

BPL Library Board

Agenda

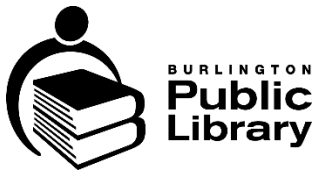
Thursday, January 25, 2024

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. Election of Chair and Vice Chair
 - 4.1 Report of the Nominating Committee
 - 4.2 Election for the 2024 Chair position
 - 4.3 Election for the 2024 Vice-Chair position
5. Board Development Presentation – Digital Resources & Collections
6. Open Minutes of November 23, 2023
7. Decision Items
 - 7.1 Annual Approval of the Health & Safety Policy
 - 7.2 2024 Board Work Plan
 - 7.3 Q4 2023 Financial Statements
 - 7.4 Audit Committee Minutes of January 11, 2024
 - 7.5 Appointment of the CEO Performance Review Committee
 - 7.6 Southeast Expansion Branch Naming



8. Discussion Items

8.1 Board Evaluation Summary

8.2 Southeast Expansion Community Consultation

9. Information Items

9.1 CEO Report

9.2 Annual Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) Report

9.3 2023 Q4 Performance Metrics Report

9.4 Digital Equity Plan

9.5 Endowment Fund Statements

10. Closed Session

10.1. Closed Minutes of November 23, 2023

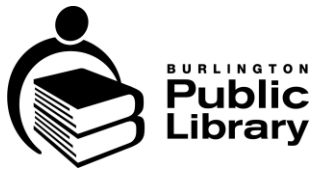
11. Approval of Motions from Closed Session

12. Other Business

12.1.

13. Next Meeting:

Thursday, February 22, 2024, 6:30 p.m., Frank Rose Room



4. Election of Chair and Vice Chair. 4.1 Board Nominations

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Recommendations

THAT the Burlington Public Library Board elect the 2024 Board Chair and Vice Chair.

Purpose

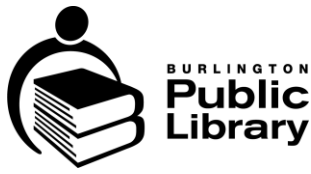
This report is for decision regarding the Board’s executive and committee appointments, to elect the Board members for the Executive positions.

Background

In accordance with Burlington Public Library Board by-law, an election is held at the inaugural meeting of the Board each year for the positions of Chair and Vice Chair.

At the November Board meeting, the Board appointed Lindsay Zalot as the Nominating Committee for the 2024 term.

Lindsay has contacted all Board members to inquire as to their interest in serving in executive positions and has reported nominations for each of the positions. The nominees have been informed and have agreed to allow their names to stand for election.



Should there be any additional nominations from the floor at the Board meeting, each candidate will be given five minutes to address the Board and then a vote will be held. If a vote occurs, a motion will be required to appoint two scrutineers (one Board member and one Senior Manager) to count the ballots.

Discussion

Election for Position of Board Chair for 2024

The Nominating Committee submits the following nomination for the position of Chair:

- Jennifer Tarnawski

Nominations will be called from the floor three times as per parliamentary procedure and if necessary, a vote will occur, and the scrutineers will report. Lita Barrie will declare the election results.

Once the results are announced, the new Chair will preside over the remainder of the meeting, first conducting the election for the position of Vice Chair.

Statement of Responsibilities of the Chair of the BPL Board:

The primary role of the Chair of the BPL Board is to provide leadership to the Board and to ensure the proper conduct of Board business.

The Chair of the BPL Board:

- Serves as the primary spokesperson for the Board
- Is a signing officer of the Board
- Represents the Board, alone or with other members of the Board, at any public or private meetings for the purpose of conducting, promoting, or completing the business of the Board
- Develops the agenda for meetings in consultation with the Vice-Chair and Chief Executive Officer and the Committee Chairs to ensure the effective use of Board and staff time and resources
- Presides at regular and special meetings of the Board in accordance with the Public Libraries Act, other relevant legislation such as the City Bylaw for BPL, and with the rules of procedure adopted by the BPL Board.
- Commits the Board to a specific course of action only when the Board has granted specific authority by a motion or policy

- Determines the responsibilities of Committees to deal with matters that arise when responsibilities are not clearly defined subject to eventual confirmation of the full BPL Board
- Ensures that vacancies on Board committees and task groups are filled as expeditiously as possible
- Advises the Vice-Chair, if for any reason, the Chair is temporarily unable to perform any of these functions
- Shall request, either at the first meeting of a new Board, or in December of each year, a written indication from each Board Member of their preference for appointment to the various committees or task groups of the Board; the Chair will propose Committee and Task Group appointments at the next regular meeting of the Board
- Is an ex-officio Member of all committees and task groups

Election for the Position of Vice Chair for 2024:

The Nominating Committee submits the following nomination for the position of Vice Chair:

- Jason Manayathu

Nominations will be called from the floor three times as per parliamentary procedure and if necessary, a vote will occur, and the scrutineers will report. The chair will declare the election results.

Statement of Responsibilities of the Vice-Chair of the BPL Board:

The primary role of the Vice-Chair of the BPL Board is to provide leadership, to ensure the proper functioning of the Board and the proper conduct of Board business, if for any reason the Board Chair is not available.

In the absence of the Chair, the Vice-Chair is vested with all the powers and performs all the duties of the Chair of the BPL Board. The Vice-Chair serves as the Chair of the Finance Committee.

Financial Considerations

n/a

Strategic Implications



One of the Library Board core functions is the oversight of the Strategic Plan. A strong Board, with an active and engagement executive and committees, supports and 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

Board members elected and appointed to these roles help to ensure that the Library is aligning with our commitment to Equity, Diversity & Inclusion as outline in the Library's [Policy](#).

Risk Management

Board elections and appoints are critical to the function of the Library Board in its governance role.

Policy

Related policy: [Board Procedural By-laws](#).

Respectfully submitted by:

Lindsay Zalot, Board member and Lita Barrie, Chief Executive Officer



BPL Board Minutes | November 23, 2023

Attendance

Board: Jennifer Tarnawski, Jason Manayathu, Ashley Cameron, Akindayomi Odedeyi, Lindsay Zalot, Shayne Lemieux

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

Regrets: Councillor Lisa Kearns

Guests: David Quezada

Minutes

A meeting of the Board was held on Thursday, November 23, 2023, in the Frank Rose Room at Central Branch.

1. Call to Order

Jennifer Tarnawski, Library Board Chair, called the meeting to order at 6:31p.m.

2. Approval of the Agenda

The agenda was approved as presented.

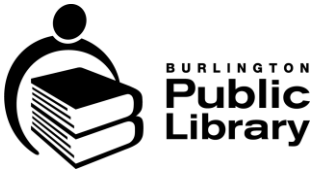
Motion 23-62, Approval of the Agenda

MOVED by Lindsay Zalot, SECONDED by Jason Manayathu, that the agenda be approved as presented.

CARRIED.

3. Declarations of Interest

None.



4. Presentation: Equity, Diversity, and Inclusion

David Quezada, Manager of Equity, Diversity, and Inclusion came to the Board meeting to provide a presentation on equity, diversity, and inclusion at BPL.

4.1. Equity, Diversity, and Inclusion Report

5. Open Minutes of October 26, 2023

Motion 23-63, Open Minutes of October 26, 2023

MOVED by Shayne Lemieux, **SECONDED** Akindayomi Odedeyi , that the Burlington Public Library Board approve the Open Minutes of October 26, 2023 as presented.

CARRIED.

6. Decision Items

6.1 2024 Executive Nominating Committee

Motion 23-64, 2024 Executive Nominating Committee

MOVED by Jason Manayathu, **SECONDED** by Ashley Cameron, that the Burlington Public Library Board appoint Lindsay Zalot, as the Nominating Committee for the Board Executive Elections t occur at the January 2024 Board meeting and;

That the Nominating Committee report back to the Board in January 2024 regarding a slate for Board Executive Elections.

CARRIED.

6.2 2023 Board Self Evaluation Tool

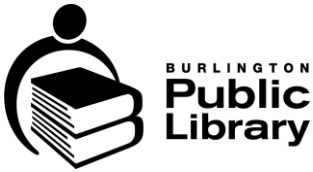
Motion 23-65, 2023 Board Self Evaluation Tool

MOVED by Shayne Lemieux, **SECONDED** by Akindayomi Odedeyi, that the Burlington Public Library Board approve the survey to be used to conduct the Board’s self-evaluation of its’ work ; and

That the Burlington Public Library Board direct the CEO to arrange for the administration of the Board Evaluation survey using on-line survey tool “Survey Monkey” and provide a report on the results at the January 2024 Board meeting.

CARRIED.

6.3 Facilities Masterplan



Motion 23-66, Facilities Masterplan

MOVED by Jason Manayathu, SECONDED by Ashley Cameron, that the Burlington Public Library Board approve the updated BPL Facilities Master Plan.

CARRIED.

6.4 Fund Development Strategy Update Report

Motion 23-67, Fund Development Strategy Update Report

MOVED by Jason Manayathu, SECONDED by Shayne Lemieux, that the Burlington Public Library Board approve the BPL Fund Development Strategy Update.

CARRIED.

6.5 Policy Review

6.5.1 Donations, Sponsorship & Fundraising Policy

Motion 23-68, Donations, Sponsorship & Fundraising Policy

MOVED by Shayne Lemieux, SECONDED by Jason Manayathu, that the Burlington Public Library Board approve the revised Donations, Sponsorship & Fundraising Policy effective December 1 2023 as presented.

CARRIED.

6.5.2 General Human Resources Policy

Motion 23-69, General Human Resources Policy

MOVED by Ashley Cameron, SECONDED by Akindayomi Odedeyi, that the Burlington Public Library Board approve the revised General Human Resources Policy effective December 1 2023 as presented.

CARRIED.

6.5.3 Whistleblower Policy

Motion 23-70, Whistleblower Policy

MOVED by Lindsay Zalot, SECONDED by Jason Manayathu, that the Burlington Public Library Board approve the revised Whistleblower Policy effective December 1 2023 as amended.

CARRIED.



7. Discussion Items

7.1. Strategic Plan Mid Term Review

Lita Barrie provided a brief presentation in addition to the report included in the Board package.

8. Information Items

The following items were received by the Board

8.1. CEO Report

Lita Barrie noted that BPL recently participated in the Great Places To Work survey and we have been recertified as a great place to work.

8.2. Endowment Fund Statements

9. Closed Session

Motion 23-71, Move into Closed Session

MOVED by Akindayomi Odedeyi, SECONDED by Shayne Lemieux, that the Burlington Public Library Board move into Closed Session.

CARRIED.

The Library Board moved into Closed Session at 8:56 p.m.

Motion 23-71, Move out of Closed Session

MOVED by Lindsay Zalot, SECONDED by Akindayomi Odedeyi, that the Burlington Public Library Board moved out of Closed Session.

CARRIED.

The Library Board moved out of Closed Session at 9:18 p.m.

10. Approval of Motions from Closed Session

None.



11. Other Business

11.1.

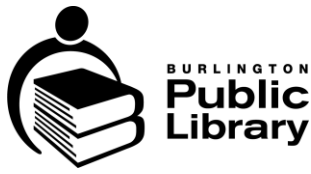
The meeting is adjourned at 9:21 p.m. Motion by Akindayomi Odedeji.

Chair

Secretary-Treasurer

Next Meeting

Thursday, January 25, 2024, Frank Rose Room



7. Decision Items: 7.1 Board Policy Review: Health & Safety Policy

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Recommendation

THAT the Burlington Public Library Board approve the update to the Health & Safety Policy

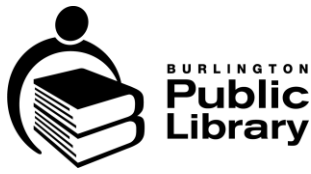
AND That the Burlington Public Library Board approve the annual signing of the Health & Safety Policy.

Purpose

To see the Board’s annual health and safety policy approval.

Background

Under the Occupational Health and Safety Act, BPL is required to have a Health and Safety policy outlining the roles and responsibilities of the employer and employees. Each year BPL is required to review the policy. To demonstrate the Library Boards



commitment to Health and Safety, we have it reviewed and signed jointly by the Library Board and CEO.

Discussion

This policy has been updated and move into the new accessible policy template. A few modest wording changes were made to reduce duplication and improve clarity. The content was also reviewed to ensure ongoing alignment with OH&SA legislation.

Financial Considerations

There are no direct financial impacts with this proposed policy.

Strategic Implications

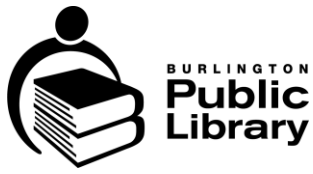
The Health & Safety policy plays a key role in supporting the current strategic plan by ensuring a strong understanding of the fundamental role of workplace health and safety when implementing key initiatives. In particular, this policy supports *Strategic Goal 3: Create a workforce culture driven by our organizational values.*

Equity, Diversity & Inclusion Considerations

The Health & Safety Policy along with the Joint Health & Safety Committee and BPL safe workplace program seek to not only meet OHSa requirement but support BPL's commitment to workplace safety. This intentional alignment brings an EDI lens to the policy, working with staff in all aspects of the workplace in a manner that prioritizes and affirms dignity, equity, diversity and inclusion.

Risk Management

It is important that BPL policies align to BPL practice, policies set a clear direction for management and staff. As outlined in Ontario's *Occupational Health and Safety Act* (OHSa). Employers are required to implement a written policy and review it annually.



Policy

Related policies include the Equity, Diversity & Inclusion Policy and General Human Resources Policy.

Final Remarks

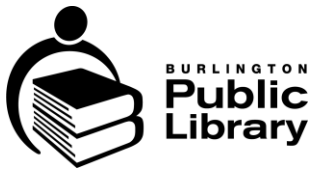
The Board's annual commitment to review the Health & Safety policy demonstrates BPL's strong commitment to workplace health & safety and ensures legislative compliance.

References

- Ontario *Occupational Health and Safety* Act <https://www.ontario.ca/laws/statute/90o01>

Report Author(s)

Respectfully submitted: Lita Barrie, Chief Executive Officer



Health & Safety Policy

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Purpose

The Burlington Public Library Board is committed to providing a safe working environment. Burlington Public Library (BPL) acknowledges it has a statutory duty to take all reasonable precautions to protect employees, contractors, volunteers, and all other individuals' onsite. BPL will make every effort to provide a safe and healthy work environment for all staff. Active participation and prevention at all levels will help ensure accidents are avoided. Supervisors and workers must refrain from any actions or activities that could jeopardize the health and safety of others and must work to reduce the risk of injury.

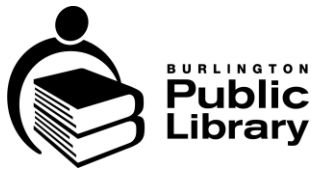
BPL is committed to promoting a safe and healthy workplace for all employees, contractors, volunteers, and visitors. In pursuit of our commitment, we will develop, implement, and enforce policies and procedures that promote and provide a healthier, safer work environment. We understand the importance of safety to the well-being and productivity of our employees and strive to safeguard the workplace from injury and malfeasance through negligence.

Scope

This policy applies to all BPL employees, contractors, volunteers, and the Library Board.

Policy Statement

This policy outlines the responsibilities of all parties in maintaining a safe and healthy work environment. BPL will act in compliance with all applicable workplace health and safety legislation.



Communication

BPL encourages open communication on health and safety issues. Open communication is essential to providing an accident-free and productive work environment.

- Employees who voice or identify a health and safety concern will not be subject to reprisal or retaliation.
- Health and safety comments will be reviewed by Human Resources. The Manager of Human Resources will initiate an investigation on each reported or potential hazard.
- Employees should inform their supervisor or human resources of any matter they perceive to be an actual or potential workplace hazard.

Roles and responsibilities

Safety is everybody's responsibility as identified in the following.

Burlington Public Library

BPL has the primary responsibility to establish and maintain a safe work environment as defined in this Policy. Employer responsibilities include:

- Supply an effective strategy to manage the occupational health and safety concerns of the organization.
- Allocate and govern resources properly to achieve the health and safety requirements of employees, and that policies comply with the BPL's legal obligations.
- Foster a workplace culture of safety with appropriate leadership.
- Review policies annually for compliance and efficiency and revise where necessary.
- Provide all relevant parties with a copy of all orders or reports issued to the employer by a Ministry of Labour inspector and inform the committee of any work-related incidents involving injury, death, or occupational illness.

Manager/Supervisor

All staff responsible for supervision have an essential role in maintaining a safe work environment and in preventing workplace accidents and injuries. Their primary responsibilities with respect to workplace health & safety are:

- Help develop, implement, and enforce BPL policies and procedures.

- Continually promote health and safety awareness with instruction, information, training, and supervision to ensure the safe performance of employees.
- Use the process of hazard identification, risk management, and incident investigation.
- Perform occupational health and safety inspections of the workplace to identify and control any and all hazards to employees.
- Be accountable for the health and safety of employees under their supervision.
- Ensure that tools and equipment are safe and that employees work in compliance with established safe work practices and procedures.
- Ensure that employees receive adequate training in their specific work tasks to protect their health and safety.

Human Resources

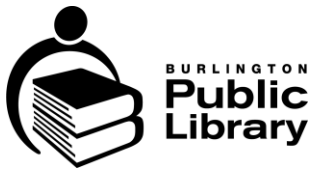
The responsibilities of Human Resources include to:

- Liaise with government agencies to ensure workplace health and safety compliance.
- Advise management on safety and health policy issues.
- Coordinate health and safety inspections and follow up to ensure the completion of necessary corrective actions.
- Develop best practices that support a strong health and safety program.
- Design and develop accident and incident reports and investigation procedures.
- Maintain an up-to-date knowledge of applicable health and safety regulations as mandated locally, provincially, or federally.
- Design and develop BPL policies and procedures related to workplace safety and health issues.

All Employees and Others

All employees are part of creating a safe workplace. Their primary responsibilities with respect to workplace health & safety are:

- Comply with occupational health and safety policies and procedures.
- Notify managers of any health and safety concerns, so they may be dealt with promptly.
- Protect their own health and safety by working in compliance with the law, safe work practices, and procedures established by the organization.
- Use appropriate personal protective equipment as required.



- Report unsafe or potentially hazardous conditions, without fear of reprisal, to their manager or human resources.
- Complete required occupational health and safety training.
- Perform duties in a manner conducive to a safe workplace, following all safety practices and procedures.
- Report any incident, injury, or hazard as outlined in BPL procedures.
- Report any acts of violence or harassment in the workplace.
- Promote a hazard-free workplace.
- Learn the posted emergency plan detailing the facility's procedures pertaining to fire, weather, or medical emergency.

