



**Revised Agenda
Orangeville Public Library Board**

**Wednesday, June 26, 2024, 5:00 p.m.
The Corporation of the Town of Orangeville**

Meeting Location - Library Boardroom, 1 Mill St, Orangeville, ON L9W 2M2

NOTICE

Prior to the meeting, written comments may be sent to the Secretary of the Orangeville Public Library Board by email to jmoule@orangeville.ca. Such written comments will become part of the public record. Members of the public may access the meeting on the above-noted date and time by telephone at (audio only) at +1-289-801-5774 Phone Conference ID: 813 208 11#. Please note that your full name and comments will be part of the public record and will be included in the minutes of the meeting.

Accessibility Accommodations

If you require access to information in an alternate format, please contact the Clerk's division by phone at 519-941-0440 x 2256 or via email at clerksdept@orangeville.ca

Pages

- 1. Call to Order**
- 2. Disclosures of (Direct or Indirect) Pecuniary Interest**
- 3. Land Acknowledgement**

We would like to acknowledge the treaty lands and territory of the Williams Treaty Nations and the Mississaugas of the Credit First Nation. We also recognize that Dufferin County is the traditional territory of the Wendat and the Haudenosaunee, and is home to many Indigenous people today.
- 4. Adoption of Minutes of Previous Meeting**

Recommendations:
That the minutes of the April 24, 2024 meeting be approved.
- 5. Presentations**

5.1	Murray Short, Partner, RLB or Delegate - 2023 Draft Audited Financial Statements	6
	Recommendations: That the Library Board approve the 2023 Audited Financial Statements of The Corporation of the Town of Orangeville, Public Library, as presented.	
6.	Information Items	
	Recommendations: That the information items be received.	
6.1	CEO Report - June	18
6.2	2024-05-31 Library Operating Financial Report	23
7.	Staff Reports	
7.1	Report 24-07 Valuing Ontario Libraries Toolkit (VOLT)	24
	Recommendations: That Report 24-07, Valuing Ontario Libraries Toolkit (VOLT) be received.	
7.2	Report 24-08 2025 Budget Development Discussion	27
	Recommendations: That Report 24-08, 2025 Budget Development Discussion be received; And that staff proceed with the development of 2025 operating and capital budgets as directed.	
8.	Correspondence	
9.	Announcements	
10.	Date of Next Meeting	
	The next meeting is scheduled for Wednesday August 14, 2024.	
11.	Adjournment	



Minutes of Orangeville Public Library Board
The Corporation of the Town of Orangeville

April 24, 2024, 5:00 p.m.

Members Present: S. Marks
Councillor J. Andrews
P. LeBlanc
Councillor Prendergast
B. Rea
D. Waugh
V. Speirs

Staff Present: D. Fraser, CEO
J. Moule, Administrative Assistant
H. Savage, General Manager, Community Services

1. Call to Order

Chair S. Marks called the meeting to order at 4:59 p.m.

2. Disclosures of (Direct or Indirect) Pecuniary Interest

None.

3. Land Acknowledgement

We would like to acknowledge the treaty lands and territory of the Williams Treaty Nations and the Mississaugas of the Credit First Nation. We also recognize that Dufferin County is the traditional territory of the Wendat and the Haudenosaunee and is home to many Indigenous people today.

4. Adoption of Minutes of Previous Meeting

Recommendation: 2024-008

Moved by Councillor Prendergast
Seconded by Councillor J. Andrews

That the minutes of the March 27, 2024 meeting be approved.

Carried Unanimously

5. Presentations

No presentations. Chair S. Marks used this time to welcome David Smith, CAO for the Town of Orangeville to the meeting. The Board expressed their appreciation to the CAO for taking the time to attend this meeting.

6. Information Items

Recommendation: 2024-009

Moved by B. Rea

Seconded by P. LeBlanc

That the information items be received.

Carried Unanimously

6.1 CEO Report

6.2 2024-03-31 Library Operating Financial Report

6.3 CFLA-FCAB Spring Newsletter

6.4 OPL Featured in HoOPLA Catch Up with Ontario Public Libraries (Feb 2024)

6.5 Check It Out Newsletter - April 2024

7. Staff Reports

7.1 Report 24-05 Policy Review - Child and Youth Services

During the discussion, Board members inquired about additional training for program staff. B. Rea recommended exploring the CULC toolkit for suggested training. Looking ahead, staff might also consider implementing additional policies to address concerns related to lockdown and hold-and-secure procedures.

Recommendation: 2024-010

Moved by D. Waugh

Seconded by Councillor J. Andrews

That Report 24-05, Policy Review – Children and Youth Services be received;

And that the Board approve the Children and Youth Services Policy, as presented in Appendix A.

Carried Unanimously

7.2 Report 24-06 Policy Review - Local History

Recommendation: 2024-011

Moved by Councillor J. Andrews

Seconded by Councillor Prendergast

That Report 24-06, Policy Review – Local History be received;

And that the Board approve the Local History Policy, as presented in Appendix A.

Carried Unanimously

8. Correspondence

None.

9. Announcements

CEO D. Fraser mentioned the upcoming Blues & Jazz Festival, May 31 – June 2, and the return to workshops at the Mill library, from 12 to 3 p.m.

Building Transformation Award - It was noted that we are eligible for this intake process. The application deadline has been extended to May 27 (CEO will be away), and we aim to ensure the jury receives it in time. Mark Hicks will provide the Architect's statement, floor plans/drawings have been requested. Staff will be reaching out to Communications for the necessary photos. Board Member D. Waugh has offered to provide support.

10. Date of Next Meeting

J. Moule to poll Board Members on the next meeting date and summer availability.

11. Adjournment

The meeting was adjourned at 6:08 p.m.

