

BPL Library Board

Agenda

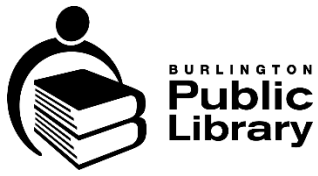
Thursday, October 24, 2024

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. Board Development: Board Governance Best Practices
5. Open Minutes of September 26, 2024
6. Decision Items
 - 6.1 Q3 Financials
 - 6.2 Draft Strategic Planning Proposal
 - 6.3 Policy Review
 - 6.3.1 Chief Executive Officer Accountability and Authority Policy
 - 6.3.2 Gifts and Hospitality Policy
7. Discussion Items - None
8. Information Items
 - 8.1 CEO Report
 - 8.2 Advocacy Report
 - 8.3 Q3 Metrics



9. Closed Session

10. Approval of Motions from Closed Session

11. Other Business

11.1.

12. Next Meeting:

Thursday, November 28, 2024, 6:30 p.m., Frank Rose Room



BPL Board Minutes | September 26, 2024

Attendance

Board: Jennifer Tarnawski, Jason Manayathu, Akindayomi Odedeyi (joined the meeting via Zoom at 7:10 p.m.), Lindsay Zalot, Shayne Lemieux

Regrets: Councillor Lisa Kearns, Ashley Cameron

Staff: Lita Barrie, Nicole Tewkesbury, Elise Copps, Cindy Tchorz

Minutes

A meeting of the Board was held on Thursday, September 26, 2024, in the Frank Rose Room at Central Branch.

1. Call to Order

Jennifer Tarnawski, Library Board Chair, called the meeting to order at 6:32 p.m.

2. Approval of the Agenda

The agenda was approved as presented.

Motion 24-59, Approval of the Agenda

MOVED by Lindsay Zalot, SECONDED by Shayne Lemieux, that the agenda be approved as presented.

CARRIED.

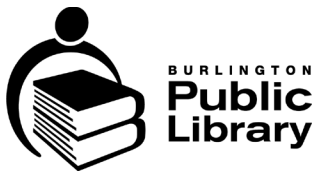
3. Declarations of Interest - None

4. Board Development: Programming and Partnerships

Elise Copps, Director of Communications & Engagement provided a presentation on programming and collaborating with community partners.

5. Open Minutes of June 27, 2024

Motion 24-60, Open Minutes of June 27, 2024



MOVED by Lindsay Zalot, SECONDED by Jason Manayathu, that the Burlington Public Library Board approve the Open Minutes of June 27, 2024 as presented.

CARRIED.

6. Open Minutes of September 12, 2024

Motion 24-61, Open Minutes of September 12, 2024

MOVED by Lindsay Zalot, SECONDED by Shayne Lemieux, that the Burlington Public Library Board approve the Open Minutes of September 12, 2024 as presented.

CARRIED.

7. Decision Items

7.1 2025 Operating Budget

Lita Barrie spoke to the report in the Board package. City finance has updated some of the processes for this year's budget and included in the report is a new Key Investment form for requests for additional funding. In addition to submitting the Key Investment, as requested by the Library Board, library staff were asked by Mayor Marianne Meed Ward to submit a letter to the attention of the Mayor regarding the funding shortfall. The City of Burlington's Draft Operating Budget is expected to be published October 25th and library staff will continue to provide the Library Board with any updates as they are shared.

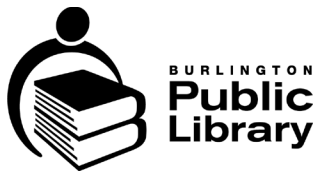
Motion 24-62, Approval of the 2025 Draft Operating Budget

MOVED by Shayne Lemieux, SECONDED by Jason Manayathu, that the Burlington Public Library Board approves the 2025 Draft Operating Budget submission;

That the Burlington Library Board approve the draft 2025 Department Overview Submission;

That the Burlington Public Library Board approve the draft letter to Mayor Marianne Meed Ward, and the associated Key Investment – Provision to Library document to support the request for additional 2025 funding.

CARRIED.



7.2 Q2 Financials

As requested by the Library Board, library staff will review and look at another way to report the Other Funding spreadsheet.

Motion 24-63, Q2 Financials

MOVED by Lindsay Zalot, SECONDED by Jason Manayathu, that the Burlington Public Library Board approve the 2nd Quarter Operating, Capital, and Other Fund Financial Statements for the period ending June 30, 2024.

CARRIED.

7.3 Annual Library Closures for 2025

Motion 24-64, Annual Library Closures for 2025

MOVED by Shayne Lemieux, SECONDED by Jason Manayathu, that the Burlington Public Library Board approve the proposed 2025 Open/Closed Library Schedule as presented.

CARRIED.

Akindayomi Odedeyi joined the meeting via Zoom at 7:10 p.m.

7.4 Board Meeting Dates for 2025

Motion 24-65, Board Meeting Dates for 2025

MOVED by Shayne Lemieux, SECONDED by Lindsay Zalot, that the Burlington Public Library Board approve the proposed 2025 Library Board meeting schedule as presented.

CARRIED.

8. Discussion Items – None

9. Information Items

The following items were received by the Board:

9.1. CEO Report

9.2. Q2 Metrics

9.3. Endowment Funds Statement

10. Closed Session

Motion 24-66, Move into Closed Session

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

CARRIED.

The Library Board moved into Closed Session at 7:45 p.m.

Motion 24-67, Move into Closed Session

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

CARRIED.

The Library Board moved out of Closed Session at 7:46 p.m.

