



FEDERATION OF ONTARIO PUBLIC LIBRARIES
Q4 MEETING OF THE BOARD OF DIRECTORS

FRIDAY, DECEMBER 12, 2025
[JOIN VIRTUALLY VIA ZOOM](#)

1. CALL TO ORDER AND ROLL CALL

2. LAND ACKNOWLEDGEMENT

DOC 1

3. REGRETS

4. DECLARATIONS OF CONFLICT OF INTEREST

5. APPROVAL OF THE MINUTES OF THE SEPTEMBER 5, 2025 Q3 BOARD MEETING

DOC 2

THAT this Board approve as circulated the minutes of the FOPL Board Meeting of September 5, 2025.

6. APPROVAL OF AGENDA

THAT this Board approve as circulated the FOPL Board Agenda for December 12, 2025.

7. TREASURER'S REPORT

a. QUARTERLY TREASURER'S REPORT

C. MOSKAU

DOC 3

b. 2026 BUDGET

D. STEVENS

DOC 4

THAT this Board receive the Treasurer's report as information.

THAT this Board approves the 2026 Budget.

8. EXECUTIVE DIRECTOR'S REPORT

D. STEVENS

DOC 5

a. 2025 WORKPLAN

DOC 6

THAT this Board receive the Executive Director's report as information.

9. WORKING GROUPS AND COMMITTEES – REPORTS AND UPDATES

a. GOVERNMENT RELATIONS WG REPORT

M. SINGLETON

DOC 7

b. INDIGENOUS LIBRARIES PARTNETSHIP WG REPORT

F. MARACLE

DOC 8

c. CELUPL WORKPLAN

LARGE URBAN CAUCUS REPS

DOC 9

THAT this Board receive the Working Group's reports as information.

10. PREVIOUS BUSINESS

a. MOU WITH THE ONTARIO LIBRARY ASSOCIATION	D. STEVENS	DOC 10
b. CFLA UPDATE	D. STEVENS	DOC 11
c. SAFETY AND SECURITY ADVOCACY CAMPAIGN	D. STEVENS	DOC 12
d. RESTRICTED FUNDS ACCOUNT	D. STEVENS	DOC 13

11. NEW BUSINESS

a. BYLAW AND POLICY REVIEW	D. STEVENS	DOC 14
b. WEBSITE REDESIGN PROJECT	D. STEVENS	DOC 15
c. FREQUENCY OF HYBRID MEETINGS	C. MOSKAU	DOC 16
d. DATES FOR 2026 MEETINGS	D. STEVENS	DOC 17

12. ANNOUNCEMENTS

13. NEXT MEETING:

TBD

14. ADJOURNMENT

WE, the public libraries of Ontario acknowledge that the lands now referred to as Ontario have been inhabited by many distinct Nations since time immemorial. The Original Peoples have been and continue to be the traditional custodians of this land. Ontarians, as well as Canadians, need to remember and reaffirm our accountability to these Indigenous Nations, and the lands, resources and waters which nourishes life. We are grateful to have the opportunity to work in the community, on this territory. FOPL acknowledges the lands and treaties upon which our public libraries across Ontario prosper.

Federation of Ontario Public Libraries

Meeting Date: Sep 5, 2025

Meeting Time: 10:00a.m.

Location: Hybrid

Secretary: Dina Stevens, Executive Director/Secretary of the Board

In Attendance: **First Nations Caucus:** Feather Maracle

Francophone Caucus: Catherina Moskau

Large Urban Caucus: Wayne Greco, Sarah Douglas-Murray, Margie Singleton,
Kathy Fisher, Sarah Vaisler

Small & Medium Caucus: Beverley King, Jodie Delgado, Emma Kinsman

Rural Caucus: Susan McGibbon

Toronto Caucus: Paul Ainslie, Lisa Radha Vohra

Former Library Leaders: David Harvie

Regrets: Nadine Williams, Rebecca Hunt, Jennifer La Chapelle, Moe Hosseini-Ara, Jonathan Hoss

Absent: Kathleen Copegog

FOPL Team: Dina Stevens, Executive Director, Diana Chiavaroli, Administrative Assistant

Prepared By: Diana Chiavaroli, Administrative Assistant

1. Call to Order & Roll Call

The Q3 Board Meeting was called to order at 10:08 a.m. by the Chair.

2. Land Acknowledgement

3. Regrets

As noted above.

4. Declarations of Conflict of Interest

None.

5. Approval of the Minutes of the June 9, 2025 Board Meeting

It was requested that a short summary of the topic be added to In Camera sections to refer to what was discussed.

Moved by Catherina Moskau and seconded by Margie Singleton, THAT this Board approve, as amended, the minutes of the June 9, 2025 board meeting. CARRIED.

6. Approval of the Agenda.

Moved by Sarah Douglas-Murray and seconded by David Harvie, THAT this Board approve as circulated, the FOPL Board Agenda of September 5, 2025. CARRIED.

Motion to move to In-Camera Session for a Confidential Matter

Moved by Kathy Fisher, seconded by Beverley King THAT this Board go into Closed Session at 10:13 a.m. CARRIED.

In- Camera Session

The Executive Director shared embargoed information from the Ministry of Tourism, Culture and Gaming that has not yet been released to the public.

Exit In- Camera Session

Moved by David Harvie, seconded by Susan McGibbon, THAT the Board exit the Closed Session at 10:23 a.m. CARRIED.

7. Treasurer's Report

A question was raised regarding the level of savings that is appropriate in FOPL's restricted fund. A request was made for the ED to investigate the appropriate amount of funds to be held as savings, to be brought to the next regular meeting of the board. The ED noted that savings are there to fund major projects, as indicated in the ED workplan, such as the upcoming website redevelopment. It was noted by a few board members that reserve funding is beneficial.

Moved by Wayne Greco and seconded by Jodie Delgado, THAT the ED investigate an appropriate level of savings and how to make that happen, and report back to the board at the Q4 December meeting. CARRIED.

A request was made that the names of the bank accounts on Quickbooks reports be made to match the names used on the Treasurer's Reports.

It was noted that the balance sheet asset totals do not match the Treasurer's Report figures. An explanation was provided by the ED that the Treasurer's Report figures are updated to the date of the board meeting whereas the figures in Quickbooks reflect a delay in input. In the future, both reports will use the same figures.

Moved by Catherina Moskau and seconded by Beverley King, THAT the Board receive the Treasurer's report as information. CARRIED.

8. Executive Director's Report

The ED highlighted the presentation done at the AMO conference and the Strong Mayors Panel discussion. It was explained that advocacy priorities are shifting to safety and security for the upcoming legislative session and a potential Queen's Park lobbying day in the spring.

An update was given on SentoLib and how several libraries are engaging and providing data. This data will be provided to FOPL. Alternates to SentoLib were discussed as well as the reasons why SentoLib was partnered with.

There were discussions on the distinction between FOPL and OLS and OLA, as well as the benefits of sharing booths with either at conferences.

Moved by David Harvie and seconded by Sarah Vaisler, THAT this Board receive the Executive Director's Report as information. CARRIED.

a. Working Plan

Data dashboard updates were discussed, as well as the issues with relying on volunteers. ED noted a paid position will be looked into to ensure data is kept up to date.

Moved by Beverley King and seconded by Catherina Moskau, THAT this Board receive the Executive Director's Working Plan as information. CARRIED.

9. Working Group and Committees – Reports and Updates

a. French Translation Working Group

Moved by Catherina Moskau and seconded by Kathy Fisher, THAT this Board receive the Working Group's Report as information. CARRIED.

10. New Business

a. OLA assistance and support

Update were given on OLA's financial situation and how it impacts FOPL through partnerships and shared advocacy fees. Discussions were had regarding how to handle the

situation and the increase in fees for FOPL. An MOU with the OLA will be brought forward to the next regular meeting of the board.

11:32 Feather Maracle left the meeting stating a conflict of interest

Moved by Sarah Vaisler and seconded by Wayne Greco THAT the Board support the proposal to take on 75% of the Council Public Affairs contract fees, pending a MOU. CARRIED.

11:43 Feather Maracle returned to the meeting

b. Strategic Plan branding project update

A few adjustments were suggested to the final products. It was suggested to look into the ability for libraries to put their own logo on the files as well – at their own expense.

Moved by Catherina Moskau and seconded by Jodie Delgado THAT the Board accept the update as information. CARRIED.

c. Advocacy Champions Award update

Updates were provided on the eligibility and submission criteria for the award, as well as some possible award options. It was suggested that the award be promoted at the 2025 OLA booth for a 2026 presentation of the first award.

Moved by Jodie Delgado and seconded by Sarah Vaisler THAT the Board accept the update as information. CARRIED.

d. Library Day at Queen's Park 2026

Updates were provided on Library Advocacy Day. A meeting will be taking place in October to determine the messaging that will be used. The focus will be on Safety and Security. Further updates will be given at the Q4 December board meeting.

Moved by David Harvie and seconded by Kathy Fisher THAT the Board accept the update as information. CARRIED.

e. Social Media KPI

Updates were provided on how FOPL's social media has been performing.

Moved by Sarah Vaisler and seconded by Lisa Radha Vohra THAT the Board accept the update as information. CARRIED.

f. Ontario Public Library Week

Information was provided on FOPL's involvement in Ontario Public Library Week. Suggestions were made to reach out to First Nation PL's to invite them to each event, and moving forward, to include a FNPL as a site on future tours. Clarification was provided that all libraries were encouraged to have their own events – the listed libraries are the ones selected for FOPL to attend. Surrounding libraries are also invited to attend these events.

Moved by Margie Singleton and seconded by Beverley King THAT the Board accept the update as information. CARRIED.

e. CFLA Update

A verbal update on CFLA was provided. A suggestion was made that any organization FOPL is a part of be aligned with FOPL's views or at least have transparency if otherwise. It was requested a presentation from the ED of CFLA be given at the next FOPL board meeting to decide if membership should continue. The ED will investigate this.

Moved by Wayne Greco and seconded by Emma Kinsman THAT the Board accept the update as information. CARRIED.

11. Next Meeting

It was suggested that the next meeting be hybrid rather than virtual only. The majority agreed. A poll will be sent out to determine the location.

Friday, December 12th, 2025

10:00AM

Hybrid

Woodbridge Library, Vaughan Public Libraries

12. Adjournment

The Board meeting was called to adjourn by the Chair at 1:40pm.

Paul Ainslie, Chair

Dina Stevens, Board Secretary



Treasurer's Report

Report To: The FOPL Board
Prepared by: Dina Stevens on behalf of Catherina Moskau
Prepared on: December 1, 2025

RECOMMENDATION

THAT the FOPL Board receive this report as information for the period ending November 15, 2025.

THAT the standing board motion to move 50% of net revenue to the restricted savings account after the annual audit is increased to 75%.

BACKGROUND

This report covers the period January 1, 2025 to November 15, 2025 to present finances to date within the current fiscal year. This reflects an unaudited representation of FOPL finances.

REPORT

Financial Reports (attached):

- Comparative Income Statement, known as "Budget vs. Actuals": Provides FOPL's operating revenue and expenditures from January 1, 2025 to November 15, 2025.
- Balance Sheet: Provides information on FOPL's full financial situation as of November 15, 2025 including accounts and investments.

Revenue to Note:

- \$10,000 in outstanding 2025 membership fees.

Expenditures to Note:

- \$3616.00 ROMA Conference booth.
- \$3386.85 merchandising and promotional materials.



Total Assets at a glance, as of November 15, 2025:

- Total Cash (chequing account): \$ 74,096.77
- Total Savings: \$ 147,183.41
- Visa Holding Investment Account: \$ 10,000.53
- Total Receivable: \$ 375

Notes:

- We are now in a comfortable financial position and are not in danger of needing layover funds to keep us afloat while the next year's membership fees are received.
- A column will be added to the budget vs. actuals report for 2026 that indicates account forecasting.
- Our auditor is currently being consulted as to how we can better indicate capital projects that are being undertaken with reserve funds.

Balance Sheet

Federation of Ontario Public Libraries

As of December 1, 2025

DISTRIBUTION ACCOUNT	TOTAL
Assets	
Current Assets	
Cash and Cash Equivalent	
1010 Scotia Chequing Account	\$74,096.77
1011 Visa Holding Cash Investment Account Scotia	\$10,000.53
1020 Scotia Savings Account	\$147,183.41
Undeposited Funds	\$0.00
Total for Cash and Cash Equivalent	\$231,280.71
Accounts Receivable	
Accounts Receivable	\$375.00
Total for Accounts Receivable	\$375.00
1040 Payroll Clearing	\$0.00
1110 Investments	\$0.00
1200 Accounts Receivable - History	-\$487.50
1201 Accounts Receivable Adjustments	\$0.00
1210 Interest Receivable	\$0.00
1320 Prepaid Expenses - 1	\$2,157.83
Total for Current Assets	\$233,326.04
Total for Assets	\$233,326.04
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	\$179.67
Total for Accounts Payable	\$179.67
Credit Cards	
2021 Visa 9458	\$1,745.85
Total for Credit Cards	\$1,745.85
2011 Accounts Payable Adjustments	\$0.00
2015 Accrued Liabilities	\$6,999.74
2110 EI Payable	\$0.00
2120 CPP Payable	\$0.00
2130 Federal Income Tax Payable	\$0.00
2140 Federal Tax 2016 Adjustment	\$0.00
2210 Vacation Payable	\$0.00
2320 GST Paid on Purchases	\$0.00
2610 Deferred Revenue	\$0.00
Total for Current Liabilities	\$8,925.26
Total for Liabilities	\$8,925.26
Equity	
3500 Opening Balance	\$0.00
3550 Retained Earnings - Previous Year	-\$4,525.94
Retained Earnings	\$180,758.30
Net Income	\$48,168.42
Total for Equity	\$224,400.78
Total for Liabilities and Equity	\$233,326.04

Federation of Ontario Public Libraries

Budget vs. Actuals: Budget_FY25_P&L - FY25 P&L

January - December 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
4000 Revenue				
4010 Sponsorships		0.00	0.00	
4015 Gifts & Donations	1,500.00	0.00	1,500.00	
4020 Membership Fees	277,137.50	280,000.00	-2,862.50	98.98 %
4030 Grants		0.00	0.00	
4040 Sale of Material		0.00	0.00	
4050 Other Revenues	4,248.26	0.00	4,248.26	
4051 Special Peer Comparisons Fees		0.00	0.00	
4061 Library Training & Development Fees	450.00	0.00	450.00	
4070 Interest Income	1,817.90	3,200.00	-1,382.10	56.81 %
Total 4000 Revenue	285,153.66	283,200.00	1,953.66	100.69 %
Total Income	\$285,153.66	\$283,200.00	\$1,953.66	100.69 %
GROSS PROFIT	\$285,153.66	\$283,200.00	\$1,953.66	100.69 %
Expenses				
5050 Office Consultants				
5055 Executive Director	105,063.48	113,366.00	-8,302.52	92.68 %
5060 Administrative Assistant	23,355.30	31,500.00	-8,144.70	74.14 %
5065 Marketing & Social Media	1,950.00	9,000.00	-7,050.00	21.67 %
Total 5050 Office Consultants	130,368.78	153,866.00	-23,497.22	84.73 %
5100 Administrative Expenses				
5110 Admin Meeting		200.00	-200.00	
5115 Admin Travel	10,403.26	14,000.00	-3,596.74	74.31 %
5120 Admin Professional Development		0.00	0.00	
Total 5100 Administrative Expenses	10,403.26	14,200.00	-3,796.74	73.26 %
5155 Board Expenses				
5160 Board Travel	4,835.70	6,000.00	-1,164.30	80.60 %
5165 Board Meeting	1,049.03	2,500.00	-1,450.97	41.96 %
5170 Board Professional Development		0.00	0.00	
5175 Board Recruitment		0.00	0.00	
5180 Annual General Meeting		0.00	0.00	
5185 Legal		0.00	0.00	
5190 Board Appreciation	324.52	500.00	-175.48	64.90 %
Total 5155 Board Expenses	6,209.25	9,000.00	-2,790.75	68.99 %
5200 Committee Work				
5205 CELUPL		500.00	-500.00	
5210 Working Groups		0.00	0.00	
Total 5200 Committee Work		500.00	-500.00	
5250 Operational Expenses				
5255 General Office Supplies	190.70	250.00	-59.30	76.28 %
5260 Postage & Courier	629.82	1,200.00	-570.18	52.49 %
5265 Photocopying Supplies		0.00	0.00	
5270 Printing	624.82	2,000.00	-1,375.18	31.24 %
5275 Telephone	1,897.13	3,000.00	-1,102.87	63.24 %
5280 Telecommunication		0.00	0.00	
5285 Insurance (DS)	1,933.20	2,000.00	-66.80	96.66 %

Federation of Ontario Public Libraries

Budget vs. Actuals: Budget_FY25_P&L - FY25 P&L

January - December 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
5290 FOPL Memberships	375.00	3,700.00	-3,325.00	10.14 %
5295 Subscriptions		0.00	0.00	
Total 5250 Operational Expenses	5,650.67	12,150.00	-6,499.33	46.51 %
5300 Furniture and Equipment				
5310 Furniture		0.00	0.00	
5315 Equipment	435.39	500.00	-64.61	87.08 %
5320 Information Technology Hardware		1,000.00	-1,000.00	
5325 Information Technology Software	603.86	1,200.00	-596.14	50.32 %
Total 5300 Furniture and Equipment	1,039.25	2,700.00	-1,660.75	38.49 %
5500 Finance				
5510 Bank Charges & Interest	209.30	600.00	-390.70	34.88 %
5515 Credit Card Charges	150.00	100.00	50.00	150.00 %
5520 Audit	8,192.50	8,200.00	-7.50	99.91 %
5525 Services & Consultants		500.00	-500.00	
Total 5500 Finance	8,551.80	9,400.00	-848.20	90.98 %
5600 Marketing and Promotions				
5610 Conferences & Exhibitions	14,610.90	15,000.00	-389.10	97.41 %
5615 Advertising & Promotions	8,296.69	250.00	8,046.69	3,318.68 %
5620 Special Events		0.00	0.00	
5625 Publications & Printing	57.00	500.00	-443.00	11.40 %
5635 Presentation Supplies	789.05	500.00	289.05	157.81 %
5640 Indigenous Language Translation		3,000.00	-3,000.00	
5641 French Language Translation	602.47	1,000.00	-397.53	60.25 %
5645 Website	766.63	2,000.00	-1,233.37	38.33 %
Total 5600 Marketing and Promotions	25,122.74	22,250.00	2,872.74	112.91 %
5700 Programs and Projects				
5710 Contract Services	19,650.70	18,000.00	1,650.70	109.17 %
5715 Research & Development		600.00	-600.00	
5720 Statistician Fees		0.00	0.00	
5725 Library Member Training		0.00	0.00	
5730 Working Groups - 1		5,000.00	-5,000.00	
5735 Legal Opinions		0.00	0.00	
5740 Public Relations Services	29,799.09	50,000.00	-20,200.91	59.60 %
5990 Write-off		0.00	0.00	
Total 5700 Programs and Projects	49,449.79	73,600.00	-24,150.21	67.19 %
5950 UNKNOWN EXPENSE		0.00	0.00	
Total Expenses	\$236,795.54	\$297,666.00	\$ -60,870.46	79.55 %
NET OPERATING INCOME	\$48,358.12	\$ -14,466.00	\$62,824.12	-334.29 %
Other Expenses				
5000 Payroll Expenses				
5010 Part-Time Permanent Salaries		0.00	0.00	
5020 Contract & Temporary Staff		0.00	0.00	
5025 EI Expense		0.00	0.00	
5030 CPP Expense		0.00	0.00	
Total 5000 Payroll Expenses		0.00	0.00	

Federation of Ontario Public Libraries

Budget vs. Actuals: Budget_FY25_P&L - FY25 P&L

January - December 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Total Other Expenses	\$0.00	\$0.00	\$0.00	0.00%
NET OTHER INCOME	\$0.00	\$0.00	\$0.00	0.00%
NET INCOME	\$48,358.12	\$ -14,466.00	\$62,824.12	-334.29 %

**Federation of Ontario Public Libraries
2026 Budget Proposal**

[Strat Plan Legend](#)

AI - Advocacy and Influence	TD - Training and Development
MVI - Marketing PL Value and Impact	OR - Organizational Resilience

	2025 Budget	2025 Actuals	2026 Budget	Comments	Connection to Strategic Plan
REVENUE					
Revenue					
Sponsorships	0.00	0.00	0.00		
Gifts & Donations	0.00	1,500.00	0.00		
Membership Fees	280,000.00	277,137.50	277,000.00	Based on member renewals from 2025	
Grants	0.00	0.00	0.00		
Sale of Material	0.00	0.00	0.00		
Other Revenues	0.00	4,248.26	4,000.00	Recouperated costs for booths split with OLS and visa cashback	OR.1
Special Peer Comparisons Fees	0.00	0.00	0.00		
Library Training & Dev Fees	0.00	450.00	0.00		
Interest Income	3,200.00	1,817.90	2,000.00	High Interest Savings Account Revenue	OR.1
Misc.	0.00	0.00	0.00		
Total Revenue	283,200.00	285,153.66	283,000.00		
TOTAL REVENUE	283,200.00	285,153.66	283,000.00		

EXPENSE

Payroll Expenses					
Part-Time Permanent Salaries	0.00	0.00	0.00		
Contract & Temporary Staff	0.00	0.00	0.00		
EI Expense	0.00	0.00	0.00		
CPP Expense	0.00	0.00	0.00		
Total Payroll Expense	0.00	0.00	0.00		

