opening operation	Tanya, CT staff	Q1
b) Develop schedules and training plans; complete hiring	Tanya, Kristen, Sam	Q1
c) Support grand opening celebration	Seline, Mktg & LMT	TBD
d) Prepare collections	Amy, CS staff	Q1-4
e) Support marketing and communication needs	Seline, Mktg	Q1-4
f) Establish processes for ongoing collaborative operations	Tanya	Q1-4
4. Increase library members – Andrea, Branch Managers		
Action	Who	When
a) Establish an annual campaign to increase members	Seline, Sara, Andrea	Q3-4
b) Explore opportunities to register students with Surrey Schools	Sara, Andrea	Q3-4
c) Promote library cards during programs in and out of library and online	Program staff	Q1-4

2021 Surrey Libraries Workplan – Key Strategic Initiatives (KSI) and Actions

5. Improve digital inclusion with access to tools, training, and content – Jenny, Amy		
Action	Who	When
a) Establish strong Chromebook lending projects for partner agencies & public lending	Jenny/Erol	Q1-2
b) Roll out of additional loanable technology	Amy	Q4
c) Develop virtual program plan (incl. training protocols, baseline standards)	Jenny	Q2-3
d) Promote and expand online learning eResources options	Jennifer	Q1-4
6. Strengthen online infrastructure and processes – Amy, Erol, Jennifer		
Action	Who	When
a) Migrate intranet content onto Sharepoint and train staff	Erol	Q3
b) Research software for integrated events, facility bookings, and revenue collection	Michael, Erol, Jenny	Q2
c) Start planning for new website	Jennifer	Q3-4
d) Explore sustainable online card registration options	Andrea, Erol	Q2-3
e) Research feasibility of automatic renewals	Erol	Q3
f) Implement more sustainable and reliable system for access to online resources	Erol	Q3-4
7. Update facilities/service delivery master plan and support facility updates – Surinder, Michael, Branch Managers		
Action	Who	When
a) Engage consultant to update Facilities Master Plan, factoring in alternate service delivery options such as outreach, vans, kiosks, pop-ups and bikes.	Surinder	Q1
b) Write new plan, seek board endorsement, communicate to stakeholders	Surinder	Q2-3
c) Prioritize master planning for Newton and Strawberry Hill	Surinder, Harjinder	Q1-2
d) Continue Ocean Park redesign	Iwona, Michael	Q2
e) Commence City Centre minor capital refresh	April, Michael	Q4
f) Research RFID Check in systems and equipment	Andrea	Q1
8. Develop marketing and communications strategy and action plan – Seline		
Action	Who	When
a) Develop scope	Seline, Mkt, LMT	Q2
b) Research and engage consultant	Seline	Q3
c) Write strategy and plan to be ready to implement in 2022	Seline	Q4
d) Repeat Customer Satisfaction and Awareness Survey	Seline	Q1-2
9. Implement fund development plan – Kim, Seline		
Action	Who	When
a) Set out and implement fundraising goals	Seline, Kim	Q1-4
b) Develop and implement donor engagement plan	Kim	Q1-2
c) Update room naming/sponsorship guidelines, review policies, and develop plan for room naming expirations	Kim	Q2-3
d) Migrate to new fundraising and donor management database	Kim, Paige	Q1
10. Complete and implement staff engagement framework – Sam, Michael		
Action	Who	When
a) Complete staff engagement plan framework	Sam	Q2-3
b) Explore specific actions to address lower scored areas in 2019 staff engagement survey <ul style="list-style-type: none"> i. Create a process for capturing and assessing staff ideas, to encourage innovation ii. Determine which systems and processes deemed inefficient (seek staff and management input) and create an action plan to streamline inefficient processes 	SLT, managers, as identified	Q2-4
c) Repeat staff engagement survey	Sam	Q2-3
11. Prioritize staff development and wellbeing – Sam, Branch and Dept. Managers		
Action	Who	When
a) Reallocate budget funds to facilitate increased staff development opportunities	Michael	Q1
b) Update staff development guidelines and create a plan to increase awareness of career development opportunities	Sam	Q3
c) Explore opportunities to support staff mental health awareness and wellbeing	Sam	Q1-4
12. Embed Equity, Diversity, and Inclusion principles in all our work – Surinder, Jenny		
Action	Who	When
a) Source an EDI consultant to review policies, practices, and processes (such as hiring practices, onboarding, registering new patrons, inclusive spaces, etc.) and recommend best practices.	Ravi, Surinder	Q2
b) Develop plan to implement and embed best practices	Ravi, Surinder	Q4
c) Source and implement EDI staff training	Ravi, Sam	Q3-4

To: Surrey Public Library Board
From: Seline Kutan, Director, Communications and Advancement
Date: January 28, 2021
Subject: Voice of the Customer Report



RECOMMENDATION

To be received for information.

BACKGROUND

Since 2016, Surrey Libraries has been using the City of Surrey's customer feedback platform 'Voice of the Customer' (VoC) to collect feedback from its patrons. Feedback can be submitted online or by filling out printed cards available at branches.

When we receive VoC feedback forms where the patron has provided their contact information and has asked for a response, branch managers contact the patron to thank them for their feedback and to discuss their concerns, if applicable.

It should be noted that the VoC is only one mechanism by which we receive and monitor feedback from our patrons. People also provide feedback through the Bibliocommons application, through email reference, and in person at the branches and over the telephone.

June - Dec Report

The following VoC report covers feedback received from June to December 2020. The number of feedback forms submitted last year is quite reduced from previous years due in large part to the closure of the branches in the spring and reduced services for the last quarter of the year.

The feedback forms collect the following data:

- Overall satisfaction with Surrey Libraries' services
- Staff's competence and knowledge
- Staff's friendliness and helpfulness
- Selection of borrowing materials
- Meeting technology needs
- Convenience of library services
- Whether programs were informative, useful and engaging
- Ease of access (operational hours, facilities, online access)

There is also space for people to provide a range of other comments, a selection of which are included in the report for review.

Trending Charts

A new component that we've added to the report are charts that show the trends in feedback. The questions on the feedback forms were revised in late 2019 to align with the City's feedback collection methodology. The feedback trends shown are from when the forms were revised to the end of 2020.

Not surprisingly, the satisfaction rating for most areas has decreased over 2020 as we've had to cut back services due to the COVID-19 pandemic. The one area where satisfaction has increased slightly was in meeting patrons' technology needs. As we reintroduce services, we hope to see the trends reverse with positive increases.

CONCLUSION

The Voice of the Customer feedback reports are provided to the Board twice a year: January to May feedback is reported out at the June board meeting and the June to December feedback is reported out at the January board meeting. We welcome questions from Trustees on the information shared in this report.

Surrey Libraries

VOICE of the CUSTOMER

Feedback Program

WE WANT TO HEAR FROM YOU!																					
Complete this card and place it in the box or submit feedback online at surrey.ca/comments																					
 SURREY LIBRARIES <i>discover-connect-inspire</i>																					
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There was a good selection of materials to borrow.																					
The Library met a good range of technology needs. (Wi-Fi, computers, online library services)																					
Using library services was convenient.																					
Library programs were informative, useful, and engaging.																					
Library services were easy to access. (Operational hours, facilities, online access)																					
<input type="checkbox"/> PLEASE FOLLOW UP To receive a response from us, check the box and print your contact information below. Please contact me by: <input type="checkbox"/> Email <input type="checkbox"/> Phone																					
FIRST NAME		LAST NAME		EMAIL																	
TELEPHONE		LIBRARY BRANCH VISITED		DATE (MM/DD/YYYY)																	
<small>Personal information is collected for the purposes of contacting you if requested in reference to comments provided. The City of Surrey is collecting this information under s. 26(c) of the Freedom of Information and Protection of Privacy Act. For questions regarding the collection of personal information, please contact the Manager of Marketing and Communications at 13450 104 Avenue, Surrey, BC V3T 1V6, 604-591-4011.</small>																					
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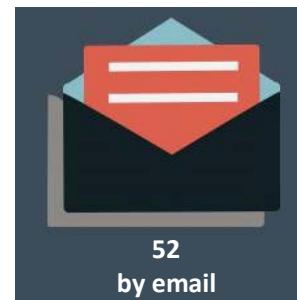
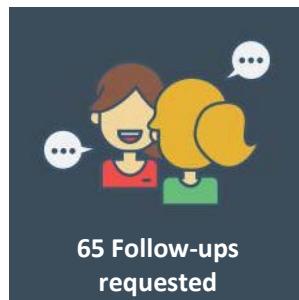
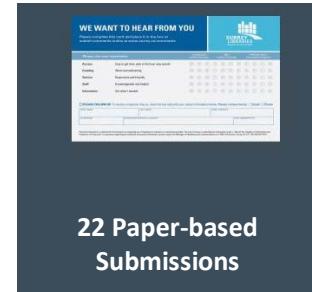


SHARE A COMMENT

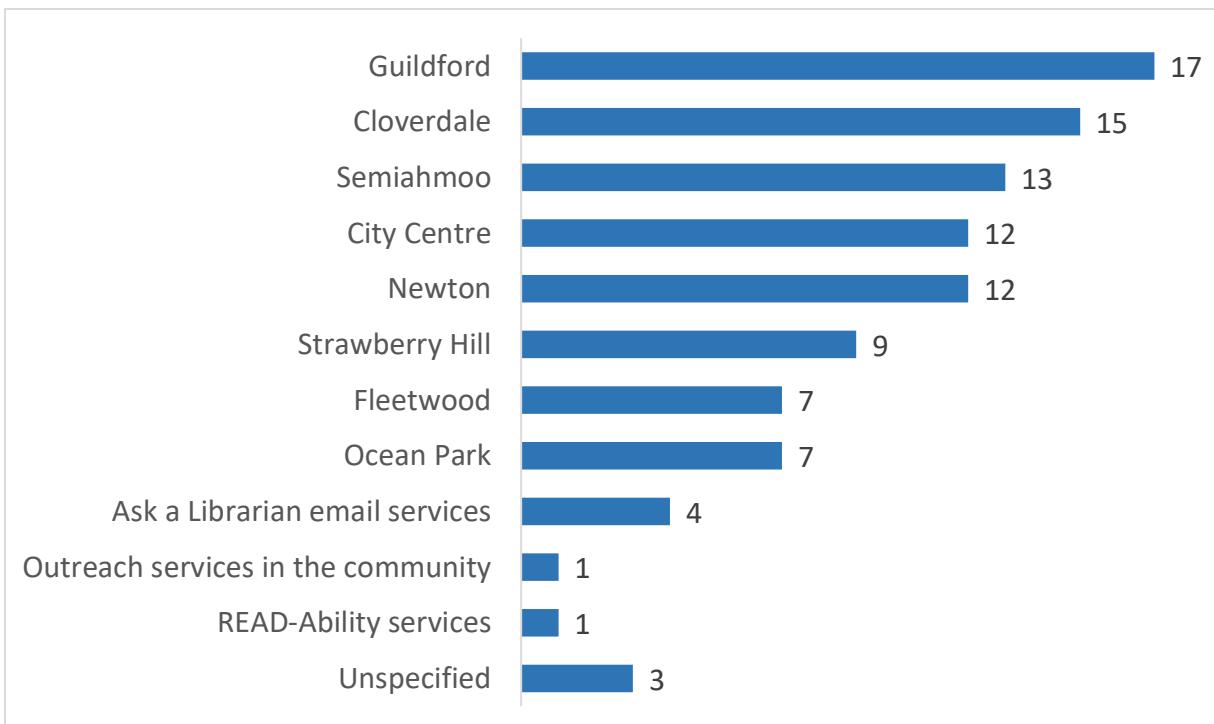
Submit your comments, suggestions, or enquiries online

www.surrey.ca/comments

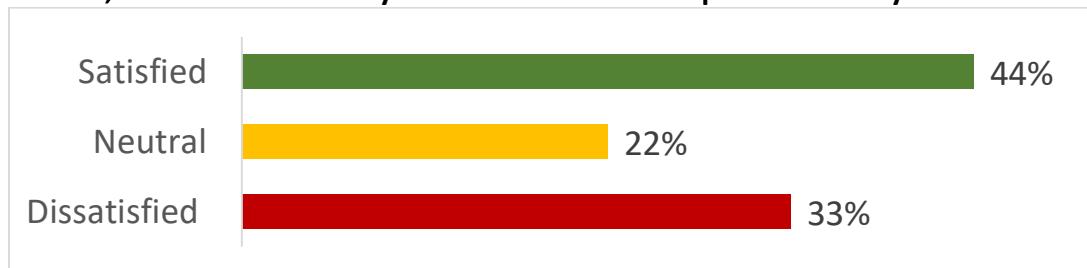
VoC Submissions | June 1 – December 31 | 2020



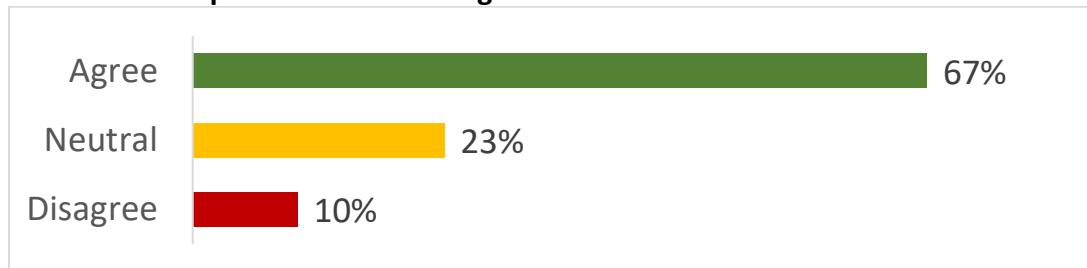
Submissions by Branch/Channel



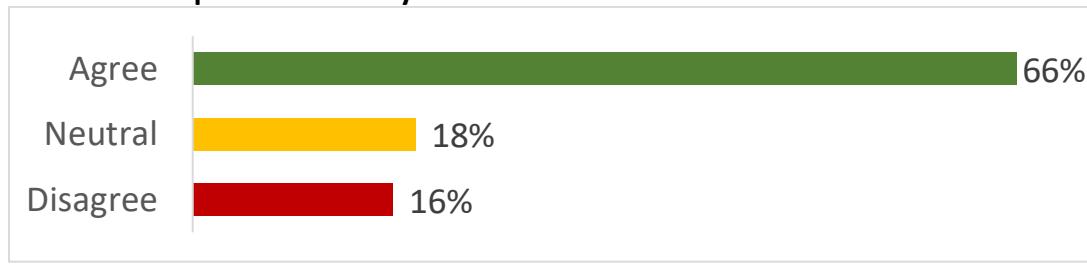
Overall, how satisfied were you with the service we provided today?



