

**Surrey Public Library Board Regular Meeting
September 21, 2023 at 6:00 p.m.
Strawberry Hill branch**



A G E N D A

	PAGE	TIME
1. CALL TO ORDER & LAND ACKNOWLEDGEMENT		6:00
<i>Surrey Libraries recognizes that our work takes place on the traditional territories of the Semiahmoo, Katzie, Kwikwetlem, Kwantlen, Qayqayt, Musqueam and Tsawwassen First Nations.</i>		
2. ADOPTION OF THE AGENDA		
3. ADOPTION OF THE CONSENT AGENDA		
<i>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.</i>		
a) Minutes of July 27, 2023, Regular Meeting of the Surrey Public Library Board	1 – 3	
b) Financial Statement for the period ending August 31, 2023	4	
c) Correspondence from InterLINK regarding net lender credit	5	
d) Correspondence to InterLINK for net lender credit	6	
e) Mayor’s Literacy Month Proclamation from September 11, 2023 Council Meeting	7	
4. STAFF PRESENTATION		
Lowering barriers, David Kerr, Manager Community Connections		6:05
5. NEW BUSINESS/DISCUSSION		6:20
a) Surrey Libraries 2024-2028 Strategic Plan	8 – 14	
<i>Recommended Motion: To approve the Strategic Plan</i>		
b) Budget 2024 Proposal	15 – 19	
<i>Recommended Motion: To approve the 2024 Operating Budget for submission to the City of Surrey.</i>		
c) Board Self-Evaluation process	20 – 24	
<i>Recommended Motion: To approve the addition of proposed questions to the Board’s self-evaluation survey.</i>		
6. INFORMATION ITEMS		6:45
a) Reports		
None		

b) Verbal Updates

- i. Committees: Executive; Finance; Governance; Planning & Advocacy
- ii. BCLTA: Trustee Maze
- iii. InterLINK: Trustee Maze
- iv. Chief Librarian

c) Upcoming Events

- i. Climate Solutions 101: Sep 20-Oct 18, 5 sessions, City Centre branch
- ii. Word Vancouver: Sept 23, City Centre branch
- iii. Truth and Reconciliation 94 Calls to Action Reading Circle: Sept 26, Fleetwood branch
- iv. Youth Writing Contest Gala: Oct 11, City Hall Council Chambers
- v. Challenging Stigma/Human Library: Oct 14, City Centre branch

Trustees invited to view the [events listing](#) and attend programs of interest.

7. ROUNDTABLE

6:55

Trustees to share briefly about courses or events attended on behalf of the Library.

8. IN CAMERA MEETING

Recommended Motion: To move in camera pursuant to policy 1.2 Library Board Meetings.

9. NEXT LIBRARY BOARD MEETING

October 26, 2023, 6pm at Cloverdale branch

10. MOTION TO ADJOURN

7:00

TIME ALLOTTED: 60 MINUTES

**Surrey Public Library Board Regular Meeting
July 27, 2023 at 6:00 p.m.
Clayton Branch**



Present: Councillor Kooner, Trustees Herrmann (Chair), Dhesa, Gillies, Gurm, Maze, Powell, Smith, Sohal, Werring
Regrets: Trustees Cuenca, Hearty, Saran
Staff: Surinder Bhogal, Chief Librarian
Kristen Andrews, Director Public Services
Seline, Director, Communications and Advancement
Nav Gill, Administrative Coordinator

M I N U T E S

1. CALL TO ORDER & LAND ACKNOWLEDGEMENT

The July 27, 2023 Regular Meeting of the Surrey Public Library Board was called to order at 5:59 p.m. Trustee Herrmann began the meeting with a land acknowledgment and expressed appreciation working on the traditional territories of the Semiahmoo, Katzie, Kwikwetlem, Kwantlen, Qayqayt, Musqueam and Tsawwassen First Nations.

2. ADOPTION OF THE AGENDA

MOTION: “That the Board adopts the agenda for its regular meeting scheduled for July 27, 2023.”

Trustee Gurm moved and Trustee Werring seconded –

CARRIED

3. ADOPTION OF THE CONSENT AGENDA

- a) Minutes of May 25, 2023, Regular Meeting of the Surrey Public Library Board
- b) Financial Statement for the period ending June 30, 2023
- c) Standing Committee Finance Submission for 2024 Provincial Budget
- d) 2023 Library Enhancement Grant Award Letter from Public Libraries Branch, Ministry Municipal Affairs

MOTION: “That the documents, reports and items be received with a minor amendment to the May 25, 2023 minutes.”