Joint Health and Safety Committee

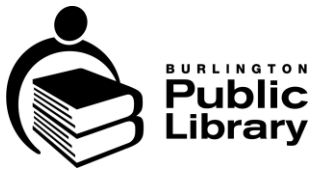
The Joint Health and Safety Committee works together to identify and recommend solutions to health and safety issues within the BPL. The committee also provides the following;

- Commit to improving health and safety conditions in the workplace.
- Stimulate and raise awareness of health and safety issues in the workplace.
- Recognize and identify workplace risks and hazards.
- Develop recommendations to address risks and hazards.
- Conduct regular workplace inspections and make written recommendations.
- Develop and implement accident prevention and health and safety programs.
- Listen to employee complaints, concerns, and suggestions.
- Participate in health and safety inquiries and investigations.
- Advise on health and safety matters, such as personal protective equipment.
- Maintain accurate and detailed records of near misses, accidents, and injuries.
- Promote and monitor compliance with health and safety regulations.
- Monitor the effectiveness of existing health and safety programs and policies and assist with the implementation of improvements.
- Attend regular committee meetings.

Constructors

Constructor means a person who undertakes a project for BPL and includes an owner who undertakes all or part of a project by themselves or by more than one employee.

Constructors have the same general duties as employers. Constructors have a duty to



ensure that all contractors and subcontractors on a project comply with the Act, and that the health and safety of all workers on the project is protected.

Where so prescribed, constructors must also provide written notice to a director of the Ministry of Labour when a project begins.

Reporting Structures

Any concerns or near misses should be reported to the health and safety committee or representative and the appropriate manager. Employees who voice or identify a health and safety concern will not be subject to reprisal or retaliation.

Consequences of non-compliance

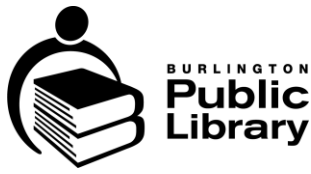
Employees who fail to meet their obligations concerning health and safety, may result in disciplinary action up to and including termination of employment.

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.

Date:

- Amended Dates:
- Associated Documents:



7. Decision Items: 7.2 2024 Board Governance and Work Plan

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Recommendation

THAT the Burlington Public Library Board approve the 2024 Board Governance Calendar & Workplan.

Purpose

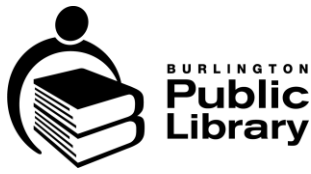
To seek the Library Board’s approval of the 2024 Board Governance Calendar and Work Plan.

Background

Annually, the Library Board identifies and tracks major governance responsibilities and key annual objectives. The draft 2024 Library Board governance calendar and work plan is attached.

Discussion

For 2024, Board development will continue to be a key focus. As per the Board’s request, in June staff will bring a report regarding considerations for September 30. In



October a Sustainability report has been added in alignment with BPL's 2021-2025 Strategic Plan objective to *Map pathways to carbon neutrality and develop a plan to reduce our carbon footprint.*

Provincial legislation requires the Board to meet 7 times a year. The Library Board meets twice in September in support of the annual Operating and Capital budget process. The Library Board does not meet in July, August, or December unless a special meeting is called as outlined in the Library Board's By-Law.

Financial Considerations

The annual Board Governance Calendar & Work plan and related work will be funded through the Operating budget.

Strategic Implications

One of the Library Board core functions is oversight of the Strategic Plan. The workplan is designed to ensure the work of the Board supports and aligns with all three goals within the current strategic plan under:

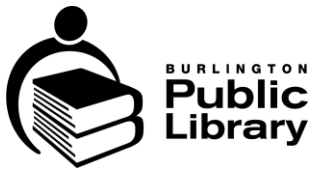
- Strategic Goal 1: Enhance community well-being, strengthening relations with community partners to support community needs through programming and other library services.
- Strategic Goal 2: Inspire discovery with diverse collections, services, and spaces.
- Strategic Goal 3: Create a workforce culture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

Equity, Diversity & Inclusion Considerations

Since 2022, this section has been a key component of the Library Board report template to ensure the Library Board and staff maintain a consistent focus on the equity, diversity and inclusion impact of decisions and library activities. For 2024, an annual report on the status report on the Library's work in this area is a workplan deliverable on the calendar for November.

Risk Management

Board Governance Calendar & Annual Workplan is an opportunity to increase understanding of the function of the Library Board in its governance. Transparency and clarity are critical for the Library Board.

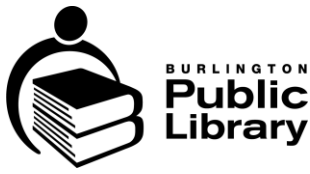


Policy

Related policies include the [Board Procedural By-Law](#).

Library Board –2024 Governance Calendar & Workplan DRAFT

Task or Deliverable	Area of Focus	Target date	Status	Notes
Q1				
Board Self-Evaluation Report	Governance	January		
Annual Board Approval of the Health & Safety Policy	Governance	January		
Audit Meeting - Prepare for 2023 Audit	Audit/Risk Management	January		
Review Q4 2023 Metrics Reports	Governance	January		
Approve Q4 2023 Financial Statements	Financial Oversight	January		
Attend Ontario Library Association SuperConference	Board Development	January		Optional
Executive & Committee Elections	Governance	January		
Board Development: Digital Resources & Collections	Board Development	January		
Review Human Rights & Respectful Workplace Policy	Policy Review	February		
Board Development: Readers Services	Board Development	February		
Board Development: Safety & Security in Public Libraries	Board Development	March		
Q2				
Board Development: Human First Approach	Board Development	April		
Approve Q1 Financial Statements	Financial Oversight	April		
Review Q1 Metrics Reports	Governance	April		
CEO Performance Review	Governance	May		
Board Development: Emergency Response Plan	Board Development	May		
Review & Approve 2023 Audited Statements	Audit/Risk Management	April or May		
Review Senior Management 2023 Expenses	Audit/Risk Management	April or May		
Review 2023 Risk Management Report & 2024 Plan	Audit/Risk Management	April or May		
Receive Advocacy Report	Governance	May		
September 30 Report	Governance	June		
Receive 2023 Economic Impact Statement	Governance	June		
Review Intellectual Freedom Policy	Policy Review	June		
Board Development: Intellectual Freedom	Board Development	June		
Q3				
Receive Q2 Financial Statements by email	Financial Oversight	August		
Approve Q2 Financial Statements	Financial Oversight	September		
Approve annual Library Closures Calendar for 2025	Governance	September		
Approve 2025 Capital Budget Submission	Financial Oversight	September		
Approve 2025 Operating Budget Submission	Financial Oversight	September		
Received 2024 Customer Satisfaction Survey Report	Strategic Planning	September		
Receive Q2 Metrics Reports	Governance	September		
Review Event & Community Space Rental Policy	Policy Review	September		
Review Fees & Charges Policy	Policy Review	September		
Board Development: Programming & Partnerships	Board Development	September		
Q4				
Approve Q3 Financial Statements	Financial Oversight	October		
Draft 2026 Strategic Planning Proposal	Strategic Planning	October		
Receive Q3 Metrics Reports	Governance	October		
Receive Advocacy Report	Governance	October		
Receive the Multi-Year Accessibility Plan Report	Governance	October		
Received Sustainability Plan Report	Governance	October		
Review Chief Executive Officer Accountability and Authority Policy	Policy Review	October		
Review Fees, Gifts & Hospitality Policy	Policy Review	October		
Board Development: Board Governance Best Practices	Board Development	October		
Review Records Management 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		
Board Development: Marketing Strategy	Board Development	November		
Appoint 2025 Executive Nominating Committee	Governance	November		
Approve 2025 Board Governance Calendar & Workplan	Governance	November		



7. Decision Items: 7.3 4th Quarter Financial Statements

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Recommendation

THAT the Library Board approve the 4th Quarter Capital and Operating Financial Statements for the period ending December 31, 2023.

THAT the Burlington Public Library Board approve allocation of the 2023 operating surplus of \$134,682 as detailed below:

- **\$50 to Operating Reserve Fund for Preserve Our History**
- **\$2,641 to Operating Reserve Fund for Kids Learning Fund**
- **\$131,991 to Capital Reserve Fund for Central Infrastructure Project**

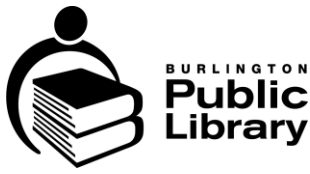
THAT the Burlington Public Library Board allocate any interest earned on the capital reserve fund in 2023 to the Central Infrastructure Project.

Purpose

To seek the Board’s approval of the Q4 Financial Statements.

Discussion

Attached are copies of the Operating and Capital Financial Statements for the period ending December 31, 2023. Please see the comment section for each statement for details of variances.



Staff is recommending that the 2023 operating surplus be allocated to the capital reserve which would result in the following balances as of December 31, 2023:

Capital Reserve	\$2,867,100*
Operating Reserve	\$ 337,106*
Total Reserves	\$3,204,206

*2023 interest earned on reserves will be in addition to these balances

Southeast Expansion Project: The capital reserve balance above includes \$650,000 for this project, which funds the estimated FF&E costs.

Central Infrastructure Project: The capital reserve balance above includes \$1,549,017 for this project (HVAC/roof). There is an additional \$335K for this project in the approved 2024 Capital Budget, for a total of \$1,884,017. The estimate to replace 2 rooftop units and a large section of roof \$1,065K. Additionally, staff are recommending that any interest earned on the capital reserve fund for 2023 be allocated to this project. The interest amount is not yet known but will be included in the 2023 audited financial statements. BPL is working closely with COB staff to utilize the engineering, construction project management, and procurement expertise.

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
December 31, 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	\$ 3,900,009	\$ (1,164,900)					\$ (1,032,909)	\$ 2,867,100	n/a
TECHNOLOGY RENEWAL	\$ 471,962	\$ 272,300	\$ 21,712	\$ 170,421	\$ 42,299	\$ 57,158	\$ 291,590	\$ 452,672	2022: \$181K 2023: \$272K
STRATEGIC INITIATIVES	\$ 45,026	\$ -	\$ 8,688	\$ 6,511	\$ 6,292	\$ 7,132	\$ 28,624	\$ 16,402	2020: \$16K
FACILITY RENEWAL	\$ 1,310,065	\$ (909,700)	\$ 4,092	\$ 12,308	\$ 8,770	\$ 9,234	\$ 34,403	\$ 365,962	2022: \$276K 2023: \$90K
BATEMAN PROJECT*	\$ -	\$ 2,350,000	\$ -	\$ -	\$ -	\$ -	\$ 2,350,000	\$ -	n/a
	\$ 1,827,053	\$ 1,712,600	\$ 34,492	\$ 189,241	\$ 57,361	\$ 73,524	\$ 2,704,617	\$ 835,035	
							TOTAL CAPITAL FUNDING AVAILABLE	\$ 3,702,135	

Funding Sources	
COB (IRRF, CFC)	547,700
BPL Reserve Fund	2,164,900
Infrastructure project - to reserve	(1,000,000)
Total per Budget	1,712,600

Capital Reserve Fund - Restrictions	
Balance	2,867,100
Central Infrastructure Project	(1,549,017)
Bateman Project	(650,000)
Unrestricted Balance	668,083

*Bateman Project spending occurs directly through COB as part of the overall project and will not be reported on in 2024.

**Burlington Public Library
Capital Reporting Comments
December 31, 2023**

Capital Project	Description	Comments
Reserve Fund	Funds reserved for future capital use.	<p>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.</p> <p>The Central Infrastructure project implementation has been transferred to COB and while awaiting implementation, \$1M of existing funding was returned to the reserve fund to increase interest earning potential until such time that the funds are required. Note, the balance of the reserve fund does not yet include any 2023 interest earnings.</p>
Technology Renewal	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.	2023 spending was focused on lifecycle replacement of laptops/desktops, including Public Access Computers for all branches (\$200.4K), phone system components (\$15K), local history platform (\$7K), RFID equipment (\$5.7K), Early Literacy Station (\$7.5K), UPS (\$22.1K), self checks (\$29.8K), and Discovery Space technology (\$4.1K). The anticipated remaining funding at the end of 2023 was considered when preparing the 2024 capital budget to help reduce the amount of funding removed from the capital reserve in 2024.
Strategic Initiatives	Strategic Plan initiatives, job evaluation project	<p>This funding was 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. The data strategy project is complete, and the final pay equity portion of the job evaluation project will be completed in early 2024, leaving a balance of approximately \$13K.</p> <p>The remaining funding will be re-allocated in 2024 to update the children's area at Alton and implement a 'creative space' at Alton to extend access to some Makerspace-style equipment. This project will further Strategic Plan priority #2 - Inspire discovery with diverse collections, services, and spaces.</p>
Facility Repair & Renewal	Lifecycle replacement of building systems including HVAC, roofing, windows, security systems, washrooms, LED retrofit etc., and funding for staff/public furniture	Spending in 2023 focused on the on-going LED retrofit project at Central (\$4.1K), Reading Garden (\$4.1K), new tables at Alton (\$9.2K) and consulting (\$17K). Remaining funds at December 31 are for staff workspace renewal (\$293.5K - furniture and renos to accommodate improved workflow and safety), and \$72.5K for LED retrofit and security improvements.
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
December 31, 2023

	2023			
	December 31	% of		
Total Budget	YTD Actual	Total Budget		Projection at Q3 2023
REVENUE				
City of Burlington	11,715,495	11,715,495	100.0%	11,715,495
Province of Ontario	229,403	229,403	100.0%	229,403
Library Generated	132,522	217,565	164.2%	205,877
Total Revenue	12,077,420	12,162,463	100.7%	12,150,775
EXPENSES				
Salaries	7,013,833	7,129,453	101.6%	7,070,000
Employee Benefits	2,030,273	1,967,117	96.9%	1,976,850
Staff Education	105,000	84,795	80.8%	105,000
Total Employee Costs	9,149,106	9,181,365	100.4%	9,151,850
Materials	1,165,000	1,123,028	96.4%	1,165,000
Operating Costs*	352,889	377,652	107.0%	371,905
Building Costs*	905,055	886,415	97.9%	905,055
Automated Systems	505,370	459,321	90.9%	483,630
Operating Reserve Contribution			-	
Capital Reserve Contribution			-	
Total Expenditures	12,077,420	12,027,781	99.6%	12,077,440
Revenue less Expenditures		134,682		73,335

	2022			
	December 31	% of		
Total Budget	YTD Actual	Total Budget		Projection at Q3 2022
REVENUE				
City of Burlington	11,514,000	11,514,000	100.0%	11,514,000
Province of Ontario	229,403	229,403	100.0%	229,403
Library Generated	133,660	121,999	91.3%	83,867
Total Revenue	11,877,063	11,865,402	99.9%	11,827,270
EXPENSES				
Salaries	6,903,073	6,340,157	91.8%	6,468,075
Employee Benefits	1,960,725	1,767,311	90.1%	1,829,387
Staff Education	105,000	85,385	81.3%	105,000
Total Employee Costs	8,968,798	8,192,853	91.3%	8,402,462
Materials	1,165,000	1,156,986	99.3%	1,165,000
Operating Costs*	353,500	368,730	104.3%	371,015
Building Costs*	884,395	905,471	102.4%	887,140
Automated Systems	505,370	445,283	88.1%	505,370
Operating Reserve Contribution			-	
Capital Reserve Contribution		796,079	-	496,283
Total Expenditures	11,877,063	11,865,402	99.9%	11,827,270
Revenue less Expenditures		(0)		

*NOTE: 2022 Operating cost budget reduced by \$25K, reallocated to Building cost budget and Operating cost actual reduced by \$21K, reallocated to Building actual. This adjustment aligns 2022 with 2023 budget/actual location for reporting pandemic related supplies so the year over year amounts are comparable.

Burlington Public Library
Operating Statement Comments
December 31, 2023

REVENUES:

City of Burlington

Funding from the City of Burlington is 1.75% higher than 2022 based on the operating budget awarded to the Library for 2023.

Provincial Grant

The annual provincial grant has been accrued for 2023 as it is usually received by November. Due to changes in provincial process in 2023 and related communication from the province the funds may be received as late as March 31, 2024.

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. In 2023 the library generated revenue met or exceeded budget in all categories. Highlights include Makerspace and interest revenue higher than budget by \$15.8K and \$28.5K, respectively. There is also \$21K in grant revenue related to summer student positions that were not budgeted for, \$5K for the sale of used IT equipment, \$4.5K for book sale proceeds, \$2.7K for donations to BPL's new funds, and \$3K in additional sales of canvas bags.

The year over year increase is primarily related to a full year of room rentals in 2023 vs 6 months in 2022 (\$32K), grant funding in 2023 (\$21K), full year Makerspace earnings vs 4 months in 2022 (\$12K), increase in printing (\$12K), increase in interest (\$16K), \$2K for the sale of used IT equipment, \$4.5K for book sale proceeds, \$2.7K for donations to BPL's new funds, and \$6K in additional revenue in multiple small categories, offset by the difference in Library After Dark proceeds (\$13.5K).

EXPENSES:

Salaries & Benefits

Burlington Public Library Operating Statement Comments

December 31, 2023

The final salary and benefit costs exceed budget by \$52.5K. Of this, \$21K is offset by grant funding included in the library-generated revenue above. The remaining \$31.5K over budget is related to the Job Evaluation (JE) implementation as approved by the Board at the September 14, 2023 meeting, and costs associated with minor restructuring. The total anticipated cost of JE was \$255K, with \$211K to be covered by in-year gapping and up to \$44K by reallocation of 2023 operational surplus funds. Due to additional gapping later in 2023, less of the operational surplus was needed to offset the implementation.

In addition to the implementation of JE, the year over year increase in salaries & benefits is impacted by a 9.6% increase in open hours compared to 2022, implementation of the Board-approved 1.75% increase to the salary grid, and annual movement through the pay steps.

Staff Training & Educational Assistance

The annual training budget was under-spent by approximately \$20K in 2023. The spending was primarily focused on OLA Super conference, first aid certification, accessibility and leadership development. Spending was in line with 2022.

Library Materials

The collections budget was underspent by \$42K in 2023, and below 2022 spending by \$34K. This shortfall in spending is related in part to a \$12.5K reduction in processing fees. More materials were processed in-house in 2023, which is necessary for purchases through Amazon and other small vendors as well as special collections such as puzzles/games. Net savings of \$16.6K were also realized for the cancellation of 7 databases with low usage, offset by the addition of 3 new databases.

