



ASSOCIATION OF BRITISH COLUMBIA  
PUBLIC LIBRARY DIRECTORS

## Fall 2021 BUSINESS MEETING AGENDA

Oct 21, 2021, 2 – 4 pm

Zoom: <https://us02web.zoom.us/j/4063117714>

<b>2:00 - 2:05 Welcome</b>
<b>2:05 – 2:06</b> <b>1. Approval of agenda</b>
<b>2:06 – 2:10</b> <b>2. Consent Agenda</b> 201. Approval of April 15, 2021 meeting minutes 202. ABCPLD 2021 Presentation to the Select Standing Committee on Finance and Government Services 203. UBCM 2021 Summary 204. ABCPLD 2021 Year in Summary
<b>2:10 – 2:30</b> <b>3. Chair’s Report</b> 301. Highlights from 2021 Summary 302. Library Partners & Advocacy Work
<b>2:30 – 3:15</b> <b>4. New Business</b> 401. January to September 2021 Financial Statements 402. 2022 Budget and Five Year Financial Plan 2022 to 2026 403. Executive Director Transition 404. ABCPLD Board Recruitment
<b>3:15 – 3:55</b>

**5. Closed Session**

**Next Meeting**

**6. Date and Location:** Tuesday, April 19, 2022. 2 - 4:30 PM.  
Hybrid - both in person and virtual

**4:00 Adjournment**



## 2021 SPRING MEETING MINUTES

15 April 2021 | Virtual using Zoom

### In attendance:

Jim Bertoia	Sparwood	Karen Hudson	Salt Spring Island
Surinder Bhogal	Surrey	Deb Hutchison Koep	North Vancouver City
Hilary Bloom	Squamish	Saara Itkonen	Creston
Stacey Boden	Rossland	Melissa Millsap	Chetwynd
Ursula Brigl	Cranbrook	Toby Mueller	Lillooet
Fiona Bruce	Terrace	Sam Murphy	Trail
Rebecca Burbank	Powell River	Don Nettleton	Okanagan Regional
Brian Butler	Hazelton	Saara Itkonen	Creston
Heather Buzzell	Penticton	Tina Nielsen	Bowen Island
Taylor Caron	Salmo	Amber Norton	Hudsons Hope
Beth Davies	Burnaby	Alice Pek	Mackenzie
Wanda Davis	Cariboo Regional District	Matthew Rankin	Fort St John
Leianne Emery	Sechelt	Anne Rogers	Invermere
Heather Evans-Cullen	Gibsons	Marc Saunders	Port Moody
Alex Faucher	Elkford	Maureen Sawa	Greater Victoria Regional
Karli Fisher	Fort St James	Julie Spurrell	New Westminster
Cari Lynn Gawletz	Grand Forks	Elizabeth Tracy	Whistler
Emma Gillis	Pemberton	Susan Walters	Richmond
Todd Gnissios	Coquitlam	Wendy Wright	Smithers
Scott Hargrove	Fraser Valley Regional	Andrea Freeman	Executive Director, ABCPLD

1. Business Meeting - called to order at 2:04 pm  
Motion to accept agenda: Heather Buzzell / Scott Hargrove, CARRIED

2. Stakeholder Reports/Updates

201. CULC - Jefferson Gilbert. CULC has about 50 members, all the libraries serve populations over 100,000. Seeing unprecedented cooperation on the fine free movement. CULC sits on a number of committees like LAC. Re-launching public library leaders program in Oct 2021, applications open soon. Launched toolkit last year on re-opening libraries, still available on website. Now a team is looking at post-COVID re-imagining of public libraries. A lot of resources, research, KPIs available on website.

202. Federations - Melanie Reaveley and Michael Burris. There are 5 federation managers who meet regularly to share resources and ideas, identify common needs and discuss how they can be filled. This past year their focus has been on staff training, such as Using Improv Skills to enhance library programs. Also work together to provide training that is open to all staff across the province. Federations are here to support your library and library staff. Let us know if you have a need.

203. Public Libraries Branch - Mari Martin. One of the areas they're focusing on this year is effective governance, looking to build capacity of library staff and boards. They moved ministries from Ministry of Education to Ministry of Municipal Affairs. Will be sharing back information at future ABCPLD call on the reports library directors have been submitting.

