

Annapolis Valley Regional Library

Regular Board Meeting

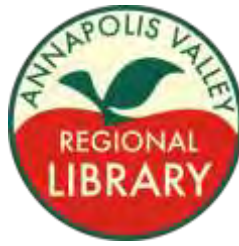
Thursday, February 19, 2026

5:30 p.m. - 7:30 p.m.

Via ZOOM

Agenda

1. Call to order
2. Approval of Agenda
3. Approval of Minutes of the Previous Meeting
 - 3.1 Minutes of the November 20, 2025 Meeting
4. Guests/Presentations: none
5. Correspondence and Communications
 - 5.1 Received: selected correspondence from the public:
 - 5.1.1 Nov 14/25, Kathryn E. Martin to Councillor Sappington
 - 5.1.2 Dec 1/25, Friends of the AR Library to MLA Bowlby
 - 5.1.3 Jan 09/26, Lorna Mulligan to elected representatives
 - 5.2 Sent:
 - 5.2.1 Nov 03/25, AVRL to Friends of the Annapolis Royal Library (repeated to all Friends and other community stakeholders)
6. Business Arising from the Previous Meeting:
7. Committee Reports
 - 7.1 Executive Committee
 - 7.2 Human Resources Committee
 - 7.3 Finance Committee
 - 7.3.1 Income Statement April 1, 2025 – December 31, 2025
 - 7.3.2 Deferred Revenue report April 1, 2025 – December 31, 2025
 - 7.3.3 Investment report: Portfolio Snapshot, February 12, 2026
 - 7.3.4 Investment Subcommittee report: none
8. Report from the Chief Executive Officer
 - 8.1 Update from the CEO
 - 8.2 Statistical Reports
 - 8.2.1 AVRL Performance Measures April 1, 2025 – January 31, 2025
9. New Business
 - 9.1 Strategic Plan Progress Report 2025-28
 - 9.2 May 2026 Facilitation Quote
 - 9.3 Policies:
 - 9.3.1 EDIA Position Statement and corrections to Code of Conduct
10. In camera: labour relations update (verbal)



11. Announcements from Board Members

12. Next meetings:

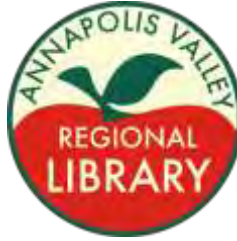
Thursday, April 16th, 2026, In-person, 5:30pm-9pm **Workshop Preparation**
Saturday May 2, 9am-4pm, Berwick Apple Dome, Facilitated workshop:
Operational planning with updated budget information

Thursday, June 18th, 2026, In-person, 5:30pm Regular and AGM

Thursday, September 17th, 2026, In-person, 5:30pm

Thursday, November 19th, 2026, In-person, 5:30pm

13. Adjournment



Annapolis Valley Regional Library

Regular Board Meeting

Thursday, November 20, 2025

5:30 pm – 7:30 pm

In Person

Minutes (DRAFT)

PRESENT: Janet Ness, Jill Cox, Adele MacDonald, Karie-Ann Parsons-Saltzman, Chrystal Remme, Ty Walsh

STAFF: Julia Merritt (CEO), Carin Cress, Samantha Driscoll, Beth Kawecki, Jai Soloy

REGRETS: Rob Baker, Emily Lutz

1. Call to order

J. Ness called the meeting to order at 5:30 pm.

2. Approval of Agenda

MOTION: To accept the Agenda as presented.

MOVED BY: Ty Walsh **SECONDED BY:** Chrystal Remme

CARRIED

3. Approval of Minutes of the Previous Meeting

3.1 Minutes from the October 16th, 2025 in-person meeting.

MOTION: To approve the minutes of September 18th, 2025 in-person meeting.

MOVED BY: Jill Cox **SECONDED BY:** Adele MacDonald

CARRIED

4. Guests/Presentations:

None

5. Correspondence and Communications

5.1 Received:

5.1.1 Oct 22/25, CCTH to AVRL

5.1.2 Oct 28/25, NSPL to CORL

- 5.1.3 Oct 29/25, Valley REN to AVRL
- 5.2 Sent:
 - 5.2.1 Oct 06/25, AVRL to CCTH
 - 5.2.2 Oct 07/25, AVRL to County of Annapolis (repeated for all municipalities)

MOTION: To receive the correspondence and communications for information.
MOVED BY: Ty Walsh SECONDED BY: Karie-Ann Parsons-Saltzman
CARRIED

6. Business arising from the previous meeting:
None

7. Committee Reports

- 7.1 Executive Committee
- 7.2 Human Resources Committee
- 7.3 Finance Committee
 - 7.3.1 Income Statement April 1, 2025 – October 31, 2025
 - 7.3.2 Deferred Revenue report April 1, 2025 – October 31, 2025
 - 7.3.3 Investment report: none
 - 7.3.4 Investment Subcommittee report: none
 - 7.3.5 Draft Interim 2026-27 Budget

MOTION: To accept the committee reports as presented.
MOVED BY: Karie-Ann Parsons-Saltzman SECONDED BY: Adele MacDonald
CARRIED

MOTION: To approve the Draft Interim 2026-27 Budget as presented.
MOVED BY: Chrystal Remme SECONDED BY: Ty Walsh
CARRIED

8. Report from the Chief Executive Officer

- 8.1 Update from the CEO
- 8.2 Statistical Reports
 - 8.2.1 AVRL Performance Measures April 1, 2024 – October 31, 2025

MOTION: To accept the Report from the CEO as presented.
MOVED BY: Karie-Ann Parsons-Saltzman SECONDED BY: Ty Walsh
CARRIED

9. New Business

- 9.1 Strategic Plan – Progress Report 2025-28
- 9.2 Discussion re: Board Communications to Councils/Public re: financial challenges
- 9.3 Policies:
 - 9.3.1 Intellectual Freedom
 - 9.3.2 Public Computer Use 2025
 - 9.3.2.1 Computer and Internet Access Policy 2017

MOTION: THAT the AVRIL Board rescind the existing Intellectual Freedom statement and adopt the 2025 Intellectual Freedom statement.

MOVED BY: Adele MacDonald **SECONDED BY:** Karie-Ann Parsons-Saltzman
CARRIED

MOTION: THAT the AVRIL Board rescind the existing Computer and Internet Access Policy and adopt the new Public and Computer Use policies.

MOVED BY: Jill Cox **SECONDED BY:** Ty Walsh
CARRIED

10. In camera

10.1 Annapolis Royal Bequest Legal Opinion

MOTION: To move in camera; 6:55 pm.

MOVED BY: Ty Walsh **SECONDED BY:** Karie-Ann Parsons-Saltzman
CARRIED

MOTION: To move out of camera; 7:25pm.

MOVED BY: Karie-Ann Parsons-Saltzman **SECONDED BY:** Adele MacDonald
CARRIED

MOTION: To receive the information presented in camera.

MOVED BY: Chrystal Remme **SECONDED BY:** Karie-Ann Parsons-Saltzman
CARRIED

11. Announcements from Board Members

None

12. Next meeting(s):

Thursday, February 19th, 2026, Virtual, 5:30 pm

Thursday, April 16th, 2026, In-person, 5:30 pm

Saturday May 2, 9-4 Facilitated workshop:

Strategic planning with updated budget information

Thursday, June 18th, 2026, In-person, 5:30 pm Regular and AGM

Thursday, September 17th, 2026, In-person, 5:30 pm

Thursday, November 19th, 2026, In-person, 5:30 pm

13. Adjournment

MOTION: To adjourn the meeting at 7:31 pm.

MOVED BY: Karie-Ann Parsons-Saltzman
CARRIED

Date: Fri, Nov 14, 2025

Dear Councillor Sappington,

We would like to sincerely thank you for all of your efforts on behalf of your constituents. It was lovely to see you out campaigning and to now see you out at community events. To us, you are a shining example of democracy in action and of understanding the importance of being available to your constituents. We are hopeful that you will support adequate funding for our libraries.

What our libraries mean to us:

A place for babies and young children, with their parents, to attend programmes such as Babies and Books and StoryTime

A place where children and teens can feel welcomed, accepted, find new worlds through books, have a place to be without a “price of admission”, participate in Reading Challenges, pick up crafts to make at home

A place for parents of young children to have an outing where they are welcome and accepted, free of charge

A place for adults of any income level to have access to computers (and assistance in using them), books, videos, magazines and newspapers

A place for seniors to find community, to have a chat with others, experience the joy of hearing happy babies and children

A gathering place for numerous groups including book clubs, hobby groups and craft groups

For us, our local libraries have welcomed us to the community since we moved here 12 years ago. All of us, my husband and I, our son, his wife and our 2 grandchildren are frequent users of the library.

I am always amazed by the library system that allows us to order in books from all over the province and have them delivered to our local branch for us to pick up. And I see the large numbers of books being unloaded every week for others who are using the same service.

And our trips to the library branches in Wolfville and Kentville also mean that, even though we live in the shopping area of New Minas, we also shop in Wolfville and Kentville.

My husband works for Medecins Sans Frontieres and has benefited from having the library to access information that he uses in his logistics work and in familiarizing

himself with areas of Africa or the Middle East before he arrives there for work. And he is able to read books from our library system here through downloadable ebooks wherever he is in the world

I am retired from a career in law enforcement and am now the family genealogy researcher. I use the library to access books about the geography and history of areas where our families are from. This information adds depth and understanding to our family's history. And I do love a good mystery as well as books set in other times and places to help me understand the world and its peoples.

Our son and his wife are both teachers and use the library as an important source of books in researching the courses that they offer to their students.

Our two grandsons both love our local libraries. They have both become avid readers and a trip to any nearby town with a library branch is not complete without a visit to the library.