Darla Fraser, CEO

Sheri Marks, Board Chair

THE CORPORATION OF THE TOWN OF ORANGEVILLE PUBLIC LIBRARY BOARD
FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2023

DRAFT

THE CORPORATION OF THE TOWN OF ORANGEVILLE PUBLIC LIBRARY BOARD
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YEAR ENDED DECEMBER 31, 2023

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DRAFT

INDEPENDENT AUDITOR'S REPORT

To the Members of Council, Inhabitants and Ratepayers of The Corporation of the Town of Orangeville

Opinion

We have audited the accompanying financial statements of The Corporation of the Town of Orangeville Public Library Board, which comprise the statement of financial position as at December 31, 2023 and the statements of operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, these financial statements present fairly, in all material respects, the financial position of The Corporation of the Town of Orangeville Public Library Board as at December 31, 2023 and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis of Opinion

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

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

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

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

Guelph, Ontario
June 26, 2024

Chartered Professional Accountants
Licensed Public Accountants

THE CORPORATION OF THE TOWN OF ORANGEVILLE PUBLIC LIBRARY BOARD
STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2023

	2023	2022
FINANCIAL ASSETS		
Due from the Town of Orangeville	\$ <u>35,301</u>	\$ <u>35,301</u>
NET FINANCIAL ASSETS	<u>35,301</u>	<u>35,301</u>
NON-FINANCIAL ASSETS		
Tangible capital assets (note 4)	<u>449,413</u>	<u>428,977</u>
ACCUMULATED SURPLUS (note 6)	<u><u>\$ 484,714</u></u>	<u><u>\$ 464,278</u></u>

THE CORPORATION OF THE TOWN OF ORANGEVILLE PUBLIC LIBRARY BOARD
STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS
FOR THE YEAR ENDED DECEMBER 31, 2023

	2023 Budget	2023 Actual	2022 Actual
REVENUES			
Town contributions (note 5)	\$ 2,112,257	\$ 2,112,257	\$ 1,976,547
Non-residents fees	100,000	118,770	108,410
Provincial grants	30,700	30,708	30,708
Costs recovered	7,000	10,869	6,463
Federal grants	3,250	8,415	14,990
Donations	4,000	6,742	1,300
Fees and fines	16,677	5,199	7,237
Other grants	0	0	30,400
	<u>2,273,884</u>	<u>2,292,960</u>	<u>2,176,055</u>
EXPENDITURES			
Salaries and benefits	1,723,399	1,576,030	1,565,769
Amortization	172,739	172,739	205,181
Capital contribution to Town (note 5)	96,528	96,528	85,000
Other	71,282	54,446	57,020
Janitorial	34,248	35,926	25,734
Equipment maintenance and rentals	38,661	32,968	28,983
Building maintenance	40,430	27,159	14,084
Memberships and training	15,713	13,652	13,462
Electricity	13,719	9,082	11,872
Insurance	5,529	6,680	4,937
Heat and water	8,012	6,527	8,066
Professional fees	5,000	5,668	1,220
Office supplies	5,891	5,429	2,414
Telephone	4,823	3,972	3,581
Postage	3,774	2,436	971
	<u>2,239,748</u>	<u>2,049,242</u>	<u>2,028,294</u>
ANNUAL SURPLUS	34,136	243,718	147,761
ACCUMULATED SURPLUS, beginning of year	464,278	464,278	464,134
Transfer of general surplus to the Town (note 6)	<u>0</u>	<u>(223,282)</u>	<u>(147,617)</u>
ACCUMULATED SURPLUS, end of year	<u>\$ 498,414</u>	<u>\$ 484,714</u>	<u>\$ 464,278</u>

THE CORPORATION OF THE TOWN OF ORANGEVILLE PUBLIC LIBRARY BOARD
STATEMENT OF CHANGES IN NET FINANCIAL ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2023

	2023 Budget	2023 Actual	2022 Actual
ANNUAL SURPLUS	\$ 34,136	\$ 243,718	\$ 147,761
Acquisition of tangible capital assets	(206,875)	(193,175)	(205,325)
Amortization	172,739	172,739	205,181
Transfer of general surplus to the Town	0	(223,282)	(147,617)
	<u>(34,136)</u>	<u>(243,718)</u>	<u>(147,761)</u>
DECREASE IN NET FINANCIAL ASSETS	0	0	0
NET FINANCIAL ASSETS at beginning of year	<u>35,301</u>	<u>35,301</u>	<u>35,301</u>
NET FINANCIAL ASSETS at end of year	<u>\$ 35,301</u>	<u>\$ 35,301</u>	<u>\$ 35,301</u>

THE CORPORATION OF THE TOWN OF ORANGEVILLE PUBLIC LIBRARY BOARD
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2023

	2023	2022
CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES		
Annual surplus	\$ 243,718	\$ 147,761
Items not requiring an outlay of cash		
Amortization	172,739	205,181
Transfer of general surplus to the Town	<u>(223,282)</u>	<u>(147,617)</u>
	193,175	205,325
CASH USED IN CAPITAL ACTIVITIES		
Acquisition of tangible capital assets	<u>(193,175)</u>	<u>(205,325)</u>
NET INCREASE IN CASH	0	0
NET CASH, BEGINNING OF YEAR	<u>0</u>	<u>0</u>
NET CASH, END OF YEAR	<u><u>\$ 0</u></u>	<u><u>\$ 0</u></u>

THE CORPORATION OF THE TOWN OF ORANGEVILLE PUBLIC LIBRARY BOARD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2023

1. NATURE OF OPERATION

The Orangeville Public Library Board operates to provide library services to the ratepayers of the Town of Orangeville.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian public sector accounting standards and include the following significant accounting policies:

(a) ACKNOWLEDGEMENT OF RESPONSIBILITY

The financial statements of the Corporation of the Town of Orangeville Public Library Board are the representations of management. They have been prepared in accordance with Canadian public sector accounting standards established by the Public Sector Accounting Board of Chartered Professional Accountants Canada.

(b) BASIS OF ACCOUNTING

Revenues and expenses are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they become available and measurable; expenses are recognized as they are incurred and measurable; expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

(c) REVENUE RECOGNITION

Non-resident fees are recognized on a cash basis. Fines and penalties are recognized as they are paid. Grants are recognized when earned and expenses are incurred. Town contributions are recognized when earned.

(d) USE OF ESTIMATES

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. By their nature, these estimates are subject to measurement uncertainty and actual results could differ from management's best estimates as additional information becomes available in the future.

(e) BASIS OF CONSOLIDATION

The Orangeville Public Library Board has been consolidated with the financial statements of the Corporation of the Town of Orangeville.

THE CORPORATION OF THE TOWN OF ORANGEVILLE PUBLIC LIBRARY BOARD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2023

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(f) FINANCIAL INSTRUMENTS

The organization classifies all of its financial instruments at amortized cost. The maximum exposure to credit risk is the carrying value of the financial instruments. These financial instruments include cash and are due from the Town of Orangeville. They are initially recognized at cost and subsequently carried at amortized cost using the effective interest rate method, less any impairment losses on financial assets.

Transaction costs related to financial instruments in the amortized cost category are added to the carrying value of the instrument. Writedowns of financial assets in the amortized cost category are recognized when the amount of a loss is known with sufficient precision, and there is no realistic prospect of recovery. Financial assets are then written down to net realizable value with the writedown being recognized in the consolidated statement of operations.