204. BCLA - Annette de Faveri. Very close to launching BCLA coaching pilot, which will allow BCLA members to book up to 10 coaching sessions where BCLA will cover 50% of the costs. After 1 year pilot, hope to extend this program and make it even more accessible to members. BCLA conference is all virtual this year. Recruiting for new Executive Director.

205. BCLTA - Jerrilyn Kirk. BCLTA offers core governance workshops, effective board and role clarity, chairing and leading, amongst others.

206. BC Libraries Cooperative - Kevin Millsip. Funding for NNELS, they received a commitment from the government that the funding will stay the same this year and also the Coop will begin a process with them with the hopes to ensure the funding remains in the years to come. Technology grants projects are still underway. Coop is at inflection point re: costs and how to make the Coop sustainable in the years to come. They will be engaging the community in this process, more to come soon.

207. BC Public Library Partners - Annette de Faveri. Working on building new relationships with Ministry of Municipal Affairs staff. This is the cornerstone for Partners advocacy work. Focus for 2021 is to look at library funding and increase this envelope through the operating grant. Also want to support government's efforts to build and extend broadband across the province, and advocate for deeper awareness of library issues in government generally. Partners are at a new evolutionary stage. As a group we are learning new skills and developing new talents. Going forward, the Partners will investigate ways to bring added value to the overall library community.

Observation from Maureen Sawa to invite CFLA for stakeholder update next year.

### 3. Consent Agenda

301. Approval of October 22, 2020 minutes

302. Correspondence

303. ABCPLD 2021 Operating Plan

Motion to approve consent agenda: Scott Hargrove / Brian Butler, CARRIED

### 4. Chair's Report

401. 2020 Report

- 1) Timely and Relevant Professional Development - we hosted 6 virtual professional development sessions last fall; we piloted a fee-based program and invited non-members to attend, raised a little

over \$1,000, will continue to do this. Collaborated with BCLTA to create a Wise Practices series to support strong governance teams.

- 2) Supporting Strong Relationships between Library Directors - hosting zoom calls throughout 2020, between March and December 2020, we hosted 27 zoom calls. Set up a new ABCPLD email listserv for Directors only. Helped create and administer survey to gather information on COVID response and shared out with stakeholders and partners. Awarded 2020 Award of Excellence to Maureen Sawa.
- 3) Being an Influential Voice in Advocacy - we wrote letters to the province and to the BCCDC to ask for more guidance and information when COVID first began; we presented at the 2020 budget consultations and created a budget platform ask with the BC Partners; attended the UBCM virtual conference and presented back to Partners about key findings; met with Minister Fleming and ADM Jennifer McCrae several times.
- 4) Strengthening Internal Governance - created Voting Procedures to ensure transparency and to encourage diversity on the Board; hosted a 2021 strategic planning session with the Board; created ABCPLD communications strategy to make sure channels of communication are clear and include key messages; welcomed and oriented Ursula Brigl as new Treasurer/Secretary; dissolved membership chair roles and created the ABCPLD Mentorship Team.

#### 402. Acknowledgement of 2021 Retirements

- Beverley Rintoul (Retired in March 2021). Since taking the helm of the Rossland Public Library in 2013, Beverly has been a stand-out amongst the director's group at ABCPLD meetings since 2013. While Beverly's sharp wit and optimism added a great deal of levity to our gatherings, it didn't take much time for her to demonstrate that she was a director who valued creating an environment of trust and openness in her community in order to ensure that the library was delivering value specific to her community. Never afraid to ask questions or reach out to her colleagues, Beverly kept the library in a constant state of improvement. During her time she was instrumental in starting beloved community programs like the SRC at the Mountain Market and the Lego club. She was also able to access gaming capital to provide the library with extensive interior improvements. Even more impressive was that she managed to convince the members of her community to house 10,000 books during a major 2018 renovation! (which saved the library a lot of money on storage costs). We are very grateful to Bev for her many years of service to ABCPLD as secretary.
- Rosemary Bonnano (Will Retire Sept 2021). Rosemary started her career leading public libraries in several towns in Ontario. During this time, she received several awards for her work there including the Ministers Award for Excellence for developing a marketing strategy for small libraries. Since Rosemary arrived at Vancouver Island Regional Library in 2007, she has steered the organization through an extensive process of renewal and reorganization. During her tenure, the Board developed, approved, and implemented a Facilities Master Plan that plotted a sustainable path for the development of VIRL service locations. Since the Master Plan was adopted in 2010, Rosemary has overseen the construction and refurbishment of 17 branches in communities across VIRL's service area. Under Rosemary's leadership, VIRL launched a Rural Library Prototype Branch, a sustainable, scalable philosophy to building that allows VIRL to construct new branches in many of our small and isolated communities.
- Julie Spurrell (Will Retire Aug 2021). Julie's career has been spread out across BC - taking the helm as Library Director at Trail & District Public Library fresh out of library school, then working at FVRL and ORL before stepping into the role of Chief Librarian at NWPL in 2004. Under Julie's leadership, NWPL opened the Queensborough Branch and undertook a significant renovation of the main library. Julie's also on almost every table at the City and thanks to those relationships, she was a key liaison with RAAC which benefitted us all when establishing COVID guidelines for BC Public Libraries. As a LLEAD mentor she's shared her knowledge and experience and supported continued connections beyond the program and throughout her career, Julie has dedicated significant time to supporting her colleagues across the province. Never one to step down from a challenging situation, Julie's warm and kind, but you can rely on her to be bluntly honest and always hold you to account. If anyone ever struggles to remember the why or what of something decided at the InterLINK or ABC table -- Julie's got the