My husband and I do support the proposed recreation facility for our area, acknowledging that there will be significant costs in the construction of the facility as well as the costs of maintenance and personnel in the ongoing operation.

However we do feel that support for our libraries is also important.

Just as not everyone uses a library, not everyone uses a sports facility.

We are very concerned about the fact that, since 2009, our library system has received only a 10% increase in funding while inflation during that period of time has been 43%.

And all of us in the area have seen the increase in population for our area and construction of new residential buildings resulting in increased tax revenue for Kings County and for the province.

Thank you for taking the time to read this letter. We sincerely hope that library funding will be increased and that our libraries will receive the support that they deserve. Now I'm off to the library to pick up a book that I have ordered!

Respectfully,

Kathryn E. Martin

Friends of the Annapolis Royal Library
PO Box 579
Annapolis Royal NS
B0S 1A0

December 1, 2025

Mr. David Bowlby, MLA Annapolis,
10 Bridge Street, PO Box 214
Middleton NS
B0S1P0

Dear Mr. Bowlby,

On November 15th and 16th, the Friends of the Annapolis Royal Library held its 16th annual GIANT Used Book Sale. The proceeds from this sale are aimed at supporting the needs of the Annapolis Royal branch of the AVR. For example, we have purchased an AED for the library, A/V equipment, signage outside the library and have paid to offer programs to residents at no cost to them – baby-sitter courses, death cafés, and other workshops, speaker programs, and special events.

During the book sale we invited patrons to tell us why their library is important to them. Some comments may not directly reference the funding issue or importance of libraries, but they were shared in the spirit of the event. On behalf of the Friends of the Library and our book sale shoppers, I am pleased to present you with their feedback. Libraries are a vital link to our community, doing so much more than just lending books. Please consider the following services our libraries offer:

- A million books across the province, in print and online, to sign out.
- Thousands of magazines, and newspapers in print and online.
- Internet access, computer access, printing, fax, WIFI.
- In-person assistance from expert, well-trained library staff.
- Help accessing online government and commercial services.
- A borrow by mail service for rural and remote residents.
- Friendly, warm, safe and welcoming spaces for everyone.
- Educational and inspiring opportunities for all ages.
- Meeting and gathering spaces for non-profit groups and organizations.

Libraries contribute to the literacy of the communities in your riding, provide individual life-long learning opportunities, and in our rural setting provide services (as noted above) that many urban centres have greater access to. As you deliberate the 2026-2027 budget, please consider the essential role that our libraries play in supporting the communities and residents in your riding. Support for adequate and sustainable funding for our libraries will pay dividends for these communities and their residents for years to come.

Yours truly,
Original signed by:

Rion Microys
President,
Association of Friends of the Annapolis Royal Library

Received by email at AVRL January 09, 2026

Here's a copy of the letters I recently sent to: Diane Leblanc, Dustin Enslow and David Bowlby

Re: Increase the Funding for Libraries

Nova Scotia's rural public libraries are so very much more than just a bunch of books on shelves – they are the hub of their respective communities.

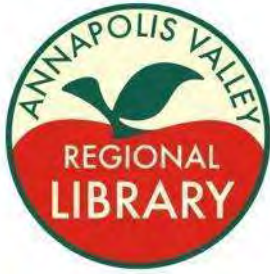
I am a senior. Three years ago, I moved to Bridgetown and the first place I connected with was the local library. The Bridgetown Library is a great place. It was obvious that this was a vibrant hub for the entire community – for meetings/gatherings, attracting young and old alike. During my three years here, I have visited the library weekly and have met so many local folks. I have taken workshops, attended book readings, I have given a couple of workshops, I learned to knit here, I have visited the library with young mothers and their infants, I have chatted with high school students, witnessed the importance of the library's computer resources in action, and of course, I have read countless books. At any of the local festivals, the Bridgetown Library opens its doors and is, once again an active part of the community - offering activities, contests, shelter, snacks and camaraderie.

This level of commitment and activity needs to be adequately funded in order to continue... please make it your government's priority to help the local, rural libraries in their efforts to hold communities together... They are the heart and soul of any small village and deserve our respect.

Make sure to give them the funding they deserve!

Sincerely,

Lorna Mulligan --



Annapolis Valley Regional Library

P.O. Box 510 236 Commercial Street Berwick, NS B0P 1E0

Phone 1-866-922-0229

www.valleylibrary.ca email: administration@valleylibrary.ca

Rion Microys, President
Friends of the Annapolis Royal Library
Via email: papamikesierra98@gmail.com

November 3, 2025

Dear Rion,

As a valued supporter of the Annapolis Valley Regional Library, I want to share an important update with you about the state of our services and how this may affect the communities we serve.

First, let me thank you. Your continued advocacy, encouragement, and support help us keep libraries strong as community hubs where people of all ages connect, learn, and grow.

In 2025, the Province provided emergency library funding. This was welcome and appreciated, but unfortunately, it does not resolve the ongoing funding gap in our region. After several years of incremental cuts, maintaining current funding levels will result in unprecedented branch closures and significant service reductions. As a result we will need to implement service changes, including:

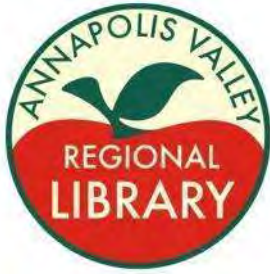
- Reduced hours at some branches
- Fewer new books and resources
- Scaled-back programming

We are sharing this with you directly because we know you care deeply about the role libraries play in our communities. Our goal is to be transparent and to equip you with the facts.

How you can help (if you wish):

- Talk with your networks about the value of libraries and the importance of sustainable funding.
- Share your story with your MLA about how the library has made a difference for you or your community.
- Stay in touch with us — we will keep you updated as the year unfolds.

We remain hopeful that the Spring 2026 provincial budget will resolve these funding challenges so that we can restore services and strengthen our capacity to serve. With stable funding, libraries will continue to be reliable partners and essential community hubs.



Annapolis Valley Regional Library
P.O. Box 510 236 Commercial Street Berwick, NS B0P 1E0
Phone 1-866-922-0229
www.valleylibrary.ca email: administration@valleylibrary.ca

Thank you again for being a champion for libraries. Your voice and support matter.

With appreciation,

A handwritten signature in black ink, appearing to read 'Julia Merritt', with a stylized flourish at the end.

Julia Merritt, Chief Executive Officer

Board Reporting

Annapolis Valley Regional Library

For the period ended December 31, 2025



Prepared on

January 24, 2026

Management Reports - Internal:P&L w Budget Comparason

April - December, 2025

	Actual	Budget	Remaining	Total % Remaining
INCOME				
4010 Revenue - Lost Books	1,840.23		-1,840.23	
4020 Revenue - Province	2,012,800.00	2,115,800.00	103,000.00	4.87 %
4030 Revenue - Municipal	527,175.00	702,900.00	175,725.00	25.00 %
4100 Revenue - One Card Library Alliance	4,114.27		-4,114.27	
4105 Revenue - Printing	25,671.54	27,000.00	1,328.46	4.92 %
4700 Revenue - Deferred Write down	9,318.44	49,155.00	39,836.56	81.04 %
4701 Revenue - Book Sales	3,001.70		-3,001.70	
4702 Revenue - Donations	27,888.45	8,000.00	-19,888.45	-248.61 %
4703 Revenue - Grants	2,995.00		-2,995.00	
4704 Revenue - Misc	17,772.68		-17,772.68	
4705 Revenue - Wages External Funding	7,683.78		-7,683.78	
4800 HST Rebate (OLD)	54,163.20	50,000.00	-4,163.20	-8.33 %
4901 Revenue - Interest	14,202.66	40,000.00	25,797.34	64.49 %
Total Income	2,708,626.95	2,992,855.00	284,228.05	9.50 %
COST OF GOODS SOLD				
5000 COS - Books, Periodicals & related costs	189,291.95	340,000.00	150,708.05	44.33 %
5020 Equipment Purchases		5,500.00	5,500.00	100.00 %
5025 Furniture Purchases		3,000.00	3,000.00	100.00 %
5026 Capital Purchases - Other	35,436.59	54,155.00	18,718.41	34.56 %
Total Cost of Goods Sold	224,728.54	402,655.00	177,926.46	44.19 %
GROSS PROFIT	2,483,898.41	2,590,200.00	106,301.59	4.10 %
EXPENSES				
5030 Lost Book Replacement Expenses	81.67		-81.67	
6005 Advertising & Promotion	2,671.25	6,000.00	3,328.75	55.48 %

				Total
	Actual	Budget	Remaining	% Remaining
6010 Bank Charges	1,404.11	2,500.00	1,095.89	43.84 %
6015 Communication & Internet Expenses	5,088.73	5,500.00	411.27	7.48 %
6017 Computer Application & Service Costs	4,366.21		-4,366.21	
6020 Dues, Fees, & Memberships	174.00		-174.00	
6025 HST Rebate - Books (OLD)		45,000.00	45,000.00	100.00 %
6040 Insurance	14,197.32	19,000.00	4,802.68	25.28 %
6045 Leases - Equipment	334.63		-334.63	
6050 Miscellaneous Expenses	257.37	500.00	242.63	48.53 %
6055 Office Expenses	25,488.94	35,000.00	9,511.06	27.17 %
6060 Postage	22,129.07	30,000.00	7,870.93	26.24 %
6065 Professional Fees	95,253.73	80,000.00	-15,253.73	-19.07 %
6200 Program Costs	20,769.06	11,000.00	-9,769.06	-88.81 %
6300 Rent	45,380.88	69,507.00	24,126.12	34.71 %
6305 Repairs & Maintenance	180.71		-180.71	
6350 Service Contracts	63,975.42	97,795.00	33,819.58	34.58 %
6399 Union Negotiation Expenses	2,215.25		-2,215.25	
6400 Salaries & Wages	1,817,566.65	2,388,695.00	571,128.35	23.91 %
6450 Staff Moving Expenses	5,459.71		-5,459.71	
6600 Vehicle Expenses	19,286.16	22,000.00	2,713.84	12.34 %
6650 Board Expenses	1,306.18	1,700.00	393.82	23.17 %
6700 Staff Expenses	46,246.46	40,750.00	-5,496.46	-13.49 %
Total Expenses	2,193,833.51	2,854,947.00	661,113.49	23.16 %
NET OPERATING INCOME	290,064.90	-264,747.00	-554,811.90	209.56 %
NET INCOME	\$290,064.90	\$ -264,747.00	\$ -554,811.90	209.56 %