(g) TANGIBLE CAPITAL ASSETS

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. Amortization is provided over the estimated useful life of the assets. The useful life of the assets is based on estimates made by Council. The following rates and methods are used:

Collections	4 - 5	years straight line basis
Furniture and equipment	5 - 10	years straight line basis

Tangible capital assets received as contributions are recorded at fair value at the date of receipt and also are recorded as revenue.

(h) GOVERNMENT TRANSFERS

Government transfers are recognized as revenue in the financial statements when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability, in which case, it is initially recognized as deferred revenue. This revenue is recognized in the statement of operations as the transfer stipulations are settled.

3. FINANCIAL INSTRUMENTS

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The organization is exposed to credit risk arising from its amounts due from the Town of Orangeville.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure risks.

THE CORPORATION OF THE TOWN OF ORANGEVILLE PUBLIC LIBRARY BOARD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2023

4. TANGIBLE CAPITAL ASSETS

	Cost	Accumulated Amortization	Net 2023	Net 2022
Collections	\$ 3,495,643	\$ 3,071,846	\$ 423,797	\$ 419,989
Furniture and equipment	<u>820,054</u>	<u>794,438</u>	<u>25,616</u>	<u>8,988</u>
	<u>\$ 4,315,697</u>	<u>\$ 3,866,284</u>	<u>\$ 449,413</u>	<u>\$ 428,977</u>

The net book value of tangible capital assets not being amortized because they are under construction is \$59,464 (2022 - \$33,849). The assets under construction include furniture and equipment.

5. RELATED PARTY TRANSACTIONS

The following table summarizes the Orangeville Public Library Board's related party transactions:

	2023	2022
Revenue		
Contributions from the controlling municipality	<u>\$ 2,112,257</u>	<u>\$ 1,976,547</u>
Expenses		
Contributions to the controlling municipality's capital projects	<u>\$ 96,528</u>	<u>\$ 85,000</u>

For the year ended December 31, 2023, the general surplus in the amount of \$223,282 transferred to the Town of Orangeville, the controlling municipality (2022 - \$147,617).

These transactions are in the normal course of operations and are measured at the exchange value (the amount of consideration established and agreed to by the related parties), which approximates the arm's length equivalent.

At the end of the year, amounts due from the related party are as follows:

	2023	2022
Town of Orangeville	<u>\$ 35,301</u>	<u>\$ 35,301</u>

6. ACCUMULATED SURPLUS

Accumulated surplus consists of individual fund surplus and reserves as follows:

	2023	2022
Investment in tangible capital assets	\$ 449,413	\$ 428,977
Reserves	5,564	5,564
Tangible capital assets already financed (to be financed in the future)	<u>29,737</u>	<u>29,737</u>
	<u>\$ 484,714</u>	<u>\$ 464,278</u>

For the year ended December 31, 2023, the general surplus in the amount of \$223,282 was transferred to the Town of Orangeville (2022 - \$147,617).

THE CORPORATION OF THE TOWN OF ORANGEVILLE PUBLIC LIBRARY BOARD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2023

7. BUDGETS

Under Canadian generally accepted accounting principles, budget amounts are to be reported on the statement of operations and changes in net financial assets for comparative purposes. The 2023 budget amounts for the Town of Orangeville Public Library Board approved by Council have been reclassified to conform to the presentation of the consolidated statements of operations and changes in net financial assets. Amortization is not included in the budget approved by Council. For comparative purposes, budget figures have been adjusted for amortization based upon actual. The following is a reconciliation of the budget approved by Council.

	2023 Budget	2023 Actual	2022 Actual
Annual surplus	\$ 34,136	\$ 243,718	\$ 147,761
Amortization	<u>172,739</u>	<u>172,739</u>	<u>205,181</u>
	206,875	416,457	352,942
Acquisition of tangible capital assets	<u>(206,875)</u>	<u>(193,175)</u>	<u>(205,325)</u>
	0	223,282	147,617
Transfer of general surplus to the Town	<u>0</u>	<u>(223,282)</u>	<u>(147,617)</u>
General surplus (note 6)	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>



CEO REPORT – JUNE 2024

Board Business

- Budget schedule – change in leadership may slow the process.
- Asset Management report – Report to Council in July.
- DC Study continues to progress.

We are now approximately 1.5 years into the 4-year term – elections (Chair & Vice-chair) for 2025-26 to be held late this year or early next year.

Sector Updates

- Federation of Ontario Public Libraries (Dina Stevens)
 - Awaiting formal announcement of increased funding to First Nations
- Ministry (Douglas Davey)
 - Not officially announced... New Ministry – New Minister
 - Ministry of Culture, Heritage, and Gaming
 - Stan Chow, Minister
- Ontario Library Services (Mellissa D'Onofrio-Jones)
 - Interlibrary loan software switch over proceeding on schedule (options for both patron initiated, and staff initiated coming)
- OLA (Michelle Arbuckle)
 - Advocacy priorities update = School library campaign
 - OLA SC25 Theme - Building Bridges - January 29 - February 1, 2025
 - OPLW – 2024 dates October 20-26
 - Seeking PL representative for the OLA Copyright Committee

Operations

- There were no Rzone Incidents reported and one police walk through at the Alder branch in this past month.
- RFID progress – self check out; equipment arriving; software being installed.
- PC Reservation – print software, discussions continue with vendor.



Tina Andrews is retiring after 15 years of dedicated service. We will all miss her.

Facilities

- Fire drill – completed on June 12
- Elevator – under warranty repairs required twice already.
- Shelves failed. Solution pending.
- Outstanding – magnets, banister, basement floor.
- Alder Construction – Facilities project, impact to operations.

Program Update *as submitted by Lauren Tilly*

2024 Battle of the Books winning teams were St. Andrew Catholic Elementary School for the Intermediate Battle and Spencer Avenue Elementary School for the Junior Battle.



Celebrating Earth Week: Get the Dirt on Climate Friendly Gardening workshop in partnership with Climate Action in Dufferin, facilitated by Mark Eastman, and a special environmentally themed storytime with Sana Ahmed from Dufferin County Waste Services.



OPL and DCAFS 2SLGBTQ+ youth group GLOW host author Matteo L. Cerilli to celebrate the International Day Against Homophobia, Transphobia and Biphobia on May 17.



Summer Reading Program Assistants Evelyn and Katie have begun planning for the 2024 TD Summer Reading Club at the Orangeville Public Library!



OPL participates in the Blues and Jazz festival with an outreach and information booth outside the Mill Street Library and multiple workshops hosted inside the Mill Street Library on June 1.



