

BPL Library Board

Agenda

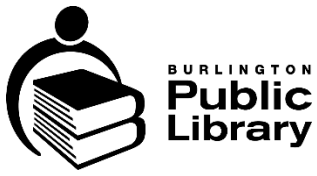
Thursday, October 26, 2023

Frank Rose Room, 6:30 p.m.

Burlington Public Library is located on the Treaty Lands and Territory of the Mississaugas of the Credit.

A light dinner will be served at 6:00 p.m.

1. Call to Order
2. Approval of the Agenda
3. Declarations of Interest
4. Open Minutes of September 28, 2023
5. Presentation
 - 5.1 Accessibility at BPL
6. Decision Items
 - 6.1 3rd Quarter Financials
 - 6.2 Policy Review
 - 6.2.1 Employee Code of Conduct
 - 6.2.2 Development & Review of Policy Report
7. Discussion Items
 - 7.1 CULC/CBUC Canadian Urban Institute Overdue Report
8. Information Items
 - 8.1 CEO Report
 - 8.2 2023 Customer Insights Report



8.3 Q3 Performance Measures Report

8.4 Advocacy Report

8.5 Multi-Year Accessibility Plan Report

9. Closed Session

9.1.

10. Approval of Motions from Closed Session

11. Other Business

11.1.

12. Next Meeting:

Thursday, November 23, 2023, 6:30 p.m., Frank Rose Room



BPL Board Minutes | September 28, 2023

Attendance

Board: Jennifer Tarnawski, Jason Manayathu, Ashley Cameron, Akindayomi Odedeji, Lindsay Zalot, Shayne Lemieux, Councillor Lisa Kearns

Staff: Lita Barrie, Nicole Tewkesbury, Meg Uttangi Matsos, Kourtney Shelton, Cindy Tchorz

Minutes

A meeting of the Board was held on Thursday, September 28, 2023, in the Frank Rose Room at Central Branch.

1. Call to Order

Jennifer Tarnawski, Library Board Chair, called the meeting to order at 6:43 p.m.

2. Approval of the Agenda

The agenda was approved as presented.

Motion 23-44, Approval of the Agenda

MOVED by Lindsay Zalot, **SECONDED** by Ashley Cameron, that the agenda be approved as presented.

CARRIED.

3. Declarations of Interest

None.

4. Open Minutes of June 22, 2023

Motion 23-45, Open Minutes of June 22, 2023

MOVED by Jason Manayathu, **SECONDED** by Shayne Lemieux, that the Burlington Public Library Board approve the Open Minutes of June 22, 2023 as presented.



CARRIED.

5. Open Minutes of September 14, 2023

Motion 23-46, Open Minutes of September 14, 2023

MOVED by Ashley Cameron, SECONDED by Jason Manayathu, that the Burlington Public Library Board approve the Open Minutes of September 14, 2023 as presented.

CARRIED.

6. Decision Items

6.1 Board Procedural By-Law

The Board Procedural By-Law came to the Board in June to review the revisions and updates as noted by library staff.

Motion 23-47, Board Procedural By-Law

MOVED by Lisa Kearns, SECONDED by Jason Manayathu, that the Burlington Public Library Board approve the proposed updates to the Board Procedural By-Law.

That the Burlington Public Library Board rescind the Strategic Planning Policy, Budget Process and Monitoring Policy, Board Code of Conduct and CEO Performance Appraisal Policy.

CARRIED.

6.2nd Quarter Financials

Motion 23-48, 2nd Quarter Financials

MOVED by Shayne Lemieux, SECONDED by Jason Manayathu, that the Burlington Public Library Board approve the 2nd Quarter Operating Financial Statement for the period ending June 30, 2023

That the Burlington Public Library Board approve the 2nd Quarter Capital Financial Statement for the period ending June 30, 2023.

CARRIED.



6.3 2024 Library Closures

The Library Board requested that a report be drafted to review for next year to determine if the library should be closed on September 30 for National Day for Truth and Reconciliation. The report will come to the Board for discussion in June 2024.

Motion 23-49, 2024 Library Closures

MOVED by Shayne Lemieux, SECONDED by Lisa Kearns, that the Burlington Public Library Board approve the proposed 2024 Open and Closed Library Schedule.

CARRIED.

6.4 2024 Library Board Meeting Schedule

Motion 23-50, 2024 Library Board Meeting Schedule

MOVED by Lindsay Zalot, SECONDED by Akindayomi Odedeyi, that the Burlington Public Library Board approve the proposed 2024 Library Board Meeting Schedule as amended to include the package date for the summer Board package distribution.

CARRIED.

6.5 Finance Policy

Motion 23-51, Finance Policy

MOVED by Ashley Cameron, SECONDED by Lindsay Zalot, that the Burlington Public Library Board approve the revised Finance Policy effective October 1 2023 as amended.

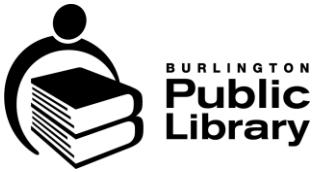
CARRIED.

6.6 New Appleby Lease Extension

Library staff have reached out to extend the lease at the New Appleby library to allow more time for completion of the new branch. As requested by the Library Board, library staff will investigate a demolition clause within the lease extension agreement.

Motion 23-52, New Appleby Lease Extension

MOVED by Akindayomi Odedeyi, SECONDED by Shayne Lemieux, that the Burlington Public Library Board approve a one (1) year extension to the lease of the New Appleby Branch Library (676 Appleby Line) commencing September 1, 2024 and ending on August 31, 2025, at the rate of \$25.00 per square foot.



CARRIED.

7. Discussion Items

7.1.

8. Information Items

The following items were received by the Board

- 8.1. CEO Report
- 8.2. Q2 Performance Measures Quarterly Reports
- 8.3. Southeast Expansion Community Engagement Update
- 8.4. Endowment Fund Statements – Year-end

9. Closed Session

Motion 23-53, Move into Closed Session

MOVED by Lindsay Zalot, SECONDED by Lisa Kearns, that the Burlington Public Library Board move into Closed Session.

The Library Board moved into Closed Session at 8:15 p.m.

CARRIED.

Motion 23-54, Move out of Closed Session

MOVED by Ashley Cameron, SECONDED by Lisa Kearns, that the Burlington Public Library Board move out of Closed Session.

CARRIED.

The Library Board moved out of Closed Session at 8:16 p.m.

10. Approval of Motions from Closed Session

Motion 23-55, Closed Minutes of September 14, 2023

MOVED by Lindsay Zalot, SECONDED by Shayne Lemieux, that the Burlington Public Library Board approve the Closed Minutes of September 14, 2023 as presented.

CARRIED.



Motion 23-56, Closed Minutes of September 14, 2023

MOVED by Akindayomi Odedeyi, **SECONDED** by Ashley Cameron, that the Burlington Public Library Board approve the Closed Minutes of September 14, 2023 as presented.

CARRIED.

11. Other Business

11.1.

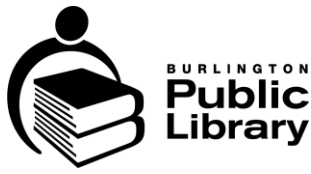
The meeting is adjourned at 8:17 p.m. Motion by Lindsay Zalot.

Chair

Secretary-Treasurer

Next Meeting

Thursday, October 26, 2023, Frank Rose Room



6 Decision Items 6.1 3rd Quarter Financials

Recommendation:

THAT the Library Board approve the 3rd Quarter Capital and Operating Financial Statements for the period ending September 30, 2023.

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Purpose

To seek the Board’s approval of the Q3 Financial Statements.

Discussion

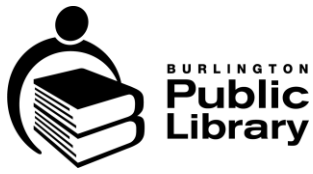
Attached are copies of the Operating and Capital Financial Statements for the period ending September 30, 2023. Please see the comment section for each statement for details of variances.

Strategic Implications

The Library’s annual Operating and Capital Budgets play a key role in supporting the current strategic plan by ensuring proper management of resources when implementing key initiatives in each of the Strategic Goals.

Equity, Diversity, and Inclusion Considerations

Strong stewardship of financial resources will ensure BPL is well positioned to provide resources and deliver services for all members of the community.



Risk Management

Regular review of financial statements by the Board provides oversight and ensures processes stay up to date and in line with best practices.

Respectfully submitted by Nicole Tewkesbury, Director, Finance & Infrastructure

Burlington Public Library
 Capital Reporting
 September 30, 2023

Description	2023 Opening Balance	2023 Funding	Q1	Q2	Q3	Q4	2023 YTD Spending	LTD Remaining Funding	Year of O/S Funding
CAPITAL RESERVE FUND	\$ 4,900,009	\$ (2,164,900)					\$ (2,164,900)	\$ 2,735,109	n/a
TECHNOLOGY RENEWAL	\$ 471,962	\$ 272,300	\$ 21,712	\$ 170,421	\$ 42,299	\$ -	\$ 234,432	\$ 509,830	2022: \$238K 2023: \$272K
STRATEGIC INITIATIVES	\$ 45,026	\$ -	\$ 8,688	\$ 6,511	\$ 6,292	\$ -	\$ 21,492	\$ 23,534	2020: \$24K
FACILITY RENEWAL	\$ 310,065	\$ 90,300	\$ 4,092	\$ 12,308	\$ 8,770	\$ -	\$ 25,169	\$ 375,196	2022: \$285K 2023: \$90K
BATEMAN PROJECT	\$ -	\$ 2,350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,350,000	2023: \$2,350K
	\$ 827,053	\$ 2,712,600	\$ 34,492	\$ 189,241	\$ 57,361	\$ -	\$ 281,093	\$ 3,258,559	
			TOTAL CAPITAL FUNDING AVAILABLE					\$ 5,993,668	

Funding Sources	
COB (IRRF, CFC)	547,700
BPL Reserve Fund	2,164,900
Total per Budget	2,712,600

Capital Reserve Fund - Restrictions	
Balance	2,735,109
Central Infrastructure Project	- 1,417,026
Bateman Project	- 650,000
Unrestricted Balance	668,083

**Burlington Public Library
Capital Reporting Comments
September 30, 2023**

Capital Project	Description	Comments
Reserve Fund	Funds reserved for future capital use.	The reserve fund balance includes Board-restricted funds of \$1,417K for the Central Infrastructure project and \$650K for the Bateman project. A change to the use of these funds would require Board approval. The remaining \$668K is available for funding projects in 2024 and beyond. The Central Infrastructure project implementation has been transferred to COB and while awaiting implementation, \$1M of existing funding has been returned to the reserve fund to increase interest earning potential until such time that the funds are required.
Emerging Technologies/IT	Lifecycle replacement of technology including self checks, early literacy stations, servers, computers/tablets, RFID pads, UPS, and peripherals used for staff and public internet machines	Year to date spending has been focused on lifecycle replacement of laptops/desktops, including Public Access Computers (PACs) for all branches (\$177.1K), phone system components (\$15K), local history platform (\$7K), RFID equipment (\$5.7K), Early Literacy Station (\$7.5K), and UPS (\$22.1K)
Innovation/Strategic Initiatives	Strategic Plan initiatives, job evaluation project	This funding is for the final stages of the job evaluation/pay equity project, and consulting services to implement a data strategy for improved automation, reporting, and analysis of various data sources. Information on the job evaluation project implementation will be brought to the Board in September. It is expected that approximately \$15K will remain unspent in 2023.
Facility Repair & Renewal - Central	Lifecycle replacement of building systems including HVAC, roofing, windows, security systems, washrooms, LED retrofit etc., and funding for staff/public furniture	This capital project fund includes \$22K for consulting on the Central Infrastructure Project which includes the replacement of the 3rd floor roof and three rooftop HVAC units. Other funding (\$283K) is for staff workspace renewal (furniture and renos to accommodate improved workflow and safety), and \$95K for LED retrofit, booths at Alton, and security access control improvements. Spending so far has focused on the on-going LED retrofit project at Central (\$4.1K), Reading Garden (\$4.1K), and consulting (\$17K).
Bateman Project	Movement of New Appleby Branch to Bateman site	Construction costs for this project have been funded to Class C estimates (\$2,350K) and the reserve fund has \$650K restricted for FF&E in 2025. The construction costs are included in the overall construction project being managed by COB staff so it is not possible to report on actual spending specific to the BPL portion of the project.

Burlington Public Library
Operating Statement
September 30, 2023

	2023			2022				
	Total Budget	September 30 YTD Actual	% of Total Budget	Total Budget	September 30 YTD Actual	% of Total Budget	Projection at Q3 2022	December 31 YTD Actual
REVENUE								
City of Burlington	11,715,500	9,003,495	76.9%	11,514,000	8,290,080	72.0%	11,514,000	11,514,000
Province of Ontario	229,403	-		229,403	-		229,403	229,403
Library Generated	132,517	144,424	109.0%	133,660	63,374	47.4%	83,867	121,999
Total Revenue	12,077,420	9,147,919	75.7%	11,877,063	8,353,454	70.3%	11,827,270	11,865,402
EXPENSES								
Salaries	7,013,833	5,028,595	71.7%	6,903,073	4,502,253	65.2%	6,468,075	6,340,157
Employee Benefits	2,030,273	1,459,382	71.9%	1,960,725	1,304,984	66.6%	1,829,387	1,767,311
Staff Education	105,000	66,400	63.2%	105,000	73,292	69.8%	105,000	85,385
Total Employee Costs	9,149,106	6,554,377	71.6%	8,968,798	5,880,529	65.6%	8,402,462	8,192,853
Materials	1,165,000	820,707	70.4%	1,165,000	818,233	70.2%	1,165,000	1,156,986
Operating Costs	352,889	245,108	69.5%	378,500	192,820	50.9%	392,015	389,730
Building Costs	905,055	622,617	68.8%	859,395	664,198	77.3%	866,140	884,471
Automated Systems	505,370	417,421	82.6%	505,370	427,584	84.6%	505,370	445,283
Operating Reserve Contribution			-			-		
Capital Reserve Contribution			-			-		
Total Expenditures	12,077,420	8,660,230	71.7%	11,877,063	7,983,365	67.2%	11,330,987	11,069,323
Revenue less Expenditures		487,689			370,089		496,283	796,079

Burlington Public Library
Operating Statement Comments
September 30, 2023

REVENUES:

City of Burlington

Budgeted funding from the City of Burlington is 1.75% higher than last year based on the operating budget awarded to the Library for 2023. Note: funding is received via biweekly transfers, which skew YTD % and the YTD amount is also impacted by timing of Council approval of budget.

Provincial Grant

The annual provincial grant is typically received in November.

Library Generated

Total library generated revenue budgeted represents 1.1% of the overall revenue for BPL. The 2023 budget was built on the expectation that revenue-generating services such as room rentals and printing would be at 100% capacity for the full year. So far in 2023 the library generated revenue is tracking to exceed budget. Makerspace and interest revenue in particular are trending higher than YTD budget by \$10K and \$22K respectively. The projection includes a continuation of these trends as well as \$26.4K in grant funding for summer student positions (2 Maker Buddies, 1 Facilities Assistant, 1 Local History Intern).

EXPENSES:

Salaries & Benefits

While there are savings in salaries and benefits YTD due to gapped positions, the annual projection reflects the results of the job evaluation/pay equity project which will be brought to the Board in September. Increased spending YTD is also impacted by a 9.6% increase in open hours compared to 2022, implementation of the Board-approved 1.75% increase to salary grid, and annual movement through the pay steps.

Staff Training & Educational Assistance

The annual training budget is expected to be spent out in 2023. The spending year to date has been primarily focused on OLA Super conference, first aid certification and leadership development.

Library Materials

The collections budget is expected to be fully spent in 2023 and spending is in line with 2022.

Burlington Public Library
Operating Statement Comments
September 30, 2023

Operating Costs

While currently trending under budget, operating costs are expected to exceed budget in 2023, primarily related to the addition of a cyber insurance policy and increased legal fees for 2023. The year over year increase in spending relates to subscription to a new social media management platform (\$4.1K); higher legal fees (\$19K), timing of insurance invoice (\$25K), and costs associated with award dinners (\$3.8K).

Building Costs

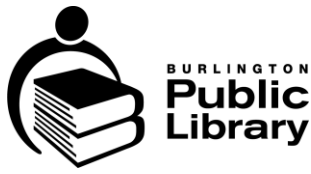
Building costs are trending below budget and YTD 2022 spending, although it is expected that the budget will be fully used in 2023. New processes and improved vendor management are helping to contain repair costs on equipment, and the internal facilities team has started to clean the Aldershot branch rather than contract this service to a 3rd party. These savings are expected to be offset with costs to improve security of staff and customers through expanded keyscan and security camera programs, and the completion of LED retrofit at Central.

Automated Systems

Any prepaid IT subscriptions or services are captured in Q1, resulting in front loading of the costs compared to the rest of the year. It is anticipated that spending for the whole year will be approximately \$21K lower than budget. Spending YTD is slightly lower than YTD spending in 2022, related to the cancelation of Collections HQ software (collections management) - the annual cost savings is \$17K, and staff have been able to replicate key functionality through the data strategy project.

RETAINED SAVINGS

The variances described above result in an anticipated surplus of \$73.3K is expected for the year, after addressing the implementation of job evaluation results as detailed in the September 9, 2023 Board package.



8. Information Items: 8.2 2023 Customer Insights Report

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Purpose

To share the BPL 2023 Customer Insights Report with the Board.

Background

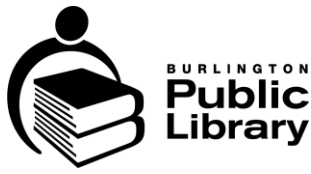
In 2022, BPL initiated the Customer Satisfaction Survey. In 2022, it was issued twice in June and December. For 2023, staff decided to issue the survey once and that was done in June 2023. One main theme has remained consistent our customers value their library and our team.

The June 2023 Customer survey was created through Survey Monkey and promoted online (BPL newsletter, website, social media) and through branches. Total respondents were 3,223.

The Customer Insights Report—an overview of our findings is attached. We identified several other common themes, along with actions based on insights.

As outlined in the 2021-2025 Strategic Plan, BPL is committed to using data to better understand customer experience and satisfaction with library services, spaces, and resources. This survey is a keyway we are doing that.

The June timing allowed us to use the information collected to inform BPL's 2024 Service Business Plan and budget submission as well as the Library Board's planned mid-term Strategic Plan review in November.



Financial Considerations

The Customer Satisfaction Survey was funded through the Operating budget.

Strategic Implications

This recommendation aligns with the current strategic plan under Strategic Goal 1: Enhance Community Well-being by making informed and data driven customer services and budgetary decisions, and 3: Create a workforce culture driven by our organizational values. This in turn creates a positive, welcoming, and memorable journey for all customers that we will measure through Customer satisfaction KPIs.

Equity, Diversity & Inclusion Considerations

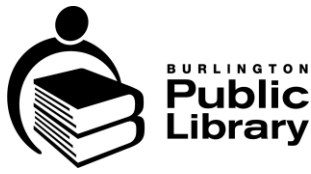
Library staff recognize that for the library to be inclusive for all, we must understand the needs and experiences of users across diverse communities. As we evolve this survey tool, we will seek to reduce barriers and ensure there's a diversity of voices in the responses.

Risk Management

The annual review of the Customer Insights report by the Board provides oversight, allowing the Board to assess the effectiveness of activities and use of resources, measure progress towards budget goals and strategic plan implementation.

Report Author(s)

Respectfully submitted by Lita Barrie, CEO



Employee Code of Conduct Policy - DRAFT

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Purpose

This Code of Conduct outlines Burlington Public Library’s (BPL) expectations regarding employee conduct and behaviour.

The Code of Conduct is designed to promote ethical decision making and behaviour and to make employees think about how ethics and integrity must guide them. Employees are required to exercise good judgement and adhere to all BPL values, standards, procedures, and policies.

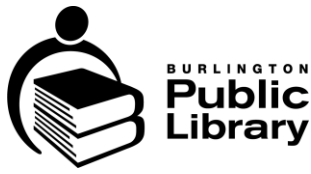
Scope

This Code of Conduct Policy applies to all employees and volunteers including but not limited to regular, on call, contract, and students, including co-op placements (all classifications referred to hereafter as “employees”).

Policy Statement

Employees of BPL are expected to carry out their responsibilities in a manner that demonstrates a high standard of professionalism consistent with BPL’s values.

The reputation of BPL depends on the commitment of every employee to act in the best interests of the customer and the library. Employees focus on meeting the needs of our customers and community, making them feel welcome in our spaces in a manner that respects the library and its customers. Employees must maintain the public’s trust that



their duties, actions, and behaviours are conducted in the community's best interest while adhering to BPL values.

Employees will act in an ethical and business-like manner.

Employees will be respectful of each other and all members of the community, treating all with dignity and respect, free from discrimination.

Employees will be knowledgeable of BPL policies and procedures.

Accountability

BPL Employees are accountable for their actions, behaviour, and the services they provide. BPL Employees:

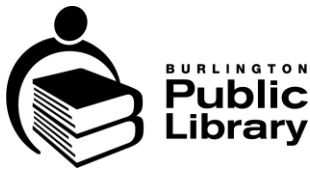
- Comply with policies and procedures in an unbiased, neutral manner;
- Respect the dignity and rights of the community they serve and their co-workers. They will treat everyone equitably and be impartial while performing their respective role to foster an inclusive and welcoming environment for all;
- Are required to report immediately, all complaints, workplace incidents and violence experienced, witnessed or having knowledge of to a supervisor;
- Respect the confidentiality of customers, employees, and business partners, only accessing information as required to conduct library business. Protect information that is confidential and refrain from discussing/disclosing any confidential information with/to other staff or any other person outside the organization except special authorities unless authorized to do so;
- Will not use their position improperly for personal gains.

Specific Guidelines in Conduct

Conflict of Interest

A conflict of interest occurs when, in the course of their duties, an employee is called upon to deal with any matter in which they may have a direct or indirect personal interest.

A conflict exists where the employee could directly influence the decision made in the course of performing their job duties, and also where they could indirectly influence the decision through exerting personal influence over the decision-maker.



If a potential conflict of interest exists, employees must advise their immediate supervisor of the situation. A conflict of interest exists when an employee or a member of the employee's family has a direct or indirect financial interest in a contract or proposed contract with BPL.

Media Inquiries

Unless otherwise instructed, all media inquiries are directed to the Manager of Marketing & Communications. The Chief Executive Officer will act as BPL's primary media spokesperson. No one else is authorized to speak to the media without prior authorization from the Manager of Marketing & Communications, or the CEO or their designate.