Office Consultants					
Executive Director	113,366.00	105,063.48	125,000.00	Raise with contract renewal	
Administrative Assistant	31,500.00	23,355.30	31,500.00		
Marketing & Social Media	9,000.00	1,950.00	0.00	Marketing contractor position dissolved	
Total Office Consultants	153,866.00	130,368.78	156,500.00		

Administrative Expenses					
Admin Meeting	200.00	0.00	200.00		
Admin Travel	14,000.00	10,403.26	14,000.00	Includes accomodations and mileage for all municipal conferences and OLA, misc meeting travel, and deputations across the province	See Conferences and Exhibitions
Admin Professional Development	0.00	0.00	0.00		
Total Administrative Expenses	14,200.00	10,403.26	14,200.00		

Board Expenses					
Board Travel	6,000.00	4,835.70	6,000.00		OR.5
Board Meeting	2,500.00	1,049.03	2,500.00		OR.5
Board Professional Development	0.00	0.00	0.00		
Board Recruitment	0.00	0.00	0.00		
Annual General Meeting	0.00	0.00	0.00		
Legal	0.00	0.00	0.00	Trademark fees - not expected again in future	
Board Appreciation	500.00	324.52	1,000.00	addition of board recognition program	
Total Board Expenses	9,000.00	6,209.25	9,500.00		

Committee Work					
CELUPL	500.00	0.00	500.00		OR.2,5
Working Groups	0.00	0.00	0.00		
Total Committee Work	500.00	0.00	500.00		

Operational Expenses					
General Office Supplies	250.00	190.70	250.00		
Postage & Courier	1,200.00	629.82	1,200.00		
Photocopying Supplies	0.00	0.00	0.00	Collapsed into printing	
Printing	2,000.00	624.82	2,000.00		MVI.6
Telephone	3,000.00	1897.13	1,000.00	Cell phone plans changes for cost savings	
Telecommunication	0.00	0.00	0.00	Zoom moved to software line	
Insurance	2,000.00	1,933.20	2,000.00		
FOPL Memberships	3,700.00	375.00	3,700.00	NIKLA, CFLA, Ontario Nonprofit Network, Ontario Library Association	MVI. 4, AI.4
Subscriptions		0.00	0.00		
Total Operational Expenses	12,150.00	5,650.67	10,150.00		

Furniture & Equipment					
Furniture	0.00	0.00	0.00		

Equipment	500.00	435.36	500.00		
Information Technology Hardware	1,000.00	0.00	1,000.00	Standing budget for repairs or replacements	
Information Technology Software	1,200.00	603.86	1,700.00	Quickbooks, Canva, Zoom, Power BI, Microsoft	OR.5
Total Furniture & Equipment	2,700.00	1,039.25	3,200.00		

Finance					
Bank Charges & Interest	600.00	209.3	600.00		
Quickbook Payment Fees	0.00	190.7	300.00	*Added mid 2025 with Treasurer approval	
Credit Card Charges	100.00	150.00	100.00		
Audit	8,200.00	8,192.50	8,200.00		
Services & Consultants	500.00	0	500.00		
Total Finance	9,400.00	8,742.50	9,700.00		

Marketing & Promotion					
Conferences & Exhibitions	15,000.00	14,610.90	18,000.00	ROMA, AMO, AMCTO, OSUM, AMO Healthy Democracy Forum, ONN Conference, ALA Chicago	AI.1/4/5/6, MVI.5/6, TD.3/4
Advertising & Promotions	250.00	8,296.69	500.00		
Special Events	0.00	0.00	0.00		
Publications & Printing	500.00	57.00	500.00		
Presentation Supplies	500.00	789.05	500.00		
Indigenous Language Translation	3,000.00	0.00	3,000.00	Standing budget	AI.3
French Language Translation	1,000.00	602.47	1,000.00	Standing budget	
Website	2,000.00	766.63	2,000.00	Annual domain and server costs	OR.2
Total Marketing & Promotion	22,250.00	25,122.74	25,500.00		

Programs & Projects					
Contract Services	18,000.00	19,650.70	20,000.00	Website rebuild and content design	MVI.1/6, TD.2, OR.3
Research & Development	600.00	0.00	600.00		MVI.2
Statistician Fees	0.00	0.00	0.00		
Library Member Training	0.00	0.00	0.00		
Working Groups	5,000.00	0.00	2,000.00	Standing budget	OR.4
Legal Opinions	0.00	0.00	0.00		
Public Relations Services	50,000.00	29,799.09	60,000.00	Counsel Public Affairs fee (75% until Aug 2026), safety and security campaign w/ media	AI. 1/2/3, MVI.4
Total Programs & Projects	73,600.00	49,449.79	82,600.00		

Miscellaneous Expense					
UNKOWN EXPENSE	0.00	0.00	0.00		
Write-off	0.00	0.00	0.00		
Total Miscellaneous Expense	0.00	0.00	0.00		

TOTAL EXPENSE	297,666.00	236,986.24	311,850.00
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NET INCOME	-14,466.00	48,167.42	-28,850.00
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*20,000 for website and 10,000 for Safety and Security campaign from the reserve fund

Strategic Plan 2025-2029

Vision: One Voice for Ontario's Public Libraries

The purpose of FOPL is to strategically support and advocate for Ontario Public Libraries so that libraries can support the communities they serve. To strengthen and improve the provision of public library service, FOPL acts cooperatively with other organizations to market public libraries' value and collaboratively, coordinate opportunities to build people capacity within Ontario's public libraries. A resilient federation will support our own research and build a sustainable public library sector founded in the principles of intellectual freedom and truth and reconciliation.

Strategic Objectives and Initiatives 2025-2029

Advocacy & Influence

Positively influence legislation and government initiatives impacting Ontario Public Libraries.

1. Build relationships with provincially elected officials and staff to influence government policy and practices.
2. Inspire and mobilize the library community by working together to achieve our collective provincial goals.
3. Support First Nations libraries with national and provincial advocacy.
4. Collaborate with other library associations, organizations, and agencies to lobby for public libraries in provincial political arena such as Library Day at Queen's Park.
5. Support members' libraries efforts in municipal government advocacy.
6. Engage in proactive advocacy that includes educating and reaching out to municipal stakeholders to promote the value of public libraries.
7. Remain agile to enable timely response to emerging issues and opportunities.
8. Act as a conduit for government to supply information to Public Libraries.

Strategic Initiatives:

- Participate in the education of new boards and new councils across the province.
- Partner with OLA (and involve other Ontario associations) to speak with a united voice and provide trusted resources to the library community.
- Work with our professional government relations counsel and utilize our working groups for direction and feedback.

Marketing Public Library Value & Impact

Coordinate and assist in the implementation of strategic marketing for Ontario Public Libraries.

1. Increase member engagement by being recognized as the trusted voice for Ontario's public libraries.

2. Develop and provide research to inform marketing initiatives that also provides valuable resources for members.
3. Develop province-wide social media marketing campaign tools that promotes the value of public libraries.
4. Pursue partnerships beyond traditional library partners to bring opportunities to members and broaden the scope of public libraries.
5. Collaborate with other provincial organizations such as OLBA and OLS to create consistent promotional messaging for use by Public Libraries.
6. Communicate the unique role that FOPL plays in the library community and the value we bring to the sector.

Strategic Initiatives:

- Attending municipal conferences to promote the value impact of Ontario's Public Libraries on their local communities.
- Develop and publicise statements about Intellectual Freedom and Truth and Reconciliation.
- Provide the Data Dashboard to member libraries so they may better market their own successes and impacts.
- Produce social media that will market FOPL as well as be in a format that member libraries can easily edit for local impact.
- Perform a communications review which includes website redevelopment that strengthens member engagement and adds value to membership.
- Rebrand the look and feel of FOPL to reflect strategic changes in operations and advocacy.

Training & Development

Provide Ontario's Public Libraries with professional training and development.

Coordinate training opportunities such as seminars, workshops, symposia, and webinars.

1. Collaborate in creation of library board trustee training tools.
2. Increase board engagement through education and communication.
3. Share expertise at professional conferences and events across the province.
4. Provide information sessions for members on topics related to advocacy and advancing libraries.
5. Build consensus in the Ontario Public Library community.
6. Increase awareness of grant and subsidy opportunities.
7. Provide collaboration and learning opportunities for libraries on Truth and Reconciliation and Intellectual Freedom.

Strategic Initiatives:

- Continue to offer influence, support and training to our members.
- Offer annual information sessions and specific advocacy training opportunities.
- Partner with OLS and OLA on public library and board training sessions and materials.
- work with the Ontario Library Association and Canadian Federation of Library Associations on Truth and Reconciliation
- Initiate a board engagement campaign to reach out directly to public library boards.
- work with Centre for Intellectual Freedom to support libraries with Intellectual Freedom challenges

Organizational Resilience

Increase organizational resiliency.

1. Seek alternate sources of funding to ensure fiscal stability.
2. Actively engage members in working groups and advocacy campaigns.
3. More effectively and more frequently communicate with individual members and FOPL caucuses.
4. Increase involvement and contribution of FOPL Working Groups.
5. Overcome challenges of diversity and geography.
6. Develop a succession plan for Executive Director and Administrative Assistant.

Strategic Initiatives:

- Promote MLS/LT Student Access to FOPL resources.
- Promote the Former Library Leader Caucus.
- Participation on National Intellectual Freedom and Truth and Reconciliation leadership
- Continue to offer hybrid board meetings as well as virtual Caucus and Annual General Meetings so all members can participate regardless of geographic location.
- Build diverse membership in our board and working groups who will achieve objectives and initiatives of the strategic plan.
- Engage in a non-member campaign.

Executive Director's Report

Report to: The FOPL Board
Prepared by: Dina Stevens, Executive Director
Prepared on: December 5, 2025

Recommendation

THAT the FOPL board receive this report as information.

Report

Over the past quarter, my work has focused on strengthening FOPL's provincial advocacy presence, deepening sector partnerships, and preparing for major initiatives that will advance member support, sector stability, and public library visibility. Below is a summary of key activities and progress.

1. Consultation with AMO on Their Civility Strategy

I participated in consultations with the Association of Municipalities of Ontario (AMO) as they develop their province-wide Civility Strategy. This initiative directly intersects with ongoing challenges facing public libraries, particularly harassment, political polarization at the local level, and safety concerns for frontline staff.

- I provided input on the library sector's experience with incivility, including protests, social media escalation, and board governance tensions. I also framed our current issues with increased numbers of unhoused peoples, addictions and mental health concerns with customers, and the continuing opioid crisis.
- Emphasized the need for municipal support for libraries, to consider sector-specific supports for libraries, including shared training resources and a cross-sector response framework.

This engagement strengthens FOPL's voice in a broader municipal policy context and positions libraries as essential civic institutions contributing to community well-being.

2. Participation in AMO's Healthy Democracy Forum

I attended AMO's Healthy Democracy Forum to represent the public library sector in discussions on civic trust, local governance, and emerging threats to democratic participation.

- Contributed examples of how libraries support civic literacy and safe public spaces.

- Reinforced that libraries are among the most trusted public institutions, and that sustained investment and policy attention are critical to safeguarding this role.
- Highlighted libraries' unique role as trusted, neutral democratic spaces, particularly during periods of heightened political polarization. This included discussions about information literacy, access to government services, and community engagement.

This visibility elevates public libraries within municipal leadership networks and aligns with FOPL's strategic priority to influence policy environments that support strong, equitable library service.

3. Collaboration with CULC and liaising with PRO on the Upcoming Safety and Security Campaign

I was able to meet with CULC a few times to discuss aligning our current advocacy efforts to ensure that our messaging and goals were similar to promote continuity. We discussed CULC's federal budget submission and response to "safety and security" related advocacy efforts to date. I was also able to meet with Parks and Rec Ontario again to support their message development and potential municipal-level advocacy pathways. This emerging relationship offers opportunities for joint advocacy and resource sharing.

4. Presentation to the University of Toronto iSchool

I delivered a guest lecture to graduate students at the iSchool (University of Toronto) on provincial advocacy, the function of FOPL within Ontario's public library ecosystem, and the broader landscape of library governance. The session generated significant interest in public library advocacy, and faculty expressed appreciation for the updated, practical overview.

5. Attendance at the MetLib Conference

I attended the MetLib Conference, connecting with leaders from major metropolitan library systems across the world. Sessions on urban safety, digital inclusion, and strategic partnerships were particularly relevant to our current advocacy priorities. Key themes included:

- Fostering connection and well-being within our communities
- Democratic engagement
- Shifting focus and mindsets

Participation helps bring international insights back to Ontario's library community and strengthens FOPL's understanding of global trends affecting local practice.

6. Ontario Public Library Week (OPLW) on the Road with OLA

In partnership with the Ontario Library Association, I participated in an OPLW “roadtrip” to visit various libraries throughout central Ontario. We decided to shift focus this year from the usual formal reception with the Minister of Tourism, Culture and Gaming to highlight public libraries and their municipal relationships. The goal was to celebrate libraries and strengthen relationships with member libraries, boards and their municipal partners.

During that week, we visited Midland, Barrie, Orangeville, Niagara, Burlington, Grimsby, Brampton and Guelph public libraries. Celebrations looked different at every branch; we participated in flag raisings, elaborate parties with communities, a library-wide scavenger hunt, went on guided tours of branches, attended a ribbon cutting of a new joint EarlyON/Library facility, had a few sit-downs with library CEOs, and ate a lot of sheet cake. Though the focus was on celebrating libraries we were still able carve out a few minutes talk about our advocacy priorities and collect member feedback on emerging issues.

7. Communications Audit and Website Redevelopment Preparation

I am in the midst of a comprehensive review of FOPL’s communications assets—including website content, member updates, social media usage, and brand alignment—in preparation for our upcoming website redevelopment project. The audit identified several opportunities:

- Need for clearer articulation of FOPL’s value proposition
- Improved navigation and resource discoverability
- Streamlined advocacy messaging
- More accessible, consistent communication with members

This analysis will guide our redevelopment process and support improved member engagement in 2026.

8. Federal Advocacy Support: Submission on Bill C-15 (Canada Post Library Materials Rate)

In support of CULC and CELA, I am working on submitting a letter to the federal consultation on Bill C-15, which addresses the Canada Post Library Materials rate. The new bill proposes changes to the Library Materials Rate and the Literature for the Blind service through Canada Post, possibly eliminating both. As you know, these services are well used as all ILLO materials use the library materials rate. Through this consultation, FOPL aims to add support to CULC and CELA’s primary consultation to emphasize the continued importance of affordable delivery of physical materials, particularly for rural, remote, and accessibility-focused service and highlight potential impacts on public libraries if protections are weakened. This contribution ensures the Ontario perspective is well represented in national advocacy.



This period has been marked by significant progress in strengthening partnerships, enhancing FOPL's advocacy capacity, and positioning the organization as a proactive leader on issues affecting public libraries. I will continue to advance these initiatives and provide updates as the work evolves.

As always, I'm happy to discuss any of the above. Please feel free to reach out to me.

Kind Regards,

Dina Stevens, MLIS
Executive Director



Hon. Joël Lightbound, P.C., M.P.
Minister of Government Transformation, Public Works and Procurement
Public Services and Procurement Canada
11 Laurier St
Gatineau, Quebec K1A 0S5
joel.lightbound@parl.gc.ca

Dear Minister Lightbound,

I am writing on behalf of the Federation of Ontario Public Libraries in relation to changes to the Canada Post Corporations Act in Bill C-15, An Act to implement certain provisions of the budget tabled in Parliament on November 4, 2025. I write to you today to support the work of our colleagues at the Canadian Urban Libraries Council who have brought this issue to our attention.

The Federation of Ontario Public Libraries represents more than 350 public library systems in Ontario. Our member libraries serve more than 16 million people in Ontario who visit the 1100+ library branches and utilize their virtual services across the province.

FOPL is concerned with the amendment to the Canada Post Corporations Act included within C-15. C-15 repeals Paragraphs 19(1)(d) to (g.1) of the Act. This section was the result of a Private Members' Bill (Bill C-321) which received Royal Assent in 2013 and was supported by all parties in the House of Commons. C-321 specifically amended the Canada Post Corporations Act to provide for a reduced rate of postage for library materials lent by a library to a borrower, including by means of an interlibrary loan. C-15 eliminates the provisions agreed to by the House of Commons and Senate in Bill C-321.

At the time C-321 was introduced, its sponsor, former M.P. Merv Tweed (Brandon-Souris), said during debate in the House of Commons that the Bill was intended to 'protect libraries from any other rate increases without a debate in the House to verify how much and when it should take place.' We fully agreed with Mr. Tweed when his legislation was introduced and passed and continue to support his rationale now.

This change, if it is allowed to stand, will have a significant negative impact on libraries and the more than 8 million active library users across the country. Libraries in Canada have historically worked collaboratively to provide Canadians with timely, important intellectual and scholarly information. To achieve this, publicly funded libraries of all types depend on their ability to build networks among institutions to encourage borrowing and maximize the impact of their collections. In addition to sharing resources amongst libraries, individuals who are homebound or living in rural, remote, and Indigenous communities often rely on library materials being mailed through Canada Post.

Together. Strong.

admin@fopl.ca www.fopl.ca
P.O. Box 3285, Meaford Stn Main, ON N4L 1A5



Interlibrary loans are an essential part of how libraries in Canada operate and rely on the provisions of the Canada Post Corporation Act to provide access to materials for the millions of library users in Canada. If Canada Post can increase rates without any oversight from Parliament

or the Government of Canada – as C-15 would permit - libraries across Canada will be devastated, put a strain on already surging library budgets and threaten their ability to offer this essential service for access, equity and literacy for all.

To ensure that library products remain accessible for all of Canada through interlibrary loans, it is paramount that the amendment to the *Canada Post Corporations Act* does not pass. I am happy to meet with you to discuss these amendments and support the work of our colleagues at the Canadian Urban Libraries Council.

Yours sincerely,

Dina Stevens, MLIS

Executive Director

Federation of Ontario Public Libraries

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Hon. Karina Gould, P.C., M.P.

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Together. Strong.

December 9, 2025

Hon. Joël Lightbound, P.C., M.P.
Minister of Government Transformation, Public Works and Procurement
Public Services and Procurement Canada

11 Laurier St
Gatineau, Quebec K1A 0S5
joel.lightbound@parl.gc.ca

Dear Minister Lightbound,

We are writing on behalf of organizations in Canada that provide services to the estimated 1.5 million people in Canada who have identified themselves as being blind or having a visual impairment. This includes citizens in each province and territory across the Country.

The people our organizations support will be deeply impacted by changes in Bill C-15 (Budget 2025 Implementation Act no. 1) that would repeal sections of the *Canada Post Corporation Act* that our organizations rely upon. We represent a broad range of organizations that provide services to people who are blind or live with sight loss. Each of us would be impacted by the changes proposed in Bill C-15.

Bill C-15, in Division 2, S. 197 repeals Paragraphs 19(1)(d) to (g.1) of the *Canada Post Corporation Act*. This includes the repeal of S. 19(1) (g) (i) which provides for the **'transmission, by post, free of postage, of (i) letters, books, tapes, records and other similar material for the use of the blind.'**

This change will have an immediate and profound impact on the critical services our organizations provide to people who are blind in Canada, and on our organizations' ability to fulfill our mandates to serve this vulnerable community.

The proposed change would also be in violation of the Universal Postal Convention, a United Nations-led pact that Canada has signed, which states that

'Any item for the blind sent to or by an organization for the blind or sent to or by a blind person shall be exempt from all postal charges.'

Commented [LD1]: Additional sentence added Dec 8

These changes were included in Bill C-15 without the government or Canada Post providing any prior notice to, or consultation with, our organizations—and, more importantly, with those people who are blind across Canada who rely on our services. The lack of consultation is deeply concerning and reflects poorly on this government's commitment to supporting those in Canada with disabilities.

We call on the government to immediately withdraw this amendment to ensure that the services that our organizations provide that rely on free post to the blind can continue. Ensuring services to the blind are enshrined in legislation, rather than being controlled by Canada Post and its Board, protects them from further change without consultation at the whim of a Board unconcerned with impacts on people who are blind in Canada.

Commented [LD2]: Additional sentence added December 8

We also request an urgent meeting with you to discuss this amendment and next steps, ensuring future changes that directly impact Canadians with disabilities are not made without proper consultation.

Yours sincerely,
Amanda Chafe,

Kevin Millsip
Executive Director, NNELS

Laurie Davidson
Executive Director, CELA

Marcia Yale
National President, Alliance for Equality of Blind Canadians

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Co-Chairs
On behalf of Kwantlen Polytechnic University's Accessibility Committee

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Chair
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North Central Library Federation and North East Library Federation

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Trecia Schell,
Community Services Librarian, *on behalf of*
Pictou-Antigonish Regional Library, Nova Scotia

Colleen Lipp, CEO and Chief Librarian
Caledon Public Library

Sandra Sydor, CEO
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Dina Stevens, Executive Director
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Strategic Objectives and Initiatives for 2025 - 2029

Advocacy & Influence

Positively influence legislation and government initiatives impacting Ontario Public Libraries.

1. Build relationships with provincially elected officials and staff to influence government policy and practices.
2. Inspire and mobilize the library community by working together to achieve our collective provincial goals.
3. Support First Nations libraries with national and provincial advocacy.
4. Collaborate with other library associations, organizations, and agencies to lobby for public libraries in provincial political arena such as Library Day at Queen's Park.
5. Support members' libraries efforts in municipal government advocacy.
6. Engage in proactive advocacy that includes educating and reaching out to municipal stakeholders to promote the value of public libraries.
7. Remain agile to enable timely response to emerging issues and opportunities.
8. Act as a conduit for government to supply information to Public Libraries.