Otherwise, the re-introduction of ILLO (Inter-Library Loan), on-going participation in the More to Borrow consortium, increase in in-house repair, and the increased use of data to better understand borrowing trends and customer needs have helped ensure that the budgeted funds are being spent most effectively.

Operating Costs

As anticipated, operating costs exceeded budget in 2023. The excess in spending relates to a subscription for a new social media management platform (\$4.1K); higher legal fees (\$31K), and costs associated with award dinners (\$3.8K), primarily offset by savings in vehicle repairs & maintenance (\$6.7K), travel expenses (\$5K), and telephone contracts (\$3.4K).

Compared to 2022 spending in this area, there multiple variances such as higher legal fees (\$28K), and increased marketing spending (\$6K including \$4.1 for social media platform), ILLO postage (\$3K), printing costs (\$3K). These costs are offset by a reduction in vehicle repairs (\$12K), telephone contract reductions (\$4K), no 150th anniversary celebrations (\$4K), and reduced cost of advertising job vacancies (\$10K).

Burlington Public Library
Operating Statement Comments
December 31, 2023

Building Costs

Building costs were below 2023 budget by \$18.6K. New processes & improved vendor contracts have helped to contain costs compared to budget and 2022 actuals. Highlights of the budget difference are utility cost savings (\$14K) and pandemic/building supply savings (\$23K), offset by increase in repairs & maintenance (\$3.4K), additional cleaning services (\$10K), and annual reconciliation of rent (\$5K).

Compared to 2022, savings of \$19K were realized through a reduction in building & equipment repairs & maintenance (\$37K), pandemic supplies (\$19.8), offset by increased utility costs (\$22K), rent (\$8.8K), and increased contracted services (\$7K).

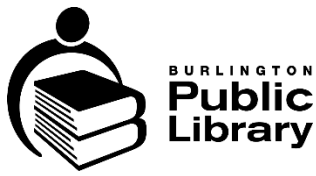
Automated Systems

Spending in this area is below budget by 9.1% or \$46K. Of this underspending, \$24K is contingency budgeting put in place to allow for unexpected opportunities that may arise. Other than the contingency, the budget is developed using a zero-based approach which means each individual cost is identified specifically to build the budget, rather than using multi-year average spending. Where existing contracts for a specific service are not already in place, estimates are used which can lead to variance in spending compared to budget.

A portion of the savings is related to unsuccessful AP automation implementation (\$12K), cancellation of hr reporting tool (\$6.6K), reduction of concurrent licenses for accounting software (\$2.2K), reallocation of training costs to staff education (\$4.9K) and the cost of new local history platform to capital where funds were budgeted (\$6.9K). Offsetting savings was the implementation of a new performance management system called Culture Amp (\$11K), which also represents the majority of the additional spending when compared to 2022 actuals.

RETAINED SAVINGS

The variances described above result in a surplus of \$134.7K. Typically for BPL the surplus is created by salary gapping but in 2023 the main driver is an increase in library-generated revenue (\$85K) and savings in overall expense categories, excluding employment costs.



BPL Audit Committee Minutes | January 11, 2024

Attendance

Board: Jennifer Tarnawski, Jason Manayathu, Ashley Cameron

Regrets: Lita Barrie

Staff: Nicole Tewkesbury, Patty Sim, Cindy Tchorz

A meeting of the Audit Committee was held on Thursday, January 11, 2024, via MS Teams.

Minutes

1. Call to Order

The Audit Committee meeting was called to order by Jennifer Tarnawski, Committee Chair at 6:36 p.m.

2. Approval of the Agenda

Motion, Approval of the Agenda

MOVED by Jason Manayathu, SECONDED by Ashley Cameron, that the agenda be approved as presented.

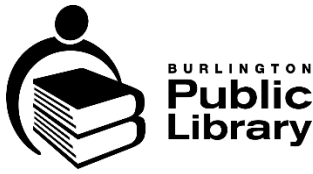
CARRIED.

3. Declarations of Interest

None.

4. Review Audit Committee Terms of Reference

The Audit Committee reviewed the Terms of Reference. Audit Committee members brought forward their questions and suggested revisions in a few sections. Library staff will revise as discussed and will circulate these changes to the Audit Committee via email for final approval prior to the January 25th Board meeting.



5. Questionable Accounting or Auditing Matters

It was noted that there were no questions that have come forward with concerns regarding any accounting and auditing matters.

6. Related Party Transactions

As referenced in the Audit Committee Terms of Reference, all Library Board members must complete a form annually identifying any related party transactions with BPL. The form will be provided at the January 25th Board meeting.

7. 2023 Audit Plan and Confirmation of Changes Letter

The Audit Committee reviewed the 2023 audit plan. Library staff are not anticipating any impact on BPL from the new public standards noted in the appendix of the report. Audit fees remain the same for 2023 and for the 2024 audit. The audit is scheduled to happen through the online portal during the week of March 11th.

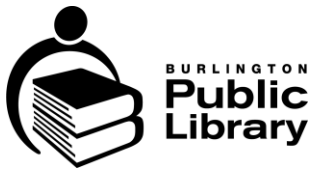
8. Other Business

Motion to Adjourn the Audit Committee Meeting

MOVED by Jason Manayathu, SECONDED by Ashley Cameron, that the Audit Committee meeting be adjourned.

CARRIED.

The Audit Committee meeting adjourned at 7:00 p.m.



7. Decision Items: 7.5 CEO Performance Review Committee

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Recommendations

THAT the Burlington Public Library Board appoint Library Board member(s) to the CEO Performance Review Committee.

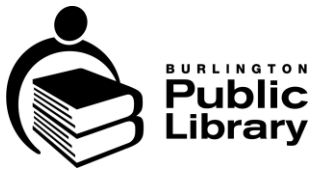
Purpose

This report is for decision regarding to elect the Board members to the annual CEO Performance Review Committee.

Background

In accordance with Burlington Public Library Board by-law, the CEO Performance Review Committee is appointed annually.

It is the responsibility of the Library Board to oversee the performance of the Chief Executive Officer who is the only Library employee under the supervision of the Library Board.



The process for the annual performance review, which includes the annual appointment of the CEO Performance Review Committee, is outlined in the CEO Performance Appraisal Committee Terms of Reference, Appendix B of the Board By-law.

Membership on the CEO Performance Review Committee includes the Board Chair, Board Vice Chair, and a minimum of one other Board member selected and approved by the Library Board.

Discussion

The Chair will request Board volunteer(s) for this committee at the January meeting.

Financial Considerations

n/a

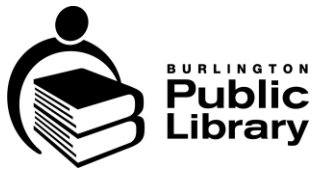
Strategic Implications

One of the Library Board core functions is the oversight of the Strategic Plan. A strong Board, with an active and engagement executive and committees, supports and 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

Board members elected and appointed to these roles help to ensure that the Library is aligning with our commitment to Equity, Diversity & Inclusion as outline in the Library's [Policy](#).



Risk Management

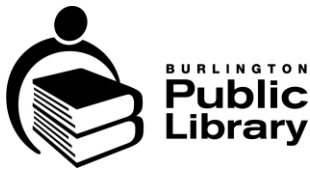
Board elections and appoints are critical to the function of the Library Board in its governance role.

Policy

Related policy: [Board Procedural By-Law](#).

Respectfully submitted by:

Lita Barrie, Chief Executive Officer



7. Decision Items: 7.6 Southeast Expansion Branch Naming

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Recommendation

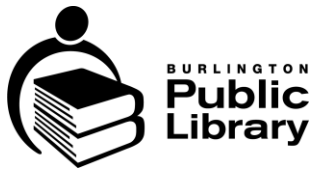
THAT the Burlington Public Library Board approve retaining the existing branch name for the relocation of New Appleby Branch to 5151 New St in 2025.

Purpose

To seek the Board’s direction for the naming of the relocated New Appleby branch in accordance with BPL’s Naming Rights Policy.

Background

In May 2022, the board reviewed and approved the Naming Rights Policy, which gives the library board authority for naming rights on all public library facilities within its jurisdiction. With the moving of New Appleby Branch to 5151 New St., there is an opportunity to consider the name for the branch location.



In December 2023, the City of Burlington Council approved Robert Bateman Community Centre as the new name for the location currently known as Robert Bateman High School based on public engagement. The City received 221 suggestions, with 44% in favour of the name Robert Bateman.

Discussion

BPL staff considered two primary options for the name of the branch at 5151 New St. Below are reasons why each name was chosen as a suggestion:

New Appleby Branch

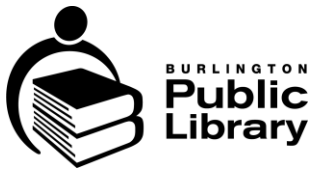
- Name recognition already exists within the community. This library branch was originally named in 1971 and did not change names when it moved up the street in 1983.
- This is not an additional location, but an existing library that is moving.
- BPL's Naming Policy prioritizes geographic naming convention over individual's names. This exists to provide an easy reference point for the community in which the library resides.
- Geographically, the new location is closer to the New St and Appleby Line intersection than the existing location at Fairview and Appleby.
- This is a shared facility with multiple tenants. There is no expectation that all tenants will name their locations after the facility name.

Robert Bateman Branch

- This would align with the City's community engagement.
- For simplicity and ease, naming the branch after the facility where it is located helps customers identify where it is. For Example, Tansley Woods and Brant Hills libraries share the same name as the City facility. Alton library does not and there is some confusion when referring to Haber or Alton.

BPL staff are proposing a recommendation to keep the same name as the existing branch, New Appleby Branch and treat this as a relocation of the current branch.

Note: The Naming Rights Policy states "where the name of an individual is proposed, consent shall be obtained from the individual or their next of kin prior to Library Board consideration." Staff have not sought consent to use Robert Bateman's name because of the nature of the connection with the city naming process. Should this name be



chosen by the Library Board, staff will pursue next steps in accordance with library policy.

Financial Considerations

The proposed name requires no additional changes and results in no direct financial impact. As mentioned in the Naming Rights Policy, consideration would be given to any cost to the Library associated with the naming or renaming including signage, printing of promotional material, updating records and building community recognition.

Strategic Implications

This initiative aligns with the current strategic plan under Strategic Goal 2: Inspire discovery with diverse collections, services and space as BPL works to extend our physical presence in the community.

Equity, Diversity, and Inclusion Considerations

As outlined in the Naming Rights Policy, consideration may be given to both the long-term and short-term appropriateness and acceptability of a naming. As a public library, we recognize the potential barriers to equity, diversity and inclusion in service and spaces that can be unintentionally produced through the naming of Library spaces and facilities.

Risk Management

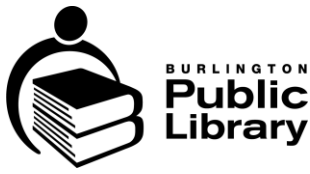
There is little risk in keeping the same name as the existing branch. Engagement sessions and city information have already been referring to the relocation of the New Appleby branch. Awareness and promotion strategies will continue.

Policy

Related Policy is the [Naming Rights Policy](#).

Report Authors

Respectfully submitted: Lita Barrie, CEO and Meg Uttangi Matsos, Director, Service Design & Innovation.



8. Discussion Items: 8.1 Board Self Evaluation

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Purpose

To provide the Library Board with the results of the annual Board self-evaluation survey.

Background

The 2023 Board Evaluation Survey was shared with Board members in November. 5 of 7 Board members responded to the survey resulting in a 71% rate of completion. For 2022, the completion rate was 43%.

Discussion

The survey results are summarized below. Where comments were provided at the end of a section those have been included verbatim in the report.

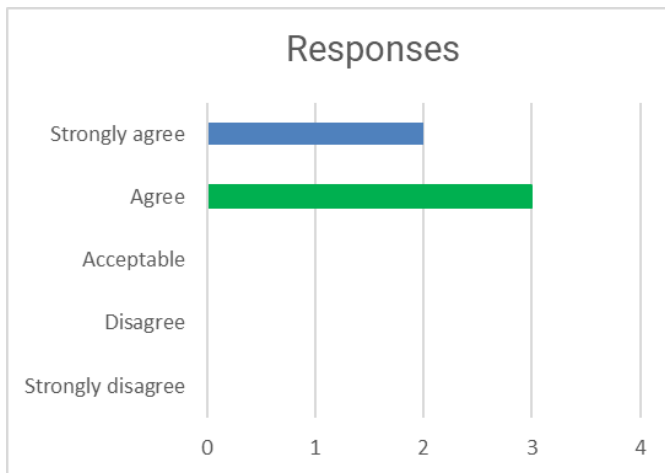
** Note there were 6 responses recorded for questions 4 & 6. Two answers were recorded from one of the respondents for these two questions.

Board Evaluation Survey scale

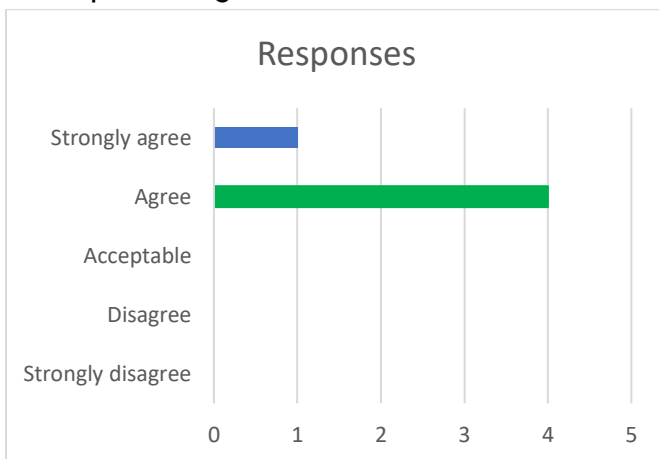
Strongly Disagree	Disagree	Acceptable	Agree	Strongly Agree
1	2	3	4	5

Governance Role

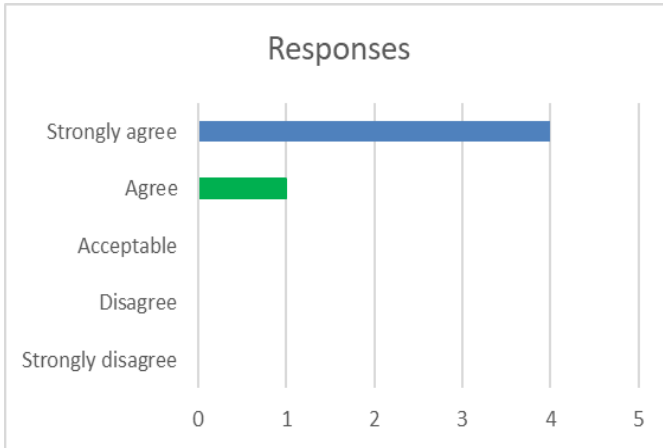
1. The Orientation for the new Board term was adequate.



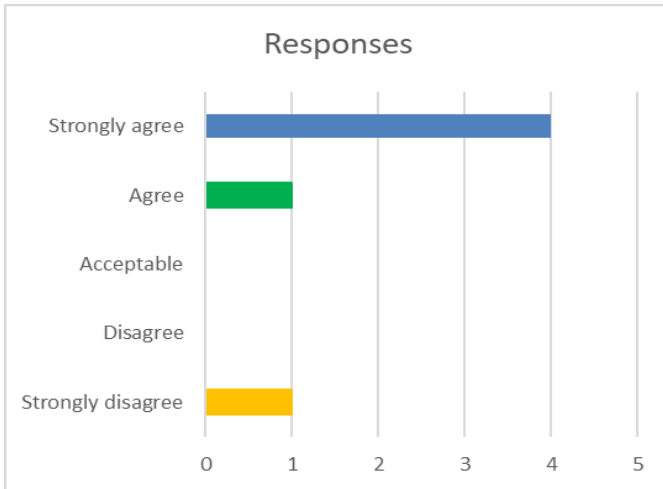
2. The Board adequately understands the legislation, regulations and policies that impact the governance of BPL.



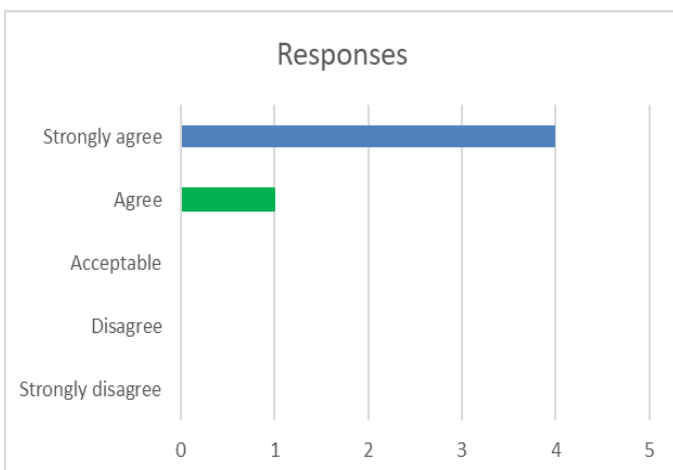
3. Plans and initiatives approved by the Board demonstrate value for money and a prudent use of public funds.