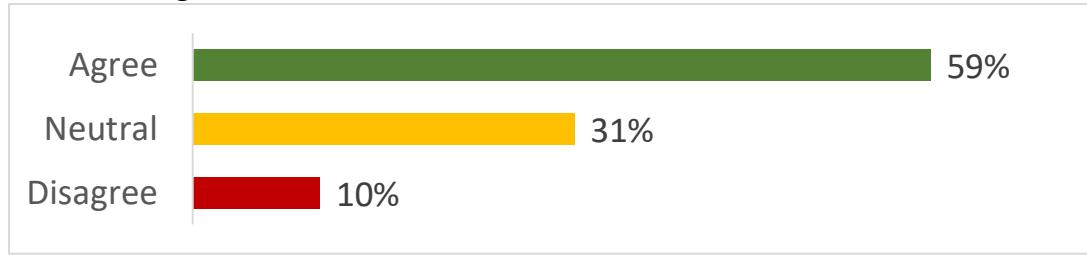
Staff were competent and knowledgeable



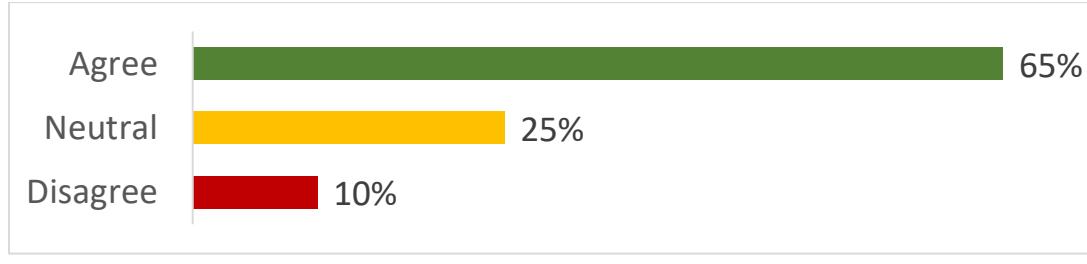
Staff were helpful and friendly



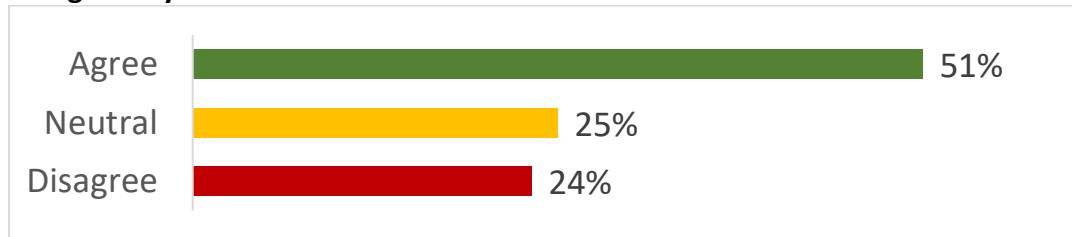
There was a good selection of materials to borrow



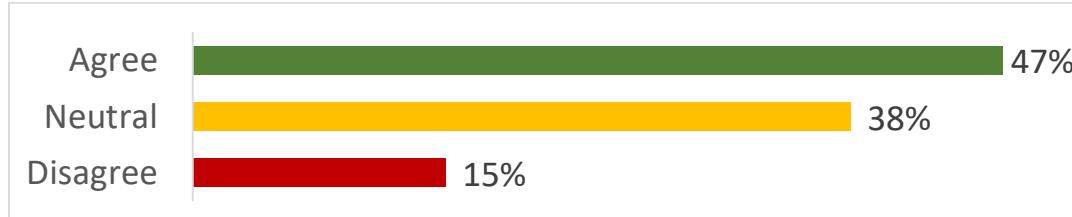
The Library met a good range of technology needs (Wi-Fi, computers, and online library services)



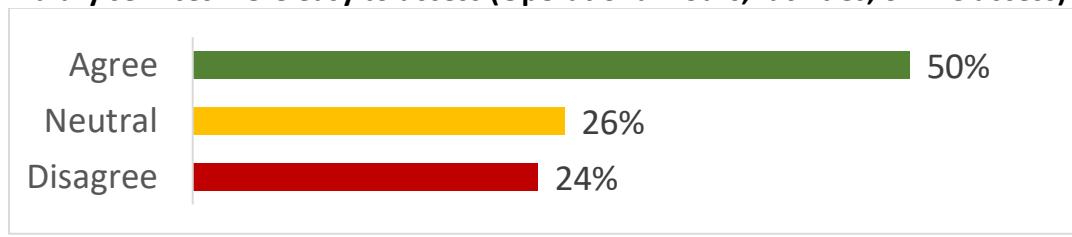
Using library services was convenient



Library programs were informative, useful and engaging



Library services were easy to access (Operational hours, facilities, online access)



Just wondering when the library will open for us to pick up books on hold, or at the very least to be able to drop off books we've been hanging onto for months? Why not remove any chairs or place them far apart to increase

Sample of Comments

safety and minimize the amount of time people spend inside the library, but still have books be accessible to patrons? BC will soon move to Phase 3 opening, and restaurants and even gyms are opening, so wondering when the library will open too. (*Ask a Librarian Email*)

Just want to say that the response to my questions in the last 2 months have been fantastic. Both issues were answered quickly and resolved at the same time. Thank you. (*Ask a Librarian Email*)

While this is not as good as having the library open, this pick up service is a lot better than nothing. THANK YOU THANK YOU THANK YOU. (*City Centre*)

Librarians need to put pressure on the City to fund reopening. There are so many people out there who need libraries and who need library services. You all need to advocate for libraries. Don't just wait for the phone to ring. Band together and demand what the community needs. This isn't right. (*Cloverdale – prior to reopening branches*)

Why are the book drops not open? I also find it off putting to meet a security guard guarding the front of my community library. Not sure why. I am not going to expose my children to this as I want them to remember the

library as a friendly, inviting place with some basic rules not a space guarded by private police who screen and enforce. (*Cloverdale prior to book drops being opened 24/7*)

I just wanted to bring to light something that I noticed in the library today which was quite jarring. While looking for books on ADHD, the service desk operator directed me to the aisle where they would be located. To my unpleasant surprise, the ADHD books were under a category titled: Disease. Alongside the singular book I found on the topic, were other books on depression and autism. Not only was the selection rather outdated, but I also found the title of the category to be quite derogatory and pejorative. To label this topic as a "disease" perpetuates the stigma towards mental health and continues to promote a shameful view of these very common and important issues. I urge you to re-evaluate the title of this category among your library shelves and hope to see this change happen soon. I suggest using the title such as Health resources or something to that effect would be more all-encompassing. Thank you. (*Fleetwood*)

The staff picks by age are really good. They are really nice recommendations. I have to do less research myself now because of the staff picks. (*Fleetwood*)

Those bags during COVID when the staff would pick the books out for kids as per age were super great. My kid loved them. Please have surprise bag of books again. (*Guildford*)

There are many periodicals that have not been subscribed. I would like to see these: Scientific American, Sky & Telescope, Discover, Astronomy, Hemmings Classic Car, Hot Rod, Hot Rod Deluxe, Motor Trend (*Guildford*)

My three grandchildren picked up their reading medals today and the staff at the Newton Library made it so special! They had a noise maker and lots of applause and the children were so happy and pleased! It was especially meaningful as their lives during these COVID months have had many changes. Thank you so much for being there for the community! (*Newton*)

The manga book I was reading today had the fourth and fifth pages of chapter 10 missing. It's called The Assassination Classroom volume 2. Just wanted to let you know. (*Newton*)

Please open up to regular hours again. Staying closed two extra days out of the week does nothing to protect us from COVID, and just means that more people are accessing the library in shorter periods of time which doesn't help at all. Please open back up on Sundays and Mondays again. (*Ocean Park*)

I am presently in isolation having tested positive for Covid 19. I have a book to pick up and a couple of books to return. Do you have any ideas on how I can do this, since my whole household cannot go outside our door? Is there some type of volunteer service that might be willing to pick up and drop off? I would really appreciate any feedback you may have. Thank you. (*Semiahmoo*)

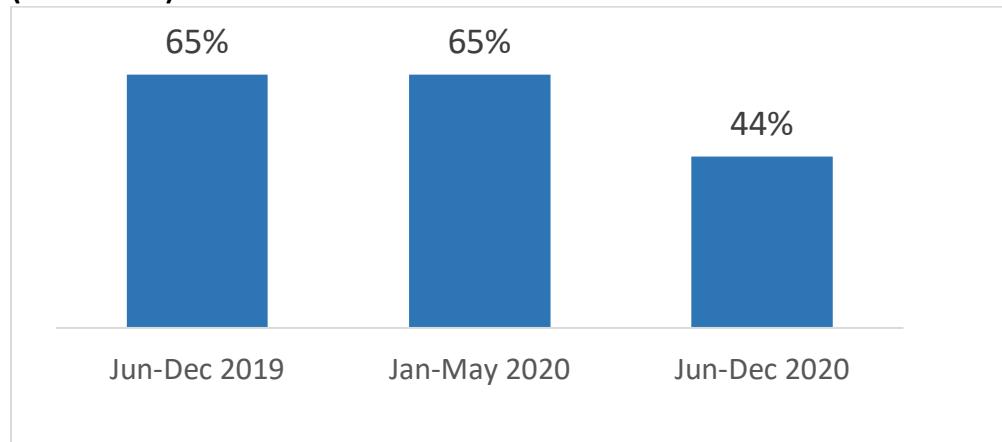
I placed my first "take-out" book order the other day, for myself and my almost 2 yr old son. I cannot tell you how happy I am with the wonderful selection of books for both of us. And the overall process was really painless. I am so thrilled that this is an option and look forward to using the service again. THANK YOU!! (*Semiahmoo*)

Please please mandate masks. (*Strawberry Hill*)

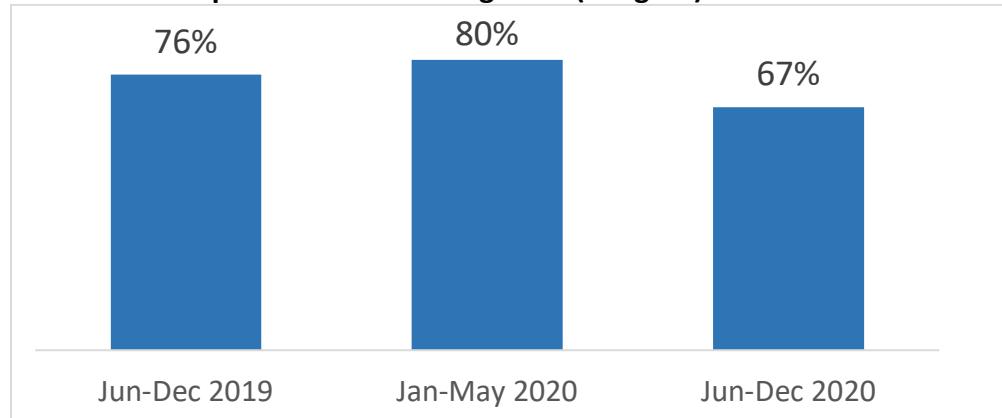
Maintain no study space for the public. Safer for seniors. (*Strawberry Hill*)