11. Approval of Motions from Closed Session

Motion 24-68, Closed Minutes of June 27, 2024

MOVED by Lindsay Zalot, SECONDED by Akindayomi Odedeyi, that the Burlington Public Library Board approve the Closed Minutes of June 27, 2024 as presented.

CARRIED.

12. Other Business

13. Next meeting

Thursday, October 24, 2024, 6:30 p.m., Frank Rose Room

The meeting is adjourned at 7:47 p.m. Motion by Jason Manayathu.

Chair

Secretary-Treasurer

6. Decision Items: 6.1 Q3 Financial Statements

Recommendation

THAT the Burlington Public Library Board approve the 3rd Quarter Operating, Capital, and Other Fund Financial Statements for the period ending September 30, 2024.

Purpose

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

Discussion

Attached are copies of the Operating, Capital and Other Funds Financial Statements for the period ending September 30, 2024. Please see the comment section for each statement for details of variances.

Strategic Implications

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

Equity, Diversity, and Inclusion Considerations

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

Risk Management

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

Report Author(s)

Respectfully submitted by Nicole Tewkesbury, Director, Finance & Infrastructure

Burlington Public Library
Operating Statement
September 30, 2024

REVENUE

City of Burlington
Province of Ontario
Library Generated

Total Revenue

EXPENSES

Salaries
Employee Benefits
Operating Reserve Transfer
Staff Education

Total Employee Costs

Materials
Operating Costs
Building Costs
Automated Systems

Total Expenditures

Revenue less Expenditures

2024			
Total Budget	September 30 YTD Actual	% of Total Budget	YE Projection
11,920,516	9,169,628	76.9%	11,920,516
229,403			229,403
156,444	159,509	102.0%	207,573
12,306,363	9,329,137	75.8%	12,357,492
7,280,275	5,261,782	72.3%	7,224,843
2,099,300	1,442,857	68.7%	1,965,595
(169,037)			-
105,000	59,634	56.8%	95,000
9,315,538	6,764,273	72.6%	9,285,438
1,175,000	862,076	73.4%	1,175,000
370,510	262,100	70.7%	388,662
934,870	715,459	76.5%	994,630
510,445	426,274	83.5%	510,445
12,306,363	9,030,182	73.4%	12,354,175
	298,955		3,317

2023			
Total Budget	September 30 YTD Actual	% of Total Budget	December 31 Actual
11,715,495	9,003,495	76.9%	11,715,495
229,403			229,403
132,522	144,424	109.0%	217,565
12,077,420	9,147,919	75.7%	12,162,463
7,013,833	5,028,595	71.7%	7,129,453
2,030,273	1,459,382	71.9%	1,967,117
105,000	66,400	63.2%	84,795
9,149,106	6,554,377	71.6%	9,181,365
1,165,000	820,823	70.5%	1,123,028
352,889	245,458	69.6%	377,652
905,055	622,617	68.8%	886,415
505,370	417,459	82.6%	459,321
12,077,420	8,660,735	71.7%	12,027,781
	487,183		134,682

Burlington Public Library
Operating Statement Comments
September 30, 2024

REVENUES:

City of Burlington & Provincial Grant

Funding from the City of Burlington is budgeted at 1.75% higher than 2023 based on the operating grant awarded to the Library for 2024. The annual provincial grant is usually received by November.

Library Generated

Library-generated revenue represents 1.3% of the overall budgeted revenue for BPL. The YOY increase as of Q3 is related to higher printing (\$16.3K), Makerspace (\$7.5K), grant earnings (\$3.1K), and Garbage tags (\$1K) offset primarily by a YTD drop in interest earnings (\$4.3K), room rentals (\$4K), and lower book sale revenues (\$4.5K). Overall projections for 2024 are lower than actual 2023 primarily due to fewer summer student employment grants (\$17.3K) in 2024 offsetting the anticipated increase in printing and Makerspace revenues for the year.

EXPENSES:

Salaries & Benefits

The savings from gapped positions YTD and the application of the final benefit rates provided post budget have offset the need to use Operating Reserve Funds and the unanticipated salary grid increase of 1.5% effective September 1, 2024 as approved by the Board in June. Throughout the year, the salary budget template is updated to reflect changes in staffing or positions as they occur to assist staff in monitoring the overall budget impact. Each time a vacancy occurs, staff carefully review the vacant position against organizational needs to determine if the posted role needs to be updated or entirely different than the recently vacated position.

Staff Training & Educational Assistance

The annual training budget is expected to be underspent in 2024 by approximately \$10K. YTD spending has been focused on OLA Conference, PLA Conference, Project Management, and First Aid training.

Library Materials

The Collections budget is expected to be fully spent in 2024. Compared to 2023, spending is higher due to primarily to the addition of Britannica Library and Morningstar databases (\$14.5K), introduction of eBooks to Hoopla service, higher spending on digital collections through Overdrive as well as the general inflationary increase in physical material costs.

Burlington Public Library
Operating Statement Comments
September 30, 2024

Operating Costs

Operating Costs are expected to be over budget for 2024 related to vehicle repairs (\$3.7K), travel costs (\$2.7K) and increased cost of materials to support higher Maker revenue (\$11.7K). YOY increase in spending is primarily related to Maker materials (\$9.7K), increased insurance for new Cyber policy (\$3.7K), lift gate and operating costs for truck (\$19.3K), and increased travel (\$7.6K) offset by a reduction in legal fees (\$18.5K), Board costs (\$3.1K), and a reduction in bank fees (\$2.1K).

Building Costs

Building costs are slightly higher than budget so far in 2024 and expected to be overspent for the year due to significant repairs. YOY spending is higher due to HVAC, plumbing and fire suppression system repairs (\$62.4K), utility costs (\$2.8K), supplies (\$8.3K), additional cleaning contract for New Appleby (\$16.2K), and increased lease costs (\$3.1K).