Trustee Gurm moved and Trustee Maze seconded –

CARRIED

4. STAFF PRESENTATION

Chief Librarian presented the first draft of the Surrey Libraries Strategic Plan for Board feedback. There was discussion around the value statements, ensuring employee mental health was reflected, and general endorsement of the goals and objectives.

5. NEW BUSINESS/DISCUSSION

- a) DRAFT Strategic Plan
- b) Governance and Nominations Committee Terms of Reference Review

MOTION: “To approve the terms of reference for the Governance and Nominations Committees.”

Trustee Werring moved and Trustee Smith seconded –

CARRIED

- c) Convening Nominations Committee

MOTION: “To convene the nominations committee.”

Trustee Dhesa moved and Trustee Maze seconded –

CARRIED

Trustees Herrmann, Werring and Dhesa volunteered as committee members, with Trustee Maze as the alternative.

- d) Privacy training for Library Board

Trustees were asked to complete the online privacy training by September 21, 2023.

6. INFORMATION ITEMS

a) Reports

- i. Key Strategic Initiatives Update: Jan-June 2023
- ii. Board Objectives Update: Jan-June 2023
- iii. Voice of the Customer Report: Jan-June 2023

b) Verbal Updates

- i. Committees:

Executive: Trustee Herrmann reported that the Executive met to discuss the Chief Librarian performance review process and will prepare recommendations for next year.

Planning & Advocacy: Trustee Powell asked if any trustees wish to participate in the promotional campaign the City is running for volunteer boards and committees.

- ii. BCLTA: Trustee Maze reported BCLTA has a new executive director, Jessica Aldred.

- iii. InterLINK: Trustee Maze noted that both he and the alternative InterLINK representative, Trustee Dhesa, are not seeking reappointment in 2024, and encouraged the Board to consider succession plan for InterLINK representative.

- iv. Chief Librarian reported:

1. Mobile Service launch further delayed to January 2024.

2. Library preparing for potential backlash to LGBTQ2+ programming scheduled in Fall.
3. Surrey Libraries is the first international and Canadian library to join the Sustainable Libraries Certificate.

7. IN CAMERA MEETING

MOTION: “To move in camera pursuant to policy 1.2 Library Board Meetings.”

Trustee Maze moved and Trustee Gurm seconded –

CARRIED

8. NEXT LIBRARY BOARD MEETING

September 21, 6pm, Strawberry Hill Branch

9. MOTION TO ADJOURN

The Surrey Public Library Regular Board Meeting of July 27, 2023 was adjourned at 7:18 pm.

Trustee Maze moved and Trustee Sohal seconded –

CARRIED

**SURREY PUBLIC LIBRARY
STATEMENT OF OPERATING FUND ACTIVITIES
FOR THE PERIOD ENDING AUGUST, 2023**

	ACTUAL YTD 2023	BUDGET YTD 2022	YTD Variance	ACTUAL YTD 2022	BUDGET 2023	ACTUAL 2022
Revenues						
City of Surrey Transfers	13,735,500	14,204,000	(468,500)	12,721,047	21,306,000	20,728,442
Provincial Government Grants	692,055	655,200	36,855	654,360	983,000	981,542
Fees & Charges	264,766	247,683	17,083	155,396	368,000	253,071
Other	92,540	25,284	67,256	114,787	35,000	72,972
Total Revenues	\$14,784,861	\$15,132,167	(\$347,306)	\$13,645,590	\$22,692,000	\$22,036,027
Expenditures						
Salaries and Benefits	11,370,542	11,711,570	(341,028)	10,033,624	18,507,000	16,995,933
Site Operations	1,483,770	1,509,432	(25,662)	1,385,201	2,324,705	2,260,221
Materials Collection	1,281,840	659,000	622,840	1,400,123	873,028	2,013,490
Supplies and Equipment	183,547	224,998	(41,451)	149,642	351,263	308,613
Professional Services	177,792	157,495	20,297	151,581	250,500	230,618
Interlibrary Services	79,751	99,000	(19,249)	78,842	100,000	79,171
Other	185,482	188,140	(2,658)	180,442	285,504	147,981
Total Expenditures	\$14,762,724	\$14,549,635	\$213,089	\$13,379,455	\$22,692,000	\$22,036,026
Period Ending Balance	\$22,137	\$582,532	(\$560,395)	\$266,135	\$0	\$1
OTHER FUND ACTIVITIES						
Operating Capital Fund						
Library Materials Collections & Equipment	\$1,211,181			\$1,394,993	\$2,100,000	\$2,169,381

NOTES TO THE STATEMENT:

City of Surrey Transfers include funds allocated for general library operations, and any transfers from other City departments or funds.
Provincial Government Grants include ongoing grants such as per capita operating support and resource sharing as well as any one time grants.
Fees & Charges include printing, processing, programs, room & equipment rental, 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.