Objective	Method	Timeline	Result
Inspire and mobilize the library community by working together to achieve our collective provincial goals.	Participate in 2025 Standing Committee of Finance and Economic Affairs and Minister of Finance budget consultations. Coordinate meetings with Library CEOs and MPPs across the province to discuss and garner support for our priorities. Post-elections MPP engagement	Q1	FOPL deputation to the Minister of Finance on November 22, 2024 for the 2025 budget cycle. Additional 11 deputations across the province by member library CEOs to both the MOF and the Standing Committee for the 2025 budget cycle. Various members sent congratulations emails, letters and meeting request post election. Preparing bfor the next cycle of deputations for the 2026 budget.

Collaborate with other library associations, organizations, and agencies to lobby for public libraries in provincial political arena such as Library Day at Queen's Park.	Submit Official 2025 Budget Request for Ontario's Public Libraries. Provincial elections engagement Partner with the OLA for a coordinated Ontario Public Library Week advocacy effort	Q1	Official 2025 Pre-Budget Submission to the Ministry of Finance and the Standing Committee submitted January 16, 2025. Sent out a survey to all parties regarding public library support. Share results with members. Recorded a podcast re: election engagement for members. Created the elections toolkit. Scheduled to appear and promote several OPLW events around the province
Remain agile to enable timely response to emerging issues and opportunities.	Respond to emerging advocacy issues and new trends with provincial, municipal and member engagement strategies.	Ongoing	Letter to AMO re: Strong Mayors Powers and potential collaboration. Strong Mayors Powers panel discussion for members June 25. Consultation submitted to Federal MOF re: proposed 25% tariffs on books, periodicals and other related library materials. Consultation submitted to the provincial regulatory registry re: Development Charges Act Supporting CULC and CFLA via consultation on federal Bill C-15 re: cuts to the Canada Post library rate

Build relationships with provincial elected officials and civil servants to influence government policy and practices.	Engage with cabinet members, Ministry staff, and other officials.	Ongoing	Congratulation letters post-election and meeting requests to Minister Cho (MTCG), Minister Lecce (Energy), Minister Dunlop (Education). Meeting with Bonnie Crombie to discuss public libraries priorities. Meeting with Ministry of Energy Staff to introduce the public libraries portfolio and advocacy work inherited from Min of Infrastructure. Meeting with MTCG Staff Deborah Cope and Lorraine Dooley. Meeting with DM Nancy Kennedy, Minister Cho Chief of Staff Creed Atkinson and Chief Policy Advisor Rebecca Langstaff.
Support members' libraries efforts in municipal government advocacy.	Available to member libraries to provide advocacy specific board orientation and training. One-on-one meetings with Library Members to provide advocacy direction.	Ongoing	Consultation with Delaware Nation CEO. Board presentation to SDG Library June 15. Board training session with Guelph PL.
Engage in proactive advocacy that includes educating and reaching out to municipal stakeholders to promote the value of public libraries.	Create targeted campaigns on trending library issues.		Intellectual freedom awareness campaign for municipal conferences starting Q2.

			Participate in research and information sharing on Safety and Security for public libraries.
Support First Nations libraries with national and provincial advocacy.	Understand unique FNPL issues and incorporate their needs into provincial asks and engagement.	Q2	Attended FNPL Spring Gathering, May 20-23 2025.

Marketing Public Library Value and Impact

Coordinate and assist in the implementation of strategic marketing for Ontario Public Libraries.

1. Increase member engagement by being recognized as the trusted voice for Ontario's public libraries.
2. Develop and provide research to inform marketing initiatives that also provides valuable resources for members.
3. Develop province-wide social media marketing campaign tools that promotes the value of public libraries.
4. Pursue partnerships beyond traditional library partners to bring opportunities to members and broaden the scope of public libraries.
5. Collaborate with other provincial organizations such as OLBA and OLS to create consistent promotional messaging for use by Public Libraries.
6. Communicate the unique role that FOPL plays in the library community and the value we bring to the sector.

Objective	Method	Timeline	Result
Communicate the unique role that FOPL plays in the library community and the value we bring to the sector.	Attend municipal conferences and other large scale municipal events.	Q1/Q2/Q3	Tradeshow booths Rural Ontario Municipal Associations Conference (Jan – 230), Ontario Small Urban Municipalities Conference (May - 155), Association of Municipal Clerks and Treasurers of Ontario Conference (June - 150). Registered to attend Association of Municipalities Ontario Conference (August – 400+). Ongoing partnership with AMO and their “healthy democracy” project

	Value impact analysis of our social media channels, linkedin and website blog.	Q3	Analysis presented at the Q3 board meeting.
Increase member engagement by being recognized as the trusted voice for Ontario's public libraries.	Rebrand the look and feel of FOPL to reflect strategic changes in operations and advocacy.	Q1/Q2	Strategic plan branding project with Hardie and Co. – possible full rebrand.
	Perform a communications review which includes website redevelopment that strengthens member engagement and adds value to membership.	Q4	Internal communications review complete and final revitalization plan will be presented to the board in February 2026. Website needs assessed and research is complete, looking to start project in Jan 2026.
	Advocacy Champion Award	Q3	Committee has met and created award criteria, nomination forms and scoring rubric.
Develop and provide research to inform marketing initiatives that also provides valuable resources for members.	Provide the Data Dashboard to member libraries so they may better market their own successes and impacts.	Ongoing	Research and Development WG currently migrating dashboard to Power BI and integrating new ASPL data.
	Investigate a FOPL initiated study on the economic impact of PLS.	Q3	Deferred to 2026.
Collaborate with other provincial organizations such as OLBA and OLS to create consistent promotional messaging for use by Public Libraries.	Share tradeshow booths with OLS.	Ongoing	AMCTO and AMO shared booths with OLS.
	Quarterly meetings with OLA and OLS leaders.	Ongoing	Ongoing quarterly.

	Bring municipal stakeholder campaigns to OBLA and partner with OLA to provide information sessions to OLBA members.	Q4	Deferred to 2026.
Pursue partnerships beyond traditional library partners to bring opportunities to members and broaden the scope of public libraries.	Investigate a partnership with SentoLib for Ontario libraries to participate in global library data collection.	Q3	Initiated preliminary investigation – info session for members coming in June/July. 5 members have started SentoBib studies with their customers.

Training & Development

Provide Ontario's Public Libraries with professional training and development.

1. Coordinate training opportunities such as seminars, workshops, symposia, and webinars.
2. Collaborate in creation of library board trustee training tools.
3. Increase board engagement through education and communication.
4. Share expertise at professional conferences and events across the province.
5. Provide information sessions for members on topics related to advocacy and advancing libraries.
6. Build consensus in the Ontario Public Library community.
7. Increase awareness of grant and subsidy opportunities.
8. Provide collaboration and learning opportunities for libraries on Truth and Reconciliation and Intellectual Freedom.

Objective	Method	Timeline	Result
Coordinate training opportunities such as seminars, workshops, symposia, and webinars.	Continue to offer annual FOPL Info Series in the fall.	Q3	
Collaborate in creation of library board trustee training tools.	Initiate a board engagement campaign to reach out directly to public library boards.	Q4	Run with the non-members campaign.

Increase board engagement through education and communication.	Collaborate with OLS to offer advocacy workshops. Reach out to OLBA to bring intellectual freedom campaign directly to boards.	Q2 Q4	"Crafting Your Ask" w/ OLS – 42 attendees Deferred to 2026.
Share expertise at professional conferences and events across the province.	OLA SuperConference Jan 2025 FNPL Spring Gathering May 2025 Library as Place Conference Jun 2025 IFLA MetLib Oct 2025	Ongoing	OLA SuperConference – booth in the tradeshow, attended multiple meetings. Spring Gathering – attended and connected with several FNPL library leaders. Library as Place Conference – attended and connected with several PLs.
Provide information sessions for members on topics related to advocacy and advancing libraries.	Develop the Annual Advocacy Forum, a one day, hands on workshop for library leaders.	Q4	Workshopped a "craft your ask" session. Will bring this to Spring Gathering 2026 and an Advocacy forum in the spring of 2026.

Organizational Resilience

Increase organizational resiliency.

1. Seek alternate sources of funding to ensure fiscal stability.
2. Actively engage members in working groups and advocacy campaigns.
3. More effectively and more frequently communicate with individual members and FOPL caucuses.
4. Increase involvement and contribution of FOPL Working Groups.
5. Overcome challenges of diversity and geography.
6. Develop a succession plan for Executive Director and Administrative Assistant.

Objective	Method	Timeline	Result
Seek alternate sources of funding to ensure fiscal stability.	Integrate donations on the website.	Q2	Account created – currently working with tech company to get button integrated onto current website.
	Investigate “FOPL Merch” for sale through a made to order process.	Q3	Still investigating – waiting for new branding.
Actively engage members in working groups and advocacy campaigns.	Ensure meetings are scheduled and workplans are created for all ongoing working groups.	Ongoing	All WGs currently meeting and have workplans in place – Marketing and Comm currently dormant.
More effectively and more frequently communicate with individual members and FOPL caucuses.	Investigate website redevelopment project.	Q3	Research complete, will bring forward to the board in Q4.
	Spring caucus meetings.	Q2	Spring caucus meetings completed.
	Attend library related conferences and events.	Ongoing	Attended OLA SuperConference. Will attend Library as Place and IFLA MetLib 2025.
Overcome challenges of diversity and geography.	Offer hybrid options for all meetings and a fully virtual AGM.	Ongoing	Ongoing throughout the year.

Working Group Report

Report To:	The FOPL Board
Report Name:	Government Relations Working Group
Prepared by:	Diana Chiavaroli, Administrative Assistant
Working Group:	Margie Singleton, Vaughan Public Libraries (chair) Moe Hosseini-Ara, Toronto Public Libraries Jodie Delgado, Springwater Public Library Michael Ciccone, London Public Library Stephanie Clare, Georgian Bay Public Library Dina Stevens, ED Ex-Officio
Meeting Date(s):	Oct 28, 2025
Location:	Via Zoom

Background

See document: *OLA/FOPL Advocacy Campaign: Public Libraries – Safety & Security*

Advocacy priorities and goals were reviewed. This included the ODPL push being paused, and the success of the bump in the Connectivity Grant. A shift toward Safety and Security is being pursued due to the current crises in housing, mental health, and opioid use. A brief overview of the documented noted above was given, and the floor then opened to committee members for feedback.

Feedback

- Overall, the group was very supportive of the initiative.
- Avoid the terminology that this is not an ask for increased funding or that there is no funding ask. Funds are being pursued for alternate resources – social services, mental health supports, addiction, housing issues, etc.
- This is also a federal issue. While FOPL is concerned with Ontario, the wording can be adjusted to acknowledge all levels of government need to be involved in addressing these issues.
- Include Canadian Association of Social Workers, Canadian Federation of Teachers
- Big City Mayors group have the most power and sway, and should be the lead on this
- Mental health and addiction issues are the most disruptive and in need of address
- Smaller communities also need to be represented as FOPL membership is largely the smaller libraries – representation through ROMA, AMO, NOMA
- Education for smaller municipalities is critical – especially for municipal staff and council, in addition to library staff and recreational staff
- National organizations can be communicated with and identified, but FOPL needs to be careful as a provincially focused organization.
- HART Hubs were discussed as the government's solution to the elimination of safe injection sites
- Include/partner with TTC, Metrolinx/GO, other public transit, and transit security
- Letter writing campaign suggested
- Where children and seniors are mentioned in the document, youth should also be mentioned

Conclusion

The Government Relations Working Group supports the Safety and Security initiative and has approved the strategic advocacy document - *OLA/FOPL Advocacy Campaign: Public Libraries – Safety & Security*. The Government Relations Working Group recommends that FOPL support this initiative.



Indigenous Libraries Partnership Working Group

The FOPL Board recognizes the need for Indigenous and Ally members to support Indigenous librarianship, our First Nation Public Library (FNPL) members, and Indigenous supports and services across our province.

Terms of Reference

Purpose

This Working Group shall be tasked with ensuring accurate representation of First Nation Public Libraries and their interests in FOPL's advocacy efforts by reaching out and collaborating with said libraries.

Mandate

This Standing Committee has the mandate to provide direction to the FOPL Executive Director and Board on Indigenous matters and Truth and Reconciliation agenda, which FOPL may have a role in supporting and advocating for as a unified voice. This Working Group will also provide mentoring and sponsorship ideas for the public libraries who sponsor First Nation Public Libraries in Ontario. Additionally, the three pillars of this Working Group are:

1. Advocate with and for First Nation Public Library (FNPL) members;
2. Support public libraries serving Indigenous patrons;
3. Support public libraries provide Indigenous Awareness to patrons.
4. [Make recommendations to the FOPL Board regarding advocacy opportunities pertaining to First Nations Public Libraries.](#)

Membership

The FOPL Board Chair is appointed Ex-Officio to all Working Groups. The Executive Director will act as a resource person to the Working Group. The Board will appoint no less than one (1) member of the Board to sit as an active member of this Working Group. At the first meeting of the Working Group, and at the last meeting of every calendar year onwards, a Chair will be elected for the duration of one year and may be renewed. The Term of Appointment began September 27, 2021 when the Working Group was formed by the FOPL Board and concludes at the end of each year. This Working Group shall have a maximum of six (6) members including, no less than one (1) First Nation public library staff and one (1) public library staff. When possible, membership will be evenly balanced.

Duties of Members



In performing their duties as a Working Group member, each appointee will

- Provide knowledge and expertise;
- Conduct work, deliberations, and discussions to achieve the designated mandate;
- Attend all scheduled meetings and when unavailable give notice for purposes of meeting quorum and/or rescheduling;
- Complete all tasks by the dates and deadlines agreed to in order to maximize the productivity of the Working Group;
- Speak with one voice by supporting the Working Group's decisions; and
- Hold all actions, deliberations, and recommendations of the Working Group as internal discussions until the Board has received and approved recommendations and reports.

Meetings

Meetings will be called by the Working Group Chair and arranged by the Executive Director. The Working Group shall aim for consensus in decision making but take actions and make recommendations based on majority vote. When an issue requires resolution which the Working Group is unable to reach on their own, the matter can be referred to the Board for additional feedback and direction. Frequency of meetings shall be at least quarterly and set for the upcoming calendar year in the fall.

Administration

The Board Chair will ensure that appropriate records are maintained in order to conduct Working Group and Board business, and to maintain both current and historical record of all matters relating to the Working Group. The Working Group's Chair will report to the Board through formal reporting and presentation. An Annual Report is prepared for the Board and the Annual Business Meeting.

Review of Terms of Reference

The Board will review, amend, and approve the Terms of Reference biennially. The Working Group will review and accept the Terms of Reference at the first meeting.

Related Documents

- Schedule A: List of Members

Indigenous Library Partnerships Working Group – Terms of Reference

Approved by the Board September 24, 2021

Accepted by the Indigenous Library Working Group September 22, 2021.



Schedule A: List of Members 2025-2026

Member Name	Role	Member Library	Email
Aly Velji	Member	Toronto PL	avelji@tpl.ca
Dina Stevens	FOPL ED	FOPL	dinastevens@fopl.ca
Feather Maracle	Chair	Six Nations Public Library	director@snpl.ca
Kathleen Copegog	Member	Beausoleil PL	librarian@chimnissing.ca
Kelly Bernstein	Member	County of Brant PL	kelly.bernstein@brant.ca
Kathy Fisher	Member	Ottawa PL	kathy.fisher944@gmail.com
Sabrina Saunders	Member	OLA	
Wayne Greco	FOPL Board Member	Sault Ste Marie PL	waynegreco@gmail.com

CELUPL 2025–2027 Work Plan – Executive Summary (Revised Focus Areas)

Overview

At the November 2025 meeting, CELUPL members confirmed that the next two years will focus on two unifying priorities:

1. Polarization – Civil Discourse and Civic Literacy
2. Funding Sustainability and Advocacy – Funding and Economic Challenges

These priorities reflect the most pressing shared issues facing Ontario’s large urban public libraries and align directly with FOPL’s advocacy and strategic goals.

1. Core Themes and Objectives

A. Polarization (Civil Discourse, Civic Trust and Polarization)

Goal: Foster civil discourse and reduce polarization by promoting respectful and balanced dialogue that strengthens public trust and civic engagement.

Key Actions:

- Develop a CELUPL Civil Discourse Toolkit for CEOs and Boards.
- Create a CELUPL–FOPL–OLA Symposium (2026) on civic trust, misinformation, and social cohesion.
- Support civic literacy initiatives leading into the 2026 municipal elections.
- Coordinate consistent messaging and advocacy on intellectual freedom across CELUPL and FOPL.

B. Funding Sustainability and Advocacy (Funding and Economic Challenges)

Goal: Advance equitable, stable funding models and position libraries as community resilience partners during economic and social challenges.

Key Actions:

- Publish an advocacy paper, “Doing More with Less,” highlighting funding pressures and sustainability strategies.

- Coordinate urban funding data and benchmarking with FOPL.
- Host an Urban Funding and Community Resilience Roundtable (Q2 2026).
- Promote examples of successful municipal partnerships and capital investments.
- Collect promising practices for supporting vulnerable populations.
- Position libraries as stability hubs providing belonging, access, and opportunity during economic uncertainty.
- Collaborate with municipal and community partners for integrated local responses.

2. Implementation Timeline

Q4 2025	Confirm Task Group membership for Polarization and Funding themes.
Q1 2026	Begin drafting “Doing More with Less” paper. Develop draft Civil Discourse Toolkit; begin funding and resilience data collection.
Q2 2026	Release “Doing More with Less” paper.
Q3 2026	Host 2026 CELUPL Symposium.Deliver Polarization/Civil Discourse Toolkit Host Funding and Community Resilience Roundtable
Q4 2026	Gather feedback and evaluate progress.
Q1 2027	Report progress to CELUPL and FOPL; plan next biennium

3. Governance and Contact

- Task Groups for Polarization and Funding/Sustainability and Resilience will report at CELUPL's biannual meetings.
- Annual progress summaries will be compiled by the Chair and shared with FOPL.
- All financial requests and advocacy materials will align with FOPL's budget process.

CELUPL Executive: Chair, CELUPL / Alicia Subnaik Kilgour - CEO, Niagara Falls Public Library
Vice-Chair - Rhonda Jessup, CEO Whitby,
Secretary - Chrissy Hodgins, CEO Cambridge

Polarization Committee: Moe Hosseini-Ara - City Librarian, Toronto Public Library
Lita Barrie - CEO, Burlington Public Library
Alicia Subnaik Kilgour - CEO, Niagara Falls Public Library/Chair, CELUPL

Funding Sustainability: Todd Kyle - CEO, Brampton Public Library
Alicia Subnaik Kilgour - CEO, Niagara Falls Public Library/Chair, CELUPL

In partnership with the Federation of Ontario Public Libraries (FOPL)

**Memorandum of Understanding
Between**

The Ontario Library Association (“OLA”)

And

The Federation of Ontario Public Libraries (“FOPL”)

September 1, 2025 through August 31, 2026

The **Ontario Library Association** and the **Federation of Ontario Public Libraries** Boards of Directors agree to the following:

To partner on projects of significance to the Ontario libraries. This partnership includes, but is not limited to:

1. Securing a government relations firm and meeting to strategize on library specific ministerial asks and advocacy initiatives.
 - a. The Counsel Public Affairs (“CPA”) contract, awarded through joint RFP in 2017, and renegotiated August 2025 will be made in the name of both parties. For the 2025-26 contract monthly invoices will be provided to the OLA who will bill back to FOPL.
 - b. The 2025-26 contract, expiring in August 2026, 25% will be paid by OLA and 75% by FOPL. In the 2026-27 year the billing ratio will return to 50/50.
 - c. The OLA will bill FOPL quarterly, or more often if requested. Billing will include only the HST OLA will be required to pay after expected charitable refunds are received. This savings will be taken off the gross expense at the time of the above noted billing split.
 - d. OLA will provide a NPO booth to FOPL for the 2026 Super Conference in exchange for assisting OLA with the financial arrangements of the Counsel Public Affairs contract. Like the split, this arrangement is only for the 2025-26 CPA contract term.
 - e. The CPA contract and joint work will have a purpose to:
 - i. Develop and manage an overall government relations strategy, including establishing objectives and supporting messaging.
 - ii. Guide advocacy efforts in support of the joint OLA/FOPL budget submissions and recommendations.
 - iii. Provide ongoing strategic guidance, direct engagement, key

messaging and materials development in response to provincial government actions with significant impacts on Ontario's library sector, including Budget allocations and impact to library services, education funding announcements, Regional Governance Review and changes to the legislation impacting libraries.

- iv. Support a periodic "Library Day at Queen's Park" event (usually held in November when recommended by CPA).

2. Ontario Public Library Week

- a. Through a grant provided by the Ministry of Tourism, Culture and Gaming, OLA will take the lead on OPLW including the development of print and online resources, and printing and shipping of posters and bookmarks to target libraries.
- b. Jointly OLA and FOPL will attend various programs during the week while publicizing for advocacy purpose OPLW events.
- c. Jointly, additional advocacy will occur surrounding other library dates in the month of October (e.g. Canadian Library Month, First Nation Public Library Week, and Ontario School Library Day).

3. Library Day at Queens Park

- a. From time to time, an advocacy event will be jointly planned, in consultation with CPA for the primary purpose of presentations across Queens Park on the Library needs. This event is typically developed as part of the Budget Ask, but may also be designed for other advocacy needs.
- b. If such event occurs during this period, a project plan, including budget, will be developed jointly by both parties separate to this MOU.