answer and can always be counted on to bring levity to our discussions. We're all going to have to work a little harder to remember come August.

## 5. New Business

501. Mentorship Team - Last Fall at the business meeting, we presented that the previous ABCPLD Committee roles were dissolved and were becoming the Mentorship Team. The ABCPLD Mentorship Team plays an important role in ensuring all 71 Library Directors across British Columbia receive timely peer support and assistance whenever needed.

The main responsibilities of the Mentorship Team are to:

- Connect with new Library Directors, upon introduction from the Executive Director
- Connect with existing Library Directors, whenever needed
- Work with the Executive Director to host the monthly Peer Mentorship Hour (starting soon!)
- Step into the Nominations Committee roles whenever there is an open position and for the annual Award of Excellence

The Mentorship Team is composed of a minimum of 3 ABCPLD members in good standing and are appointed to 1 year terms. The 1 year term starts at the AGM in the spring and finishes at the AGM in the following year. I'm very pleased to announce that the mentorship team for April 2021 - April 2022 is:

Stephanie Hall (West Vancouver)  
Marc Saunders (Port Moody)  
Saara Itkonen (Creston)  
Emma Gillis (Pemberton)  
Todd Gnissios (Coquitlam)  
Wanda Davis (Cariboo Regional District)

Received for information.

502. Bookkeeper/Administrative Assistant role - the ABCPLD Board has decided to create a part time contract role called the Bookkeeper/Administrative Assistant. Historically, the Treasurer has been responsible for all operational and strategic oversight of ABCPLD's finances, along with the Board. On the operational side, this includes preparing statements and budgets, paying invoices, reconciling accounts, and maintaining a physical and digital bank account for ABCPLD. When Treasurers come from libraries where there is accounting support, they can call on their staff to help with these operational tasks. If you come from a smaller library where you don't have this support, the Treasurer has had to do the work themselves. But we want to make the Board inclusive and welcoming of Directors who come from small libraries and who don't have access to this kind of staff support, and who wouldn't have time to volunteer as the Treasurer if this kind of operational work was expected of them. Another historical hold-over has been the Treasurer would move the ABCPLD bank account to a bank that was close to them and they would manage the accounts. This worked ok when we had the same Treasurer for many years, but now we're committed to a new Treasurer/Secretary every 2 years, and it's not sustainable or responsible to change bank accounts every 2 years.

All of these constraints became very visible when Ursula started as the new Treasurer/Secretary. This made the Board realize that we need to separate out the operational items from the Treasurer/Secretary role so they can focus on their fiduciary responsibility and strategic oversight of ABCPLD's finances. And we need a separate person who is consistently there to manage the bank accounts. That's why the Board decided to create a part-time Bookkeeping position. When the Board met to talk about creating this position, we recognized that there is also a need for the Executive Director to have some support on Administrative tasks that don't require her level of skill. It would be more cost effective to hire someone to do those tasks, freeing up her time to focus on more value add opportunities. For ex: She'll be stepping into the Co-Chair role of the Library Partners after Annette leaves and will need to dedicate more time to this work.