Trending Charts

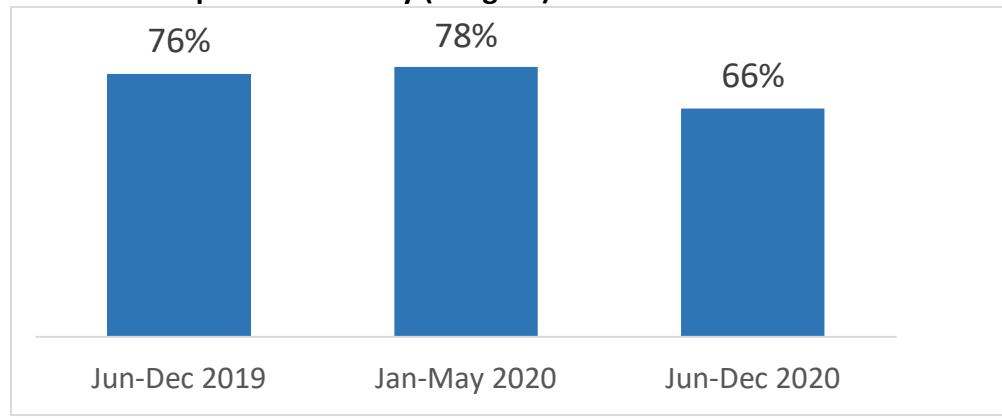
**Overall, how satisfied were you with the service we provided today?
(% Satisfied)**



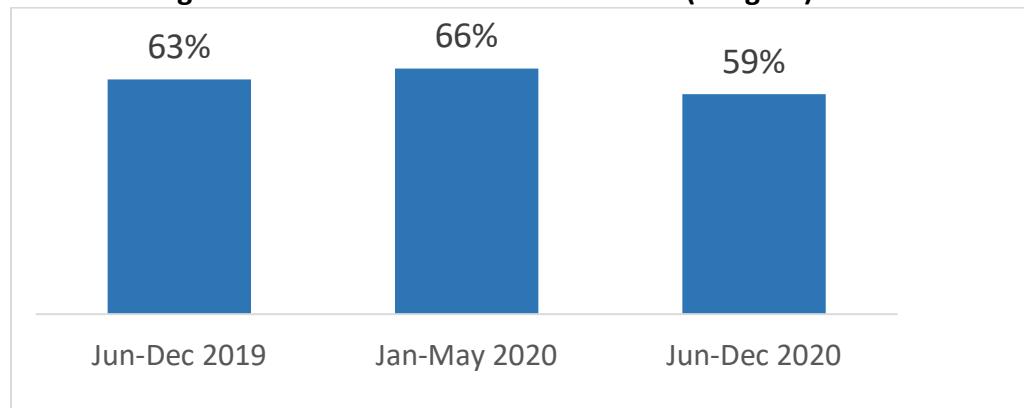
Staff were competent and knowledgeable (% Agree)



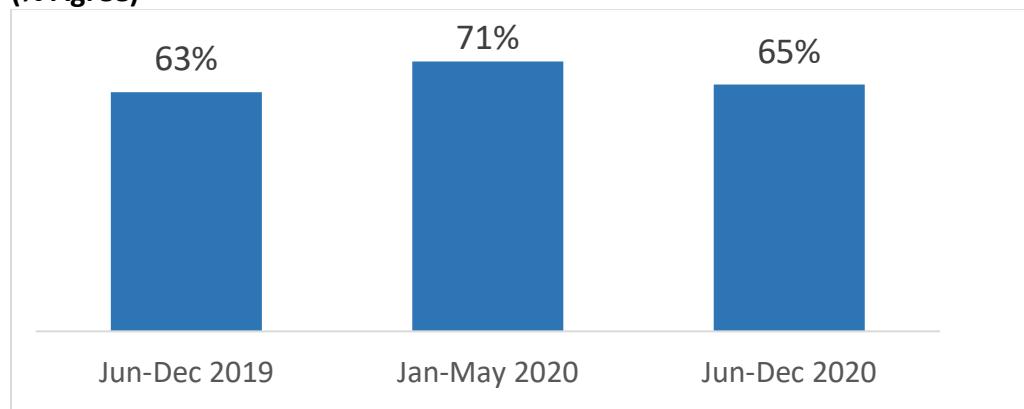
Staff were helpful and friendly (% Agree)



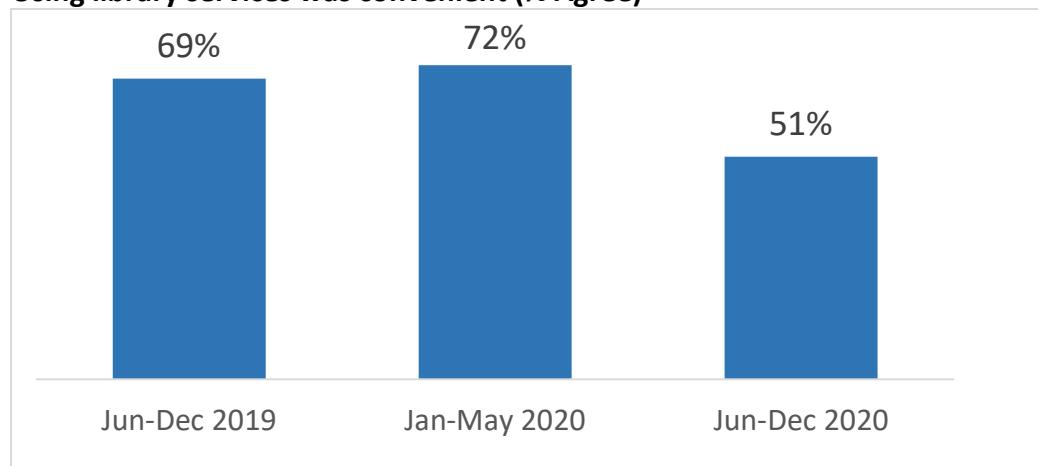
There was a good selection of materials to borrow (% Agree)

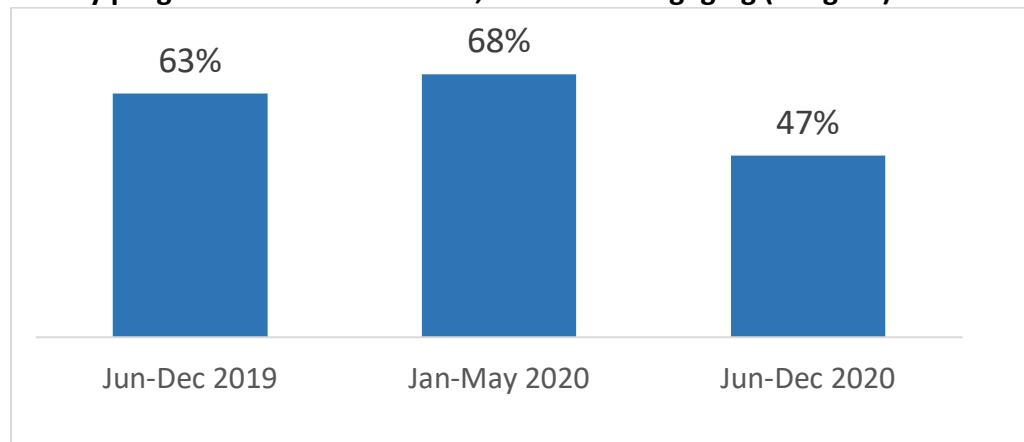
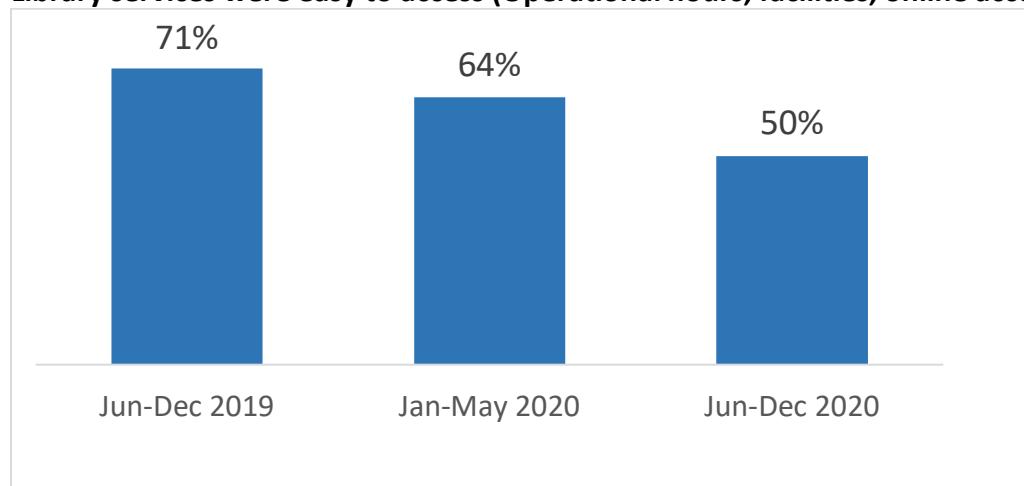


The Library met a good range of technology needs (Wi-Fi, computers, and online library services) (% Agree)



Using library services was convenient (% Agree)



Library programs were informative, useful and engaging (% Agree)**Library services were easy to access (Operational hours, facilities, online access) (% Agree)**



**SURREY PUBLIC LIBRARY
BOARD PROCEDURES MANUAL
JANUARY 2021**

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1. INTRODUCTION

British Columbia's network of public libraries serve as community gateways to the world's information resources. In today's knowledge and information economy, libraries are more important than ever. Whether helping people to upgrade their skills or find an entertaining escape from today's complexities, Surrey residents use their local libraries to advance and enhance their personal, educational, and working lives.

Libraries are changing. While maintaining traditional services, libraries have a new role in better supporting the creative economy and offering enhanced services as the workforce becomes more mobile and dependent on technology. As essential community resources for lifelong learning, public libraries are indispensable parts of the Province's economic, cultural, educational and social infrastructure.

Library trustees play a key role in monitoring the wise use of library resources. Always striving to provide the best service which benefits and supports the entire community, trustees must make policy, personnel and fiscal decisions crucial to a positive direction for the Library. While delegating the day-to-day activities to staff, trustees must always be mindful of how their decisions impact the lives of people and the future of their community.

Trustees are responsible to the Library and to the public it serves. They must fulfill the duties commonly referred to as "care, loyalty, and obedience" and must be tireless advocates for improving library services. Trustees must position their libraries as essential and vital resources for individual and community success.

The purpose of this manual is to assist both new and experienced trustees to better understand their job and to present the basic information needed to provide quality library service to their community.

2. VISION, MISSION, VALUES

VISION

A literate, inclusive, thriving city

MISSION

We connect people, spark curiosity, and inspire learning

VALUES

Community-focus

We care about the broader well-being of our community and guide our services based on its changing needs.

Intellectual freedom*

We champion the right for different voices and ideas to be heard, and the right for questions to be asked without censorship. We respect and defend individual rights to privacy and choice.

Service Excellence

We provide excellent, responsive service.

Equitable Access

We strive to reduce barriers to service and meet the community where they are. We uphold the principles of social justice.

Creativity

We continuously explore and pursue new ideas to improve services. We learn from our efforts, remain flexible, adapt, and innovate.

Collaboration

We support, trust, and respect each other. We share stories, ideas, and experiences with each other, our City, community, and patrons.

*See Appendix I for CFLA Statement on Intellectual Freedom

3. HISTORY AND SERVICES

Originally part of the Fraser Valley Regional Library system, in March 1983 the citizens of Surrey voted in a referendum to establish their own municipal library system. A Surrey Public Library Board was appointed, and an agreement was established between the Board and the City to provide library services in the City. The Library has since then grown from a small rural library service to a mature urban library.

The Library is one of the most used community resources in Surrey. Each year, the Library welcomes around 2.5 million in-person visits and over 2 million visits to its website and online resources. Nearly 4 million items are borrowed annually and over 170,000 children and adults participate in library programs. Use of electronic resources continues to rise. People have access to more information than ever before through the Library and can access online resources 24 hours a day, 7 days a week.

Surrey Public Library, also known as ‘Surrey Libraries’, serves one of the fastest growing community in BC with a diverse population from many cultural backgrounds. This diversity is reflected in the services and collections offered. People of all ages come to the Library for educational and recreational reading, lifelong learning, and computer access. They also seek training on computer technology and resources for job searching, business or professional interests, and for many other personal and professional reasons.

There are 9 branches throughout the city and construction is now underway for a library in the Clayton Community Centre, scheduled to open in 2021.