4. A Joint OLA/FOPL financial presentation and Budget Ask for library sector funding.

- a. Through efforts achieved in meetings with CPA, and approval by both Boards of Directors, a Budget Ask will be provided to the Ontario Government including onsite presentations with the Minister of Finance, the Standing Committee, and Ministers and their staffers from all political parties.
- b. FOPL will be responsible for delegation scheduling.
- c. OLA will provide staffing for administrative logistics, research, coordination, and communications/marketing for items such as the annual Budget Ask.
- d. FOPL and OLA together will recruit library leaders to meet with MPP's at both Queen's Park and in constituent offices.
- e. FOPL will typically lead on research and liaising with public library leaders while OLA will take the lead on these matters with the school library sector.

5. Municipal Outreach and Education for Advocacy Purposes

- a. FOPL will attend municipal events, conferences and learning opportunities on behalf of both parties (e.g. AMO). Costs associated with attendance will be covered by FOPL.
- b. OLA will ensure the materials required are developed and printed for said events (e.g. print materials, postcards, online downloads, buttons, Cut to the Chase).

6. Joint Responsibilities

- a. The OLA and FOPL Executive Directors will:
 - i. Operationalize the joint work between the two parties.
 - ii. Attend bi-monthly meetings with Counsel Public Affairs.
 - iii. Provides context and advice to the government relations firm.
 - iv. Communicate common messaging and resources to their respective membership (most of which overlaps).
 - v. Meet with Provincial Government representatives as needed to act as a trusted voice for libraries.
 - vi. Liaise with other stakeholders as needed including, for example, key public and school libraries (in strategic ridings), OLS, CULC, AMPLO, ARUPLO and CFLA-FCAB.
 - vii. [Register as lobbyists](#).
 - viii. Execute other strategies and tasks as needed to support the government relations plan.

With sixty (60) days notice, either party may provide notice to the other to terminate this MOU. All obligations, save those which have been bound with third parties, will be extinguished, and neither party will have any further claims or actions against the other concerning said contract.

This MOU constitutes the entire agreement between FOPL and OLA with respect to the subject matter hereof and supersedes all prior agreements and understandings, oral or written, between the parties with respect to such subject matter. All prior MOUS between OLA and FOPL are hereby terminated and rendered void.

Signatories:

Michelle Arbuckle
Executive Director
Ontario Library Association
Board Resolution _____

Dina Stevens
Executive Director
Federation of Ontario Public Libraries
Board Resolution _____

CFLA Update

Report To: The FOPL Board
Prepared by: Dina Stevens
Prepared on: December 1, 2025

BACKGROUND

At the FOPL Q3 Board meeting, the Canadian Federation of Library Associations was a topic of discussion. It was noted in our treasurer's report that we have not been billed for our 2025 membership and had recently paid our 2024 membership. The board requested that the Executive Director investigate the recent changes within the CFLA to review FOPL's membership with them.

UPDATE

I met with Margaret Law, the new interim Executive Director for the CFLA. Administrative as well as organizational challenges were discussed. Margaret conceded that the CFLA was not sustainable the way it had been running. The most impactful changes are the elimination of their administrative position and standing committees. The admin will not be replaced, however, the standing committees will be replaced with ad hoc task forces and communities of practice. For example, there will be forthcoming task forces assemblies on the topics of AI copyright and the examination of hate literature. The direction of their federal advocacy remains unclear as there are no specifics monetary asks or clear asks for changes in federal governance pertaining to public libraries.

In short, I was not able to discern any more information that what was provided to the membership in their October 2025 newsletter (attached). I leave it to the board to review and discuss our membership with the CFLA.

Intellectual Freedom Award

The call for nominations has been sent out. Nominations can be sent to info@cfla-fcab.ca with the subject line "IF Award Nomination". November 9, 2025, is the deadline for submission and the award will be presented at the OLA Super Conference in January.

CARL and CFLA-FCAB Release New Guide on the Canadian Copyright Act for Accessible Content

The Canadian Association of Research Libraries (CARL) and the Canadian Federation of Library Associations-La Fédération canadienne des associations de bibliothèques (CFLA-FCAB) announce the release of [Accessible Content: A Guide to the Canadian Copyright Act on Searching for Accessible Formats and Producing and Distributing Alternate Formats](#).

This guide provides a clear, practical overview of the laws governing access to and use of copyrighted materials for people with perceptual disabilities in Canada. It covers how these laws are applied, offers a checklist of requirements, shares best practices, and provides practical advice for everyday situations. The guide also includes recommendations on eliminating barriers to access and a glossary of relevant terms.

Message from the Chair

Happy Autumn! CFLA-FCAB has had an incredibly busy summer, and while much of our activity has been internally focused, we have been making tremendous progress towards implementing your feedback from the community conversations of the previous year. The implementation of our organizational review began in spring with the appointment of Margaret Law as CFLA-FCAB's Interim Executive Director. Her career has uniquely positioned her to lead CFLA-FCAB's transformation efforts, and she has been meeting regularly with stakeholders as part of our commitment to enhanced member engagement and communication.

Thank you to all our members for their ongoing support for CFLA-FCAB - the positive response and support for the federation's transformation efforts have been overwhelming and humbling. Your patience and trust have been invaluable as we take the steps needed to reinvigorate CFLA-FCAB, and as we are making significant progress on implementing your feedback and recommendations, we are closer than ever to achieving a viable and sustainable national association. On behalf of the CFLA-FCAB Board, I wish to sincerely thank everyone who has pledged their commitment and vocal support and wish you all a healthy and successful autumn!

Andrea Cecchetto

Chair, CFLA-FCAB
chair@cfla-fcab.ca

Task Forces

The transition from standing committees to task forces is underway. The initial three task forces were approved by the Board in September, and we anticipate more proposals to be presented to the Board in the coming months. If you are interested in proposing a task force, you can request an information package with guidelines from info@cfla-fcab.ca. The task forces that were approved are:

- Understanding the Legislation about Hate Literature
- Recruitment of Indigenous People into Librarianship
- Copyright and Artificial Intelligence

As the task forces progress, we will be reaching out to members for recommendations for people with expertise to participate in them. It is important to note that this change does not mean that we have changed focus on what is important to us: cataloguing and metadata, climate change, copyright, Indigenous matters, and intellectual freedom.

Advocacy

We are moving away from our traditional approach to advocacy, which has been expensive and not effective, and trying to work directly with government ministers. We are forming partnerships with departments in different ministries where we can demonstrate the expertise and value of the library community. We believe this will provide better outcomes moving forward and we become increasingly well known, and departments continue to reach out to us to work with them. This doesn't represent a change in direction for the association, merely a change in process.

IFLA

Congratulations to all Canadian presenters at this year's World Library and Information Congress (WLIC) in Astana, Kazakhstan. Andrea, in her role as CFLA-FCAB Chair, hosted the Canadian Caucus meeting and connected with so many exceptional Canadian experts. WLIC is a perspective-changing experience and provides so many rich insights and opportunities for our work. CFLA anticipates renewed opportunities to deepen Canadian representation within IFLA to enrich our professional perspectives.

Website

We have launched our new website at cfla-fcab.ca. When you visit, you will see it is still under construction, as we build it into a resource for the Canadian library community to find the connections they need. We will be adding education information for the library community, including bursaries and the task forces. Position statements and other resources will still be readily available.

Partnerships

We are pleased to announce that we have been invited to partner with different organizations. To facilitate these partnerships, and to ensure that we have the best people representing us, the Executive will appoint individuals to promote the expertise of the library community and bring opportunities back to the Board. In addition to previous partnerships, we have entered into new agreements with:

- Environment and Climate Change Canada (ECCC): Lita Barrie will be representing us in discussions with this partner.
- Canadian Daisy Consortium: Victoria Owen will be representing us with this partner.
- Public Safety's Canada Centre for Community Engagement and Prevention of Violence: the Executive Director is currently participating, but as this partnership moves ahead, we will appoint another representative.

As opportunities for representation arise, we will be reaching out to our members for recommendations of individuals who can represent CFLA-FCAB.

Administrative Changes

We have overhauled accounting, invoicing, and financial management systems to support the future of the federation. The current records management changes will ensure that CFLA-FCAB documents are secure and that we can maintain necessary confidentiality, while ensuring documents that are necessary to continue the association's work are accessible. As we work through this process, you may find that you are not able to open documents or files you had access to in the past. If there's something you need, please contact us at info@cfla-fcab.ca or administration@cfla-fcab.ca.

Communication

Members have identified that communication has been an issue for them and understanding CFLA-FCAB is important to them so that they can see the connections we are making and the work we are doing on their behalf. We are addressing that in several ways - we have recently sent out bulletins explaining what we have been doing and addressing questions about the change from standing committees to task forces. We will also be sending out quarterly notes, outlining matters of importance to our members. If you need more information, feel free to send questions or concerns to info@cfla-fcab.ca.

Share Your Thoughts

We are happy to get feedback on this way of communicating with you. We'd like our members to know what is going on with CFLA-FCAB, so let us know if you'd like more information, or if you'd like the information delivered in a different way, by contacting Executive Director Margaret Law at executivedirector@cfla-fcab.ca.



Canadian Federation
of Library Associations
Fédération canadienne des
associations de bibliothèques

Why Task Forces? CFLA's New Structure

Since its inception in 2016, CFLA's committees have brought together volunteers from across the Canadian library sector who have contributed their time, effort and expertise to address key priorities for CFLA. Their efforts have been instrumental in supporting CFLA and its members. The CFLA Board is deeply grateful to the many committee volunteers over the years, and their home institutions for supporting their participation with the Federation. CFLA is moving in a new direction that is necessary for the sustainability of the organization, but not without appreciation for committee members past and present.

Feedback from CFLA stakeholders identified that the committee structure was ineffective due to lack of clarity, lack of input into appointments, unclear expectations, lack of tangible outcomes, and confusion over reporting and accountability. Additionally, stakeholders, including committee members, identified that committees did "a lot of talking, but not enough action". CFLA also heard from several stakeholders that in some cases the committees overlapped work happening at the regional level, or in some cases worked at cross-purposes from members on certain files.

CFLA is thus moving away from standing committees towards a taskforce-based model for accomplishing strategic priorities. The process for taskforce development and approval will be posted on the CFLA website to ensure full transparency.

Moving to a task force model has several benefits, including addressing the feedback above. Several of the committees already have working groups, so the task force model is familiar; however, under this new model, they will be approved by the Board and directly reflect CFLA's strategic priorities. In addition to task forces, CFLA-FCAB will identify representatives to serve on external boards and projects and provide subject expertise. Each of these representative positions will have terms of reference that define expectations and limits for reporting, commitments of CFLA-FCAB resources, and other areas of accountability. Examples of these are the **Canadian DAISY Consortium** and the **National Financial Literacy Strategy**.

Some members have expressed concern that CFLA-FCAB will not be able to respond quickly to arising issues. The task forces model should allow us to respond very quickly as experts can be identified quickly through CFLA-FCAB's members, board and task force members and can be called upon quickly as issues arise. We have already operated this way in the past when issues arose that did not fit neatly into the committee structure. It is the responsibility of the Board of Directors to address urgent and unexpected issues.



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CFLA-FCAB is responsible for the ongoing monitoring of the national/international library landscape and issues related to our policy files and areas of action - as issues emerge, action can be taken promptly to identify a task force and call in the right people. The process that allows any of our members (or others in the sector) to propose a task force means that we have many people monitoring their areas of expertise.

This is not a change in priority for CFLA-FCAB. After reviewing our recent progress, this is an effort to focus our energies on achieving our goals.

Task Forces	Standing Committees
Each one will have a measurable outcome with evaluation criteria determined by the Board, reporting requirements, timelines and budget requirements	Has depended on the committee to propose in their work plan
Focus on a specific issue allows CFLA-FCAB to solicit expertise on that specific issue.	Tended to have a more general perspective.
Due to their specific focus, they can seek funding such as grants or sponsorships.	Due to their general nature, it was difficult to identify funding sources.
Defined role clarity for the members, the administration and the board.	Decision making is unclear.
Small size and focus allow for quick responses.	Larger size and lack of clarity often delayed responses.
Engaging the specific expertise of individuals for a limited period allows CFLA-FCAB to respond in a more nuanced way.	Committee responses tended to be limited to the expertise of committee members.
Time bound commitments allow us to engage people who may not be able to commit to standing committees	Participation is limited to people who can make long term commitments.
Task force issues will be identified by the board based on CFLA's strategic priorities AND can be proposed by members and their members - this process will be transparent and published on our website	The standing committee structure was historical, and it was unclear how to propose change.
The taskforce model broadens the potential for a more diverse range of participation by engaging members as needed to achieve specific outcomes	The standing committee structure limited the number and diversity of individuals who could be engaged.
It allows us to address issues that did not neatly fit into the standing committee structure.	Issues tended to land on the workplan of whichever standing committee addressed it, e.g. AI appeared on the workplan of the



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	copyright committee but crosses into other areas of focus.
Advocacy will be focused on specific issues and specific targets and will include work with federal employees and participation in federal initiatives to raise the visibility of libraries. Advocacy issues will be built into the task force structure.	There was no clear link between standing committee work and advocacy work.



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CFLA's Recent Accomplishments: Impact for the Canadian Library Sector

Background

Over the past 18 months, CFLA has been engaged in a significant transformation program to address concerns from stakeholders and lay the foundation for its ongoing. This has required significant effort to address critical organizational issues. As a volunteer-run organization, this has been an investment of time which is now resulting in the administrative and organizational infrastructure needed to enable the Federation's sustainability. These efforts are listed under **Organizational Achievements** to demonstrate the rigorous consultation process and extent of these efforts.

CFLA's Value to Members

The following are highlights from current programs at CFLA.

International Representation

- Participation in IFLA at the national level and the opportunity to provide input into IFLA work.
- Participation In IFLA committees – members of the CFLA executive are representatives on both the North American Regional Division and the Management of Library Associations standing committee, and IFLA has representatives on several subject-specific committees and projects (Copyright, Indigenous Matters, etc.).
- Partnership in a Canadian bid for future IFLA conferences.
- Collaboration with IFLA committees and divisions on topics related to Intellectual Freedom, Hate Speech and Information Integrity.
- Participation in Knowledge Rights 21, a group of copyright User's Rights organizations whose main activity revolves around advocating for public interest/user's rights at the WIPO SCCR (Standing Committee on Copyright and Related Rights).
- Partnership with ABQLA, and colleagues in the United States and the United Kingdom to create and implement *A Cataloguing Code of Ethics /Un Code d'éthique de catalogage*.

National Representation

- Participation in the Canadian DAISY consortium, which represents Canada in the international DAISY consortium.



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- Participation in Environment and Climate Change Canada (ECCC)'s climate literacy program.
- Participation in the Financial Consumer Agency of Canada (part of Public Affairs Canada) Financial Literacy Month.
- Participation in national literacy-based initiatives including the National Financial Literacy Strategy, Public-Private Digital Literacy Program Partnership to Advance Support for Older Adults' Digital Literacy Learning Journey, National Digital Inclusion Initiative Steering Committee, and National Survey on Digital Literacy Training.
- Partnership with CARL to produce [Accessible Content: A Guide to the Canadian Copyright Act on Searching for Accessible Formats and Producing and Distributing Alternate Formats](#).
- Representation on the Canadian Committee on Cataloguing (CCC).
- Representation on Canadian Committee on Metadata Exchange (CCM).
- Nomination of Canadian participants in the ALA accreditation process for LIS programs.
- Maintenance of Canadian standards for cataloguing and metadata, with support programs and training.

Member Engagement

- Policy development – in the past, members participated in the development and promotion of national statements, such as the *Statement on Intellectual Freedom*, *Statement on Libraries and the Intellectual Freedom of Children & Youth* and the endorsement of the *Prison Libraries Network's Position Statement on the Prisoners' Right to Read*.
- The opportunity to participate in upcoming task forces, including:
 - Hate Literature and its Relationship with the *Statement on Intellectual Freedom*
 - AI and copyright issues for libraries
 - Recruitment of Indigenous people into librarianship
 - Education event for LIS and LIT instructors
 - A national data strategy for Canadian libraries
 - Compiling historical data about intellectual freedom issues in Canada (under development)
 - The National Climate Education Strategy and climate literacy (under development)
 - Accessibility (under development)
- Participation in consultations with Canadian Practitioners Network for the Prevention of Extremist Violence (CPN-PREV).



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Organizational Achievements

One of CFLA's strategic priorities is to improve the sustainability of the Federation. As part of the organizational transformation project undertaken by the board in 2024-25, it became clear that CFLA could not adequately address member feedback about its impact (and therefore grow the membership base) without first addressing serious organizational limitations. The following is an accounting of the major initiatives in this area.

- Extensive member/stakeholder engagement program to identify areas of improvement.
 - Five large-format engagement sessions (approximately 100 stakeholders attended representing member organizations, partners, etc.).
 - Stakeholder engagement with external partners and organizations to identify opportunities to improve CFLA's visibility and relevance in the sector.
 - Member engagement meetings with CFLA's largest financial supporters.
 - Engagement at OLA Superconference and through informal networks.
 - Development of a Governance Review Task Force to develop recommendations based on this feedback – included representatives from CULC, BCLA, CARL, OLA, and CFLA committees and the Board.
 - These recommendations (including improvements for board and committee members, communications, reporting, member engagement and opportunities for increased collaborations with members) were unanimously approved by the Board in November 2024.
- An external organizational review was conducted to identify CFLA's resource requirements to achieve its strategic and organization priorities (December-March 2025).
 - Recommended resource requirements for the Federation.
 - Recommended change to the committee structure to move towards a more responsive task force-based approach.
 - Future model for board governance (move to elected Board of Directors and Executive) to improve engagement and accountability.
 - Further engagement on the committees was conducted as part of this organizational review and included representatives from CFLA's major contributors, external partners, the Board and members of the committees throughout this period.
 - The recommendations from this review were unanimously approved by the Board at the April 2025 meeting.
- Staffing improvements, including the introduction of interim Executive Director (part-time) and Executive Assistant (eight hours per week) to implement organizational



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improvements and work on the member engagement, partnership development and financial sustainability strategies.

- The completion of a Communications Strategy to identify how to have engagement of members and the community at large.
 - New communication channels have been identified and deployed.
 - The CFLA website has been redesigned to improve communication and access.
 - A new content strategy for the website has been developed and will be implemented beginning fall 2025.
 - CFLA's advocacy program and resources are currently under consideration (October 2025).
- A complete overhaul of the Federation's Financial Management processes and infrastructure was also completed.
 - Changes to CFLA's banking and accounting infrastructure.
 - A total change to CFLA's bookkeeping services, resources, processes and timelines have all been implemented.
 - New streamlined processes for invoicing, which will improve the experience for members and greatly improve organizational effectiveness and efficiency.
 - New reporting processes have been developed for better accountability and budgeting.
 - Review and transition of some legacy systems/processes have been completed for better accountability with resources.
- A comprehensive assessment and total redesign of internal record keeping and information management has also been introduced.
 - Complete records management improvement program in progress to improve access and organizational administration.
 - Improvements to access through the CFLA website.
 - Currently undertaking significant updates to several administrative policies to improve clarity and efficiency of operations.

OLA/FOPL Advocacy Campaign: Public Libraries – Safety & Security

Purpose

This document outlines a plan for a proposed short/medium-term, integrated government relations and communications advocacy campaign. This will be focused on bringing greater attention and public awareness – as well as decision-making pressure – regarding safety and security for frontline staff and patrons in Ontario’s public libraries.

Safety and security concerns, driven principally by ongoing mental health, addictions and homelessness challenges across Ontario’s communities, are a long-standing and increasing concern for FOPL and OLA members.

To date, provincial government relations and advocacy efforts have been principally focused on the sector’s high-profile funding requests. Due to growing urgency within membership, as well as a critical assessment of the status of recent and ongoing funding requests, there is both an identified need and an opportunity for the associations to become more vocally active as advocates on this issue.

OLA and FOPL are exploring a potential partnership with Parks and Recreation Ontario on this campaign, due to overlapping impacts and concerns. This remains to be confirmed. As such, this advocacy campaign plan speaks specifically to public libraries, but may be extended to include parks and recreation facilities, staff and patrons as well.

Objectives

The proposed advocacy campaign seeks to fulfill the following objectives:

- **Raise the profile** of safety and security in public libraries among both government decision-makers and the public.
- Add OLA and FOPL’s voice to those organizations **seeking to motivate collective action by government** (provincial, municipal) on addictions, mental health and homelessness.
- **Reinforce the public perception of urgent** safety and security issues that **impact highly valued community assets** – public libraries and library staff – as well as the need to provide a safe environment for those accessing public libraries, particularly families, children and seniors.
- **Demonstrate action to members.**

Preliminary Key Messages

- Libraries are essential to connected, thriving communities – accessible and welcoming to everyone regardless of their personal circumstances.
- All Ontario communities are experiencing the impacts of Canada’s mental health, addiction and homelessness crisis first-hand.
- As they have always done, public libraries have adapted to fill the needs of the communities they serve. This reflects the deep commitment of public libraries and library staff to create accessible and welcoming spaces for everyone, regardless of their personal circumstances.
- While public libraries have worked hard to build partnerships and connect community members in crisis to supports, public libraries are at the limit of what they can do on their own.
- Public libraries were never designed to function as frontline crisis centers, yet they are being forced into that role due to gaps in the available supports.
- Librarians and library staff have reported physical and verbal abuse, lower morale, increased staff burnout and unsafe working environments.
- Additionally, libraries have had to redirect budget from collections and services, away from core strategic mandates, to provide frontline crisis training for staff, increase security measures, and more – which continue to stretch public library budgets to the limit
- [[[This escalating challenge is also creating an unpredictable and potentially unsafe environment for members of the community, including young children and seniors.]]] (Will not be included in briefing documents but will be communicated verbally.)
- Children, families, seniors and others who rely on libraries for learning and well-being deserve safe, stable environments free from these disruptions.
- Decision-makers at both the provincial and municipal governments need to work together to address the growing crisis in our communities.
- Mental health and addiction services must be expanded across the province to ensure safety and support for those in crisis.
- A province-wide strategy is needed to address the intersection of public safety, mental health, and its impact on community infrastructure.
- Without action, the growing crisis is putting public libraries at risk for continuing to offer safe and welcoming environments for all members of the community.