In a few weeks, we'll be posting for a part time Bookkeeper/Administrative Assistant for ABCPLD. This position will be approximately 20 hours/month.

Received for information.

## ANNUAL GENERAL MEETING

1. Motion to accept the Agenda for the AGM: Maureen Sawa / Alex Faucher, CARRIED

2. Approval of the Minutes of the previous AGM  
Edit Surinder's last name in the Attendance record.  
Motion to approve minutes of the previous AGM: Surinder Bhogal / Alex Faucher, CARRIED

3. Consideration of Financial Statements  
2021 is the first year that all 71 public libraries in BC are members of ABCPLD.

- a. 2021 Proposed Budget - The operations reserve right now is too high, better to have as 10% of annual operating budget. Intent to draw this reserve down over the next few years. One of the costs we're reducing is legal fees. When we first became a Society, we relied heavily on lawyers to support this transition and that level of support is no longer needed.  
Suggestion from Don Nettleton to make sure membership increases are not 1 big jump, and also not to draw down the reserve too low in case there's a big surprise that comes in 1 year.
- b. 2021 Jan 1 - March 31 Income statement
- c. 5 Year Plan - gradual increase of membership dues each year for the next 5 years and gradual decrease on using operational reserves. After 2025, membership fees would increase by inflationary rate of 2% each year.

Motion to accept the 2021 proposed budget, income statement and 5 year plan as presented: Julie Spurrell / Rebecca Burbank, CARRIED

4. Consideration of Submitted Members Proposals  
There were no submitted members proposals.

5. Special Resolution re: Legal Standing as Society  
A poll was conducted that asked the question: "As a member of ABCPLD entitled to vote on the resolutions, I hereby consent to and adopt in writing the Special Resolution re: Legal Standing as Society."  
  
All members voted in favour.

6. Special Resolution re: ABCPLD Bylaws  
A poll was conducted that asked the question: "As a member of ABCPLD entitled to vote on the resolutions, I hereby consent to and adopt in writing the Bylaws changes as stated."  
  
All members voted in favour.

7. Award of Excellence  
Susan presented the 2021 Award of Excellence to Taylor Caron, Library Director at Salmo Public Library.  
  
Motion to adjourn the AGM: Don Nettleton / Deb Hutchison Koep, CARRIED

6. Closed Session  
601. Any follow up questions/comments from previous items on the agenda? - No discussion of previous items on the agenda.

602. Executive Director contract - Susan reported that the Board will develop a performance review process for the executive director position in advance of the fall meeting. We want to have a strong process in place to provide the ED with feedback on what is going well and what needs to be worked on.

Motion to adjourn the Closed Session and resume the AGM: Deb Hutchison Koep / Surinder Bhogal, CARRIED

7. Next Meeting: Thurs Oct 21, 2021 (2-4 pm PST) - virtual

8. Adjournment: 3:52 pm  
Motion to adjourn the meeting: Maureen Sawa / Hilary Bloom, CARRIED



## **ABCPLD 2021 Presentation to the Select Standing Committee on Finance and Government Services**

### **Introduction**

Thank you for having me. My name is Elizabeth Tracy and I have the privilege of addressing you today from Whistler, where I am grateful for the opportunity to live, work and play on the unceded, shared territories of the Squamish and Lil'wat nations. I am here today representing the Association of BC Public Library Directors - a membership organization representing, supporting and advocating for BC's public library directors. I appreciate the opportunity to be here today in collaboration with the BC Library Trustees Association, the BC Library Association and the BC Libraries Co-op.

### **The context**

In a world where social connection has become increasingly difficult, libraries are playing key roles as community hubs that build a sense of belonging. As we gradually see our way out of the pandemic, we now know how much of true belonging comes from building social connection in a real, physical environment. We often have people tell us that the library was one of the first places in the community that made them feel like a local. Libraries are one of those few places where people don't have to buy anything to be there; our programs and materials are curated by professional people who are committed to being open and inclusive. When we say that everyone belongs at the library, we mean it: we welcome all sizes, colours, abilities, ages, cultures, orientations, genders, religions, and beliefs. We strive to create a place for everyone.

The library plays a key role in a healthy community, and library staff have the amazing, combined power of trust and generosity that can elevate people's sense of belonging. We get the chance to welcome everyone and make them feel at home while we connect them with information, technology, and other folks in our community.