Library services include:

- Free library cards, as stipulated by the Library Act
- Collections in multiple formats such as books, magazines, newspapers, eBooks, eAudiobooks, CDs and DVDs, as well as access to electronic information sources, in branch and on our website
- Information services: in person, by phone, or email
- Literacy services for children, youth, and adults
- A wide range of programming to support newcomers to Canada
- READ-Ability Services offering audiobooks and large print books for people with print disabilities, and a volunteer-based delivery service for homebound patrons
- Books in 21 languages and English Language Learning materials
- Family History collections (genealogy)
- Internet and computer workstations, and Computer Learning Centres

- Programs, seminars and special events
- Quiet study spaces
- Meeting rooms available for rent
- Access to collections and services of 18 library systems in the Lower Mainland through InterLINK
- Access to the collections held in public libraries across the Province through Inter-library loan and the BC OneCard
- Community outreach at events and at other agencies such as shelters

4. FINANCE

Surrey Public Library has an annual operating budget of about \$20 million and employs approximately 250 full-time, part-time and casual staff. The City of Surrey provides approximately 90% of the Library's operating budget, the province about 5%. The remainder is raised by the Library through fees, fines and fundraising.

The Library is considered a para-municipal, non-self-sustaining organization, different from other non-profit organizations. It is also a registered charity and can fundraise and issue charitable tax receipts. In addition to providing the bulk of the funding, the City also provides the financial system infrastructure in that Library statements are consolidated with the City's. Also, the agreement with the City established in 1983 when Surrey Public Library was formed, allows the Library to use other City services, such as human resources and the City's legal department.

As noted in the Library Act Section 11 (1) The Library Board has, subject to the approved budget, exclusive control over the expenditure of Library revenues.

Budgets

The Library has two kinds of budgets: operating and capital.

The operating budget deals with revenues and expenditures that occur in a given fiscal period, in our case the calendar year. The Library is solely responsible for managing this budget. Typically, funds generated in the year from grants, fines and other sources are used to offset the costs needed to maintain activity levels in that same period (salaries, collections, utilities, supplies, etc.). Depending on the economic conditions, any remaining balances at the end of the year may either be carried forward to be used for subsequent years or may be used by the City to assist with balancing the corporate bottom line.

The capital budget deals with funding and expenditures that can span multiple fiscal periods. The main example of this is the construction and start-up of a new facility, where the time and associated costs from planning to open a library can take several years. Other capital expenditures include renovations, purchase of automated systems or replacement of major equipment items such as computers. Books and materials purchased for the Library collection, as well as furniture, fixture and equipment are also capital assets.

All facilities and IT systems used by the Library are City assets. Each year, the Library is granted an amount to spend on books and facility improvements. When the Library needs additional capital funding to acquire assets, a request is made to the City and reviewed as part of the annual budget planning cycle. Once approved with the appropriate funding, the Library is responsible to spend and monitor the budget, but depending on the type of assets purchased, the City may have the authority to manage and report on them.

Neighbourhood Concept Plan (NCP) Funds

Funding from NCPs is accounted in the same way as capital funds, although the source of the funds is different. Where capital and operating budgets are funded by taxpayers, the NCP funds are collected from developers to pay for neighbourhood amenities (fire, police, parks and library collections) and are deposited in the City's Capital Works Reserve Fund. The funds are normally authorized for spending by City By-Law and are used for collection resources in the branch that provides service to the new neighbourhood. These new neighbourhoods may be served by a new library, or an existing library in the neighbourhood. There is no fixed date by which the funds must be expended. The expenditures are reported with other capital expenditures in monthly operating statements and the balance is reported in the consolidated statements at year-end.

Fundraising

The Library has a small team of staff to raise funds for the Library through various avenues such as individual giving, grants, and sponsorships. The Board's role in fundraising is to:

- Ensure that a fundraising program is an integral part of the organization.
- Be supportive of the program and ensure that resources are in place.
- Be knowledgeable about the Library and serve as an advocate, wherever you go.
- Help to identify prospects for giving and for leadership.
- Help to cultivate prospects.
- Help to acknowledge and thank donors.
- Support the Library with a personal donation at an appropriate level.

5. THE LIBRARY ACT AND PROVINCIAL ROLE

The Surrey Public Library Board is a statutory committee for the City of Surrey and is established pursuant to the [Library Act of British Columbia](#). The Library is not a department of the City and is an employer separate from the City of Surrey under the Labour Code of British Columbia. The Board serves at an arm's length capacity to Surrey City Council on behalf of or in cooperation with the municipality and is asked to make decisions in accordance with the Library Act.

The Library Act is administered by the Provincial Ministry of Municipal Affairs. The Libraries Branch at the Ministry is responsible for the delivery of public library service across the province. The Province provides about \$14 million in grants each year, of which Surrey receives approximately \$1 million. The Libraries Branch:

- Oversees the legislative and governance framework for public libraries
- Offers funding, advice and leadership to libraries province-wide
- Serves as a liaison between libraries and provincial or federal governments

The goal is to strengthen libraries by providing support for shared services, innovations, and collaboration. Examples include the BC One Card which enables borrowing from any public library in the Province, coordination of library data for the province, provincial Summer Reading Club program, and database purchasing licensing.

Surrey Public Library Policies are also subject to federal, provincial, and municipal legislation, including:

- Community Charter (B.C.)
- Freedom of Information and Protection of Privacy Act (B.C)
- Local Government Act (B.C)
- City of Surrey Bylaws

6. ROLE OF THE LIBRARY BOARD

The Board represents the citizens of Surrey and oversees the governance of the Library by enacting policies directing the work of the organization. The Board delegates operational responsibility to the Chief Librarian and communication between the Board and staff is carried out through the Chief Librarian.

The Board's principal duties fall into six main categories:

General Oversight – developing policies and ensuring the operations of the Library support the set mission and vision and in particular:

- helping to develop a literate and learning community
- supporting intellectual freedom
- ensuring equitable access to a wide range of resources
- ensuring that library programs and services meet the needs of Surrey citizens

Financial oversight – ensuring financial responsibility and accountability of the Library by:

- Approving the annual budget and overseeing financial reports and controls
- Contracting for an independent audit and reviewing the audit report

Strategic Planning – defining the Library's strategic direction and setting out its mission and vision from time to time.

Advocacy and Fundraising – advocating for the Library in the community and with government and assisting in the identification, cultivation, and solicitation of prospective major supporters

Board Effectiveness – regularly assessing the Board's effectiveness by ensuring diligent attention to attendance and participation of its own membership, freedom from conflict of interest, and adherence to a code of ethics.

Chief Librarian – selecting, evaluating, and supporting the Chief Librarian

The current Board is comprised of 12 residents, and one City Council representative. The Chief Librarian is the ex officio (non-voting) Secretary of the Board. The Chairperson speaks on behalf of the Library Board. The Library Board meets 7 times a year. Attendance at library special events and community events is part of the time commitment made by Board members.

7. TRUSTEE RESPONSIBILITIES AND DUTIES

Responsibilities:

- Adopt written policies to govern Library operations, services, and programs
- Participate in the strategic planning process
- Enter into a Collective Agreement with employees
- Develop an annual budget, present it to the City, and monitor its expenditure
- Ensure that suitable premises and equipment are provided
- Prepare an annual report and submit it to the Province
- Conduct a self-evaluation annually to ensure that the Board is functioning effectively
- Hire a Chief Librarian to oversee the management of the Library and evaluate their performance annually

Duties:

- Regularly attend and participate in meetings and in the decision-making process of the Board and Committees
- Know and understand the Library's mission, policies, and services
- Use the Policy Manual and the Strategic Plan as a basis of determining current direction
- Advocate for the Library in the community, and represent the community to the Library
- Advocate for the needs of the Library with City Council and the provincial government
- Attend Library events and represent the Library at community functions
- Participate in fundraising activities
- Participate in the British Columbia Library Trustees Association (BCLTA)
- Commit to learning about libraries and trusteeship

8. BOARD COMPOSITION

Appointments

The Library Act, Section 5 (2) stipulates that the Library Board is to consist of an uneven number of members, not fewer than 5 or more than 13, selected as follows:

- a) One from the municipal council;
- b) the remainder from people who are residents or electors of the municipality who are not members of the municipal council or employees of the municipality or library board.

Members must live in Surrey, may not be employed by the City of Surrey or Surrey Public Library, and must be 18 years of age or older to serve on the Board.

Trustees are appointed by Mayor and Council for terms of two years and are eligible for reappointment to a maximum of three additional terms, for a maximum total of eight years. Appointments are usually made in December of each year.

All trustees are required to adhere to *City Policy Q-23 Volunteer Policy*. Trustees are expected to adhere to the Code of Ethics and respect the terms of the Confidentiality Agreement during their term. Appointed Members must sign off on the “*Council Appointed Volunteer Code of Ethics*” and the “*Council Appointed Volunteer Confidentiality Agreement*” before attending the meetings of the Board. Trustees are also required to abide by the City of Surrey and Library respectful workplace policies.

See Appendix J and K for Council Appointed Volunteer Code of Ethics and Council Appointed Volunteer Confidentiality Agreement.

Resignations

Trustees wishing to resign from the Library Board are required to provide the resignation in writing to the Board Chair with a copy to the Chief Librarian and City Clerk’s Office.

Upon their appointment to the Surrey Public Library Board, trustees receive material relating to the policies and administration of the Library. Upon termination of office, trustees must return items of a confidential nature and unpublished plans.

Leave of Absences

For a leave of absence that will not affect their term on the Board, trustees require a Board resolution granting the leave. Trustees are required to submit a letter of request for a leave of absence, stating the reason and the amount of time or the actual meetings to be missed. This is added as an agenda item in the regular meeting and the Board puts forward a resolution, and votes to endorse the request.

Vacancies Replacement

Any vacancy on the Library Board arising from a cause other than the expiration of the term is filled for the unexpired portion of the term only. The trustee would be eligible for reappointment. In the event that there is a vacancy on the Library Board, the City Council may, at its discretion and as soon as convenient, appoint a trustee to fill the vacancy.

Removal of a Trustee

The Board may request the City Council to ask for the resignation of, or remove a trustee for cause if they:

- fail to attend 3 consecutive regular meetings without written approval from the Board;
- become an employee of either Surrey Public Library or the City of Surrey;
- cease to be a resident of the City of Surrey; or
- at the request of the Board through a regular motion

9. BOARD CULTURE

The culture of the Board is driven by:

Ground Rules: We....

- regularly attend and prepare for meetings
- are active participants in discussion and debate
- respect differing points of view
- operate as a collegial body
- respect confidentiality
- empower the Chief Librarian and staff to manage the Library system

Decision-making based on information and discussion: We....

- employ formal motions to direct policy
- act after considering advice from the Chief Librarian and appropriate staff

Putting Forward Ideas: We...

- ask for items to be placed on the Board Meeting agendas
- make proposals to the Committees on which we serve
- discuss with the Board Chair and the Chief Librarian how to pursue an idea

Development and Learning: We...

- take both formal and informal opportunities to learn about our Library and the issues facing public libraries everywhere
- participate in British Columbia Library Trustees Association (BCLTA) training programs
- learn through participation in external organizations, such as InterLINK and BCLTA

10. MEETINGS

Regular Meetings

The Library Act, Section 8 (1) stipulates that the Library Board must meet at regular intervals at least 6 times a year. Meetings are held monthly, except for March, May, July, August and December, and the dates are determined at the last meeting of the prior year. Meetings are held at various Library branches and dates and locations are posted on the website.

The agenda for each meeting is prepared by the Chief Librarian in consultation with the Board Chair and Vice-Chair. A consent agenda is used to group routine items and resolutions under one umbrella. Agendas for the Board meetings are generally distributed by email one week prior to the meeting. The agenda is posted on the Library's website and distributed to City Clerk's Office for posting on the City's website.

Minutes of the meetings are distributed to each trustee with the agenda for the next regular meeting. After any necessary amendments and approval by the Board, the approved minutes are filed, and a copy is posted on the website.

Meetings are open to the public and no person is excluded except for improper conduct or for creating a disturbance.

In-Camera Meetings

The Board may hold an in-camera meeting only if the subject matter being considered is related to issue of a confidential nature, for example:

- the security of the Library
- personal information of an individual including an employee of the Library
- the Chief Librarian's performance and pay review
- proposed or pending property acquisition
- labour relations or negotiations
- litigation, potential litigation or other legal matters
- any matter that would cause financial or economic harm to the Library, or to the relationship between the Library and the government or other public bodies

A motion to move in camera includes the reason for holding the meeting in camera. The minutes of an in-camera meeting are adopted within another in-camera meeting, with the

Board going in camera to adopt the minutes and moving out of in camera once this has been done.

Minutes of the in-camera meeting are available only to the Chief Librarian and trustees subject to the provisions of the [Freedom of Information and Protection of Privacy Act](#).

Inaugural Meeting: Election of Chair and Vice-Chair

The Inaugural Meeting is usually the first Board meeting of the year, or at the first scheduled meeting following the appointment of new members for the current term. The Board must elect a Chair and a Vice-Chair at the inaugural meeting.