Deferred Revenue Report - Detailed

March 31, 2024-December 31, 2025

Item class	2600 Deferred Revenue
AR- Bequest (Evans Estate)	\$1,231,897.08
AR- General	\$564.80
AR-Innovation-Lab	\$0.00
AR- Peter Mansour Donation	\$168.77
AVRL-Adaptive Equipment	\$4,105.17
AVRL- BookBikes - Libracycle	\$0.00
AVRL- Bookclub in a Bag	\$2,422.33
AVRL- Bridge Funding	\$0.00
AVRL- Cancer Resources	\$734.27
AVRL- CFUW	\$3,835.23
AVRL- CPI Trainer	\$882.91
AVRL- CNet 150 Makers	\$689.95
AVRL- Curtis Chipman	\$11,072.99
AVRL- FLIEF	\$4,292.54
AVRL-Food Security Init	\$81,620.27
AVRL- General	\$1,023.10
AVRL-Grant-Tax	\$0.00
AVRL-LDF-Comm Consultation	\$0.00
AVRL-LDF-Comm with Library	\$0.00
AVRL-LDF-Sharing NS	\$1,352.64
AVRL-LDF-Staff Training	\$858.37
AVRL- Moving Through Grant	\$2,034.14
AVRL- Period Poverty	\$24,865.48
AVRL- SERAD	\$3,369.79
AVRL- Teen Zone	\$29,804.07
BE- Harry Potter	\$2,201.08
BE-Library Fund	\$4,080.81
BE- Outdoor Reading Room	\$334.34

Item class	2600 Deferred Revenue
BE- Programming	\$2,177.56
BR- Anonymous Funds	\$2,158.90
BR- Book Sales	\$294.71
BR- Expansion	\$605.07
BR-Friends-Fund	\$2,823.13
BR-Friends-Programming	\$91.74
BR-Roberta White	\$10,000.00
BR- Wellness	\$136.53
HA- Book Sales	\$18.00
HA- Donations	\$13.55
HA-Program Room	\$46.23
KE- Book Sales	\$1,331.69
KE- Computer Classes	\$2,418.64
KE- Valerie Goldin Donation	\$7,454.92
KI- Book Sales	\$1,011.42
KI- Canada Helps Building	\$2,078.43
KI- Canada Post	\$8,247.68
KI- General	\$53,621.08
Ki-Grant-Tax	\$1,594.96
KI- Programming	\$160.65
LA- Book Sales	\$678.30
LA- General	\$0.00
LA- Literacy	\$61.67
MI- Book Sales	\$1,299.31
MI- Estate of C Harvey	\$1,357.75
MI- Estate of David Arthur Ritchie	\$86,905.43
MI-Friends-Programming	\$495.38
PW- Book Sales	\$488.20
PW-Friends-Donations	\$3,670.24
WI- Book Sales	\$1,835.16

Item class	2600 Deferred Revenue
WI- General	\$1,607.18
WI-Nordic Walking Poles	\$72.66
WO- eBikes	\$441.34
WO- General	\$7,331.99
WO-General-Donations	\$50.00
WO-Hammett Donations	\$3,971.48
WO-Innovation-Lab	\$9,035.54
WO-New Building	\$175,342.86
WO- NS Tech	\$42.96
	\$0.01
Total	1,803,182.48

Portfolio Listing For ANNAPOLIS VALLEY REGIONAL LIBRARY

Client ID: 398202127

Rate of Return Method: IRR

Market value as of: 11-Feb-2026

ROR Timeframe: 1 Year

Portfolio is grouped by: Plan, then Investment Type, then Manager

Description		% Portfolio	Net Invested	Book Value	Market Value	RoR %
SD Open / Non-Registered, Investia Financial Services Inc. (INV) (Plan Acct # 398208899)		20.13	400,000.00	440,196.07	506,756.70	7.64
Cash Management Account		0.00	7,062.51	0.00	0.00	
Investia Financial Services Inc. (Cash)		0.00	7,062.51	0.00	0.00	
Cash Control Account (CAD)	INVXCCA NL 398179816		7,062.51	0.00	0.00	
Mutual Fund		20.13	416,648.72	440,196.07	506,756.70	8.24
Dynamic Funds (DYN)		4.98	100,000.00	106,049.09	125,392.03	6.01
Dyn. Asset Allocation Private Pool Series F	DYN3912 FCL 458672326		100,000.00	106,049.09	125,392.03	6.01
Fidelity Investments		10.58	210,867.30	224,147.54	266,445.29	10.18
Fid. Conservative Income Private Pool Series F	FID2706 FCL 108206802		110,867.30	118,588.03	141,631.90	8.44
Fid. Asset Allocation Private Pool Series F	FID135 FCL 108206802		100,000.00	105,559.51	124,813.39	12.21
Northwest and Ethical Investments L.P. (NWT)		4.56	105,781.42	109,999.45	114,919.38	6.32
NEI Conservative Yield Portfolio Series PF	NWT8599 FCL 65929137		105,781.42	109,999.45	114,919.38	6.32
SD Open / Non-Registered, Investia Financial Services Inc. (INV) (Plan Acct # 405486940)		79.87	1,645,976.28	1,959,977.60	2,010,924.37	4.79
Cash Management Account		0.00	14,866.53	0.00	0.00	
Investia Financial Services Inc. (Cash)		0.00	14,866.53	0.00	0.00	
Cash Control Account (CAD)	INVXCCA NL 405486941		14,866.53	0.00	0.00	
High Interest Savings Account		12.52	249,605.72	315,198.99	315,198.99	2.30
Dynamic Funds (DYN)		8.32	147,191.88	209,399.55	209,399.55	2.38
Dyn. BNST Corporate Tiered Investment Savings Account	DYN5002 NL 460934615		77,191.88	105,035.75	105,035.75	
Dyn. BNS Corp. Tiered Investment Savings Account	DYN6002 NL 460934615		70,000.00	104,363.80	104,363.80	2.42
Home Trust Company (HOM)		4.20	103,163.83	105,799.44	105,799.44	
HOM. Home Trust High Interest Saving Account	HOM100 NL 150345001		103,163.83	105,799.44	105,799.44	
Mutual Fund		67.35	1,421,368.26	1,644,778.61	1,695,725.38	5.91
AGF Investments Inc.		2.43	60,000.00	70,178.03	61,222.51	
AGF Global Select Series F	AGF808 FCL 51851127		60,000.00	70,178.03	61,222.51	
BMO Investments Inc. (BMO)		2.96	73,100.00	79,239.92	74,441.88	-10.46
BMO Concentrated Global Equity Series F	BMO95213 FCL 102664345		73,100.00	79,239.92	74,441.88	-10.46
Dynamic Funds (DYN)		3.67	68,100.00	89,843.04	92,438.37	10.51
Dyn. Global Dividend Series F	DYN1131 FCL 460934615		68,100.00	89,843.04	92,438.37	10.51
Fidelity Investments		6.60	-3,730.92	126,421.39	166,146.28	11.46
Fid. Canadian Disciplined Equity Series F	FID624 FCL 117077766		124,800.00	126,421.39	166,146.28	23.32
IA Clarington Investments Inc. (CCM)		12.65	314,345.35	319,935.50	318,582.68	
IA Clarington Agile Global Total Return Income Series F	CCM5604 FCL 2116694001		314,345.35	319,935.50	318,582.68	
Lysander Funds Limited (LYZ)		12.60	314,345.34	322,323.96	317,243.27	
Lysander-Canso Corporate Value Bond Series F	LYZ801F FCL 1631260		314,345.34	322,323.96	317,243.27	
Mackenzie Investments (MFC)		13.59	291,800.00	315,072.54	342,271.32	2.06
Mack. Bluewater Canadian Growth Series F	MFC091 FCL 78052129		239,300.00	255,345.25	270,378.78	0.31
Mack. Global Dividend Series F	MFC2422 FCL 78052129		52,500.00	59,727.29	71,892.54	8.40
Northwest and Ethical Investments L.P. (NWT)		0.00	-11,031.17	0.00	0.00	3.54
NEI Conservative Yield Portfolio Series PF	NWT8599 FCL 65929139		-11,085.76	0.00	0.00	3.56
PIMCO Canada Corp. (PMO)		12.84	314,439.66	321,764.23	323,379.07	
PIMCO Monthly Income (Canada) Series M (F)	PMO505 FCL 101680263001		314,844.72	321,764.23	323,379.07	
PIMCO Monthly Income Series F	PMO205 FCL 101680263001		-405.06	0.00	0.00	
Total*		100.00	2,045,976.28	2,400,173.67	2,517,681.07	5.35

All amounts in Canadian currency

*All totals and sub-totals include inactive holdings

Disclaimer: "This portfolio summary is not the official account statement. It is an unofficial record for information purposes only."