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Joining Libraries Together

*Bowen Island Public Library
Burnaby Public Library
Coquitlam Public Library
Fraser Valley Regional Library
Gibsons & District Public Library Association
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North Vancouver District Public Library*

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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*

August 24, 2023

Marilyn Herrmann, Chair
Surrey Libraries Board
City Centre Branch (3rd Floor),
10350 University Drive
Surrey BC V3T 4B8

Dear Marilyn Herrmann,

I am pleased to enclose a cheque in the amount of \$9,436.00 as compensation for your library's net provision of library services to members of other InterLINK libraries in 2022. Congratulations to your library on becoming a net provider.

On behalf of the Board of Public Library InterLINK, I would like to thank the Surrey Libraries Board for their support of InterLINK activities and library resource sharing. Your willingness to participate as a net provider of services is vital to the success of InterLINK services and of great benefit to all users of InterLINK member libraries.

As Interlink member libraries we have and will continue to see many opportunities to work together collaboratively in supporting our communities including providing leadership with our shared challenges.

Again thank you for your contribution to resource sharing and for your ongoing support of Interlink.

Sincerely yours,

Josie Chuback,
Board Chair,
Public Library InterLINK

Enclosure (1)
c. Surinder Bhogal, Chief Librarian, Surrey Libraries



VIA EMAIL

September 14, 2023

Dear Josie Chuback

On behalf of the Surrey Public Library Board, thank you for the compensation of \$9,436 for Surrey Libraries' net provision of services to members of other InterLINK libraries in 2022.

Our Board and Library staff value the services of InterLINK, from resource sharing to high quality staff development, and many other opportunities. We are pleased to be able to serve the broader InterLINK community by becoming a net lender.

We look forward to our ongoing collaboration in supporting our communities.

Sincerely,

A handwritten signature in black ink that reads "Marilyn Herrmann".

Marilyn Herrmann
Board Chair, Surrey Libraries



Proclamation

Literacy Month

September 2023

WHEREAS literacy is the key to people being successful in today's information-rich society; and

WHEREAS literacy is more than reading, writing, and numeracy, but encompasses identifying, understanding, interpreting, creating, and communicating, to achieve one's goals and to develop one's knowledge and potential; and

WHEREAS in British Columbia more than 700,000 working-age adults struggle with literacy and numeracy which hampers their ability to participate fully in society; and

WHEREAS engaging children and youth in literacy activities ensures the best opportunity for literacy development and lifelong learning; and

WHEREAS many organizations in Surrey, British Columbia, including libraries, READ Surrey/White Rock Society and the Surrey White Rock Literacy Task Group, work to raise awareness of literacy issues, help people of all ages develop the literacy skills necessary to improve their life opportunities, and create a community that values and supports literacy and learning;

NOW, THEREFORE, BE IT RESOLVED that I, Brenda Locke, do hereby declare September 2023 as "Literacy Month" in the City of Surrey.

A handwritten signature in blue ink, appearing to read "B. Locke", is positioned above a horizontal line.

Mayor Brenda Locke
City of Surrey

To: Surrey Public Library Board
From: Surinder Bhogal, Chief Librarian
Date: September 21, 2023
Subject: Surrey Libraries Strategic Plan 2024-2028



RECOMMENDATION

To be received for approval.

BACKGROUND

Concluding a robust planning process that began in early 2023, Surrey Libraries’ draft 2024-2028 strategic plan was presented to the Board for discussion at the July 27, 2023 meeting. Following the meeting, the draft plan was distributed to all staff for their final input. Examples of initiatives to advance goals were developed, attached as Appendix II. Success measures to monitor the plan were also prepared and are attached as Appendix III. A timeline for reporting to the Board is outlined and the final plan, attached as Appendix I, was reviewed by the Board’s Executive Committee. The plan is being presented to the Board for approval.