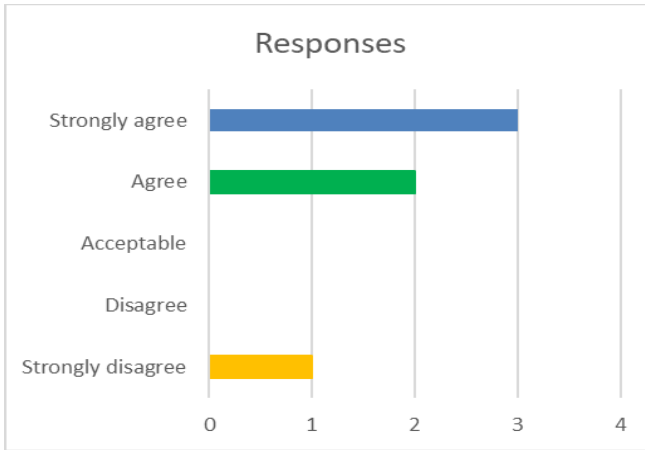
4. The Board reviews and approves operating capital budget submissions ensuring that they are aligned with Library and City priorities



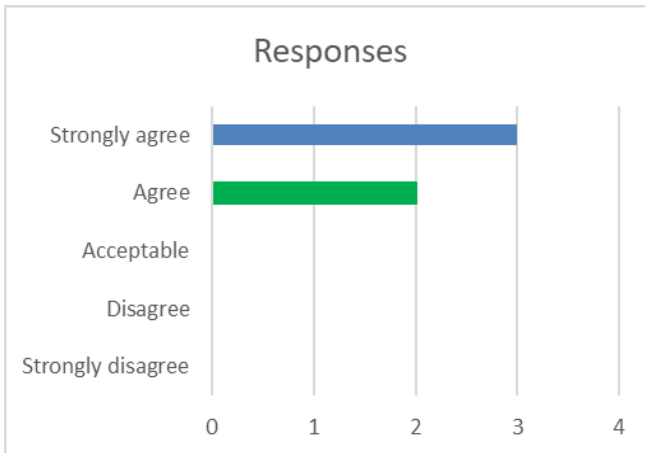
5. The Board ensures that its Financial Policy is adhered to



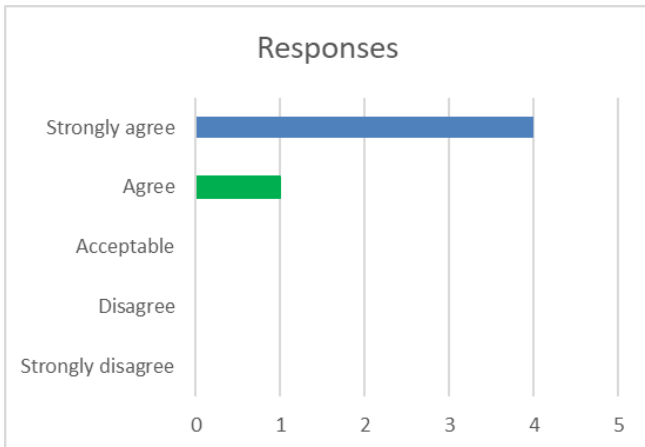
6. The Board reviews the annual audited financial statements and takes action where necessary



7. Board members demonstrate clear understanding of the respective roles of the Board and the CEO



8. Board membership provides for diverse representation, expertise and experience

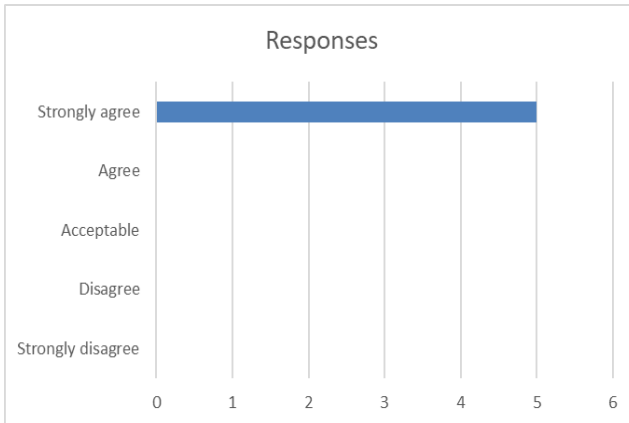


Governance Section Comments

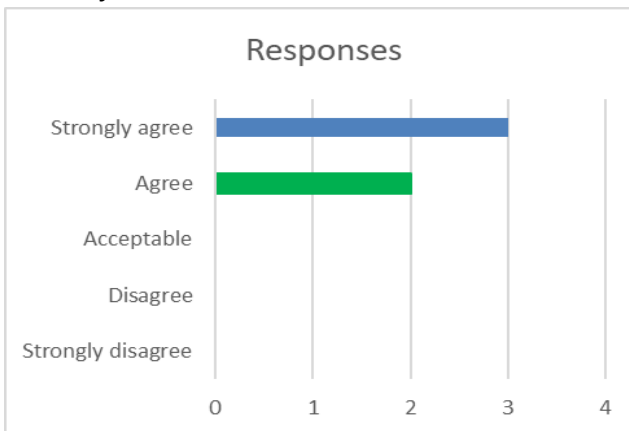
- The ongoing board education has been great. The board seems to clearly understand the scope of its governance role and works effectively with the CEO.

Integrity, Ethics and Values

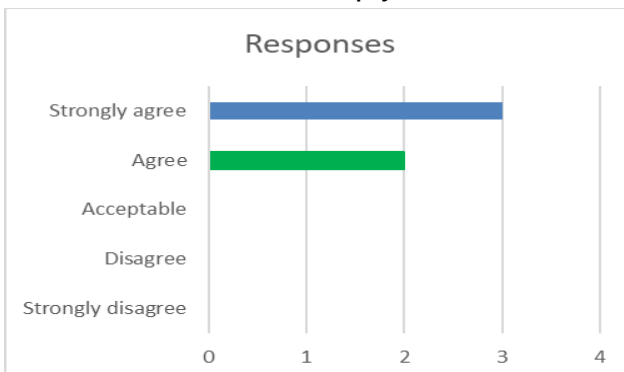
9. Board discussions are guided by the best interests of the Library and the public it serves



10. Board members participate in discussions in a manner that is reflective of their duty



10. Board members comply with the Board's Code of Conduct

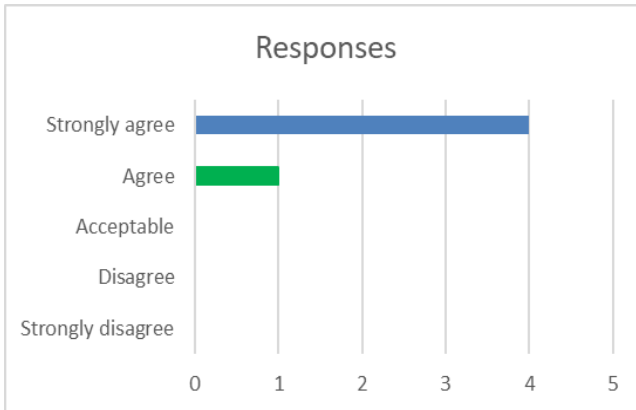


Integrity, Ethics & Values Comments

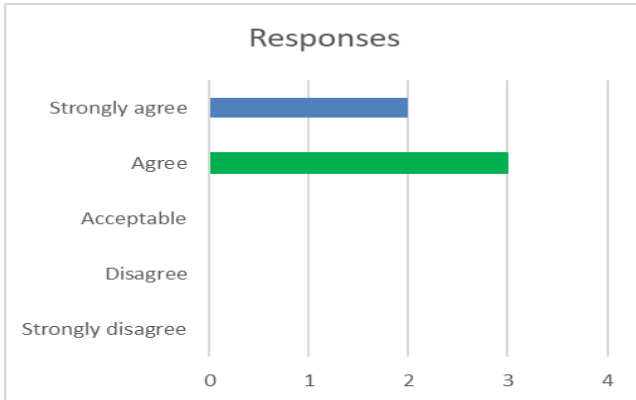
- Board members are clearly passionate about the community and representing the community's best interests.

Strategy Planning

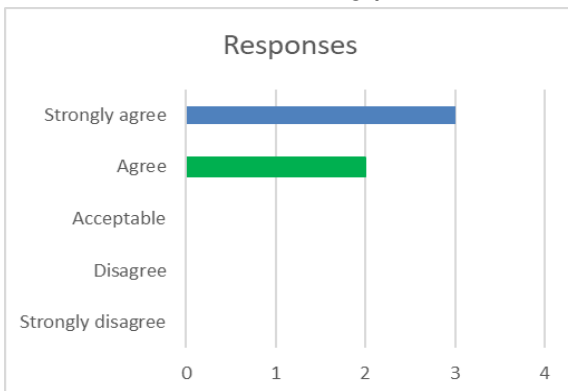
11. The Board has an approved strategic plan and clear vision, mission, and values statements



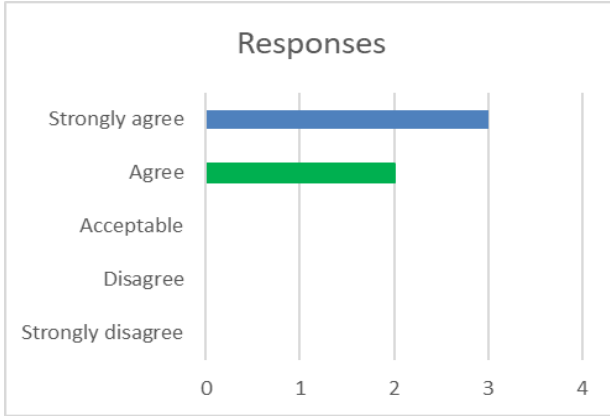
12. The Board's meeting agenda reflects a strategic versus operational focus



13. The Board monitoring plans to achieve strategic goals and priorities



14. The Library's Performance Measures are realistic and challenging

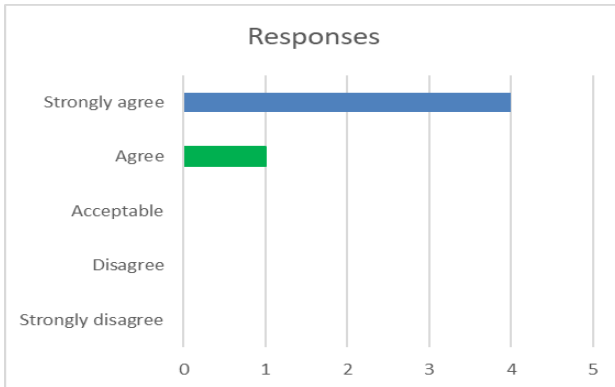


Strategic Planning Comments

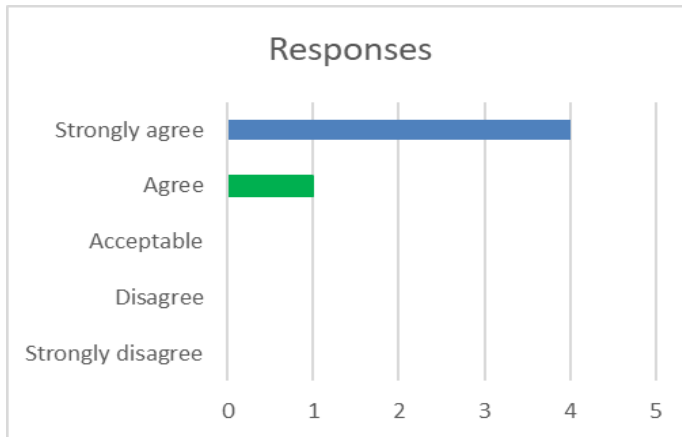
- The strategy and related performance metrics very clearly help the board monitor progress and impact. Acknowledge that metrics are being refined over time and that this is an iterative /learning process.
- It is great to hear the results of progress being made, with the Strategic Plan Scorecard with 2023 initiatives and targets, and customer survey results.

Teamwork and Collaboration

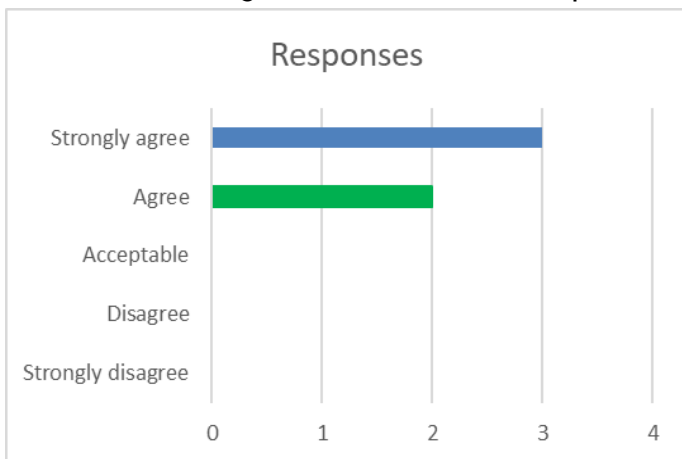
15. All Board members fulfill their roles and responsibilities and at meetings, have an opportunity to contribute equally to Board discussion.



16. Members act collegially, debate independently and decide collectively



17. There is a high level of trust and respect between Board members

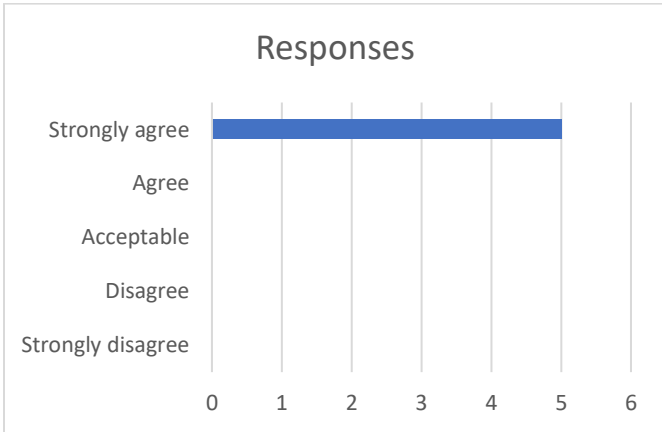


Teamwork and Collaboration Comments:

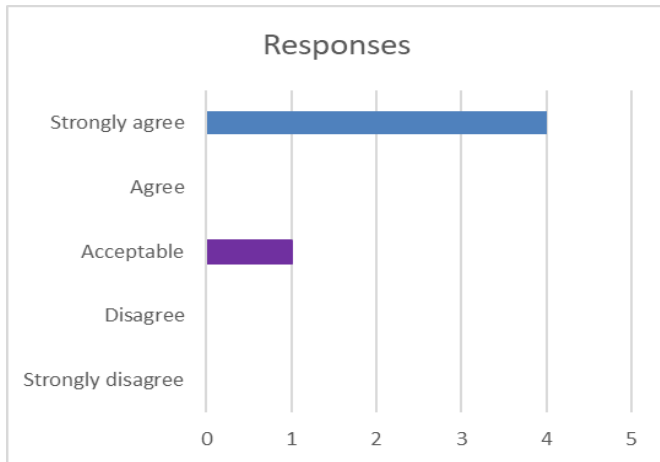
- The discussions and interactions in our board meetings are highly respectful and collaborative. It is my impression that board members feel safe voicing opinions, are open to hearing fellow board members' ideas, and are comfortable with having constructive debate on potentially complex issues. Board members demonstrate a curiosity and learning mindset, fostering a collaborative and collegial environment.
- While this is happening for the most part, I would encourage all board members to stay as present as possible during board meetings (e.g., stay off personal device).

Advocacy and Communication

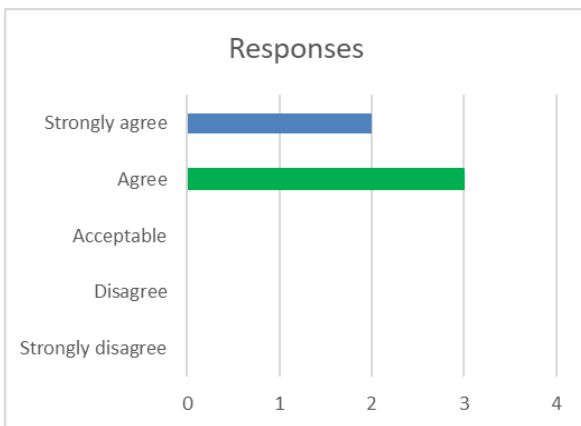
18. The relationship between the Board and the CEO is appropriate and effective.



19. Board members have a current and adequate understanding of the issues facing stakeholders, partners and communities as well as the culture in which the library works



19. The Board ensures that the Library accomplishments and challenges are communicated to stakeholders and the community

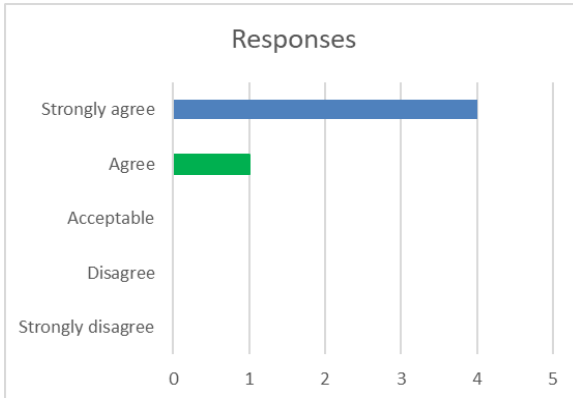


Advocacy and Communication Comments

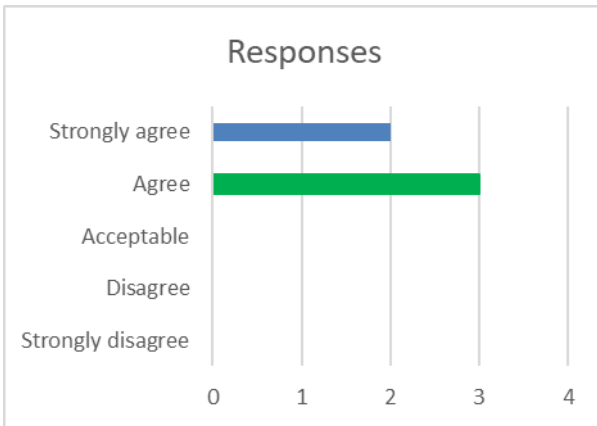
- I appreciate the advocacy and communication efforts around the "Overdue" report.

Overall Effectiveness

20. The Board is effective and performs well



21. The Board has worked effectively through virtual meetings in response to the COVID-19 pandemic



Overall Effectiveness Comments:

- The working relationship between the Board and CEO/Senior Leaders is very effective. As a new Board member, the onboarding experience was excellent.
- Meetings continue to be effective as the board has moved from completely virtual meetings to hybrid meetings. BPL's hybrid meeting technology is fantastic and the flexibility to join in person or remotely has help board members stay engaged even when they cannot be present physically.

Suggestions for Improvements in 2024 Comments:

- I thought how Lita initiated one-on-one calls in fall 2024 with each board member was a great idea, and hopefully some of those suggestions and topics will be incorporated into our 2024 meetings and agendas. Will be looking forward to planning the new strat plan and hearing how progress goes at the Bateman branch.

Areas to strengthen and continue to develop for 2024 include:

- The Board's feedback related to Board development topics has been integrated into the 2024 Board Governance and Work plan.
- Continue to ensure that the Board's meeting agenda reflects a strategic versus operational focus.
- Continue to review how the Board's accomplishments are communicated to the community and key stakeholders.

Financial Considerations

The annual Board Self Evaluation and related work will be funded through the Operating budget.

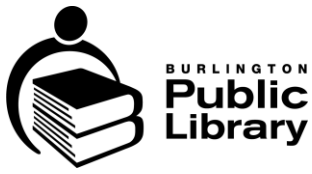
Strategic Implications

One of the Library Board core functions is oversight of the Strategic Plan. A strong Board evaluation process supports and 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

Board self-evaluations provides an opportunity increase awareness among diverse community members to ensure representation on BPL board, reduce barriers to Board



participation and the strengthen of the equity, diversity, and inclusion lens in the work of the Board.

Risk Management

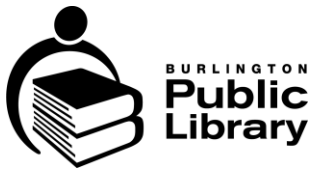
Board self-evaluation is an opportunity to increase understanding of the function of the Library Board in its governance. Transparency and clarity are critical for the Library Board.