Library Property

Library collections, computers, furniture, supplies, and equipment are for the purpose of providing services to our community. They are not to be used by employees or volunteers for personal use except where permitted by BPL policy or unless prior approval is obtained from the CEO.

Hiring of Family Members

Family members are prohibited from working together if this places them either in a subordinate or supervisory role to each other. Current employees must inform their Manager and Human Resources should a family relationship develop that may result in a supervisory relationship as outlined above.

Non-Compliance & Interpretation

The Employee Code of Conduct supports but does not replace the use of good judgment regarding personal and professional conduct. The absence of a specific policy or regulation or Code provision does not dismiss any employee from the responsibility of exercising the highest standards of conduct in all situations. It does not alter or replace BPL policies already in place that may be more specialized and specific.



Employees are expected to comply with BPL’s policies and procedures as a condition of employment. Employees are responsible for seeking clarification from their supervisor, manager, or Human Resources when questions arise.

Matters requiring interpretation or violation of the Code are to be made to the Manager, Human Resources, the CEO, or their authorized delegate. Matters requiring interpretation of the Code where the CEO's actions are in question are to be referred to the Chair of the Burlington Public Library Board.

Violation of BPL’s Employee Code of Conduct will provide grounds for disciplinary action, up to and including termination of employment and legal prosecution.

Retaliation

Burlington Public Library employees, including witnesses, should not face retaliation or threats of retaliation. Employees who engage in retaliation or threats of retaliation will be subject to disciplinary action, up to and including termination of employment.

Legislation

In the event that any portion of this Policy is inconsistent with relevant federal or provincial legislation, that portion and only that portion of the Policy shall have no application to the extent of that inconsistency. All other portions of the Policy shall continue in full force and effect.

Effective Date:

Motion #/Date: #00-07 Feb. 17, 2000, #19-80 Dec. 19, 2019
#20-99 Dec. 17, 2020

Associated Procedures:

Projected Review Date: 2023

Amended Dates: December 19, 2019, December 17, 2020

Employee Code of Conduct Policy

Purpose

This Code of Conduct outlines Burlington Public Library's (BPL) expectations regarding employee conduct and behaviour.

The Code of Conduct is designed to promote ethical decision making and behaviour and to make employees think about how ethics and integrity must guide them. Employees are required to exercise good judgement and adhere to all BPL values, standards, procedures and policies.

Scope

This Code of Conduct Policy applies to all employees and volunteers including but not limited to regular, on call, contract, and students, including co-op placements (all classifications referred to hereafter as "employees").

Policy Statement

Employees of BPL are expected to carry out their responsibilities in a manner that demonstrates a high standard of professionalism consistent with BPL's values.

The reputation of BPL depends on the commitment of every employee to act in the best interests of the library, focusing on meeting the needs of our customers and community, and making them feel welcome in our spaces. Employees must maintain the public's trust to ensure public confidence that their duties, actions and behaviours are conducted in BPL and community's best interest.

Employees will act in an ethical and business-like manner and be accountable for their actions.

Employees will be respectful of each other and all members of the community, treating all with dignity and respect, free from discrimination.

Employees will be knowledgeable of BPL policies and procedures related to assisting in cases of emergency or a criminal investigation.

Accountability

BPL Employees are accountable for their actions, behaviour and the services they provide. BPL Employees:

- Comply with policies and procedures in an unbiased, neutral manner;
- Respect the dignity and rights of the community they serve and their co-workers. They will treat everyone equally and be impartial while performing their respective role to foster an inclusive environment for all;

- Are required to report immediately, all complaints, workplace incidents and violence experienced, witnessed or having knowledge of to a supervisor;
- Should not accept rewards, gifts, or any form of benefits from any person or entity that influences or could be professed to influence the performance of the Employee's respective duties;
- Respect the confidentiality of customers, employees and business partners, only accessing information as required to conduct library business. Protect information that is confidential and refrain from discussing/disclosing any confidential information with/to other staff or any other person outside the organization except special authorities unless authorized to do so;
- Avoid using their position improperly for personal gains.

Specific Guidelines in Conduct

Conflict of Interest

A conflict of interest occurs when, in the course of their duties, an employee is called upon to deal with any matter in which they may have a direct or indirect personal interest. If a potential conflict of interest exists, employees must advise their immediate supervisor of the situation. A conflict of interest exists when an employee or a member of the employee's family has a direct or indirect financial interest in a contract or proposed contract with BPL.

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Unless otherwise instructed, all media inquiries are directed to the Chief Executive Officer who acts as the primary spokesperson for BPL. No one else is authorized to speak to the media without prior authorization from the CEO or their designate.

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Library collections, computers, furniture, supplies and equipment are for the purpose of providing services to our community. They are not to be used by employees or volunteers for personal use except where permitted by BPL policy or unless prior approval is obtained from the CEO.

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Family members are prohibited from working together if this places them either in a subordinate or supervisory role to each other. Current employees must inform their Manager and Human Resources should a family relationship develop that may result in a supervisory relationship as outlined above.

Non-Compliance & Interpretation

The Employee Code of Conduct supports but does not replace the use of good judgment regarding personal and professional conduct. The absence of a specific policy or regulation or Code provision does not dismiss any employee from the

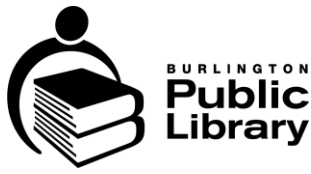
responsibility of exercising the highest standards of conduct in all situations. It does not alter or replace BPL policies already in place that may be more specialized and specific (e.g. BPL's Workplace Violence Policy, Whistle Blower Policy)

Employees are expected to comply with the BPL's Employee Code of Conduct, Library policies and procedures as a condition of employment. Employees are responsible for seeking clarification from their supervisor, manager or Human Resources when questions arise.

Matters requiring interpretation or violation of the Code are to be made to the Manager, Human Resources, the CEO, or their authorized delegate. Matters requiring interpretation of the Code where the CEO's actions are in question are to be referred to the Chair of the Library Board.

Violation of the BPL's Employee Code of Conduct will provide grounds for disciplinary action, up to and including termination of employment and legal prosecution.

Effective Date:	Projected Review Date: 2023
Motion #/Date: #00-07 Feb. 17, 2000	Amended Dates: Dec. 19, 2019
#19-80 Dec. 19, 2019	Dec. 17, 2020
#20-99 Dec. 17, 2020	
Associated Procedures:	



Development and Review of Policy

Purpose

In accordance with the Public Libraries Act, R.S.O. 1990, c. P44, s. 3(3), the Burlington Public Library operates under the responsibility and control of the Burlington Public Library Board. The Board is responsible to ensure that the Library has effective policies in place for the governance and operations of the Library.

This policy outlines the framework and processes that will be followed for the creation and approval of a new policy and the review of all policies. The goal of this policy is to ensure consistent and effective outcomes in the creation and maintenance of all Burlington Public Library policies.

Statement of Policy

Burlington Public Library Board policies reflect the values, purposes, and guidelines to be used by the Burlington Public Library Board and the library staff in conducting and planning the business and activities of the Library and of the Burlington Public Library Board.

Goals and Characteristics

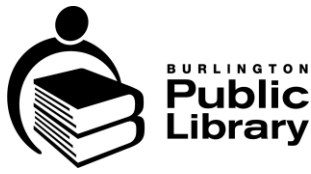
Each policy will be defined to ensure that:

- the Burlington Public Library Board clearly supports the Library's mission, values, and service in this community and the library's strategic plan
- decisions will conform to the requirements of the *Public Libraries Act*, the City of Burlington By-Law related to the Library, all other relevant legislation and be within the spirit of policies of the City of Burlington
- a regular schedule is established to review, revise, reconfirm or abandon existing policies

Roles and Responsibilities

The Burlington Public Library Board is responsible for all governance policies at Burlington Public Library.

The Chief Executive Officer and the Library's Senior Leadership Team are responsible for all operational policies.



The Chief Executive Officer and the Library's Senior Leadership Team are responsible for making all policies accessible to the public and for implementing all policies, developing all associated operating procedures, and training.

Policy Development and Review Process

The need to develop new policy or to review/amend/revise existing policy may be identified in several ways:

- through the regular policy review
- through the strategic planning process
- through the budgeting process
- through specific events or experiences including revised or new legislation
- through inquiries or challenges posed by library customers

The request to develop new policy or to review/revise/reconfirm/abandon existing policy may be identified by:

- the regular review of policies in every term of the Board
- notice of motion by any individual Board Member
- recommendation of a Burlington Public Library Board Committee or Task Force
- recommendation of the Chief Executive Officer and/or the Library Leadership Team

Burlington Public Library Policy Manual

All policies of the Burlington Public Library Board will be included in the Burlington Public Library Policy Manual which will be distributed to the following:

- publicly accessible electronic version posted on the Burlington Public Library web page.
 - electronic version posted on the library staff intranet
-
- Date:
 - Amended Dates:
 - Associated Documents:

Development and Review of Policy

Purpose and Scope:

The development and regular review of the policies that guide the delivery of services at Burlington Public Library is one of the most important responsibilities of the Burlington Public Library Board. The library board's ultimate responsibility is to ensure and protect the reputation of the library which is realized through the adoption of clearly written library policies. The Burlington Public Library Board has direct responsibility for establishing and maintaining library policy. The adoption of policy statements that clearly define the parameters within which the Library operates are an important part of the Library Board's responsibility for risk management.

Definition of Policy

Burlington Public Library Board policies reflect the values, purposes and guidelines to be used by the Burlington Public Library Board and the library staff in conducting and planning the business and activities of the Library and of the Burlington Public Library Board.

Goals and Characteristics of Policy Statements

Each policy will be defined to ensure that:

- the Burlington Public Library Board clearly supports the library's mission, values, and service in this community and the library's strategic plan
- decisions will conform to the requirements of the *Public Libraries Act*, the City of Burlington By-Law related to the Library, all other relevant legislation and be within the spirit of policies at the City of Burlington
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The Chief Executive Officer and the Library's Senior Management Team are responsible for making all policies accessible to the public and for implementing all policies and developing all associated operating procedures and training.

Development of Policies

The need to develop new policy or to review/amend/revise existing policy may be identified in a number of ways:

- through the regular policy review
- through the strategic planning process

- through the budgeting process
- through specific events or experiences including revised or new legislation
- through inquiries or challenges posed by library customers

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- the regular review of policies in every term of the Board
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- recommendation of a Burlington Public Library Board Committee or Task Force
- recommendation of the Chief Executive Officer and/or the Library Senior Management Team

Burlington Public Library Policy Manuals

All policies of the Burlington Public Library Board will be included in the Burlington Public Library Policy Manual which will be distributed to the following:

- publicly accessible electronic version posted on the Burlington Public Library web page
- electronic version posted on the library staff intranet

Effective Date: February 2016	Projected Review Date: February 2019
Motion #/Date:	Amended Dates:

7. Discussion Items: 7.1 Canadian Urban Institute Report

Purpose

To seek the Board's feedback on the Canadian Urban Institute's report *Overdue: The Case for Canada's Public Libraries*.

Background

Earlier this month, *Overdue: The Case for Canada's Public Libraries* was released by the Canadian Urban Institute (CUI). The Canadian Urban Libraries Council has been working with the Canadian Urban Institute on this report for the last several years.

Discussion

Staff are seeking the Board's general feedback on the attached report and specifically input as it relates to 2 key components:

1. Pages 15-17: The report's findings show that libraries provide critical support for culture, health, reconciliation, belonging, democracy, and access to knowledge. Canada's public libraries are quietly fulfilling these needs—core government mandates at local, provincial, and federal levels. The CUI's research sheds light on the crucial role Canada's public libraries play in enabling governments to meet their obligations and strengthen the common good. Do these themes resonate for Burlington? How might BPL integrate these themes and areas of focus moving forward?
2. Page 50-56: We are fortunate in Burlington to receive strong support from our municipality. This report is an opportunity for public libraries to ignite some new conversations provincially and federally. The case provides recommendations for public policymakers to instill positive change to:
 - **Relieve current operational pressures** to ensure libraries remain safe, accessible, and welcoming libraries to everyone.
 - **Treat libraries as critical infrastructure** where community resilience is strengthened through funding of libraries to deliver government priorities.
 - **Formalize sustainable investment streams** that recognize their expanding role. Do these priorities resonate with the Library Board?



Financial Considerations

There are no direct financial impacts related to this report at this time.

Strategic Implications

This work aligns with all three goals within the current strategic plan under:

- Strategic Goal 1: Enhance community well-being, strengthening relations with community partners to support community needs through programming and other library services.
- Strategic Goal 2: Inspire discovery with diverse collections, services, and spaces.
- Strategic Goal 3: Create a workforce culture driven by our organizational values.

Equity, Diversity & Inclusion Considerations

Strong advocacy on the part of the public library sector and the Library Board helps to ensure that BPL provides equitable service to our customers identifying ways we work to make a positive impact advancing equity, diversity, inclusion, and access within our workforce and in the provision of library services to the community.

Risk Management

It is important that the public library sector coordinates our advocacy efforts to minimize risk.

Final Remarks

To day, the report has been shared with library staff, and shared with our community via on our social media platforms and our website. I look forward to working with the Library Board and public library partners to amplify this case for support in the weeks and months ahead.

Report Author(s)

Respectfully submitted: Lita Barrie, CEO



OVERDUE

The Case for Canada's Public Libraries

Why investment in public libraries is essential to Canada's post-pandemic recovery, competitiveness, and resilience



Canadian Institut
Urban Urbain du
Institute Canada

The Canadian Urban Institute (CUI) is Canada's Urban Institute.

We are a national platform where policy makers, urban professionals, civic and business leaders, community activists and academics learn, share and collaborate with one another from coast to coast to coast. Our mission is to support vibrant, equitable, livable and resilient cities in Canada through research, engagement and storytelling.

This report builds on CUI's work toward the post-pandemic recovery of Canada's main streets and downtowns, and our belief in Canadians' collective ability to transform our cities into more inclusive, just and resilient places.

Canadian Urban Institute © 2023

Acknowledging the History of Canadian Urbanism

The Canadian Urban Institute acknowledges all the Indigenous Peoples of Canada and recognizes the ancestral territory of the Inuit, Métis, and First Nations people from coast to coast to coast. We acknowledge our collective and individual responsibility to recognize historical patterns of exclusion and abuse, to build our understanding of Indigenous peoples and cultures, and to commit to the ongoing process of truth and reconciliation.

More specifically, CUI is continually challenged to look for ways to

- Return land to Indigenous peoples
- Implement the [94 calls to action from the Truth and Reconciliation Commission of Canada](#)
- Implement the [46 articles of the UN Declaration on the Rights of Indigenous peoples](#)
- Implement the [440 recommendations of the Royal Commission on Aboriginal peoples](#)
- Investing in and supporting Indigenous communities and economies

Acknowledgement

The head office of the Canadian Urban Institute is located in Toronto, the traditional territory of many nations, including the Mississauga's of the Credit, the Anishinaabe, the Chippewa, the Haudenosaunee and the Wendat peoples, and is now home to many diverse First Nations, Inuit and Métis peoples from across Turtle Island. Toronto is covered by Treaty 13, signed with the Mississauga's of the Credit, and the Williams Treaty, signed with multiple Anishinaabe Nations. This place continues to be home to many Indigenous peoples from across Turtle Island and we are grateful to have the opportunity to work on this land.

Further, CUI is cognizant that many urban planning practices reinforced racist and exclusionary practices of colonialism. The work of city-building today must include confronting the legacies of the past and search for new approaches that centre around equity and inclusion, making cities for and with everyone.

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THE PROVOCATION



“

The only thing you absolutely
have to know, is the location
of the library.

Albert Einstein
Physicist

Overdue: The Case for Canada's Public Libraries

is part of CUI's ongoing work to highlight the critical components of the urban and community fabric that are essential to Canada's social, economic and environmental resilience and post-pandemic recovery.

This provocation is the product of three years of CUI's engagement with Canada's urban public libraries through one of the most extraordinary periods in human history – the arrival and containment of the COVID-19 virus. The pandemic ravaged communities of all sizes around the world and left an indelible impact on our cities and communities of every political affiliation.

Canadian cities – from the large and rapidly-urbanizing to the small and rural – faced unprecedented challenges.


The tenacious, unpredictable, highly contagious virus threatened the capacity of individuals, families, neighbourhoods, businesses, government, and community service providers to function. Vulnerable populations faced the most pernicious challenges, as housing costs rose and availability declined, and social supports were severely constrained. As governments tried to communicate in real time, they were playing catch-up to the existing, emerging and anticipated challenges revealed by the virus. Over this sustained period, levels of public uncertainty and distrust in public institutions, the media, and governments escalated in every jurisdiction of the country.



We make the case that Canada's public libraries enable governments to meet their obligations and strengthen the common good.



With a vast physical and digital network across Canada, the time has come to recognize libraries as a national asset. Increased investment and strategically leveraging their potential are essential for renewing post-pandemic social cohesion, economic well-being and community resilience. Libraries are the one institution that provide a remarkably broad array of critical supports to our communities, including for knowledge distribution, culture, health, reconciliation, belonging, and our democracy.

A map of Canada is shown in a dark blue color. Numerous small, light blue dots are scattered across the map, representing the locations of library branches. The dots are most densely packed in the southern and eastern parts of the country, with some clusters in the west and north. The text is overlaid on the map in four horizontal bars.

Canada's libraries are an untapped national network of social infrastructure that includes 652 library systems and 3350 branches.




**Canada's libraries are visited
over 100 million times a year.**



Every month, 204,000 Canadians get job-seeking help at their public library.

A photograph of a library setting. In the foreground, a woman with short blonde hair and glasses is leaning over a man who is seated at a computer workstation. She has her hand on the mouse, appearing to assist him. The man is wearing a grey sweater and glasses. In the background, another man is seated at a computer workstation, and there are rows of bookshelves filled with books. The scene is brightly lit, suggesting an indoor library environment.

540 Canadian libraries provide free Wi-Fi and support.



Over 300 libraries offer technology training classes, attended by nearly 16,000 people each month.



LIBRARIES FOR KNOWLEDGE

Libraries provide communities with in-person and remote access to print and digital resources, creating more equitable access to knowledge and services.

They continue to evolve, such as by creating different types of learning spaces, from traditional quiet reading rooms to areas for collaboration and the interactive, hands-on acquisition of new skills.

By improving literacy, libraries amplify the spillover effects: closing gaps in education, increasing the likelihood of employment and contributing to workforce development.

LIBRARIES FOR CULTURE

Libraries offer ideal spaces and opportunities to gather in person and online, enabling everyone to share and exchange ideas. They provide opportunities for visitors to access, and even create, culture: to read and listen to diverse authors, enjoy free films, music and dance, and craft new cultural content through interactive activities.

LIBRARIES FOR HEALTH

Libraries have become a key partner in our health care system, working closely with social workers, community organizations and governments. They create and advance better health outcome for everyone, providing programs and services that touch on essential indicators of the social determinants of health: early childhood development, literacy, employability, social inclusion and non-discrimination.

LIBRARIES FOR RECONCILIATION

Libraries have taken a leading role in responding to the federal Truth and Reconciliation Commission's 94 Calls to Action. They provide programming and collections that elevate Indigenous voices on cultures, languages, places, and knowledge, and address settler-centric structural biases in libraries and information retrieval systems.

LIBRARIES FOR NEIGHBOURHOODS

Libraries are catalysts for neighbourhood and downtown revitalization. From Vancouver to Kitchener to Halifax they've anchored plans to create stronger downtowns. In cities around the world, library services are being introduced into unusual locations like transit stations and grocery stores as well as informally, through casual "sharing" clubs among neighbours, and new platforms for exchange and mutual aid.

LIBRARIES FOR BELONGING

Libraries, by their nature and because they are located at the centre of communities, serve multiple needs in a way that no other public institution in Canada can. In a single day, a public library might be

- a place to access culture and information;
- a refuge from domestic violence;
- an election information or polling centre;
- a job search centre;
- a health clinic;
- a place to warm up or cool down;
- a language learning centre for newcomers;
- a place to attend free university classes or concerts; and
- a space for babies, children, caregivers and youth to make friends and form a community.

Libraries are catalysts for connection: the anchors that create stronger downtowns and connected neighbourhoods.

LIBRARIES FOR DEMOCRACY

Libraries embody the democratic principle that citizens can freely inform and educate themselves. They uphold freedom of expression and freedom to read, and provide access to a wide range of ideas and information that empower individuals to make informed decisions and fully participate in society. They combat polarization by being open and free to everyone, providing the most democratic of spaces in our cities. During elections, many libraries distribute voter information, host all-candidate meetings, and operate as polling stations.

By providing critical supports – knowledge, culture, health, reconciliation, belonging, and our democracy – Canada’s public libraries are quietly fulfilling core mandates at every level of government.



THE COVID PIVOT





During the COVID-19 pandemic, the one civic institution that emerged as a reliable, safe and essential service, was the public library. From coast to coast to coast, local libraries were able to pivot to serve their communities in a multitude of new ways.



In response to the crisis, libraries mobilized swiftly and decisively, demonstrating a deep understanding of community as they adapted their services to meet local needs.

Through their national network, libraries quickly built new standards of practice in response to the pandemic. And through their extensive local partnership networks, they “leaned in” to community in a variety of locally-relevant ways.



Some became foodbank distribution hubs, others distributed rapid test kits. Some made personal protective equipment for frontline healthcare workers with their 3D printers, or worked with community organizations to provide Chromebooks and Wi-Fi hotspots to shelters and group homes. Others helped students and seniors connect with others to support their mental health. They distributed social isolation activity kits to families to support their mental health, engagement and creativity when people hunkered down in the early, pre-vaccine days of the pandemic. Staff distributed snacks and menstrual products through their doorways, even when the library was closed, and supplied portable toilets adjacent to their buildings when public washrooms were in short supply. Chief Librarians across the country joined local emergency management teams and readily shared their community knowledge to inform broader community responses.



Barriers to service, like library fines, were removed; digital programming was ramped up; lending and distribution systems expanded to distribute laptops and COVID tests. With their rich network of partners, they already understood who would need the most help, and which partners to collaborate with as local needs shifted in response to the pandemic.

Over the decades, with the advent of technology, there was speculation about whether bricks-and-mortar public libraries would become obsolete. Instead, they have become indispensable to their communities, while retaining their traditional role as a place to go for information, to do research and study.



Quietly, Canada's public libraries have evolved into highly capable partners for every level of government, supporting the common good by serving critical mandates that fall under municipal, provincial and federal jurisdiction.

- Sustaining workforce development
- Reducing hate, racism, harm and violence
- Fostering cultural and artistic diversity
- Championing entrepreneurship and innovation
- Supporting newcomer settlement
- Advancing Reconciliation
- Talking action on climate change
- Providing a community access point for public services
- Fostering mental health
- Offering spaces for public consultations and disseminations of information
- Supporting access to place-based programming



THE POST-PANDEMIC CHALLENGE



Libraries are an underfunded asset that support governments in delivering on their obligations to individuals and their families, neighbourhoods, communities, and cities.