The Chief Librarian calls the meeting to order and conducts the meeting until the Chair is elected. The Chair is elected by trustees present by majority vote. Election may be by secret ballot, if so desired by the Board. In case of a tie vote, a second ballot is taken. If the tie persists, election results are determined by a draw from the second ballots by the Chief Librarian. The Chair serves until the next Inaugural Meeting and is eligible for re-election.

Following the election of the Chair, trustees present elect a Vice-Chair by majority vote. In case of a tie vote, a second ballot is taken. If the tie persists, election results are determined by a draw from the second ballots by the Chief Librarian. The Vice-Chair serves until the next Inaugural Meeting and is eligible for re-election.

Special Meetings and Email Decisions

The Chair or any two trustees may call a special meeting of the Library Board by notifying in writing the other trustees at least two days before the meeting and stating in the notice the purpose of the meeting. The notice period may be waived in an emergency.

Should a Board decision be required and it is not possible to call a meeting, the Chair may conduct a poll of the Board by telephone or email in order to arrive at the decision. The decision is ratified at the next Board meeting.

Quorum

A quorum at a Board meeting is a majority of its total membership. If there is no quorum present after fifteen minutes from the appointed meeting time, the Chair may convene a meeting of the Committee of the Whole. This Committee will follow the agenda and the Board will ratify any decisions taken at its next regular meeting.

Decisions

Board decisions are made by majority vote of those members present and voting. A tie vote means that the motion is defeated.

No motion passed by any Board will be rescinded during the Board's term of office except by a two-thirds vote of the entire Board.

Any rule of procedure may be suspended during the meeting by a vote of two-thirds of the members present.

When any matter relating to procedure not covered by this document arises in Board meetings, the matter will be decided by reference to Robert's Rules of Order, Newly Revised.

Absence of Chair and/or Vice-Chair

If the Chair is absent from a meeting the Vice-Chair takes the Chair for the time the Chair is absent. If the Chair resigns or is absent for three consecutive regularly scheduled Board meetings, the position is declared vacant and the Vice-Chair is declared Chair.

If the office of Vice-Chair is declared vacant, the Board elects a new Vice-Chair by majority vote. The person serves the remainder of the term and is eligible for re-election.

If there is a quorum present at the time the meeting should be called to order, and if both the Chair and Vice-Chair are absent, the Chief Librarian calls the meeting to order and a Chair is chosen from among the members present by ordinary resolution.

Delegations

Any person or organization wishing to appear as a delegation before the Library Board must submit a written request to the attention of the Chief Librarian not less than ten days prior to the regular monthly meeting of the Library Board. The request must indicate the subject matter and details around what the delegation wants to present.

Late submissions are not accepted unless approved by the Board Chair. Upon approval, the delegation is allotted 10 minutes to make a presentation, with additional time for trustees to ask questions.

The Library Board reserves the right to refuse a request for delegation appearance.

11.LEADERSHIP AND LIAISON ROLES DUTIES

Chairperson

The Chairperson provides leadership to the Board. It is the Chair's role to lead the meeting, follow the agenda and ensure that all those present have a chance to speak. The Chair:

- Prepares the Board agenda with input from Board members and the Chief Librarian
- Checks that a quorum is present and opens the meeting at the prescribed time
- Announces the business in the proper sequence, as listed on the agenda
- Recognizes members who are entitled to speak, in the order in which they request to speak
- Encourages trustees to participate in meetings and activities
- Keeps the Board's discussion on topic and focused on the Library's mission
- Keeps the Board's focus on governance issues rather than operations
- Enforces the rules of decorum and Roberts Rules of Order
- Reports on activities of the Chair to the Board
- Makes sure there is a process to evaluate the effectiveness of the Board
- Recognizes Board members' contributions to the work of the Board
- Promotes the Library in the community
- Acts as a Library spokesperson to the media, in accordance with Board Policy
- May represent the Library at community events and deliver speeches
- Makes sure the Board adheres to its Policy Manual and the Library Act
- Meets with the Mayor annually to discuss key Library issues and ensures that a regular liaison meeting is held with the Board and Council
- Advocates with community leaders, including City Council
- Signs documents and communication as appropriate

The Chair may vote, has the same rights and is subject to the same rules for participation and debate as other Board members.

The Chair may vacate the Chair for the purposes of debate only. In this case, the Vice Chair or, if absent, another Board member shall take the Chair position for the term the Chair has vacated the role.

The Chair is an ex officio (non-voting) member of all Committees.

Relationship to Chief Librarian:

- Ensures that an annual performance review process is carried out
- Works closely as consultant and advisor to the Chief Librarian

Vice Chairperson

The Vice Chair acts for the Chair in the Chair's absence. The Vice Chair:

- Serves on the Executive Committee
- Learns the duties of the Chair and keeps informed on key issues, in preparation for serving as Chair in future
- Works closely as consultant and advisor to the Chair
- May Chair a committee
- May represent the Library at community events and deliver speeches
- Other duties as assigned by the Chair

The Vice Chair is an ex-officio (non-voting member) of all Committees.

InterLINK Board Representative <http://www.interlinklibraries.ca/>

InterLINK is a federation of 18 Lower Mainland libraries that work together to provide seamless library service to customers across the region. Customers may borrow materials from any Lower Mainland library and return them to the closest location. InterLINK ensures that materials are returned to the 'home' library and that libraries are fairly compensated for lending material. InterLINK also:

- Develops partnerships and programs, including staff training, the Children's Services planning tables and the NewToBC Library Champions program
- Provides a forum for member communication for the InterLINK Board Members and senior staff

The Library's InterLINK Board representative is appointed by the Chair and:

- Assists with the establishment of the goals and objectives of InterLINK
- Assists with developing long- and short-term plans for InterLINK
- Adopts written policies to govern the operations and services of InterLINK
- Relates the services of InterLINK to the member library
- Assists with the preparation of a budget to carry out the goals and objectives of InterLINK

- Presents the InterLINK budget to the member Library Board

Duties of InterLINK Board Members:

- Regularly attend meetings of the InterLINK Board (the Board meets in alternate months and no fewer than 5 times a year)
- Actively participate in the work of the Board and its committees
- Represent the interests of their own library board to the InterLINK Board
- Keep their own library board well informed and current on InterLINK activities
- Act as an advocate for resource sharing and open access for public libraries
- Represent InterLINK when required to do so

BC Libraries Trustee Association (BCLTA) Board Representative <http://www.bclta.ca/>

BCLTA is a provincial organization representing trustees and supporting trustee work and board development to help advance public libraries. Founded in 1977, BCLTA represents 75 library boards and more than 700 trustees across the province. BCLTA also fills an important strategic role, providing organized representation to local, provincial, and federal governments on behalf of library trustees. They undertake ongoing advocacy work to these same levels of government and the public to raise the profile of – and resolve the issues facing – public libraries across British Columbia.

Membership in BCLTA is based on an institutional membership for the Library Board, which includes membership privileges for each individual board member. Surrey Libraries covers membership dues for trustees to belong to BCLTA.

BCLTA is governed by a Board of Directors and the Library may from time to time have a Surrey trustee serving on the BCLTA Board.

Duties of the BCLTA representative:

- Keep their own library board well informed and current on BCLTA activities.
- Act as an advocate for resource sharing and open access for public libraries.

12.COMMITTEES

Committees act in an advisory capacity and assist the Board in fulfilling its governance responsibilities. The following standing committees advise the Library Board:

Executive Committee

Consists of the Board Chair, Vice Chair and other Board members as appropriate. The Committee deals with matters relating to the performance and compensation review for the Chief Librarian, as well as preparing and reviewing Board Goals and conducting the annual Board review/evaluation. Deals with Board recruitment, development and politically sensitive issues.

Finance, Programs and Services Committee

Consists of a Chairperson and 2 additional members appointed annually by the Board Chair. The Board Chair, Vice-Chair and Chief Librarian are ex-officio members. Deals with matters relating to overall Library finance, budget, programs and services.

Planning and External Relations Committee

Consists of a Chairperson and 2 additional members appointed annually by the Board Chair. The Board Chair, Vice-Chair and Chief Librarian are ex-officio members. Additional members may also be the InterLINK and BCLTA representatives. Deals with matters relating to overall Library policy and planning as well as physical facilities, external relations and advocacy.

These principles apply to any committee that is formed by the Board except the Committee of the Whole.

- Committees make recommendations to the Board concerning matters within their mandate. The Chair of the Board may direct that any matter normally under the purview of a Committee be considered by the Board. This shall not prevent the Committee from considering the matter.
- The Chief Librarian or designate is the secretary to all committees of the Board.
- The Committee Chair is appointed by the Board Chair. The Committee Chair serves for one term, and may be re-appointed at the discretion of the Board Chair following the inaugural meeting for the year
- Committees may not speak or act for the Board except when formally given such authority for a specific and time-limited purpose.

Committees meet on an ‘as needed’ basis and most business is conducted over email. The staff member responsible for key issues and policy changes consults with the appropriate Committee Chair for input prior to the Board meeting. The Committee Chair reports recommendations and key issues to the Board. From time to time, the Board may establish an ad-hoc committee to work on specific issues such as trustee nominations, strategic plan or policy reviews.

Ad Hoc Committees

At the discretion of the Chair, ad hoc committees may be established by motion of the Board to investigate, or to develop information and recommendations on matters of concern to the Library Board. Membership, purpose and status of the committee is specified in the terms of reference for such committees.

- Membership is set by the Board and Committees may have any number of members.
- Committee members need not be trustees but each Committee must include at least one trustee.
- Upon completion of its assignment, an Ad hoc Committee is discharged by motion of the Board.

Role of the Committee Chair:

- Chairs committee meetings
- Represents the Committee to the Board and reports on the Committee’s progress to the Board
- Ensures the terms of reference of the Committee are defined within the mandate from the Board
- Calls committee meetings and develops the agendas with the input of committee members and the appropriate representative from Library staff
- Encourages committee members to participate and keeps discussion on topic by summarizing issues
- Delegates appropriate tasks to committee members and recognizes their contribution to the Committee’s work

Minutes of committee meetings are approved at the subsequent meeting and presented to the Board at its next regular meeting.

See Appendix A for Committee Terms of Reference

13. BOARD DEVELOPMENT

Trustees are encouraged to enhance their ability to perform their duties and bring to the Library information and ideas gained from programs and contacts. The Library expects and will fund new trustees to participate in BCLTA Training workshops, whether in person or online, as part of their orientation to the Board.

Attendance at Conferences and Workshops

Requests to attend conferences and workshops related to the duties of a Trustee are granted whenever possible, depending on the availability of funds and approval of the Board Chair. Expenses incurred for authorized attendance are reimbursed.

Attendance at Community Events

Attendance at community events raises the profile of the Board in the community and supports the Library's advocacy and fundraising efforts. Requests to attend community events, such as awards ceremonies, business meetings, fundraisers and community workshops, are granted whenever possible, depending on the availability of funds. Priority is given to events that are linked to the work of the Library, for example networking with potential donors, advocacy, or supporting new or potential partners. Expenses incurred for authorized attendance are reimbursed.

14.REIMBURSEMENT OF EXPENSES

Board members generally serve without remuneration but may be paid for extraordinary travel and other expenses that are incurred in connection with their duties and are approved by the Board. In keeping with the Library Act, section 55 and the City Policy (D-15) "Expense Policy for Council Members," transportation costs within Surrey cannot be claimed for reimbursement.

The Chair approves the payment of other members' expenses and the Vice-Chair approves payment of the Chair's expenses.

Allowance for meals (excluding alcohol) and incidentals, in accordance with City Policy (Q-26) "Expense Policy for Employees and Other Authorized Persons", is up to \$115 per day (with receipts).

Breakfast	\$20
Lunch	\$25
Dinner	\$50
Incidentals	\$20
Total	\$115

15. BOARD SELF-EVALUATION

The Board conducts a self-evaluation on an annual basis. The self-evaluation process is an opportunity for the Board to review and reflect upon their successes and challenges during the past year. The purpose of the evaluation is to:

- Reflect on the ability and success of the Board to conduct board business and focus on the mission and strategic plan;
- Review the effectiveness and efficiency of Board meetings;
- Provide general feedback to the Chair and Chief Librarian; and
- Identify topics for which further attention or development of training is required

An informal review is conducted at the June meeting. A review of the current Board's skills, strengths and gaps is also conducted at this time. The formal evaluation is conducted in October, through an online questionnaire distributed to Trustees. Responses are aggregated to protect the anonymity of participants, and the results are reviewed at the final meeting of the year.

Board self-evaluation discussions are held at in-camera meetings.