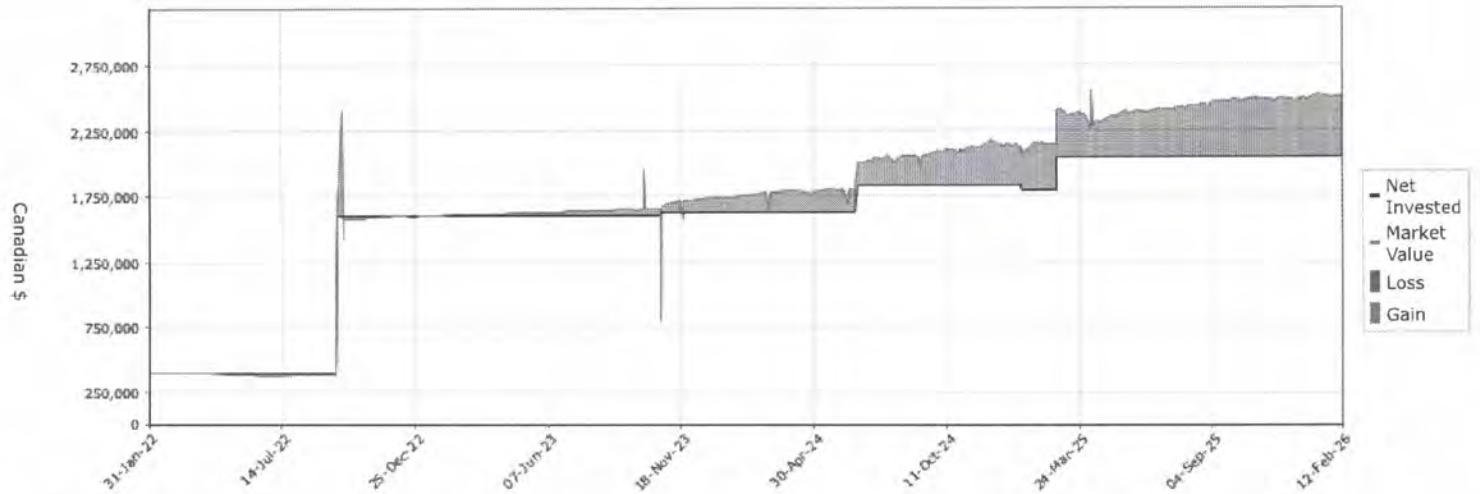
PortfolioINSIGHTS - Portfolio Performance For ANNAPOLIS VALLEY REGIONAL LIBRARY

Client ID: 398202127

Rate of Return Method: IRR

Net Invested and Market Value Over Time

Time Frame: Inception Date: 31-Jan-2022

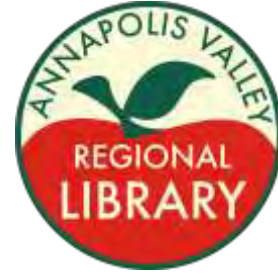


Calendar Return Details

YEAR	Q1			Q2			Q3			Q4		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2026	0.42	0.61	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	1.03			n/a			n/a			n/a		
2025	2.82	0.42	-1.40	-1.28	1.75	1.02	0.44	0.77	1.58	0.36	0.37	-0.47
	1.59			1.48			2.81			0.26		
2024	0.47	1.13	1.10	-0.93	1.28	0.59	2.27	0.21	1.60	0.29	2.67	-0.98
	2.72			0.94			4.13			1.96		
2023	0.75	0.17	0.50	0.46	0.10	0.49	0.41	0.30	0.02	0.26	1.91	1.48
	1.43			1.05			0.72			3.71		
2022	n/a	-0.66	-0.08	-2.06	-0.43	-2.37	2.26	-0.67	-0.55	0.50	0.64	0.04
	n/a			-4.80			0.28			1.19		
2021	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	n/a			n/a			n/a			n/a		
2020	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	n/a			n/a			n/a			n/a		
2019	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	n/a			n/a			n/a			n/a		
2018	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	n/a			n/a			n/a			n/a		
2017	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	n/a			n/a			n/a			n/a		
	n/a											

Disclaimer: "This is an unofficial record for information purposes only."

CEO Update



To: AVRL Board
From: Julia Merritt
Date: February 19, 2026
Re: CEO Report to Board

Operations Update

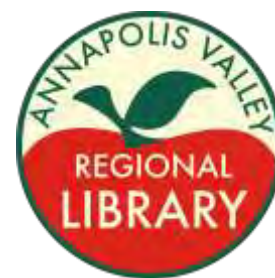
- Staffing:
 - The Indigenous Liaison has announced her retirement as of late spring 2026. Recruitment is currently open although this is likely to be a difficult position to fill given the part-time nature and specialized skills and relationships involved. AVRL has made the decision to continue prioritizing re-hiring for this position until directed otherwise after the long-term financial outlook is known.
 - Recruitment for the Summer Reading Club is under way, although the exact number of students to be hired will depend on the 2026-27 financial updates. The program's delivery can be scaled up or down depending on the labour available.
- Kentville branch safety updates:
 - An electrician's assessment of the Library Branch has identified some significant work that would need to be done to allow for branch reconfiguration. The landlord and Town are not currently willing to proceed with making any changes to address the needs identified in the safety report.
- Staff working groups:
 - Branch Procedures Working Group: this group is reviewing the final draft of the AVRL-wide branch procedures and intends to launch them by March 2026. This will be the first time that AVRL will have consistent branch operating procedures for staff.

Strategic Items

- Library Funding Updates:
 - Per the AVRL Board's September 2025 resolution, in December 2025 the AVRL made a formal request to all eight funding municipalities for a fifty percent increase to their contributions for 2026-27.

- This request was followed up by a report and presentation from the CEO in January 2026, detailing how the Library Funding Formula works, the financial pressures on libraries generally, and the AVRL's specific situation and mitigation strategies. Representatives from ten of eleven Towns and Villages were in attendance, primarily Heads of Council and CAOs. Discussion after the presentation indicated that there was general agreement that the issue is legitimate and concerning, but did not reach consensus on actions.
 - Subsequent to this meeting, further operational scenario costing was requested from AVRL by the CAOs. This was completed in February 2026.
 - CORL is developing a joint letter to be sent to the Ministry in February 2026, advising of the imminent risks to library service if funding continues to remain status quo.
 - No new information has been received from the Province regarding 2026-27 public library funding.
- In November 2025, the AVRL launched an in-branch communications campaign, advising patrons of upcoming disruption and encouraging them to contact their elected officials. Staff were extensively trained and supported to have in-person conversations using messaging developed with National PR. Selected examples of correspondence that resulted from these conversations is included in this Board package.
 - In February 2026, the public communications campaign has expanded to include:
 - Daily posts on Facebook and Instagram. In the first three days of the campaign, there were over 38,000 organic views on Facebook.
 - An updated newsletter sent to the AVRL's 3,900+ subscribers. 25% of subscribers opened the newsletter within the first five minutes of receiving.
 - CORL held its two-day meeting on December 1 & 2, 2025. Board Chair Janet Ness attended as well as CEO Julia Merritt. Consensus was reached regarding the benefit of joint communications messaging, and CORL engaged National PR to develop some messages that were developed before the winter holidays for all libraries to use. Messages were developed along a spectrum of urgency, allowing libraries not currently in financial crisis to participate, and keep the language consistent all the way along including those regions who are facing severe cuts in 2026. This language has formed the basis for the second round of public communications that AVRL launched in February on social media and through its newsletter.
 - The grant-funded Shipping pilot project between AVRL, Colchester-East Hants, and South Shore continues in phase 2, piloting a commercial courier. Data is being collected so that the time requirements

Report



To: AVRL Board
From: Julia Merritt, CEO
Date: February 19, 2026
Re: Performance Measures April 2025 – January 2026

Circulation of Materials				Total Patrons			
Branch	April - January 2024/25	April - January 2025/26	% Change	Branch	2023/2024	2024/2025	% Change
Annapolis Royal	33,049	30,607	-7.39	Annapolis Royal	1,804	1,862	+3.2
Berwick	62,399	59,712	-4.31	Berwick	2,724	2,873	+5.5
Bridgetown	22,520	21,404	-4.96	Bridgetown	819	857	+4.6
Deposit Services	14,436	9,028	-37.46	Deposit Services	114	92	-19.3
Hantsport	9,831	10,182	+3.57	Hantsport	562	585	+4.1
Kentville	92,553	91,158	-1.51	Headquarters	132	144	+9.1
Kingston	51,863	47,076	-9.23	Kentville	4,827	5,126	+6.2
Lawrencetown	7,710	7,593	-1.52	Kingston	2,743	2,948	+7.5
Middleton	56,020	50,267	-10.27	Lawrencetown	430	492	+14.4
Port Williams	23,332	26,396	+13.13	Middleton	1,835	1,914	+4.3
Windsor	54,037	54,568	+0.98	Port Williams	718	748	+4.2
Wolfville	86,782	81,743	-5.81	Windsor	3,349	3,568	+6.5
Borrow By Mail	10,021	10,275	+2.53	Wolfville	4,226	4,320	+2.2
Audiobooks/ebooks	73,558	77,488	+5.34	Total	24,283	25,529	+5.1
Emagazines	25,732	31,913	+24.02				
CELA	2,961	2,589	-12.56				
Hoopla cancelled 8/24	5,571						
Kanopy began 12/24		4,815					
Total	632,381	616,832	-2.46				