Policy

Related policies include the [Board Procedural By-Law](#).

Respectfully submitted by:

Lita Barrie, Chief Executive Officer



8. Discussion Items: 8.2 SouthEast Expansion Community Consultation

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Purpose	1
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Risk Management	3
Policy	4
Final Remarks	4

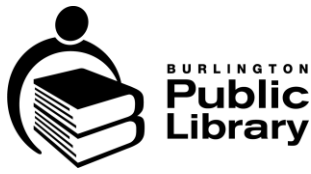
Purpose

To provide the Board with an update regarding the library’s community engagement efforts in support of the Library’s Southeast Expansion project.

Background

In September and October 2023, Burlington Public Library sourced community input for the Southeast Expansion project. This included:

- BPL staff presence and engagement sticker board in City of Burlington booth at Food for Feedback
- Staffed BPL booth and engagement sticker boards at Appleby Streetfest
- Self-guided engagement sticker boards at New Appleby Branch and Central Branch for the full month of October
- BPL staff presence at City of Burlington in-person and virtual visioning sessions



During the staffed engagement sessions, 1,139 responses were received on the sticker engagement boards. Comments were also received and recorded. An additional 4,682 responses were received on the self-guided sticker engagement boards at branches. As summary of the branch catchment demographics and the data collected during the fall consultations is attached as an appendix.

Common Themes

- Families with kids, older adults, and hybrid workers were the three most selected identities.
- In person for checking out items and in person to use library space accounted for more than half of “How do you use the library” responses. (there was no virtual survey, so this is not fully representative of library use)
- Activities with kids, reading, and quiet work or study were the main responses for “What do you use the library space for most often?”
- Replies to “How do you use technology in the library” varied. Using the library computers and using my own computer with library Wi-Fi each made up a quarter of responses.
- Responses were also varied for “What programs would you like to see at the library’s new location?” Arts, culture, and creative activities received the most stickers.

Discussion

In February 2024, BPL leaders will host structured engagement sessions to provide a project update and home in on themes identified during the self-guided engagement opportunities.

In-person (Centennial Hall): February 26, 7-8:30 p.m.

Virtual (Zoom): February 29, 7-8:30 p.m.

Format

1. Introduction and overview of project, showcase renderings, outline scope of input.
2. Overview and visualization of data and responses gathered on self-guided engagement boards.



3. Live surveying: attendees vote (with coloured cards in person and on Kahoot for virtual) on multiple choice questions to get specific input on themes identified by engagement boards.
4. Breakout conversations with BPL leaders on four key topics: children and families, technology needs, library programming, access to spaces and resources. We will also provide:
 - Comment cards for customers who would prefer to leave written input.
 - Business cards for follow up questions to key leaders.

Financial Considerations

Funding for the Southeast expansion is identified in BPL's Capital reserves. BPL is a participant in this COB contract. The costs associated with the Community Engagement events and the related work will be funded through the approved Operating budget.

Equity, Diversity, & Inclusion Considerations

The relocation of the New Appleby branch is an important opportunity to reduce systemic barriers and prioritize universal design. Seeking community input in different ways broadens our reach and the community's involvement.

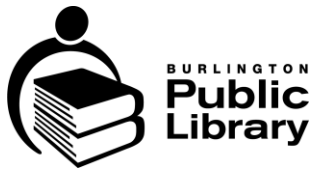
When registering for engagement sessions, customers can identify accessibility accommodation needs, which we will support to ensure their full participation in the event(s).

Risk Management

There is a risk that attendees will wish to provide input outside the scope of these engagement sessions (building design, parking, etc.). We will mitigate this risk by outlining the key focus areas for input in event communications and restating the scope during the event introduction.

We will redirect questions and comments outside our scope to the City of Burlington, as appropriate, and will have notified City colleagues of these sessions so they can prepare for a possible influx of questions and comments.

The Library intends to announce its naming decision for the new branch location during these engagement sessions. There is risk that the public will have negative feelings



about the chosen name and/or the Library's decision to choose a name without public input. We will share the Library's naming policy, if asked, which guides our decision-making process.

Policy

There are no directly related policies.

Final Remarks

Staff will continue to keep the Board informed as the processes for the Bateman school site continue to move forward.

Report Author(s)

Respectfully submitted by: Elise Copps, Director, Communications & Engagement and Lita Barrie, Chief Executive Officer

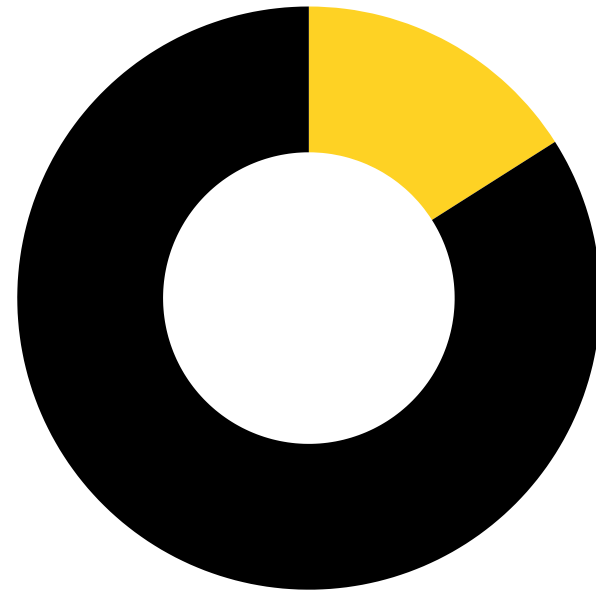
Southeast Expansion

Community Engagement Data

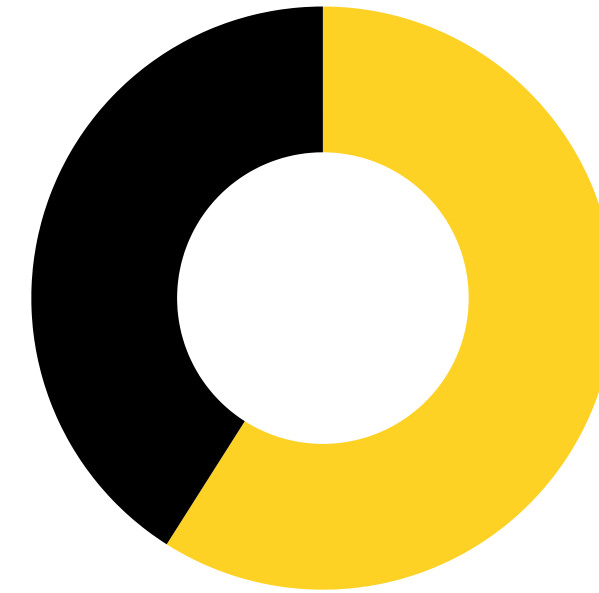


New Appleby Branch Catchment Census Data

31,815 people, 16% of Burlington's population



59% college/university educated

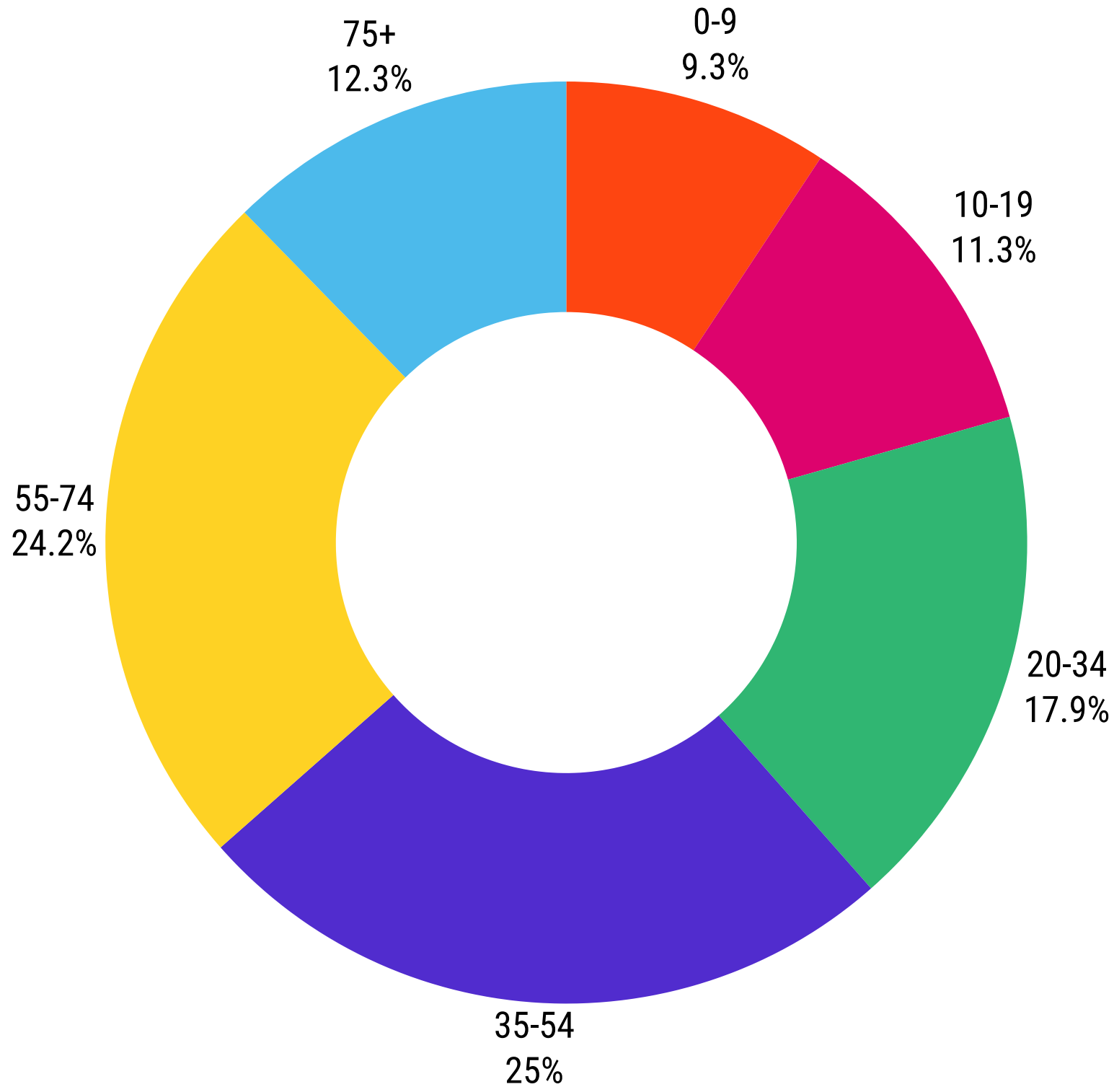


23% immigrant population



*Source: 2021 Census Data

Age Distribution in New Appleby Branch Catchment



*Source: 2021 Census Data



Engagement Data

From responses to questions posed on engagement boards:

- staffed engagement boards at City of Burlington Food for Feedback event
- staffed engagement boards at Appleby Streetfest
- self-guided engagement boards at New Appleby Branch and Central Branch for all of October 2023

Contributor Identities

*identities were not surveyed at Food for Feedback due to space limitations

- Newcomer to Canada
- High School or Post-Secondary
- Single or "Empty Nesters"
- Older Adult
- Person with a Disability
- Hybrid or Work From Home Professional
- Family with kids at home



*Source: Community Engagement Boards Summer/Fall 2023

How do you use the library?

- In person for checking out items
- Online for checking out digital collections
- In person to attend programs
- Online to attend programs
- In person to use computers, Wifi and other technology
- In person to use the library space



*Source: Community Engagement Boards Summer/Fall 2023

What do you use library space for most often?

- Attending programs
- Resting and refreshing
- Socializing with friends
- Group work or study
- Activities with kids
- Reading
- Quiet working or studying



*Source: Community Engagement Boards Summer/Fall 2023

How do you usually use technology in the library?

- Using the library computer
- Using my own computer with library Wifi
- Printing or scanning
- Using the library's digital resources like Ancestry.co...
- Videoconferencing (Zoom, Teams, etc.)
- Using specialized equipment (magnifying aids, Mak...



*Source: Community Engagement Boards Summer/Fall 2023

What kind of programs would you like to see at the library's new location?

- Preschool/early years programs
- Kids STEAM programs
- Author events
- Health & wellness classes
- Arts, culture and creative activities
- Technology programs for adults
- Support programs like legal, housing, financial plann...



*Source: Community Engagement Boards Summer/Fall 2023

9. Information Items: 9.1 CEO Report - January Update

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Purpose	1
Enhance Community Well-being	1
Inspire Discovery with Diverse Collections, Services and Spaces.....	2
Create a Workforce Culture Driven by our Organizational Values	2

Purpose

The CEO report for January 2024 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



Alzheimer’s Awareness Month

January marks [Alzheimer’s Awareness month](#). The library offers free health and well-being programs for adults who want to boost their health and reduce risk factors for dementia. We partner with local organizations like Alzheimer Society of Brant, Haldimand Norfolk and Hamilton Halton, and Burlington Family Health Team to provide workshops in person and online.

We are also promoting BPL's [cognitive care kits](#). Cognitive care kits help support the skills and abilities of people with early-, mid-, and late-stage dementia. Each of BPL's 20 unique dementia-friendly kits includes various prepared activities, games, and workbooks. They are a great way to encourage social engagement and promote success with daily activities.

Inspire Discovery with Diverse Collections, Services and Spaces



DiscoverySpace Opening

On January 8, BPL's DiscoverySpace opened. This space is a hands-on zone dedicated to learning, creating, and building, together as a family.

The DiscoverySpace is located on the second floor at Central Branch, near the children's area. This location was formerly the Makerspace. When the Makerspace was moved to the third floor, our goal was to reimagine the room as a hub for kids and families to create and explore through STEAM. The resources in the DiscoverySpace fall into three main categories:

- **Build** (ie. LEGO, Gravitrax, etc.) shelved in bins with purple labels
- **Create** (ie. art supplies & art tech) shelved in bins with blue labels
- **Tinker** (ie. Cubelets) shelved in bins with green labels

Each resource includes a 'how-to' instruction sheet with tips for "Getting Started" and prompts to "Try This!"

The DiscoverySpace is both a space and a service. Most hours, it will operate a self-guided zone where families can drop-by, grab an activity bin and start exploring - all on

their own. We will also continue to offer drop-in and registered STEAM programs in the space.

Open Hours

- Monday to Wednesday 1pm - 8pm
- Thursdays 1pm-6pm *registered staff-led STEAM programs 6:30-7:30pm
- Fridays 1pm - 4pm
- Saturday 10am-4pm
- Sunday 10am-4pm



[Roly Bird Collection](#) Now Online

In 2003, former Burlington Mayor, Roly Bird, donated thirty boxes of items from his personal archive to BPL. This included minutes, correspondence, memorabilia, photographs, artwork, plaques, newspaper clippings, and miscellaneous political files and records. He also donated a gracious endowment to use in the care and processing of the collection. The endowment and a Young Canada Works at Building Careers in Heritage program grant from the Government of Canada allowed the library to hire an internship student to process and digitize the collection. To access the collection, select 'Browse by Collection' in the [Burlington Digital Archive](#) and scroll to find the digitized Roly Bird Collection.

New Digital Resources and more eBooks

In 2024, BPL added two new [digital resources](#) and additional eBook content to an existing online collection.

Morningstar Investment Centre – This resource provides in-depth, trusted analysis of over 1500 companies, funds and ETFs, along with investing tutorials and personal finance planning tools.

Britannica Library – A trusted name in information, this resource includes three databases divided by age offering curated articles and magazines, images, videos, audio clips, primary sources, maps, research tools and recommended websites. New and revised articles are added each month.

Hoopla Ebooks – In mid-January, BPL customers will have access to Hoopla’s eBook collection, in addition to existing streaming content. Over 700,000 eBook titles will be available instantly! Customers can borrow 8 titles per month, with a loan period of 21 days.



Early Years Engineering Kits and Additional Tech

In collaboration with McMaster University Women in Engineering, BPL is offering customers [Early Years Engineering kits](#). The kits include a collection of books and toys designed to encourage and support young children ages 3 years and older in developing a STEM (Science, Technology, Engineering, Math) mindset and learning about various forms of engineering. Each kit contains open-ended STEM materials, a brochure with play prompts, and information on supporting STEM play for caregivers.

At the end of 2023, BPL added two new items to our [technology lending collection](#):

- USB DVD players to use in the library. Simply plug the unit into a computer’s USB port to play your favourite DVD or CD.

- Yoto Mini audio players for kids are screen-free, smart speakers that play audio cards featuring a variety of fiction and non-fiction titles, including Llama Llama, Peppa Pig, and other popular stories.



Exam Cram

[Exam Cram](#) study hall runs from Monday, January 22 to Monday, January 30. All branches will have tasty treat giveaways and brain break activities to encourage students to take a pause from studying and do a quiet activity.

Individual and group study spaces are available at all branches. We are also adding extra seating on Central's 3rd floor, and programming rooms and open spaces where possible.

Create a Workforce Culture Driven by our Organizational Values

Job Evaluation Implementation

On January 1, 2024, the 2024 Salary Schedule took effect for all staff. This is the second phase of BPL job evaluation implementation plan.

Learning and Development

At our January BPL staff Townhall, we shared our systemwide areas of focus for employee learning and development in 2024:

- **Human First Approach:** We'll be rolling out a system-wide conversation about a human first approach that embraces our shared humanity. This will build on feedback and input we gathered from Customer Experience team Town Halls in 2023.

- **Centre for Free Expression Intellectual Freedom Workshop:** This spring, we'll be offering training to ensure all BPL staff feel confident supporting BPL's core value of intellectual freedom. We will be utilizing a program developed Edmonton Public Library and Toronto Metropolitan University's Centre for Free Expression specifically for Canadian public libraries.
- **Digital Equity:** We'll be developing training based on employee input to support BPL's Digital Equity Plan, including a 2024 Staff Development Day focused on Digital Equity.
- **Core Equity, Diversity, and Inclusion training:** As part of BPL's EDI Plan, we have been working implementing a core training program for all staff and Library Board members.

Human Resources Information System MFA Implementation

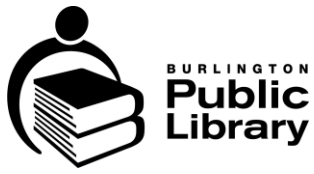
On Tuesday, January 16, BPL implemented Multifactor Authentication (MFA) on Dayforce, BPL's human resources information system, for all employees.

Ontario Public Library Advocacy

On January 10, I had an opportunity to delegate to the Province of Ontario's Standing Committee on Finance and Economic Affairs as part of the Pre-Budget Consultations for 2024.