Automated Systems

Any prepaid IT subscriptions or services are captured in Q1, resulting in front loading of the costs compared to the rest of the year. Spending YTD is higher than 2023, primarily because 2024 has an extra 4 months of CultureAmp (performance management) subscription (\$6K). Otherwise, the minor difference is related to annual increases in software subscriptions. The budget for the year will be spent out.

RETAINED SAVINGS:

The variances described above result in a YTD surplus of \$3,317 which means the budgeted Operating Reserve transfer of \$168K may not be required. Note that the amount of the transfer from the reserve fund will be increased or decreased depending on final revenue and expenses realized before any surplus would be recognized for the year.

**Burlington Public Library
Capital Reporting
September 30, 2024**

Description	2024 Opening Balance	2024 Funding	Q1	Q2	Q3	Q4	2024 YTD Spending	LTD Remaining Funding	Year of O/S Funding
CAPITAL RESERVE FUND	\$ 2,939,735	\$ (1,898,656)					\$ (1,898,656)	\$ 1,041,079	n/a
TECHNOLOGY RENEWAL	\$ 201,672	\$ 290,530	\$ 30,612	\$ 53,475	\$ 100,932		\$ 185,019	\$ 307,183	2023: \$117K 2024: \$290.5K
STRATEGIC INITIATIVES	\$ 16,402	\$ -	\$ 5,880				\$ 5,880	\$ 10,522	2020
FACILITY RENEWAL	\$ 159,966	\$ 291,000	\$ 19,431	\$ 16,282			\$ 35,713	\$ 415,253	2022: \$35.6K 2023: \$90K 2024: \$291K
CENTRAL INFRASTRUCTURE	\$ 455,650	\$ 1,827,326	\$ -	\$ 1,505	\$ 1,925		\$ 3,430	\$ 2,279,545	2022: \$96K 2023: \$359.7K 2024: \$1,827.3K
NEW APPLEBY PROJECT	\$ 1,893,547	\$ -	\$ -	\$ 679,475	\$ 132,032		\$ 811,507	\$ 1,082,040	2023
	\$ 2,727,236	\$ 2,408,856	\$ 55,922	\$ 750,737	\$ 234,889	\$ -	\$ 1,041,548	\$ 4,094,544	
					TOTAL CAPITAL FUNDING			\$ 5,135,623	

Funding Sources	
COB (IRRF, CFC)	510,200
BPL Reserve Fund	1,898,656
Total per Budget	2,408,856

Capital Reserve Fund - Restrictions	
Balance	1,041,079
Central Infrastructure Project	(204,626)
New Appleby Project	(650,000)
Unrestricted Balance	186,453

**Burlington Public Library
Capital Reporting Comments
September 30, 2024**

Capital Project	Description	Comments
Reserve Fund	Funds reserved for future capital use.	The reserve fund balance includes Board-restricted funds of \$204.6K for the Central Infrastructure project (2023 surplus & interest), and \$650K for the New Appleby project. A change to the use of these funds would require Board approval. The remaining \$186.5K is available for funding projects in 2025 and beyond per the capital budget.
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.	2024 spending YTD was focused on lifecycle replacement of laptops & TVs (\$13.3K), phone system components (\$16K), and Discovery Space technology (\$2.2K). Servers and services for cyber security preparedness (\$11.7K), new public printers (\$46.2), UPS replacement (\$19.1), selfchecks (\$71.3K), 3D printers (\$5.2K). With Board approval received in June, \$251K has been reallocated from this capital fund to the Central Infrastructure Project.
Strategic Initiatives	Strategic Plan initiatives, Alton Creative Space development	The funding remaining after the final Job Evaluation payment in Q1 is allocated 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.
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 so far in 2024 has been for the implementation of a rooftop stair system to ensure safe access and code compliance and replacement of the floor scrubbing machine. The Brant Hills project to replace HVAC, roof, and lighting is in the design phase, and implementation is expected to occur in fall 2025. With Board approval received in June, \$200K has been reallocated to the Central Infrastructure Project from the Central staff furniture funding.
Central Infrastructure Project	Lifecycle replacement of building systems including HVAC, roofing, and skylights	The project implementation is being completed by COB and YTD there have been COB chargebacks of \$3,430. With Board approval received in June, \$251K has been reallocated to this capital fund from the Technology Renewal account, and \$200K has been reallocated from the general Facility R&R account.
New Appleby Project	Movement of New Appleby Branch to Bateman site	Construction costs for this project have been funded to Class C estimates (\$2,350K). The construction costs are included in the overall construction project being managed by COB, and YTD spending is \$811.5K.