Timeline	Action	Responsibility
1. June Meeting	Informal evaluation; completion of Skills, Strengths and Gaps Matrix	Executive Committee
2. September Meeting	Review self-evaluation survey to consider any changes	Executive Committee
3. October Meeting	Online survey link sent to trustees	Director Administrative Services
4. November Meeting	Survey results and recommendation presented to the Board for discussion	Board Chair

See Appendix C for Board Self-Evaluation Survey

See Appendix D for Board Self-Evaluation for Existing Trustees

16. CHIEF LIBRARIAN PERFORMANCE REVIEW PROCESS

The Board conducts an annual performance review of the Chief Librarian, based on goals developed at the start of the planning cycle. Performance is assessed through an online 360 evaluation survey distributed to trustees, the City Manager and direct reports of the Chief Librarian. Survey responses are aggregated to protect the anonymity of participants.

The Chief Librarian's job description and a report of key accomplishments are distributed with the survey. The Director of Administrative Services liaises with the City and Executive Committee to coordinate survey distribution, results, and to implement any compensation adjustments.

Performance review discussions are held at in-camera meetings.

Timeline	Action	Responsibility
1. September Meeting	Review process and tools for recommendation to the Board	Executive Committee
2. October Meeting	Present key accomplishments report to the Board	Chief Librarian
3. Post October Meeting	Online survey link sent to trustees, city manager and direct reports	Board Chair / Director of Administrative Services
4. Pre-November Meeting	Review survey results and key accomplishments report, develop a recommendation to the Board	Executive Committee
5. November Meeting	Survey results and recommendation presented to the Board for discussion, including any changes to the compensation package	Board Chair
6. Post November Meeting	Chair meets with the Chief Librarian to provide Board feedback and compensation adjustments. Approved report signed by Chief Librarian and Board Chair and filed in personnel file.	Board Chair/Chief Librarian

Adopted November 28, 2019

See Appendix F for Chief Librarian Performance Review Survey

17. CHIEF LIBRARIAN COMPENSATION FRAMEWORK

The Surrey Library Board has reviewed and formalized its approach to total compensation for the chief librarian position.

Compensation at Surrey Libraries will be designed to attract, retain, and engage excellent professionals who will work to achieve long term value on behalf of our clients, contribute to our success, and share our values. Our compensation policy reflects today's needs but is adaptable to meet future needs as Surrey Libraries continues to grow. The compensation policy allows for flexibility to respond to unique, business critical attraction and retention needs at Surrey Libraries.

Total compensation includes three elements: cash compensation (e.g., annual base salary), benefits (e.g., medical, dental, sick leave, pension, life insurance etc.) and paid time off (e.g., vacation, statutory holidays etc.).

Our approach to cash compensation is to ensure we pay a competitive, fair and equitable base salary to the chief librarian. Our approach to benefits is to provide competitive, cost-effective benefits that will help to attract and retain the chief librarian (Surrey Libraries benefits are aligned to the City of Surrey). Our approach to paid time off is to provide and encourage sufficient time away from the job to rest and re-charge to maintain health and wellness.

Base Salary Principles

The annual base salary range for the chief librarian position has a minimum salary and a maximum salary. The maximum of the base salary range represents the maximum amount Surrey Libraries is willing to pay the incumbent for meeting or exceeding the performance expectations for the job. The minimum of the pay band is set at 85 percent of the maximum. The incumbent of the position will progress through the salary range over time based on performance, funding, and board approval.

The maximum of the base salary represents the target level of competitiveness of the defined external market. Surrey Libraries targets the 65th percentile¹ of its defined external market for base salary. This desired level of market competitiveness is considered sufficiently competitive to attract and retain qualified employees and aligns to the target level of competitiveness at the city of Surrey.

The defined external market includes a select number of BC libraries that are of a similar size and offer similar services. The library will review external market conditions by conducting regular external market reviews every three to four years. The results of the external market reviews will be considered when revising the salary range. In addition, the base salary ranges of senior positions at the city of Surrey will be considered as a reference point to ensure internal equity within the city.

¹ *The 65th percentile means that 65 percent of organizations pay at or below this level, and 35 percent of organizations pay more than this level. The percentile is a way of illustrating how you wish to compare to others.*

We will review these target levels to ensure they remain valid and competitive. The target levels may be adjusted as business and market conditions change.

Governance

This policy is approved by the Surrey Library Board and is periodically reviewed/updated by the trustees to ensure it remains current and valid. Its intent is to ensure compensation decisions are communicated clearly and consistently.

Adopted October 22, 2020

18.CONFLICT OF INTEREST

As stipulated by the Library Act, Section 53, a Trustee who has a direct or indirect pecuniary interest in a matter considered at a meeting of the Library Board must remove themselves from the decision-making process. A conflict of interest exists if a trustee is a director, member or employee of an organization seeking to benefit from the City or Library, or if the trustee has a direct or indirect financial interest in the outcome of committee deliberations.

Trustees who have a conflict of interest with a topic being discussed must declare that they have conflict of interest, describe the nature of the conflict, and leave the room during any discussions and subsequent voting. They must not influence the voting on the matter.

A conflict of interest does not exist if the financial interest of the trustee is in common with members of the general municipality or the interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence the trustee in relation to the matter.

The minutes must reflect the trustee's declaration of a conflict of interest and the trustee's exit from and return to the meeting.

19. LIABILITY INSURANCE

The City of Surrey maintains Director's Liability insurance on behalf of the Library Board. No member of the Library Board is liable for any debt or liability of the Library, related to fulfilling their responsibilities as members of the Board.

In addition, trustees are protected under section 54 of the Library Act, Protection against lawsuits.

APPENDIX A: COMMITTEE TERMS OF REFERENCE

Surrey Public Library Board Executive Committee Terms of Reference

Purpose: Deals with matters related to the performance and compensation review for the Chief Librarian; preparing and reviewing Board goals; and conducting the annual Board review/evaluation.

Membership: Board Chair, Vice-Chair and other Board members, as appropriate.

Staff Liaison: Chief Librarian, Director of Administrative Services, as appropriate.

Chairperson: Responsibilities include:

- Scheduling meetings as needed and notifying committee members.
- Inviting specialists to attend meetings when required.
- Guiding the meeting according to the agenda and time available.
- Ensuring discussion items end with a decision, action or definite outcome.
- Reporting activities and recommendations back to the Board.

Functions:

- a) Prepares for and conducts the Chief Librarian's annual performance and compensation review.
- b) Prepares and reviews Board goals.
- c) Leads the development, implementation and monitoring of the Board's development and growth.
- d) Takes an active role in the development, implementation and monitoring of the Board's recruitment and orientation plan.
- e) Takes an active role in the development and monitoring of the Library's Strategic Plan.
- f) Prepares for and conducts an annual Board self-evaluation.

Amendments: The terms of reference shall be reviewed periodically and may be altered to meet the current needs of committee members, by agreement of the Board.

Revision Date: April 11, 2019

May 5, 2017

Surrey Public Library Board Finance, Programs and Services Committee Terms of Reference

Purpose: Deals with matters related to overall Library finance, budget, programs and services.

Membership: A Chairperson shall be appointed annually by the Board Chair. The Board Chair and Vice-Chair are ex-officio members.

Staff Liaison: Chief Librarian, Director of Public Services, Director of Administrative Services, as appropriate.

Chairperson: Responsibilities include:

- Scheduling meetings as needed and notifying committee members.
- Inviting specialists to attend meetings when required.
- Guiding the meeting according to the agenda and time available.
- Ensuring discussion items end with a decision, action or definite outcome.
- Reporting activities and recommendations back to the Board.

Functions:

- a) Reviews the Library's financial planning and the annual budget
- b) Reviews the Library's audited financial statements
- c) Reviews performance measures for programs and services
- d) Recommends policy related to finance, programs and services

Amendments: The terms of reference shall be reviewed periodically and may be altered to meet the current needs of committee members, by agreement of the Board.

Revision Date: April 11, 2019
May 25, 2017

Surrey Public Library Board Planning and External Relations Committee Terms of Reference

Purpose: Deals with matters related to overall Library policy and planning; physical facilities; and external relations and advocacy.

Membership: A Chairperson shall be appointed annually by the Board Chair. The Board Chair and Vice-Chair are ex-officio members. Additional members may also be the InterLINK and BCLTA representatives.

Staff Liaison: Chief Librarian, Director of Marketing and Communications, Director of Administrative Services, as appropriate.

Chairperson: Responsibilities include:

- Scheduling meetings as needed and notifying committee members.
- Inviting specialists to attend meetings when required.
- Guiding the meeting according to the agenda and time available.
- Ensuring discussion items end with a decision, action or definite outcome.
- Reporting activities and recommendations back to the Board.

Functions:

- a) Reviews the Library's Policy Manual and recommends revisions or new policies.
- b) Guides the development and implementation of the Library's Facilities Master Plan.
- c) Takes an active role in the development, implementation and monitoring of the Board's advocacy efforts.
- d) Reviews the Library's relationship with external stakeholders, including InterLINK and the BC Library Trustee Association.

Amendments: The terms of reference shall be reviewed periodically and may be altered to meet the current needs of committee members, by agreement of the Board.

Revision Date: May 25, 2017
April 11, 2019

Ad-Hoc Committee Terms of Reference

Nominations Committee Terms of Reference

Purpose: Deals with matters relating to trustee nominations.
May increase/decrease the Board size (up to 13), based on quantity and quality of applicants received (Board Resolution September 26, 2019)
Term from October - December

Membership: 3 trustees not seeking reappointment.
May include Board Chair and/or Vice-Chair.

Staff Liaison: Chief Librarian

Chairperson: Responsibilities include:

- Scheduling a meeting as needed and notifying committee members.
- Ensuring meeting ends with recommended candidates for the Board.
- Ensuring Chief Librarian communicates recommendations to Clerk's Office.
- Maintaining confidentiality of applicants and assessment discussions.
- Ensuring supporting documents are returned to Chief Librarian.

Functions:

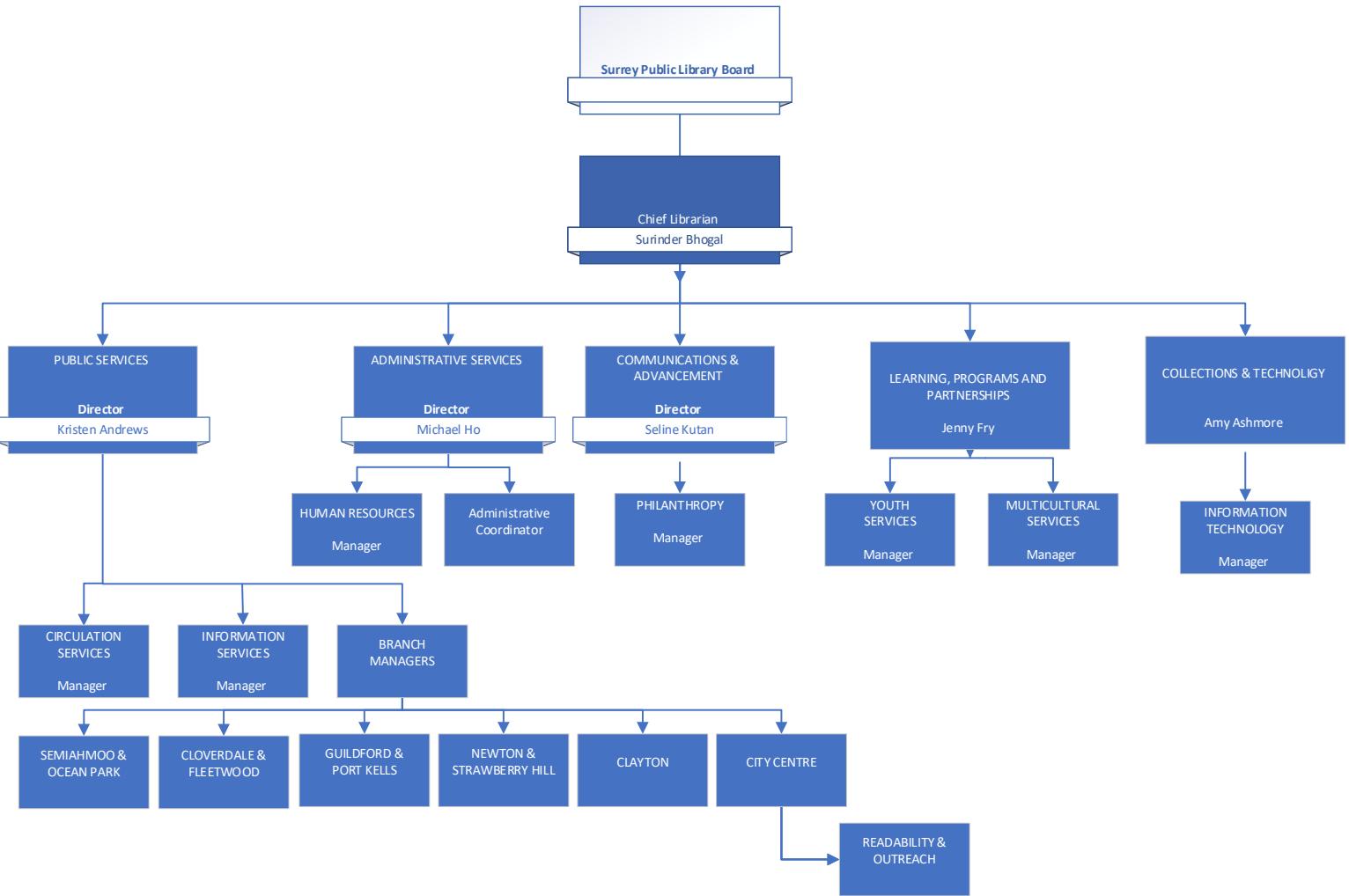
- a) Reviews Board Skills, Strengths and Diversity matrix to determine gaps, based on Board priorities/goals.
- b) Reviews applicants to Library Board and ranks suitability based on determined gaps.
- c) Provides recommendation to Mayor and Council.