DISCUSSION

The strategic plan is a high-level framework, outlining the Library’s mission, vision, values, goals, and objectives. Initiatives and success measures will not be listed in the published plan as they may evolve over the life of the plan. Annual workplans will list initiatives and measures, with timelines and accountability.

Timeline for Reporting to the Board

Board Meeting	Report
January	<ul style="list-style-type: none"> Review of Strategic Plan 2024-2028 for discussion Current year’s (2024) draft workplan for approval
February	<ul style="list-style-type: none"> Accomplishments for previous year’s (2023) workplan Success measures of previous year’s (2023) workplan
July	<ul style="list-style-type: none"> Progress on current year’s workplan (Jan-Jun 2024) Success measures on current year’s workplan (Jan-Jun 2024)
December	<ul style="list-style-type: none"> Progress on current year’s workplan (July-Nov 2024)

CONCLUSION

Surrey Libraries Strategic Plan 2024-2028 is being presented to the Board for approval. Following plan approval, a graphic version will be created and communicated with internal and external stakeholders. Staff will develop an annual work plan for 2024, incorporating some of the examples of initiatives. The Board will have an opportunity to review and approve the work plan at the inaugural meeting of the year.

Attachments:

- Appendix I: Surrey Libraries Strategic Plan 2024-2028
- Appendix II: Examples of Initiatives to Advance Goals
- Appendix III: Success Measures

LAND ACKNOWLEDGMENT

Surrey Libraries recognizes that our work takes place on the ancestral, traditional, and unceded territories of the SEMYOME (Semiahmoo), ǫ́íćǻý (Katzie), kʷikʷǻłəm (Kwikwetlem), ǫ́ʷɑ:ńłǻń (Kwantlen), ǫ́íǫéyt (Qayqayt), xʷmǻθkʷǻýǻm (Musqueam) First Nations and on the ancestral and traditional territory of the sǻ́ǻwaθǻn mǻsteyǻxʷ (Tsawwassen) First Nation.

MESSAGE FROM BOARD CHAIR AND CHIEF LIBRARIAN

We are excited to present Surrey Libraries' new strategic plan, spanning 2024 to 2028.

Our planning process began early in 2023, as the world was recovering from the global pandemic. The pandemic altered the landscape in which the Library operates and prompted us to reevaluate our service models. The ways in which people access and consume information has also transformed significantly, and Surrey continues to grow rapidly. The City is home to the largest school-age population in British Columbia, a fast-growing urban Indigenous population, and attracts many newcomers. This brings about both opportunities and challenges, and the new plan will ensure we can effectively serve our expanding and diverse community.

We extend our sincere appreciation to everyone who helped us in creating the plan. This includes our trustees, whose steering of the process and overall guidance was invaluable. The operational expertise of our staff ensured that our plan is realistic and achievable. Insights from our community partners enriched our understanding of the Library's broader impact.

Thank you also to the City's senior management team, and the Mayor and Council for their input to ensure the plan aligned with broader municipal objectives. The enthusiasm and dedication of all those involved helped to create a plan that aims to make a positive impact and improve the lives of individuals in our organization and the community.

PLANNING PROCESS

In developing the plan, we consulted a broad range of people to ensure diverse perspectives were reflected for a well-rounded strategy. Consultants facilitated a series of workshops for the Library Board, staff, and community partners. Community partner workshops included members from the City, education sector, business sector and the many non-profits that the Library works with. We also engaged with Skookum Surrey to understand perspectives from Surrey's Indigenous Peoples. Surveys were used to gather input from our community and interactive activations at each library branch ensured patrons' perspectives were heard. In summary:

- 100+ participants at 4 community partner focus groups, including 1 for Indigenous community
- 1,790 public online survey respondents
- 118 staff at 3 World Café sessions
- 129 staff online survey respondents
- 10 in-branch activations

VISION

The vision sets out the ideal future the Library aspires to realize and helps drive our work both in the community and within our organization.

A literate, inclusive, thriving city.

MISSION

The mission reflects the Library's core purpose and how we will work towards supporting the vision.

We connect people, spark curiosity, and inspire lifelong learning to enhance the lives of Surrey residents.