**Burlington Public Library
Other Fund Reporting
September 30, 2024**

Description	2024 Opening Balance	2024 Funding	Q1 Spending	Q2	Q3	Q4	2024 YTD Spending	Fund Balance
Unrestricted Operating Reserve Funds	\$ 342,723	\$ (168,110)	\$ -				\$ -	\$ 174,613
Kids Learning Fund	\$ 2,641	\$ 729						\$ 3,370
Think Big for Burlington Fund	\$ -	\$ 1,603						\$ 1,603
Preserve Our History Fund	\$ 50	\$ -						\$ 50
TOTAL OPERATING RESERVE FUND	\$ 345,414	\$ (165,778)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 179,635
BPL ENDOWMENT EARNINGS	\$ -	\$ 6,828	\$ -				\$ -	\$ 6,828
SCHICK ENDOWMENT EARNINGS	\$ -	\$ 1,401	\$ -				\$ -	\$ 1,401
McEWEN ENDOWMENT EARNINGS	\$ 29,650	\$ 24,104	\$ 612	\$ 862	\$ 1,411		\$ 2,885	\$ 50,870
BROADBENT ENDOWMENT EARNINGS	\$ 20,336	\$ 11,386	\$ 3,710	\$ 6,301	\$ 3,468		\$ 13,479	\$ 18,242
CLAY ENDOWMENT EARNINGS	\$ 13,863	\$ 5,429	\$ -	\$ -	\$ -		\$ -	\$ 19,292
ISBISTER ESTATE FUND EARNINGS	\$ 30,279	\$ -	\$ 537	\$ 1,715	\$ 1,162		\$ 3,415	\$ 26,864
E&R BIRD FUND	\$ 364	\$ 1,373	\$ -	\$ -	\$ -		\$ -	\$ 1,737
COLLECTIONS DONATIONS	\$ 279	\$ 2,656	\$ -	\$ 207			\$ 207	\$ 2,728
GENERAL DONATIONS	\$ -	\$ 2,533	\$ -	\$ -			\$ -	\$ 2,533
TOTAL OTHER FUNDS	\$ 440,185	\$ (110,069)	\$ 4,859	\$ 9,086	\$ 6,041	\$ -	\$ 19,986	\$ 310,130

**Burlington Public Library
Capital Reporting Comments
September 30, 2024**

Fund Name	Description	Comments
Operating Reserve Fund	To assist a sudden increase in expenses, one-time unbudgeted expenses, or unanticipated situations. Funds may be set aside by the Board to assist with anticipated circumstances where the impact is unknown. (e.g. Job Evaluation Project). This reserve fund earns interest annually.	The reserve fund balance includes Board-restricted funds for the 2023 contributions to the Kids Learning Fund (\$2,641) and Preserve Our History Fund (\$50) and Think Big for Burlington Fund (\$0). The 2024 Operating Budget includes the use of \$168,110 from this reserve to stabilize the impact of the Job Evaluation Project. Any savings in 2024 related to gapping will reduce the amount of Operating Reserve funds <i>actually</i> used in the year as described in the Operating Statement Notes.
Kids' Learning Fund	This fund supports literacy and STEAM programming, our children's collection, and upgrades to our children's areas.	Annually, with Board approval current year donations will be moved to the Operating Reserve Fund where they will remain and accumulate until sufficient funding exists to implement a project in line with the fund(s) purpose.
Think Big for Burlington Fund	This fund supports innovation-related projects that advance BPL's Strategic Plan and objectives.	
Preserve Our History Fund	This funds digitization and local history initiatives so more people can learn about our community's heritage.	
BPL Permanent Endowment Fund	Established in 2008 to provide an ongoing source of revenue to support and enhance library services.	This fund was spent out in 2023 to establish the new Discovery Space at Central Branch. This self-directed, hands-on zone is dedicated to learning, creating, and building together as a family using STEAM (Science, Technology, Engineering, Arts, math) concepts. The new funding received has not yet been assigned to a project.
Wendy Schick Endowment Fund	Established in 2010 upon the retirement of CEO/Chief Librarian Wendy Schick to provide scholarships for BPL staff studying librarianship.	Earnings from this fund will be used in 2024 to assist with the cost of sending Librarian(s) through the Public Library Leadership (PLL) program.
Millicent McEwen Endowment Fund	Established in 2003 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.	A portion of this funding is used annually to support the collections budget - in 2024 approximately \$9K will be spent on books on CD and large print books.
Mae Beatrice Broadbent Endowment Fund	Established in 2015 to be used for the purchase of large print books.	A portion of this funding is used annually to support the collections budget - in 2024 approximately \$17K will be spent on adult large print books.
Margaret Clay Endowment Fund	Established in 2019 to the benefit of BPL's media collections.	A portion of this funding is used annually to support the collections budget - in 2024 approximately \$7K will be spent on Launchpads and Yoto players/cards.
John Isbister Estate Fund	In 2011, the Board was a beneficiary of an equal share of the Estate of John Isbister to be used to purchase non-fiction materials.	A portion of this funding is used annually to support the collections budget - in 2024 approximately \$5K will be spent on adult non fiction materials.
Ethel & Roly Bird Fund	For storage costs, incurred maintenance of, and eventual cost of public access to the Roly Bird memorabilia collection.	In 2023, the collection was digitized and posted. Additional funding will benefit the ongoing physical/digital storage costs for the collection.
General Donations	Donations received with no specified use for the funds.	These donations are typically spent in-year to support the collections budget.

6. Decision Items: 6.2 Strategic Planning Proposal

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Recommendation

THAT the Burlington Public Library Board approve the draft Burlington Public Library Strategic Planning Proposal.

Purpose

To seek the Board direction and approval for the 2026-2027 strategic planning process.

Background

In 2021, the Library Board approved BPL's Strategic Plan, 2021-2025. The planning process was initiated in 2019, and the Board completed the process during the pandemic. The current plan includes the following three strategic priority areas which have guided BPL's work:

- 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.

As the COVID-19 pandemic evolved, so did BPL's Strategic Plan. Recognizing the significant long-term societal and economic impacts, the ongoing pandemic caused both Library staff and the Board to take a more iterative approach. In 2023, Library staff developed overarching impact goals for the plan as well as key success measures and five-year targets. The measures were benchmarked using pre-pandemic 2019 data. Annually, staff have finalized the key initiatives and deliverables and provide the Board with quarterly balance scorecard updates.