Considerations

No Easy Answer

- This is a complicated, deep-rooted issue that spans well beyond public libraries.
- There is no practical, single solution that can fully address the impacts on public library spaces, staff and patrons. Rather, these are symptoms of the broader crisis.
- As a result, OLA and FOPL are not offering specific asks to government and can refer to those recommendations presented by CULC as a starting point.
- Instead, this campaign will outline that there are systematic investments needed to fix this important issue.
- This is a complicated and deep-rooted issue that municipal and provincial governments must collaborate on to make real strides.
- The answer is not easy - and it is not the job of the public libraries to manage or fix it.

Small Fish in a Big Pond

- The mental health, addictions and homelessness crisis is a big issue that is involving all levels of government and many organizations and sectors.
- Instead of public libraries trying to drive the solution themselves, the sector's voice is best contributed to this larger effort rather than carrying the banner alone.
- However, libraries are a powerful way to focus the public's thinking on the need for action.
- As valued community resources, public libraries offer an opportunity to humanize the problem in a relatable way.
- People care about public libraries as a community space, as well as the maintenance and protection of them and the staff. They especially care about the ability for vulnerable populations such as children and seniors to use them and feel safe doing so.

Compassionate Focus

- Consistent with the ethics and values of public libraries, this approach will take care not to devalue those grappling with mental health and addictions or suggest that they can't use public spaces.
- It will draw attention to the fact that frontline library staff are not trained or intended to be crisis workers, nor are public libraries funded or structured to provide this kind of support.
- It is also important to emphasize the negative impact on library patrons as well – both groups like seniors and young families as well as individuals in crisis.
- Libraries can no longer function as libraries in this state.

Reinforce Public Libraries as Adaptable Community Institutions – But With a Limit

- Public libraries are the cornerstone of communities across the province.
- When their community is in need, the public library will adapt and find a way to meaningfully contribute, as demonstrated in the pandemic as well as the current crisis.
- The mental health, addictions and homelessness crisis is no exception. Public libraries are striving to remain welcoming and connect those in need to supportive care.
- However, the crisis has simply become overwhelming for public libraries and library staff who are neither equipped, trained or funded to fulfill this role.
- Action by all government is necessary – or these valued community hubs will further bear the burden to the loss for all members of the community.

Advocacy Campaign Action Plan

The OLA and FOPL have embarked on a variety of government relations and communications efforts over the years to ensure proper awareness and support for libraries across the province.

With a renewed focus, the OLA and FOPL will launch a Safety and Security Advocacy Campaign that will ensure the safety and security of public libraries is a top priority for both the provincial and municipal governments.

By integrating both government and public relation strategies, the campaign will be divided up in the following five sections:

1. Preparation for Campaign/Generate Materials

- A full list of materials to be generated is enclosed in the workplan table.
- Key messages will be finalized first for consistency.
- The meeting requests for MTCG will be prioritized to ensure we can request and secure those meetings in advance of any earned media or bringing attention to MPPs or municipal government officials.

2. Table Setting – Government Relations

- OLA and FOPL will meet with MTCG (Minister's Office and Ministry officials) and to inform them of the issues and apprise them of the planned advocacy campaign.
- Doing so will demonstrate that the sector is seeking to be a productive partner for government rather than a stakeholder seeking to create pressure points for the

Minister and Ministry, as well as the emphasize that the calls to action are non-specific to the Ministry but rather all levels of government.

3. Public Relations Launch

- The public relations launch will occur following the table-setting meetings, or at least after reasonable efforts have been made to provide notice.
- It is recommended that OLA and FOPL work with Counsel Public Affairs to undertake a focused media relations and engagement plan to maximize the potential of securing favourable coverage.
- This will include a detailed communications plan, but will focus on the following general roadmap:
 - Feature TV news segment;
 - Supplemental live hits on radio, TV, podcasts;
 - Adaptable op-ed for wide distribution to target major news outlets and local media.

4. Ontario and Municipal Government Relations Engagements

- The media/public relations component of the advocacy campaign will aim to increase public awareness of safety and security challenges in public libraries, drawing greater attention to the issue and compelling more engagement from provincial and municipal officials.
- Meetings will be pursued following the initial media roll-out.
- This will include:
 - Targeted meetings with key Ontario government decision-makers and elected officials, coordinated through Counsel Public Affairs;
 - Targeted meetings with key Ontario municipal elected officials, secured through direct outreach by OLA and FOPL in co-operation with local public library leaders.

Appendix 1: Potential Allies and Other Stakeholders

The Centre for Addiction and Mental Health (CAMH)

“The Centre for Addiction and Mental Health (CAMH) is Canada's largest mental health teaching hospital and one of the world's leading research centres in its field. CAMH is fully affiliated with the University of Toronto and is a Pan American Health Organization/World Health Organization Collaborating Centre.”

CAMH's joint *Everything is Not OK* campaign: <https://everythingisnotok.ca/>

Ontario's Big City Mayors (OBCM)

“Ontario's Big City Mayors (OBCM) is comprised of mayors of Ontario cities with populations of 100,000 or more. Collectively, Ontario's Big City Mayors represent nearly 70% of Ontario's population.

OBCM provides a voice for big city mayors in policy debates that impact Ontario cities. Through policy development, advocacy, discussion and partnerships, Ontario's Big City Mayors support strong and effective cities.”

OBCM's *Solve the Crisis* campaign: <https://solvethecrisis.ca/#resources>

Ontario Alliance to End Homelessness (OAEH)

“The Ontario Alliance to End Homelessness (OAEH) is a network of communities, agencies, and individuals dedicated to preventing and ending homelessness in Ontario.”

Addictions & Mental Health Ontario (AMHO)

“AMHO mobilizes the MHA sector towards a better system for the clients who use it. We play a leading role in working with our members to mobilize their knowledge and innovations, build capacity and scale sector-leading best practices. AMHO supports peer to-peer learning to share innovations in care. We leverage our members' extensive expertise to showcase leading evidence-informed models and work with our funders and other partners to drive broader adoption as well as sustained investment in building a world-class mental health and addictions system for all Ontarians.”

AMHO's *No Time to Wait* campaign: <https://notimetowaitontario.ca/>

Street Health Toronto

“Street Health is a non-profit, community-based organization working to improve the health and wellbeing of the homeless and under-housed population in Toronto.”

Appendix 2: Advocacy Campaign Work Plan

Activity	Lead(s)	Proposed Completion
1) Email - Meeting request to Minister of Tourism, Culture and Gaming; other targeted Ministers	CPA	October 24 th , 2025
2) Email - Meeting request to Ministry of Tourism, Culture and Gaming	CPA	October 24 th , 2025
3) Letter - Meeting request to Members of Provincial Parliament	CPA	October 24 th , 2025
4) Letter - Meeting requests for municipal targets	CPA	October 24 th , 2025
5) Op-Ed with Parks and Recreation	CPA	October 24 th , 2025
6) Expanded Key Messages	CPA	October 24 th , 2025
7) Briefing deck for Members of Provincial Parliament	CPA	October 31 st , 2025
8) Briefing deck for municipal targets	OLA/FOPL	October 31 st , 2025
9) Q&A Media Document	CPA	October 31 st , 2025
10) Media Backgrounder and Pitch	CPA	October 31 st , 2025
1) Send meeting request (email) for preliminary awareness meetings for the Minister's Office of Tourism, Culture and Gaming (virtual meeting).	CPA	October 27 th , 2025
2) Send meeting request for preliminary awareness meetings for the Ministry of Tourism, Culture and Gaming (virtual meeting).	OLA/FOPL	October 27 th , 2025

3) Meeting with Minister's Office of Tourism, Culture and Gaming (virtual meeting).	OLA/FOPL/CPA	TBD – Late October
4) Meeting with Ministry's office of Tourism, Culture and Gaming (virtual meeting)	OLA/FOPL/CPA	TBD – Late October
1) Send out Pitch & Media Backgrounder to media outlets for TV piece	CPA	Late October to Early November
2) TV hit showcasing libraries is aired	N/A	Late October to Early November
3) Send Op-Ed to association branches and to media outlets to be placed	OLA/FOPL (CPA)	(TBD) Early-to-Mid November
4) Send pitch to media outlets for interviews	CPA	(TBD) Early-to-Mid November
5) Media Hits	OLA/FOPL	(TBD) Early-to-Mid November
1) Send meeting requests to Members of Provincial Parliament	OLA/FOPL	(TBD) Mid-to-late November
2) Send meeting requests to key municipal targets	OLA/FOPL	(TBD) Mid-to-late November
3) Schedule both provincial and municipal meetings	OLA/FOPL (CPA to support follow-up)	(TBD) Mid-to-late November
4) Attend Meetings	OLA/FOPL (CPA as advised)	(TBD) Mid-November onwards

Product Timeline

Date	Products
TBD	- Email-Meeting request to Minister of Tourism, Culture and Gaming - Letter-Meeting request to Ministry of Tourism, Culture and Gaming - Expanded Key Messages - Email-Meeting request to Members of Provincial Parliament - Letter-Meeting request to municipal targets - Op-Ed with Parks and Recreation
TBD	Send meeting requests to the Minister's Office and Ministry of Tourism, Culture and Gaming
TBD	- Briefing deck for Members of Provincial Parliament - Briefing deck for Municipal Targets - Q&A Media Document - Media Backgrounder & Pitch

Appendix 3: Media Targets

TV Hit Pitching List:

Earned Media		
Media Outlet	Journalist	Audience
CTV News	CTV National News	Civic-minded viewers
Global News	Global National	Working professionals and families

Op-Ed Media Pitching List:

Earned Media		
Media Outlet	Journalist	Topic Focus
Local outlets	TBD	TBD
CTV News	Cheryl Browne	Social issues, diverse communities and charitable organizations
Toronto Star	Mahdis Habibinia	Municipal Politics
Toronto Star	David Bruser	Investigations, Police Accountability, Health Care, Public Policy

Media Interview Pitching List:

Earned Media		
Media Outlet	Show	Audience
CTV News Ontario	Your Morning	Parents & urban professionals
CTV News Ontario	CTV News Toronto	Civic-minded viewers
Global News	Global National	Working professionals and families
TVO Today	The Rundown (set to launch this fall, replacing “the agenda” with Steve Paikin)	Educated, policy-focused, civic engagement
Citytv	Breakfast Television	Families, creatives, entrepreneurs, upbeat morning viewers
Citytv	CityNews at Six	Local news consumers, commuters, civic watchers



October 27, 2025

CONFIDENTIAL

Dina Stevens

Executive Director

Federation of Ontario Public Libraries

P.O. Box 3285

Meaford Stn Main, ON N4L 1A5

dinastevens@fopl.ca

Dear Dina,

This letter confirms that the Federation of Ontario Public Libraries (FOPL), alongside the Ontario Library Association (OLA), have requested additional communications services pursuant to the existing agreement with Counsel Public Affairs Inc. (Counsel) dated September 10, 2025. This letter constitutes an Addendum to that Agreement.

As per the terms of the Agreement between FOPL and OLA and Counsel, the Client hereby agrees to the following:

SERVICES

This support will include the following services:

1. COMMUNICATIONS ROADMAP

Building on the OFA/FOPL Advocacy Campaign Plan, Counsel will collaborate with FOPL and OLA to develop a cohesive Communications Roadmap. The Communications Roadmap will be designed to continue to drive support for the safety and security for frontline staff and patrons in Ontario's public libraries among the public, decision-makers, and key stakeholders and will include:

- Narrative development, refined from the existing key messages to ensure that they are media ready and resonate with public audiences.
- Integration of the agreed upon narrative with the proposed media relations strategy which will be further outlined in the Communications Roadmap.

2. MEDIA RELATIONS

- Supporting the pursuit of securing a feature TV news segment and supplementary coverage on radio, TV, podcasts, and other platforms.
- Positioning of FOPL/OLA as advocating for social supports that help public libraries remain safe and welcoming community spaces.
- Development of supporting materials, including:

- Q&A media document to equip spokespeople with consistent and effective messaging.
 - Media backgrounder and targeted media pitches.
 - Adaptable op-ed for wide distribution to major news outlets and local media.
- Ongoing media monitoring and reporting of media coverage to track outcomes and make adjustments to the Communications Roadmap as necessary.

FEES

Counsel will charge a fixed project fee of \$9,500, exclusive of taxes, 3% administrative fees, and disbursements.

Additional support requested beyond the defined services is subject to separate costs. No additional costs beyond the proposed fee, plus applicable taxes and disbursements, will be undertaken unless authorized in advance by the Client.

The invoice for the services outlined in this addendum will be directed to the Federation of Ontario Public Libraries, to the attention of Dina Stevens.

All other terms and conditions remain unchanged from the present Agreement between the Client and Counsel dated September 10, 2025.

Regards,

The undersigned have authority to bind their organizations.

Counsel Public Affairs Inc.

Per:

A handwritten signature in blue ink, appearing to be 'Chris Ball', with a stylized, flowing script.

Name: Chris Ball

Title: Vice President

Date: October 27, 2025

Federation of Ontario Public Libraries

Per:

Name: Dina Stevens

Title: Executive Director

Date:

Restricted Funds Account

Report To: The FOPL Board
Prepared by: Dina Stevens
Prepared on: December 2, 2025

BACKGROUND

At the FOPL Q3 Board meeting, the board asked the Executive Director to investigate the appropriate amount of reserve funds FOPL should keep in the Restricted Funds Account. The following outlines my research and recommendations.

SUMMARY

Canadian guidance and sector practice support that not-for-profit organizations should hold board-approved reserve funds as part of prudent financial management. There is no single legal “cap” set by regulators; instead, the Canada Revenue Agency (CRA) and sector advisors expect charities and non-profits to have a reasoned reserve policy and be able to justify the amount held. Typical practice in Canada falls in the range of **3–12 months of operating expenses**, with many organizations aiming for **3–6 months** and some professional advisers recommending **6–12 months** for additional stability.

KEY FINDINGS

- **CRA position** — The CRA’s guidance for registered charities (CG-013) recognises that charities may need to fundraise to build resources and that reasonable fundraising and reserves are acceptable; it advises charities to be able to explain/justify their fundraising and use of funds (e.g., a reserve policy). The CRA does not specify a fixed month-amount.
- **Common practice / sector guidance** — Many Canadian nonprofit resources and sector organizations present 3–6 months of operating expenses as a common / baseline target for operating reserves. This range is widely used as a starting point for planning.
- **Professional advice / alternative view** — Some Canadian accounting and advisory firms recommend **6–12 months** of operating expenses for surplus/reserves as a safer target for many organizations, particularly those with high fixed costs, unpredictable revenues, or vital service obligations.
- **Factors to consider when setting a reserve fund target**
 - Long payment lags from funders or revenue sources.
 - High fixed costs (rent, utilities, long-term leases) or contractual obligations.
 - Limited access to credit/line of credit.

- Delivering essential life-sustaining services where program interruption has high social cost.
- Upcoming planned capital or program expansions without secured funding.
- **Policy & governance expectation** — Best practice in Canada is to have a written reserve fund policy (purpose, target level and formula, allowable uses, approval/withdrawal process, and review frequency).
- **Flexibility** - Multiple authoritative guides note there is no one-size-fits-all answer: reserve size depends on cash-flow volatility, access to credit/lines, type of revenues (fee for service vs. grants vs. donations), length of funding cycles, payroll obligations, one-time capital needs, and organizational risk tolerance.

RECOMMENDATIONS

- 1) Adopt a formal reserves fund policy. Attached is proposed language to amend the current finance policy.
- 2) Target range for reserves within the Restricted Funds Account should fall within the 6-12 month range. For FOPL, our average annual operating budget is \$250,000. Monetarily, this range would represent \$125,000-\$250,000 in reserve funds. Our current Restricted Funds Account balance falls within this range.

THAT this board approve the targeted range of funds held in reserve within the Restricted Funds Account represent 6-12 months of operating budget.

APPENDIX

Sources Consulted

- Canada Revenue Agency — *Fundraising by registered charities (Guidance CG-013)*. (CRA guidance recognizes reasonable reserves and a need to justify fundraising/reserves). [Canada](#)
- Ontario Trillium Foundation — *Financial Need and Health of Applicants Policy and Accessing OTF Reserves Policy* (examples of a public funder's approach to assessing applicants' financial health and reserves). [Ontario Trillium Foundation](#)
- CPA Canada / CPA Ontario — guidance and technical resources on ASNPO and not-for-profit financial reporting (classification of funds, reporting). [CPA Ontario](#)
- BDO Canada — *Managing surplus in your not-for-profit organization* (recommends 6–12 months as a prudent range for many organizations). [BDO Canada](#)
- APSA / sector guides and Canadian nonprofit resources (summarize common practice of 3–6 months; examples and policy templates). [apsacentral.ca](#)

Reserve Fund Policy

Federation of Ontario Public Libraries

Addendum to the Finance Policy

Approved by the Board of Directors: [Date]

The purpose of the Reserve Fund, named internally as the Restricted Funds Account, is to ensure the financial stability and operational continuity of the Federation of Ontario Public Libraries.

1. Target Level of Reserves

The organization will maintain an operating reserve equal to but not exceeding **12 months** of average monthly operating expenses, calculated using the most recently approved annual budget.

The board acknowledges that recommended sector practice for Canadian non-profits generally falls between 3–6 months, and up to 12 months for organizations with significant revenue volatility or essential service obligations. The exact target chosen reflects FOPL's funding model, cash-flow risk, and operational needs.

2. Authorization for Use

Use of the Restricted Funds requires:

- A documented rationale demonstrating the need (e.g., cash-flow shortfall, urgent operational need, strategic opportunity, capital project), and
- Approval from the Board.

Withdrawals will be documented via the Treasurer's report at the next scheduled meeting board meeting. Withdrawals may not reduce the reserve below 6 months of average operating expenses without Board approval.

3. Replenishment of the Reserve

The Restricted Funds account is replenished by annually allocating a percentage of surplus net revenue approved by a standing board motion. The Executive Director will advise if/when the reserve needs to be replenished.

If the Restricted Funds account is at its target for operational reserves, additional surpluses can be earmarked for other internal priorities, such as:

- Capital replacements (equipment, technology, marketing materials etc.)
- Strategic opportunities or innovations (pilot projects, new service models, technology improvements, one-time strategic initiatives)



- Program stabilization or expansions (scaling successful programs, launching new programs, managing multi-year program commitments that lack guaranteed funding)
- Invest in organizational capacity (staff training and professional development, upgrading IT systems, website redesign, policy/governance/system modernization)

4. Reporting Requirements

The Executive Director will report the status of the reserve to the Board at the regularly scheduled quarterly meetings, including:

- Current reserve balance,
- Target level and variance, and
- Any withdrawals, deposits, or planned replenishment measures.



FEDERATION OF ONTARIO PUBLIC LIBRARIES

BY-LAW NO. 1

[Amended ~~June 10, 2022~~]

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Preamble

Whereas the public libraries of Ontario have joined together to form a federation to promote their interests, the following By-law shall serve to advance that purpose.

1. Definitions and Interpretation

1.1 In this By-law, the following terms shall have the meaning set out opposite them:

- i) “**Act**” means the *Corporations Act*, R.S.O. 1990, c.C.38 and any amending or successor legislation from time to time;
- ii) “**Associate Member**” has the meaning set out in Section 3.2.3;
- iii) “**Board**” means the Board of Directors of FOPL;
- iv) “**By-law**” means this By-law as enacted, amended and re-enacted and in force from time to time and By-laws shall mean all by-laws of FOPL in force from time to time;
- v) “**Caucus**” means a caucus of FOPL established under Article 4;
- vi) “**Executive Director**” means the person employed in that capacity pursuant to Section 8.3;
- vii) “**Delegate**” means a Member of FOPL admitted under Section 3.2.2;
- viii) “**Director**” means an elected member of the Board of Directors;
- ix) “**Documents**” includes deeds, mortgages, hypothecs, charges, conveyances, transfers and assignments of property, real or personal, immovable or moveable, agreements, releases, receipts and discharges for the payment of money or other obligations, conveyances, transfers and assignments of shares, bonds, debentures or other securities and all paper writings; in print or electronic;
- x) “**FOPL**” means *FEDERATION OF ONTARIO PUBLIC LIBRARIES*, a corporation without share capital incorporated by Letters Patent dated August 12, 2005 under the Act, and having a dual French name of *FÉDÉRATION DES BIBLIOTHÈQUES PUBLIQUES DE L'ONTARIO*, by virtue of Supplementary Letters Patent dated *September 22, 2005* under the Act;
- xi) “**In Writing**” refers to both paper and electronic means;
- xii) “**Library Board**” means any governing body responsible for the Library including a First Nation Public Library governing body, committee, or Department Head, which ever may apply;
- xiii) “**Library Member**” means a Member of FOPL admitted under Section 3.2.1;

- xiv) “**Member**” means a Library Member, Delegate or Associate Member of FOPL and “**Members**” means, unless otherwise required by the context, all Members of FOPL;
- xv) “**Office**” means the office of FOPL, as set out in Section 8.1
- xvi) “**Officer**” and Executive Committee are used interchangeably and includes; Chair, Vice Chair, Past Chair, Treasurer and Secretary (whereas a Director has been appointed Secretary and/or Treasurer).