Library board members and staff had a supportive presence at the Celebrate Your Awesome celebrations on June 15.



Lauren Tilly was featured in the latest edition of In the Hills. It is a wonderful article about a very dedicated librarian working on a Saturday after a full week!

Read the full article [here](#).



Beyond Books - In The Hills

Being a librarian at the Orangeville Public Library is all about connecting community members with each other,...

www.inthehills.ca

Up and Coming

Click [here](#) for the **OPL Check It Out Newsletter** June 2024 to see upcoming events.

- Watch the website and social media for the launch of adult and teen summer reading challenges in **Beanstack** – track your summer reading for a chance to win prizes.
- **Virtual book chats for adults** this summer coming July 16 and August 13.
- The **Experts in the Library** series will feature speaker Wendy Vincent presenting on the Canadian Windrush experience and the local migrant story of Mr. Lloyd Lindo on Thursday, August 8.
- The Museum of Dufferin will have staff onsite at the Mill Street Library for a **Community Scanning Day** – Dufferin residents are invited to bring in up to three photos to be scanned for the MOD collection on Saturday, August 10.
- **Teen Summer Movie** screening of Barbie on Friday, August 16.
- Save the date! - the **TD Summer Reading Club finale** will feature a “**Touch-a-Truck**” event on Saturday, August 24 in partnership with multiple Town of Orangeville departments.

	2023 May YTD Actuals	2024 May YTD Actuals	2024 Annual YTD Budget	2024 YTD Variance \$	2024 Annual Budget	2024 Variance \$	2024 Variance %
Operating Fund							
Library Services							
Revenues							
User Fees	(\$38,970)	(\$60,235)	(\$52,380)	\$7,855	(\$125,711)	(\$65,476)	52%
Grants					(33,950)	(33,950)	100%
Miscellaneous	(8,369)	(10,090)	(4,584)	5,506	(11,000)	(910)	8%
Other Fines and Penalties	(521)	(750)	(988)	(238)	(2,371)	(1,621)	68%
Total Revenues:	(47,860)	(71,075)	(57,952)	13,123	(173,032)	(101,957)	59%
Expenses							
Compensation	623,881	698,739	780,196	81,457	1,844,098	1,145,359	62%
Insurance	6,680	7,558	7,682	124	7,682	124	2%
Office Expenses	12,956	14,154	11,700	(2,454)	28,078	13,924	50%
Workshops and Conferences	8,255	12,526	7,620	(4,906)	18,287	5,761	32%
Advertising	2,300	426	3,685	3,259	8,843	8,417	95%
Professional Fees	(2,284)	2,793		(2,793)	5,000	2,207	44%
Programs	9,037	10,715	8,007	(2,708)	19,216	8,501	44%
Software Licence & Support	20,270	4,660	12,856	8,196	30,855	26,195	85%
Internal Allocation	7,164						
Maintenance and Repairs	12,415	20,854	31,344	10,490	75,227	54,373	72%
Service Agreements	2,755	3,295	3,167	(128)	7,600	4,305	57%
Utilities	8,645	8,907	9,283	376	22,280	13,373	60%
Collections		77		(77)		(77)	
Transfers to Reserve	100,781	103,367	103,362	(5)	248,082	144,715	58%
Transfer to Capital			22,083	22,083	53,000	53,000	100%
Total Expenses:	812,855	888,071	1,000,985	112,914	2,368,248	1,480,177	63%
Total Operating Fund	764,995	816,996	943,033	126,037	2,195,216	1,378,220	63%

The Corporation of the Town of Orangeville

Report to Library Board



To: Chair and Members of the Board
From: Darla Fraser, Chief Executive Officer
Date: June 26, 2024
Report #: 24-07
Subject: Valuing Ontario Libraries Toolkit (VOLT)

Recommendation

That Report 24-07, Valuing Ontario Libraries Toolkit (VOLT) be received.

Purpose

To present the results of the toolkit which provide the Board a valuation of the soft services offered by the library.

Background

Public libraries are important cultural and social infrastructure for the communities they serve. They are the one institution that provides a broad array of critical supports to our communities, including education, culture, inclusion, reconciliation, and civic engagement. Unlike other gathering places in the community, public libraries are a space for everyone, where nothing is expected of us other than our respect for one another. In serving this inclusive role, public libraries are the backbone of our communities.

Libraries however have traditionally been an underfunded asset by all levels of government. It is more important than ever, to highlight the ongoing value of libraries and the benefits they provide to a community. Placing a value on the social, human based service the library provides is difficult to accomplish.

The Valuing Ontario Libraries Toolkit (VOLT) is designed to help Ontario public libraries measure and demonstrate their value and impact within the community. Its purpose is ultimately to help public libraries share these contributions with our community's councils, decision makers, and stakeholders; reflecting the unique realities of the areas we serve.

Methodology Source: Valuing Ontario Libraries Toolkit

VOLT was developed by the Nordik Institute at Algoma University and the staff at the ministry-funded Ontario Library Services. The toolkit itself has been designed to use information and data that libraries currently collect for the provincial annual survey or utilize census data. This

data is then organized into a Library Value Report that can be used to share our library's impact with a wider audience.

The VOLT framework represents public libraries as cultural and social infrastructure that create individual, organizational, and community benefit in seven areas of impact: Education, Culture, Inclusion and Wellbeing, Entertainment and Leisure, Economic Development, Civic Engagement, and Space. Each of these domains has a unique role in the social return on investment (SROI) value.

What is SROI?

Social return on investment (SROI) calculations take something that is offered at no charge (library services, events, classes and tools) and applies a dollar value to it. SROI has been designed by economists to represent the value of an organization or initiative that provides monetary estimates (dollar values) to the community benefits that are created by goods, programs, or services that don't typically have a monetary value.

SROI addresses one of the key challenges that public libraries face in communicating the contribution they make to their communities: How do we demonstrate the value of a service that is offered at little to no charge to the community? Where the success of a business is typically measured by how much revenue or profit it earns, the impact of public libraries is not always so easily measured.

SROI is a way to calculate the impact of an organization in dollar figures. It reflects the dollar value of benefit that is created for each dollar that is invested in the public library by local councils. Within these calculations elements such as deadweight, displacement, or attribution values (see the Glossary in the link below) were also calculated to subtract from the value calculations (where relevant) to most accurately represent the benefits that are uniquely attributable to the public library. The full toolkit including calculations, is available to view here: https://resources.olservice.ca/ld.php?content_id=36958446

Findings

The results of the VOLT report for the Orangeville Public Library are impressive considering more than 10 months of the year our main branch, Mill Street was closed. Overall, the toolkit found that for every municipal dollar invested in 2023, there was a Social Return on Investment (SROI) of \$ 3.89 for, with a total economic benefit of \$ 7,216,974.