Ontario's public libraries are a vital public resource. I spoke about the Federation of Ontario Public Libraries' three key budget priorities. These are aimed at enabling public libraries to continue supporting all Ontarians:

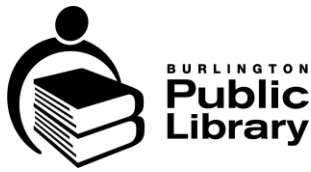
- **The Ontario Digital Library:** We are requesting \$15 million to create the Ontario Digital Public Library which would provide a core set of high-impact digital resources to every public library. Larger libraries, like BPL, would be able to reinvest the money that we are currently spending on these subscriptions to other high-need areas. Small libraries would be able to provide access to this content for the first time.
- **Funding for First Nations Public Libraries:** \$2 million to support First Nations public libraries. Of the 133 First Nations communities in Ontario, only 39 have public libraries and none of those libraries have operating funding. They currently rely mainly on grants.
- **Increase to the Ontario Public Library Operating Grant:** Public libraries receive an annual public library operating grant from the Province of Ontario. Unfortunately, there has been no increase from the province to that grant in over 25 years.



The response from MPPs was positive. Library leaders are meeting with elected representatives across the province and seeing clear signs of support.

Report Author

Respectfully submitted: Lita Barrie, Chief Executive Officer



9. Information Items: 9.2 Annual Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) Report

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Purpose

To update the Board regarding BPL’s annual MFIPPA reporting

Background

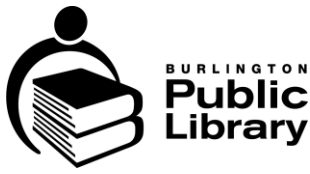
BPL is required by the MFIPPA legislation to report annually to the Office of the Information and Privacy Commissioner of Ontario, the number of requests received for access to library records from the public and from law enforcement agencies.

Discussion

In 2023, no requests were received from the public and no requests were made by law enforcement under this legislation. A form to this effect has been submitted to the Information and Privacy Commissioner of Ontario.

Financial Considerations

N/A



Strategic Implications

This requirement aligns with the current strategic plan under Strategic Goal 1: Enhance Community Well-being to support BPL to make informed and data driven customer services and budgetary decisions.

Equity, Diversity & Inclusion Considerations

Strong privacy policy and process positions BPL to better provide equitable service to our customers by safeguarding the stability of the organization and identifying ways by which customer may impact equity and access to library services.

Risk Management

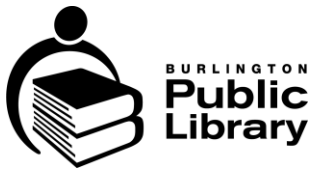
The annual report of the BPL's MFIPPA data allows the Library Board to have oversight over this legislative responsibility. The annual completion of the MFIPPA survey is part of BPL's ongoing risk management plan as part of effective library stewardship.

Policy

Related policy: Protection of Customer Privacy.

Respectfully Submitted by

Lita Barrie, Chief Executive Officer



9. Information Items: 9.3 2023 Q4 Performance Metrics Report

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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. With BPL’s Power Bi implementations complete, staff will be transition to a new reporting format for 2024.

Discussion

The following four reports are included as attachments:

- **Performance Measures Indicators**

We are continuing to see steady growth with in-person use of Library services and programs in 2023. While our visitor counts have not quite returned to 2019 levels, we saw a 39% increase over 2022. While website visits were strong, we are aware of data inaccuracies in 2023. We transitioned from Google Analytics UA to their GA4 platform in Q2. GA4 collects data differently and we had an

overlap in the transition thus inflating the results. Collections usage remains strong. In 2023, BPL had the highest circulation we've had since 2015. For the first time ever, over 1 million books were borrowed.

- **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. By the end of the January meeting, the Board will have completed 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 into 2024. However, we were able to complete all key activities outlined for 2023. For 2024, staff will be working to ensure that targets are better integrated into project planning and aligned with the data collection. The Customer Satisfaction survey is the benchmark for a number of projects that were completed after the survey was issued in June 2023.

- **HR and H&S Update**

The summary page outlines key points from the report.

Financial Considerations

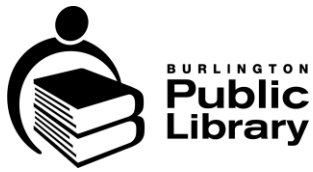
An ongoing monitoring of performance measures and key indicators is part of effective financial stewardship.

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 & Inclusion

Quarterly performance reports positions BPL to better provide analyze those equitable services are 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

Year End 2019-2023

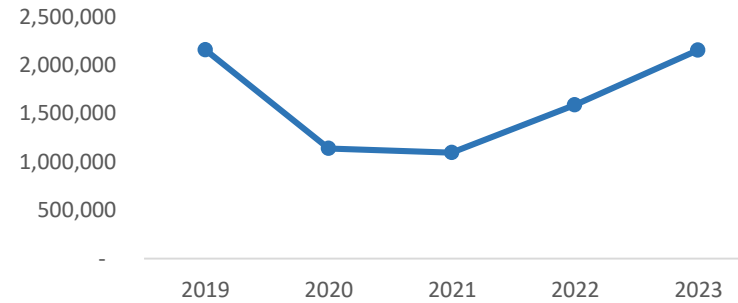


Total Visits

The number of in-person and BPL website visits

Year End Total	Change 2022	Change 2021	Change 2020	Change 2019
2,156,697	36%	97%	89%	0%

Total Visits

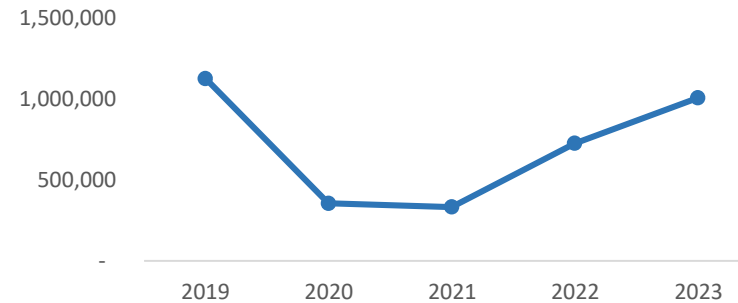


In-Person Visits

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

Year End Total	Change 2022	Change 2021	Change 2020	Change 2019
1,008,255	39%	202%	184%	-11%

In-Person Visits

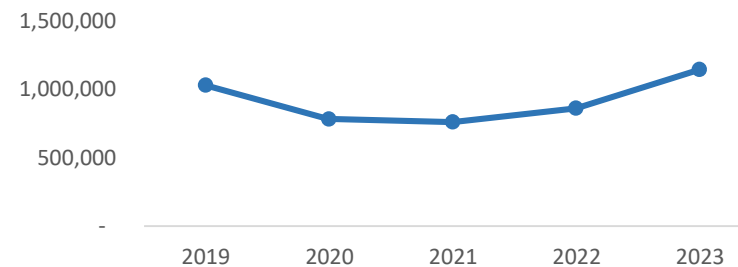


Website Visits

The number of visits to BPL's website

Year End Total	Change 2022	Change 2021	Change 2020	Change 2019
1,148,442	33%	50%	46%	11%

Website Visits



*website totals are not accurate due to the overlap of collecting data in Google Analytics as they transitioned over to their new G4 version of reporting, resulting in inflated numbers between March and early August.

PERFORMANCE MEASURES INDICATORS

BURLINGTON PUBLIC LIBRARY

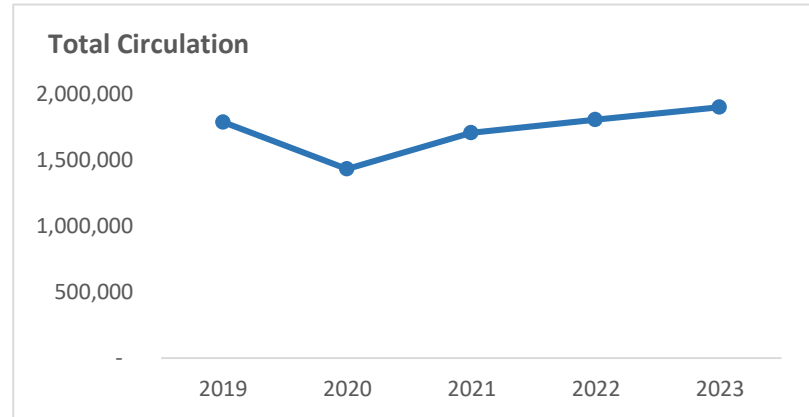
Year End 2019-2023



Total Circulation

The total of physical circulation and eCheckouts

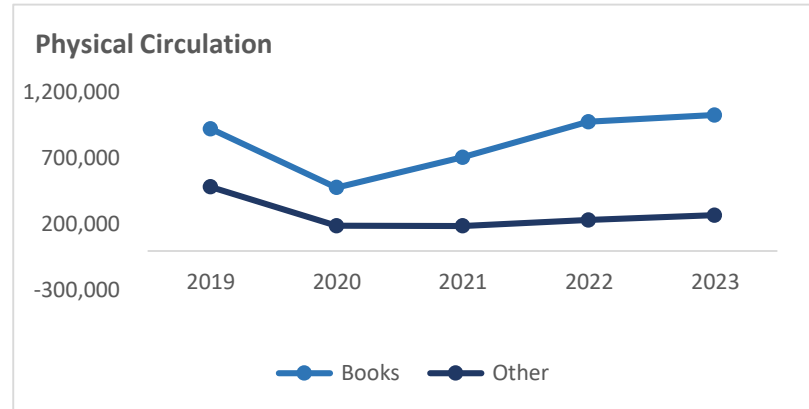
Year End Total	Change 2022	Change 2021	Change 2020	Change 2019
1,898,625	5%	11%	33%	6%



Physical Circulation

The number of customer checkouts and renewals

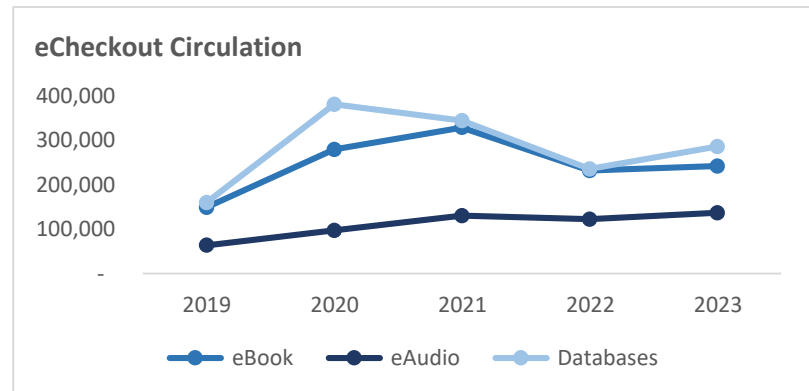
Year End Total	Change 2022	Change 2021	Change 2020	Change 2019
1,233,357	2%	37%	84%	-13%



eCheckout Circulation

The number of electronic checkouts

Year End Total	Change 2022	Change 2021	Change 2020	Change 2019
665,268	13%	-17%	-12%	78%



PERFORMANCE MEASURES INDICATORS

BURLINGTON PUBLIC LIBRARY

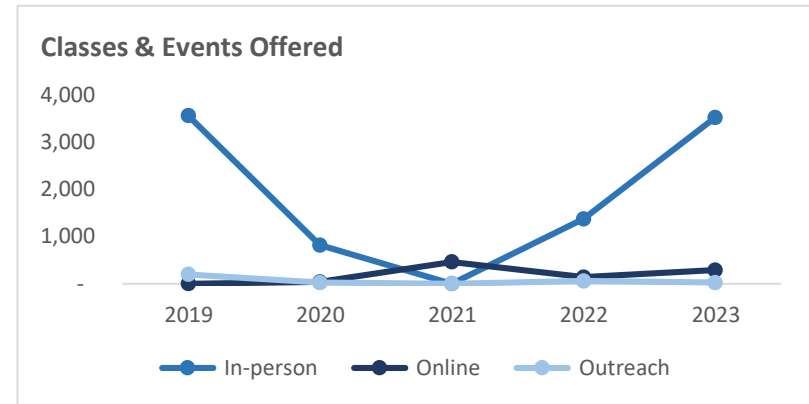
Year End 2019-2023

Classes & Events Offered

	Year End Total	Change 2022	Change 2021	Change 2020	Change 2019
Number of classes and events offered	3,829	145%	732%	339%	2%

YTD	In-person	Online	Outreach
2019	3,560	-	197
2020	816	36	21
2021	-	460	-
2022	1,373	136	57
2023	3,525	286	18

Partnership Programs
15%

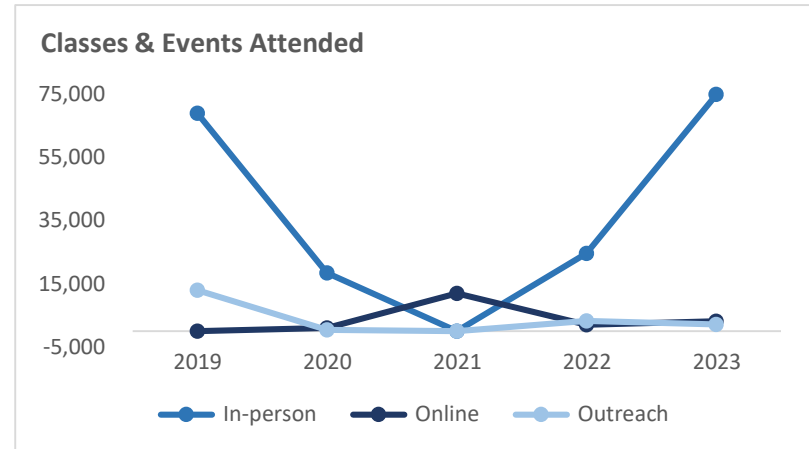


Classes & Events Attended

	Year End Total	Change 2022	Change 2021	Change 2020	Change 2019
Attendance at classes and events offered	80,082	168%	571%	303%	-2%

YTD	In-person	Online	Outreach
2019	68,900	-	12,949
2020	18,438	982	428
2021	-	11,938	-
2022	24,581	2,058	3,221
2023	74,887	3,106	2,089

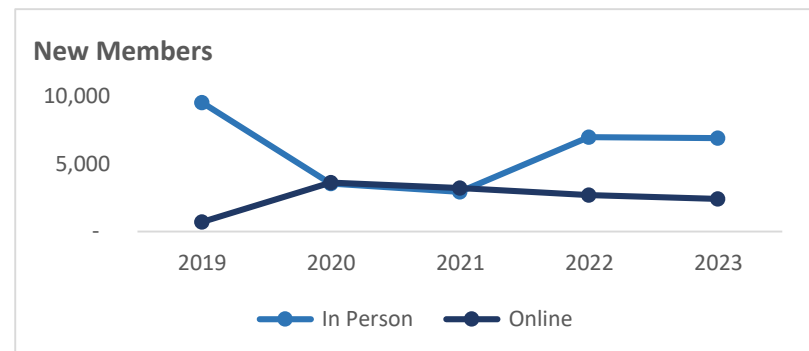
Partnership Programs
10%



New Members

	Year End Total	Change 2022	Change 2021	Change 2020	Change 2019
New in-person & online memberships	9,286	-4%	51%	30%	-9%

Total Active Members
92,392



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



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.

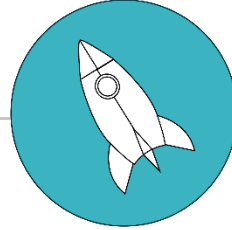
- Systems for collecting, segmenting, analyzing, and reporting data
- Measurable Key Performance Indicators (KPIs)

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.

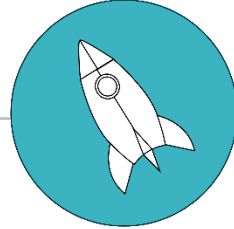
- Customer first culture
- Customer satisfaction KPIs



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 – Q4 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 – Q4 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	Complete
	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	Phase 2 in 2024 /survey target not met
			Customer Satisfaction survey - satisfaction with library space		Update 2019 Facilities Masterplan	Q4	Complete Board approved / 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 2022 of 63%	Public Access Computer Renewal	Q3	Complete / survey target not met
					Digital Inclusion Plan	Q4	Complete
	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 & replacement scheduled for 2024
					System plan and timeline for completion of the LED retrofit;	Q4	Timeline extended

Strategic Plan Scorecard with 2023 Initiatives & Targets – Q4 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	Complete target not met
					Implement Performance Management Software platform: Platform went live on September 8.	Q3	Complete
	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	Complete
	L3	Identify and align staff skills, tools, and motivation that are centered on our organizational values of accountability, collaboration, innovation and learning	Great Place to Work Overall satisfaction indicator	Increase overall satisfaction 1% to 84%	Great Places to Work Survey scheduled for November 2023	Q4	Complete target not met
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	Approved
			Capital Budget	2023 Approved budget	Complete 2023 Capital Projects as outlined	Q4	Approved
			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	83
Total	142

Organizational Voluntary Turnover Rate				
Q1	Q2	Q3	Q4	YTD
1.35%	4.12%	3.34%	6.4%	15.21%*

Recruitment – At a glance					
	Q1	Q2	Q3	Q4	YTD
Number of Positions Posted *	7	10	9	3	29
Number of Applicants	1117	1576	1691	808	5192
Number of Positions Hired – Externally	14	7	7	1	29
Number of Positions Hired – Internally	1	3	2	2	8
Number of Positions Not Filled *	1	1	0	0	2
Fill Rate	94%	91%	100%	100%	96%
90 Day Retention Rate *	100%	100%	100%	100%	100%
1 Year Retention Rate	100%	95%	100%	84%	95%

Staff Health and Wellness

Health and Safety					
Type	Q1	Q2	Q3	Q4	YTD
First Aid Injuries	3	2	1	0	6
Lost Time Injuries	0	1	0	0	1
WSIB Injuries *	2	1	0	0	3
Staff on STD *	1	1	2	1	5
Staff on LTD *	2	1	1	0	2

Onboarding Survey

Participation Rate
63%

Overall Onboarding Score
90%

Summary Page

Organizational Voluntary Turnover Rate

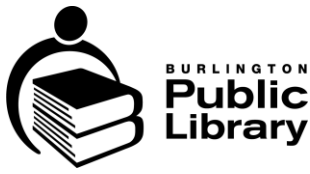
- Voluntary turnover for 2023 was a total of 15.21%. Involuntary turnover was 4.8%. Most involuntary resignations were due to contract completion for temporary roles.