1.2 In all By-laws of FOPL, the singular shall include the plural and the plural the singular; the word “**person**” shall include firms and Federations. Wherever reference is made in the By-law to any statute or section thereof, such reference shall be deemed to extend and apply to any amendment to or re-enactment of such statute or section, as the case may be. The headings in this By-law are solely for convenience and are not to be used as an aid in the interpretation of this By-law.

1.3 The seal, if its impression is stamped in the margin, shall be the seal of FOPL.

2. Purpose

The purpose of FOPL is to support and further Ontario public libraries and the communities they serve, as more particularly set out in the Letters Patent of FOPL. In order to further and improve the provision of public library service FOPL will endeavour to act in a cooperative manner with other affiliated library organizations, including but not limited to the Ontario Library Service board, the Ontario Library Association, and the Ontario Library Boards' Association.

3. Jurisdiction and Membership

3.1 Membership in FOPL shall be limited to persons interested in furthering the objects of FOPL and shall consist of anyone whose application for admission as a member has received the approval of the Board of FOPL or who shall otherwise qualify for membership according to requirements established from time to time by the Board.

3.2 There shall be three classes of members of FOPL:

- 3.2.1 Library Members, being public library boards, bodies deemed by legislation to be such a board, First Nations' Chiefs and Councils, or public libraries existing as committees of council in Ontario as defined by the *Public Libraries Act (Ontario)* or other applicable legislation, which pay the membership fee provided for in this By-law may become Library Members of FOPL. Without detracting from the generality of the foregoing, this includes public, county and union boards, and First Nations' Chiefs and Councils. Members will participate in FOPL by appointing representatives to a particular Caucus as set out in section 4.
- 3.2.2 Delegates, being those individuals nominated for membership from time to time by Library Members to be their representatives to the Caucuses pursuant to Section 4.2. Each Library Member shall have the right to nominate and be represented from time to time by the number of Delegates it is entitled to nominate as Directors.

- 3.2.3 Associate Members, being other organizations, which support the objectives of FOPL and the public library community, which are important to its future well-being, and which pay the Associate Membership fee may become associate Members of FOPL. The following organizations shall, upon paying the associate Member's fee, be eligible to be associate Members of FOPL:

- ~~i.~~ Administrators of Medium-Sized Public Libraries of Ontario (AMPLO)
- ~~ii.~~ Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO)
- ~~iii.~~ CUPE OMECC Library Workers Committee (CUPE LWC)
- ~~iv.~~ Ontario Library Services
- ~~v.~~ ~~iii.~~ Ontario Library Association and its divisions
- ~~iv.~~ Library Services Centre

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- 3.2.4 The Board may in its discretion grant other organizations Associate Member status, subject to application being made by any such association, and the association paying the Associate Member's fee. In making its determination the Board shall consider if the purposes of the organization in question are compatible with FOPL's Purpose to support and further Ontario public libraries and the communities they serve.

- 3.2.5 Individual library boards shall not be eligible to be Associate Members.

3.3 The membership of Delegates, Library Members and Associate Members shall be subject to annual renewal.

3.4 Delegates and Associate Members shall not have the right to vote at members' meetings. Each Library Member shall each have the right to two votes at all meetings of the Members of FOPL as set out in Section 9.7.

3.5 Membership in FOPL is non-transferable and shall lapse and cease to exist when membership dues are not paid and are no longer active.

3.6 ~~Any Member may withdraw from FOPL by delivering to FOPL a written resignation and lodging a copy of the same with the secretary of FOPL.~~

Commented [DS3]: Written resignations are hardly ever provided. This stipulation is not feasible.

3.7 Any Member may be required to resign by a vote of three-quarters of the Members at an annual meeting; provided that no motion of the Members to require a Member to resign may be initiated without prior approval by a resolution of the Board; and provided that any such Member shall be granted an opportunity to be heard at such meeting.

The Board may establish a membership caucus for former library leaders. An annual fee will apply.

4. Caucuses

- 4.1 FOPL shall be composed of ~~seven~~eight Caucuses, namely:

- i. First Nations' Public Libraries' Caucus
- ii. Francophone Public Libraries' Caucus
- iii. Large Urban Public Libraries' Caucus
- iv. Northern Public Libraries' Caucus
- v. Rural Public Libraries' Caucus
- vi. Small and Medium Urban Public Libraries' Caucus
- vii. Toronto Public Library's Caucus
- viii. Former Library Leaders

4.2 Prior to the Annual General Meeting each year, Members in good standing shall appoint their Chair, Executive Director, their equivalents, or their respective designates, and, where applicable, additional representatives as provided by section 5.2, to represent them in the caucus of their own choosing. The representatives so appointed will be Delegates and will each have voice and vote in the caucus of which they are both a member.

4.3 Once Delegates of Member library boards have chosen to belong to a particular caucus, they cannot become members in a different caucus until the following year.

4.4 Notwithstanding section 4.3, Delegates of Member library boards may participate with voice but without vote in the deliberations and activities of any caucus of which they are not a member, providing such participation has been approved by a majority of the caucus of which they are not a member.

5. Board

5.1 **Number and Quorum:** The property and business of FOPL shall be managed by a Board of twenty-three (23) Directors of whom two fifths of the number of members of the Board from time to time, including two officers shall constitute a quorum. Directors must be individuals, 18 years of age, with power under law to contract. Directors shall be Delegates. Of the 23 Directors, the following shall be ex officio members of the Board of Directors:

- (a) the Immediate Past Chair

The remaining Directors shall be elected or appointed at the Annual General Meeting through the Caucuses (or, in the case of the Toronto Public Library Caucus, appointed by the Toronto Library Board prior to the Annual General Meeting) as per set out below.

5.2 The ~~seven-eight~~ caucuses will elect or appoint the following number of Directors.

- i. First Nations' Public Libraries' Caucus - two Directors
- ii. Francophone Public Libraries' Caucus - two Directors
- iii. Large Urban Public Libraries' Caucus - six Directors

iv. Northern Public Libraries' Caucus - two Directors

v. Rural Public Libraries' Caucus - two Directors

vi. Small and Medium Urban Public Libraries' Caucus - four Directors

vii. Toronto Public Library's Caucus - four Directors.

viii. Former Library Leaders – one Director.

5.2.1 In each caucus the Directors elected from the caucus shall be evenly divided between the library board Chairs and Chief Executive Officers, their equivalents, or their respective designates. The Toronto Public Library Board shall appoint two trustees and two staff members as directors of their caucus. Where additional Delegates are provided by section 5.2, their presence shall not be deemed to detract from the foregoing requirement.

~~5.2.2 Former Library Leaders Caucus shall elect two members from the caucus.~~

5.3 Election or Appointment of Directors

5.3.1 On the date of organization of FOPL, the caucuses shall elect 22 Directors, 19 of whom shall be apportioned as set out in Section 5.2, each of whom shall serve until the first Annual General Meeting of the members (“AGM1”), and thereafter for the term, if any, set out in the table below:

CAUCUS	EXPIRES AT AGM1	ONE YEAR	TWO YEAR
i. First Nations	None	None	One
ii. Francophone	None	None	One
iii. Large Urban	Three	None	Three
iv. Northern	None	None	Two
v. Rural	None	None	Two
vi. Small and Medium Urban	One	Two	None
vii. Toronto	Two	Two	None

The terms have been amended to include the creation of a new caucus, Former Library Leaders, in 2021. Further changes were made to terms in 2025 to align with current terms served.

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<u>CAUCUS</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
i. <u>First Nations</u>	<u>One</u>	<u>One</u>	<u>None</u>
ii. <u>Francophone</u>	<u>One</u>	<u>None</u>	<u>One</u>
iii. <u>Large Urban</u>	<u>Two</u>	<u>Two</u>	<u>Two</u>
iv. <u>Northern</u>	<u>One</u>	<u>One</u>	<u>None</u>
v. <u>Rural</u>	<u>One</u>	<u>None</u>	<u>One</u>
vi. <u>Small and Medium Urban</u>	<u>One</u>	<u>One</u>	<u>Two</u>
vii. <u>Toronto</u>	<u>One</u>	<u>One</u>	<u>Two</u>
viii. <u>Former Library Leaders</u>	<u>None</u>	<u>One</u>	<u>None</u>

5.3.2 At AGM 1 and each subsequent Annual General Meeting each of the caucuses shall elect or acclaim –a number of directors equal to the number of directors ~~from such caucuses retiring in such a year~~vacating their positions, or whose positions are otherwise vacant. If such a retirement or vacancy has occurred prior to the completion of a full term, the newly elected director will only serve until the end of the term of his or her predecessor. Otherwise a director will be elected for a term of three years or until the third Annual General Meeting after their election whichever shall first occur.

5.3.3 Directors whose term has expired are eligible for re-election.

5.3.4 The office of Director shall be automatically vacated:

- i) if a Director shall resign their office by delivering a written resignation to the secretary of FOPL;
- ii) if they are found by a court to be of unsound mind;
- iii) if they become bankrupt or suspends payment or compounds with their creditors;
- iv) if at a special or general meeting of members a resolution is passed by 2/3 of the members present at the meeting that they be removed from office;
- v) Upon resigning or ending their term as CEO or board chair for their member library.
- vi) on death;

provided that if any vacancy shall occur for any reason in this paragraph contained, the Board by majority vote, may, by appointment, fill the vacancy with an Delegate of FOPL who represents the Caucus which appointed the Director whose position is vacant for a term to expire at the next Annual General Meeting at which time a permanent replacement will be elected by the Caucus and in accordance with the provisions of section 11.7.

- 5.3.5 Directors shall serve as such without remuneration and no Director shall directly or indirectly receive any profit from their position as such; provided that a Director may be paid reasonable expenses incurred by them in the performance of their duties. Nothing herein contained shall be construed to preclude any Director from serving FOPL as an officer or in another capacity and receiving compensation therefore.
- 5.3.6 A retiring Director shall remain in office until the dissolution or adjournment of the meeting at which their retirement is accepted and his or her successor is elected.

5.4 Appointment of Officers: At its first meeting each year, to be held immediately at the close of the Annual General Meeting, as provided by section 11.4, the Board shall elect as its officers a Chair, a Vice-Chair, a Secretary and a Treasurer as required. Appointments of officers are for a term of two (2) years. All officers shall be Directors, except that the Secretary need not be a Director if the position is filled by the Executive Director. The positions of Secretary and Treasurer may be combined, in which case the person holding such position shall be designated as the Secretary-Treasurer. The Board shall designate from the officers those with authority to sign on behalf of FOPL. The officers may meet from time to time, whether in person, electronically or otherwise.

5.5 Meetings of the Board: The Board shall meet no less than four times a year. Meetings of the Board may be held at any time and place to be determined by the Directors. The Chair or a majority of the number of Directors then provided in this By-law may call a meeting. All meetings shall be held at the municipality in which the head office of FOPL is located, unless otherwise determined by the Board. Written notice of such meeting shall be given to each Director. If given by mail, notice shall be sent at least 14 days prior to the meeting. If given by other permitted means, notice shall be sent at least 48 hours prior to the meeting. Each Director is authorized to exercise one vote. The person chairing the meeting shall have the right to vote in the first instance, but shall not have the right to cast a second or casting vote at meetings of the Board.

- 5.5.1 Board meetings shall be open to all Delegates and designated representatives of Associate Members; provided that where a matter of a sensitive nature is before the Board the person chairing the meeting has discretion, with the approval of the Board, to declare any meeting or any portion of a meeting closed to all but Directors and those persons permitted to be present.
- 5.5.2 Members who attend a Board meeting and wish to speak to any issue before the Board shall ordinarily be allowed to do so. Members who wish to speak shall advise the Board prior to the meeting of their wish to do so, and shall indicate what matter they wish to address. Where a matter is raised initially at the Board meeting, notwithstanding section 5.5, Members wishing to address the matter

- shall not be required to provide the Board with prior notice of their wish to speak to the matter.
- 5.5.3 Provided all of the Directors present at or participating in a meeting of the Board or a committee of the Board consent, a meeting of Directors or of a committee of Directors may be held by such telephone, electronic or other communication facilities as permit all persons participating in the meeting to communicate with each other simultaneously and instantaneously, and a Director participating in the meeting by those means is deemed for the purposes of this By-law to be present at the meeting.
- 5.5.4 A resolution in writing, signed by all the Directors entitled to vote on that resolution at a meeting of Directors or committee of directors is as valid as if it had been passed at a meeting of Directors or committee of Directors.
- 5.5.5 Provided a quorum of Directors is present, each newly-elected Board may without notice hold its first meeting immediately following the meeting of Members at which such Board is elected.
- 5.5.6 The Board may appoint a day or days in any month or months for regular meetings at a place and hour to be named. A copy of any resolution of the Board fixing the place and time of regular meetings of the Board shall be sent to each Director forthwith after being passed, but no other notice shall be required for any such regular meeting.
- 5.5.7 Agendas for any meetings shall be made available prior to the meeting to all Members. Agendas shall include:
- Minutes of previous meetings
 - Reports of the officers, including financial reports
 - Report of the Executive Director
 - Strategic Plan and Working Group Reports
 - Other business
- 5.6 Subject to Section 8.3 and 8.4, the Board may appoint such agents and engage such employees as it shall deem necessary from time to time and fix their remuneration and such persons shall have such authority and shall perform such duties as shall be prescribed by the Board at the time of such appointment.
- 5.7 No Director shall be disqualified by their office from contracting with FOPL, nor shall any contract or arrangement entered into by or on behalf of FOPL, with any Director or in which any Director is in any way interested, be liable to be avoided nor, subject to the provisions of the Act, shall any Director so contracting or being so interested be liable to FOPL or any of its Members for any profit realized by any such contract or arrangement by reason of such Director holding that office or the fiduciary relationship thereby established.

5.8 It shall be the duty of every Director of FOPL who is in any way, whether directly or indirectly, interested in a contract or arrangement or proposed contract or proposed arrangement with FOPL, to declare such interest to the extent, in the manner and at the time required by the Act and to refrain from voting in respect of the contract or arrangement or proposed contract or proposed arrangement if and when prohibited by the Act.

5.9 It shall be the responsibility of the Board to ensure that the objectives of FOPL are pursued with due diligence and in accordance with this By-law, the Letters Patent of FOPL, and whatever resolutions or policies are adopted by FOPL membership at the Annual or Special General Meetings of FOPL membership, providing those resolutions or policies are not inconsistent with this By-law or the Letters Patent.

5.10 The Board shall attend to the financial needs of FOPL with due diligence. Without detracting from the generality of the foregoing, the Board shall create and implement appropriate financial control policies and establish spending limits as appropriate. The Board shall see that all necessary books and records of FOPL required by the By-laws of FOPL or by any applicable statute or law are regularly and properly kept.

5.11 The Board shall take such steps as they may deem requisite to enable FOPL to acquire, accept, solicit or receive legacies, gifts, grants, settlements, bequests, endowments and donations of any kind whatsoever for the purpose of furthering the objects of FOPL. The Board shall have the power to enter into a trust arrangement with a trust company for the purpose of creating a trust fund in which the capital and interest may be made available for the benefit of promoting the interest of FOPL in accordance with such terms as the Board may prescribe.

5.12 Executive Committee: The Board may from time to time elect from among themselves an executive committee composed of the Directors who are officers of the Board.

5.12.1 The executive committee shall exercise such powers as are authorized by the Board. Any executive committee member may be removed by a majority vote of the Board. Executive committee members shall receive no remuneration for serving as such, but are entitled to reasonable expenses incurred in the exercise of their duty.

5.12.2 Meetings of the executive committee shall be held at any time and place to be determined by the members of such committee. Any three members may call a meeting. All meetings shall be held at the municipality in which the head office of FOPL is located, electronically, or otherwise determined by the committee. Written notice of such meeting shall be given to each Executive Member. If given by mail, notice shall be sent at least 14 days prior to the meeting. If given by other permitted means, notice shall be sent at least 48 hours prior to the meeting. Three members of such committee shall constitute a quorum. No error or inadvertent omission in giving notice of any meeting of the executive committee or any adjourned meeting of the executive committee of FOPL shall invalidate such meeting or make void any proceedings taken thereat such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat.

6. Duties of the Officers of FOPL

6.1 The Chair shall convene and chair meetings of the Board and of FOPL and shall appoint all members of committees and task forces of FOPL not otherwise ordered.

6.2 The Vice-Chair shall perform the duties of the Chair in the Chair's absence, and, in case of the resignation or death of the Chair, shall perform the duties of the Chair until such vacancy is filled as provided in these By-laws. The Vice-Chair shall also preside when called upon by the Chair and at times when the Chair may be temporarily unable to discharge the duties of that office.

6.3 The Treasurer shall have the custody of the funds and securities of FOPL and shall keep full and accurate accounts of all assets, liabilities, receipts and disbursements of FOPL in the books belonging to FOPL and shall deposit all monies, securities and other valuable effects in the name and to the credit of FOPL in such chartered bank or trust company, or credit union, or, in the case of securities, in such registered dealer in securities as may be designated by the Board from time to time. The Treasurer shall disburse the funds of FOPL as may be directed by proper authority taking proper vouchers for such disbursements and shall render to the Directors at the regular meeting of the Board, or whenever they may require it, an accounting of all the transactions and a statement of the financial position, of FOPL. Each record of proceedings shall include a copy of the full financial report presented. The Treasurer shall, in conjunction with the Board, annually prepare a budget for the operations of FOPL to be submitted to the Annual General Meeting of FOPL for the membership's receipt. The Treasurer shall also perform such other duties as may from time to time be directed by the Board.

6.4 The Secretary may be empowered by resolution of the Board to carry on the affairs of FOPL generally under the supervision of the officers and shall attend all meetings and act as a clerk thereof and record all votes and minutes of all proceedings in the books to be kept for that purpose. The Secretary shall give or cause to be given notice of all meetings of the Members and of the Board, and shall perform such other duties as may be prescribed by the Board or Chair, under whose supervision they shall be. The Secretary shall be custodian of the seal of FOPL, if any.

6.5 The position of Secretary is filled by the Executive Director unless a board resolution appointing another member occurs.

6.6 The Secretary, Treasurer, and all other officers authorized to sign on behalf of FOPL, shall be protected by errors and omissions insurance and may be required to submit a criminal record check.

6.7 At the termination of office, the Secretary and Treasurer shall turn over to a successor, all properties and assets in their respective possessions, including funds, books and records belonging to FOPL.

6.8 The Board may from time to time create other offices and appoint other officers to fill such positions. The duties of all other officers of FOPL shall be such as the terms of their engagement call for or the Board requires of them.

6.9 The officers of FOPL shall hold office from the date of their appointment or election or until their successors are elected or appointed in their stead. Officers shall be subject to removal by resolution of the Board at any time, with or without cause.

6.10 The Past Chair remains a member of the Executive to advise all proceedings and act as a resource for the collective memory of FOPL.

7. Indemnities to Directors and Others

7.1 Indemnity of Directors and Officers: Every Director and officer of FOPL and their heirs, legal personal representatives, and assigns, respectively, shall from time to time and at all times, be indemnified and saved harmless, from and against:

- i) all costs, charges and expenses whatsoever which the Director or officer sustains or incurs in or about any action, suit or proceeding which is brought, commenced or prosecuted against them for or in respect of any act, deed, matter or thing whatsoever made, done or permitted by them or about the execution of the duties of their office; and
- ii) all other costs, charges and expenses which the Director sustains or incurs in or about or in relation to the affairs thereof, except the costs, charges or expenses occasioned by their own wilful neglect or default.

7.2 Indemnity of others: Except as otherwise required by the *Act* and subject to Section 7.1, FOPL may from time to time indemnify and save harmless any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative (other than an action by or in the right of FOPL) by reason of the fact that they are or was an employee or agent of FOPL, or is or was serving at the request of FOPL as a Director, officer, employee, agent of or participant in another Federation, partnership, joint venture, trust or other enterprise, against expenses (including legal fees), judgments, fines and any amount actually and reasonably incurred by them in connection with such action, suit or proceeding if they acted honestly and in good faith with a view to the best interests of FOPL, and, with respect to any criminal or administrative action or proceeding that is enforced by a monetary penalty, had reasonable grounds for believing that their conduct was lawful. The termination of any action, suit or proceeding by judgment, order, settlement, or conviction, shall not, of itself, create a presumption that the person did not act honestly and in good faith with a view to the best interests of FOPL, and, with respect to any criminal or administrative action or proceeding that is enforced by a monetary penalty, had no reasonable ground for believing that his or her conduct was lawful.

7.3. Right of indemnity not exclusive: The provisions for indemnification contained in the by-laws of FOPL shall not be deemed exclusive of any other rights to which those seeking indemnification may be entitled under any by-law, agreement, vote of Members or disinterested Directors or otherwise, both as to action in their official capacity and as to action in another capacity while holding such office, and shall continue as to a person who has ceased to be a Director, officer, employee or agent and shall inure to the benefit of the heirs and legal personal representatives of such a person.