In a business setting, research indicates that a good return on investment or ROI, is somewhere between 10 to 20% depending on the sector, with 12 to 15% being a good ROI in the retail sector. Using the same calculation, Orangeville's SROI for 2023 was 389%.

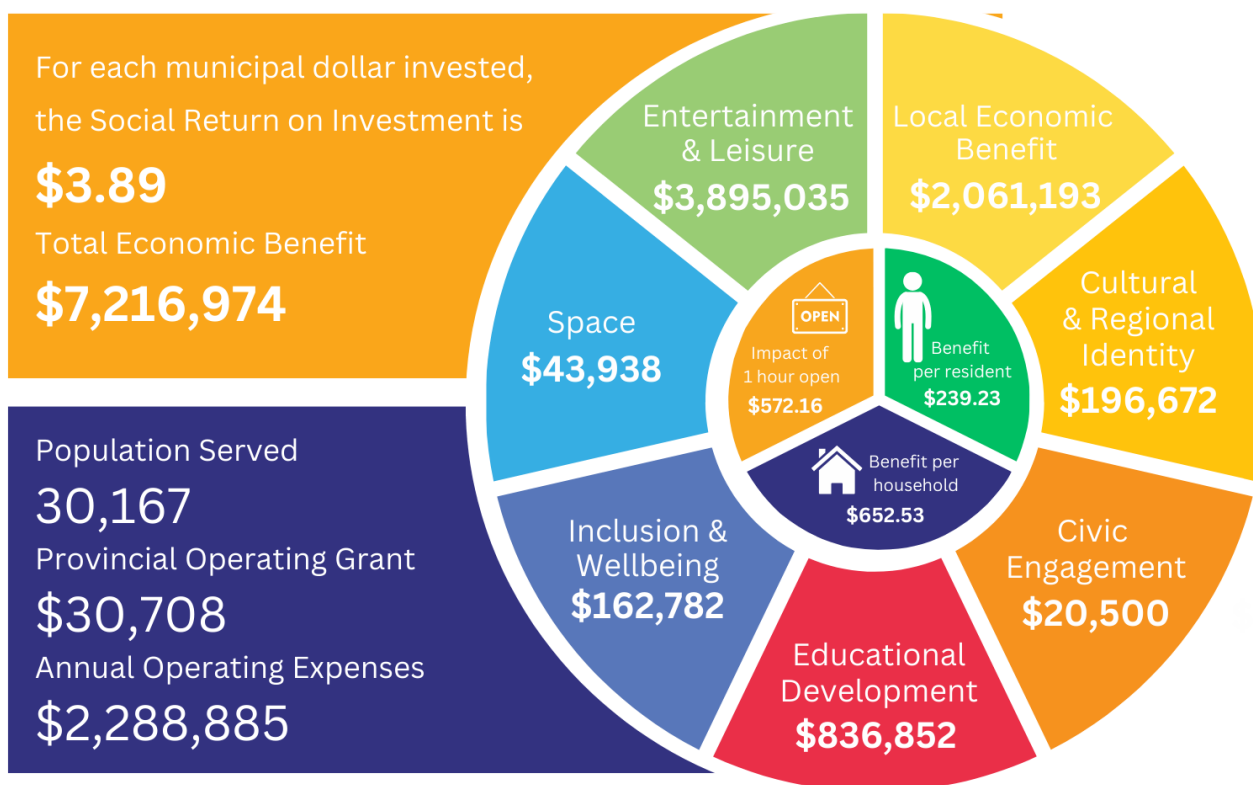
Broken down by domains assessed:

- Entertainment and Leisure: \$ 3,895,035
- Local Economic Benefit: \$ 2,061,193
- Educational Development: \$ 836,852
- Space: \$ 43,938
- Inclusion and Wellbeing: \$ 162,782
- Cultural & Regional Identity: \$ 196,672
- Civic Engagement: \$ 20,500

ORANGEVILLE PUBLIC LIBRARY

2023 Social Return on Investment

Based on the Valuing Ontario Libraries calculation development by the Ontario Library Service and NORDIK Institute



Next Steps

This calculation will be repeated annually or as often as the formula is updated.

Financial Impact – Information only.

Intended to quantify the benefit of library soft services to the community.

Prepared and respectfully submitted by,

Darla Fraser,
Chief Executive Officer

The Corporation of the Town of Orangeville

Report to Library Board



To: Chair and Members of the Board
From: Darla Fraser, Chief Executive Officer
Date: June 26, 2024
Report #: 24-08
Subject: 2025 Budget Development Discussion

Recommendation

That Report 24-08, 2025 Budget Development Discussion be received;

And that staff proceed with the development of 2025 operating and capital budgets as directed.

Purpose

To provide information to guide the Board discussion on high-level decisions for budget development, including directions for incorporating and presenting service level changes for approval.

Background

2025 Budget Schedule (Proposed – to be confirmed / may be change with new personnel)

Figure 1: 2025 Proposed budget schedule.



The Town works with a 5-year operating budget, figure 2 is difficult to read, however, the pdf version is available on the Town website ([link](#)) Library Services can be found on pages 113 – 120 in the report. For discussion a summary is provided below (figure 3).