Amendments: The terms of reference and skills matrix shall be reviewed periodically and may be altered to meet the current needs of committee members, by agreement of the Board.

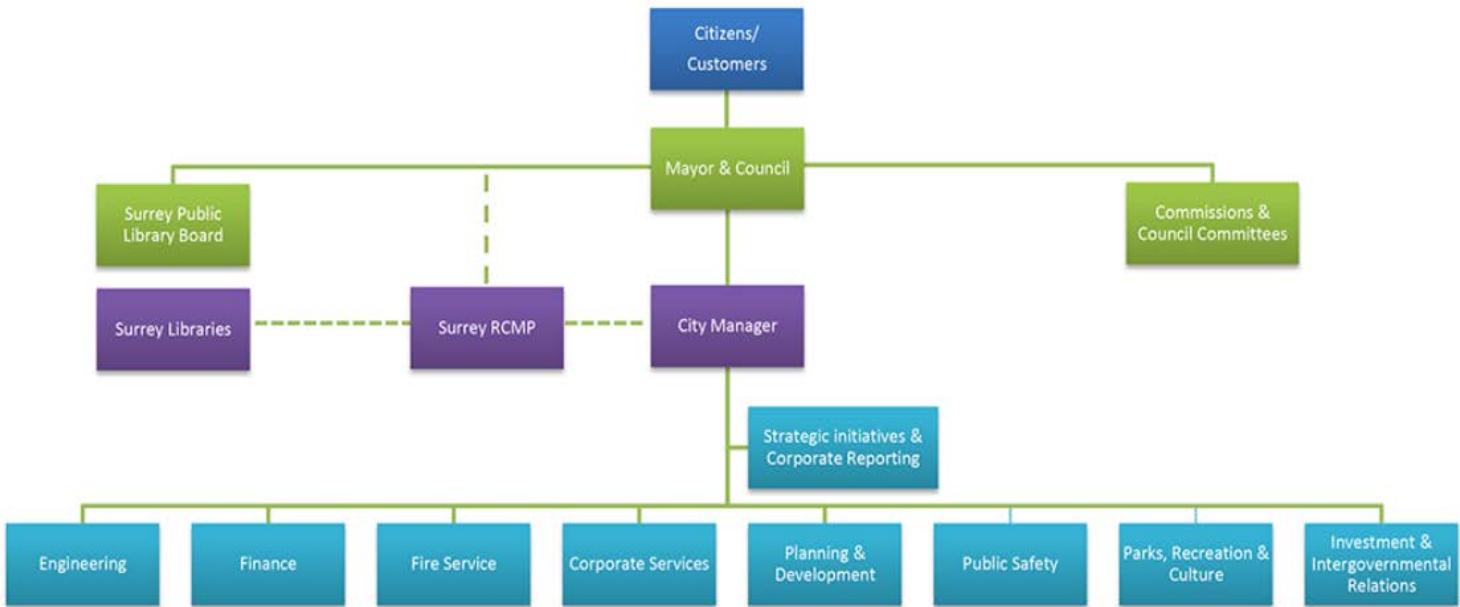
Adopted: November 28, 2019

APPENDIX B: ORGANIZATIONAL CHARTS

SURREY LIBRARIES ORGANIZATIONAL CHART



CITY OF SURREY ORGANIZATIONAL CHART



APPENDIX C: BOARD SELF-EVALUATION SURVEY

- Adopted by the Surrey Libraries Board of Trustees, April 10, 2014
- Adapted from A Tool for Improving Governance Practice Adapted from: Non-Profit Sector Leadership Program Dalhousie University, 2005
- Last revision: October 2017

This tool is designed to be used annually for board self-evaluation. It seeks to help the board answer the question: *as a board, what are we doing well and what can be done better?*

It is best used to stimulate reflection and discussion and is not a scientific tool.

Click the response that **best** reflects your opinion. The rating scale for each statement is: (1) Strongly Disagree; (2) Disagree; (3) Neither Agree or Disagree; (4) Agree; (5) Strongly Agree.

A. Mission and Strategic Planning

1. The Board understands and embraces the Library's mission.
2. The Board uses the Library's mission, strategic objectives and strategic plan as a standard against which decisions are made.
3. The Board's meeting agenda reflects the strategic plan, one-year goals document and operating requirements of the Library.
4. The Board has the information needed to develop and monitor the implementation of long-term plans.
5. The Board is responsive to trends and changes in the external environment, for example budgets / revenue, policy changes and technology.
6. The Board has ensured that the Library has a one-year goals and operational plan.
7. The Board has a comprehensive set of updated policies to guide library operations.
8. The Board ensures that the organization's accomplishments, challenges, and use of resources are communicated to stakeholders and the general public.

B. How Well Has the Board Conducted Itself?

1. Board members are aware of their responsibilities under the B.C. Library Act and Regulations.
2. Board members are familiar with the role of Ministry of Education's Library Services Branch, British Columbia Library Trustees Association and Public Library InterLINK.
3. The meeting agenda of board meetings is well planned so that we get through all necessary board business.
4. The Board package is relevant, useful and comprehensive.
5. Board members are kept informed about upcoming board activities and events.
6. All board members participate in board discussions.

7. The Board represents broader community interests.
8. The Board provides opportunity to individual members to pursue further education and board development.
9. The Board encourages and acknowledges different points of view.
10. Board members are encouraged to enhance their understanding of the role of libraries and their socio-cultural environment.
11. All board members publicly support board decisions.
12. The structure of the Board and its committees contributes to the Board's ability to function effectively.
13. Each committee sets goals, is accountable for meeting them and regularly reports to the Board as a whole.
14. Board meetings are interesting and frequently fun
15. The Board has an annual advocacy strategy.

C. Board's Relationship with the Chief Librarian

1. There is a clear understanding of where the Board's role ends and the Chief Librarian's begins.
2. There is good two-way communication between the Board and the Chief Librarian.
3. The Board ensures that a climate of mutual trust and respect exists between the Board and the Chief Librarian.
4. The Board trusts the judgment of the Chief Librarian.
5. The Board has discussed and communicated the kinds of information and level of detail it requires from their Chief Librarian.
6. The Board has developed formal criteria and a process for evaluating the Chief Librarian.
7. The Board, or a committee of the Board, has formally evaluated the Chief Librarian within the past 12 months.
8. The Board evaluates the Chief Librarian using a performance appraisal tool that collects information from board members, direct reports and the municipality.
9. The Board provides feedback and shows its appreciation to the Chief Librarian on a regular basis.
10. The Board ensures that the Chief Librarian takes advantage of professional development opportunities.

D. Feedback to the Board Chair

1. The Board has discussed and understands the role and responsibilities of the Chair.
2. The Chair is well prepared for board meetings.
3. The Chair helps the Board to stick to the agenda, focusing discussions and decisions on agenda items.
4. The Chair ensures that every board member has an opportunity to contribute.
5. The Chair facilitates discussions that explore issues from multiple perspectives.
6. The Chair tactfully reins in individual board members when their behaviors interfere with the Board's ability to function effectively.

7. The Chair helps the Board work well together.
8. The Chair demonstrates good listening skills.
9. The Board supports the Chair.
10. The Chair is effective in delegating responsibility amongst board members.

E. What has My Performance been as a Trustee over the Past Year?

1. I am aware of what is expected of me as a board member.
2. I have a good record of attending board meetings, committee meetings and priority community events.
3. I read the meeting package and adequately prepare in advance for board and committee meetings.
4. I have a working knowledge of the Library's by-laws, board policies and the Library Act.
5. I encourage other board members to express their opinions at board meetings.
6. I am encouraged by other board members to express my opinions at board meetings.
7. I am a good listener at board meetings.
8. I follow through on things I have said I would do.
9. I maintain confidentiality of board decisions and discussions as required.
10. When I have a different opinion than the majority, I raise it.
11. I support board decisions once they are made even if I do not agree with them.
12. I promote the work of the Library in the community.
13. I stay informed about issues relevant to our mission and bring information to the attention of the Board.

F. General Assessment

1. What issues require the Board's special attention during the next 12 to 24 months?
2. How can the Board's organization or performance be improved in the next 12 to 24 months?
3. What other comments or suggestions would you like to offer related to the Board's performance?
4. What policy change would you make to the Library to bring immediate value to patrons?
5. Other comments.

APPENDIX D: BOARD SELF-EVALUATION FOR EXISTING TRUSTEES

Board Member Name	A	B	C	D	E	F	G	H	I
COMPETENCIES (SKILLS, EXPERIENCE, PROFESSIONAL EXPERTISE AND/OR RECOGNIZED QUALIFICATIONS)									
Accounting /Financial Management									
Legal									
Human Resources Management									
Governance (profit or non-profit)									
Strategic planning, research									
Intercultural competency									
Marketing/communications									
Technology /Business Systems									
Capital projects									
Public Policy/Government Relations									
Fundraising									
Community Development/Planning									
Literacy advocacy									

Connections								
Indigenous community								
Early years								
K-12 sector; youth								
Post-secondary sector, adult education								
Non-profit sector								
Surrey business community								
Government (municipal, provincial, federal)								
Philanthropy								
Arts and literary community								
Cultural communities								

Representation and diversity								
Gender (specify)								
Indigenous person (Y/N)								
Member of a visible or linguistic minority (Y/N)								
Person differently able (Y/N)								
Other (specify)								

How to complete the matrix

Board members should complete the matrix when joining the Board. In completing the matrix, a scale of 0-3 should be used:

For the competencies:

3	Professional expertise, would be comfortable advising on this area.
2	Basic working knowledge, understand the area sufficiently to contribute effectively.
1	Rudimentary or minimal understanding
0	No knowledge or experience in this area.

For the connections:

3	Working in this sector or community.
2	Strong connections to this sector or community.
1	Some connections to this sector or community
0	No connections to this sector or community

APPENDIX E: RECRUITMENT SCORING SYSTEM FOR PROSPECTIVE TRUSTEES

This tool is used to aid the Ad-Hoc Nominations Committee assessment of applicants to the Library Board.

Last Revision: November 2020

	Candidate A	Candidate B	Candidate C	Candidate D	Candidate E	Total Scores
Competencies						
Accounting /Financial Management						0
Legal						0
Human Resources Management						0
Governance (profit or non-profit)						0
Strategic planning, research						0
Intercultural competency						0
Marketing/communications						0
Technology /Business Systems						0
Capital projects						0
Public Policy/Government Relations						0
Fundraising						0
Community Development/Planning						0
Literacy advocacy						0
Sub Total	0	0	0	0	0	
Connections						
Indigenous community						0
Early years						0
K-12 sector; youth						0
Post-secondary sector, adult education						0
Non-profit sector						0
Surrey business community						0
Government (municipal, provincial, federal)						0
Philanthropy						0
Arts and literary community						0
Cultural communities						0
Sub Total	0	0	0	0	0	
Total Scores	0	0	0	0	0	
Representation and diversity						
Gender (specify)						M:0
Indigenous person (Y/N)						N:0
Member of a visible or linguistic minority (Y/N)						N:0
Person differently able (Y/N)						N:0
Other (specify)						

How to complete the scoring matrix

When reviewing the applications, assess and assign score as follows:

For the competencies:

3	Appears to have professional expertise.
2	Appears to have basic working knowledge.
1	Appears to have minimal understanding
0	Unable to determine/ no knowledge or experience in this area

For the connections:

3	Working in this sector or community.
2	Strong connections to this sector or community.
1	Some connections to this sector or community
0	No connections to this sector or community

APPENDIX F: CHIEF LIBRARIAN PERFORMANCE REVIEW SURVEY

Last revision: October 2015

You are invited to participate in the Chief Librarian's annual performance review. As you work closely with the Chief Librarian, you can provide feedback on the leadership, guidance and support necessary to ensure the Library is achieving its mandate. All responses will be anonymous unless you choose to identify yourself. The survey results will only be shared with the Chief Librarian and the Board at an in-camera meeting. Please complete the following confidential questionnaire.