7.4 Protection of Directors and Officers: Every Director and officer of FOPL in exercising their powers and discharging their duties shall act honestly and in good faith with a view to the best interests of FOPL and shall exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances. Subject to the foregoing and to the extent permitted by law, no Director or officer of FOPL shall be liable for the acts, receipts, neglects or defaults of any other Director or officer or employee or for joining in any receipt or act for conformity or for any loss, damage or expense happening to FOPL through the insufficiency or

deficiency of title to any property acquired by FOPL, or for or on behalf of FOPL or for the insufficiency or deficiency of any security in or upon which any of the moneys of or belonging to FOPL shall be placed out or invested or for any loss or damage arising from the bankruptcy, insolvency or tortious act of any person with whom or which any moneys, securities or effects shall be lodged or deposited or for any loss, conversion, misapplication or misappropriation of or any damage resulting from any dealings with any moneys, securities or other assets belonging to FOPL, or for any other loss, damage or misfortune whatever which may happen in the execution of the duties of his or her respective office or trust or in relation thereto unless the same shall happen by or through his or her own wrongful and wilful act or through his or her own wrongful and wilful neglect or default.

7.5 Responsibility for Acts: The Directors for the time being of FOPL shall not be under any duty or responsibility in respect of any contract, act or transaction whether or not made, done or entered into in the name or on behalf of FOPL, except such as shall have been submitted to and authorized or approved by the Board.

8. Head Office, Executive Director and Staff

8.1 Office of FOPL: In order to implement its objectives FOPL shall create and maintain an Office, which shall be its head office. The Board shall be responsible for the direction and the operations of the Office.

8.2 Head Office: Until changed in accordance with the Act, the Head Office of FOPL shall be in the City of Toronto in the Province of Ontario.

8.3 Executive Director: The Board may by resolution appoint the Executive Director of FOPL to perform such duties, on such terms and conditions and with such compensation, as may be agreed to with the Executive Director. Such agreement shall be in writing. The initial term of such contract or of any extension of such from time to time shall not exceed three (3) years, unless approved by the Members. The agreement may provide for the delegation of any of the powers or duties of any officer of FOPL to the Executive Director. When an Executive Director has been contracted, the Executive Director may be designated as and, if so designated, shall perform the duties of the Secretary of FOPL. The Executive Director shall have voice but no vote at all sessions of the Board. It shall be the further responsibility of the Board to direct and assess the performance of the Executive Director.

8.4 Subject to the approval of the Board, the Executive Director shall hire further staff to carry out the activities of the Office. The Executive Director shall be responsible for directing and assessing the performance of any such staff, and for determining the terms and conditions of employment of any such staff. Without detracting from the generality of the foregoing, the Executive Director shall be responsible for all matters pertaining to the employment of the staff of the Office, subject to review and approval of the Board.

9. Meetings - Annual General Meeting and other Sessions

9.1 The Board shall annually convene an Annual General Meeting. An initial notice to all Members shall be sent out 90 days prior to the date of the meeting. The notice shall include an indication of the date and location of the meeting; it shall also include a statement as to registration costs, if any, of the meeting; and a specification as to the date for forwarding resolutions and any rules applicable to the submission of resolutions. The Board may also provide

other information in conjunction with the required notices. Such notices may be provided in an electronic format and may include a web-site announcement or announcements.

9.2 Resolutions shall be prepared and submitted to the Board no later than 30 days prior to the Annual General Meeting. Resolutions, other than resolutions proposed by the Board, may not exceed 200 words in length, and shall be signed by the presiding officer and the secretary of the submitting body.

9.2.1 Emergency resolutions shall have the same requirements as regular resolutions, respective of word length and signatories. Emergency resolutions may be presented to the Annual General Meeting where the matter provoking the resolution could not reasonably have been known by the submitting body more than 30 days prior to the Annual General Meeting, subject to the approval of the Board.

9.2.2 For the purposes of this section, By-law amendments shall be regarded as resolutions, but subject to the provisions of section 16.

9.3 The Board shall provide a second notice to all Members at least fourteen (14) days prior to the Annual General Meeting. This notice may be provided electronically, consistent with the provisions of section 9.1 and shall include an indication of the date and location of the meeting; a statement as to registration costs, if any; a copy of all resolutions; and an agenda of other business which should properly come before the membership at an Annual General Meeting, as set out at section 9.7.54.

9.4 The Board may also convene other meetings of Members from time to time at its own discretion, or where either a majority of Members request a meeting; or where a majority of caucuses request a meeting. Such requests shall specify the purpose for which the meeting is called, and the meeting shall consider no other business, unless at least two-thirds of Members present and voting consent to consider other specified business. Such requests may be conveyed electronically. Fourteen (14) days' written notice shall be given to each Member of any special general meeting of Members. Notice of any such meeting should contain sufficient information to permit the Member to form a reasoned judgment on the decision to be taken.

9.5 The Chair of the Board shall preside over all general or special meetings of FOPL. The Chair may be assisted in conducting such meetings by other officers of the Board. The Chair may also seek assistance on the interpretation of procedural matters from legal counsel to FOPL or any designated representative of a Member.

9.6 A summary of the proceedings of any regular or special meeting shall be prepared by the Secretary of the Board and provided to all Members within 60 days of the conclusion of the instant meeting. This summary may be provided electronically, including its being posted on a website.

9.7 At all meetings of the full membership, including but not limited to the Annual General Meeting, each Library Member shall be entitled to two votes on any question properly put to the Members present. Votes or voting may be accepted or conducted in electronic format. In addition, proxy ballots shall be accepted by the Chair, providing such proxy ballots are properly authorized by those releasing their vote to a proxy. Notwithstanding the limitations on voting, any person credentialed as a Delegate or alternate may address the Members present. Further, the Chair may recognize guests and permit them to address the Members present.

- 9.7.1 Members or Associate Members shall be required to have paid any applicable annual membership fees, Associate Member fees, or required registration fees, in order to be eligible to attend meetings of FOPL.
- 9.7.2 Quorum for any regular or special meeting to be convened shall be at least 50 properly credentialed persons representing at least 25% of the Members and at least 50% of the caucuses. For the purposes of this section persons and Members participating by way of electronic resources, or by mail-in ballots, or by properly authorized proxy ballots shall all be deemed to be in attendance.
- 9.7.3 If 15 minutes after the time appointed for the holding of any annual general or special meeting of members a quorum shall not be present the meeting shall be dissolved and shall stand adjourned for 15 minutes and if after 15 minutes after the reconvening of such a meeting, a quorum be not present, those members in good standing who are present in person and entitled to vote shall be deemed to be a quorum, and may transact all business which a full quorum might have done.
- 9.7.4 Current and immediate past officers of FOPL shall be entitled to notification of any general or special meeting, and to attend with voice. Such persons shall not be entitled to vote nor to stand for office unless they attend as representatives of a Member.
- 9.7.5 The order of business for the Annual General Meeting shall be as follows:
1. Chair's Report
 2. Executive Director's Report
 3. Secretary Treasurer's Report
 4. Receipt of the Financial Statements and Auditor's Report
 5. Report of Standing Committees
 6. Nominations and Elections: Report from Caucuses
 7. Other Business
 8. Adjournment
- 9.7.6 At all meetings of Members every question shall be determined by a majority of votes unless otherwise specifically provided by statute or by this By-law. For greater clarity, any reference in this By-law to a "Member" or "Members" in the context of voting or nominating shall mean only Library Members and shall not include Delegates.
- 9.7.7 The rules of order for any meeting of FOPL shall be as set out in Appendix "A".
- 9.8 The annual or any other general meeting of the Members shall be held at the municipality of the head office of FOPL or at such other place in Ontario as the Board may determine.

10. Finance

10.1 Unless otherwise ordered by the Board the fiscal year of FOPL shall end on December 31 in each year.

10.2 FOPL will seek revenues from public and other sources, provided that this causes no detriment to the pursuit of its objectives or the integrity of the public service of libraries.

10.2 FOPL will be funded at least in part by membership fees. The Board can alter the structure and assessment of fees, from time to time, but may only do so after due consultation with the members at large.

10.4 The Members shall at each annual meeting appoint an auditor to audit the accounts of FOPL for report to the Members at the next annual meeting. The auditor shall hold office until the next annual meeting provided that the Directors may fill any casual vacancy in the office of the auditor. The remuneration of the auditor shall be fixed by the Board. The auditor shall be entitled to receive all notices and other communications relating to meetings of Members that any Member is entitled to receive and to attend, but not vote, at all such meetings. Provided, however, that if the Act exempts FOPL from the requirement for appointment of an auditor, FOPL may, if it complies with the conditions for such exemption, dispense with the performance of an audit. In such event, the Board shall make such provision for preparation and review of annual financial statements as it may determine to be in the best interests of FOPL. The Treasurer shall submit FOPL's books, records, invoices and supporting documents, and original bank statements to the auditor, and furnish the auditor with a letter from the bank(s) where FOPL's funds are deposited, attesting to the amounts to the credit of FOPL at such bank(s). The Treasurer must, within a reasonable time, respond in writing to any recommendations and concerns raised by the auditor.

11. Elections and Vacancies

11.1 Members of Caucuses shall select their representatives and alternates in accordance with their own procedures, and subject to the provisions of section 4.

11.2 Associate Members shall select their representatives and alternates in accordance with their own procedures.

11.3 Election of caucus representatives as Directors of the Board shall be consistent with the provisions of section 5.

11.4 The election of the Officers of the Board shall be consistent with the provisions of section 5. Such elections shall be held immediately upon the close of the Annual General Meeting.

11.5 Notwithstanding sections 4.2, 5.1, 5.3.2, 5.4, and 11.4, in years when province-wide municipal elections precede the AGM by less than six (6) months, the appointment of delegates by members, the election or appointment of Directors by Caucuses, and the election of Officers by the Board will be delayed until the period of time equal to no less than six (6) months and no more than eight (8) months following the municipal election. Incumbent Delegates, Directors and Officers remain in office until their successors are appointed or elected.

11.6 Vacancies of representatives and alternates of caucuses and Associate Members shall be filled in accordance with the procedures of the appropriate caucus or Associate Member.

11.7 Vacancies among the Directors shall be filled in accordance with the procedures of the caucus which selected the vacating Director and in accordance with the provisions of section 5.3.4.

11.8 Vacancies among the Officers shall be filled as set out in sections 11.8.1 and 11.8.2.

11.8.1 Where the position of Chair is vacated for a period of three months or less, the Vice-Chair shall assume the Chair's position. Where the position of Chair is vacated, or the Chair is unable to fulfill the duties of the position, for a period of more than three months, the Vice-Chair shall convene within one month a meeting where the Board of Directors shall elect new officers.

11.8.2 Where the office of Vice-Chair, Secretary or Treasurer is vacated, or the Vice-Chair, Secretary or Treasurer is unable to fulfill the duties of the position, for a period of more than two months, the Chair shall convene within one month a meeting at which the Board of Directors shall elect new officers or appoint a new Secretary or Treasurer, as the case may be.

12. General / Miscellaneous

12.1 The Board may from time to time create standing or ad hoc committees to further the purpose and activities of FOPL. The membership of such committees may include representatives of Members or other persons. Committee members will hold their offices at the will of the Board. The duties of such committees shall be established by the Board. Such committees may create their own procedures and policies, providing the procedures and policies are consistent with these By-laws and the purpose of FOPL.

12.2 The Board may from time to time create, amend, and dissolve policies and procedures consistent with this By-law and the purpose and objectives of FOPL.

12.3 The Board shall advise the Members at least quarterly of current events and developments pertinent to the operations of FOPL and the Board.

12.4 Execution of Documents: Contracts or other documents requiring the signature or approval of FOPL shall be signed by any two officers or Directors, or by any one officer together with any one Director. All contracts or documents so signed shall be binding on FOPL without any further authorization or formality. The Directors shall have power from time to time by resolution to appoint an officer or officers on behalf of FOPL to sign specific contracts or other documents. The Directors may give FOPL's power of attorney to any registered dealer in securities for the purposes of the transferring of and dealing with any stocks, bonds, and other securities of FOPL. The seal of FOPL, if any, may be affixed to such contracts or documents, if required.

13. Notices

13.1 Notice to any Member, Director, officer or auditor of FOPL for any meeting of the Board or any committee or the Members, shall be sufficiently given if sent to the last address of the Member, Director, committee member, officer or auditor recorded on the books of FOPL by delivery, or by prepaid ordinary mail, or, if prior written consent has been given by the intended recipient, by means of facsimile, electronic mail or other method of transmitted or recorded communication. A notice so mailed shall be deemed to have been given when deposited in a post

office or public letter box; and a notice sent by any means of transmitted or recorded communication shall be deemed to have been given when it is transmitted by FOPL directly or when it is delivered to the appropriate communication company or agency or its representative for dispatch. No error or omission in giving notice of a meeting of the Board or any committee or the annual or general meeting or any adjourned meeting, whether annual or general, of the Members of FOPL shall invalidate such meeting or make void any proceedings taken thereat and any person entitled to receive such notice may at any time waive notice of any such meeting and ratify, approve and confirm any or all proceedings taken or had thereat. Notice of each Members' meeting must remind the Member that it has the right to vote by proxy.

14. Amendment

14.1 This By-law may only be amended by a two-thirds majority of those Members present and voting at a properly convened general or special meeting of FOPL. The motion must be preceded by adequate notice.

14.2 Notice to amend this By-law must be served on the Board by a mover and a seconder of members in good standing at least 30 days prior to the Annual General Meeting. The Board shall advise Members of the motion. This section shall be read so as to conform to the requirements of section 9.2 and its subsections.

14.3 Notwithstanding the provisions of section 16.2, the Board or any Members in good standing may serve notice of a By-law amendment at any general meeting. In order for the proposed motion to amend the By-law to be properly considered by the assembly, however, the motion to consider must be adopted by a two-thirds majority of those Members present and voting. If the motion to consider is successful, the motion shall be considered if possible before the conclusion of the session, and in any event before the conclusion of the meeting.

14.4 Amendments to the By-law take effect upon the conclusion of the Meeting at which they are adopted, unless otherwise specified.

14.5 For greater clarity, amendments shall be understood to encompass additions, deletions or any other alteration.

15. Deposit of Securities for Safekeeping

15.1 The securities of FOPL shall be deposited for safekeeping with one or more bankers, trust companies or other financial institutions to be selected by the Board. Any and all securities so deposited may be withdrawn, from time to time, only on the written order of FOPL signed by such officer or officers, agent or agents of FOPL, and in such manner, as shall from time to time be determined by resolution of the Board and such authority may be general or confined to specific instances. The institutions which may be so selected as custodians of the Board shall be fully protected in acting in accordance with the directions of the Board and shall in no event be liable for the due application of the securities so withdrawn from deposit or the proceeds thereof.

16. Effective Date

This by-law shall replace the amended By-law No. 1 and 2 adopted on the 2nd day of February, 2011 and shall be deemed to have come into effect on June 10, 2022.

Passed at a meeting of the members of FOPL held on the 10th of June, 2022.

Commented [AF5]: Will need to be updated

Chair

Secretary

APPENDIX “A”

RULES AND ORDER OF BUSINESS

The rules and order of business governing Members’ meetings shall be:

- A.1 The Chair of the Board, or a Vice-Chair of the Board (in the absence of or at the request of the Chair of the Board), shall take the chair at the time specified, at all regular and special meetings. In the absence of both the Chair of the Board or her designated representative, a Chairperson shall be chosen by the Board.
- A.2 No question of a sectarian character shall be discussed.
- A.3 When a delegate wishes to speak she shall first seek recognition from the Chairperson. When recognized by the Chairperson, the delegate shall give her name and the caucus or group she represents and shall confine all remarks to the question at issue.
- A.4 Speeches shall be limited to three minutes except in moving a motion when the delegates shall be allowed five minutes.
- A.5 A delegate shall not speak more than once upon a subject until all who wish to speak have had an opportunity to do so.
- A.6 A delegate shall not interrupt another except it be to call to a point of order.
- A.7 If a delegate be called to order shall, the delegate shall, at the request of the Chairperson, be seated until the question of order has been decided.
- A.8 Should a delegate persist in unparliamentary conduct, the Chairperson will be compelled to name them and submit her conduct to the judgement of the Meeting. In such cases the delegate whose conduct is in question should explain and then withdraw, and the meeting will determine what course to pursue.
- A.9 When a question is put, the Chairperson after announcing the question shall ask: “Are you ready for the question?” If no delegate wishes to speak, the question shall then be put.
- A.10 Questions may be decided by a show of hands or a standing vote on the basis of one vote per delegate. A roll call vote may be demanded by two-thirds of the delegates present. In a roll call vote each delegate shall be entitled to one vote.
- A.11 Two delegates may appeal the decision of the Chair. The Chair shall put the question thus: “Shall the decision of the chair be sustained?” The question shall not be debatable except that the Chairperson may make an explanation of the decision taken.
- A.12 The Chairperson shall have the same rights as other delegates to vote on any question.

- A.13 When the previous question is moved, no discussion or amendment to either motion is permitted. If the majority vote that “the question be now put”, the original motion must put without debate. If the motion to put the question is defeated, discussion will continue on the original motion.
- A.14 Committees may combine resolutions or prepare a composite to cover the intent of the question at issue. Reports of Committees are not subject to amendment, except such as acceptable to the Committee, but a motion to refer back to the Committee for reconsideration shall be in order.
- A.15 A delegate shall not move a motion to refer back after having spoken on the question at issue.
- A.16 A motion to refer back is not debatable and when properly seconded the question shall be immediately put to the meeting.
- A.17 If the report of a Committee is adopted, it becomes the decision of the meeting. If defeated it may be referred back to the Committee for reconsideration.
- A.18 When a motion is pending before the meeting, no motion shall be in order except motions of referral, of adjournment, of the previous question, or of postponement for a definite time. If any of the foregoing motions is negated, it cannot be renewed until after an intermediate proceeding.
- A.19 A motion may be reconsidered, provided the mover of the motion to reconsider voted with the majority, and notice of motion is given consideration at the next meeting, and said notice of motion is supported by two-thirds of the delegates qualified to vote.

PURPOSE

To confirm the Federation of Ontario Public Libraries' commitment to ensuring fiscally responsible management of the corporation and to clarify appropriate procurement practices and fiscal controls.

APPLICATION

The Financial Policy applies to all FOPL employees, contractors, consultants, members of the Board or its Working Groups, Committees, or Project Teams and volunteers.

DEFINITIONS

ED: The FOPL Executive Director
FOPL: Federation of Ontario Public Libraries
GREEN: Is any product which is environmentally friendly such as energy efficient, sourced or produced in an environmentally ethical manner.
TPL: Toronto Public Library
VoR: Vendor of Record
Workplace: ~~The FOPL office and~~ Any location of FOPL meetings or business.

COMMITMENT

Procurement by FOPL

- FOPL will use an open, accountable, fair and efficient process for procurement and
- FOPL will procure goods and services from responsible suppliers who follow ethical standards and who supply "green" products, when and where it is deemed appropriate.
- Board members, Executive Consultants, and employees must declare pecuniary interest in any proposal, contract, tender, or quotation for the supply of goods and services to FOPL, whenever there may be a direct or indirect interest in said work or project.

1. **Competitive Process**

- 1.1 All items over \$10,000 shall be subject to a competitive process unless approved by the Board as a *Sole Source* or *Single Source*. Competitive process includes Request for Proposals (RFP) or Bid and Tender.

Commented [DS1]: To adjust for inflation, this would now represent \$12.5k, I recommend setting this value to \$15k as value has depreciated and \$10k doesn't get you very far anymore.

2. **Request for Proposals**

- 2.1 An RFP shall include set criteria for the proponents to respond to and shall be publicized for no less than two (2) weeks via the FOPL website. The closed envelope evaluation process shall include a committee to screen, independently evaluate, and consensus rank the proposals according to the criteria. The lowest bidder need not be awarded. The proponent who scores the highest shall be awarded, based on the criteria set in the proposal. The binding party shall be the ED or Board, depending on Section 4 Authority to Award.
- 2.2 Bid and Tender are requests for a closed envelope bid. The lowest complete bid to address

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the complete needs as set out within the posting shall be selected.

2.3 No contract or purchase may be divided to avoid any requirements of this procedure.

3. Sole Sourcing and Single Sourcing

Sole sourcing and single sourcing may occur when items are less than \$10,000, providing the ED gives notice to the Board at the next regularly scheduled meeting following the purchase. For approval of items in excess of \$10,000, a request, with rationale, must be submitted to the Board prior to making the purchase. Approval will require a successful motion.

Commented [DS2]: This number would change as well.

4. Vendor of Record (VoR)

A Vendor of Record (VoR) list may be developed by FOPL via a competitive process.

4.1 Such VoR arrangements may not exceed a three-year commitment but may be renewed following a subsequent competitive process.

4.2 FOPL may also select a vendor from pre-selected VoR lists provided by the Ontario Government, the Ontario BMPL Services (OLS), The City of Toronto, and/or TPL.

5. ~~The Board accepts the procurement policy of TPL, if TPL is procuring on FOPL's behalf.~~

Authority to Award and Bind

Following the procurement process:

1. The ED shall authorize payments for any item or expense within approved budget lines.
2. The ED shall award and bind any contracts under \$10,000 including contracts selected through RFP processes.
3. The Board shall award and bind any contracts above \$10,000.

Commented [DS3]: This number would also change.

Commented [DS4]: And this one.

Financial Authority

1. The ED, Board Chair, Vice Chair, Treasurer, and Past Chair shall be signing officers on all Board held bank accounts.
 - 1.1 Two signing members must approve release of funds.
 - 1.2 In the event of payments to the ED, two signing officers, not including the ED, must approve the release.
2. Approval of release of payments will be by electronic means where possible. Where online banking is not available for signing access, the ED shall receive written approval as a statement by signing officers and shall retain said notice.
3. The ED may apply for and bind any grants deemed appropriate for the operations of the FOPL.