Figure 2: Library Services 2024 Operating Budget - 5 Years

Library Services 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 \$ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Library Services									
User Fees	(114,439)	(108,677)	(125,711)	(17,034)	15.7%	(128,670)	(131,703)	(134,812)	(137,998)
Grants	(45,698)	(33,950)	(33,950)			(34,200)	(34,270)	(34,341)	(34,414)
Fines	(1,208)	(8,000)	(2,371)	5,629	(70.4%)	(2,430)	(2,491)	(2,553)	(2,617)
Other Revenues	(7,763)	(11,000)	(11,000)			(11,000)	(11,140)	(11,283)	(11,429)
Sub-total Revenues	(169,108)	(161,627)	(173,032)	(11,405)	7.1%	(176,300)	(179,604)	(182,989)	(186,458)
Compensation	1,565,769	1,723,399	1,844,098	120,699	7.0%	1,895,348	1,948,641	2,002,506	2,056,505
Insurance	4,937	5,529	7,682	2,153	38.9%	8,450	9,295	10,225	11,248
Professional Development and Assoc. Fees	11,617	18,016	18,287	271	1.5%	18,561	18,840	19,122	19,409
Office and Administration	14,132	22,656	23,145	489	2.2%	23,611	24,195	24,796	25,410
Public Relations, Promotions and Events	7,807	8,670	8,843	173	2.0%	9,020	9,246	9,477	9,714
Licences and Support	21,868	30,250	30,855	605	2.0%	31,472	32,259	33,065	33,892
Service and Lease Agreements	6,486	7,461	7,600	139	1.9%	7,741	7,935	8,133	8,336
Programs	16,737	18,839	19,216	377	2.0%	19,600	19,992	20,591	21,208
Service Charges	2,291	1,836	1,873	37	2.0%	1,910	1,958	2,007	2,057
Utilities	19,938	21,731	22,280	549	2.5%	24,508	26,959	29,655	32,620
Maintenance and Repairs	39,239	73,607	75,227	1,620	2.2%	76,883	78,356	79,867	81,417
Equipment Purchases	628	3,000	3,060	60	2.0%	3,121	3,199	3,279	3,361
Professional Fees	1,220	5,000	5,000			5,000	5,000	5,000	5,000
Inter-Departmental Re-Allocations	25,441	30,487		(30,487)	(100.0%)				
Sub-total Expenses	1,738,110	1,970,481	2,067,166	96,685	4.9%	2,125,225	2,185,875	2,247,723	2,310,177
Transfers to/from Reserve	285,850	241,875	248,082	6,207	2.6%	254,474	261,059	264,466	270,203
Transfer to Capital		61,528	53,000	(8,528)	(13.9%)	78,326	74,800	115,872	84,000
Total Transfers	285,850	303,403	301,082	(2,321)	(0.8%)	332,800	335,859	380,338	354,203
Total Library Services Levy Impact	1,854,852	2,112,257	2,195,216	82,959	3.9%	2,281,725	2,342,130	2,445,072	2,477,922

Note: Library Services account for 5% of the Town's budget, as noted on page 18 of the 2024 Budget Report.

Approved 2024 budget summary

Figure 3: 2024 approved operating budget.

2024 Approved Operating Budget					
Revenue			Expenses		
	Estimates	% of Total		Estimates	% of Total
Tax Levy	\$ 2,195,216	93%	Compensation	\$ 1,844,098	78%
Non-Resident fees	\$ 117,000	5%	Collection Development	\$ 213,082	9%
Government Grants	\$ 33,950	1%	Building Reserve	\$ 35,000	1%
User fees & cost recovery	\$ 22,082	1%	Operations /Administration	\$ 167,706	7%
		100%	Facilities	\$ 108,362	5%
% change over prior year		3.9%		\$2,368,248	100%

2025 Base Budget is the approved budget from previous fiscal period/year.

Figure 4: 2025 base budget in 5-year operating plan.

2025 Base Budget: Approved in 5 Year Operational Plan					
Revenue	Estimates	% of Total	Expenses	Estimates	% of Total
Tax Levy	\$ 2,281,725	93%	Compensation	\$ 1,895,348	77%
Non-Resident fees	\$ 119,925	5%	Collection Development	\$ 219,474	9%
Government Grants	\$ 34,200	1%	Building Reserve	\$ 35,000	1%
User fees & cost recovery	\$ 22,175	1%	Operations / transfers	\$ 198,362	8%
		100%	Facilities	\$ 109,841	4%
% change over prior year		3.8%		\$2,458,025	100%

The budget process provides an opportunity for the board to adjust estimates in the base budget due to changes in the current environment. Any changes to the existing plan, except for those directed by council, require a **Service Level Change** request, and must be approved by council.

This year the board has improved measures and evidence to inform decisions, including:

- VOLT Assessment of Social Return on Investment – Results based on a year with the main branch closed for more than 10 months (324 days).
- The Asset Management Plan – Report to Council on July 8
- Blackline Action Items – items pertaining to library (such as self-serve capability).

For this year I am recommending only small changes to the base budget:

Revenue

- Increase self-generated revenue \$ (20,000)

Expenses

- Increase program budget \$ 5,000
- Increase compensation \$ 42,000
- Community Engagement Specialist – Timing

Net increase

- Overall impact to base budget \$ 27,000

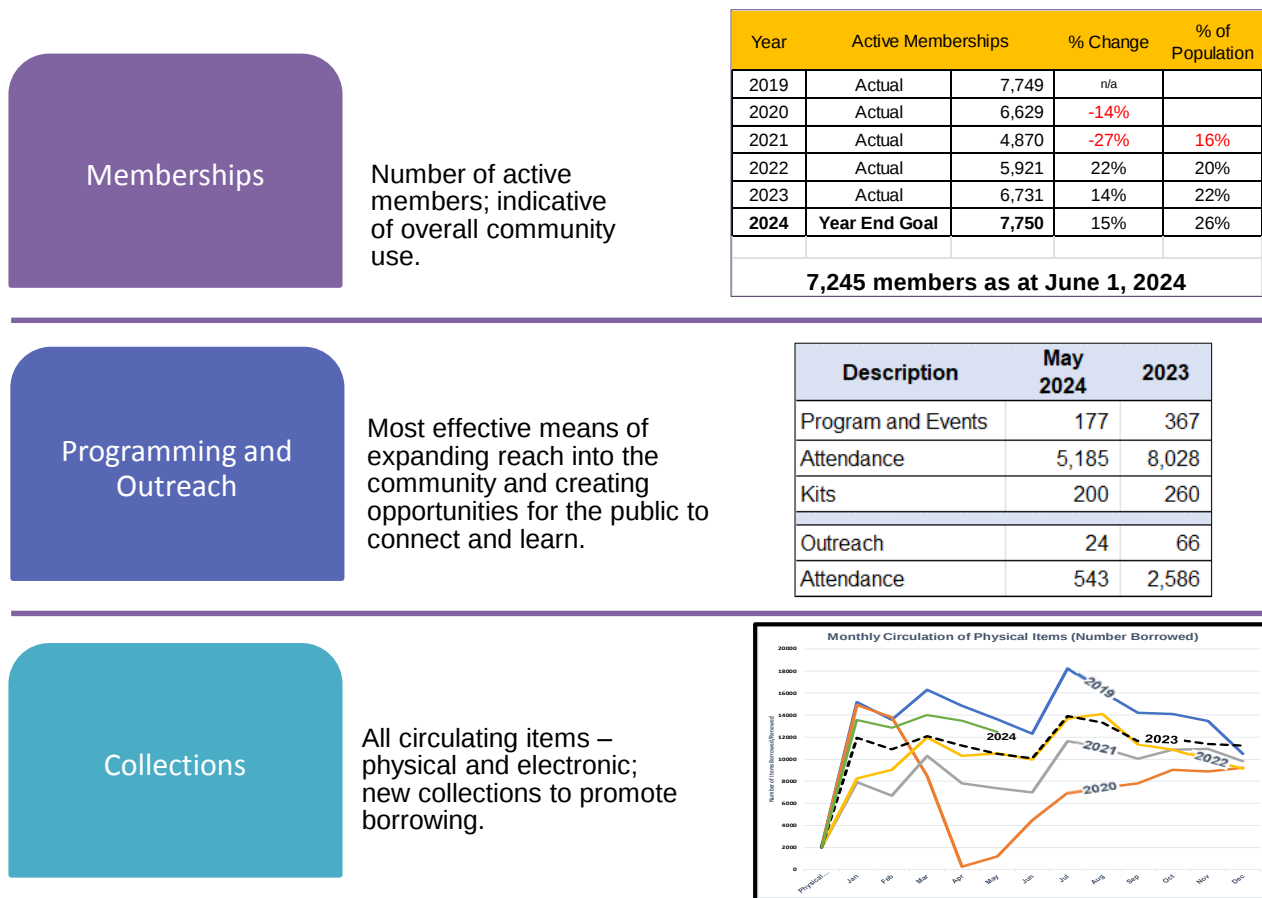
Figure 5: 2025 Estimates with recommended service level changes.