In times of abundance or scarcity, libraries can provide the solace of a non-soliciting environment of escape; we offer a safe and confidential place to explore curiosities or dissolve concern; we help immigrants navigate the complexities of settlement within a new society; we make referrals and create connections for people struggling to emerge from poverty, abuse, or addiction; we create dedicated spaces for children and families to learn and connect; and, we provide space for civic engagement and discourse on the issues that challenge society.

## **The ask**

You've heard from us before and we greatly appreciate the opportunity to come to you and ask for support on behalf of the individuals and communities we serve. As we are all well aware, the events of the last two years have had dire implications on the health and well-being of BC's citizens and we see first-hand the ways in which libraries have served to meet the priorities of government.

We ask you to think about the value that is derived from the Provincial government's contribution of \$14M to BC's public libraries and how, while the cost of doing business has increased since 2010, libraries have continued to manage doing more each year with no additional support from the province. In the most difficult circumstances, libraries across the province have worked within the constraints of the pandemic to provide communities with some sense of normal life. We have accomplished that under the pressure of increasing costs without the additional support of the pandemic emergency assistance provided to many of our counterparts. With this in mind, we ask for your commitment of \$22M in 2022, as well as ongoing incremental increases so that we can improve our ability to meet the needs of individuals, families, and communities across the province when the need is greater than ever.

Our members, along with their staff, are on the frontlines of community issues like social justice, climate change, economic uncertainty, wildfire, residential school trauma, pandemic-related mental health issues, and substance abuse. They are doing everything they can to develop a skilled workforce to navigate these complex issues along with managing to provide core library services. It is increasingly difficult to understand why these services have not warranted a minimal inflationary increase since 2010, which is why I am here today to ask for your support.

## **Closing**

On behalf of the Association of BC Public Library Directors and the BC Library partners, I thank you for this opportunity to share what libraries are doing in your communities and thank you for your consideration of support for an inflationary increase in 2022.



## **ABCPLD 2021 - YEAR IN SUMMARY**

### **PROVIDE TIMELY AND RELEVANT PROFESSIONAL DEVELOPMENT**

- Hosted guest speaker Moe Hosseini-Ara, Director at Toronto Public Library, at the Annual General Meeting in the spring to talk about disruptions from this past year, which ones are here to stay, and what innovations have arisen that have been good for libraries. 32 directors attended.
- 31 library directors attended a 6 week mindfulness series, developed by instructor and coach Pat Chong.
- In collaboration with the Federations, ABCPLD hosted a 2 day orientation for new library directors. The Orientation was well attended (17 on the first day, 22 on the second day). The majority of survey respondents reported that it was a valuable experience for them. The recordings from this day are available on the [ABCPLD website](#) on the page "For New Directors."
- Also hosted an Orientation follow up session and connected interested Directors with members of the ABCPLD Mentorship team.
- In collaboration with BCLTA, created and hosted a series called "Shifting Governance: Importance Conversations for our Times." The first event in this series was a guest speaker, Flavio Caron, who talked about reconciliation, trust, respect and building relationships. The next event in this series was a guest speaker who talked about equity, diversity and inclusion. ABCPLD and BCLTA hosted small group discussions after these talks.
- In fall 2021, will host 5 professional development topics.

### **SUPPORT STRONG RELATIONSHIPS BETWEEN LIBRARY DIRECTORS**

- For the first time, (that we know of), 100% of BC library directors are ABCPLD members (up from 76% in 2018)
- Hosted 17 zoom calls to support collaboration and ongoing decision making. 35-45 Directors attended each call
- Delivered 2021 Award of Excellence to Taylor Caron at Annual General Meeting
- Launched ABCPLD email listserv

### **BE AN INFLUENTIAL VOICE IN ADVOCACY**

- Met with new Assistant Deputy Minister for the Ministry of Municipal Affairs, Tara Faganello - April 2021

- Met with Minister Josie Osbourne - July 2021. Next meeting with Minister is scheduled for Nov 2021
- Worked with Library Partners to present a budget at the provincial budget consultation process, and developed a platform ask for all the major political parties
- Attended virtual UBCM to learn more about municipalities and how the Library Partners can leverage conversations and requests with our stakeholders
- Developed an engagement plan and materials for the UBCM virtual booth