Recruitment

- 29 jobs were posted (some had multiple vacancies per posting) which amounted to 37 positions total being filled.
- 2 positions were not filled, both jobs were not re-posted. Both candidates withdrew from the offer stage for personal reasons. One was a Call-In position, the other was an IT role.
- All staff hired in 2023 were retained beyond 90 days.

Health and Safety

- 3 total WSIB claims, 2 were denied by WSIB.
- 5 total STD claims, 1 was denied by Sunlife.
- 2 total LTD claims which were a continuation from 2022. No active claims at the end of 2023.



9. Information Items: 9.4 Digital Equity Plan

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Purpose

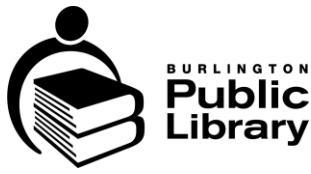
To share BPL’s Digital Equity Plan with the Library Board for information.

Background

As a public library, part of our role is to help our community access and use technology. Over the years this has included offering computer programs and tech help, providing in-branch access to public access computers, Wi-Fi and MakerSpace technology, as well as lending devices for at-home use.

With the pandemic shift to a more technology-based work environment and service model, as well as an increase in staff turnover, the result is a varied approach to training and adoption of technology across the organization. Customer feedback, including the Customer Satisfaction survey, has pointed to a need to make technology knowledge and access a priority. It has become clear that a formalized approach is necessary to assess our current state and to plan for the future.

In 2024-2025 BPL will assess whether and how the library is meeting our community’s digital needs. Staff will review current offerings, learn about our own comfort with



technology, develop skills, and plan for a digital future that includes everyone. The roadmap for this work is BPL's Digital Equity Plan, guiding the library towards our greater strategic goal of enhancing community well-being.

Discussion

More and more aspects of daily life require technology—online shopping, appointment booking, virtual learning, and library services.

Digital equity is about everyone having access to the information and technology they need to contribute to and succeed in a digital world. To achieve true digital equity, we must remove barriers to digital inclusion, especially for groups who have been underserved and underrepresented. Examples of these barriers include lack of money to purchase technology, poor access to public devices, and low knowledge or understanding of how to use technology.

BPL's Digital Equity Plan maps out how we will increase access and reduce barriers to achieve digital equity. It is divided into four interconnected parts.

Digital Infrastructure: the hardware and software the library uses to share information, connect people, and deliver our services. This includes software, like Polaris and Freshdesk, and hardware, like our servers, staff computers, and Wi-Fi access points.

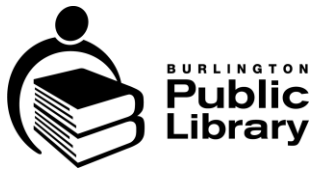
Digital Access and Technology: the items we provide for library customers to use. This includes internet access, devices, and online collections.

Digital Literacy and Skills Building: the ability to keep up with changes in technology through knowledge and skills. This exists in our customer-facing service, as well as staff training and confidence.

Digital Trust: the level of confidence library customers have in our ability to provide a secure and reliable digital experience.

Financial Considerations

The majority of the work outlined in the Digital Equity Plan will be funded through the library's approved Operating and Capital budgets. Participation in Library Impact Ontario is maintained by Toronto Public Library through provincial funding. When applicable, other grant funding, sponsorship and donation opportunities will be explored.



Strategic Implications

BPL's 2021-2025 Strategic Plan outlines the importance of planning for a digital future.

- Strategic Priority 1: Enhance community wellbeing. BPL will enhance and support digital inclusion and literacy through the continued research, development, and delivery of technology for use in and outside of the library. We will do this by making access to digital technology a priority through current and emerging software and equipment.
- Strategic Priority 2: Inspire discovery with diverse collections, services, and spaces speaks to using an equity lens to 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.
- Strategic Priority 3: Create a workforce culture driven by our organizational values aligns staff skills, tools, and motivation by making technology knowledge a priority.

Equity, Diversity, and Inclusion Considerations

Digital equity strives to remove barriers to digital inclusion, especially for groups who have been underserved and underrepresented. The library recognizes that while expanding and growing access and support of new technology, there are many in our community that still seek low-tech ways to interact with library services. We will continue to ensure that alternate options are available to them.

Risk Management

BPL's Digital Equity Plan will provide an important opportunity for the library to demonstrate our mission and values to the community and serves to respond to community needs. This work will also strengthen the awareness and skills of staff and library customers with regard to cyber security.

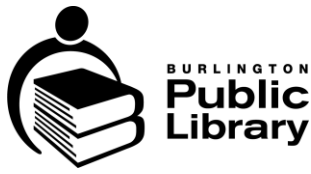
Policy

This plan does not stand alone. It exists in alignment with BPL's Technology Use Policy, Protection of Customer Privacy Policy, Equity, Diversity, and Inclusion Policy and the library's Multi-Year Accessibility Plan. It also builds on work that is ongoing around developing BPL's values and creating a workforce culture that aligns with these values.



Report Authors

Respectfully submitted: Lita Barrie, CEO and Meg Uttangi Matsos, Director, Service Design & Innovation.



2024-2025 Digital Equity Plan

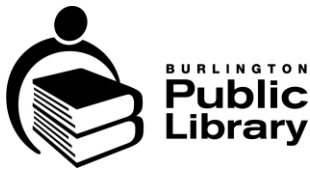
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Introduction

Burlington Public Library is committed to providing access to and support for digital tools, services, and resources. The vision for digital equity is that individuals in our community have access to information and technology that is necessary to contribute and succeed in a digital world.

From job search to banking, digital infrastructure has become a critical backbone for connecting to essential services. The COVID-19 pandemic highlighted the vast digital divide between those that have access and those that do not. When schools and workplaces pivoted to be remote, having a personal computing device and internet became a requirement, let alone the skills needed to navigate a completely online environment. Those who are caught in the digital divide do not have the same



opportunities in education, work, and social connection. Digital equity strives to remove barriers to digital inclusion, especially for groups who have been underserved and underrepresented. We also must recognize that while we want to expand and grow our access and support of new technology, there are many in our community that still seek low-tech ways to interact with library services. We will continue to ensure that alternate options are available to them.

BPL's 2021-2025 Strategic Plan outlines the importance of planning for a digital future.

- **Strategic Priority 1: Enhance community wellbeing.** BPL will enhance and support digital inclusion and literacy through the continued research, development, and delivery of technology for use in and outside of the library. We will do this by making access to digital technology a priority through current and emerging software and equipment.
- **Strategic Priority 2: Inspire discovery with diverse collections, services, and spaces** speaks to using an equity lens to 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.
- **Strategic Priority 3: Create a workforce culture driven by our organizational values** aligns staff skills, tools, and motivation by making technology knowledge a priority.

It is important as a public library to address our role in digital equity. Part of BPL's mission aims to support an informed and literate society. Through the digital lens, this looks like creating opportunities for customers and library staff to learn about technology, offering ways to connect and access new technology, and enhancing community wellbeing by building comfort and confidence in the digital environment. To do this, we need to build a plan that intentionally assesses needs, determines areas for growth and develops actions to address our goals.

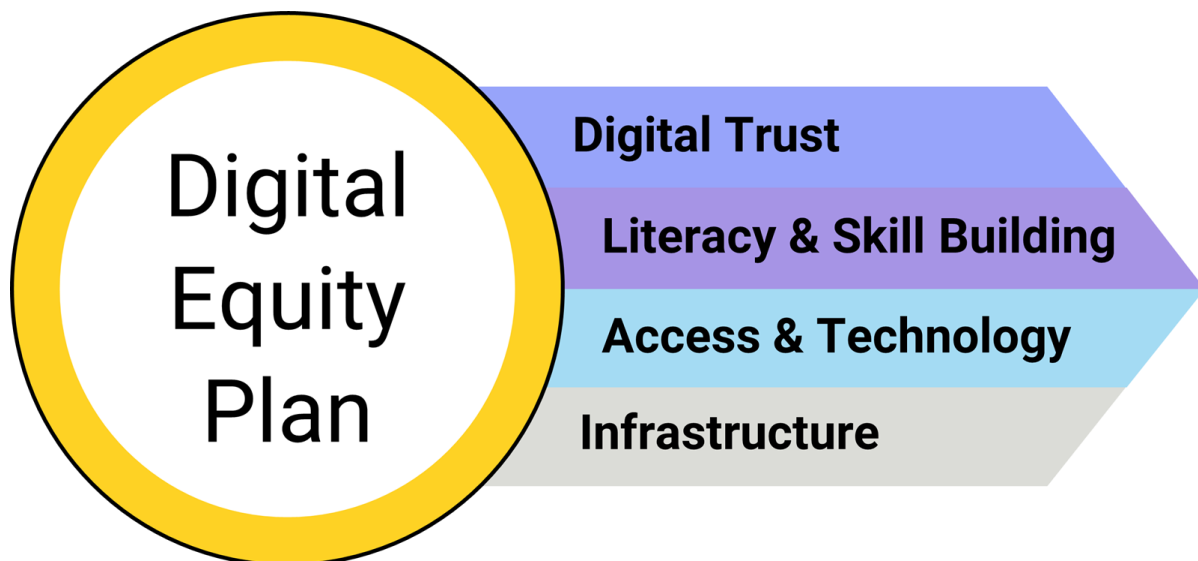
We also seek to work alongside our City of Burlington partners to advance their goal of being An Engaging City where "community members are engaged, empowered, welcomed and well-served by their City through outstanding customer experiences."

This plan does not stand alone. It exists in alignment with BPL's Technology use Policy, Protection of Customer Privacy Policy, Equity, Diversity, and Inclusion Policy and the library's Multi-Year Accessibility Plan. It also builds on work that is ongoing around developing BPL's values and creating a workforce culture that aligns with these values.

BPL’s digital equity journey is grounded in our understanding of inclusivity and accessibility through library service, our sense of innovation and engagement in lifelong learning.

Digital Equity Plan

BPL’s plan is divided into four interconnected parts that reflect our path to digital equity.



Digital Infrastructure

Digital infrastructure refers to the physical and software-based applications that the library uses to share information, connect people, and deliver services. It is key to supporting the wide range of collections, programs and services offered by BPL. Our technology solutions must be innovative – anticipating and responding to the changing needs of library customers and staff.

BPL’s key objectives for digital infrastructure are to:

- Provide safe and secure access to technology for library staff and customers.
- Adequately fund and plan for replacement, upgrades, and new technology.
- Remain vital and relevant to changing technology needs.

The library’s data centre leverages Dell EMC technology in two ESXi Clusters, plus two additional ESX servers. The Dell server environment is 46 per cent virtualized hosting over 22 virtual servers, and 28 physical servers. We are running Windows 2016/2019



Enterprise, Ubuntu servers and Red Hat. The library operates a segmented network with safety, security, and equity features providing the same level of network capabilities at all locations.

BPL infrastructure supports over 300 end users in both a public domain and a staff domain. Public computers provide internet access, software applications and library catalogue terminals. All branches have multifunctional colour printers for printing and scanning and three branches offer fax services. BPL utilizes Output Control Software Inc. to provide secure, unmanned printing services from both public library computers and the customer's own devices. The library offers open wifi access with local bandwidth of 100Mbps. All locations except Kilbride have self-check machines and RFID security gates. (See Appendix 3: Summary of Hardware)

BPL is predominantly a Microsoft environment, up to date with Windows 10 and Windows 11 on most endpoints. The Library has utilized SharePoint Online since 2019. BPL also hosts a staff-only social engagement app called Viva Engage (formerly Yammer).

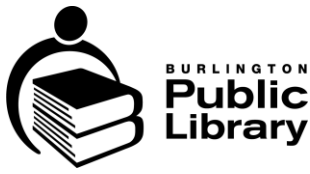
The library's website was redesigned in Drupal 10 in 2023. The website has been fully responsive since 2013 and complies with current accessibility legislation. BPL migrated to Innovative Interface's Polaris platform in 2020 as the library's Integrated Library System (ILS). Library customers access the library catalogue through the BiblioCommons discovery layer and access program registration and room booking through Communico.

The library has processes and systems in place for security, recovery, and continuity of service. IT staff maintain the network and public technology systems by conducting tests, monitoring connectivity, and providing support on a regular basis.

Environmental impacts, including the occurrence of more power outages at the library's Central location, have caused the entire network system to go offline more frequently. This affects operations at all branch locations, even when they are not geographically in an outage zone and disrupts access to update the library's website.

Future Actions

- Redesign print management system for easier access that includes cashless options and more streamlined wireless printing access. (Q4 2024)



- Explore options for service continuity in the rest of the city during Central power outages. (Q4 2025)
- Survey customers to determine specific technology needs. (Q2 2024)

Digital Access and Technology

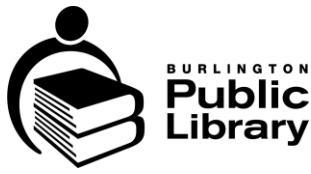
The ability to participate fully in a digital society relies on whether you have access to the physical technology. This includes access to the internet and a device or computer. The library provides access to technology in many forms.

The key objectives for digital access and technology are to:

- Provide access to different types of technology that reflects the needs of all groups within our community.
- Seek to remove barriers to access, especially for underserved and underrepresented groups.
- Continue to offer cost-effective solutions and make fiscally sound decisions when purchasing new products.

Public Access Computers (PACs), with internet access, software applications and accessibility features, are available at every branch. To make room for social distancing and because bringing your own device (BYOD) was becoming common, some PACs were removed during the pandemic. Session lengths were increased so that customers do not run out of time and wifi hours were extended. Compared to 2019, there is a 50% decrease in PAC use across the system, with little change in PAC use at Aldershot and New Appleby branches. The data may be slightly skewed because use is determined by session login and not total time. Wifi use is based on login as well and has seen varying change since 2019 with slight increases in use at Aldershot, New Appleby, and Tansley and significant decreases at Alton, Brant Hills and Central, which likely correlates with decreased in-person visits.

Library customers also have access to Chromebooks and Macbooks to use in-branch only, but usage has declined significantly since 2019 with the bulk of the circulation remaining with Hayden students at Alton. Chromebooks provide limited access to only the Google suite and BPL's devices haven't had a full replacement or upgrade since that time. The library offers accessibility tools to use in-library as well, such as C-Pens, print magnifiers, and text to voice machines. Library customers can borrow devices for use outside the library too. These include wifi hotspots, Chromebooks, tablets, fitbits, launchpads, DAISY players, Yoto readers, CO2 and radon detectors, and kilowatt



readers. Devices are often out on loan creating wait times for customers who have placed the devices on their request list.

Library children's spaces have Early Literacy Stations which are touch screen terminals that have a keyboard and mouse and offer a suite of educational games. Usage is not tracked on these stations, though anecdotally they are popular. The library has sought to find an alternate solution for children's technology that is cost effective, provides usage data, and encourages a new and different digital experience.

E-resources are a key product for library users who can access eBooks, eAudiobooks, online magazines and newspapers, streaming movies and TV shows, databases, and online learning and courses. During the strictest closures of the pandemic, access was only available to online library content. Usage soared during that time and continues to be a popular for eBook and eAudiobook formats. Through Overdrive we have expanded the collection to include partner libraries providing access to more titles. Changes to the Overdrive platform/Libby app and its incompatibility with some older eReaders has made it a difficult experience for some library users.

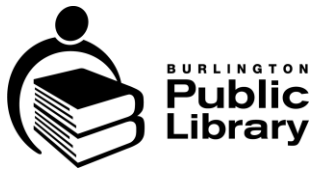
Central Library re-opened the renovated Makerspace in 2021 and offers software and tools to create, design and make. In 2024 Alton will develop their creation space and in 2025 the new library at the former Robert Bateman school is slated to have 2 digital media rooms for small-scale sound recording and podcasting.

Future Actions

- Develop consistent tracking methods for in-library usage and circulation, including Makerspace technology. (Q3 2024)
- Survey customers and staff to assess the need for additional and alternate access based on trends and use. (Q2 2024)
- Define clear roles and responsibilities for technology products in terms of developing training, ongoing maintenance and troubleshooting accountabilities. (Q1 2025)

Digital Literacy and Skill Building

Change is constant and technological change is no different. The ability to keep up with changes in technology is the foundational concept of digital literacy. It is supported by knowledge, skills, and confidence in using technology to access the digital world around you. The library has a dual role in terms of digital literacy. The first is customer-facing



by providing assistance and learning opportunities. The second is building staff skills to support technology changes in the work environment and community needs.

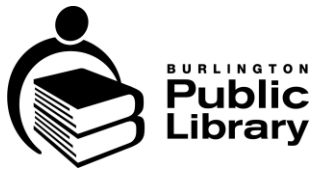
The key objectives for digital literacy and skills building are to:

- Provide accessible and inclusive learning opportunities for community members that range from basic computer skills to exploring new technology tools.
- Support staff skills development in digital resiliency and adaptability rather than tool-specific knowledge.
- Partner with experts to offer digital learning experiences that are outside of the library's traditional program capabilities.

Library staff offer information assistance at every service point at 7 branches as well as online and over the phone, this includes help with devices and questions about library technology and digital resources. Staff knowledge has been identified in customer satisfaction surveys and the strategic plan as an area of growth for BPL. With changing technology and the rapid shift to virtual during the pandemic, staff technology training needs to move away from training on how to use one tool at a time and focus more on digital curiosity and broad applications of knowledge. Staff have access to online learning tools through SkillSets Online Professional Development and library resources such as LinkedIn Learning, but a formal skills assessment and staff training plan has not been developed.

The library offers instructional classes for adults on basic computer skills, internet searching and how to use devices and library tools, including introductory classes for Makerspace technology. Children's programs include coding and STEAM aspects that offer hands-on learning with tech. Library staff seek out partner programming opportunities to offer variety and expertise in digital topics. The pause in programming during the pandemic has resulted in a slow return to programs in the past two years. One-on-one tech assistance is not offered in the same way and tech volunteers have not returned. While program attendance is bouncing back to pre-pandemic numbers, the way that programs are offered has changed. With the introduction of virtual programming participants are required to have the ability and knowledge to access Zoom.

In Burlington, older adults seem to be looking for more digital literacy learning and tech help. Continued focus will be given to that group while expanding our reach to other groups as well. BPL has been intentionally adding digital components to children's



programs. Expanding this intentionality to programming and services for all ages can build comfort and access for others in the community.

Future Actions

- Develop a plan for offering structured one-on-one and small-group tech help. (Q1 2025)
- Develop a staff skills training program that addresses initial onboarding and additional on-the-job training and refreshers. Staff to participate in skills assessment and quarterly surveying to assess needs and skills gaps. (2024-ongoing).
- Complete a digital literacy audit of library services. (Q2 2025)

Digital Trust

The level of confidence that users have in the library's people, products, and processes to create a secure digital experience is the basis of digital trust. Safety, security, reliability, and privacy are important considerations for library customers who use our services and digital tools.