The Library Board's strategic planning cycle is a critical opportunity for the Library Board to set the strategic direction for BPL. The strategic planning process is a critical opportunity to engage with our community and key stakeholders to assist the Library Board in defining the library's priorities and area of focus.

Discussion

Staff are proposing a two-year plan (2026-27) for the next strategic planning cycle. This shorter-term plan will allow the Library Board's planning cycle to fall into better alignment with the City of Burlington's Vision to Focus and the Council and Library Board term cycle.

The Library Board's mid plan review in fall 2023 demonstrated a strong alignment between BPL's current Strategic Plan and the City of Burlington's 2022-2026 From Vision to Focus plan which outlines City Council's key priorities and measures for the current term of Council. Staff are proposing that the 2026-2027 Strategic Plan reflect progress of last four years and define goals for next two years, incorporates data to identify key improvement areas and community needs.

The focus for this plan is that is it clear, compelling and realistic. We are striving for a plan that can be enthusiastically endorsement from Board and concurrently resonates with staff and provides clear map for their role in BPL's service success.

Proposed Strategic Plan Timing and Process 2025:

- Q1: Draft refined planning timeline and project goals for Board approval. Half day Board retreat in February to reflect on recent progress and imminent goals.

- Q2 - Develop draft Strat Plan that builds on the goals of our 2021-25 strategic plan with Board feedback and guidance. Process to include community and staff consultation. The draft plan will include specific annual goals for each Strategic Priority where success and failure is clearly defined.
- Q3 - Board approves plan in tandem with 2026 budget. BPL will develop clear, visually compelling document (poster) and web page.
- Q4 - Introduce new strategic plan at Staff Development Day 2025, public communication follows

Financial Matters

Staff have identified the \$6,828 disbursement from the Library's General Endowment to support the strategic planning process. Operating funds and internal resources will be allocated to facilitate most of the work including the stakeholder and community consultations and data collection which will include non-library users in our community. Funds will be primarily allocated to support the facilitation of the Board Retreat, and production of the 2026-2028 Strategic Plan support and promotional materials.

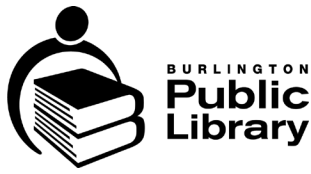
Strategic Implications

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

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

Equity, Diversity & Inclusion Considerations

Strong governance positions the Library Board to ensure that BPL provides equitable and diverse services to the community. The strategic planning process is a key opportunity to ensure that the Library's direction is relevant and responsive to the



diverse needs of customers and is enabling library service that is inclusive, equitable and welcoming to all.

Risk Management

The development of the new Strategic Plan will provide an important opportunity for the Library Board to ensure BPL's strategic priorities are aligned with the needs of the community. It will help to future proof the Library's planning and decision making to deliver relevant resources and services to the community.

Policy

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

Report Author(s)

Respectfully submitted: Lita Barrie, Chief Executive Officer

6. Decision Items: 6.3 Policy Review Report

Recommendations

THAT the Burlington Public Library Board approve the revised Chief Executive Officer Accountability and Authority Policy effective November 1, 2024, as presented.

THAT the Burlington Public Library Board approve the revised Gifts & Hospitality Policy effective November 1, 2024, as presented.

Purpose

To seek the Board's approval of the updated Chief Executive Officer Accountability and Authority and the Gifts & Hospitality Policies.

Background

These policies have been reviewed and updated for the Board's consideration to align with current library practice and accessibility standards.

Policies set the framework for the governance and operations of the Library and provide direction to the Library Board and employees. Policies are the tool for achieving the library's purpose and advancing the Library's mission.

The Chief Executive Officer Accountability and Authority Policy was last amended in 2021 and the Fees, Gifts and Hospitality Policy was last amended in 2018. Both policies are due for review. In the attachments, the revised policy is provided first, followed by the existing policy.

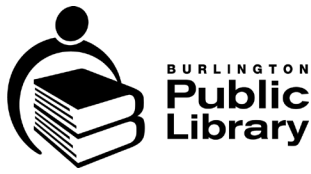
Discussion

Chief Executive Officer Accountability and Authority Policy

This policy is now in the accessible template. It has been streamlined to ensure the language is clear and aligned with the Board By-Law.

Gifts & Hospitality Policy

This policy is now in the accessible template, and it has been streamlined to minimize repetition and ensure the language is clear and concise. No changes were made to the



dollar limits or procedures associated with the acceptance of gifts, or hospitality. The title was updated to reduce confusion in relation to the Fees & Charges Policy.

Financial Considerations

These policies have no direct financial impact.

Strategic Implications

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

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

Equity, Diversity & Inclusion Considerations

Strong governance positions the Library Board to ensure that BPL provides equitable and diverse collections and resources to our customers.

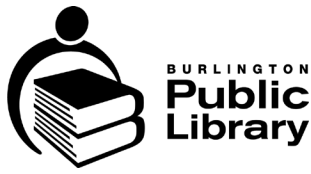
These policy updates consider continued need for equitable access to affordable services.

Risk Management

It is important that BPL policies remain aligned with Board decision-making.

Report Author(s)

Respectfully submitted: Lita Barrie, CEO



Chief Executive Officer Accountability and Authority Policy

Purpose

This policy defines the role of the Chief Executive Officer (CEO) and the relationship between the Library Board and the CEO.

Statement of Policy

In accordance with the Ontario Public Libraries Act section 15(2), the Library Board appoints a CEO who shall have general supervision over, and direction of, the operations of the Burlington Public Library and its employees.

The CEO works collaboratively with the Library Board and the community to ensure that BPL fulfills its mission, vision, and values through strategic and operational leadership.