Through the caring work of our staff and in collaboration with our city and community partners, we do this by:

- *Supporting people's needs by connecting them with the right resources at the right time*
- *Building community through programs and services that strengthen social connections*
- *Creating accessible, inclusive, and welcoming online and physical spaces*

VALUES

Values serve as our guiding principles, shaping our culture and behavior. They help define our identity and purpose, influencing decision-making and actions. By aligning with these values, the Library creates a cohesive and ethical environment, fostering long-term success.

Intellectual Freedom

We champion the right for different voices and ideas to be heard, and the right for questions to be asked without censorship.

Community Focus

We care about the well-being of our community and work to foster a sense of belonging and connection.

Equitable Access

We strive for our services to be accessible to all members of our community.

Innovation

We continuously explore and pursue new ideas to improve services, remaining flexible to find creative solutions.

Collaboration

We work with each other, our city, our community, and our patrons to support common goals and provide excellent service.

Sustainability

We strive to be a leader in environmentally sound, socially equitable, and economically feasible practices.

GOALS

1. A Connected Community

Individuals are connected to information, ideas, and each other, both within the library and outside in the community. Local culture is showcased and celebrated, and social connections are made to reduce isolation. Decisions are made considering diverse perspectives from staff, the community, and informed by data. Community partners are engaged to leverage resources and create meaningful impact.

2. Welcoming Learning Spaces

Spaces, both physical and online, are welcoming and inclusive, catering to different learning styles—from vibrant families gathering, to youth studying together, to people seeking solace and inspiration. Local Indigenous history and culture are reflected, as are the different community members that call Surrey home.

3. Empowered People

Resources, whether collections, technology, or highly trained staff, are available to help individuals succeed in life and be active contributors to society and the economy. Employees are supported to be continuously learning, healthy and productive, offering excellent service.

4. A Resilient and Strong Organization

The Library's policies, processes, and procedures are continuously improved to provide excellent service and address the needs of a growing city. Our impact on the environment guides our work and decision making.

OBJECTIVES

1. A Connected Community

- 1.1 Broaden Library usage and membership.
- 1.2 Diversify and deepen relationships with community partners.
- 1.3 Assess and prioritize services based on data, staff, and community input.

2. Welcoming Learning Spaces

- 2.1 Align services, spaces, and collections to reflect Surrey's diverse community, with a focus on newcomers, youth, seniors, and Indigenous peoples.
- 2.2 Improve patrons' experience in online and physical branches and plan for new branches.
- 2.3 Provide technological tools and training for the community.

3. Empowered People

- 3.1 Provide programs and services to support our residents' ability to succeed in life.
- 3.2 Support employee professional development and learning.
- 3.3 Promote employee health and wellbeing.

4. A Resilient and Strong Organization

- 4.1 Continuously improve processes for service excellence.
- 4.2 Adopt sustainable practices.

4.3 Spend funds responsibly and plan for growth.

MEASURING SUCCESS

Quantitative and qualitative measures have been developed to monitor the plan's progress and success. Measures will include outputs such as library usage data, and outcomes such as the impact created, and positive difference made in the community. Outcomes will be captured through community and employee surveys, program evaluations and patron testimonials. Measures will be monitored to assess where improvements and changes to approach may be required. They will also be important to recognize and celebrate accomplishments. Measures will be assessed annually to ensure they are still suitable to monitor the success of the plan.

APPENDIX II

Examples of Initiatives to Advance Goals

A Connected Community

- Run promotional campaigns to increase library membership and expand usage of collections, space, and programs.
- Implement the medium and low priorities identified in the marketing strategy to increase awareness and use of the Library.
- Develop programs using the 'Community Connected' framework to prioritize service for equity seeking groups.

Welcoming Learning Spaces

- Develop a plan to Indigenize branches to create welcoming spaces for Indigenous peoples.
- Provide opportunities for individuals to learn about Truth and Reconciliation.
- Undertake website information architecture review to enhance user experience and modernize systems in line with the review and the technology strategy.
- Update the Facility Master Plan with emerging trends and 2021 census data to meet the needs of the growing population.

Empowered People

- Implement actions from the Equity, Diversity, Inclusion, Accessibility (EDIA) plan to ensure the Library becomes even more welcoming and inclusive.
- Launch mobile library service and evaluate its impact to plan for its sustainability and potential expansion to reach underserved communities.
- Develop a recruitment plan to attract and retain qualified and committed staff representative of diverse backgrounds and identities.
- Develop and implement foundational technology training for employees to increase confidence and ability to address patron needs.