Explanation of ratings:

- 1- Needs improvement: Below expectations on results and/or not displaying expected work behaviors.
- 2- Developing: Meeting or exceeds some aspects of performance but below expectations in others.
- 3- Solid performance: Meets key work goals and expectations.
- 4- Achievement exceeds expectations: Exceeds most work goals and expectations.
- 5- Exceptional: Consistently and significantly exceed work goals and expectations.
- NA- Non-applicable: No basis for providing a response to this question.

Source of Feedback: Check one of the boxes:

Chief Librarian Library Trustee Library Manager City Administration

I. Vision, Mission and Strategies

Check one of the boxes for each statement:

How satisfied are you that:	1	2	3	4	5	NA
The Chief Librarian has worked with the Board to develop a clear vision for the Library.						
The Chief Librarian with the Board and staff has translated the organization's missions into realistic objectives.						
With input from the staff and board, the Chief Librarian, has created an effective strategic planning process for the Library.						
Chief Librarian links operational planning and the budgeting process to the strategic plan.						

Areas of strength and for improvement:

II. Chief Librarian/Board Partnership*Check one of the boxes for each statement:*

How satisfied are you that:	1	2	3	4	5	NA
The Chief Librarian and the Board are clear about the differences in their respective roles.						
The Chief Librarian has been delegated the authority necessary to manage the Library effectively.						
The Chief Librarian raises issues and provides adequate information to inform Board discussions.						
The Chief Librarian receives an annual review in a timely manner that provides feedback on specific strengths and areas for improvement.						

Areas of strength and for improvement:

III. Chief Librarian/Management Team*Check one of the boxes for each statement:*

How satisfied are you that the Chief Librarian:	1	2	3	4	5	NA
Considers new approaches and seeks opportunities for efficiency and effectiveness.						
Anticipates change and suggests implementation strategies.						
Communicates with staff and creates opportunities for staff to share information and ideas.						
How about “Ensures that the Library maintains a customer focus as part of the decision-making process”						
Collaborates and motivates staff.						
Provides ongoing guidance, coaching and feedback to staff.						
Demonstrates thoughtfulness, timeliness and clarity in direction to others and for work undertaken personally.						
Removes roadblocks for direct reports.						
Provides opportunities for professional development and learning.						
Thoroughly reviews operational budgets and plans, providing suggestions and monitors their implementation.						
Provides inspiration and guidance to direct reports in preparing and managing their departmental plans.						

Ensures the effective management of the collection, systems, facilities, services and deployment of staff.							
--	--	--	--	--	--	--	--

Areas of strength and for improvement:

IV. Accomplishment of Management Objectives *Check one of the boxes for each statement:*

How satisfied are you that the Chief Librarian:	1	2	3	4	5	NA
Has made progress in accomplishing personal and organizational management objectives established by the Board during his or her past annual review?						
Selects and cultivates qualified senior staff, models effective behaviours and builds morale among staff and volunteers.						
The Chief Librarian works with Library staff and the City Administration to develop, maintain and use systems that facilitate the effective operation of the Library in the following areas:						
a. Development and delivery of collections, programs and services.						
b. Policy development						
c. Administration and operations						
d. Human resource policies.						
e. Planning for the appropriate use of technology						
f. Facilities planning and development						
g. Compliance with relevant legal and regulatory requirements.						
h. Financial, budgeting and accounting services.						
i. Librarian professional and ethical standards.						
j. Risk management						

Areas of strength and for improvement:

V. External Liaisons and Fundraising

Select one of the boxes for each statement:

How satisfied are you that:	1	2	3	4	5	NA
The Chief Librarian maintains a positive professional reputation in the community and is a good ambassador.						
The Chief Librarian is an articulate and knowledgeable spokesperson for the Library.						

The Chief Librarian builds the community partnerships necessary for the accomplishment of the Library's mission.					
The Chief Librarian is well regarded by his or her professional peers.					
The Chief Librarian cultivates effective relationships with:					
a. City Council					
b. City Administration					
c. Other levels of Government					
d. Community organizations/School District					
e. Relevant professional organizations					
f. Key user groups – large ethnic/linguist groups, etc.					
g. Businesses and business organizations					
Working with the Board and staff, the Chief Librarian implements a fundraising program meeting the goals created for the organization.					

Areas of strength and areas for improvement:

APPENDIX G: SURREY LIBRARIES BRANCH QUICK FACTS

BRANCH	SIZE (Sq Feet)	OPENED	COLLECTION SIZE (Jan 6, 2021)
City Centre (CC)	81,400	September 2011	134,739
Clayton (CT)		Scheduled to open Q1 2021	31,258
Cloverdale (CV)	11,100	1988 as a library (building constructed in 1970 originally housed a Justice Centre)	52,318
Fleetwood (FL)	13,300	1995	75,946
Guildford (GL)	25,800	1979 (renovated & expanded in 2001)	129,336
Newton (NE)	14,700	1992 (replaced older library here of 5,800 square feet)	93,237
Ocean Park (OP)	6,500	1972 (renovated & expanded in 2000)	43,390
Port Kells (PK)	1,200	1969	13,055
Semiahmoo (SE)	22,200	2003	107,100
Strawberry Hill (SH)	11,200	May 2000 (renovated in Dec 2014)	56,694

APPENDIX H: LIBRARY ORGANIZATIONS

Surrey Libraries works with regional, provincial and national organizations. Key organizations are listed here, with a brief description of their role and functions.

Association of British Columbia Public Library Directors (ABCPLD): The association serves as a vehicle for information exchange among directors, represents the concerns of directors to both provincial and federal governments and provides a practical means of attaining cooperative solutions among BC public libraries. abcpld.org

British Columbia Library Association (BCLA): Represents the interests of a variety of libraries, including public, academic and special libraries. BCLA encourages library development throughout BC, helps to coordinate library services in various parts of the province, to create cooperation between libraries. Offers professional development opportunities for library workers. bcla.bc.ca

British Columbia Libraries Co-operative: The BC Libraries Cooperative is a community enterprise, focussed on the delivery of shared operational infrastructure and resources for libraries across the province and national wide, specifically in areas related to technology such as database licensing, open source integrated library systems (ILS), etc. bc.libraries.coop

British Columbia Library Trustees Association (BCLTA): The provincial organization supports and represents library trustees in advancing public libraries. BCLTA delivers trustee-specific education, networking opportunities, thought leadership and advocacy. bclta.org

Canadian Federation of Library Associations (CFLA): Acts as the national voice for Canada's library associations. Its purpose is to advance library excellence, champion library values and the value of libraries, and influence national and international public policy impacting libraries and their communities. <http://cfla-fcab.ca/en/home-page/>

Canadian Urban Libraries Council (CULC): Canadian libraries serving a population of 100,000+ can apply for CULC membership. CULC works collaboratively to build vibrant urban communities by strengthening the capacity of Canada's urban libraries. <http://www.culc.ca/>

Public Library InterLINK: Facilitates open access to 18 member libraries in the Lower Mainland, allowing residents of these communities to borrow and return materials to each member library; supports interlibrary loan; coordinates collaborative activities to support and benefit members and acts as an advocate for libraries. interlinklibraries.ca

APPENDIX I: CANADIAN FEDERATION OF LIBRARY ASSOCIATIONS (CFLA) STATEMENT ON INTELLECTUAL FREEDOM AND LIBRARIES

Excerpted from [CFLA website](#)

Approval History: ~ June 27, 1974 Amended November 17, 1983; November 18, 1985; and September 27, 2015

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

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

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

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

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

Libraries have a core responsibility to safeguard and facilitate access to constitutionally protected expressions of knowledge, imagination, ideas, and opinion, including those which some individuals and groups consider unconventional, unpopular or unacceptable. To this end,

in accordance with their mandates and professional values and standards, libraries provide, defend and promote equitable access to the widest possible variety of expressive content and resist calls for censorship and the adoption of systems that deny or restrict access to resources.

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

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

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

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

APPENDIX J: COUNCIL APPOINTED VOLUNTEER CODE OF ETHICS



Council Appointed Volunteer Code of Ethics

As a volunteer appointed by City Council I agree to adhere to a Code of Ethics during my term as follows:

I pledge:

1. To provide my time as a volunteer in the best interest for the City of Surrey.
2. To place honesty and integrity above all else and to promote the City of Surrey.
3. To comply with all written policies and guidelines that have been provided relevant to the commission, board or committee on which I will serve.
4. To maintain an equitable, honourable and cooperative relationship with City Council in matters relating to the commission, board or committee activities.
5. That I will not use my position as a volunteer to grant special privileges to any person or group, or to enter into activities that are a conflict of interest.
6. That I will not use my position as a volunteer for business or personal benefit or gain.

Signed at the City of Surrey, British Columbia this day of ,

Name (Please print)

Signature

Address

Phone Number

APPENDIX K: COUNCIL APPOINTED VOLUNTEER CONFIDENTIALITY AGREEMENT



Council Appointed Volunteer Confidentiality Agreement

1. I agree that any written information that has been disclosed to me as "confidential" during my term will remain in the strictest confidence.
2. I agree that all "confidential" material that has been given to me as a result of my membership in the commission, board or committee is the exclusive property of the City and will be maintained in a secure and confidential manner, and returned to the City at the end of the volunteer term.
3. I agree not to publicize any of the confidential aspects of my work orally or by written word or any other medium of communication.
4. I agree to exercise due care to ensure that any information that I may give to others in the course of my term will be given only to persons I believe are entitled to receive such information.

I confirm that I have read the above statements and agree with them. I will adhere to all confidential requirements contained in this agreement or as otherwise directed to me in writing by City Council during my term.

Signed at the City of Surrey, British Columbia this day of , .

Name (Please print)

Signature

Address

Phone Number

APPENDIX L: GUIDELINES FOR REQUESTS TO RENT LIBRARY FACILITIES

Approved by the Surrey Libraries Board of Trustees, October 29, 2015

This document outlines the factors to be considered prior to approving the rental of a library facility (entire or partial).

- A written request is to be submitted to the Board
- Guidelines for consideration are as follows:
 - **Alignment:** Is the event in alignment with the Library's vision, mission and values and its role as a community meeting place? Does it comply with the principles outlined in the Library's Meeting Room policy? (Section 3.4)
 - **Date & time of event:** Is the event to be held during library opening hours or after hours? The Library will usually close early or restrict access to the public only under special circumstances, e.g. at request of Mayor's office or to host a Library sponsored special event.
 - **Impact on operations:** Does the event impede public access to the building? Will the Library be ready for opening at the regularly scheduled time?
 - **Security of assets and ability to restrict the movement of the public.** For example, at the City Centre Library it is difficult to restrict the public to 1 floor. A minimum of 3 security guards may be required to patrol and supervise exits.
 - **Type of event, for example:**
 - Fundraiser
 - Receptions - full meal versus finger food? Renters will be billed for additional janitorial costs
 - Filming – permits are required. Technical equipment can impede access for public and staff, weight loads are a consideration
 - **Guests:** How many people are expected to attend the event? Renters need to respect the Fire Marshall's maximum occupancy of space requirements and ensure accountability, e.g. have guest lists etc.
 - **Alcohol:** Renters must ensure proper licencing and that 'Safe Ride Home' measures are in place.

- **Insurance:** Renters must ensure that no library assets are damaged or stolen and the Library will be in fit condition to be used by the public after the event. All rentals are subject to proof of payment of City of Surrey insurance fees and S.O.C.A.N. fees.
 - **Fees:** To be negotiated, depending upon the nature and scope of the event. Rates charged by other City facilities, such as the Surrey Arts Centre, will be reviewed when determining an appropriate fee. A Damage deposit is required and will be returned if all use conditions are met.
- If a request to rent the space and close the Library to the public is approved, renters must provide:
 - Proof of liability insurance. Details regarding the minimum coverage required will be determined by the City of Surrey, Risk Management Department, naming the City of Surrey as an additional insured party.
 - Catering Permit if required. Permits are available from the Environmental Health Officer
 - Liquor License if required – available from any liquor store.
 - Confirmation of Security services (3 minimum at City Centre. Renters must use existing contractor)
 - Confirmation of estimated additional costs for janitorial services (Renters must use existing contractor)
 - Confirmation of estimated additional costs for hiring library staff, if required
 - Renters must work with Library Manager and / or the City of Surrey Filming Manager to ensure that all considerations / concerns and additional fees have been addressed
 - Renters are responsible for setting up and taking down their own decorations and equipment.
 - Projection equipment and sound systems are to be supplied by renter.
 - Use of tape, staples or tacks is not allowed; throwing confetti or rice is not allowed.
 - Renters must sign an application form / contract that ensures the renter understands their responsibilities when renting a Library, similar to the forms used by Parks and Recreation.
 - Renters are responsible for any additional expenses that occur as a result of hosting an event at the Library. These stipulations are non-negotiable, with the exception of events hosted by Surrey Libraries or the City of Surrey.