Roles and Responsibilities

Accountability

The Chief Executive Officer is the primary advisor to the BPL Board and as the Chief Executive Officer, is accountable to the BPL Board and manages the operation of the library.

Authority

The CEO has the authority to carry out the duties of the office within the framework of the bylaws, policies, plans, and budget approved by the BPL Board. In addition, the CEO has the authority to review, employ, discharge, and promote employees of the Library. The CEO may also enter into contracts, agreements, and grants on behalf of the Library, providing they are aligned with the overall policies and budget of the Library.

Responsibilities

The Chief Executive Officer fulfills the following areas of responsibility:

As the Primary Advisor to the BPL Board:

- recommends policies, mission, values, goals, objectives and plans
- informs the BPL Board on all issues of substance
- assists Board members by providing orientation to the organization
- recommends good governance practices
- keeps the Board informed of relevant developments in governance, issues and legislation
- ensures the Board is protected and advised with respect to liabilities
- provides reports and advice in a timely and complete manner
- facilitates the work and business of the BPL Board
- serves on Board Committees as appropriate

As Secretary-Treasurer of the BPL Board:

- providing and maintaining all records, agendas and minutes of meetings of the Board and its various Committees and Task Groups
- presenting draft budgets and regular financial reports to the Board for approval
- The Chief Executive Officer is a signing officer of the Board but is not a member of the Board

As the Chief Executive Officer:

- implements Board policy and directions
- articulates a vision for the progressive growth of the organization
- supervises and directs Library operations and Library staff;
- plans, organizes, directs and is accountable for the administration of the library with the objective of providing high quality library service to the City of Burlington
- establishes annual workplan consistent with the Board's strategic plan
- delegates to staff as appropriate
- exercises the stewardship of all financial matters and resources
- maintains a positive working relationship with various municipal, other funding bodies and key strategic community agencies and organizations to enhance the Library's services
- establishes a positive library profile in the Burlington community and in the library profession
- provides regular reports of the achievement of the strategic plan objectives, analysis of variances and recommendations for modifications
- provides leadership in strategic planning with the Board and key stakeholders
- represents the Library in the community and in the media

Performance Appraisal

As per the terms of the Burlington Public Library Board By-laws, the Library board oversees the performance of the CEO and supports the CEO's development. As part of this process the library board and CEO engage in annual performance appraisal, planning and review, by the Board's CEO Appraisal Committee.

- Date:
- Amended Dates:
- Associated Documents:
 - Public Libraries Act, R.S.O. 1990, c. P.44
 - Burlington Public Library Board By-Laws

Purpose and Scope:

This policy defines the role of the Chief Executive Officer and the relationship between the BPL Board and the Chief Executive Officer.

Statement of Policy

In accordance with the Ontario Public Libraries Act [section 15\(2\)](#), the Library Board appoints a Chief Executive Officer (CEO) who shall have general supervision over, and direction of, the operations of the Burlington Public Library and its employees.

The CEO works collaboratively with the Burlington Public Library Board (Board) and the community to ensure that BPL fulfills its mission, vision, and values through strategic and operational leadership.

Statement of Role and Responsibilities:**Accountability**

The Chief Executive Officer is the primary advisor to the BPL Board and as the Chief Executive Officer, is accountable to the BPL Board and manages the operation of the library.

Authority

The CEO has the authority to carry out the duties of the office within the framework of the bylaws, policies, plans, and budget approved by the BPL Board. In addition, the CEO has the authority to review, employ, discharge, and promote full and part-time employees of the Library. The CEO may also enter into contracts, agreements, and grants on behalf of the Library, providing they are aligned with the overall policies and budget of the Library.

Responsibilities

The Chief Executive Officer fulfills the following areas of responsibility:

As the Primary Advisor to the BPL Board:

- recommends policies, mission, values, goals, objectives and plans
- informs the BPL Board on all issues of substance
- assists Board members by providing orientation to the organization
- recommends good governance practices
- keeps the Board informed of relevant developments in governance, issues and legislation
- ensures the Board is protected and advised with respect to liabilities
- provides reports and advice in a timely and complete manner
- facilitates the work and business of the BPL Board
- serves on Board Committees as appropriate

- acts as liaison between the BPL Board and library staff

As the Chief Executive Officer:

- implements Board policy and directions
- articulates a vision for the progressive growth of the organization
- supervises and directs Library operations and Library staff;
- plans, organizes, directs and is accountable for the administration of the library with the objective of providing high quality library service to the City of Burlington
- establishes annual workplan consistent with the Board's strategic plan
- delegates to staff as appropriate
- exercises the stewardship of all financial matters and resources
- maintains a positive working relationship with various municipal, other funding bodies and key strategic community agencies and organizations to enhance the Library's services
- establishes a positive library profile in the Burlington community and in the library profession
- provides regular reports of the achievement of the strategic plan objectives, analysis of variances and recommendations for modifications
- provides leadership in strategic planning with the Board and key stakeholders
- represents the Library in the community and in the media

As Secretary-Treasurer of the BPL Board:

- is responsible for all appropriate records, agendas, minutes
- presents draft annual budgets and provides regular financial reports consistent with the strategic plan to the BPL Board for approval
- serves on the Audit Committee of the Board
- is a signing officer of the BPL Board but is not a member of the BPL Board

Effective Date: Jan. 1996

Projected Review Date: Nov. 2024

Motion #/Date: #96-07, Jan. 18, 1996

Amended Dates: #99-24, May 20, 1999

May 20, 2010

#16-60, June 16, 2016

#21-66, Nov. 25, 2021

Associated Procedures:

6. Decision Items: 6.3.2 Gifts & Hospitality Policy

Table of Contents

Purpose and Scope	1
Statement of Policy	1
Exceptions Specific to Gifts and Hospitality	2
Speaking Engagements	2

Purpose and Scope

The purpose of this policy is to clarify the conditions and expectations for Board members and employees when offered gifts, or hospitality (“Benefits”) related to their position or during the execution of their duties for Burlington Public Library (“BPL”).