A Resilient and Strong Organization

- Achieve the Sustainable Libraries Certificate to place Surrey Libraries as a community leader in environmental practices.
- Create a long-term financial plan to meet the current and projected needs of the community.
- Identify opportunities to automate repetitive tasks to improve accuracy, prevent injuries and add capacity.
- Develop a framework for revision of library policies to support sound governance practices.
- Develop a risk framework to identify critical risks to operations and appropriate mitigation strategy.

APPENDIX III

Success Measures

The library tracks hundreds of data points annually to report to the Province and Canadian Urban Libraries Council. For the purpose of the strategic plan select measures, outlined in the table below, have been identified to monitor progress towards achieving goals. Some measures could be attributed to several goals, e.g., reference questions could be a metric for either ‘welcoming learning spaces’ or ‘empowered people,’ but for the purpose of tracking, it has only been listed for ‘welcoming learning spaces.’

A Connected Community	
1	Visits (physical & digital)
2	Physical visits
3	Digital visits
4	New library members
5	Active library members
6	Collaborative programs
Welcoming Learning Spaces	
7	Reference questions
8	Patrons who agree that SL is welcoming and inclusive
9	Patrons who agree that SL is a go to place for literacy and learning
10	Public access workstation sessions
11	Wi-Fi use
12	Digital literacy programs
Empowered People	
13	Collection use (physical & digital)
14	Physical collection use
15	Digital collection use
16	Online learning resources use
17	Program attendance
18	Employee learning hours
19	Employee well-being
A Resilient and Strong Organization	
20	Public awareness of SL services
21	Public satisfaction with SL services
22	Sustainability certification
23	Staff turnover

To: Surrey Public Library Board
From: Michael Ho, Director Administrative Services
Date: September 21, 2023
Subject: Budget 2024 Proposal



RECOMMENDATION

To approve the 2024 Operating Budget for submission to the City of Surrey.

BACKGROUND

Each year the Library Board must submit its annual budget to the City for providing library service as per Library Act requirements (Section 10.1). A status quo budget is normally carried over into subsequent years, with internal budget reallocations made and increases factored in for inflationary adjustments. Staff have prepared the following proposal of new budget items for consideration.

The annual budget cycle is outlined in Appendix I: Process and Timeline for Library Budget Preparation. The operating budget summary and statement of operations are included in Appendices II and III.

DISCUSSION

2024 Operating Budget New Requests	
1. Mobile Services <i>2 FTE staff, annual operating costs (fuel, insurance, maintenance, depreciation)</i>	\$227,000
2. Technology applications annual operating costs <i>Collections Authorities Management, Room Booking Software, SenSource People Counters; Secret Saver Password Management; Sentinel One Control</i>	\$77,000
3. Data Assessment Coordinator <i>To support data collection, management, analysis, and decision making</i>	\$121,000
4. Digital Marketing Specialist <i>To support website and social media and generate greater awareness of the Library's services, programs, and resources</i>	\$85,000

Along with funding requests to maintain status quo services, the resulting increase to the proposed budget is \$1.58M for a total of \$24.27M, an increase of 7%. The amount requested to be funded by the City would also be increased by 7% to \$22.8M.

2024 -2028 Capital Plan Considerations (No Funding Requests for 2024)

The Library continues to plan for capital projects in high priority areas, Fleetwood and Newton, as identified in the Surrey Libraries Facilities Master Plan 2021-2041.

Fleetwood branch: Staff are participating in a study with the City’s Parks, Recreation and Culture Department and an external consultant to consider expanded space options.

New Newton branch: A new library at Newton is included in phase 1 of the Newton Community Centre Project. Options for scope of project and potential phasing continue to be discussed by the City to finalize budget.

Strawberry Hill branch: The Library situated in the Strawberry Hill Shopping Centre is leased to the City until May 2025. Staff continue to liaise with the City's Planning and Realty departments to assess options for discussion with the site owner.

CONCLUSION

Staff is seeking the Board's approval to submit the proposed 2024 Budget to the City. The proposed budget and funding requests support the Library's achievement of its strategic objectives during this uncertain and economically constrained time.