2025 Estimates: with recommended SLCs					
Revenue			Expenses		
Estimates	% of Total		Estimates	% of Total	
Tax Levy	\$ 2,308,725	92%	Compensation	\$ 1,937,348	79%
Non-Resident fees	\$ 130,000	5%	Collection Development	\$ 219,474	9%
Government Grants	\$ 34,200	1%	Building Reserve	\$ 35,000	1%
User fees & cost recovery	\$ 32,100	1%	Operations / transfers	\$ 203,362	8%
		100%	Facilities	\$ 109,841	4%
% change over prior year				\$ 2,505,025	100%

The following information is meant to inspire discussion to articulate the vision for 2025 and beyond.

Discussion

Figure 6: Focused growth as per the strategic plan.



Revenue

Figure 7: 2025 Base budget revenue.

2025 Base Budget Revenue	Estimates	% of Total	Considerations / Current Situation
Tax Levy	\$ 2,281,725	93%	Contribution determined by Council
Non-Resident fees	\$ 119,925	5%	Three options presented below
Government Grants	\$ 34,200	1%	No change to Provincial Public Libraries Operating Grant since 1995 (\$ 30,708); Past success in securing support for summer student positions.
User fees & cost recovery	\$ 22,175	1%	Difficult to predict. Working with Finance: (1) new receivables with Fine Free Policy; (2) Cash handling. (3) with Canada Helps to finalize ... Easy to use Donate functionality on the website.
Total	\$ 2,458,025	100%	Recommendation: Increase self generated revenue by \$ 20k (\$12k NonRes; \$ 8k across user fees)

Non-Resident Fees – Current annual cost per household is \$195.00.

Approved Estimates – 5-year Operating Plan	2025	2026	2027	2028
Non-Resident Fees	(119,925)	(122,923)	(125,996)	(129,146)

Option 1: Calculated Cost – \$205.00

- Calculation:
 - Per household cost in Orangeville (2023) = \$170.79
 - Administration fee (20% of per household cost) = \$34.16
 - Adjusted cost = Per household cost + Administration fee
= \$170.79 + \$34.16 = \$204.95

Option 2: COLA Adjustment – \$200.00

- The current cost of \$195.00 adjusted by the amount approved by council for COLA (Cost of Living Adjustment) to be determined July 8th).
- Assuming a 3% increase due to COLA:
- New cost per household = \$195.00 + \$ 5.85 = \$ 200.85

Option 3: HOLD – \$195.00

- Hold pricing at \$ 195 per household – revisit next year in consultation with neighbouring municipalities staff and elected officials.

Option	Description	Cost per Household	Estimated Total Cost (650 households)
Calculated Cost	Cost per household in Orangeville plus 20% service fee	\$205.00	\$133,250
COLA Adjustment	New cost after 3% COLA increase	\$200.00	\$130,000
Hold existing	Revisit next year in consultation with neighbouring municipalities' staff and elected officials	\$195.00	\$119,925

Gentle reminder that in 2025 follow up is required with the neighbouring municipalities to discuss future funding arrangements. Mono, East Garafraxa, Amaranth – as per the 2023 presentation.

Historical Data

Figure 8: 2018 - 2024 number of processed non-resident memberships.

Number of Non-resident memberships Processed							
Year	Date	Mono	Amaranth	East Garafraxa	Total non-resident	Cost per Membership	Revenue Generated
2018	Jan 1 - Apr 30	178	39	48			
2018	May 1 - Aug 31	183	25	24			
2018	Sept 1 - Dec 31	159	27	30			
2018	Total	520	91	102	713	\$ 155.00	\$110,515
2019	Jan 1 - Apr 30	191	51	33			
2019	May 1 - Aug 31	179	-	26			
2019	Sept 1 - Dec 31	181	-	30			
2019	Total	551	51	89	691	\$ 165.00	\$114,015
2020	Jan 1 - Mar 15	123	-	26			
2020	May 1 - Aug 30	58	-	14			
2020	Sept 1 - Dec 31	108	-	23			
2020	Total	289	-	63	352	\$ 175.00	\$61,600
2021	Jan 1 - Apr 30	70	11	15			
2021	May 1 - Aug 30	91	8	18			
2021	Sept 1 - Dec 31	141	10	22			
2021	Total	302	29	55	386	\$ 185.00	\$71,410
2022	Jan 1 - Apr 30	135	14	22			
2022	May 1 - Aug 30	162	20	31			
2022	Sept 1 - Dec 31	156	13	27			
2022	Total	453	47	80	580	\$ 185.00	\$107,300
2023	Jan 1 - Apr 30	147	23	34			
2023	May 1 - Aug 30	125	20	39			
2023	Sept 1 - Dec 31	200	15	33			
2023	Total	472	58	106	636	\$ 185.00	\$117,660
2024	Jan 1 - Apr 30	225	28	36			
2024	May 1 - Aug 30						
2024	Sept 1 - Dec 31						
2024	Total	225	28	36	289	\$ 195.00	\$56,355

} COVID

User Fees, Cost Recovery and Donations

User fees are outlined in Schedule A of the Circulation Policy. Notably, daily overdue fines on books were eliminated as of January 2024.