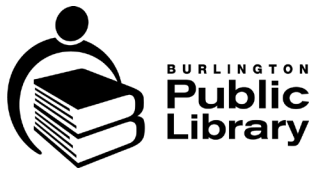
Statement of Policy

A Board member or employee may not solicit or accept Benefits from any person or business that has or desires to have a contract with BPL. Exceptions may apply when the Benefits are available to all members of the public or to all BPL Board members and employees (e.g. discounted cell phone package).

No Board member or employee shall accept any Benefits that exceed \$100 in value. A Board member or employee shall notify the CEO of the receipt of Benefits with a value ranging from \$26 to \$100 inclusive. The CEO will document and disclose the receipt of these Benefits to the Chair and Vice Chair of the Library Board.

A Board member or employee may accept without specific approval or disclosure, a Benefit under the following conditions:

- The value does not exceed \$25; and
- It is infrequent in occurrence; and
- It is in the context of a business, community or fundraising event; and
- The Benefit is not an attempt to seek special favours or advantages from the Board member, employee, or BPL.



Exceptions

Hospitality

Board members, management and professional staff may be required, as part of their position responsibilities for BPL, to participate in hospitality events that may be more frequent or that may involve a higher monetary value than the above guidelines. The CEO or Chair of the Library Board ("Board Chair") must approve participation in advance. This may include events such as dinner, golf, theatre or sports tickets.

Gifts

In limited circumstances, it may be acceptable for a Board member or employee to accept a gift that is valued at over \$100. The CEO must approve these exceptions for employees in advance by completing a form that authorizes the employee to keep the gift. The CEO and Board members must seek approval from the Board Chair before acceptance of gifts more than \$100 and the Board Chair must seek approval from the Vice Chair of the Library Board.

Speaking Engagements

No Board member or employee shall charge or knowingly accept a fee for taking part in a public speaking event (e.g. radio, television, website or conference) to which they were invited as a direct result of their position.

Any honoraria received by a Board member or employee for performing their work duties must be submitted to BPL through the CEO. At the discretion of the Board Chair or CEO, gifts offered to library staff such as plants, calendars, chocolates or items of this nature, may be accepted. Accepting free admission to a conference, workshop or similar professional development event is not a violation of this policy.

Board members and employees may charge or accept a fee for speaking engagements outside of work time (e.g. vacation time) providing they are not representing or purporting to represent the Library.

- Date: December 2014
- Amended Dates: 2018

Fees, Gifts and Hospitality Policy

Purpose and Scope:

This section clarifies the expectations for Board members and employees who may receive a gift, fee or hospitality as a result of their position at Burlington Public Library.

Statement of Policy:

A Board member or employee may not solicit or accept any gift, benefit, money, discount, favour, gift card or other assistance from any person or business which has or desires to have a contract with Burlington Public Library (the "Library") to supply goods or services unless the gift, benefit, money, discount, favour, gift card or other assistance is available to all members of the public or is available on a discounted basis to all BPL Board members and employees (e.g. discounted cell phone package).

No Board member or employee shall accept any gifts, hospitality and invitations to special events which exceed \$100 in value. A Board member or employee may accept a nominal gift or hospitality with a value of \$25 or below provided that:

- It is in the context of a business meeting or interaction, or in the context of a recognized charitable event; and
- It is infrequent in occurrence; and
- It legitimately serves a business purpose; and
- It is appropriate to the business responsibilities of the individual; and
- The gift or hospitality is not an attempt to seek special favours or advantages from the Board member, employee or Library.

Receipts of gifts, hospitality and invitations to special events with a value ranging from \$25 to \$100 inclusive shall be documented and disclosed to the CEO. The CEO will document and disclose receipt of gifts, hospitality and invitations to special events with a value ranging from \$25 to \$100 inclusive to the Chair of the Board of Directors. Board members must document and disclose receipt of gifts, hospitality and invitations to special events with a value ranging from \$25 to \$100 inclusive to the Chair of the Board of Directors and the Chair to the Vice Chair.

Exceptions Specific to Gifts and Hospitality:

Hospitality

Some Board members, management and professional staff are required, as part of their position responsibilities for BPL, to participate in hospitality events that may be more frequent or that may involve a higher monetary value than the above guidelines. Such participation is not a breach of this policy, so long as the hospitality event serves a legitimate business purpose and is approved in advance by the Board Chair or CEO.

Gifts

Gifts received by a Board member or employee on behalf of the Library, where the gift is intended by the giver to become property of the Library.

In limited circumstances it may be acceptable for a Board member or employee to accept a gift that is valued at over \$100. For employees, these exceptions must be approved by the CEO who will complete a form that authorizes the employee to keep the gift. The CEO must seek approval from the Chair of the Board of Directors for gifts of a higher monetary amount. Board members must seek approval from the Chair of the Board of Directors for gifts of a higher monetary amount and the Chair from the Vice Chair.

Speaking Engagements

No Board member or employee shall charge or knowingly accept a fee for taking part in a public speaking event such as radio or television broadcast, website broadcast or conference to which she or he was invited as a direct result of her or his position.

Any honoraria received by Board or staff members for performing their work duties should be turned over to the Library. At the discretion of the Chair or CEO, gifts offered to library staff, such as plants, calendars, chocolates or items of this nature, may be accepted. Accepting free admission to a conference, workshop or similar professional development event is not a violation of this policy.