AVRL Computer Statistics April 2025 – January 2026

Branch	Number of Computers	2024/25 Total Hours of Computer Usage for Period	2025/26 Total Hours of Computer Usage for Period	% Change
Annapolis Royal	4	939.00	1,071.00	+14.06
Berwick	4	1,408.00	1,061.50	-24.61
Bridgetown	4	986.00	848.00	-14.00
Hantsport	4	282.00	156.00	-44.68
Kentville	6	4,010.50	3,086.50	-23.04
Kingston	4	1,928.00	2,645.00	+37.19
Lawrencetown	5	153.00	173.00	+13.07
Middleton	4	1,202.50	2,272.00	+88.94
Port Williams	6	404.50	433.00	+7.05
Windsor	9	4,471.00	4,149.00	-7.20
Wolfville	3 + 4 Lab= 7	1,814.50	1,405.75	-22.53
Total	57	17,599.00	17,300.75	-1.69

Branch	2024/25 Total Hours of Wireless Use for Period	2025/26 Total Hours of Wireless Use for Period	% Change	2024/25 Total Number of Wireless Connections for Period	2025/26 Total Number of Wireless Connections for Period	% Change
Annapolis Royal	33,145.09	36,331.53	+9.61	15,969	15,945	-0.15
Berwick	17,983.77	26,010.53	+44.63	9,656	10,808	+11.93
Bridgetown	9,644.91	8,620.62	-10.62	14,419	11,837	-17.91
Hantsport	6,116.35	6,625.00	+8.32	3,370	2,507	-25.61
Kentville	23,056.66	19,625.28	-14.88	18,679	16,100	-13.81
Kingston	13,658.69	11,182.03	-18.13	7,095	6,616	-6.75
Lawrencetown	7,120.87	7,682.87	+7.89	4,631	5,033	+8.68
Middleton	23,462.26	21,035.9	-10.34	17,261	13,002	-24.67
Port Williams	6,799.79	6,785.81	-0.21	4,182	3,827	-8.49
Windsor	15,720.8	18,890.12	+20.16	12,408	12,309	-0.80
Wolfville	27,684.15	11,589.55	-58.14	16,738	10,121	-39.53
Total	184,393.34	174,379.24	-5.43	124,408	108,105	-13.10

AVRL Progress Report 2025-2028: February 2026

Achievement of these goals may be delayed due to the Library Funding Formula Review and its impact on operations.

Perspectives	#	Strategic Actions	KPIs	Initiatives	Status
	B1	Finalize and implement up-to-date Board / Governance Policies	<ul style="list-style-type: none"> Policy Development Framework is approved by the Board and in place Core suite of policies are approved and in place to support Board Governance 	<ul style="list-style-type: none"> Framework brought to Board for September 2025 meeting 3 policies brought forward for adoption and revision to September 2025 Board meeting 2 policies brought forward for adoption and revision to November 2025 Board meeting 1 position statement brought forward for adoption and revision to February 2026 Board meeting 	<ul style="list-style-type: none"> Framework approved at September 2025 Board meeting Sept/25: Code of Conduct, Contests, and Investment Policy approved Nov/25: Intellectual Freedom and Computer Use policies approved Feb/26: Equity, Diversity, Inclusion and Accessibility Position Statement brought forward Anticipated completion of core policy approvals: December 2027
	B2	Develop and deliver a change management plan, including a communications plan, staff training, etc., to introduce Policy Development Framework and approved core policies to staff and the public	<ul style="list-style-type: none"> Staff are able to confidently locate, understand and uphold library policies Public are aware of and understand library policies 	<ul style="list-style-type: none"> Part 1: Sr Mgrs. complete Change Management training Sept 2025 Part 2: Sr Mgrs. develop Plan for Dec 2025 Part 3: all-staff implementation 2026 	<ul style="list-style-type: none"> Training module developed and reviewed by all Sr. Managers Aug/Sept 2025 Draft change management plan in progress, Nov/25 Draft substantively developed and on hold, Feb/26
	B3	Modernize roles & responsibilities for Friends of the Library relationships	<ul style="list-style-type: none"> Board and Friends are aligned in goals for communication process, fundraising projects, role of volunteers 	<ul style="list-style-type: none"> Friends are included in government communications plan with National PR, will be asked for help 	<ul style="list-style-type: none"> Nov 2025, Friends groups have been sent letter re: funding challenges/service impacts in 2026. Multiple groups leveraged their contacts within their communities to encourage more communications with MLAs. No update Feb/26.
	B4	Establish collaborative working strategies (e.g. work groups, standing committees) to advance specific operational goals and support service delivery.	<p>Potential measures to determine success could include: number of staff participating in at least one working group; ability of working groups to make meaningful progress towards goals; staff demonstrate increase in skills; staff perception of working groups.</p>	<ul style="list-style-type: none"> First attempts in process; work groups of Branch Supervisors to document current operating procedures as of March 2025 	<ul style="list-style-type: none"> Disruptive Behaviour and Public Computer Use procedures launched December 2025 Branch Procedures manual to be launched March 2026 New working group Nov/25: 2SLGBTQIA+ Testing and refining processes to determine functional needs.

Internal Business Processes	B5	Review, update, and document all business processes and records management practices.	<ul style="list-style-type: none"> • Documented Administration and Financial procedures • Documented Branch Operations procedures • Documented Technology Services, Circulation procedures, Service Delivery procedures, etc. • Document HR procedures (recruitment, training, etc.) • Records management system in place to maintain accurate files • Business processes are posted in shared and easily accessible locations for the staff • Procedures are reviewed on an annual or as-needed basis by staff working groups, with changes recommended to senior management 	<ul style="list-style-type: none"> • Branch Supervisor working groups 2025: <ul style="list-style-type: none"> - branch procedures - computer use - incident management procedures 	<ul style="list-style-type: none"> • Disruptive Behaviour and Public Computer Use procedures launched December 2025 • Branch Procedures manual to be launched March 2026
	B6	Develop and deliver a Technology Plan	<ul style="list-style-type: none"> • Complete an equipment inventory • Establish an equipment replacement strategy & timeline • Identify an equipment maintenance plan • Library Board makes annual capital transfer to reserves to fully fund technology needs • Equipment is replaced on a regular schedule to avoid service disruptions, security risks, poor service quality 	<ul style="list-style-type: none"> • Equipment inventory in process • 51 public and staff computers being replaced in 2025 to bring all computers to under 5 years old and upgrade to Windows 11 	In progress Nov/25
	B7	Develop a cybersecurity plan	<ul style="list-style-type: none"> • AVRIL cyber security plan meets the standards for minimizing risk to the organization. • Staff are trained on Online Security Fundamentals • Staff are trained on the new cybersecurity plan, understand their roles and responsibilities, are able to follow security protocols and procedures. • Potential measure of preparedness could include: training for staff and periodic testing of knowledge and behavior. 	<ul style="list-style-type: none"> • Online Security Fundamentals training will be made available to all staff fall/winter 2025-26 	<ul style="list-style-type: none"> • Sept/25: Online Security Fundamentals course completed by all staff • Oct/25: Identification of the Center for Internet Security Critical Security Controls (Basic Tier) as the framework for developing a plan that meets these KPIs • 2026 anticipated for other major components

	B8	Deliver on the actions in the new Accessibility Plan including working with our town/village/county facilities partners to complete an audit of all facilities, and other items as per new Accessibility Plan	<ul style="list-style-type: none"> • AVRl's accessibility work meets or exceeds the standards laid out by legislation and the AVRl's Accessibility Plan 	<ul style="list-style-type: none"> • Communicate with all 11 Municipalities and determine a) what work they are doing to meet the accessibility legislation requirements and b) their level of willingness to work together on making facility improvements • Apply for a Library Development Fund grant in late 2025 or the 2026 intake to fund an audit of all facilities • Identify priority action items and how the Library can work towards them independently or in partnership with Municipalities. 	Not started
	B9	Identify a new organizational staffing model to meet current and future operational and service delivery requirements	<ul style="list-style-type: none"> • Library Board has comprehensive data to use in making decisions in tandem with the Library Funding Formula and Strategic Plan goals 	<ul style="list-style-type: none"> • Staffing model that accounts for multiple funding scenarios: status quo funding/service levels, status quo funding/reduced service levels, moderate funding increase, significant funding increase o Step 1: Identify principles/priorities that drive the staffing model o Step 2: Scheduling exercise: draft models that determine the ideal and required staff levels at varying open hours o Step 3: Develop costing models that account for staffing resources at multiple funding scenarios and levels of service 	<ul style="list-style-type: none"> • Report to September 2025 Board meeting that details: <ul style="list-style-type: none"> o 10 costed service models that account for multiple funding scenarios at status quo or progressive increases, using existing service model o Report includes identification of principles/priorities that drive the models o Step 2 in progress: Scheduling exercise: draft models that determine the ideal and required staff levels at varying open hours • Nov/25, additional service models in development for consideration going into 2026-27

	B10	Implement the new staffing model as able and as funding permits.	<ul style="list-style-type: none"> Decision and action items are aligned with the strategic plan and its goals for improving and/or increasing service. Achievement can be measured by examining pre and post-strategic plan service metrics, including but not limited to: <ul style="list-style-type: none"> Circulation statistics: physical, digital, holds queues, patron requests submitted vs filled Membership statistics: number of unique users, frequency of use, physical vs digital use Use of physical spaces: number of users per day/week/month, number of computer/wifi uses, use of in-branch spaces for reading, study, family time Number of programs, change in attendance numbers at programs Patron feedback: verbal, written, through surveys Percentage of staff delivering programs 		To be implemented in tandem with funding decisions 2026-27
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	L1	Develop and deliver training to support workplace safety	<ul style="list-style-type: none"> Increased staff engagement and morale Increased staff skill set AVRL uses a variety of methods to measure success of the training and performance management strategies, e.g. Staff self-reporting, customer feedback, observed behavior, increased quality of performance Reduction in WCB claims and injury reports 		Planned for 2026
	L2	Develop and implement a rigorous Performance Management strategy			Planned for 2026-27
	L3	Encourage staff engagement and support skills development		<ul style="list-style-type: none"> 2025: development of onboarding program; storytime training; cybersecurity fundamentals; DiSC profile assessments 	In progress
	L4	Identify and develop a single communications platform for all staff	<ul style="list-style-type: none"> Staff consistently use a single digital access point for: <ul style="list-style-type: none"> Shared file access Storage of organizational documents Communications Collaborative work Staff surveys can measure attitudes, pain points, functionality, etc. 	Assessment of current options under way	In progress