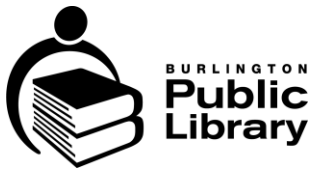
BPL's key objectives for digital trust are to:

- Maintain the trust our community has in safe and secure library service.
- Have cyber-smart staff who are informed about cybersecurity and aware of risks.
- Provide opportunities for community members to learn about the library's digital initiatives and safety.

BPL's Protection of Customer Privacy Policy ensures that the library complies with MFIPPA and CASL by protecting an individual's personal information and privacy in their transactions at the library and when they access library technology.

Staff skills and knowledge are an area of risk for network cybersecurity. The library uses products like PhishMe and CyberconIQ to test, monitor and train staff on the awareness of spam and phishing techniques. Multi-factor authentication has been implemented for many web-based tools. Staff should be able to answer customer questions about public internet, computer systems and the general privacy considerations in place.

Because the library has a role to play in digital literacy, trust also encompasses education about internet safety and cyber-smarts. Working with local experts in this area, the library has offered a few classes about online scams and frauds.



An area of growth for BPL is outreach and relationship building with community leaders and organizations around digital initiatives. As we renew our outreach strategy, we can seek to collaborate with partners on projects and programming. BPL can share knowledge to build awareness about the library's efforts to help improve digital skills in the community and improve digital literacy.

Future Actions

- Expand multi-factor authentication implementation and coordinate it with security training for staff. Grow staff knowledge of digital safety in general through testing and training. (2024-ongoing)
- Explore options to offer programs about online safety, privacy, and discerning misinformation. (Q3 2024)
- Build awareness about the library's digital tools and resources with community leaders and local organizations. (Q4 2025)

Our Journey

BPL has always understood that as a public library we have a role in our community to enhance digital knowledge and learning, through continued support for programs about basic computer skills and specific technology tools. In 2017, the focus shifted to staff skills with a systemwide training program that engaged everyone across the organization in technology skills training. While training was thorough, it was completed at a single point in time and did not evolve or continue in the same way.

With the pandemic shift to a more technology-based work environment and service model, as well as an increase in staff turnover, the result is a varied approach to the adoption of technology use across the organization. Customer feedback has also pointed to a need to make technology knowledge and access a priority. It has become clear that a formalized approach is necessary to take stock of our current state.

BPL employed the use of the Edge 2.0 Toolkit to begin our assessment. Using this tool, the library completed an assessment in 2020 and another in 2023. This allowed us to compare our own internal progress as well as benchmarking against peer libraries.



Internal Comparison 2020-2023

(See Appendix 1: 2023 Assessment Indicators)

Burlington Public Library saw changes in a few indicators according to the Edge assessments between 2020 and 2023. Progress was made in the areas of employment resources, specifically job skills, workforce development and entrepreneurship, as well as staff digital knowledge. Both indicators likely reflect the shift to new tools and technologies for remote and virtual work environments by library staff and community members.

Decline was seen in the two areas of awareness of digital tools and health and wellness resources. A key contributor to this score was the removal of an under-used subscription to health databases without offering alternate sources for health information. The indicator for awareness also focuses on in-branch signage as a primary source of promotion. In recent years, BPL has re-evaluated our use of signage to keep visual information clear and uncluttered.

Some indicators stayed the same with little or no change in results. Those indicators that remained high include technology management and government resources, specifically access to government web resources, legal assistance, and citizenship. The indicator that maintained a consistent low score was library thought leadership, while digital services and program planning stayed in a mid-ranked score.

Peer Comparison

(See Appendix 2: Peer Comparison Report)

Using the Edge 2.0 Toolkit, comparisons can be made with libraries across the U.S. and Canada. BPL's results were evaluated against libraries only in Ontario, those in Central Canada and a database of peer libraries serving a population of 175,001-300,000. All the comparison reports placed BPL in the same positioning. Using the final group of peer libraries as the most informative benchmark, BPL's overall results (score of 613) closely match the results of peer libraries (score of 612) with the following breakdowns under the Edge 2.0 Toolkit Areas:

- **Organizational Management** ↑ – BPL scored higher than peer comparators in this area, with higher results in:

- a) technology planning/policies/availability, covering areas such as technology management and strategic planning, annual updates, testing and troubleshooting existing capabilities, and website/e-resource maintenance. It is important to note that BPL scored lower on one aspect in this around the tracking and recording of specific metrics.

Slightly higher results are found in:

- b) staff digital expertise, looking at staff digital knowledge and ability to answer questions as well as the library's commitment to training and access to staff technology tools. BPL did identify a deficit in staff thought leadership and knowledge-sharing amongst peers and the community.

- **Community Values ↑** – This area was slightly higher than peer comparators because of a mix of low and high scores. Higher results are in the following categories:

- a) digital skills, which includes access to digital tools and makerspace technology as well as individual assistance. It is noted that BPL scored low on two aspects in this category around how we raise awareness of digital tools and the breadth of instructional classes offered.
- b) economic opportunity, such as job search, workforce skills and certification resources.
- c) civic engagement, including use of library tools to access government websites and citizenship information.

Slightly lower results appear in:

- d) education, which focuses on online resources and instruction for homework help, lifelong learning, and early literacy tools.

Low results are found in:

- e) health and wellness, covering resources and databases for health information and access to healthcare providers.

- **Engaging the Community and Decision Makers ↓** – This was BPL's lowest area compared to peers with mixed low or matching results in:

- a) understanding community needs, showing low results in the areas of library program assessment and outcomes-based measurement. This is likely connected to a pause in BPL's use of Project Outcome while developing a new data strategy. Results matched peers in the areas of user engagement and updates based on usage tracking and feedback.

- b) leadership, scored low for library leaders and staff sharing knowledge and participating in digital initiatives with other libraries and community organizations.
- c) relationships with community leaders, low results based on outreach to community leaders and organizations specifically focused on digital services, tools, and resources. This was likely a result of pulling back on outreach activities after the pandemic.

It is important to note that Edge 2.0 is a U.S. based tool maintained by Urban Library Council. Because of this, some of the categories focused on health, government and education resources may not be relevant to the needs of Canadians. With that in mind, BPL has joined Library Impact Ontario maintained by Toronto Public Library and will begin participation in 2024 with the Bridge toolkit for data gathering. This may change our ability to benchmark year over year using past data.

Conclusion

Burlington Public Library's vision is for an engaged and sustainable community advanced by curiosity and discovery. The digital equity plan is the library's roadmap to doing our part to bridge the digital divide and remove barriers to digital access in Burlington.

Date: November 23, 2023

References

1. Deloitte Canada's 3-part Digital Equity Series:
<https://www2.deloitte.com/ca/en/pages/future-of-canada-center/articles/digital-equity.html>
2. Edge Digital Inclusion Primer:
https://platform.libraryedge.org/assets/dist/files/Digital_Inclusion_Primer.pdf
3. Calgary's Digital Equity Strategy:
<https://engage.calgary.ca/digitalEquity>
4. Bridge 2021/2022 Report:
<https://www.torontopubliclibrary.ca/content/bridge/pdfs/nordicity-executive-summary-2021-2022.pdf>

Appendix 1: 2023 Assessment Indicators (Edge 2.0)

INDICATOR	ASSESSMENT RESULTS
1.4 Awareness of digital tools	
5.1 Health and wellness	
7.1 Library thought leadership	
6.2 Assessment	
6.1 Community and user engagement	
8.1 Outreach to community leaders and partners	
1.1 Classes or instruction on digital skills	
1.5 Content creation	
9.4 Digital services and program tracking	
10.1 Staff digital knowledge	
10.2 Staff thought leadership and participation	
4.1 Early literacy, homework, lifelong learning	
9.2 Digital services and programs planning	
1.3 Access to digital tools	
1.2 Individual help for digital services	
3.1 eGov, legal assistance, citizenship	
9.1 Technology planning	
2.1 Job skills, workforce development, entrepreneurship	
9.3 Technology management	

Appendix 2: Peer Comparison Report (Edge 2.0)

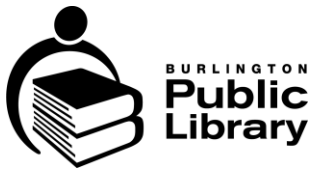
	YOUR LIBRARY RESULTS	YOUR PEER GROUP REPRESENTATIVE SAMPLE AVERAGE	POSSIBLE TOTAL
Community Value	▲ 296	275	454
BENCHMARK 1: DIGITAL SKILLS	▲ 213	196	328
+ 1.1 Classes or instruction on digital skills	▼ 38	44	67
+ 1.2 Individual help for digital services	▲ 43	35	55
+ 1.3 Access to digital tools	▲ 101	80	141
+ 1.4 Awareness of digital tools	▼ 0	8	15
+ 1.5 Content creation	▲ 31	28	49
BENCHMARK 2: ECONOMIC OPPORTUNITY	▲ 37	29	37
+ 2.1 Job skills, workforce development, entrepreneurship	▲ 37	29	37
BENCHMARK 3: CIVIC ENGAGEMENT	▲ 21	14	25
+ 3.1 eGov, legal assistance, citizenship	▲ 21	14	25
BENCHMARK 4: EDUCATION	▼ 21	23	34
+ 4.1 Early literacy, homework, lifelong learning	▼ 21	23	34
BENCHMARK 5: HEALTH	▼ 3	13	31
+ 5.1 Health and wellness	▼ 3	13	31
Engaging the Community and Decision Makers	▼ 103	158	267
BENCHMARK 6: UNDERSTANDING COMMUNITY NEEDS	▼ 57	72	159
+ 6.1 Community and user engagement	▲ 29	28	64
+ 6.2 Assessment	▼ 28	44	95
BENCHMARK 7: LEADERSHIP	▼ 6	23	28
+ 7.1 Library thought leadership	▼ 6	23	28

–	BENCHMARK 8: RELATIONSHIPS WITH COMMUNITY LEADERS	▼ 40	64	80
+	8.1 Outreach to community leaders and partners	▼ 40	64	80
–	Organizational Management	▲ 215	178	279
–	BENCHMARK 9: TECHNOLOGY PLANNING/POLICIES/AVAILABILITY	▲ 153	119	181
+	9.1 Technology planning	▲ 52	33	55
+	9.2 Digital services and programs planning	▲ 12	11	18
+	9.3 Technology management*	▲ 58	35	58
+	9.4 Digital services and program tracking	▼ 31	39	49
–	BENCHMARK 10: STAFF DIGITAL EXPERTISE	▲ 61	59	98
+	10.1 Staff digital knowledge	▲ 38	32	61
+	10.2 Staff thought leadership and participation	▼ 23	27	37
	TOTAL	▲ 613	612	1,000

* The score for your library bandwidth response is included in Benchmark 9.

Appendix 3: Summary of Hardware in 2023

Location	Public Computers	Staff computers	Wireless Access Points	Additional Info and Special Equipment
Aldershot	12	8	2	1 RFID Security Gate 2 self-checks
Alton	21	12	3	1 RFID Security Gate 2 self-checks 3D printer
Brant Hills	7	8	1	1 RFID Security Gate 2 self-checks
Central	34	128	11	2 RFID Security Gates 5 self-checks Makerspace 8-seat training lab
Kilbride	1	1	0	
New Appleby	5	10	1	1 RFID Security Gate 2 self-checks
Tansley Woods	10	10	2	1 RFID Security Gate 3 self-checks



9. Information Items: 9.5 Endowment Fund September 30, 2023 Statements

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Purpose

To inform the Board of the performance of the endowment funds held by the Burlington Foundation for the period ending September 30, 2023.

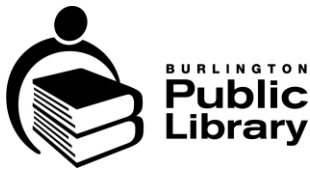
Background

Burlington Public Library is the beneficiary of investment earnings on the following endowment funds held by the Burlington Foundation:

BPL Permanent Endowment Purpose: Established in 2008 to provide an ongoing source of revenue to support and enhance library services. The Burlington Public Library provides services, relevant resources, cultural, social, and educational programming that will benefit the community at large.

Wendy Schick Fund Purpose: Established in 2010 upon the retirement of CEO/Chief Librarian Wendy Schick to provide scholarships for BPL staff studying librarianship.

Millicent McEwen Purpose: Established in 2003 to be used to enhance library services and collections for people in our community with low or no vision through the purchase appropriate technology, equipment, collections, and resources.



Mae Beatrice Broadbent Purpose: Established in 2015 to be used for the purchase of large print books.

Margaret Clay Purpose: Established in 2019 to the benefit of BPL’s media collections.

Discussion

On an annual basis, the Burlington Foundation issues grant direction forms for each of the endowment funds based on March 31st year end results. When there are funds available to grant, the forms provide the opportunity for Burlington Public Library to:

- Hold the earned income and add it to the next disbursement
- Re-invest the earned income back into capital to grow the fund
- Disburse the earned income for use as outlined for each fund

For the period ending September 30, 2023, the endowment funds have unrealized net investment returns of \$3,195.

Financial Considerations

The table below shows the YTD balance for each fund:

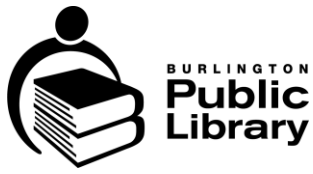
Fund	Capital Fund Balance 03/31/2023	2023-2024 Unearned Investment Income (loss) & Fees	Fund Balance 09/30/2023
BPL Permanent	\$70,897	\$413	\$71,310
Wendy Schick	\$14,127	\$83	\$14,210
Millicent McEwen	\$250,068	\$1,681	\$251,749
Mae Beatrice Broadbent	\$118,224	\$689	\$118,913
Margaret Clay	\$56,371	\$329	\$56,700

Strategic Implications

The funding made available through these endowment funds supports investment in each of the Strategic Goals in the current strategic plan.

Equity, Diversity, and Inclusion Considerations

Two endowment funds stipulate that funding is specifically for collections and equipment that support customers with low or no vision.



Risk Management

The Burlington Foundation manages the investment of these endowment funds as part of a much larger portfolio. The Investment Policy Statement for Burlington Foundation outlines the measures taken to manage risk and ensure compliance with legal and regulatory requirements as found on their website at:

<https://burlingtonfoundation.org/wp-content/uploads/2021/02/burlington-community-foundation-ips.pdf>

Respectfully submitted by Nicole Tewkesbury, Director, Finance & Infrastructure



Fundholders Statement as at

Sept 30, 2023

Burlington Public Library Endowed Funds			
Capital Component		Wendy Schick	Public Library
Beginning Balance April 1, 2023	Capital Contributions - Note 1	\$ 14,087	\$ 70,482
2023-2024 Transactions	Capital Additions	\$ -	\$ -
	Reinvest in Capital	\$ -	\$ -
Ending Balance		\$ 14,087	\$ 70,482
Grant Component			
Beginning Balance April 1, 2023	Undistributed Income	\$ 40	\$ 415
2023-2024 Transactions	Investment Income - Note 2	189	949
	Management Fee - Note 3	(107)	(536)
	Grants Paid		-
	Reinvest in Capital		\$ -
Ending Balance		\$ 123	\$ 828
Amount Available to Grant - Note 4		\$ 40	\$ 415
Total Fund Balance at Sept 30, 2023		\$ 14,210	\$ 71,310



Fundholders Statement as at

Sept 30, 2023

Millicent McEwen Fund		
Capital Component		
Beginning Balance April 1, 2023	Capital Contributions - Note 1	\$ 249,575
2023-2024 Transactions	Capital Additions	\$ -
Ending Balance		\$ 249,575
Grant Component		
Beginning Balance April 1, 2023	Undistributed Income	\$ 714
2023-2024 Transactions	Investment Income - Note 2	3,350
	Management Fee - Note 3	(1,891)
	Grants Paid	-
Ending Balance		\$ 2,174
Amount Available to Grant - Note 4		\$ 714
Total Fund Balance at	Sept 30, 2023	<u>\$ 251,749</u>



Fundholders Statement as at

Sept 30, 2023

Mae Beatrice Broadbent Fund		
Capital Component		
Beginning Balance April 1, 2023	Capital Contributions - Note 1	\$ 117,887
2023-2024 Transactions	Capital Additions	\$ -
	Reinvest in Capital	\$ -
Ending Balance		\$ 117,887
Grant Component		
Beginning Balance April 1, 2023	Undistributed Income	\$ 337
2023-2024 Transactions	Investment Income Note 2	1,583
	Management Fee - Note 3	(893)
	Grants Paid	-
	Reinvest in Capital	\$ -
Ending Balance		\$ 1,026
Amount Available to Grant - Note 4		\$ 337
Total Fund Balance at	Sept 30, 2023	<u>\$ 118,913</u>



Fundholders Statement as at

Sept 30, 2023

Margaret Clay Fund		
Capital Component		
Beginning Balance April 1, 2023	Capital Contributions - Note 1	\$ 56,210
2023-2024 Transactions	Capital Additions	\$ -
Ending Balance		\$ 56,210
Grant Component		
Beginning Balance April 1, 2023	Undistributed Income	\$ 161
2023-2024 Transactions	Investment Income - Note 2	755
	Management Fee - Note 3	(426)
	Grants Paid	-
Ending Balance		\$ 490
Amount Available to Grant - Note 4		\$ 161
Total Fund Balance at Sept 30, 2023		<u>\$ 56,700</u>

Notes to Fund Statements

Note 1 **Capital:** Includes contributions to the capital of the Fund plus inflation adjustment.

Note 2 **Investment Income:** Foundation staff and Board work with Guardian Partners Inc., a highly regarded third party investment manager. The current target asset mix established by the Board of Directors is as follows:

- 55% in Canadian, U.S. and International Equities
- 15% in Fixed Income Securities including government/corporate bonds, treasuries and cash
- 30% in Alternative Investments

Each of the above noted targets has an acceptable range of +/-10% of the target mix, apart from Alternative Investments which has an acceptable range of 10-35%, at the discretion of the third-party manager and is monitored by the Investment Committee of the Board. The performance of the endowed funds is monitored utilizing established benchmarks for each asset class and geographic allocation. Burlington Foundation will continue to monitor the performance of the endowed funds diligently and looks for every opportunity to maximize returns, within our risk profile as a Community Foundation, and as governed by our Investment Policy Statement.

Note 3 **Management Fee:** A management fee is administered to each Fund to recover the investment counsel and custodial fees, administration, financial management and grantmaking cost of the Fund. The management fee, as per your agreement, is set as a percentage of the market value of the Fund at the beginning of each fee period.

Note 4 **Granting:** Net earnings available for distribution.