In the upcoming weeks, staff will collaborate with the finance division to establish a process for collecting outstanding receivables. We'll also begin invoicing for the cost of items that haven't been returned.

In January, we implemented the fine fee policy. On June 2, we took our first major administrative step by notifying 47 households with overdue items exceeding 6 weeks. These items were moved to an "Assumed Lost" status, and their replacement costs were added to patrons' accounts, along with a \$5 processing fee. This resulted in emailed notices to 50 individuals (plus 2 who had no email address and therefore received no notice). The total replacement cost for those items was \$2637.00, and the processing fees amounted to an additional \$670.00. These notifications have prompted returns (the desired outcome) and approximately \$ 600 has been collected this month.

Despite a delay in our meeting with Finance, which is now scheduled for mid-July, we anticipate an increase in donations through the Canada Helps Donate button on our website.

The figure 9 shows the current breakdown of User fees & cost recovery revenue.

Figure 9: 2025 - 2028 Breakdown of base budget user fees and cost recovery revenue.

	2025	2026	2027	2028	2029
Donations	(\$4,000.00)	(\$4,000.00)	(\$4,000.00)	(\$4,000.00)	
Cost Recoveries - External	(\$7,000.00)	(\$7,140.00)	(\$7,283.00)	(\$7,429.00)	
Fines & Penalties	(\$2,430.00)	(\$2,491.00)	(\$2,553.00)	(\$2,617.00)	
Room Rental	(\$1,745.00)	(\$1,780.00)	(\$1,816.00)	(\$1,852.00)	
Other Rev	(\$3,000.00)	(\$3,000.00)	(\$3,000.00)	(\$3,000.00)	
Photocopy Rev	(\$4,000.00)	(\$4,000.00)	(\$4,000.00)	(\$4,000.00)	
Sub-total	\$22,175.00	\$22,411.00	\$22,652.00	\$22,898.00	

Expenses

Figure 10: 2025 Base budget expenses.

2025 Base Budget Expenses	Estimates	% of Total	Considerations / Current Situation
Compensation	\$ 1,895,348	77%	COLA set by Council; additional hours for frontline staff
Collection Development	\$ 219,474	9%	As per existing 10 Year Capital Plan and support by new Asset Management Plan
Building Reserve	\$ 35,000	1%	Consider increasing annual contribution
Operations / transfers	\$ 198,362	8%	Discretion of the library \$ 118,810
Facilities	\$ 109,841	4%	Minimal increase due to inflation
Total	\$ 2,458,025	100%	

Compensation

Figure 11: Original FTE schedule as per the strategic plan.

Service Level Change		2023	2024	2025	2026	2027
Makerspace Specialist	1 FTE	✓	✓	✓	✓	✓
Student Page	0.25 FTE	✓	✓	✓	✓	✓
EDI Coordinator	1 FTE		✓	✓	✓	✓
Community Engagement Specialist	1 FTE			✓	✓	✓

Figure 12: Revised timelines and descriptions.

#	Positions	2023	2024	2025	2026	2027	Updates / Comments
1	Makerspace Specialist 1 FTE		x	x	x	x	Secured - July start
2	Student Page 0.25 FTE		x	x	x	x	Secured - September start
3	EDI Coordinator						Eliminated
4	Part-time 1000 PSA Hours (frontline)			x	x	x	Recommend pursuing - SLC for 2025 (\$ 42,000)
5	Community Engagement Position 1 FTE				x	x	Delay - Increase responsibility

Community Engagement Position (#5):

The initial estimate and plan designated the draft job description as a Band 8 position, with 35 hours per week. However, staff are proposing two alternative approaches to enhance this role:

Elevate to Leadership Level:

- Increase the scope of responsibilities to reflect a leadership role.
- This adjustment would necessitate creating a new job description for evaluation.

Responsibility Enhancement with Delay:

- Increase the responsibilities associated with the position.
- Delay the implementation to allow for proper evaluation.
- Again, a revised job description would be required.

Figure 13: 2023 Pay grid for grade 8 and 9.

Salary Range		Job Rate
2023 Pay Grid	Step One	Step Five
Grade 8	\$66,218	\$77,468
Grade 9	\$74,460	\$87,103

Additionally, we recommend allocating an increase to the program budget of \$5,000 to support honorariums and incentivize volunteer contributions.

Reserves / Capital

While staff do not recommend any additions to the base capital budget for 2025, there is a possibility of new information becoming available next month. This information could support the need to increase our annual contributions to reserves.

The Town of Orangeville's 2024 Asset Management Plan for Non-core Infrastructure will be presented to the Council on July 8th. Depending on the Council's decision, the board may consider augmenting the annual contribution to reserves.

Figure 14: Library Services 2024 Capital Budget - 10 Years

Library Services 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
20 Capital Fund										
Division: 780 Library Services										
15000.0000 Library Collections --	213,082	219,474	226,059	229,466	235,203	241,083	254,000	260,000	266,500	273,000
20201.1300 CF - Furniture and Equip -- Public Library -1 Mill St	30,000	10,000	30,000	10,000	30,000	30,000	30,000	30,000	30,000	30,000
20320.1300 CF - Computer Hardware Library	57,241	4,326		52,339						
20361.1300 Network Infrastructure -- Public Library -1 Mill St			26,000							
20383.1300 CF - Security Inventory System Library RFID	40,000	25,000			25,000			30,000		
20384.1300 Library Modernization		20,000		20,000						
B1287.0000 Makerspace Upgrades	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
B1289.0000 New Service Delivery Lockers/Kiosk			25,000	25,000						
Total Investment in Capital	345,323	283,800	312,059	341,805	295,203	276,083	289,000	325,000	301,500	308,000
Less: Funding Sources										
Reserves/ Reserve Funds	340,323	225,474	237,259	245,933	246,203	247,083	260,000	272,000	272,500	279,000
Total Other Funding Sources	340,323	225,474	237,259	245,933	246,203	247,083	260,000	272,000	272,500	279,000
Total Library Levy Impact	5,000	58,326	74,800	95,872	49,000	29,000	29,000	53,000	29,000	29,000

Financial Impact:

The impact of actions are rough estimates only; further investigation is required. Revised estimates will be presented for approval at the next board meeting.

Strategic Alignment:

Strategic Direction: Soar

Objective: Strong, effective governance will guide our actions with an emphasis on fiscal accountability and environmental sustainability

Prepared and respectfully submitted by,

Darla Fraser,
Chief Executive Officer