#### **STRENGTHEN INTERNAL GOVERNANCE**

- Supported a Board vision and planning day
- Hired Vinita Chand to be our part time Bookkeeper/Administrative Assistant
- Created job descriptions for each of the Board roles
- Updated the Executive Director's job description
- Created a performance appraisal process for the Executive Director
- With consultation, developed a plan to gradually increase ABCPLD membership dues to ensure ABCPLD is sustained into the future
- Assumed responsibility for Bylaws review and Society maintenance, decreasing future legal fees

# Association of BC Public Library Directors

## Balance Sheet

As of September 30, 2021

	TOTAL
<hr/>	
Assets	
Current Assets	
Cash and Cash Equivalent	
1000 Bank Account	40,835.80
<b>Total Cash and Cash Equivalent</b>	<b>\$40,835.80</b>
<b>Total Current Assets</b>	<b>\$40,835.80</b>
<b>Total Assets</b>	<b>\$40,835.80</b>
<hr/>	
Liabilities and Equity	
Liabilities	
<b>Total Liabilities</b>	
Equity	
3100 Retained Earnings	30,801.22
Retained Earnings	0.00
Profit for the year	10,034.58
<b>Total Equity</b>	<b>\$40,835.80</b>
<b>Total Liabilities and Equity</b>	<b>\$40,835.80</b>
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	<b>BUDGET</b>	<b>YTD ACTUAL</b>	<b>VARIANCE</b>
<b>INCOME</b>			
4100 Membership Revenue	46,737.00	46,712.00	- 25.00
4200 Other Revenue	1,000.00	1,475.00	475.00
<b>Total Income</b>	<b>\$ 47,737.00</b>	<b>\$ 48,187.00</b>	<b>\$ 450.00</b>
Transfers from Reserve	10,546.00	-	-
<b>TOTAL INCOME &amp; TRANSFERS</b>	<b>\$ 58,283.00</b>	<b>\$ 48,187.00</b>	<b>\$ 450.00</b>
<b>EXPENSES</b>			
<b>Operating</b>			
5010 Bookkeeping & Banking	3,500.00	1,500.00	2,000.00
5020 Communications & Marketing	800.00	750.19	49.81
5030 Consulting & Contract Services	2,500.00	-	2,500.00
5040 Executive Director Fees	38,233.00	27,940.83	10,292.17
5050 Office Administration	1,600.00	1,056.78	543.22
5060 Other Operational Expenses	-	-	-
5070 Professional Memberships	300.00	-	300.00
5080 Legal & Professional Fees	1,500.00	4,372.48	- 2,872.48
<b>Total Operating</b>	<b>48,433.00</b>	<b>35,620.28</b>	<b>12,812.72</b>
<b>Member Services</b>			
5110 Advocacy	500.00	500.00	-
5120 Recognition/Directors Award	100.00	96.27	3.73
5130 Catering	-	-	-
5140 Professional Development	6,750.00	1,935.87	4,814.13
5150 Travel Subsidies	2,500.00	-	2,500.00
<b>Total Member Services</b>	<b>9,850.00</b>	<b>2,532.14</b>	<b>7,317.86</b>
<b>TOTAL EXPENSES</b>	<b>\$ 58,283.00</b>	<b>\$ 38,152.42</b>	<b>\$ 20,130.58</b>
<b>NET INCOME/LOSS</b>	<b>\$ -</b>	<b>\$ 10,034.58</b>	