We are only now beginning to understand how profoundly pandemic-related lockdowns and social distancing protocols affected the health of our communities, and how critical libraries were in meeting community needs.



Pressure mounted, and continues to exist, for libraries to provide local services in the absence of adequate social infrastructure and comprehensive mental health care.

This includes dealing with:

- Disrupted school days and curricula: libraries provide children, youth, and post-secondary students with important opportunities for social interaction, as well as support for their schoolwork.
- Skyrocketing mental health challenges among youth: they provided support for young people.
- Seniors struggling with isolation: they provided a source of connection.
- At-risk and vulnerable individuals: they provided shelter, for companionship, and connections to services and opportunities.



Libraries find themselves as the triage centres on our main streets and downtowns.



They are called on in the absence of adequate social infrastructure and comprehensive mental health care. Increasingly, library workers must take security measures and call first responders to help a person in crisis. For example,

- A rash of violent incidents prompted Winnipeg's Millennium Library to introduce security checks of all patrons.
- The Edmonton Public Library hired staff to work with vulnerable populations and connect them to social services, after it had more than 6,000 interactions with at-risk individuals in just one year. This included almost 100 overdoses where naloxone had to be administered.

In the absence of critical systemic changes to how we deliver and fund mental health care and supportive housing, and address social vulnerability in Canada, libraries are struggling to handle the demands.

Greater demand and unmet social needs require greater support. Central to this problem is how libraries are funded in Canada.



Today Canada spends \$8 per person (approx.), or \$305 million per year on its urban libraries. In contrast, European countries spend between \$11 and \$60 per person.

Upwards of 90% of funding for Canadian urban libraries comes from municipal governments, although variations exist across provinces. The pandemic and its economic repercussions, as well as the increasing costs of climate change, have added new stresses to municipal budgets that were already under immense pressure.

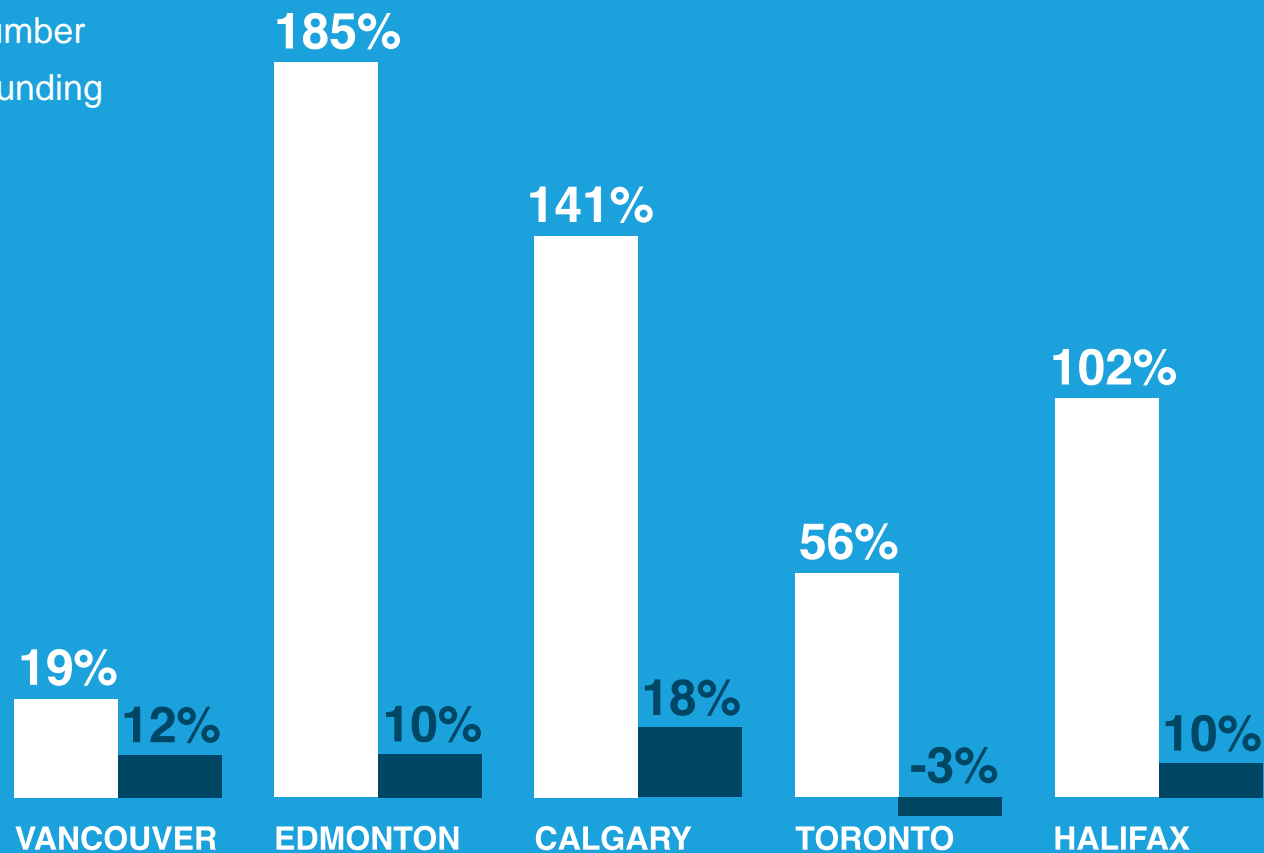
Libraries are funded from a tax base that does not increase proportionally with population or economic growth, and municipal support for libraries remains flat or fallen in real dollars over several years, despite the addition of many essential new programs and services. The more dire financial repercussions of the pandemic – and the growing mismatch between needed services and available revenue tools for Canada’s largest municipalities – has yet to be fully realized, but it puts libraries and the communities they serve at precarious and increasing risk.



The funding gap between the growing number of services being provided and the resources to do so is staggering and growing.

Percentage change in number of library programs and funding 2010-2019

DEMAND SUPPORT



The value proposition for increased investment is clear.



Research undertaken for this report ([Appendix](#)) estimates that an investment in library programming generates over six times more in economic and social benefits. **That is, for every \$1 invested in Canada's urban libraries, \$6 is generated in community economic impact, a return of over 600%.** In real terms, \$300 million in annual capital and operating funding generates \$2.1 billion in direct economic benefits. This number is significantly magnified when we take into account the social value of libraries in addressing literacy, educational outcomes, and workforce development; culture; mental and physical health; reconciliation; belonging; and the health of our democracy.

For example, a related finding by the Canadian Children's Literacy Foundation shows that every \$1 invested in early childhood education yields six times the economic benefit. Currently, 45% of Canadians lack the literacy, numeracy, and digital skills that are increasingly necessary to succeed in jobs in the knowledge economy. Libraries have the potential to significantly impact Canada's literacy, numeracy and digital gap. A 1% increase in adult literacy could create an annual economic benefit of \$67 billion for Canada, the equivalent of approximately \$1,800 more in the pockets of each Canadian every year.

SCENARIOS FOR THE FUTURE





CUI developed two scenarios in partnership with Canada’s libraries. The first is a plausible “Stretched to the Brink” scenario where library funding continues to decline. The second is an aspirational scenario, where funding matches the enhanced role being played by urban libraries across the country, right now, every day.



A PLAUSIBLE
SCENARIO

Stretched to the Brink

A Dystopic Future of Under-Investment

Libraries are no longer able to provide “a space for everyone” as the visitor demographic shifts away from people of all ages and socio-economic status.

The Scenario

While libraries are busier than ever, due to growing demands for new programs and services (especially from newcomers and equity-seeking populations), municipal funding for all public services is declining proportionately to the rise in demand. Post-pandemic tax revenue is dramatically reduced as main street commercial businesses close and transit ridership diminishes. Provincial support remains static and line-item federal support is practically non-existent. Inflation is at its highest level in decades, putting strain on libraries and their visitors.

IMPACTS ON LIBRARIES

More severe funding cuts to core municipal services force libraries to reduce staffing levels, programs and hours of service. The depth and breadth of both physical and digital collections is also reduced, causing fewer titles to be purchased and longer wait times. Social service programs also face budget cuts, and vulnerable populations experiencing homelessness and unemployment have fewer places to go. People take shelter in libraries, putting additional pressure on remaining staff to manage the increasing social disruption and violence that affects everyone’s sense of safety. Community members with greater financial resources stop visiting the local library as often.

The energy within libraries changes, as they no longer serve everyone. Communities become further polarized between the “haves” and “have-nots” as the divide between wealthy and poor grows. As community members have less exposure and interaction with one another, empathy and community care are less evident.



IMPACTS ON COMMUNITIES

During the hours that libraries are now closed, there is a rise in criminal activity. Community members become increasingly hesitant to spend time downtown for fear of being victims of crime. Small businesses near the libraries see a decrease in foot traffic, threatening their viability. The municipality responds with increased policing, further diverting funds for library services.

The crisis continues to spiral. Vulnerable populations become even more present on main streets, in commercial lobbies, and any remaining public space like parks and community centres, fire stations, and faith places.

IMPACTS ON COMMUNITY MEMBERS

With reduced library hours and limited access to language learning, free conversation groups and places to spend time and meet others, a sense of belonging does not develop. Newcomers struggle to connect with the local community, and while some newcomers decide to leave Canada, others stay but experience greater loneliness. They express disappointment at not having made friends with people outside their own cultural community and feel the great opportunities they were promised have not materialized.

Those community members without access to the internet at home, and those with a low level of digital literacy who need support, turn to libraries for help. But now that the library is open for fewer hours and there are fewer

librarians and computers, and limited Wi-Fi, people cannot always get the online access to the services they need. They struggle to sign up for government services, enroll in programs, apply for jobs, and stay connected to friends.

With decreased social and cultural interaction, more Canadians experience a rise in xenophobia and discrimination. There is less trust among community members, which leads to less trust in government. Fewer people turn out to vote because it's more difficult to access polling stations, and they don't think it will make a difference anyway.

Schools observe that children are starting kindergarten with less exposure to early literacy and are less ready for learning.

Parents confide that they feel more isolated and overwhelmed by the new costs of educating and occupying their children through private programs. The gap in school performance between children of families who have financial means and those who do not is growing.

Political support for library investment also erodes, and more councillors question the need for libraries at all. Provincial legislation designed to protect libraries from political interference is questioned.

At the same time, deferred library maintenance costs continue to mount, making achieving a state of good repair seem impossible. Conditions worsen, and library spaces are less comfortable and more difficult to keep clean.



COPING

Facing the immediacy of burgeoning demands for social supports, some branches no longer provide programs for young families or after-school activities. As staff morale declines, recruiting and retention challenges and labour instability rise. The combination of staff shortages and smaller operating budgets has made it necessary for most library branches to reduce their hours of operation.

Some library systems begin to raise revenue by introducing fees for programs, computer use and even borrowing and admission. Local schools no longer rely on libraries to provide after-school access to computers and programs for youth, which has a direct impact on student outcomes.

As library systems reduce and narrow the scope of services they provide, they hold out hope that they can restore a better balance between providing the library services in their mandate and compensating for broken public and social service delivery systems. They want to see a more diverse constituency of visitors return over time – one that will also advocate for the necessary political support for reinvestment in libraries – but they realize this could take decades.



AN ASPIRATIONAL
SCENARIO

Resourced for Resilience
Strengthening the Common Good

Libraries are recognized for their vital role at the heart of their communities. Lessons from the pandemic underscore their importance and ability to pivot to meet diverse local needs.

The Scenario

While libraries are busy due to growing demands for new programs and services, (especially from newcomers and equity-seeking populations), municipal, provincial and federal funding for all public services is increasing with an eye on the long-term benefits. Inflation is at its highest level in decades, but the impact is cushioned by the programs and services available to everyone at local libraries.



IMPACTS ON LIBRARIES

Libraries across the country are thriving community centres. During the pandemic, they demonstrated their ability to go beyond traditional library services, providing essential information, functioning as vaccination clinics and service centres, and offering free 24-7 Wi-Fi, food, and public meeting spaces. As cities start to recover, libraries are now pivoting again to provide appropriate, well-funded and top-quality services and programs.

Libraries are welcoming places that are universally understood as essential to maintaining the health of communities, and promoting respect, tolerance and a sense of belonging for everyone. Also invaluable – and hard won – is the trust that community members overwhelmingly have in their

libraries to provide them with a broad range of information from many perspectives, and the tools to do their own research and explore their interests, with staff support.

Libraries are poised to fulfil crucial and varied needs, continuing to transform as they did in the decades prior to the pandemic. They are incentivized to innovate their sites and programs through a series of provincial and federal investment programs designed to improve outcomes according to Canada's 12 Social Determinants of Health. Governments acknowledge their critical role in ensuring equitable access to the internet by providing specific, core allocations to support broadband access for all Canadians.

Libraries pivot to become the essential community hub of every neighbourhood in Canada, working in partnership with service providers and key institutions. As the heart of their communities, they provide the primary public infrastructure, available seven days a week and free to everyone. Across the country, they reconfigure their services in unique ways that reflect the neighbourhood and populations they serve. Other critical services are drawn toward the library, and soon, supportive housing and health care providers, schools and transit services are located in close proximity.

Library leaders are recognized for their deep understanding of community and invited to participate in integrated regional planning

efforts that are linked to municipal, provincial and federal investment. They broker partnerships with provincial service providers, and connect with childcare centres, schools and post-secondary institutions to maximize the benefits of integrated service delivery and ensure high degrees of coordination for the public.

Library staff work closely and collaboratively with service providers from other public agencies, hosting a range of services on site or adjacent to library facilities, providing everything from newcomer settlement and passport services to tax clinics and employment workshops to cultural programming. Service coordination and cross-referrals become standard.



LIBRARY + EDUCATION



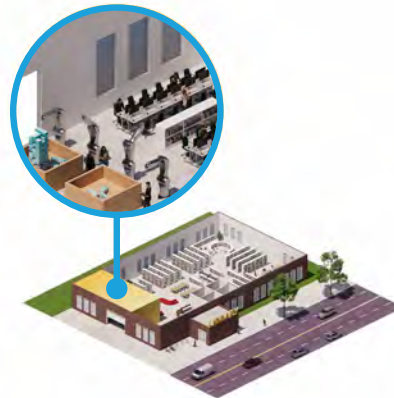
LIBRARY + OFFICE & RETAIL



LIBRARY + TRANSIT



LIBRARY + HOUSING



LIBRARY + MARKETPLACE



LIBRARY + RECREATION

IMPACTS ON COMMUNITIES

These thriving partnerships also make possible a sharing of capital assets.

Canada's public libraries sit at the centre of a new service delivery model, one that integrates facilities, programs, services and resources across many different models of delivery.

In some cases, national agencies, including the CBC and Canada Post, relocate to local libraries. Capital costs for new libraries are now part of ongoing plans required by Infrastructure Canada, and they are built specifically to be climate resilient places of refuge, available to all community members during weather-related and other emergencies.

To maintain a state of good repair over the long-term, capital funding for existing libraries is now sourced through the Library Futures Fund, a low-return investment fund created by the federal Social Finance Fund. Government and public pension funds, private philanthropy, and private equity invest in library assets to achieve climate targets – guaranteeing a reasonable rate of return while improving energy performance and sustainability.

Canada's Infrastructure Bank creates a fund for social infrastructure investments, for which libraries are eligible. Library operating costs continue to be primarily covered by municipal budgets, but allocations are tied to inflation and population growth, so are not affected by annual budget reviews.

Auditor Generals from every order of government repeatedly cite libraries as having the highest return on investment of any publicly funded program.



IMPACTS ON COMMUNITY MEMBERS

The COVID-19 pandemic has shown the power of proximity. Consequently, governments invest in the core of every neighbourhood to provide services of all kinds, locally, that are easily accessed by everyone, and with minimal barriers. For community members with limited mobility – due to public health measures, severe weather, energy costs, age or a lack of transportation – there is easy, ready access to nearby services.

Recent investments and partnerships make libraries highly coveted workplaces for a broad range of trained professionals in technology, information management, design and the arts who are interested in collaborative, inter-disciplinary work environments.

Corporations, entrepreneurs and academic communities seek partnerships with libraries to create innovation and “maker” labs that bridge research and product development with on-the-ground community needs and emerging challenges.

Libraries function as testbeds to ensure youth get hands-on experience with different technologies, and career exposure. They are also indispensable in upskilling an aging workforce that is in constant demand to fill vacancies across all sectors.

Now, with sufficient funding and partnerships, many libraries across Canada are open 365 days a year, providing safe, engaging spaces at all times of day, regardless of historic calendar holidays. Known as the only truly inclusive space,

libraries house the broadest range of activities and visitors, with midnight youth events and dawn gatherings for astrology clubs.



With the shuttering of hundreds of faith institutions, libraries have become the sole community anchor along many main streets, able to provide spaces for community and civic activities, ranging from drop-in programs to drone repair workshops.

THRIVING

Libraries have become the widely acknowledged “go to” place for programs and services that support community cohesion and resilience, connecting and equipping residents to survive and thrive as Canada adapts to a fast-changing economy, social conditions and climate change.



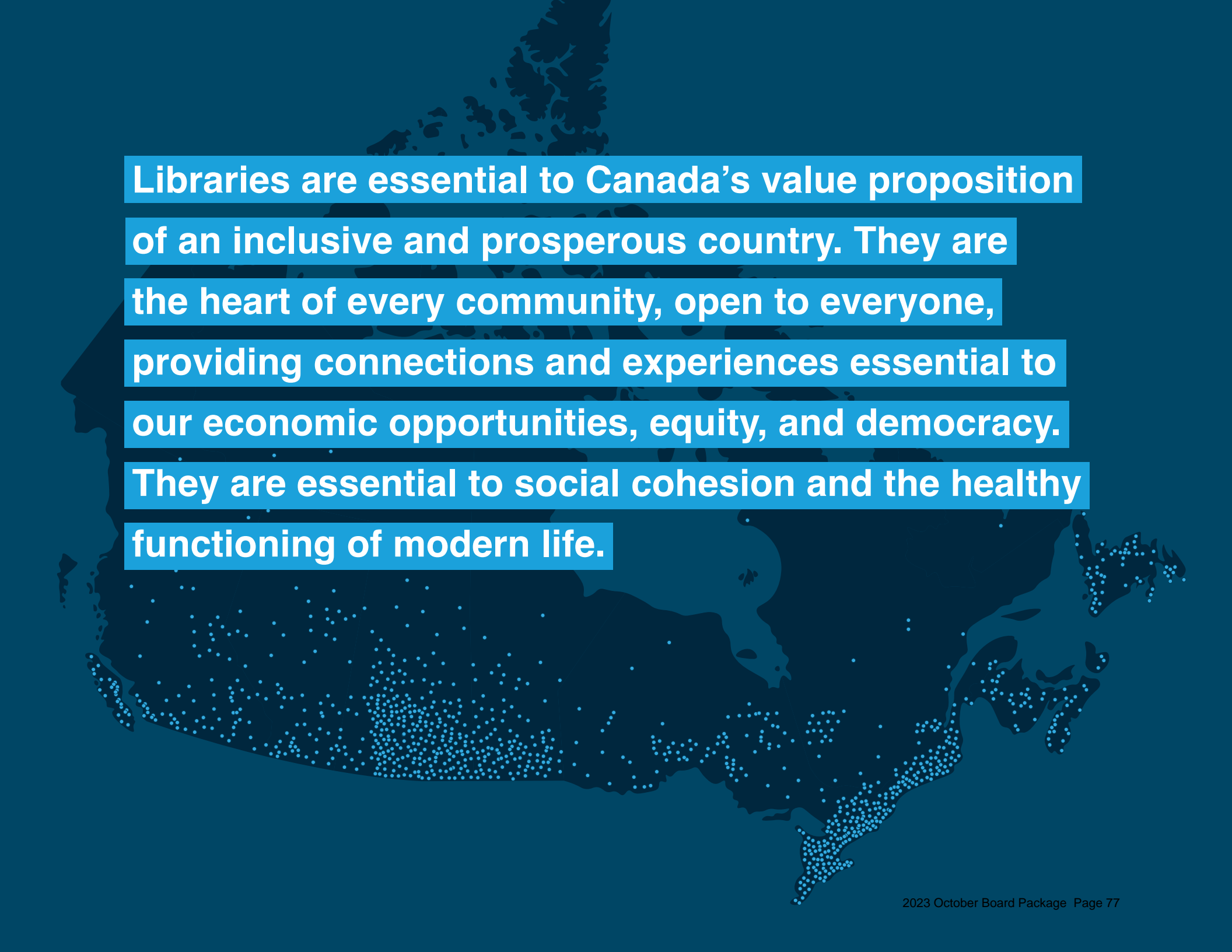
**Bad libraries build collections,
good libraries build services,
great libraries build communities.**

R. David Lankes



THE WAY FORWARD

MOUNT PLEASANT VILLAGE COMMUNITY CENTRE AND LIBRARY

A map of Canada is shown in a dark blue color. Numerous small white dots are scattered across the map, representing the locations of libraries. The dots are most densely packed in the southern and eastern parts of the country, with some clusters in the west and north. The text is overlaid on the map in white, with each line of text contained within a light blue rectangular background.

Libraries are essential to Canada's value proposition of an inclusive and prosperous country. They are the heart of every community, open to everyone, providing connections and experiences essential to our economic opportunities, equity, and democracy. They are essential to social cohesion and the healthy functioning of modern life.

The Way Forward A Call To Action

The following is a Call to Action, outlining the priorities, goals and steps toward building the resilience of Canada's neighbourhoods and communities by strategically leveraging a hidden asset – the public library. This effort requires equipping the country's largest network of knowledge and service providers with the tools and resources they need to meet the economic, social, cultural and environmental challenges of this post-pandemic century. These actions hinge on increased recognition and funding by provincial and federal governments: that urban libraries can – and do – serve critical mandates that are under government jurisdiction.

The Way Forward Priorities

1. **Relieve Current Operational Pressures**

to ensure libraries remain safe, accessible, and welcoming libraries to everyone.



2. **Establish Libraries as Critical Infrastructure**

where community resilience is strengthened through funding of libraries to deliver government priorities.



3. **Formalize Sustainable Investment Streams**

that recognize their expanding role.



Priority 1

Relieve Current Operational Pressures



Today, libraries across the country are stretched beyond capacity, and some have essentially been turned into crisis centres as the last safe haven for vulnerable populations. While Canada’s urban libraries are intentionally accessible and welcoming spaces for all residents – including those at risk – they are not the appropriate public space to address the serious mental health and addiction issues being experienced across the country.