Appendix I

Process and Timeline* for Library Budget Preparation

Jan – Apr	Staff meetings to discuss ideas for new budget requests. Ideas ranked and prioritized based on strategic objectives, and current organizational gaps in capacity/capability.
May	City finance department issues budget guidelines to Library and all departments. All departments are asked to review current budget level, absorb increased service needs where possible, and prepare issue papers (business case) for new requests for operating/capital funds. City Financial Plan is prepared with a 5-year timeframe – currently 2024-2028.
May-June	Staff draft issue papers and justification for new requests.
July	Requests presented to Board in-camera meeting for discussion and direction.
Jul-Sept	Ongoing discussions with city finance dept. Operating/capital budget items compiled by city finance dept. and priorities reviewed city-wide.
September	Library budget finalized and prepared for Board approval to submit to city.
Sept - Oct	City and Council discussions on city-wide priorities.
November	Budget prepared by city staff based on Council direction and published for public consultation.
December	Budget adopted by Council and input into financial system for subsequent year implementation.

*Timelines may vary from year to year

**SURREY PUBLIC LIBRARY
2024 OPERATING BUDGET SUMMARY**

	APPROVED 2023 BUDGET	PROPOSED 2024 BUDGET	% chg	% of Budget
Revenues				
City of Surrey Transfers	\$ 21,306,000	\$ 22,800,000	7.0%	93.9%
Provincial Government Grants ¹	983,000	1,072,000	9.1%	4.4%
Fees and Charges Revenues	368,000	368,000	0.0%	1.5%
Other Revenue	35,000	35,000	0.0%	0.1%
Expenditures				
Salaries & Benefits	\$ 18,507,000	\$ 19,756,000	6.7%	81.4%
Site Operations	2,324,705	2,659,000	14.4%	11.0%
Materials Collection (non-capital) ²	873,028	873,000	0.0%	3.6%
Other Expenditures	987,267	987,000	0.0%	4.1%
TOTAL BUDGET	\$ 22,692,000	\$ 24,275,000	7.0%	
Population of Surrey ³	611,850	623,450	1.9%	
Expenditure per Capita	\$ 37.09	\$ 38.94	5.0%	
City transfer per Capita	\$ 34.82	\$ 36.57	5.0%	

Summary of Requests and Adjustments for 2024

* a - new requests
b - reallocations & status quo cost/inflationary increases

Revenues

Provincial Grant increase \$ 89,000 b

Salaries and Benefits

Salary and Benefits Adjustments and Increases \$ 842,100 b

Additional Positions requested \$ 407,000 a

Other Expenditures

Mobile Services Van Operation \$ 26,000 a

Software applications Subscriptions/Support \$ 77,000 a

Increases and Adjustments (utilities, security, insurance) \$ 230,885 b

Notes to the Budget Summary

¹ Total provincial grant consisting of 1,011,740 Base + 11,383 Resource Sharing + 20,186 OneCard + 28,700 Literacy (funding increased due to use of 2021 census population of 568,393)

² Materials Collection includes only those amounts not capitalized as fixed assets e.g., databases, subscriptions, ebooks This is in addition to capital funds designated for book and equipment purchases (2.1M in 2023)

³ Population projections provided by City of Surrey Planning Department

* a - new requests \$ 510,000
b - reallocations and service/cost/inflationary increases \$ 1,072,985
(\$2,187,000 total equals the increase to the transfer from the City)