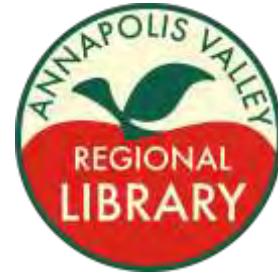
Learning & Growth	L5	Adopt a change management approach to promote change adoption	<ul style="list-style-type: none"> • Staff understand the life cycle of programs, services, and processes and know what to expect during rollout of new initiatives or changes to operations • Staff find it easier to adopt changes or new developments, as measured through: <ul style="list-style-type: none"> o Staff self-reporting o Decreased conflict within the organization o Shorter implementation time 	<ul style="list-style-type: none"> • Sr Mgrs have completed change management training; to develop plan for the staff body by the end of 2025 	<ul style="list-style-type: none"> • Training module developed and reviewed by all Sr. Managers Aug/Sept 2025 • Draft change management plan in progress, Nov/25 • Draft substantively developed and on hold, Feb/26
	L6	Develop and deliver diversity and cultural sensitivity training to promote a welcoming and inclusive workplace	<ul style="list-style-type: none"> • Positive changes in knowledge, attitudes, behavior, interpersonal relationships as demonstrated by: <ul style="list-style-type: none"> o Increase in incorporating principles of diversity into: <ul style="list-style-type: none"> - programming, - partnerships, - marketing, and - customer service - interpersonal relationships between staff: based on staff reporting, changes or reductions in the number and types of interpersonal problems to be resolved 	<ul style="list-style-type: none"> • Intent to establish staff working group/planning committee Fall 2025; recruitment under way 	<p>In progress;</p> <ul style="list-style-type: none"> • New working group Nov/25: 2SLGBTQIA+ • Feb/26: Diversity, equity, and inclusion training module launched for all staff
	L7	Create opportunities to support each other through coaching and mentorship	<ul style="list-style-type: none"> • Positive changes in knowledge, attitudes, behavior, interpersonal relationships as demonstrated by: <ul style="list-style-type: none"> o Increased team cohesion o Increased skill/quality in job performance o Decreased feelings of isolation o Assessment of the program using participant feedback o Assessment of whether the program is impacting rates of retention or successful career development at AVRIL 	<ul style="list-style-type: none"> • Piloting an internal mentorship program to ensure all staff have the opportunity to develop their career through the development of interpersonal relationships for the sharing of information and personal support 	<p>In progress; first mentorship organized and completed Fall 2025</p>
	L8	Leading with emotional intelligence training	<ul style="list-style-type: none"> • Positive changes in knowledge, attitudes, behavior, interpersonal relationships as demonstrated by: <ul style="list-style-type: none"> o Increased ability to solve problems without managerial support o Increase in quality of solutions found o Increased team cohesion 	<ul style="list-style-type: none"> • Initial course for staff made available in Learning Management System Fall 2025 	<p>In progress</p>

	L9	Develop and deliver a Staff Recognition Program to acknowledge and reward milestones and accomplishments	<ul style="list-style-type: none"> • AVRL uses a variety of methods to measure success of the staff recognition program, for example: <ul style="list-style-type: none"> o staff self-reporting, morale and engagement reporting pre and post-recognition program o increased participation in organizational initiatives o increased sense of inclusion 		Planned for 2026-27 <ul style="list-style-type: none"> • Feb/26: First work milestone recognition gift for 30 years of service was well received. Staff member reported feeling seen, heard, supported, and cared for.
	C1	Develop a new Programming Framework for Adults, Teens, and Children that aligns with community demand and the Library's mission to build strong communities.	<ul style="list-style-type: none"> • Framework is complete • Priorities, resources, and partners are identified • Action plan is complete • Training for staff is developed and implemented <ul style="list-style-type: none"> o Positive changes in knowledge, attitudes, behavior, skills as demonstrated by: <ul style="list-style-type: none"> - Observed delivery of programs - Participant feedback - Other measures? • Changes/increase in number and types of programs delivered sustainably 		Planned for early 2027 pending funding formula and service model decisions in 2026
	C2	Identify and take action to restore select core programs	<ul style="list-style-type: none"> • Number of programs year over year • How many different types of programs are being offered YOY • Evaluation of reliability/consistency of programs • Attendance metrics • Qualitative reporting from program attendees re: quality • Measures of sustainability of program delivery increase (eg multiple staff trained on the same program to prevent service disruption, staffing model permits increase from X to Y number of programs, etc.) 	<ul style="list-style-type: none"> • Largely TBD in conjunction with: <ol style="list-style-type: none"> 1) new Library Funding Formula; 2) internal training and capacity-building 	<ul style="list-style-type: none"> • Currently undertaking staff training pilot to restore Storytime at more AVRL branches (2025-26) <ul style="list-style-type: none"> • Nov/25 training completed at Port Williams, Windsor, Hantsport • Jan/26 training completed at Kingston

Customers and Stakeholders	C3	Leverage change management principles to encourage staff adoption of the Programming Framework.	<ul style="list-style-type: none"> • Staff understand the life cycle of programs, services, and processes and know what to expect during rollout of new initiatives or changes to operations • Staff find it easier to adopt changes or new developments, as measured through: <ul style="list-style-type: none"> o Staff self-reporting o Decreased conflict within the organization • Shorter implementation time 	<ul style="list-style-type: none"> • Sr Mgrs have completed change management training; to develop plan for the staff body by the end of 2025 	In progress
	C4	Develop and implement Partnership Framework to expand our services	<ul style="list-style-type: none"> • Partnership Policy is approved by the Board • Partnership Framework is complete • AVRIL priorities and resources are identified • Potential partners and/or opportunities are identified 	<ul style="list-style-type: none"> • Policy to be developed as part of the policy review currently underway, expected in 2026 	Policy review in progress
	C5	Develop and implement Volunteer Framework	<ul style="list-style-type: none"> • Volunteer Policy is approved by the Board • Volunteer Operational Framework is complete • Volunteer Management Program is complete • Responsibility for the Framework and oversight of the volunteers is delegated as appropriate • Volunteers are recruited and begin contributing to library services 	<ul style="list-style-type: none"> • Policy to be developed as part of the policy review currently underway, expected in 2026 	Policy review in progress
	C6	Seek out and act on opportunities for partner organizations to deliver services that we do not have capacity/skill to do	<ul style="list-style-type: none"> • Networking opportunities are planned and delegated to appropriate staff members <ul style="list-style-type: none"> o Organizational priorities are clearly understood by delegated staff o Staff engaged in networking opportunities follow appropriate procedures for partnership development o Networking opportunities yield positive ideas for partnership (including ideas that aren't able to be pursued, but build connections and relationships with community organizations) • Organization-wide partnerships yield service increases to AVRIL service area • Internal database of current and potential partners is created and kept current with contact information 	<ul style="list-style-type: none"> • Fall/Winter 2025-26: a new networking opportunity allowed AVRIL to distribute existing Period Poverty supplies in Kings Transit Authority buses and depot. This initiative is supported by a Provincial grant (no end date for use of funds). 	Not formally started.

Financial Stewardship	F1	No specific strategic goals currently set; section included as placeholder			
	F2				
	F3				
	F4				
	F5				

Report



To: AVRIL Board
From: Julia Merritt, CEO
Date: February 19, 2026
Re: May 2026 Facilitation Quote

The following report is submitted for decision.

Background: Cléo Burke and Larry MacEachern

Cleo and Larry have facilitated conversations for Nova Scotia's public libraries on multiple occasions, working with CORL, Same Page, and NSPL.

Their work has included:

- 2023 – Multi-day workshops for CORL to prepare for the Funding Formula Review
- 2020 – Facilitation of Same Page and NSPL to share digital collections
- 2018-2019 – Facilitated conversations that created Same Page and its policies
- 2018 – Funding model facilitation with NSPL and CORL

They are familiar with the dynamics of libraries and based on my experiences in 2023, I would recommend them to work with high level of detail in difficult situations.

Proposed Process & Staff Analysis

1. Board Decision-Making
 - a. April 16: Per discussion with Cléo and Larry, this would be a 3-hour session (maximum) at the April 16th Board meeting. This shorter session would serve as the Board's review of the relevant data, and an exercise to rank the Board's decision-making priorities. Having the decision-making matrix in place will allow the Board to maximize its time on May 2nd.
 - b. May 2: 9am-4pm session to match priorities with budget and services, while taking into account a multi-year lens, and opportunities to improve service or work substantively towards the Strategic Plan goals.

Both of these sessions seem necessary and worthwhile, given the complex nature of the discussions and the need for an external third-party to lead them.

2. Engagement of Stakeholders (optional)

Municipal stakeholder engagement 2025-26:

- i. 2025: January focus group with Davis Pier (CAOs only)
- ii. 2025: Spring presentations to full councils
- iii. 2025: October letter to councils
- iv. 2026 January presentation to Heads of Council and CAOs
- v. 2026: February detailed financial modeling for CAOs

Based on the above recent engagements, it may not be necessary or desirable to do a separate engagement activity for municipal stakeholders. Individual municipalities do already have representation in the form of Board members, and cannot individually influence the Board's decision-making process. If the Board is satisfied with the level of communication and opportunities for feedback to date, this cost could be omitted.