GOALS

- Reduce the frequency and severity of social disorder and violence
- Established, appropriate crisis response approaches
- Reinforcement of the role of libraries as accessible community hubs that can refer visitors through referral networks
- Restoration of the perception and reality of libraries as welcoming places for everyone

OUTCOME

Safe, accessible and welcoming libraries for everyone

Priority 1

Relieve Current Operational Pressures



MUNICIPAL AND LOCAL ACTIONS

- Confirm deferred maintenance/costs to maintain state of good repair for library systems
- Review the municipal Strategic Plan and prioritize alignment with library services
- Engage libraries early and often in municipal planning and neighbourhood development
- Hear from library CEOs (or their designates) on the impacts of homelessness and treatment of mental health and addictions, to enhance understanding
- Prioritize libraries and their adjacent neighbourhoods as priority areas for coordinated services and investment in mental health, addiction and public safety

- Work with library systems to improve community emergency preparedness, including as places of refuge in response to climate events

PROVINCIAL & FEDERAL ACTIONS

- Develop a pan-Canadian strategy on mental health and addiction that would include public library leadership
- Develop rapid response strategies including libraries as referral centres
- Increase provincial funding for (1) integrated community-based mental health and addiction services for people with complex needs, to reduce vulnerability, and (2) support libraries in being able to refer individuals in need

Priority 2

Establish Libraries as Critical Infrastructure



Governments must recognize the intrinsic role of libraries as community infrastructure, as critical as transportation, sanitation, emergency responders and hospitals. Further, provincial and federal governments must invest in the vast network of libraries to reach Canadians from coast to coast to coast, in order to achieve their most important mandates: addressing climate change, Indigenous reconciliation, affordability, and digital equity.

GOALS

- Strengthened community resilience and disaster preparedness by equipping libraries
- Reinforcement of democratic principles of access to information, Indigenous reconciliation, inclusion and citizenship through libraries
- Funded services and programs in libraries to support municipal, provincial and federal priorities

OUTCOME

Community resilience is strengthened through funding of libraries to be able to work with community partners to deliver on municipal, provincial and federal priorities

Priority 2

Establish Libraries as Critical Infrastructure



MUNICIPAL AND LOCAL ACTIONS

- Review municipal Strategic Plans and identify priorities for alignment with library services
- Integrate libraries into planning across municipal department divisions, services and workplans, as knowledge hubs and program delivery centres
- Centre redevelopment and new developments around libraries, with proximity to other public services, affordable housing and community facilities

PROVINCIAL AND FEDERAL ACTIONS

- Establish a National Task Force on the Future of Public Libraries to:

- Undertake a comprehensive national assessment of the value and impact of public libraries on community well-being and health
- Aggregate data on the state of library buildings to create a long-term investment plan for renovations and construction of new libraries, including in multi-use facilities
- Contribute to the program development of Canada's Long-Term Funding Plan for libraries, acknowledging the library's role in supporting broadband access through the network of libraries
- Identify whole-of-government leveraging opportunities for strategic partnerships among federal agencies and libraries for local service delivery

Priority 3

Formalize Sustainable Investment Streams



Despite the essential role public libraries play in addressing government priorities, they remain chronically underfunded. Today's reliance on municipal funding is not sufficient to meet the growing expectation of libraries to serve their communities in multiple ways. Libraries need to be invested in as Canada's most trusted institution.

GOAL

→ Formalized funding that recognizes libraries' expanding roles and resources them through a sustainable, blended funding pool, with contributions from municipal, provincial and federal governments.

OUTCOME

Stable and diversified revenue for libraries

Priority 3

Formalize Sustainable Investment Streams



MUNICIPAL AND LOCAL ACTIONS

- Create accountability mechanisms, such as benchmarking, to ensure local library funding keeps pace with inflation and is not annually at risk
- Equip municipal leaders with advocacy tools to increase provincial and federal support

PROVINCIAL & FEDERAL ACTIONS

- Look for mechanisms to commit provincial core funding for library operations, acknowledging the role libraries play in delivering on provincial priorities
- Explore the potential for a per capita funding allocation that supports libraries as deliverers of federal priorities, as part of the next iteration of the Investing in Canada Infrastructure Program/ Long-Term Infrastructure Plan.

OVERDUE

The test of COVID-19 made crystal clear the importance of community members having reliable, safe and accessible places close to home, to gather information and find support. There's no predicting our next collective challenge, only the knowledge that there will be one. It's incumbent on all of us, as urban stewards building one of the most urbanized countries in the world, to address the challenges and seize every opportunity to strengthen one of our most valuable civic assets: our public libraries.

Canada's workforce will increasingly be challenged by an aging population, requiring better supports for Canadians wishing to work longer and needing to upgrade skills to remain competitive.

Concurrently, higher levels of immigration will welcome 500,000 immigrants annually by 2025. Newcomers rely on public libraries for services such as language training, job search assistance, access to computers, and to establish connections essential to settlement. Early literacy programs and language classes offered in libraries will be key to providing the children of new immigrants with a successful start to their education in Canada.

With an increasing reliance on technology, all Canadians need to have digital access and support in navigating the information they find. Artificial intelligence, detecting disinformation and new technological interfaces can all be better understood with the assistance of a librarian and library programs.

Canada will need to support lifelong learners and entrepreneurs to keep pace with technology and adapt to a fast-changing economy and labour market.

Communities will see increased shocks and stresses stemming from climate change, technological disruptions and global political and social upheaval. Equitable access to free public libraries where all community members are welcome is essential to social cohesion and our democracy.



Business magnate and philanthropist Andrew Carnegie invented the free public library by providing funding for more than 2,500 public libraries in many parts of the world, including 125 in Canadian communities, between 1883 and 1929. What began as private philanthropy has become an essential public service.

Post-pandemic, we have this moment for a once-in-a-generation shift in how we secure the social, economic and environmental future of Canadian communities and cities. We are overdue for this change – one that recognizes that investment in this national asset can renew social cohesion, contribute to economic growth, and support community resilience for the future.

Appendix

Canadian Urban Libraries Council member program and activity surveys and the assessment of their economic impact was conducted by statistician Kevin Stolarick, PhD. Kevin is the Dean of the Curtner Leadership Program at Urban Land Institute and a Consulting Researcher for the Toronto Workforce Innovation Group. His research focuses on the relationship between firm performance and information technology; and the impacts of technology, tolerance, talent, and quality of place on regional growth and prosperity. His work provides informative and accessible insights into the Creative Economy and the role of the Creative Class in increasing regional growth and prosperity.

Survey of CULC Library Systems

Canadian Urban Libraries Council (CULC) membership consists of 49 library systems across Canada's largest urban areas. Due to the number of requests that CULC already makes of its membership and to encourage completions, a survey was prepared to maximize the amount of necessary information obtained while minimizing the amount of time required to complete it. The primary goal of the survey was to collect information on what programs and services each of the library systems is currently offering. Annual reports, websites and other sources were obtained and reviewed to identify offered programs and services. Those were then manually clustered around 10 themes/topics.

The themes/topics identified were:

- Physical Lending/Access
- Digital Lending
- Bookable Space/Facilities
- Kids and Family Programs
- Teen Programs
- Older Adults Programs
- Newcomer Programs
- General Audience Programs
- On Site Social/Support Services
 - Community Outreach
- Retail/Office Co-Location

Five to fifteen specific programs and services were identified for each theme.

Additionally, the survey requested information about when each of the various demographic groups returned to the library, any additional programs/services for each theme, other community partnerships, COVID-19 recovery priorities, and contact information for follow up questions.

In total, the survey identified 88 programs and services. The approach taken was to identify which of the 88 identified programs and services were being offered by each library system, and then to follow up and ask for detailed cost, benefit, and number served (e.g. program participants, books lent), information from 2022. In effect, by knowing who does what and the costs and benefits for a specific library for each of the programs/services, the overall impact could be (roughly) estimated without requiring many hours of data collection and reporting for each system.

The survey was launched on November 14, 2022. Results were accepted through December 18, 2022. Forty of the 49 CULC members submitted responses. This should be interpreted as a 100% response rate from participating library systems, as the remaining members are not library systems or are not community focused (e.g., Library and Archives Canada and Bibliothèque et Archives nationales du Québec).

The 88 programs and services were distributed in twos and threes across the 40 respondents, with each assigned the programs/services that they reported doing. Generally, a library was asked about programs/services within the same theme to keep the data collection and reporting less streamlined. Detailed responses were obtained from 28 of the 40. For 62 of the 88 programs/services.

On average, about half of the library systems reported doing the activities for which additional information was not collected. As a result, the economic impacts estimated here understate the actual total, combined impact. The unreported programs and services are generally specific in nature, so their absence is not expected to result in a major underreporting of total impact, but the “real” number would be higher if these were included.

Advancing Social and Economic Well Being

COVID 19 Priorities

In addition to the questions on two questions on COVID-19 recovery were repeated and a series of questions on when specific groups returned to the library were asked.

Table A1. Pandemic recovery priorities

What are the most important roles of public libraries to help our communities recover? Identify and prioritize your top 3	Total	Share (%)	1	2	3
Helping community members be informed and connected	34	85%	18	8	8
Building cohesion in community	26	65%	10	6	10
Supporting community members suffering from social isolation	23	58%	3	12	8
Connecting people to government support and services	18	45%	3	8	7
Helping low-income families and groups to return to normal	13	33%	6	3	4
Supporting job seekers	8	20%	3	3	2
Supporting small businesses and entrepreneurs to restart the economy	4	10%	3	0	1

The first question asked respondents to select their top most important 3 roles of the library for pandemic recovery” (see Table A1). Each of the options was selected as a top priority by at least 3 library systems. And while almost all the libraries (34 of 40) selected “Helping community members be informed and connected” their top 3, there was not uniform agreement on the most important roles. These results are consistent with the argument that individual library systems have customized their priorities and offerings to best

meet the needs of their specific communities. The second question asked respondents to identify their priority population (Table A2). Every available option was selected by at least two library systems. While over 80% (33 out of 40) selected “children and family” or “vulnerable populations”, evenly split between two. The results also show libraries prioritizing programs/services based on the community’s needs and the library’s capabilities.

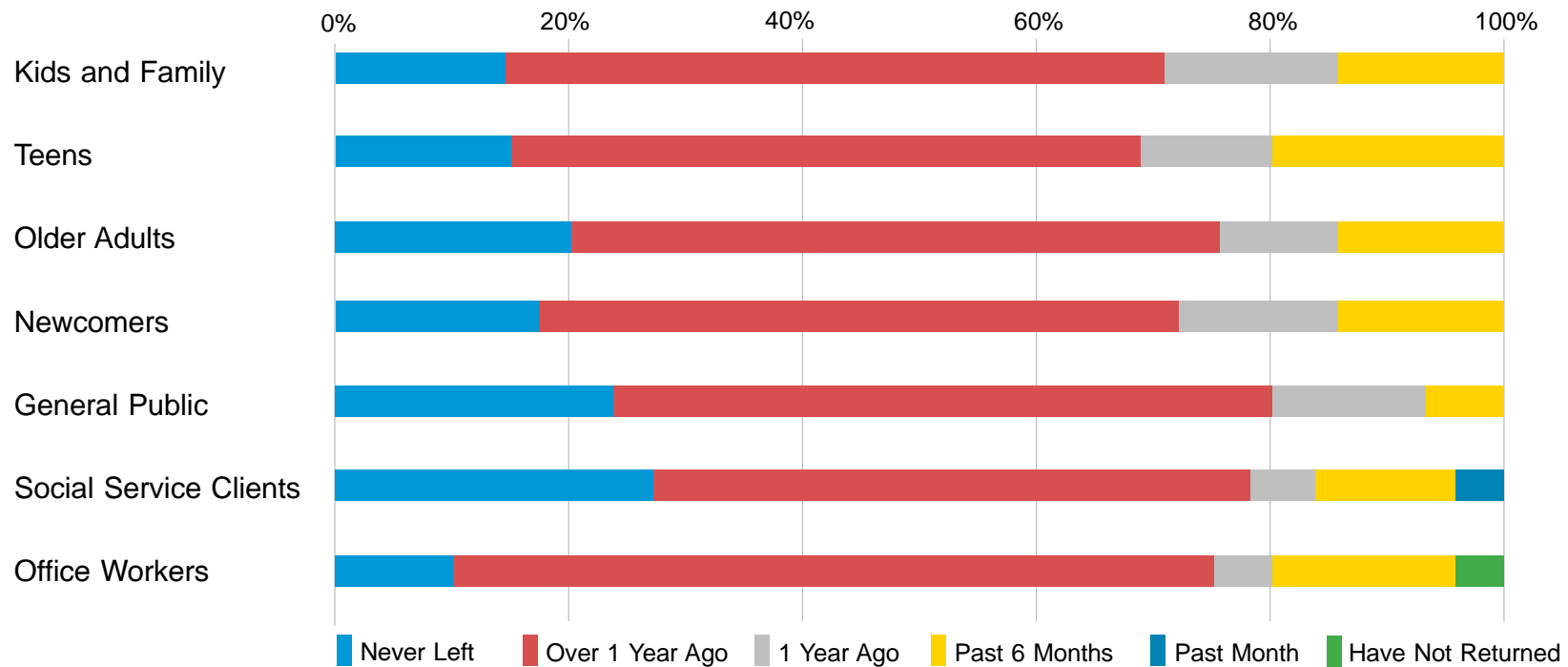
Table A2. Return of specific populations

During recovery, the population that is most important for my library to focus on is: (select one)		
Children and Family	17	42.5%
Vulnerable Populations	16	40.0%
Seniors	3	7.5%
Newcomers	2	5.0%
Youth	2	5.0%

Figure 1A shows the when specific groups of clients returned to the library. For all libraries, for almost every client group, they either never left or have returned within the past 6 months. Generally, most library systems saw most client groups return. Around 15% of libraries had at least one client group that

never left and about 10% had one or more groups return within the past 6 months (second half of 2022). The nonuniformity and range of these results again demonstrate that the Covid-19 experience and response varied from system to system.

Figure A1. When clients returned to the library



Who Is Doing What?

Findings: Programs and Services

Table 3 lists the 88 programs/services and the count and share of respondents who reported undertaking that activity. Several activities are being provided by all libraries, and each unique activity is being provided by at least two library systems.

Table 3. Programs and services by use

Theme/Topic: Program/Service	# of Respondents	Share %
Digital Lending: eBooks	40	100
Digital Lending: Digital audiobooks	40	100
Digital Lending: Digital newspapers	40	100
Physical Lending/Access: Books	39	98
Physical Lending/Access: DVDs	39	98
Digital Lending: Digital magazines	39	98
Kids and Family Programs: Storytime	39	98
Kids and Family Programs: Dedicated kids and family spaces in the library	39	98
Physical Lending/Access: Music	38	95
Physical Lending/Access: Public Wi-Fi	38	95
General Audience Programs: Computer and technology training	38	95
General Audience Programs: Author talks, lectures and panels	38	95

Bookable Space/Facilities: Meeting rooms	37	93
General Audience Programs: Book clubs and reading circles	37	93
On Site Social/Support Services – Community Outreach: Partner with local community organizations to develop community resources	37	93
Digital Lending: Streaming video	36	90
Kids and Family Programs: Reading and/or writing support programs	36	90
Kids and Family Programs: Kids book clubs / reading buddies	36	90
Older Adults Programs: Digital life skills for seniors	36	90
Digital Lending: Streaming music	35	88
Bookable Space/Facilities: Study rooms	34	85
Teen Programs: Multi-media production, robotics, or other tech-related workshops	34	85
Physical Lending/Access: Computers (includes Chromebooks)	33	83
General Audience Programs: Programs on Truth and Reconciliation	33	83
Digital Lending: Digital comics	32	80
Bookable Space/Facilities: Community multipurpose rooms	32	80
General Audience Programs: Business and employment (e.g. interview skills, work culture training, job search)	32	80
On Site Social/Support Services – Community Outreach: Areas for warming or cooling during extreme weather	32	80
Newcomer Programs: Language learning programs	31	78
General Audience Programs: Posting of civic information (e.g. election information, city hall services, etc.)	30	75
On Site Social/Support Services – Community Outreach: Partner with health agency to provide information and services	30	75
General Audience Programs: Tour of the library	29	73
Bookable Space/Facilities: Multi-media lab	28	70

Teen Programs: Arts classes or workshops	28	70
Older Adults Programs: Lectures and panels on positive mental health and brain health	28	70
Retail/Office Co-Location: Community centres	28	70
Bookable Space/Facilities: Conference rooms	26	65
Bookable Space/Facilities: Larger Event Space for more than 50 people	26	65
Teen Programs: Reading and/or writing workshops	26	65
Older Adults Programs: Personal financial planning	26	65
Newcomer Programs: Library Services in multiple languages	26	65
Newcomer Programs: Job search support and skills program	26	65
Newcomer Programs: Online resources for newcomer services	26	65
General Audience Programs: Digital creation (e.g. animation, self-publishing, etc.)	26	65
Teen Programs: Teens Book Club	25	63
Older Adults Programs: Senior social events	25	63
General Audience Programs: Performance art events	24	60
Teen Programs: Game Nights for teens	23	58
Newcomer Programs: Access to settlement workers	23	58
General Audience Programs: Film Screening	23	58
Physical Lending/Access: Tablets (iPad)	22	55
Physical Lending/Access: Passes to cultural organizations (such as museums)	21	53
Bookable Space/Facilities: Exhibition Space	21	53
General Audience Programs: Oral history and stories	21	53
Physical Lending/Access: Passes to national parks	19	48
Newcomer Programs: Citizenship practice test or preparation courses	19	48
Physical Lending/Access: Musical Instruments	18	45

Teen Programs: Support for college application, financial aid or other career readiness programs	18	45
Older Adults Programs: Support to access options to age in place	18	45
Older Adults Programs: Creative aging programs	18	45
General Audience Programs: Literacy Van, Bookmobile or Books to Go	18	45
Bookable Space/Facilities: Theatre	17	43
Older Adults Programs: Telephone seniors who might be socially isolated	16	40
Newcomer Programs: Personal financial planning	15	38
Retail/Office Co-Location: Café	15	38
Bookable Space/Facilities: Outdoor space	14	35
Kids and Family Programs: Nature walks	14	35
Newcomer Programs: Newsletter or centralized information for newcomers	14	35
On Site Social/Support Services – Community Outreach: On-staff “community services navigator” to help people understand and navigate the system to access need social, justice and/or health services	14	35
On Site Social/Support Services – Community Outreach: Partner with local partners and organizations to provide food for those in need	14	35
Retail/Office Co-Location: Municipal government office	14	35
Older Adults Programs: Support to navigate change with aging	13	33
Teen Programs: Mindfulness workshops	12	30
On Site Social/Support Services – Community Outreach: On-staff social workers	11	28
Retail/Office Co-Location: Gallery	11	28
Retail/Office Co-Location: Gym	11	28
Physical Lending/Access: Tools	8	20
Retail/Office Co-Location: Library store / Boutique	7	18
On Site Social/Support Services – Community Outreach: Community fridge	6	15

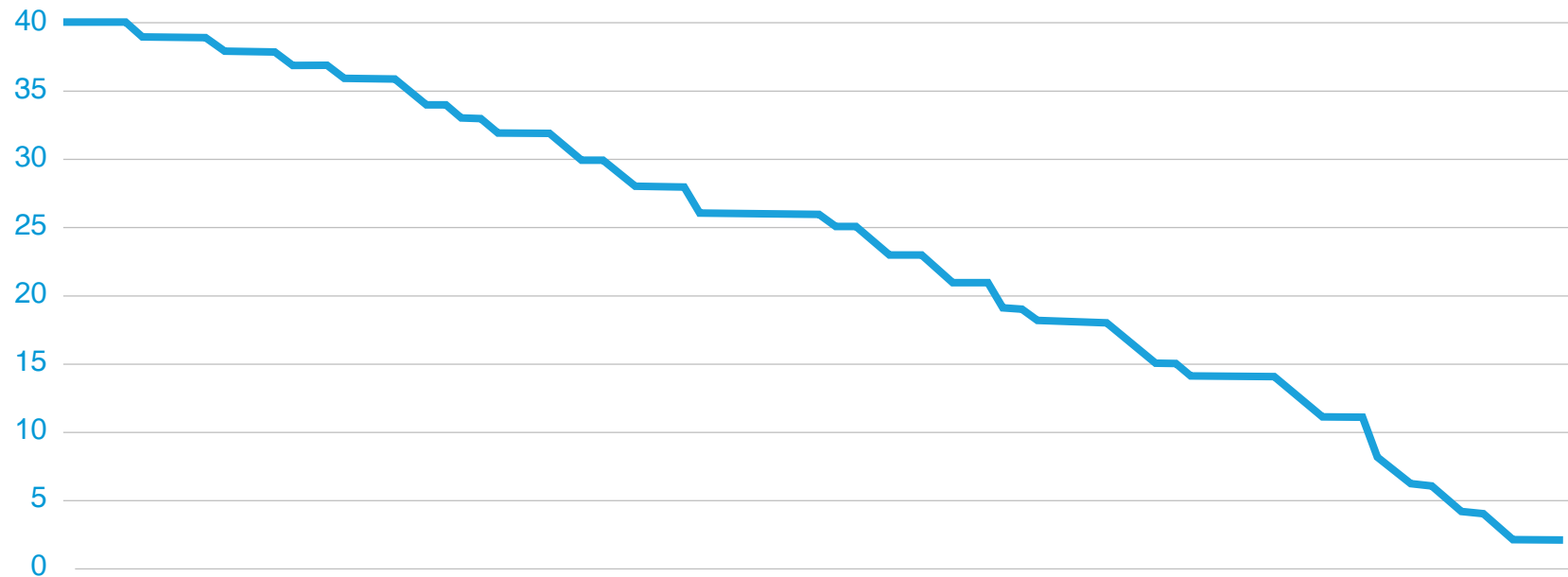
Retail/Office Co-Location: Housing	6	15
Teen Programs: Counselling	5	13
Retail/Office Co-Location: Museum	4	10
Retail/Office Co-Location: Provincial government office	4	10
Retail/Office Co-Location: College/University office	3	8
On Site Social/Support Services – Community Outreach: Shower facilities	2	5
Retail/Office Co-Location: Movie Theatre	2	5
Retail/Office Co-Location: CBC	2	5
Retail/Office Co-Location: Federal government office	2	5

How Many Are Doing What?

Figure A2 shows the number of library systems offering each of the 88 programs/services. While there are a few offerings provided by some libraries and every offering by at least two library systems, some offerings are available at most libraries and some are only available at a few libraries. The results span the full range. Canadian urban libraries

are not monolithic in their offerings. The mix of programs and services offered by each varies. While some consistencies are seen, and expected, inconsistencies are also present. This result reflects that individual library systems are uniquely responding to their specific communities' needs and the library system's own resources and capabilities.