Refer to the Statement of Operations - 2023 Budget for details

	ACTUAL 2022	ADOPTED BUDGET 2023	PROPOSED 2024 CHANGES	* see below	PROPOSED BUDGET 2024
REVENUES					
City of Surrey Transfer	20,728,442	21,306,000			22,799,985
General Operations	20497752	21306000	1,493,985		22799985
Other City of Surrey Cost Recoveries	230690				
Provincial Government Grants	981,542	983,000	89,000	b	1,072,000
Fees & Charges	253,071	368,000			368,000
Fees	135575	179000			179000
Room Rentals	51690	113000			113000
Fines	2012	0			0
Lost & Damaged	63794	76000			76000
Other	72,972	35,000			35,000
Merchandise sales	2840	5000			5000
Booksales	17319	28000			28000
Donations & Grants	48595	0			0
Other	4218	2000			2000
<i>rounding</i>		0			0
TOTAL REVENUES	22,036,027	22,692,000	1,582,985		24,274,985
EXPENDITURES					
Salaries and Benefits	16,995,933	18,507,000	1,249,100	a,b	19,756,100
Site Operations	2,260,221	2,324,705			2,658,590
Communications	36222	41000			41000
Utilities	371257	451499	11,213	b	462712
Waste Management	6341	10000			10000
Maintenance - Equipment & Technology	313151	330389	112,000	a,b	442389
Security	264010	217412	238,300	b	455712
Janitorial	535687	534305	21,372	b	555677
Leases & Rentals	45151	58100			58100
Building Maintenance	86531	128000			128000
Grounds Maintenance	195614	206500	55,000	b	261500
Other City of Surrey Cost Allocations	406256	347500	-104,000	a,b	243500
Library Materials Collection	2,013,490	873,028			873,028
Supplies and Materials	308,613	351,263			351,263
Computer, Office & Small Equipment	109877	114169			114169
Materials Processing	64394	80000			80000
Other	134342	157094			157094
Professional Services	230,618	250,500			250,500
Staff & Board Development	33733	49000			49000
Consultants	156092	156500			156500
Advertising and Promotion	19409	25000			25000
Printing	21384	20000			20000
InterLINK interlibrary services	79,171	100,000			100,000
Other	277,439	285,504			285,504
Postage & Delivery	218971	211109			211109
Mileage and Travel	19668	32000			32000
Memberships	45685	34000			34000
Bank Charges	9879	8395			8395
Cost Recoveries	(25813)	0			0
Misc	9048				0
TOTAL EXPENDITURES	22,165,484	22,692,000	1,582,985		24,274,985
EXCESS / (DEFICIENCY)	-129,458	0	0		0
APPROPRIATIONS & TRANSFERS	129,458				
BEGINNING UNAPPROPRIATED SURPLUS	0				
ENDING UNAPPROPRIATED SURPLUS	0				

*
a - new requests
b - reallocations & service/cost/
inflationary increases/(decreases)

To: Surrey Public Library Board
From: Governance Committee
Date: September 21, 2023
Subject: Board Self-Evaluation Process



RECOMMENDATION

To approve the addition of proposed questions to the Board’s self-evaluation survey.

BACKGROUND

The Board has developed a process for evaluating its performance and informing areas for development. The process is outlined in Appendix I and a text version of the Board Self-Evaluation Survey is attached as Appendix II. Each October, an online version of the survey is distributed to trustees, and the results are discussed at the final meeting of the year to assess areas of strength and improvement. Responses are anonymous to maintain confidentiality.

DISCUSSION

The Board may wish to consider effectiveness of current process and tools, timelines and amending survey. It is recommended that the following two questions are added to Section F: General Assessment:

- 1. What development opportunities would you like the whole Board to participate in next year to improve overall Board performance? (e.g. governance, advocacy, policy development, etc.)*
- 2. What topics would you like to learn more about from staff at board meetings? (i.e. potential topics for staff presentations)*

CONCLUSION

To enhance the process and support the Board’s development, it is recommended that the two proposed questions are included in the survey, prior to distribution.

Attachment:

Appendix I: Board Self Evaluation (Surrey Libraries Board Procedures Manual: Section 15)

Appendix II: Board Self-Evaluation Survey (Surrey Libraries Board Procedures Manual: Appendix C)

Board Self-Evaluation

(Surrey Libraries Board Procedures Manual: Section 15)

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 to assist with recruitment for new trustees. The formal evaluation is conducted in October through an online questionnaire. 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. February Meeting	Completion of Skills, Strengths and Gaps Matrix	Governance Committee
2. June Meeting	Informal Evaluation	Governance Committee
3. September Meeting	Review Self-Evaluation survey to consider any changes	Governance Committee
4. October Meeting	Online survey link sent to trustees	Director Administrative Services
5. December Meeting	Survey results and recommendation presented to the Board for discussion	Governance Committee

Surrey Libraries Library Board Self-Evaluation Survey

(Surrey Libraries Board Procedures Manual: Appendix C)

This tool is designed to be used annually for Board self-evaluation. It seeks to help the Board answer the question: what are we as a board now doing well and what can be do better? This tool is best used to stimulate reflection and discussion; it is not a scientific survey instrument.

Section C on the Board's Relationship with the Chief Librarian is not intended as an evaluation of the Chief Librarian but rather an evaluation of the quality of the board's relationship with the Chief Librarian as judged both by the board and by the Chief Librarian. The items evaluated here should focus on matters that the Board can change about its performance.

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.
9. The board has knowledge of the library's key performance indicators.

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.
14. I am comfortable talking with the public about library services and direction.

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.