3. Engagement of Staff (optional)

Staff engagement opportunities 2025-26:

- i. 2025: January, two focus groups with Davis Pier
- ii. 2025: January – December: email updates approximately every 6 weeks and in-person updates at the quarterly Branch Supervisor meetings
- iii. 2025: May In-Service for all staff which included an annual update from the CEO, and an exercise in ranking and elaborating on the proposed Strategic Plan priorities which informed the Board's final Plan
- iv. 2025: October: in-person training and workshopping of public communications re: impacts to service from financial crisis

Given the risk to employees' livelihoods, the situation would benefit from an external third party to host this sensitive conversation. However, given the cost, this could be mitigated by using an anonymous survey, which would be administered and analysed by AVRL senior managers. Senior staff agree that a survey would be an effective way to collect staff insights into community needs and possible future models.

In the absence of a formal feedback opportunity, the staff will continue to receive update memos from the CEO, and in-person communications as and when appropriate.

Board Action

Staff request direction on responding to the suggested facilitators and their quote.



Larry MacEachern
facilitator & strategist
brand & business strategy

January 26, 2026

Julia Merritt

CEO

Annapolis Valley Regional Library

236 Commercial Street

Berwick, NS, B0P 1E0

RE: facilitation of strategic decision-making

The following is a proposal for facilitation of a strategic decision-making exercise with the board and management of Annapolis Valley Regional Library (AVRL). Decisions will be informed by input from the community and key partners.

Context

AVRL is facing challenges with sustainability based on current cost and funding realities. Funding increases over the years have not kept pace with the increase in costs and the expansion of the mandate. Despite significant inflation in recent years the funding received by AVRL has been status quo since 2020. There have been several impacts

- Non-competitive wages and the inability to keep up with inflation have led to staff turnover.
- Increased costs (particularly around collections and technology) and static funding have resulted in deficits and forced reductions in staffing and services.

While AVRL has made attempts to mitigate the cost increases through modernization, and other austerity measures, as well as appeals for incremental funding, the reality is that significant changes must be made to ensure sustainability.

AVRL would like to engage in a facilitated process to inform a future vision and decisions that will ensure a sustainable model.

Scope of Work

The scope of work includes two primary components – supporting the engagement process to inform decision-making, and facilitation of a strategic planning retreat.

Supporting the engagement process

Community engagement regarding priorities has taken place as part of a previous planning exercise. Engagement with additional audiences – staff and municipal stakeholders – will take place in the February through April period, in advance of the planning retreat.

Staff engagement could be led by the CEO or the external facilitation team. Regardless, the external facilitation team will provide guidance in the approach and questions. Facilitation of a session has been included as an optional item in the estimate below.

Engagement of municipal stakeholders can also be led by the CEO or the external facilitation team. Municipalities are key partners of AVRL and clarity regarding their priorities and understanding what they value will be important in informing decisions and ensuring alignment. Roughly eleven municipal representatives will be interviewed as part of this process. Facilitation of interviews and a summary report has been costed separately, as an optional item, in the estimate below.

Facilitation of a planning retreat focused on strategic decision-making

A planning retreat will be held on May 2nd. The scope of work surrounding this event includes preparation for the session in collaboration with the CEO, facilitation of a pre-work session, facilitation of the planning retreat, and summarizing the outcomes.

In preparation for the session, the current funding model, highlights of engagement, outcomes of other service review discussions, and the recommendations from previous studies will be reviewed. This will help inform the questions and the structure of the discussion. Key data points can be captured in a powerpoint presentation to guide the discussion. This would be developed in collaboration with the CEO. The agenda and reflection questions will be shared with the board at the April 23rd meeting.

A 3 hour pre-work session could be scheduled to coincide with the April 23 board meeting to ensure board members have a complete understanding of the key issues and the variables that will be considered on May 2nd. This will also be an opportunity to understand the format of the planning retreat and reflection questions that will ensure everyone comes prepared for the discussion.

The planning session will be structured around identifying the strategic questions; aligning on values, vision and core services (baseline and ideal); identifying alternatives; and then making decisions on the key questions (such as the number of branches and the mix of services).

This work will be approached through two complementary lenses: viewing this moment as an opportunity for innovation (exploring how constraints can spark creative solutions) and as a moment for strategic choice (making difficult but necessary decisions about priorities and sustainability). Your board has demonstrated they are ready to take responsibility for these challenging decisions, and our role is to create the conditions for thoughtful, informed decision-making.

Estimate

Component	Scope	Estimate
Preparation for engagement (approach, discussion guide)	<ul style="list-style-type: none"> • Collaboration with the CEO on development of a discussion guide for engagement with staff and municipal stakeholders 	\$1,400
Engagement of municipal stakeholders	<ul style="list-style-type: none"> • Interviews with eleven representatives and a summary of findings. Optional. 	\$5,400
Engagement of staff	<ul style="list-style-type: none"> • An engagement session with staff. In person or online TBD. Optional. 	\$5,200
Facilitation of a strategic decision-making with the board and management	<ul style="list-style-type: none"> • Review of the current funding model, previous studies and engagement findings • Design of the April 23 and May 2 sessions • Board briefing and facilitated discussion on April 23rd • Facilitation of the planning retreat on May 2nd • Notes from the session • Travel costs 	\$17,400
Total	Not including HST	\$29,400

Thanks for inviting this proposal. We hope to be able to support this difficult and strategic conversation.

A summary of our experience in working in this sector is included as an appendix.

Best Regards,

Cléo and Larry

Related Experience of the Facilitation Team

Cléo Burke and Larry MacEachern are both Certified Integral Facilitators and have worked together on a range of projects. For a project of this nature, it is important to note that they have collaborated with the Nova Scotia Library, CORL, and Same Page Nova Scotia on a range of projects relating to funding, governance and policy development.

In 2018, they facilitated a two-day discussion regarding a new funding model with representatives from the Nova Scotia Library, the Chief Librarians and representatives from regional boards. The overall goal was to gain clarity regarding core services and determine the baseline needs and ideal needs for funding. Another goal was to rebuild trust, and enable a productive discussion, after years of static funding and frustration from each side. By the end of the second day, a funding model was developed and the group aligned on the priorities within this model. This became the basis for the funding increase initiated in 2020.

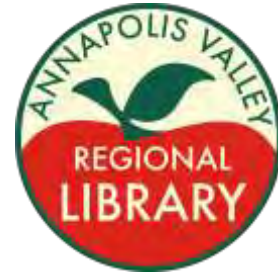
Later in 2018, they facilitated a meeting of an ILS working group to develop a governance model for a one card ILS system in Nova Scotia. The team included the membership of CORL and representatives from NSPL and HPL. After recognizing the technology limitations, the group agreed to two parallel ILS systems (one ILS for HPL and a separate ILS for the other eight regions), using similar technology platforms that allow for as much integration as possible between all nine regions. For governance, it was agreed that a new entity, a consortium, comprised of the eight regions would be established to govern the ILS. The second major component of governance was agreement on a decision-making process that would support alignment, responsiveness and accountability.

In 2019, they worked with the members of the One Card Library Alliance (OCLA), later Same Page Nova Scotia, to develop the core policies of a one card ILS to be applied across the eight regions. The group developed a set of values to guide decision-making. The values are that the policies should be patron-centric, clear & simple, unified and pragmatic/easy to implement. The group also established a set of commitments to each other to guide the discussion. Eight policies were developed over two days. The group agreed to move to technical implementation and the development of a set of procedures that will be applied within each of these policies.

In 2020, Cléo and Larry facilitated a meeting with the eight library heads of the One Card Library Alliance (OCLA), representatives from the Nova Scotia Provincial Library and Technical Implementation Committee to align on an approach for sharing digital collections that is consistent among the regions. The first day was devoted to a recommitment to the vision and values of the OCLA, a discussion of the needs of Nova Scotians in a digital collection, a shared aspiration for a digital collection and the barriers to achieving a single digital collection. The second day was devoted to greater clarity of the barriers and discussion of how to overcome the barriers. The outcome was a plan to move forward with a shared digital collection.

In 2023, Cléo and Larry facilitated a two-day meeting with members of CORL to set a vision for provincial libraries, determine core services that align with that vision, identify funding priorities and develop a strategic approach to funding discussions.

Report



To: AVRL Board
From: Julia Merritt, CEO
Date: February 19, 2026
Re: Cover Report: Equity, Diversity, Inclusion and Accessibility Position Statement and corrections to Code of Conduct Policy

The following report describes the context for the position statement presented for Board approval in this package, as well as corrections to an existing policy.

Background

Equity, Diversity, Inclusion and Accessibility

The AVRL does not currently have a policy or statement regarding the principles of equity, diversity, inclusion, and accessibility as they relate to public service.

This proposed statement draws on the Canadian Federation of Library Associations' Position Statement on Diversity and Inclusion, as well as on examples from other Nova Scotia public libraries.

Also consistent with other Nova Scotia public libraries, AVRL staff recommend the following:

1. All principles are included in one document.
2. The document is classified as a statement, not a policy. This is similar to the Intellectual Freedom Statement, allowing the Board and AVRL to be responsive in developing operational procedures and activities that uphold the principles of the Statement.

Enacting this Statement will begin by taking action on the AVRL's 2025 Accessibility Plan. As per that Plan, AVRL is to establish an Accessibility Advisory Committee to document specific initiatives and timelines that AVRL can undertake to uphold these principles and goals. An Accessibility Advisory Committee previously existed as the Inter-regional Advisory Committee for Library Accessibility, however this was disbanded at the end of 2024 so AVRL must rebuild it.