Figure A2. How many are doing what



Estimated Economic Impact of Canadian Urban Libraries

Methodology and Findings

The following process was used to estimate the overall economic impact of Canada's urban library systems. The impact is measured as the excess benefits created relative to the cost of providing and administering a program or service. It is based on the number of people attending the program or using the service (borrowing a book) and their individual benefit.

Step 1

Ten physical and digital lending services are separated out for special processing so that separate estimates could be developed based on the 2021 Census population for the Census Area served by each library system.

- Physical Lending/Access: Books
- Physical Lending/Access: DVDs
- Physical Lending/Access: Music
- Physical Lending/Access: Public Wi-Fi
- Digital Lending: Digital comics
- Digital Lending: Digital magazines
- Digital Lending: Digital newspapers
- Digital Lending: eBooks
- Digital Lending: Streaming music
- Digital Lending: Streaming video

Step 2

Of the remaining 78 programs and services, detailed cost/benefit information was received for 52:

- Population served (and number)
- Cost
- Number of participants
- Tangible (\$) benefit per participant
- Intangible (non-monetary) benefits

Step 3

For the 52 programs/services with detailed cost/benefit information, the number of library services offering program/service was counted.

Step 4

An estimate of the total Canada-wide costs, participants, and benefits is calculated. This assumes that the reported numbers would be equally applicable to all other libraries that are

offering a similar program/service.

By spreading the request for detailed information across all libraries and removing those items that are clearly influenced by underlying population (#1), the estimate is not biased in any way, and the tremendous nationwide effort that would be required to estimate every program/service for every library system is avoided. It creates a very rough estimate but the actual variation should be “white noise” with some total impacts over-estimated and an equal number under-estimated. This is the best that could be done within the timeframe and resources available.

As an example, a library system reported that for “Teen Programs: Game Nights for Teens” in 2022:

- It cost them \$3,000 to provision for and administer the program, which includes board and electronic games
- 341 individuals participated during the year in sessions

- It provided this for free, purchased and providing games, and prizes
 - The average benefit was \$25 per person based on the usual average cost to participate in something similar organized through MeetUp or other for-profit venues would have a minimum purchase requirement.
 - In 2022, the total benefit to the community for hosting teen games nights was \$8,525.
 - The net benefit was \$5,525.
 - 23 library systems reported that they provide “Games Nights for Teens”
 - Therefore, the total economic benefit provided across Canada by the libraries that provide “Game Nights for Teens” is \$127,075.
 - If all 49 CULC members provided this program (discussed more in the next section), the total benefit would be \$270,725.
- The thoughtful response from the library also included this response to the prompt about intangible benefits also arise from providing this program: Engaging in games helps teens in problem solving skills, better social skills when gaming in a group. Games can improve manual dexterity and stimulate imaginative play and creativity. Gaming is also a great way to improve literacy skills as games tell stories in new and exciting ways. The library provides opportunities for teens to engage with games in a safe and welcoming environment.”

Step 5

Returning to #1 (physical and digital lending) and separately developing estimates that take into account regional population,

- Ten different libraries were asked to provide cost, number served and benefits for each of the ten lending options. The 2021 Census population numbers (for the CMA or CA that includes the library system) were then used to normalize the costs, service provided and benefits per person.

- The per person estimates then combined with Census 2021 population estimates for each of the 40 library systems included in this study.
- Accumulating each library for each of the ten physical and digital lending opportunities result in an estimated Canada-wide economic impact from lending activities.

Table A4 is the result of combining all of this information.

Table A4. Total economic impact of Canada’s urban libraries

Total Economic Impact from Canada’s Urban Libraries	Cost (\$m)	Served #	Total Benefit (\$m)	Net Benefit (\$m)
Programs/Services (52)	205,398,323	55,289,329	627,525,391	422,127,068
Physical/Digital Lending (10)	101,004,045	260,296,271	1,502,546,053	1,401,542,008
Total	306,402,368	315,585,600	2,130,071,444	1,823,669,076

Overall, Canada's urban libraries are creating \$2.1 billion in community economic impact on just over \$300 million

in cost. The overall return is nearly \$6 for every \$1 spent. Much of this is driven by providing free access to physically or digitally published goods, but the other programs and services return on average more than \$2 for every \$1 spent. Based on the 2021 Canada wide Census population of 36,991,981, every man, women and child in Canada is partaking in a library offering 8.5 times per year on average.

The impact of Canada's urban libraries is not limited to the \$1.8 billion in economic effects, but that is the tractable and measurable scope of this study.

What If...?

As explained in the prior section, the estimated economic effect of Canada’s urban libraries is based solely on the activities that each of the 40 library systems reported they were providing at the time of the survey. What if all 40 libraries were doing all 62 things?

Table A5 below shows the estimates if all 40 libraries were each providing all 52 of the programs/services (52 of the 88 for which detailed numbers were reported). It shows the increase in cost and the resulting increase in benefits. The physical/digital lending numbers are unchanged as all 40 library systems are

already providing those programs/services. The overall changes are not tremendous mostly as a result of the smaller number of individuals reached by many of the specific programs/services. The new mix of programs drops the overall return to \$4.50 for each \$1 spent, which is a reflection of library systems not offering programs for which they have determined that the benefits do not outweigh the costs. In effect, this analysis forces every library to offer every program, resulting in slightly less effective overall returns, but shows at least some of the untapped potential in Canada’s urban libraries.

Table A5. Potential economic impact of Canada’s urban libraries

	Cost	Number Served	Total Benefit	Net Benefit
Programs/Services (52)	368,613,326	97,859,174	1,117,590,285	748,976,959
Physical/Digital Lending (10)	101,004,045	260,296,271	1,502,546,053	1,401,542,008
Total	469,617,371	358,155,445	2,620,136,338	2,150,518,967

Resources

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September 2023

8. Information Items: 8.1 CEO Report - October Update

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Purpose

The CEO report for October 2023 summarizes key activities that support the priorities outlined in BPL’s [2021-2025 Strategic plan](#). This report covers items that are not part of the Board package.

Enhance Community Well-being



BurLITFestival

Registration is underway for BPL’s 3rd Annual BurLITFest. For this year’s annual celebration of authors, writing, and creativity, we have an incredible lineup of author talks, writing workshops for adults and kids and panel discussions. For 2023, we are offering events online as well as in person at Central, Alton, Brant Hills, New Appleby,

Tansley Woods Branches. This year's [BurlLITFest](#) is chock-full of Canadian literary talent. Speakers include such luminaries as actor and author R.H. Thomson in a fireside chat with journalist Ian Brown, acclaimed historical fiction author Jennifer Robson, and bestselling essayist and debut novelist Alicia Elliott, to name a few. [Author & Athlete Perdita Felicien](#) is sure to inspire on November 26. Her incredible career as a two-time Olympian, author, television host, and sports broadcaster.



Orange Shirt Day

On Friday, [September 30, BPL recognized the National Day for Truth and Reconciliation, and Orange Shirt Day](#). The Truth & Reconciliation Commission specifically highlights the important role libraries play in educating and raising awareness about residential schools. BPL is committed to providing resources and programming to support learning about the legacy of residential schools—and honour the healing journey of survivors and their families. In addition to several events, and book displays across all branches, BPL offered customers an opportunity to visit the MakerSpace on the 3rd floor at Central during open hours and to make an Every Child Matters button to take home and wear.



Ontario Public Library Week

This year, the theme of OPLW is "Libraries for Life" providing a wonderful way to highlight the many ways libraries and library staff serve communities. To celebrate, we created a video celebrating a [few of our favourite things](#) we love about serving our community!

Inspire Discovery with Diverse Collections, Services and Spaces



Southeast Expansion Engagement

It's so wonderful to see the tremendous response to the Southeast Expansion "Have Your Say" boards at the New Appleby and Central Branches. At the halfway point of the month, the boards were so overflowing with participation dots we've had to add an additional layer to continue to collect feedback.



PressReader

For the month of October, BPL is feature the digital resource [PressReader](#). PressReader's collection currently includes most major Canadian publications and nearly 1,000 US and international titles. You can browse articles and other key content, such as pictures, advertisements, classifieds, and notices.

Create a Workforce Culture Driven by our Organizational Values

Job Evaluation Plan Update

On October 5, an overview of BPL's Job Evaluation implementation plan was shared with all staff at the Library's monthly virtual Townhall. On Friday, October 20, letters were sent to each employee to outline the individual impact of the plan on their role and their individual compensation.

Report Author

Respectfully submitted: Lita Barrie, Chief Executive Officer



8. Information Items: 8.2 2023 Customer Insights Report

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Purpose

To share the BPL 2023 Customer Insights Report with the Board.

Background

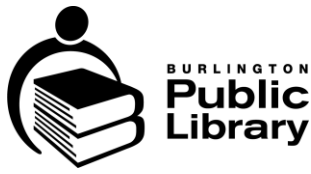
In 2022, BPL initiated the Customer Satisfaction Survey. In 2022, it was issued twice in June and December. For 2023, staff decided to issue the survey once and that was done in June 2023. One main theme has remained consistent our customers value their library and our team.

The June 2023 Customer survey was created through Survey Monkey and promoted online (BPL newsletter, website, social media) and through branches. Total respondents were 3,223.

The Customer Insights Report—an overview of our findings is attached. We identified several other common themes, along with actions based on insights.

As outlined in the 2021-2025 Strategic Plan, BPL is committed to using data to better understand customer experience and satisfaction with library services, spaces, and resources. This survey is a keyway we are doing that.

The June timing allowed us to use the information collected to inform BPL’s 2024 Service Business Plan and budget submission as well as the Library Board’s planned mid-term Strategic Plan review in November.



Financial Considerations

The Customer Satisfaction Survey was funded through the Operating budget.

Strategic Implications

This recommendation aligns with the current strategic plan under Strategic Goal 1: Enhance Community Well-being by making informed and data driven customer services and budgetary decisions, and 3: Create a workforce culture driven by our organizational values. This in turn creates a positive, welcoming, and memorable journey for all customers that we will measure through Customer satisfaction KPIs.

Equity, Diversity & Inclusion Considerations

Library staff recognize that for the library to be inclusive for all, we must understand the needs and experiences of users across diverse communities. As we evolve this survey tool, we will seek to reduce barriers and ensure there's a diversity of voices in the responses.

Risk Management

The annual review of the Customer Insights report by the Board provides oversight, allowing the Board to assess the effectiveness of activities and use of resources, measure progress towards budget goals and strategic plan implementation.

Report Author(s)

Respectfully submitted by Lita Barrie, CEO

Customer Insights Report 2023



BURLINGTON
**Public
Library**

Background

As outlined in the 2021-2025 Strategic Plan, BPL is committed to using data to better understand customer experience and satisfaction with library services, spaces and resources.

Annual surveys are being executed to monitor how customers use and feel about BPL to take action and make improvements.

Please note there are over 90,000 customers who have active library cards. The responses to these surveys are a small yet important indicator of how customers think and feel about BPL.

Methodology

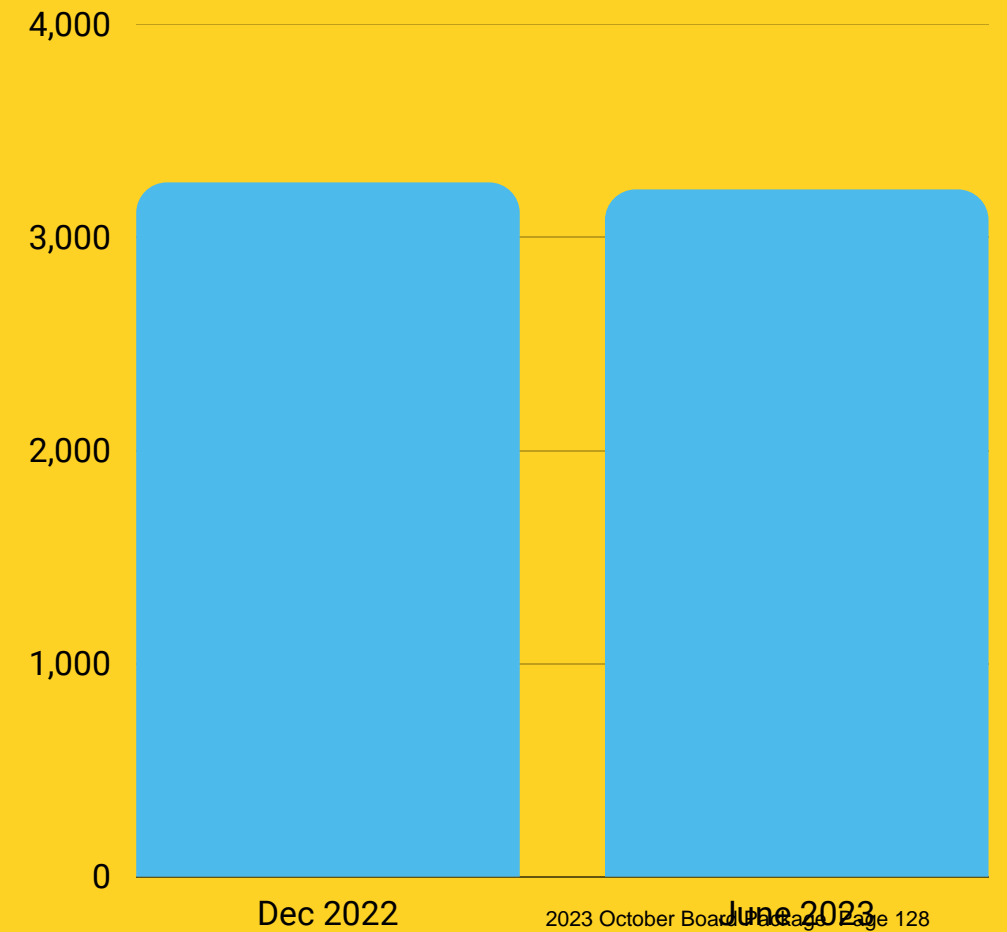
In 2022, the Customer survey was created. In 2023, the survey was updated with a few minor changes to wording and was shared through survey monkey and posted online (newsletter, website, facebook) and through paper copy in branches.

Customer Survey Results June 2023 Compared to December 2022

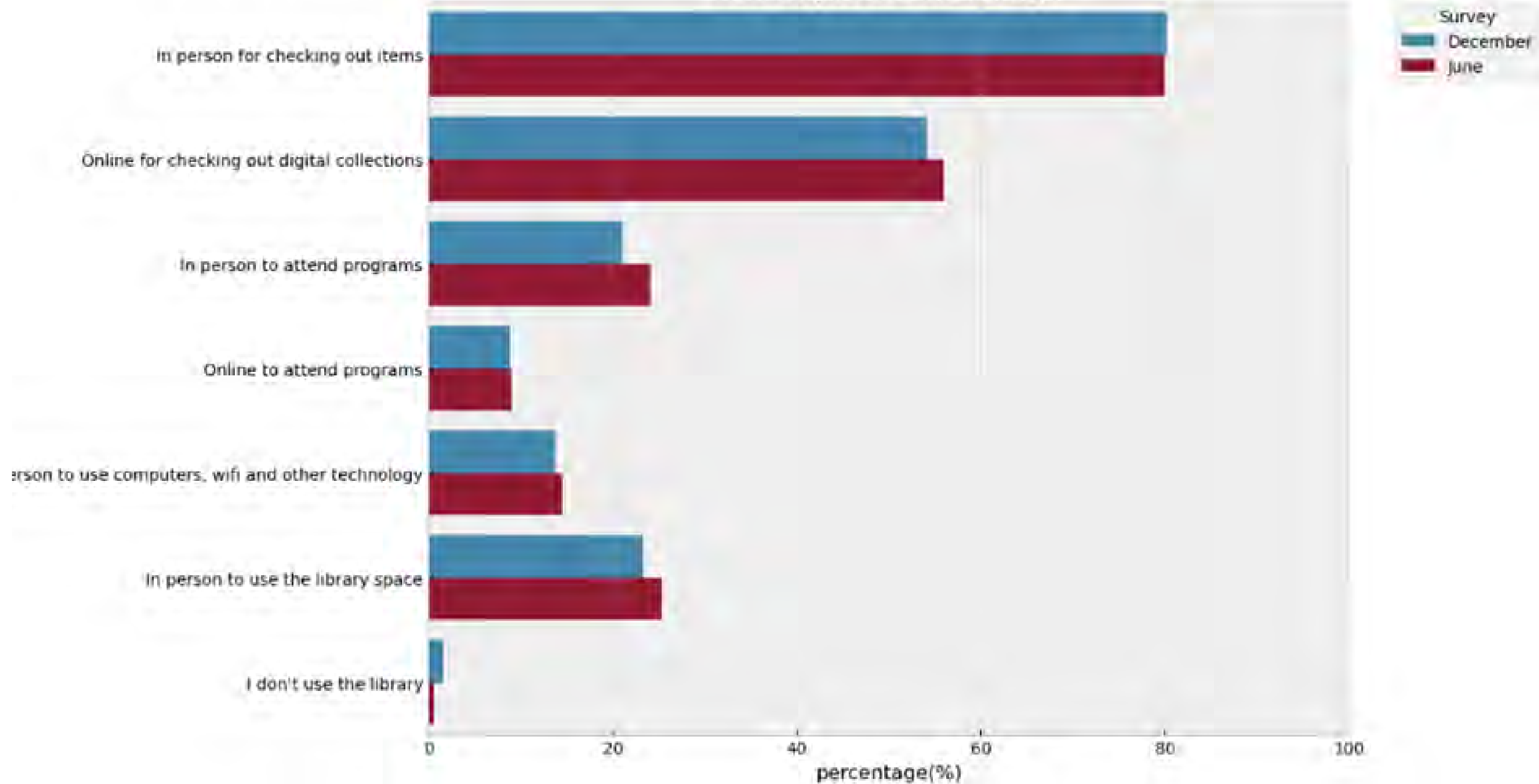
Number of Responses:

December 2022: 3256

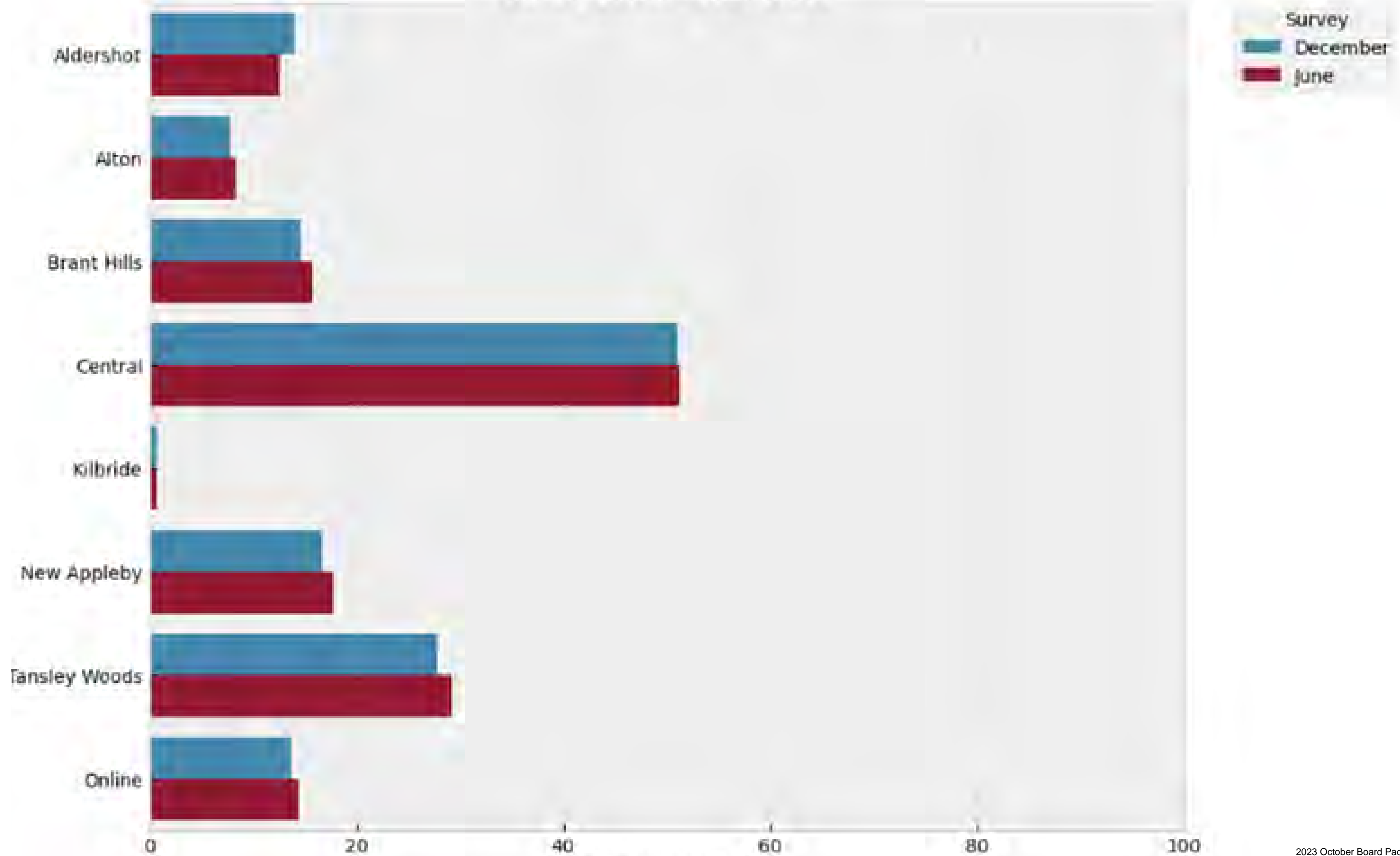
June 2023: 3223



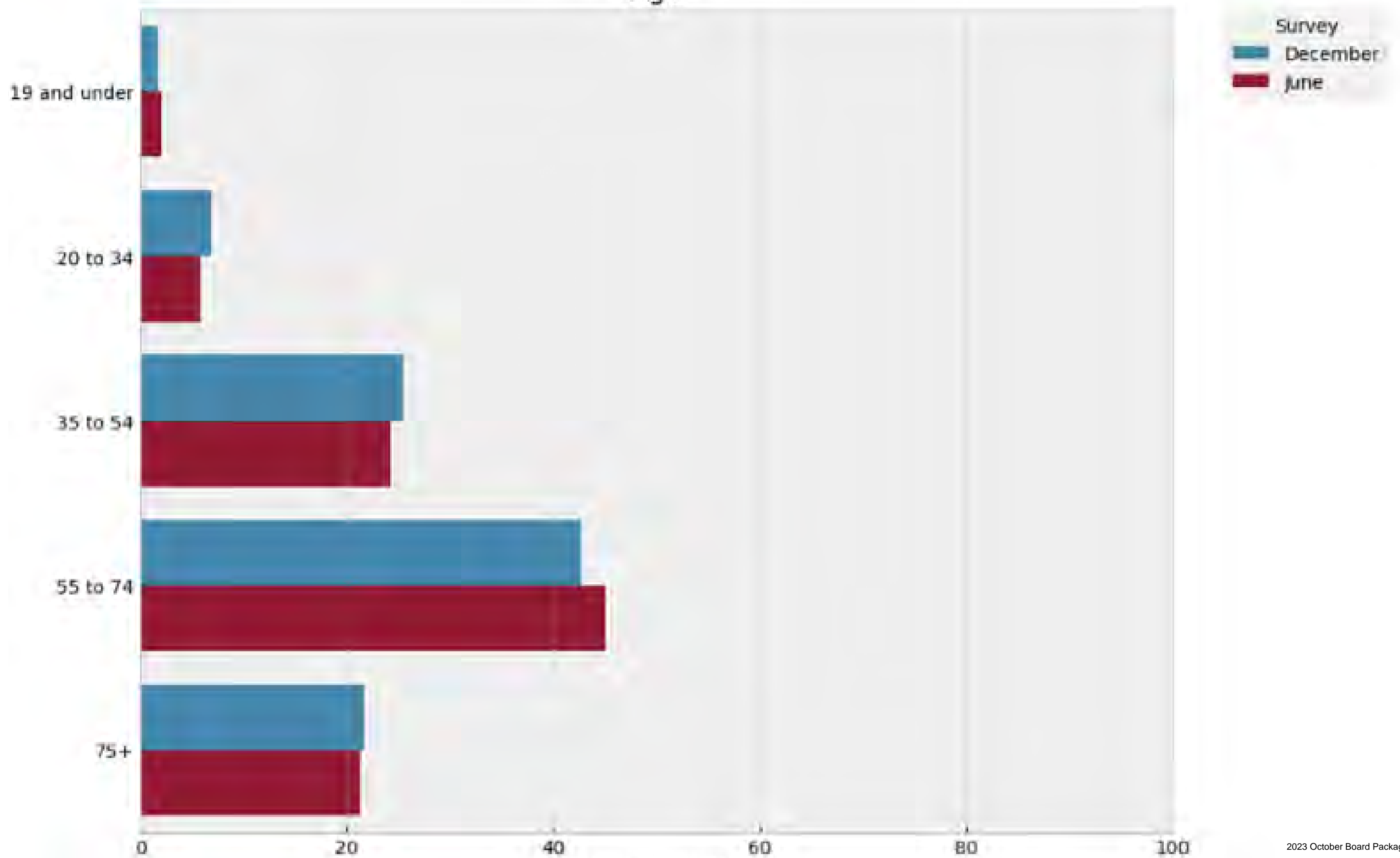
How do you use the library?