4. The ED may accept donations of cash, in-kind, or materials to support the operations of the FOPL
5. The ED shall be the signing officer for contracts with vendors and granting agencies.
6. Limitations and Authorities granted to contract employees may be further defined in "Contracts for Service".

Reallocation of Budget

1. The ED shall have the authority to reallocate up to \$~~40,000~~20,000 within the approved operating budget.
 - 1.1 Board resolution is required for any reallocation exceeding \$~~40,000~~20,000.
 - 1.2 Reallocation or adjustments which impact the bottom line of any individual budget (e.g. operational, capital, minor capital, or employment) require Board resolution.

Authorization of Reserve Accounts and Surplus Funds

- ~~1. The ED may authorize the annual roll-over of any unused funds or interest into the next fiscal year.~~
- ~~2. Board resolution is required for authorization of all Board investments.~~

The purpose of the Reserve Fund, named internally as the Restricted Funds Account, is to ensure the financial stability and operational continuity of the Federation of Ontario Public Libraries.

1. Target Level of Reserves

The organization will maintain an operating reserve equal to but not exceeding **12 months** of average monthly operating expenses, calculated using the most recently approved annual budget.

The board acknowledges that recommended sector practice for Canadian non-profits generally falls between 3–6 months, and up to 12 months for organizations with significant revenue volatility or essential service obligations. The exact target chosen reflects FOPL's funding model, cash-flow risk, and operational needs.

2. Authorization for Use

Use of the Restricted Funds requires:

- A documented rationale demonstrating the need (e.g., cash-flow shortfall, urgent operational need, strategic opportunity, capital project), and
- Approval from the Board.

Withdrawals will be documented via the Treasurer's report at the next scheduled meeting board meeting. Withdrawals may not reduce the reserve below 6 months of average operating expenses without Board approval.

3. Replenishment of the Reserve

The Restricted Funds account is replenished by annually allocating a percentage of surplus net revenue approved by a standing board motion. The Executive Director will advise if/when the reserve needs to be replenished.

If the Restricted Funds account is at it's target for operational reserves, additional surpluses can be earmarked for other internal priorities, such as:

- Capital replacements (equipment, technology, marketing materials etc.)
- Strategic opportunities or innovations (pilot projects, new service models, technology improvements, one-time strategic initiatives)

- Program stabilization or expansions (scaling successful programs, launching new programs, managing multi-year program commitments that lack guaranteed funding)
- Invest in organizational capacity (staff training and professional development, upgrading IT systems, website redesign, policy/governance/system modernization)

4. Reporting Requirements

The Executive Director will report the status of the reserve to the Board at the regularly scheduled quarterly meetings, including:

- Current reserve balance,
- Target level and variance, and
- Any withdrawals, deposits, or planned replenishment measures.

Credit Card Use

The Board may authorize the ED to obtain a Credit Card:

1. Monthly statements shall be submitted and itemized by account.
2. The ED's Monthly statement shall be authorized by the Chair or Treasurer.

Reimbursement of Expenses

The Board recognizes that its employees, contractors, and members are required to travel for the purposes of FOPL business and that they should be reimbursed for such travel and associated expenses while carrying out FOPL business.

1. The most economical method must always be the major consideration when traveling on FOPL business. The choice of transportation mode and accommodation will be based on efficiency and cost effectiveness.
2. Costs related to transportation, accommodation and meals will be reimbursed upon presentation of receipts.
3. Expenses related to meetings for the sole purpose of FOPL business will be reimbursed with appropriate documentation including names of those in attendance, purpose of meeting and itemized receipt of expenditures.
4. All itemized receipts must be submitted within 60 days or will not be eligible for reimbursement. If travel choices are other than the most economical viable option, reimbursement will be at the latter level.
5. Expense claims of the employees and members of FOPL Working Groups, Committees and Project Teams will be approved by the Treasurer; expenses of the ED will be approved by the Board Chair; and expense of the Board Chair will be approved by the Board Treasurer
6. Under no circumstances will the cost of alcohol beverages be reimbursed.
7. Expense Claim Form and Schedule of Eligible Expenses as attached.

Disposal of Assets

1. The ED may determine from time to time what items will be considered surplus and slated for disposal.
2. Items shall first be listed for sale, with proceeds returning to FOPL, and then offered for donation. If no sale or donation is possible, the item may be disposed of.

SCHEDULE OF ELIGIBLE EXPENSES

Travel

Mileage: Provincial Treasury Rate
Parking Fees: receipt amount
Airport transfer: Bus, UP express, public transit or taxi when pressed for time
Shared expense whenever possible

FINANCE POLICY

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Accommodation

Single standard room
Hotel Parking
Gratuities as appropriate

Meals

Including tip and taxes ~~\$65~~100/day
Costs exceeding these amounts will only be paid if there is no reasonable expectation of alternative dining arrangements
Under no circumstances will the cost of alcohol beverages be reimbursed

Commented [DS5]: This is only a correction. This amount change was previously approved by the board.

Communication

A maximum of \$10 week for communications costs for long distance telephone charges or data plans related to FOPL business

This policy will be reviewed bi-annually by the Finance Committee (or Board) to ensure the reserve target and governance remain appropriate in light of changes to operating conditions, funding stability, or organizational risk.

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Website Redesign Project

Report To: The FOPL Board
Prepared by: Dina Stevens
Prepared on: December 3, 2025

BACKGROUND

Refreshing the design and upgrading the functionality of our website was identified on FOPL's new strategic plan as a strategic initiative to boost membership engagement.

"Marketing Public Library Value & Impact

1. Increase member engagement by being recognized as the trusted voice for Ontario's public libraries.

Strategic Initiative:

Perform a communications review which includes website redevelopment that strengthens member engagement and adds value to membership."

It has also been a long-term goal of mine to improve our website to integrate with some administrative tasks and act as a conduit for member communications. We have robust reserve funds and have just completed a rebrand so I feel the timing is optimal for this project.

RESEARCH AND RECOMMENDATIONS

After considerable research reviewing options for website functionality, platforms, hosting and a myriad of other options, I was able to narrow down a list of criteria for our website. With this list, I consulted several companies who could provide website build services:

- Integrated membership access: members can customize and update their own profiles, update the email, name etc on their profiles, and manage their membership payments themselves when renewing annual membership
- Payment processing for annual membership
- Automatic membership renewal and billing
- Newsletter function
- Events calendar
- Registration for events through the website, with option for payment for non-members – eg. Members log in to register for free, all other people choosing to attend info session must pay
- Overall improved functionality of members only and public facing pages



Based on this information, I received a recommendation from CULC who used Andrew Newby for their website project. Our website needs are similar in terms of membership tiers and structures. I worked with Andrew to provide the attached quote for website service. I found that companies with a larger footprint offered “build packages” that were \$40k-\$60 and exceeded our needs. Independent contractors that I found did not meet my standards of professionalism or quality.

Additionally, I would like to simultaneously undertake a content writing project. All webpages would be rewritten, reorganized, and our organization marketed for optimal membership engagement. These services are estimated to cost \$3500 - \$4500 and would be provided by a separate content writer, also recommended by CULC.

Attached please find the website redesign quote from Andrew Newby. My recommendation is that we proceed with hiring this contractor and the website content writing project. Estimated total cost for this project is \$14k-\$15k. Andrew’s company is also able to provide a monthly maintenance package which includes website hosting and plug-in fees, saving us money in the long-term.

Quote: Website Design & Build (v2)

Federation of Ontario Public Libraries (FOPL)

Presented to: Dina Stevens | dinastevens@fopl.ca | **Date:** Oct 27, 2025

Overview

Federation of Ontario Public Libraries (FOPL) is looking to streamline and modernize their online presence with a bilingual membership website featuring their newly redesigned brand identity. It will be optimized for performance and adapt seamlessly for desktop, tablet, and mobile devices.

Built on WordPress, it will feature **up to 100 informational pages**, with the ability to restrict access to select pages and content. Restricted pages will only be accessible to members that are logged in. We will focus on easy navigation and highlighting key information for members. Members will have the ability to register for events, edit their profiles, and review the status of their accounts including upcoming renewal dates.

The following quote outlines the proposed project including scope of services, relevant optional add-ons, prospective timelines, cost, and payment terms. If you have any questions, please feel free to email us at info@anewby.com or call **613.808.1342**. If this quote is approved by signature on the final page, we will provide you with an invoice and collect a deposit.



Scope of Services

Coordination & Logistics

Meticulous coordination and project management will help ensure the project gets delivered on-time and to spec. This will include a project-kickoff meeting to get on the same page, at which time we will discuss your goals, overall vision, and the project timeline, and regular status updates.

Asset Collection

We will work with you to collect credentials and assets required to design and build your site. These may include:

- Accounts: Relevant credentials/logins (Internic, Ionos, WordPress, etc)
- Existing Brand Assets: Any existing branded assets or imagery like logos, brand standards guide, icons, fonts, stock photography, etc.
- Photography: Available photography or sample images

Research & Discovery

To ensure the final product is effective, we need to understand your members and how they will interact with your site. We'll draw inspiration from similar library membership websites (such as culc.ca) to establish context and benchmarks for how the FOPL site should function. This may include the creation of a Design Brief document for your review and approval.



Design

With our goals set, we'll prepare resources for your review and input. These may include:

- 1) Site Audit – Review of the existing website including a content audit and review of technical setup and configurations.
- 2) Site Architecture – High-level flow chart listing all pages/sub-pages on the site. Includes consulting and recommendations for organizing and grouping content to make it easier to find. We will also establish which pages need to be restricted to members only.
- 3) Wireframes – Blueprints showing how blocks of content will be arranged (up to 5)
- 4) Design Mockups – Prototypes (up to 5) showing how the final web pages will be styled, including brand fonts/colours. This includes one (1) round of revisions.

Content Audit & Refresh

Working closely with [Verso Arts Advisory](#), we will audit FOPL's institutional messaging. This is done in collaboration with relevant staff and stakeholders with the goal of strengthening the organization's position as an important pillar of the library landscape in Ontario. We will review existing copy to identify areas of improvement and rewrite copy and material as needed for the website. Recommendations will streamline the content to better fit within the new page templates proposed in the Wireframes and Design Mockups. This may include core organizational messaging, key information for members, and other evergreen content within the website. The Content Audit & Refresh will be scoped and billed separately from the other work outlined in this proposal.



Site Setup & Theme Development

Once the design is approved, we will start building the new site on our hosting server (“staging”). The staging process includes:

- Hosting Server setup with WordPress installed & configured
- Information Architecture for Pages, Posts, Categories, Tags, etc (outlined below)
- Theme installation including a Child Theme for additional customization and flexibility
- Framework setup for standardizing layout elements across various device sizes (including column widths, font sizes, and brand colours)
- Plugins installed/configured as needed (multi-language, membership management, seo, caching, form builder, etc.)
- External Integrations as needed (Email delivery service, Google Analytics, etc.)

Next, we will integrate the agreed upon design and custom functionality. This may include image optimization, page layouts, importing content, global navigation/footer setup, and CSS styling.



Information Architecture

The dashboard will include several CMS Collections to keep content organized and easy to manage. Collections include Standard Pages and Posts, Custom Post Types with Custom Fields, Categories, and Tags.

- **Pages** are the website's standard high-level pages visible to most users. Pages can be organized into top-level, and sub-pages. Standard pages include Home, About Us, News, Contact, etc. Pages will have the option to be marked as 'members-only'.
- **Posts** are used for News and Updates. Posts can be filtered by Categories and Tags, and may also be marked as 'members-only'.
- **Resources** will be a Custom Post Type used for member-only documents (restricted content). Resources will be organized into Categories such as Resources, Advocacy, Projects & Reports, Board Meetings & Packages, etc.
- **Events** will be a Custom Post Type used to display, promote, and register attendees for upcoming events. Events will include Custom Fields for Event Date/Time, Description, Categories, Registration Form, Zoom url, etc). Events will be listed on an Events Calendar page. Past Events will be listed on an Events Archive page (optional).
- **FAQ** (optional) is Custom Post Type usually used on the About page, or on a dedicated FAQ page in an accordion layout (see example). This can be used for general membership-related information, or a more specific purpose as-needed.
- **Members** will have custom user profiles in WordPress with specific permissions and Custom Fields. They will have the ability to view restricted content, and register for members-only events. Members will also have access to a custom 'My Account' page where they will be able to edit their specific library info including location & contact info, library logo, and caucus. They will also be able to view their account status and upcoming renewal date, with relevant renewal links and information.



Custom Integrations

Multi-Lingual Toggle Switch

Every post and page on the website will be able to accommodate content (images & text) in both French and English. If French text is unavailable, content will default to the English version. We will use the industry-standard [WPML Plugin](#) to create this functionality.

Member Management & Restricted Content

In order to protect sensitive content, access level controls will be made available for Resources, Posts, and Pages. FOPL admins will have the ability to select between Public or Restricted on a per-page basis. Pages set to Restricted will require user login prior to access. This functionality requires the setup of additional page templates such as User Login, My Account, and Password Reset. From the 'My Account' page, members will be able to view their account status and upcoming renewal date, with relevant renewal links and information. We will use [Restrict Content Pro](#) to manage member permissions and access levels.

Payment Processing via QuickBooks & Stripe

- **Membership Fees** will continue to be collected through QuickBooks, via FOPL's existing process. Membership status will be easily managed with a toggle/selector under the Users tab in WordPress.
- **Donations** will be available to all website visitors (members and non-members). Donations will include a "choose your own amount" option, with a custom Stripe checkout link. Stripe will accept payments via PayPal and Credit Card.
- **Merch Store (Phase 2)** will integrate with Stripe to collect payments via PayPal and Credit Card.



Site Testing

Before launch, we need to test links, menus, buttons, and contact forms and test the site across different browsers and devices. Any bugs that arise from this testing will be fixed prior to launch. Please note: we do not guarantee that your website will look *exactly* the same on every screen size. It may render with slight differences across different screens.

Site Launch

Upon final review and approval, we will launch the site. This process involves setting up a new installation of WordPress and migrating the approved staging site into it. We'll then point FOPL's web domain to our servers to finalize the launch.

User Accounts Deployed

Setup and deployment of user login accounts (up to 300) for all FOPL members. Includes onboarding Welcome email prompting members to sign in for the first time, and set up a secure password. (Additional login accounts can be created in future by the FOPL team.)

WordPress Training & Documentation

After the site is launched, we'll sit down for a 1-hour training session outlining the basics of logging into your site, managing members, and making content updates. We will also provide detailed written documentation for future reference.



Hosting & Maintenance (Monthly)

Websites require ongoing maintenance for best performance, security, and visibility in search engines. Our standard [Hosting and Maintenance Plan](#) keeps your website running smoothly and includes:

- Fast hosting on a dedicated VPS server
- Domain management (renewal reminders, future changes to DNS servers, etc)
- Managing and renewing SSL certificates
- Software updates to ensure good performance and security
- Renewal and management of premium software licences for themes, plugins, and integrations for an estimated cost of up to \$300/year. Premium software licences may include:
 - [WPML](#) (WordPress Multilingual Plugin)
 - [Restrict Content Pro](#) (member management platform)
- Database backups (weekly) and full site backups (monthly)
- Trusted email servers (SMTP) for your automated email messages (event registration auto-responders, password reset emails, etc). This service ensures that all automated emails are sent from trusted email servers, and not landing members' spam folders. Includes up to 1,000 automated emails per month.
- Up to one hour of small content updates each month. "Content" may refer to text and images seen on the site pages (e.g., updating post photos or service descriptions)

Fees are paid monthly via pre authorized credit card. Learn more [here](#).



Phase 2 Website Recommendations

After the key goals have been addressed, we often recommend a ‘Phase 2’ plan for long-term success. Please note that *these recommendations are not included in the timeline and quote listed below.*

Email Newsletter

With the new website in place, it will be important to stay in front of members with regular updates delivered via email. We will integrate an email marketing platform with a plan for delivering monthly newsletters to members, letting them know about industry updates and membership benefits. In addition to rolling out the new feature, this may also include a fully managed service, developing content and deploying the newsletter each month (upon approval by the FOPL team).

Mech Store

We will explore options for a “print on demand” e-commerce storefront, allowing members and non-members to purchase merchandise featuring the new FOPL branding. This will include a standard shop page, cart, and checkout system. We will integrate with a “print on demand” fulfillment system, which manages the production and delivery of merchandise ordered through the website. The shop will use Stripe to collect payments via Credit Card or PayPal.



Project Timeline

Website Design & Build Schedule*

Agreement Signed + Deposit Collected	End of October, 2025
Project Kickoff Meeting	Week of November 10, 2025
Asset Collection	End of November, 2025
Research & Discovery	End of November, 2025
Design	End of January, 2026
Content Audit & Refresh	End of February, 2026
Site Setup & Theme Development	End of March, 2026
Information Architecture & Custom Integrations	End of March, 2026
Site Testing & Site Launch	End of March, 2026
User Accounts Deployed	April, 2026
WordPress Training	April, 2026
Balance Invoice Delivered (60% Balance)	April, 2026
Hosting & Maintenance Fees Due (first month)	May 01, 2026

*Subject to change



Quote

Coordination & Logistics	\$900
Asset Collection	\$375
Research & Discovery	\$900
Design Includes one round of revisions based on consolidated creative feedback.	\$1,500
Site Setup / Theme Development / Information Architecture	\$2,250
Custom Integrations Multi-Lingual Toggle Switch Member Management & Restricted Content Payment Processing via QuickBooks & Stripe	\$1,500
Website Testing	\$600
Website Launch	\$300
User Accounts Deployed	\$300
WordPress Training & Written Documentation	\$600
Hosting & Maintenance (Monthly) Promo Price: \$75/month starting after website launch. (Promotional price valid for the first year of service. Renews at \$95/month)	
	Subtotal \$9,225.00
	HST \$1,199.25
	Total \$10,424.25



Payment Terms

- A 50% deposit will be collected before work commences (paid via etransfer)
- A Balance Invoice will be delivered upon completion of the deliverables listed above
- Balance invoice will not be postponed for any delays caused by Federation of Ontario Public Libraries (FOPL) including missing site text, delayed approvals, delay in scheduling WordPress training, etc.
- Payment is net 15 days following the receipt of Balance Invoice

Out of Scope / Additional Hours

Any requests outside of the deliverables outlined above will be charged at a rate of **\$75.00/hr** and billed in quarter-hour increments. Additional hours will be reflected on the Balance Invoice.

Contact Me

Andrew Newby
info@anewby.com / 613.808.1342
HST # 789041613RT0001



Quote Approval

If Federation of Ontario Public Libraries (FOPL) approves this quote, please sign this page and return it to **info@anewby.com**, at which time we will provide an invoice to collect your deposit.

I, **Dina Stevens**, on behalf of **Federation of Ontario Public Libraries (FOPL)**, confirm and agree that the terms of this Quote are acceptable. I agree to these terms and conditions outlined.

A handwritten signature in black ink that reads 'Andrew Newby'.

Dina Stevens
Federation of Ontario Public Libraries (FOPL)

Andrew Newby

Oct 27, 2025

Date

Date

Frequency of Hybrid Meetings

Report To: The FOPL Board
Prepared by: Dina Stevens and Catherina Moskau
Prepared on: December 4, 2025

BACKGROUND

Our new strategic plan and commitments to equity of access via advocacy for the Ontario Digital Public Library reminds us to examine our operations. Looking for ways to overcome challenges presented by geography and ensure we are providing an equitable experience for all our board members, we have examined our board meeting attendance. Hybrid meetings can create a two-tiered experience and systematically disadvantage remote attendees. Board members who routinely join remotely report feeling like they are “outsiders looking in” to our board meetings. This risks undermining equity, inclusivity, and broad engagement and can threaten the legitimacy and effectiveness of FOPL’s collective work.

MEETING STATISTICS

Meeting attendance for the last three years was compiled and examined. Does not include the ED or Admin.

Q1 2023 – Hybrid	3 Virtual	10 In-Person
Q2 2023 – Hybrid	6 Virtual	8 In-Person
Q3 2023 - Hybrid	8 Virtual	7 In-Person
Q4 2023 - Virtual	12 Virtual	
Q1 2024 - Hybrid	5 Virtual	10 In-Person
Q2 2024 - Hybrid	8 Virtual	7 In-Person
Q3 2024 - Hybrid	12 Virtual	6 In-Person
Q4 2024 - Virtual	12 Virtual	
Q1 2025 – Branding Session		
Q2 2025 – Virtual	15 Virtual	
Q3 2025 - Hybrid	8 Virtual	6 In-Person

RECOMMENDATION

Outside of the Q1 meetings held during the OLA SuperConference, we consistently have more board members attend virtually than in-person for our hybrid meetings.

It is recommended that our Q1 Board meeting at the OLA SuperConference remain hybrid, with a social component for board members to come together and reunite. These are the best attended by board members in person since many are already congregating for the conference. All other meetings should be converted to virtual meetings to promote digital equity, inclusivity and promote engagement. All board members will be better equipped to participate effectively in board meetings, improving the quality of our work overall.

Dates for 2026 Meetings

Report To: The FOPL Board
Prepared by: Dina Stevens
Prepared on: December 5, 2025

PROPOSED DATES

OLA Social	In- Person	TBD	
Q1 Board Meeting	Virtual	Friday, February 27, 2026	10:00am
Audit Approval Meeting	Virtual	TBD	
Annual General Meeting	Virtual	Friday, April 24, 2026	10:00am
Q2 Board Meeting	Hybrid	Friday, May 22, 2026	10:00am
Q3 Board Meeting	Hybrid	Friday, September 11, 2026	10:00am
Q4 Board Meeting	Virtual	Friday, December 11, 2026	10:00am