Corrections to Code of Conduct Policy

After the November approval of the Code of Conduct policy, staff noted several errors and request that the Board approve the following corrections:

Correction #1: page 2, third paragraph: "Any behaviour that does not... will be asked to leave." should be "**Anyone** that does not... will be asked to leave."

A behavior cannot be asked to leave the library, only a person can.

Correction #2: page 4, first sentence at the top of the page: Any individual whose access to library space(s) and service(s) has been suspended for six months or more has the right to appeal the suspension." should be "... suspended for **one week** or more..."

This is consistent with the corresponding Code of Conduct procedures.

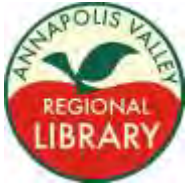
Correction #3: page 4, first sentence in the Appealing a Suspension section: "Any person who has been given a suspension, can appeal in writing...." should be "Any person who has been given a suspension of **one week or more** can appeal in writing..."

This correction ensures alignment with the correction noted in #2 above.

Staff Recommendation

Staff recommend THAT the AVRL Board:

- Adopt the Equity, Diversity, Inclusion and Accessibility Position Statement as presented, AND
- Approve the corrections to the Code of Conduct policy.



Equity, Diversity, Inclusion and Accessibility Statement

Annapolis Valley Regional Library's Position and Endorsement

Equity is about understanding, acknowledging, and removing barriers that prevent the full participation of any individual or group. Annapolis Valley Regional Library (AVRL) is focused on making fair treatment, access, opportunity, advancement, and outcomes possible for all. We believe that as a public library, we have a responsibility to deliver inclusive library service, foster and deliver an inclusive workplace where everyone belongs, and contribute to a culture that recognizes and accepts diversity and promotes social inclusion.

The AVRL endorses the [Canadian Federation of Library Associations' Position Statement on Diversity and Inclusion](#). We are committed to providing accessible and equitable access to spaces, programs, and services, removing existing barriers for persons with both visible and non-visible disabilities, and providing information and training to create an environment of inclusion within the library where people are free to share ideas in an environment that is understanding and respectful for everyone.

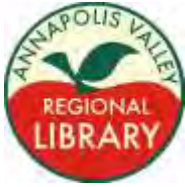
Underlying Principles

The following are the underlying principles that guide how the AVRL ensures all its goods, services, programs, and facilities are provided in an inclusive manner:

Human Rights: In keeping with the United Nations Declaration on the Rights of Disabled Persons, we recognize the many barriers which limit full participation of persons with disabilities. We uphold accessibility as a fundamental human right to be modelled in our library services.

Inclusion: We commit to creating accessible, equitable, and inclusive learning, social, and working environments within our regional library, including services and programs where community members and employees are treated with respect and dignity and their experiences are valued.

Creativity: We will advance accessibility with creativity, adaptivity, and forward thinking. The regional library commits to being proactive and flexible in our approach.



First Voice: The knowledge and expertise of persons with disabilities is central in our approach to advance equity, diversity, inclusion, and accessibility. We will seek and listen to the input of individuals and communities served by the regional library. We commit to advocate for both the people we employ and those we work for.

Community-Led: We recognize creative solutions come from new and established connections and are committed to consulting and working collaboratively with our communities to understand their needs.

Diversity: We understand and acknowledge there is a range of human differences, including, but not limited to, heritage, education, beliefs, race, religion, gender, age, sexual orientation, gender identity, physical or mental capabilities, or income. We believe that a diverse and pluralistic society is central to our country's identity. It is our responsibility as a public library to contribute to a culture that recognizes diversity and fosters social inclusion.

Relevant Legislation and Library Initiatives

[Nova Scotia Accessibility Act](#)

[Nova Scotia Human Rights Act](#)

[Canadian Charter of Rights and Freedoms](#)

[United Nations' Universal Declaration of Human Rights](#)

[Canadian Federation of Library Associations' Position Statement on Diversity and Inclusion](#)

[AVRL's Accessibility Plan](#)



Code of Conduct Policy

Approval Date: 2025-09-18

Last Revision Date:

Effective Date: September 18, 2025

Date of Last Review:

Purpose

This Code of Conduct policy is intended to support a welcoming and enjoyable environment for library employees, library volunteers, contracted staff, and the public, while maintaining the safety and security of Annapolis Valley Regional Library (the "Library") property without disruption to library services.

Scope

This policy applies to all Library employees, Library volunteers, community partners, contractors and library users using or accessing library resources or services, including any space on or off library property where library services are provided, including library branches, programs and events, online programs, telephone, email, social media and website.

Underlying Principles

Everyone has the right to equal treatment with respect to the access and use of library services without discrimination or harassment on the basis of race, ethnicity, nationality, immigration status, socio-economic status, sex, gender identity, gender expression, sexual orientation, age, ability, culture, ethnicity, language, religious affiliation, beliefs, age, or any other prohibited grounds under the [Nova Scotia Human Rights Act](#).

The Library supports diversity, equity, and inclusion by welcoming everyone, without judgement, to pursue their interests at the library, provided they do not violate this Code



of Conduct policy, the [Nova Scotia Human Rights Act](#), the [Criminal Code of Canada](#), or other applicable laws and policies.

The Library asks for everyone's cooperation and support in ensuring all those who access or deliver library services feel welcome, safe, and respected.

Any behaviour that does not support a welcoming environment and/or violates this Code of Conduct Policy will be asked to leave. Continued disregard may result in the suspension of library privileges, exclusion from the Library, cost-recovery charges, engagement of law enforcement or another regulatory body, and/or prosecution.

Code of Conduct

Users of the library are participants in a shared public space and are expected to conduct themselves in a respectful and considerate manner. Everyone using the space is responsible for the appropriate use of library space and resources, and will behave in a courteous, respectful, safe, and understanding manner. Discrimination and/or harassment will not be tolerated under any circumstances.

A parent, guardian, or caregiver must ensure that youth requiring supervision are accompanied by a responsible caregiver while accessing and using the library. Parents/guardians are responsible for the conduct and safety of their youth while they are using the library, and ensuring they comply with this policy and all library policies.

Everyone using library spaces and services will follow the direction of library staff. At any time, staff may approach library users to intervene or mediate conduct that does not support a welcoming environment.

Inappropriate conduct

Inappropriate conduct includes, but is not limited to:

1. Violent, threatening, abusive, or harassing or discriminating language or conduct, including sexual harassment, towards others that is known or ought reasonably to be known to be unwelcome, offensive, embarrassing or hurtful.
2. Vandalism, including library materials, equipment, or property.
3. Refusing to follow library rules or cooperate with library staff.
4. Being unreasonably loud and disruptive in a manner that interferes with other library users.



5. Sexual activity or indecent exposure.
6. Theft of another individual's personal items and theft of the library material, equipment, or property.
7. Being under the influence of alcohol or a controlled substance in a manner that is disruptive.
8. Consuming alcohol or controlled substances.
9. Smoking or using vaping/e-cigarette devices.
10. Posting notices, distributing circulars or petitions, soliciting, or engaging in any commercial activity on library property, including selling without permission, or asking other individuals for money or something else.
11. Not wearing shoes, shirts, or other attire
12. Using unauthorized entrances and/or accessing staff-only or restricted areas without permission.
13. Monopolizing library space, furniture, equipment, and other resources that lead to the exclusion of others.
14. Leaving children requiring supervision unattended on library premises.
15. Pets are not permitted in the Library. Service animals are welcome. Library staff may ask for an ID card from the province showing proof that a dog is registered, as per the [Nova Scotia Service Dog Act](#).

The following is permitted:

1. Filming or photography for personal use is permitted, except where there is a reasonable expectation of privacy. Commercial photography or filming requires approval by the Library.
2. Food and covered drinks are permitted, except in designated areas where signs indicating food and/or covered drinks are prohibited. People are expected to clean up after themselves.

Applying the Code of Conduct

To maintain a welcoming and enjoyable environment for Library users and staff, the Library has the right and obligation to enforce the Code of Conduct in a fair and consistent manner. When a violation of the Code of Conduct occurs, Library staff have discretion in determining whether a person's access to library space and services will be suspended, the duration of the suspension, and will take into consideration the severity of the misconduct, the circumstances surrounding the incident and any mitigating factors. Suspensions from one day to one year are possible.



Any individual whose access to library space(s) and service(s) has been suspended for six months or more has the right to appeal the suspension. For suspensions of one year, the individual has the right to appeal if their request for reinstatement following their one-year suspension is denied.

Library staff have the right to:

- Ask an individual to change their behaviour or to leave the library if they do not follow this Code of Conduct policy.
- Give the person who does not follow the Code of Conduct Policy a warning or a suspension from the library. Depending on the seriousness of the conduct a suspension could be short or long term.
- Call the police if someone is doing something unsafe or not cooperating with staff.

If someone does something against the law, such as damaging library material and property, they may be required to pay for repair or replacement of the damaged material or face criminal charges.

Appealing a Suspension

Any person who has been given a suspension, can appeal in writing to the Library using the following process.

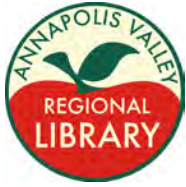
How to Appeal

The designated library staff contact information for submitting an appeal will be included in the suspension letter.

The person may appeal by using a form available on the Library's website or by writing a letter with the following information:

- Name
- Address where they can be contacted/phone number/Library card number (if available)
- Space(s) from which they were suspended and date of suspension
- Reason for appeal

The decision of the designated library staff is final and there are no further steps in the appeals process.



Implementation

The Regional Branch Manager is responsible for implementing this policy.

Related Legislation and Library Policies

[Nova Scotia Human Rights Act](#)

[Criminal Code of Canada](#)

[Service Dog Act](#)

[NS Smoke-free Places Act](#)