Branch used most often

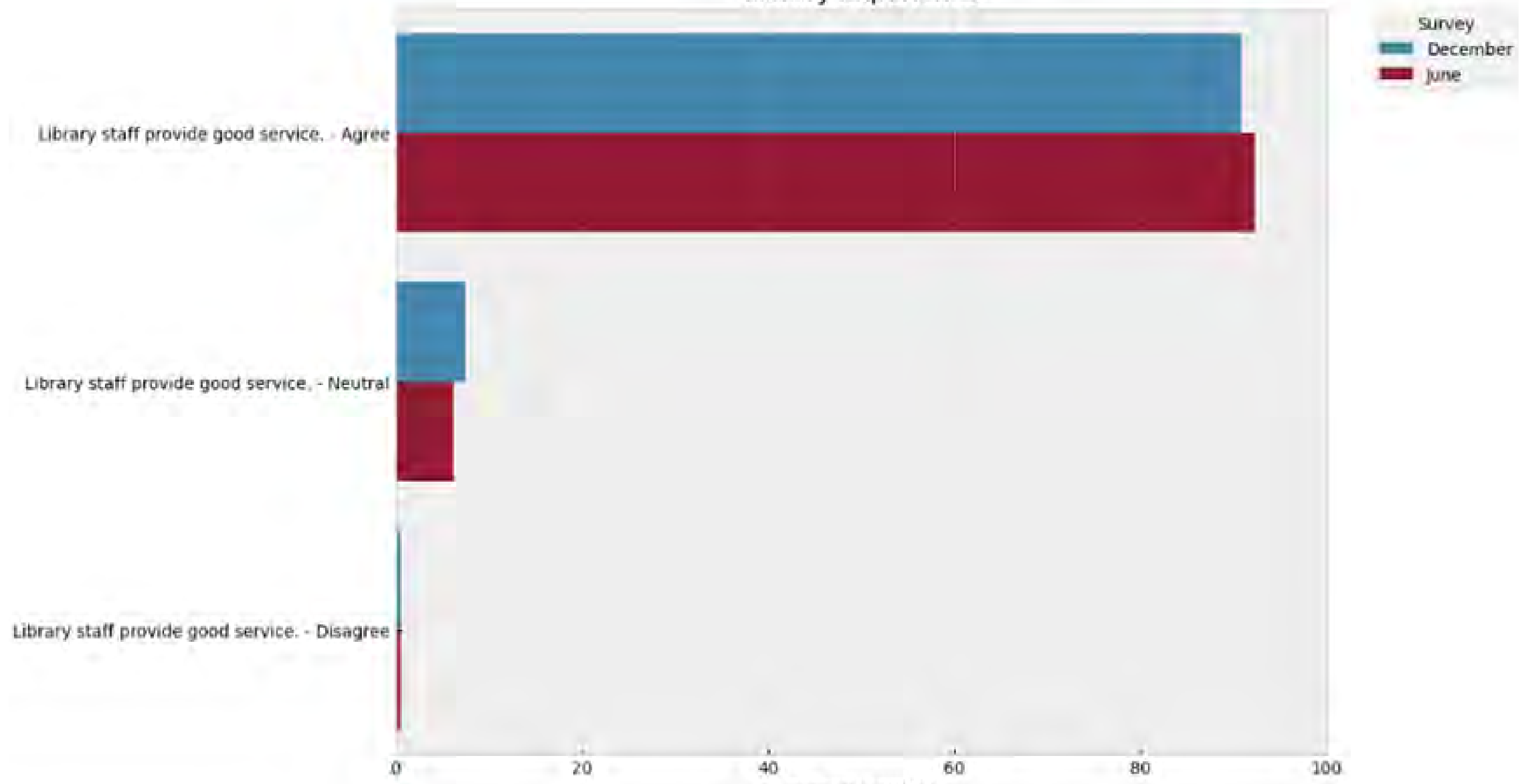


Age



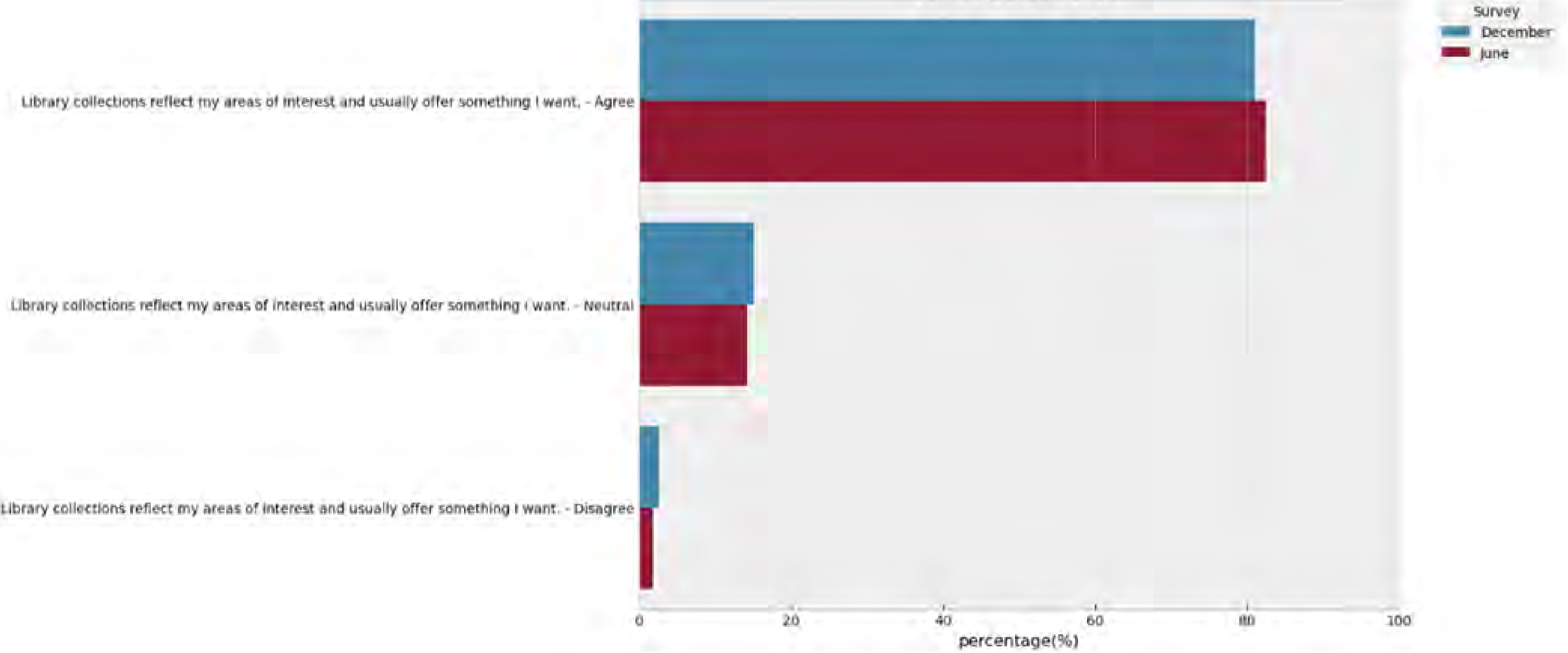
BPL Customer Library Experience Satisfaction

Library Experience



Does BPL staff provide good service?

Library Experience



Does the library collection reflect the customers' area of interest?

Library Experience

Library programs reflect my areas of interest and usually offer something I want. - Agree



Library programs reflect my areas of interest and usually offer something I want. - Neutral



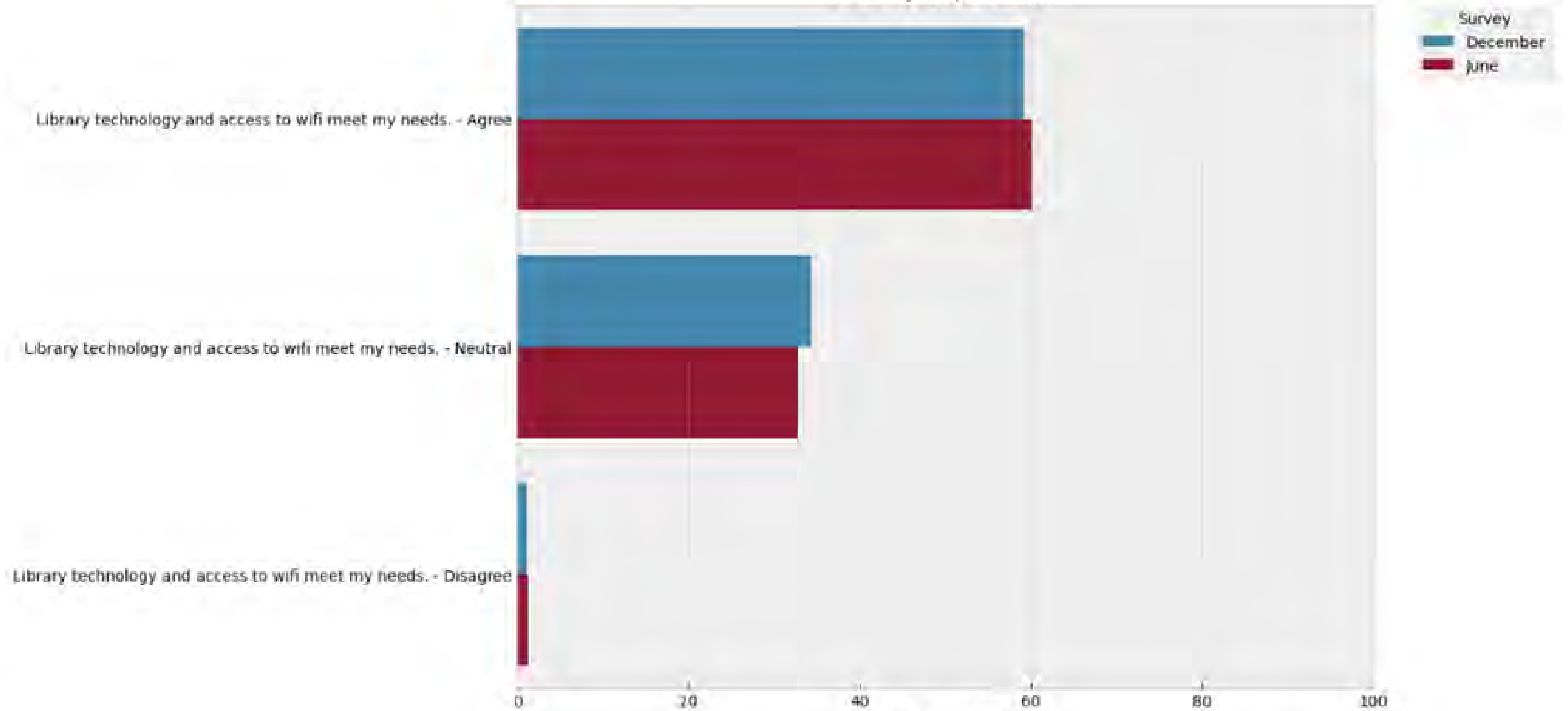
Library programs reflect my areas of interest and usually offer something I want. - Disagree



0 20 40 60 80 percentage(%)

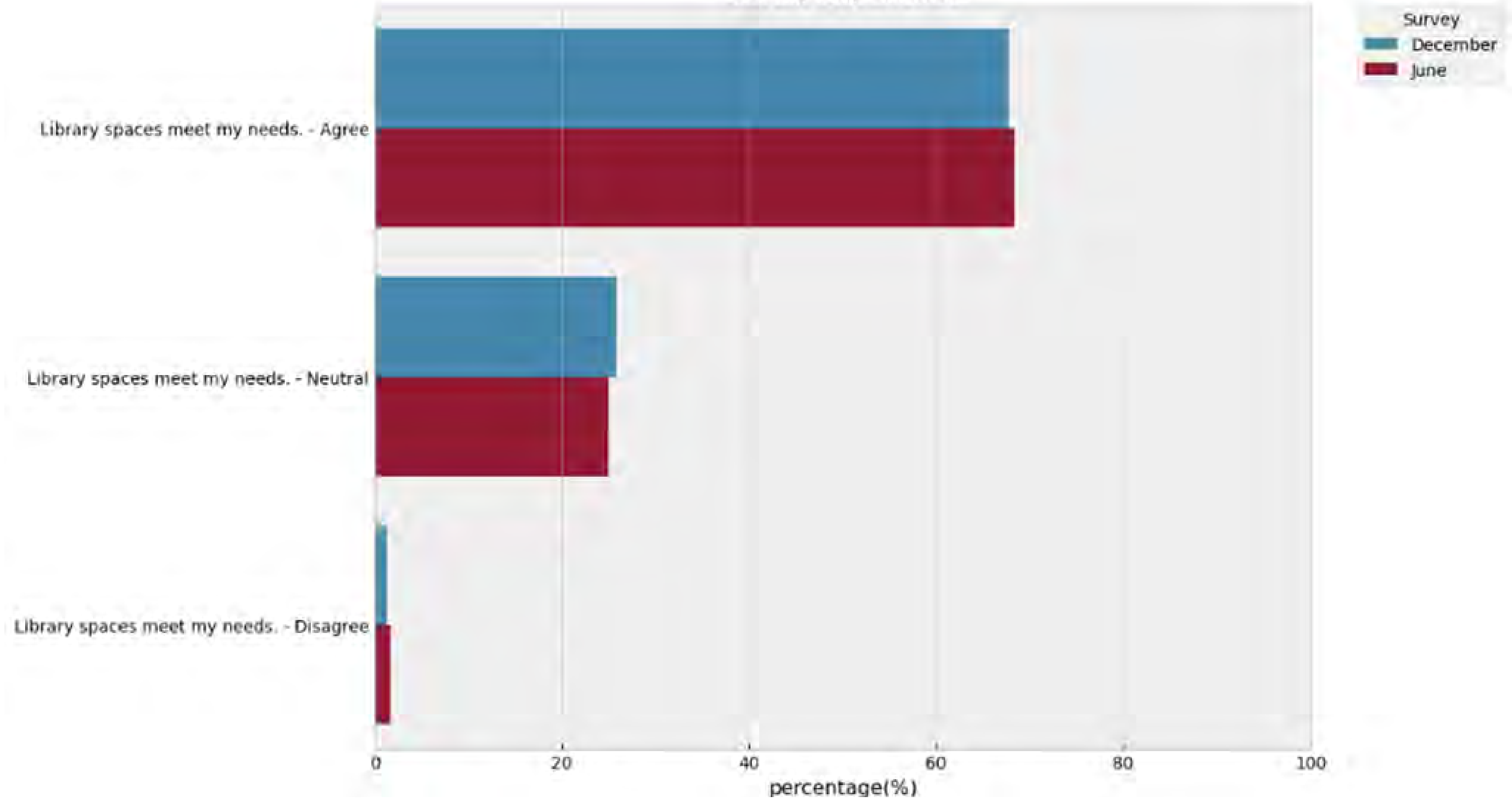
Do the library programs reflect the customers' area of interest?

Library Experience



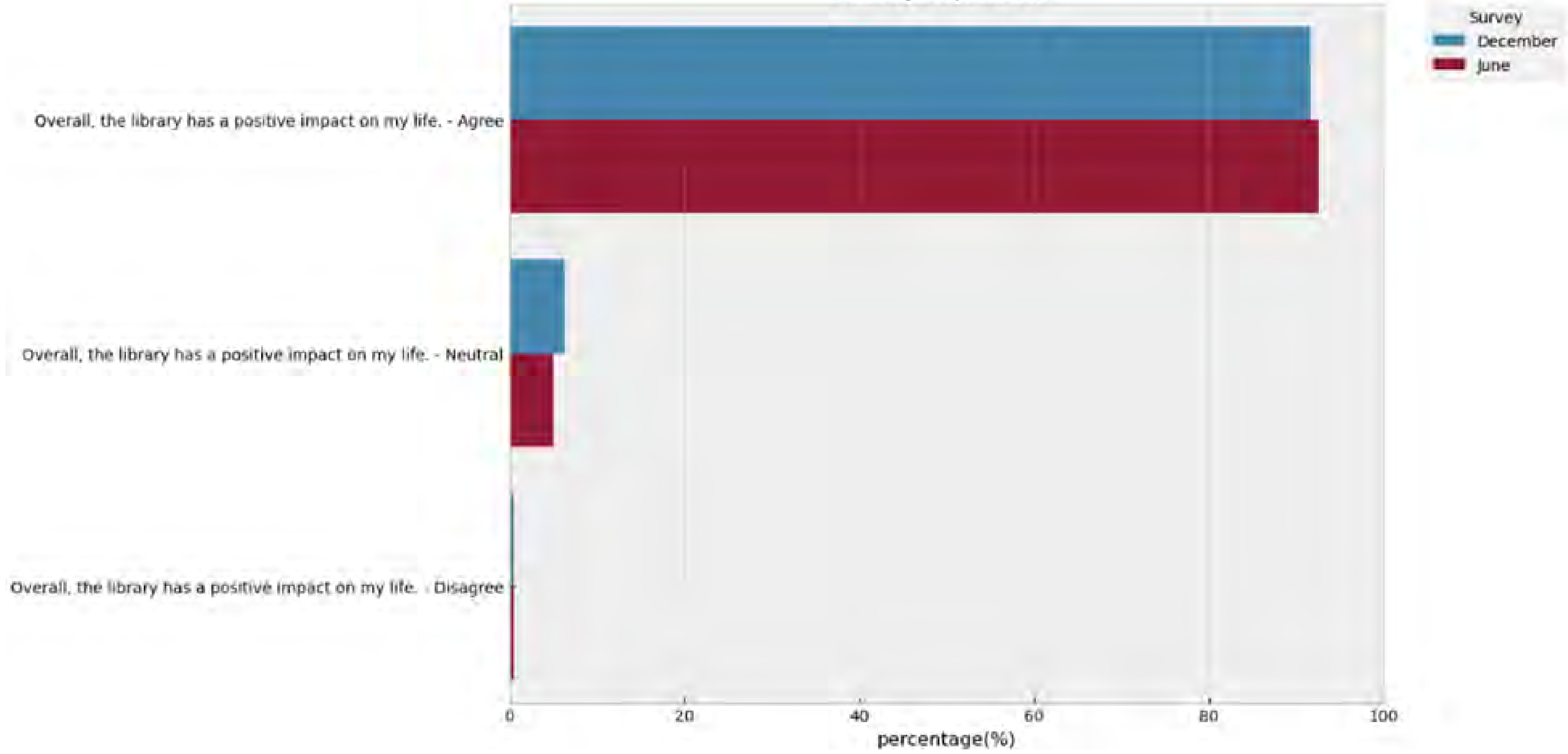
Do BPL's technology and wifi access meet the customers' needs?

Library Experience



Do the spaces within the library meet the customers' needs?

Library Experience



Does the library have a positive overall impact on the customer?

Common Insights

- Overall, comments are overwhelmingly positive. Respondents appreciate and value the Library, staff and the collections.
- Collections and borrowing remain the most important service yet several gaps were identified (reducing wait times for popular materials, eBooks and eAudiobooks)
- Staff are available, helpful, and informative.
- Customers would like to see more programming for kids and adults, with more availability of programming at different times.
- Competing uses for spaces was identified, individuals looking for quiet work and study space for using own technology as well as meeting and gathering spaces.
- Seniors seeking more technology programs running more often.

Actions

- Digital Resources and Collections is looking at alternate eLending models and adjustments to the collections budget to reduce wait times for popular materials, eBooks and eAudiobooks in 2024.
- Programming priorities will be review for 2024, looking specifically at programming for kids and adults and technology based programming for seniors.
- Wayfinding is a key project for 2024 and staff will look for opportunities to better identify spaces for individuals looking for quiet work and study space for using own technology as well as meeting and gathering spaces.



8. Information Items 8.3 Q3 Performance Measures Report

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Strategic Implications	2
Equity, Diversity, and Inclusion Considerations	3
Risk Management.....	3
Policy	3

Purpose

To provide the Library Board with the quarterly information update reports.