## 2022 OPERATING BUDGET

	2022	2021	Variance
<b>REVENUE</b>			
4100 Membership Revenue	51,505	46,737	4,768
4200 Other Revenue	<u>1,300</u>	<u>1,000</u>	<u>300</u>
<b>Total Revenue</b>	<u><b>52,805</b></u>	<u><b>47,737</b></u>	<u><b>5,068</b></u>
<b>Transfers from Reserve</b>	<u><b>9,163</b></u>	<u><b>10,346</b></u>	<u><b>- 1,183</b></u>
<b>TOTAL REVENUE &amp; TRANSFERS</b>	<u><b>\$ 61,968</b></u>	<u><b>\$ 58,083</b></u>	<u><b>\$ 3,885</b></u>
<b>OPERATING EXPENSES</b>			
5010 Bookkeeping & Banking	6,120	3,500	2,620
5020 Communications & Marketing	600	600	-
5030 Consulting and Contract Services	2,500	2,500	-
5040 Executive Director Fees	38,998	38,233	765
5050 Office Administration	1,600	1,600	-
5070 Professional Memberships	300	300	-
5080 Legal & Professional Fees	<u>1,500</u>	<u>1,500</u>	<u>-</u>
<b>Total Operating Expenses</b>	<u><b>51,618</b></u>	<u><b>48,233</b></u>	<u><b>3,385</b></u>
<b>MEMBER SERVICE EXPENSES</b>			
5110 Advocacy	500	500	-
5120 Recognition/Directors Award	100	100	-
5130 Catering	500	-	500
5140 Professional Development	6,750	6,750	-
5150 Travel Subsidies	<u>2,500</u>	<u>2,500</u>	<u>-</u>
<b>Total Member Service Expenses</b>	<u><b>10,350</b></u>	<u><b>9,850</b></u>	<u><b>500</b></u>
<b>TOTAL EXPENSES</b>	<u><b>\$ 61,968</b></u>	<u><b>\$ 58,083</b></u>	<u><b>\$ 3,885</b></u>
<b>NET INCOME</b>	<u><b>\$ -</b></u>	<u><b>\$ -</b></u>	<u><b>\$ -</b></u>
<b>OPERATIONS RESERVE</b>			
Opening Balance	20,455	30,801	- 10,346
Transfer to Operations	- 9,163	- 10,346	1,183
Transfer from Operations	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL OPERATIONS RESERVE</b>	<u><b>\$ 11,292</b></u>	<u><b>\$ 20,455</b></u>	<u><b>-\$ 9,163</b></u>

	2022	2023	2024	2025	2026
<b>REVENUE</b>					
4100 Membership Revenue	51,505	57,175	61,750	62,910	64,179
4200 Other Revenue	1,300	1,500	1,700	2,000	2,000
<b>Total Revenue</b>	<b>52,805</b> <sup>Text</sup>	<b>58,675</b>	<b>63,450</b>	<b>64,910</b>	<b>66,179</b>
<b>Transfers from Reserve</b>	<b>9,163</b>	<b>4,193</b>	<b>338</b>	<b>-</b>	<b>-</b>
<b>TOTAL REVENUE &amp; TRANSFERS</b>	<b>\$ 61,968</b>	<b>\$ 62,868</b>	<b>\$ 63,788</b>	<b>\$ 64,910</b>	<b>\$ 66,179</b>
<b>OPERATING EXPENSES</b>					
5010 Bookkeeping & Banking	6,120	6,240	6,365	6,490	6,600
5020 Communications & Marketing	600	600	600	600	600
5030 Consulting and Contract Services	2,500	2,500	2,500	2,500	2,500
5040 Executive Director Fees	38,998	39,778	40,573	41,385	42,214
5050 Office Administration	1,600	1,600	1,600	1,785	1,800
5070 Professional Memberships	300	300	300	300	315
5080 Legal & Professional Fees	1,500	1,500	1,500	1,500	1,500
<b>Total Operating Expenses</b>	<b>51,618</b>	<b>52,518</b>	<b>53,438</b>	<b>54,560</b>	<b>55,529</b>
<b>MEMBER SERVICE EXPENSES</b>					
5110 Advocacy	500	500	500	500	500
5120 Recognition/Directors Award	100	100	100	100	100
5130 Catering	500	500	500	500	525
5140 Professional Development	6,750	6,750	6,750	6,750	6,750
5150 Travel Subsidies	2,500	2,500	2,500	2,500	2,500
<b>Total Member Service Expenses</b>	<b>10,350</b>	<b>10,350</b>	<b>10,350</b>	<b>10,350</b>	<b>10,375</b>
<b>TOTAL EXPENSES</b>	<b>\$ 61,968</b>	<b>\$ 62,868</b>	<b>\$ 63,788</b>	<b>\$ 64,910</b>	<b>\$ 65,904</b>
<b>NET INCOME</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 275</b>
<b>OPERATIONS RESERVE</b>					
Opening Balance	20,455	11,292	7,099	6,761	6,761
Transfer to Operations	- 9,163	- 4,193	- 338	-	-
Transfer from Operations	-	-	-	-	275
<b>TOTAL OPERATIONS RESERVE</b>	<b>\$ 11,292</b>	<b>\$ 7,099</b>	<b>\$ 6,761</b>	<b>\$ 6,761</b>	<b>\$ 7,036</b>