Background

Over the course of the last two years, staff have worked to standardize reporting to quarterly from the previous blend of quarterly financial reporting and trimester reporting for other Board updates. As staff work through BPL’s Power Bi implementations will continue to evolve over the course of 2023.

Discussion

The following four reports are included as attachments:

- **Performance Measures Indicators**

We are continuing to see a rebound in metrics tied to in person use of Library services. 2019 was added backed to the report for Q3. We are continuing to trend up in visits and program attendance though not to 2019 levels. For the Q3, the tables

have been reformatted to trendlines in place of the bar graphs to better illustrate the data trend. Collections usage remains strong, while some users have shifted to digital overall, we are trending above 2019. Increasing in person usage of the Library will be a key staff focus for 2023.

- **Governance Calendar and Annual Workplan**

Annually, the Library Board identifies and tracks major governance responsibilities and key annual objectives. The Library Board governance calendar and work plan is updated quarterly to enable the Library Board to track progress throughout the year. The plan was updated to reflect the revised timeline for some deliverables. It is anticipated that the Board will be able to complete all key activities outlined for 2023.

- **Strategic Plan Update**

In 2023, the format that the Strategic Plan report has changed to align with the new 2021-2025 Strategic Plan. Staff continue to work on the key initiatives and deliverables for 2023. Several timelines have been adjusted but staff anticipate that we will be able to complete all key activities outlined for 2023. For 2024, staff will be working to ensure that targets are better aligned with the data collection, the Customer Satisfaction survey is the benchmark for several projects that were completed after the survey was issued in June 2023.

- **HR and H&S Update**

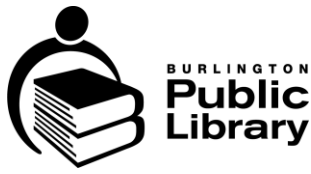
In 2022, two key human resources projects are human resources data development and the redesign of BPL's Health and Safety program. It is anticipated that the layout and content of the report will continue to evolve over 2023 as staff work towards implementing PowerBi to improve use of data in line with the initiatives outlined in BPL's 2021-2025 Strategic Plan. Recruitment has decreased to more pre-COVID levels. We continue to see a strong applicant pool for postings.

Financial Considerations

An ongoing monitoring of performance measures and key indicators is part of effective financial stewardship.

Strategic Implications

These reports seek to align with the current strategic plan to enable the Board to monitor and ensure that the Library is advancing strategic priorities.



Equity, Diversity, and Inclusion Considerations

Quarterly performance reports position BPL to better provide and analyze those equitable services being provided to our customers. Guided by our strategic priorities, staff are identified metrics that will allow BPL to monitor progress in advancing equity, diversity, and inclusion both internally as an organization and in the provision of services to the community we serve.

Risk Management

The regular review of the quarterly performance reports by the Board provides oversight, allowing the Board to assess the effectiveness of activities and use of resources, measure progress towards budget goals and strategic plan implementation.

Policy

There is no applicable policy.

Respectfully submitted by Lita Barrie Chief Executive Officer

PERFORMANCE MEASURES INDICATORS

BURLINGTON PUBLIC LIBRARY

YTD Third Quarter 2019-2023

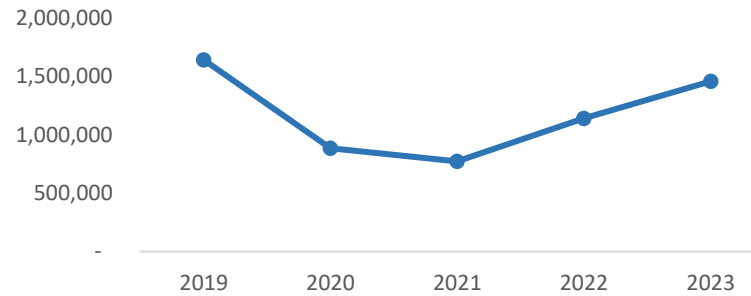


Total Visits

The number of in-person and BPL website visits

Q3 Total	Change 2022	Change 2021	Change 2020	Change 2019
1,456,991	28%	89%	65%	-11%

Total Visits

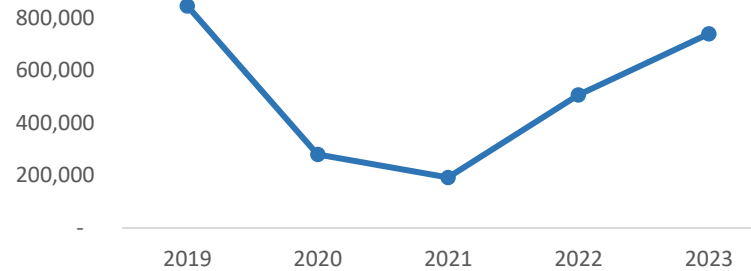


In-Person Visits

The number of in-person visits to BPL's branches

Q3 Total	Change 2022	Change 2021	Change 2020	Change 2019
739,740	46%	284%	165%	-13%

In-Person Visits

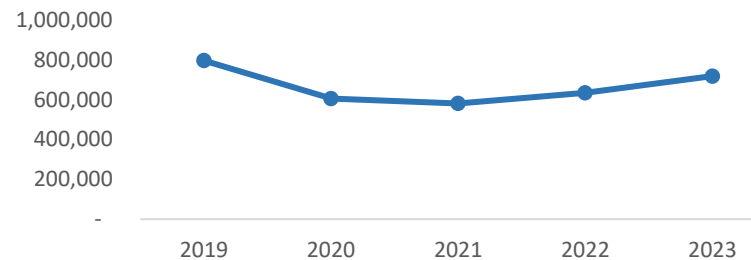


Website Visits

The number of visits to BPL's website

Q3 Total	Change 2022	Change 2021	Change 2020	Change 2019
717,251	13%	24%	18%	-10%

Website Visits



PERFORMANCE MEASURES INDICATORS

BURLINGTON PUBLIC LIBRARY

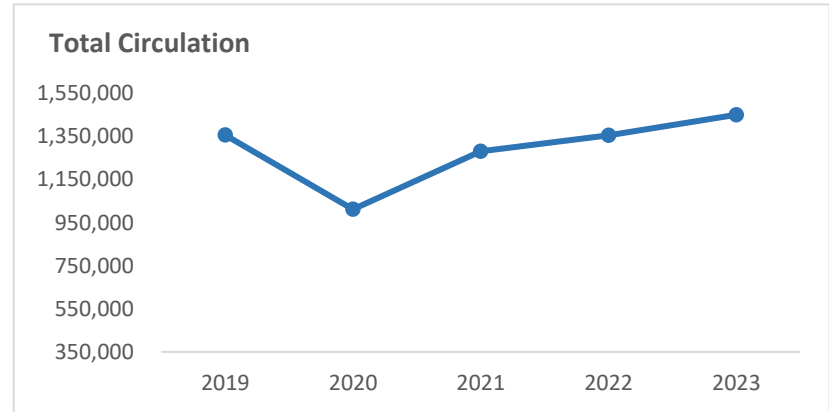
YTD Third Quarter 2019-2023



Total Circulation

The total of physical circulation and eCheckouts

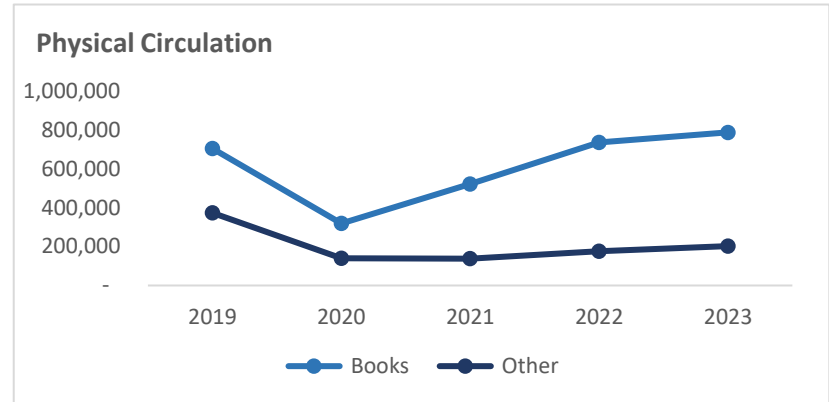
Q3 Total	Change 2022	Change 2021	Change 2020	Change 2019
1,451,240	7%	13%	43%	7%



Physical Circulation

The number of customer checkouts and renewals

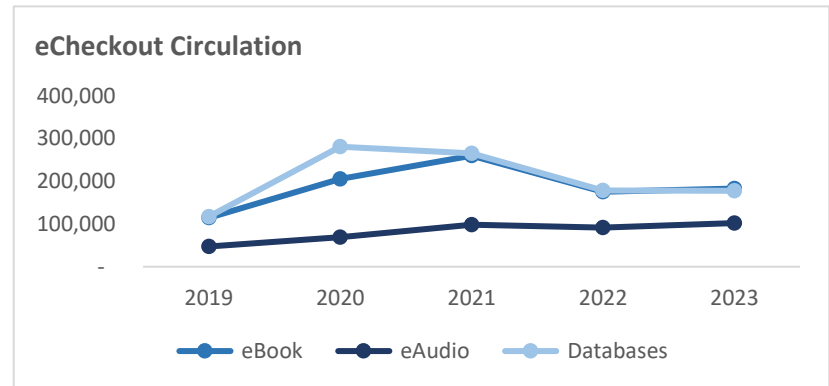
Q3 Total	Change 2022	Change 2021	Change 2020	Change 2019
989,826	9%	50%	116%	-8%



eCheckout Circulation

The number of electronic checkouts

Q3 Total	Change 2022	Change 2021	Change 2020	Change 2019
461,414	4%	-26%	-17%	66%



PERFORMANCE MEASURES INDICATORS

BURLINGTON PUBLIC LIBRARY

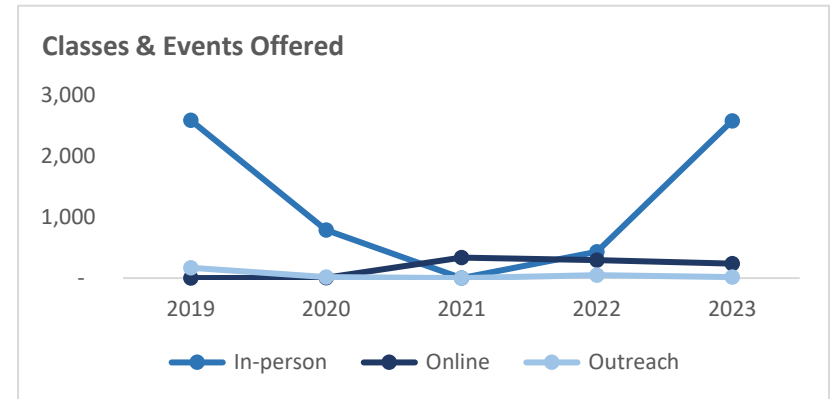
YTD Third Quarter 2019-2023

Classes & Events Offered

	Q3 Total	Change 2022	Change 2021	Change 2020	Change 2019
Number of classes and events offered	2,828	265%	744%	250%	3%

YTD	In-person	Online	Outreach
2019	2,583	-	169
2020	786	6	15
2021	-	335	-
2022	431	295	48
2023	2,576	237	15

Partnership Programs
14%

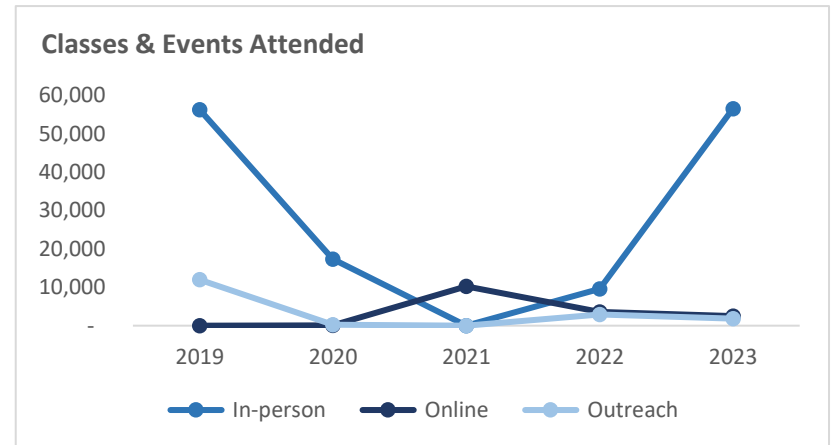


Classes & Events Attended

	Q3 Total	Change 2022	Change 2021	Change 2020	Change 2019
Attendance at classes and events offered	60,797	280%	495%	243%	-11%

YTD	In-person	Online	Outreach
2019	56,274	-	11,962
2020	17,360	101	276
2021	-	10,223	-
2022	9,550	3,550	2,911
2023	56,529	2,470	1,798

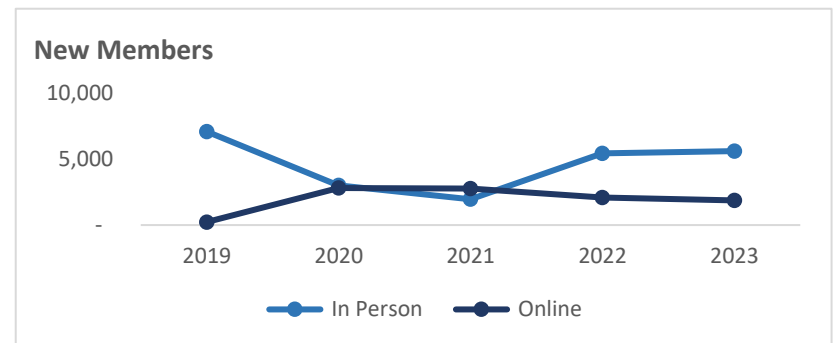
Partnership Programs
10%



New Members

	Q3 Total	Change 2022	Change 2021	Change 2020	Change 2019
New in-person & online memberships	7,490	0%	58%	29%	2%

Total Active Members
90,571



Library Board –2023 Governance Calendar & Workplan Revised

Task or Deliverable	Area of Focus	Target date	Status	Notes
Q1				
Board Self-Evaluation Report	Governance	February	Complete	
Annual Board Approval of the Health & Safety Policy	Governance	February	Complete	
Audit Meeting - Prepare for 2022 Audit	Audit/Risk Management	January	Complete	
Review Q4 2022 Metrics Reports	Governance	February	Complete	
Approve Q4 2022 Financial Statements	Financial Oversight	February	Complete	
Attend Ontario Library Association SuperConference	Board Development	February	Complete	
Start of new Board term	Governance	April	Complete	
Executive& Committee Elections	Governance	April	Complete	
Board Orientation: Introduction & Overview	Board Development	April	Complete	
Q2				
Complete Board Orientation	Board Development	Q2	Complete	
Approve Q1 Financial Statements	Financial Oversight	April	Complete	
Review Q1 Metrics Reports	Governance	April	Complete	
CEO Performance Review	Governance	May	Complete	Completed and approved at June 22, 2023 meeting
Review Borrowing Policy	Policy Review	May	Complete	
Review Fees & Charges Policy	Policy Review	May	Complete	Approved at June 22, 2023 meeting
Review Safety of Children in the Library Policy	Policy Review	May	Complete	
Internet Use Policy	Policy Review	May	Complete	Rescinded and replaced with Technology Use Policy
Review Rights of Children & Teens in the Library Policy	Policy Review	May	Complete	
Review & Approve 2022 Audited Statements	Audit/Risk Management	May	Complete	Deloitte has rescheduled the audit to March due to staffing
Review Senior Management 2022 Expenses	Audit/Risk Management	May	Complete	
Review 2022 Risk Management Report & 2023 Plan	Audit/Risk Management	May	Complete	
Receive Advocacy Report	Governance	May	Complete	
Branch Tour	Board Development	June	Complete	
Receive 2022 Economic Impact Statement	Governance	June	Complete	
Review Security Camera Policy	Policy Review	June	Complete	
Review Social Media Policy	Policy Review	June	Complete	
Review Protection of Customer Privacy Policy	Policy Review	June	Complete	
Review Public Art Policy	Policy Review	June	Complete	
Review Budget Process & Monitoring Policy	Policy Review	June	Complete	Rescinded September 28 content integrated into By-Law and Finance Policy
Review Development & Review of Policy	Policy Review	June	Complete	Deferred to October meeting
Review Strategic Planning Policy	Policy Review	June	Complete	Rescinded September 28 content integrated into By-Law
Q3				
Receive Q2 Financial Statements by email	Financial Oversight	August	Complete	No Board meetings scheduled in July & August
Approve Q2 Financial Statements	Financial Oversight	September	Complete	
Approve annual Library Closures Calendar for 2024	Governance	September	Complete	Report to the Board in June 2023 re: September 30 recommendation
Approve 2024 Capital Budget Submission	Financial Oversight	September	Complete	
Approve 2024 Operating Budget Submission	Financial Oversight	September	Complete	
Received 2024 Customer Satisfaction Survey Report	Strategic Planning	September	Complete	Deferred to October meeting
Receive Q2 Metrics Reports	Governance	September	Complete	
Review Board Code of Conduct Policy	Policy Review	September	Complete	Rescinded September 28 content integrated into By-Law
Review Employee Code of Conduct Policy	Policy Review	September	Complete	Defer to October meeting
Q4				
Approve Q3 Financial Statements	Financial Oversight	October	Complete	
Mid-term 2021-2025 Strategic Plan Review	Strategic Planning	October	Complete	Defer to November to include COB's updated Vision to Focus

Receive Q3 Metrics Reports	Governance	October	
Receive Advocacy Report	Governance	October	
Receive the Multi-Year Accessibility Plan Report	Governance	October	
Review Donations, Sponsorship & Fundraising Policy	Policy Review	October	Defer to November in alignment with the review of the report
Approve Facilities Masterplan	Governance	November	
Review General Human Resources Policy	Policy Review	November	
Review Whistleblower Policy	Policy Review	November	
Receive Fundraising Strategy Report	Financial Oversight	November	
Receive Equity, Diversity & Inclusion Report	Governance	November	
Approve Board Self Evaluation Survey Tool	Board Development	November	
Conduct Board Self Evaluation	Board Development	November	
Appoint 2024 Executive Nominating Committee	Governance	November	
Approve 2024 Board Governance Calendar & Workplan	Governance	November	



1. Enhance community well-being.

Strengthen relations with community partners to support community needs through programming and other library services.

- Anti-racism & inclusion
- Healthy living with active aging focus

Enable the Library to make informed and data driven customer services and budgetary decisions.

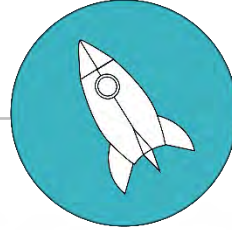
- Systems for collecting, segmenting, analyzing, and reporting data
- Measurable Key Performance Indicators (KPIs)

Enhance and support digital inclusion and literacy through the continued research, development, and delivery of technology for use in and outside of the library.

- Access to digital technology as a priority
- Current & emerging software and equipment

Map pathways to carbon neutrality and develop a plan to reduce our carbon footprint.

- Efficiency of operating systems: Lighting & temperature controls
- Reducing waste



2. Inspire discovery with diverse collections, services, and spaces.

Develop audience-specific strategies to increase public access and their engagement with reading & library services.

- Staff-led reading & collections recommendations
- Diverse and inclusive collections and services
- Review customer feedback and trends

Using an equity lens, create a strategic roadmap for our physical spaces and technology to support the Library's vision as an inspiring place that sparks curiosity and discovery.

- Reimagined use, flexibility and design of our spaces
- Makerspace

Extend our physical presence in the community.

- Larger branch capacity in New Appleby catchment area
- Reimagined accessible and alternate service points



3. Create a workforce culture driven by our organizational values.

Identify and align staff skills, tools, and motivation that are centered on our organizational values of accountability, collaboration, innovation, and learning.

- Renewed performance & learning approach
- Technology knowledge as a priority

Create a positive, welcoming, and memorable journey for all customers.

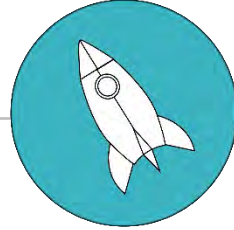
- Customer first culture
- Customer satisfaction KPIs



Strategic Impact Goals, Measures & Targets



Community
Well-being



Inspire
Discovery



Workforce
Culture

OVERARCHING IMPACT GOALS:

1. Contribute to the overall well-being and better quality of life for all Burlington residents;
2. Enable Burlington to be an engaged and sustainable community advanced by curiosity and discovery.
3. Provide services and support that assist individuals in participating in an informed and literate Burlington.

OVERARCHING SUCCESS MEASURES & 5 YEAR TARGETS:

		2025 Target	2019 Benchmark	Definition of KPI
1. Our REACH	5% increase	97,694	93,042	#Active Memberships; #New memberships; #Partnerships & Social Media Engagement; #Outreach participants
2. Our USE	10% increase	5,622,048	5,110,953	#CKO, #Visits (in person & online), Program Attendance; WIFI & PAC Usage
3. Our VALUE	maintain high value return to pre-COVID economic impact	\$371 per resident	\$371 per resident	BPL utilized the economic impact developed by the Martin Prosperity Institute in partnership with the Toronto Public Library

BENCHMARK YEAR FOR TARGETS WHERE DATA IS AVAILABLE: 2019

Strategic Plan Scorecard with 2023 Initiatives & Targets – Q3 Update

Perspectives	#	Strategic Objectives	KPI's	Target	Initiatives	Timeline	Project Status
Customers/Stakeholders	C1	Strengthen relations with community partners to support community needs through programming and other library services.	Partner Rubric	Benchmark and increase by 2%	BPL Partnership Framework: Define Partnership and Outreach Strategy and develop rubric for identifying & growing strategic partnerships	Q4	Implementation timeline extended
			# of Partner led programs	increase by 5% over 2022	Rebuild of core in-person programming	Q4	In Progress & on target
			#Hours of partner community support	10 hours per wk of community access	Launch Central Community Outreach Office & Drop in Clinics	Q2	Complete 14.5 hours per week minimum
	C2	Develop audience-specific strategies to increase public access and their engagement with reading & library services.	Increase our use	1% reengagement	Lapsed User Email Campaign	Q1	Complete 5.2% reengagement
				Increase Use 1% over 2022	Handpicked for You Service	Q3	In Progress & on target
	C3	Extend physical presence in the community	Increase our reach	Increase use of local history platform by 5%	Launch Quartex Local History Platform: Platform launched in August.	Q3	Completed & on target to meet or exceed 5% goal
	C4	Create a positive, welcoming and memorable journey for all customers	Customer satisfaction survey	maintain 95% positive impact Increase participation by 1% over Dec 2022	Customer Satisfaction Survey: Survey was completed in June. We didn't achieve increase in participation but held steady with 3223 responses. We exceeded the positive impact score. The report shared with the Board at the October meeting.	Q2	Completed

Strategic Plan Scorecard with 2023 Initiatives & Targets – Q3 Update

Perspectives	#	Strategic Objectives	KPI's	Target	Initiatives	Timeline	Project Status
Internal Business Processes	B1	Enable BPL to make informed and data driven customer services	Access to service data to inform planning		Power Bi Implementation	Q4	Implementation timeline extended
	B2	Using an equity lens, create a strategic roadmap for our physical space, reimagined use, flexibility and design of BPL spaces and technology to support the Library's vision as an inspiring place that sparks curiosity and discovery.	Customer satisfaction with library spaces	Increase 2% over 2022 satisfaction rate of 72%	Wayfinding Project to unify BPL's approach to interior and exterior signage, and improve wayfinding at all locations.	Q4	In Progress / survey target not met
			Customer Satisfaction survey - satisfaction with library space		Update 2019 Facilities Masterplan, in progress to be shared with the Board at the November meeting	Q4	In Progress / survey target not met
	B3	Enhance and support digital inclusion & literacy through the continued research, development, and the delivery of technology for use in and outside of the library.	Customer satisfaction with technology services - Customer survey	Increase by 2% over 2022 Customer survey result of 63%	Public Access Computer Renewal was completed in October. While we saw an increase in satisfaction with BPL's technology and wifi we did not meet the 65% target. Survey was completed pre-install	Q3	Completed target not met
					Digital Inclusion Plan	Q4	Timeline extended
	B4	Map pathways to carbon neutrality and develop a plan to reduce our carbon footprint.	Define measures and targets	Benchmark	Explore option of electric vehicle replacement for delivery service	Q4	In Progress & on target
					System plan and timeline for completion of the LED retrofit;	Q4	In Progress & on target

Strategic Plan Scorecard with 2023 Initiatives & Targets – Q3 Update

Perspectives	#	Strategic Objectives	KPI's	Target	Initiatives	Timeline	Project Status
Learning & Growth	L1	Renewed performance and learning approach	Great Place to Work data - Training & Development Indicator	Increase by 2% over 2022 satisfaction rate of 77%	Complete 2023 Learning & Development program	Q4	In Progress & on target
					Implement Performance Management Software platform: Platform went live on September 8.	Q3	In Progress & on target
	L2	Increase BPL staff technology knowledge as a priority	Customer satisfaction with technology services - Customer survey Staff phishing test	Increase by 2% over 2022 Customer survey 2022 of 63%	Digital Inclusion Plan	Q4	Timeline extended
	L3	Identify and align staff skills, tools, and motivation that are centered on our organizational values of accountability, collaboration,	Great Place to Work Overall satisfaction indicator	Increase overall satisfaction 1% to 84%	Great Places to Work Survey scheduled for November 2023	Q4	Timeline extended
Financial Stewardship	F1	Enable BPL to make informed and data driven customer services and budgetary decisions	Operating Budget	2023 Approved budget	Achieve 2023 Business Service Plan within approved operating budget guidelines.	Q4	In Progress & on target
			Capital Budget	2023 Approved budget	Complete 2023 Capital Projects as outlined	Q4	In Progress & on target
		Economic Impact	return to pre-Covid values	Economic Impact: In June 2023, BPL added value of the items borrow by customer YTD to checkout receipts along with the release of 2022 Annual Report & Economic Impact. Market values were adjusted in some categories to reflect current values. The 2022 per resident economic impact is \$290.	Q2	Complete	

Staffing & Recruitment

Headcount	
Full Time	59
Part Time	87
Total	146

Organizational Turnover Rate				
Q1	Q2	Q3	Q4	YTD
1.35%	4.12%*	3.34%		8.81%

Recruitment – At a glance					
	Q1	Q2	Q3	Q4	YTD
Number of Positions Posted	7	10	9		26
Number of Applicants	1117	1576	1691		4384
Number of Positions Filled – Externally	14	7	6		27
Number of Positions Filled – Internally	1	3	4		8
Number of Positions Not Filled	1	1	0		2
Fill Rate	94%	91%	94%		93%
90 Day Retention Rate **	100%	100%	100%		100%
1 Year Retention Rate ***	100%	95%	100%		98%

Health and Safety					
Type	Q1	Q2	Q3	Q4	YTD
First Aid Injuries	3	2	1		6
Lost Time Injuries	0	1	0		1
WSIB Injuries	2	1	0		3
Staff on STD ****	1	1	2		3

* Turnover rate adjusted for Q2 (previously stated 4.81%)

** All staff that were hired in the last 90 days by the end of Q3 2023 still remain with the Library.

*** All staff hired in Q3 2022 surpassed their 1 year anniversary.

Staff on LTD	2	1	1		2
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Staff Health and

Wellness

Onboarding Survey

Participation Rate

63%

Overall Onboarding Score

90%

* Turnover rate adjusted for Q2 (previously stated 4.81%)

** All staff that were hired in the last 90 days by the end of Q3 2023 still remain with the Library.

*** All staff hired in Q3 2022 surpassed their 1 year anniversary.

8. Information Items: 8.4 Advocacy Report

Table of Contents

Purpose	1
To provide the Library Board an update on BPL’s advocacy activities.	1
Background	1
Financial Considerations	2
Strategic Implications	2
Equity, Diversity & Inclusion Considerations	3
Risk Management.....	3
Policy	3

Purpose

To provide the Library Board with an update on BPL’s advocacy activities.

Background

BPL’s Board Governance calendar and workplan includes bi-annual reports to the Board summarizing key advocacy activities. In doing so, the Board is committed to supporting the advocacy work happening at the Federal and Provincial levels and identifying Board priorities at the municipal level.

Over the course of the summer and fall, BPL has continued to be engaged in a variety of advocacy efforts municipally, provincially, and federally.

Municipal Advocacy Initiatives

- Staff continue to notify Ward Councillors of any service disruptions within their ward.
- Staff provide Ward Councillors with a print and digital copy of the Library’s 2022 annual report.

- Staff work with the COB as part of the Burlington Digital Archive launch. A copy of one of the digitized maps was presented to the Mayor for inclusion in the Burlington 150+ time capsule.

Provincial Advocacy Initiatives

- The Federation of Ontario Public Libraries (FOPL) has worked with the Ontario Library Association (OLA) to update provincial advocacy priorities ahead of 2024 budget consultations (attached as an appendix). In November, FOPL will be leading two advocacy days at Queens Park.
- Staff were invited to attend the Honourable Neil Lumsden, Minister of Tourism, Culture and Sport's Ontario Public Library Week celebration event at the Hamilton Public Library –Stoney Creek Branch on October 20.

Federal Advocacy Initiatives

- Lita Barrie will be attending the Canadian Urban Libraries Council (CULC) October 23 and 24 and will provide the Board with a verbal update at the Board meeting on the status of key national initiatives.
- In October, *Overdue: The Case for Canada's Public Libraries* was released by the Canadian Urban Institute (CUI). The Canadian Urban Libraries Council has been working with the Canadian Urban Institute on this report for the last several years.
- Canadian Federation of Library Associations (CFLA) Climate Action Committee has been appointed.

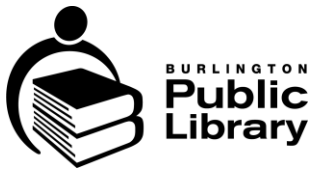
Financial Considerations

Ongoing advocacy with key government stakeholders is part of effective financial stewardship.

Strategic Implications

This work aligns with all three goals within the current strategic plan under:

- Strategic Goal 1: Enhance community well-being, strengthening relations with community partners to support community needs through programming and other library services.
- Strategic Goal 2: Inspire discovery with diverse collections, services and spaces.
- Strategic Goal 3: Create a workforce culture driven by our organizational values



Equity, Diversity & Inclusion Considerations

Strong local, provincial and national advocacy positions BPL to better provide equitable service to our customers by safeguarding the stability of the organization and identifying ways by which risks may impact equity and access to library services.

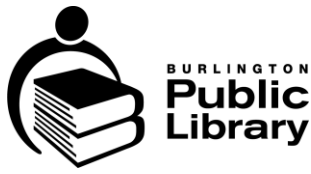
Risk Management

The regular review of advocacy work by the Board provides oversight, allowing the Board to assess the effectiveness of activities and use of resources, measure progress towards annual goals and strategic plan implementation.

Policy

Related policy includes the [Board By-Law](#).

Respectfully submitted: Lita Barrie, Chief Executive Officer



8. Information Items: 8.5 Multi-Year Accessibility Plan Progress Report

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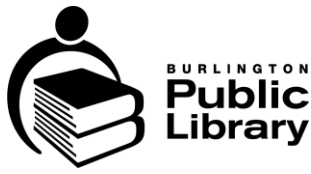
Purpose

In accordance with the Accessibility for Ontarians with Disabilities Act, 2005 (AODA), S.O. 2005, c. 11, O. Reg 429/7: Accessibility Standards for Customer Service, and in compliance with O. Reg. 191/11: Integrated Accessibility Standards (IASR), s. 4. (1), public sector organizations must “establish, implement, maintain and document a multi-year accessibility plan, which outlines the organization’s strategy to prevent and remove barriers and meet its requirements under this Regulation” and “review and update the accessibility plan at least once every five years.”

In October 2022, the Burlington Public Library Board approved BPL’s Multi-Year Accessibility Plan (MYAP) 2022-2025. The MYAP is reviewed annually to ensure compliance and continued relevance. This report summarizes activities related to accessibility during the reporting period, October 2022 through October 2023.

Background and Discussion

BPL is committed to providing and supporting equitable access to library resources, programs and services. By developing multi-leveled accessibility initiatives, library staff aim to reach the following goals:



- Ensuring compliance with AODA, Accessibility Standards for Customer Service, and the IASR.
- Developing, reviewing, and implementing organizational-wide policies, standards, processes, plans, and training that will proactively seek to increase accessibility.
- Identifying, removing, and preventing systemic, social, communicational, and physical barriers to inclusion of persons with disabilities.

BPL's Accessibility Advisory Committee, chaired by the EDI Manager and made up of library staff, review, advise, and guide the MYAP process and accessibility-related activities. The approved MYAP is posted on the library website, with compliance reports as they are filed in 2023 and 2025.

Financial Considerations

While much of the work covered by the MYAP is allotted within the Library's annual budget, some funding is received through grants or donations.

Strategic Implications

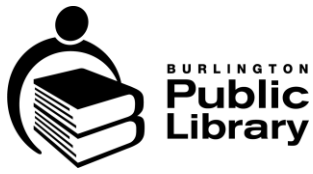
BPL's MYAP aligns with the strategic plan and is guided by BPL's values. It clearly seeks to "inspire discovery with diverse collections, services, and spaces" by "using an equity lens to create a strategic roadmap for our physical spaces" and outlining a plan to provide access to "diverse and inclusive collections and services".

Equity, Diversity & Inclusion Considerations

BPL's Accessibility Coordinator is the Manager of Equity, Diversity and Inclusion. This intentional alignment is reflected in the MYAP as a document that not only strives to meet AODA standards but supports BPL's commitment to removing barriers in all our areas of service, programs, digital and physical spaces, and employment practices.

Risk Management

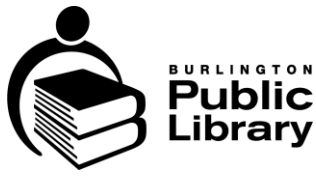
As outlined in the IASR, O. Reg. 191/11 s. 83 (1), failure to comply with the AODA or IASR may result in an administrative monetary penalty being ordered to the maximum of \$100,000, in the case of a corporation, and \$50,000, in the case of an individual.



Policy

The MYAP is closely connected with the Accessibility Policy that was approved by the Library Board in November 2022.

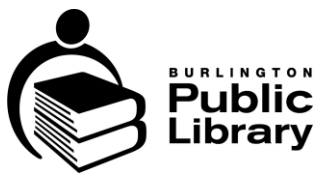
Respectfully submitted by Meg Uttangi Matsos, Director Service Design & Innovation and David Quezada, Manager of Equity, Diversity, and Inclusion.



Burlington Public Library: Accessibility Progress Report

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Statement of Commitment

Burlington Public Library (BPL) is committed to providing and supporting equitable access to library resources, programs, and services to all community members with disabilities. Our commitment is guiding and further advancing BPL's efforts in meeting its mission of enhancing community well-being by providing access to diverse collections of materials, services, and programs; develop and support work and service spaces that are welcoming and inclusive to meet the needs of persons with disabilities based on our organizational values. This commitment ensures compliance with the Accessibility for Ontarians with Disabilities Act, 2005 (AODA), Integrated Accessibility Standards, Ontario Regulation (IASR), and Accessibility Standards for Customer Service.

2023 Accessibility Progress Report

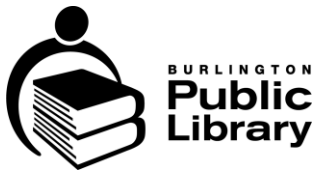
This report is our annual update on the actions taken to enhance accessibility at Burlington Public Library and to provide an account of the progress achieved in the implementation of the initiatives introduced in our Multi-year Accessible Plan (MYAP).

BPL has developed a multi-level organizational-wide accessibility initiative with the following elements:

- An Accessibility Policy, overseen and approved by the Library Board.
- An Accessibility Advisory Committee, integrated by staff members from different departments/responsibilities with an advisory and guiding role to BPL's Multi-Year Accessibility Plan (MYAP) and accessible efforts.
- An Accessibility Coordinator, with a coordination role and member of the City of Burlington's Accessibility Advisory Committee.
- A Multi-Year Accessibility Plan (MYAP), as a road map to enhance the accessibility of our services, programs, spaces, and employment practices,
- And a BPL's Accessibility Standards and Guidelines, with the purpose to equip staff with resources and help make BPL a barrier-free environment.

Accessibility Policies

The general purpose of BPL's Accessibility Policies is to demonstrate our commitment to providing all members of the community, including those with disabilities, with equitable access to all programs, resources, and services. In specific, the Accessibility



Policy includes key definitions, reasonable efforts, the framework of our accessibility plan, communication, assistive devices, use of service animals, support persons, design of public spaces, notice of temporary service disruption, emergency information, training, and feedback process.

All policies are signed off as part of the onboarding process through our HRIS system Dayforce. Any updates to policy or required refreshers on policies are captured as employee sign offs in Dayforce as confirmation of record keeping.

Multi-Year Accessibility Plan

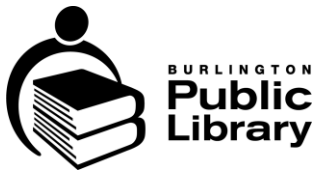
The general purpose of BPL's MYAP is to outline our institutional pathway for removing barriers and ensuring full participation of our customers and employees in our areas of service, programs, digital and physical spaces, and employment practices. The MYAP includes specific priorities, actions, and outcomes for our Information and Communications, Customer Services, Employment, and Built Environment and Public Spaces Standards.

Training

Under the scope of our Accessibility Policy, the Human Resources department has developed ongoing training, based on the requirements of the IASR, for all employees, volunteers, and individuals involved in providing library services or contributing to the development and approval of customer services policies, practices, and procedures. Here is a comprehensive list of the relevant training currently available at BPL:

- IASR: Information and Communications Standards and Employment Standards Training
- AODA Customer Service Standards Training
- Understanding Human Rights Training (AODA edition)
- Customer Service Excellence Training

Training is provided to new hires as part of the onboarding process. Staff are trained through an online module using HRdownloads. Any updates in training are provided to all staff through HRdownloads which currently acts as our platform for record keeping.



Accessible Feedback

Under the scope of BPL's Accessibility Policy, the Marketing and Communications department in collaboration with the Customer Experience department and the Inclusion team, has developed a multi-layered approach:

1. At all BPL locations, there are visible-available comments cards. Branch managers review them on a weekly basis and follow up directly with customers via email or phone call.
2. BPL's website also includes a section dedicated to addressing Frequently Asked Questions (FAQs) and a Contact Us capability plug-in.
3. BPL's Accessibility Services webpage includes direct contact information (phone and email) for our Equity, Diversity, and Inclusion Department. This contact information is also available on our Library Managers & Key Contacts webpage.
4. Finally, all frontline staff members are trained to receive feedback over the phone, to address concerns in an efficient and meaningful way.

Accessibility Advisory Committee

Under the scope of our Accessibility Policy, BPL's Accessibility Advisory Committee is the internal body responsible for overseeing the Accessibility Compliance Report. The Terms of Reference for the Accessibility Advisory Committee outline its purpose, objectives, roles and responsibilities, membership, meetings, and decision-making. One of the committee's key objectives is to prepare and submit the AODA Compliance Report and monitor the AODA in relation to BPL's operations.

Public Libraries

Under the scope of our Accessibility Policy, the Collections Development Policy, and the MYAP, BPL has developed a comprehensive approach to providing accessible library materials to our community. Here is a list of accessible devices/features, accessible collections, and accessible kits currently available at BPL.

Accessible Devices and Features

A list of accessible devices and features available at each branch is posted on the entrance doors. The list includes:

- SARA CE text reader (scans text and reads aloud)

- Optelec Clearview and Merlin CCTV machine (magnifies print)
- C-pens (scans text and reads aloud and available to read in English, French, Italian, and Spanish)
- Zoomtext screen magnification and colour-contrast software.
- Read text software.
- Wide screens on public access computers (PACs)
- Large print keyboard.
- Light Therapy Lamps.
- Wheelchair accessible (All branches)
- Wheelchair accessible furniture (All branches)
- Accessible parking (All branches)
- Elevator (Central branch)
- Automatic washroom doors (All branches but BH -Kilbride)
- Baby/toddler change table.
- Rollators (All branches but Kilbride)

Accessible Collection

- Large print books collection
- Daisy discs
- Braille books for children
- Daisy readers
- Books on CD
- Books in other than official languages collection (adult): Arabic, Chinese, Dutch, Farsi, German, Hindi, Korean, Polish, Punjabi, Russian, Spanish, Urdu.
- Books in other than official languages collection (children): Arabic, Chinese, Dari, Farsi, Hindi, Italian, Japanese, Korean, Ojibwa, Polish, Punjabi, Russian, Spanish, Tagalog, Urdu.

Accessible Kits

- Cognitive Care kits (Early, Mid, and Late dementia)
- Sensory kits
- Language kits (learn other languages)

Handpicked For You



BPL also has launched the Handpicked for You service. This service allows customers to request a list of suggestions or a prepared bundle of items for pickup. This can also be done in branch or by phone with support from staff. Customers (or their support person) will be able to pick up their items on our holds shelving.

MYAP Actions

Information and Communications Standards

- Accessible website: Update all headings to appropriate case settings. Update contrast where necessary and add Alternative text to images where necessary. (Completed Jan 2023)
- Accessible-friendly templates where appropriate for newly created documents. (Completed Jan 2023)
- Review/support other departments' accessibility plans if communication tools are included. (Completed Jan 2023)
- Develop orientation to the library's website using the accessibility tool ReachDeck. (Completed Aug 2023)
- Guideline for accessible templates and accessible documents, corporate templates, and Guidelines for Using BPL's Accessible Document Templates. (Completed Aug 2023)
- Create procedural standards for main digital and print communication touchpoints, such as closed captioning standards on videos, social media image content, and poster design process. (Completed Oct 2023)
- Solidify web accessibility standards using SiteImprove as our compliance tool. (Completed Oct 2023)

Customer Service Standards

- Establish system signage to provide clear information about accessibility devices available per branch and accessibility/ EDI welcome message to the library. (Completed Jan 2023)
- Offer regular public tours highlighting accessible services and equipment (Nov 9 2023 first tour - In progress)
- Accessible registration for programs. (Completed Sept 2023)
- Review current customer experience standards, update standards of accessibility and modify any policy or procedures accordingly (In progress)



- Train program developers on library programming with accessible/universal design approaches and best practices. Accessibility Guidelines for Programs. (In progress)
- Train staff on how to communicate with people with disabilities using inclusive language and cultural sensitivity, how to recognize when someone is having difficulties with our systems/processes, and how to provide appropriate assistance. (Nov 6 2023 Staff Development Day - In progress)

Employment Standards:

- Provide information on BPL's workplace accommodation policies and process during orientation (Completed 2022).
- Create accessible templates for job postings and relevant Human Resources documentation in collaboration with the Marketing & Communications department, including a notice on all communication that accessible formats are available upon request (Completed Mar 2023)
- Develop and establish a process for staff to submit requests for an individualized emergency response plan and develop guidelines for managers/supervisors. (In progress)
- Establish a process for refresher training for existing training. (In progress)

Built Environment and Public Spaces Standards:

- Reposition charging station at Branches. (Completed Dec 2022)
- Installation of Accessible Door Operators, 17 in total (Completed Jan 2023)
- Install Graded Path through Reading Garden and Accessible Door Operator to improve egress on 2nd floor at Central branch. (Completed Jan 2023)
- Facilities Accessibility Audit using RHFAC rating at all BPL branches. (Completed Aug 2023)
- Establish procedures for the ongoing maintenance of the accessibility elements of the library's branches and public spaces. (In progress)

MYAP Goals 2024

- Employment: Accommodation Toolkit to be used by staff and management.
- Customer Services: Additional training with an accessibility and EDI lens.

- Customer Services: Engage with leaders within the disability community, partners, under-represented groups, and members of our community, to gain insight about accessibility, EDI, and best practices to be integrated in our services, programs, and events.
- Facilities: Wayfinding & Signage update at Central branch. It will replicate at other branches as appropriate.
- Facilities: Baffles in Centennial Hall to improve sound/echo at Central branch. (seeking potential grant funding)
- Facilities: Install Chair Lift in NW emergency exit to service 2nd & 3rd floor at Central branch. (seeking potential grant funding)

2023 Additional Accessibility Activities and Others

- Brant Arts I.D.A Pharmacy and BPL: Rollators donation (value \$3,000)
- Update Merlin machine at Central Branch: Private donation (value \$ 3,500)
- Rick Hansen Accessibility Assessment Central Branch (RH Accessibility Certified)
- Finalizing 2023 AODA Compliance Report to be submitted December 2023
- Toronto Public Library, consultation about Sensory Friendly Kits
- Mississauga Library System and Oakville Public Library, consultation about Cognitive Care Kits

Conclusion

Burlington Public Library is committed to fostering an inclusive and accessibility culture in all our areas of service, programs, digital and physical spaces, and employment practices. The information provided in this report serves as a testament to our dedication to provide all people the opportunity to participate fully, regardless of their ability, in our spaces. We are committed to making every reasonable effort to ensure that our services, programs, resources, and spaces are accessible to all.