Employees may charge or accept a fee for speaking engagements during off work time (e.g. vacation time) providing the employee is not representing or purporting to represent the Library.

Definitions

Fees: An amount of money that is paid for work conducted

Gifts: Any business related gift, gift card, gift certificate, discount, favour or assistance given to an employee(s) from an outside organization or individual

Hospitality: Any business related hospitality event (e.g. dinner, golf, theatre or sport tickets etc.) given to Board member(s) or employee(s) from an outside organization or individual

Effective Date: Dec. 2014	Projected Review Date: 2018
Motion #/Date: #14-114, Dec. 17, 2014 Amended Dates:	
Associated Procedures:	

8. Information Items: 8.1 CEO Report - October Update

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Purpose	1
Enhance Community Well-being	1
Inspire Discovery with Diverse Collections, Services and Spaces	3
Create a Workforce Culture Driven by our Organizational Values.....	4

Purpose

The CEO report for October 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



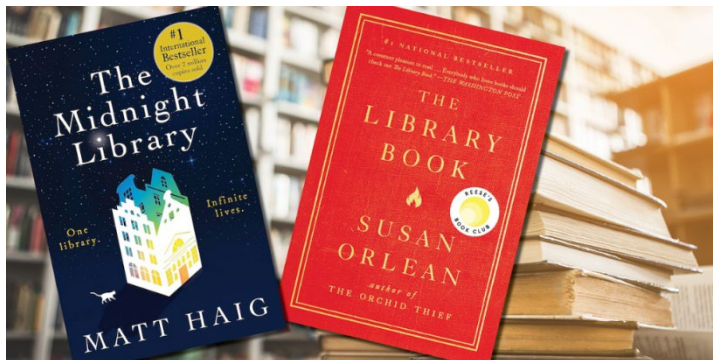
BurLITFestival

Registration is underway for BPL's 4th Annual [BurLITFest](#). This year's festival showcases a wide array of literary talent. Speakers include bestselling and award-winning writers such as UK author Paula Hawkins of *The Girl on the Train* fame, Ava Lee series creator Ian Hamilton and Beach Strip mystery series author John Lawrence Reynolds, contemporary fiction novelists Karma Brown, *What Wild Women Do*, together with Heather Dixon, *The Summerville Sisters*, and journalists Elizabeth Renzetti and Doug Saunders.



Honouring the National Day of Truth & Reconciliation & Orange Shirt Day

The Truth & Reconciliation Commission specifically highlights the important role libraries play in educating and raising awareness about residential schools. BPL is committed to providing resources and programming to support learning about the legacy of residential schools—and honour the healing journey of survivors and their families. In addition to several events, and book displays across all branches, BPL offered customers an opportunity to visit the MakerSpace to make an Every Child Matters button to take home and wear.



Ontario Public Library Week

The theme for this year's Ontario Public Library Week is "Libraries for Life." At BPL, this is a chance to explore all the ways people can brighten their lives with their local library. October is Canadian Library Month and October 20 to 26 is Ontario Public Library Week. This is a wonderful opportunity to celebrate public libraries and our important role in our communities.

Inspire Discovery with Diverse Collections, Services and Spaces



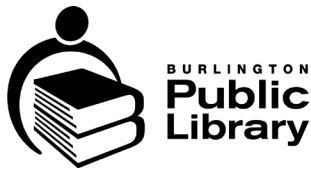
Culture Days Sep 20 to Oct 13

Together with cities across Canada, we celebrate our rich arts & culture scene in Burlington. Culture Days is a national celebration of arts and culture. In partnership with the City of Burlington, BPL offered an array of programs including *An Afternoon with Marc Garneau*. The event was the launch of the first Canadian astronaut to fly to space's new book [A Most Extraordinary Ride](#).



TeenTober

October is [TeenTober](#) at BPL. Celebrated by libraries every October, TeenTober aims to recognize teens and promote year-round library services. BPL is celebrating with great programs on offer to help teens build the skills to support their goals.



Create a Workforce Culture Driven by our Organizational Values

EDI Training Program

BPL has launched a new staff Equity, Diversity, and Inclusion (EDI) training. This is a new core training program is an important element of Burlington Public Library's commitment to making our spaces and services equitable and inclusive for customers and staff, and achieve the goals outlined in BPL's Equity, Diversity & Inclusion Plan.

The training is designed to enhance skills, knowledge, and awareness about core EDI topics and develop a shared understanding of EDI concepts, to ensure we can create a library environment that truly embraces everyone in our community. The training format has been modeled on the Intellectual Freedom training with content from the Canadian Centre for Diversity and Inclusion. This hybrid delivery model helps to ensure that we can provide ongoing access to these essential core library concepts while at the same time include space for conversation.

Staff Social

BPL's annual Staff Social was held on Friday, September 27. This annual event is an opportunity for colleagues to gather and connect. Staff are invited to bring along their families. It was a wonderful evening of food and fellowship.

City of Burlington Santa Claus Parade – Central Closure

This year's Santa Parade will be held on Sunday, December 1. As a result of the construction on Prospect Street, City of Burlington Staff have revised the Santa Claus Parade route. The road closure will begin at New Street and Guelph Line with the parade starting at Central Hub (Teen Tour Way) and all the parking lots in Central Park will be closed to use for staging. This year, the VR Pro's Santa Race will also be held prior to the start of the Santa Claus Parade starting from Central Park. As a result, Library staff have determined that it will be necessary to close Central Library for the day. Staff will be deployed to other branches and the Library will be participating in the parade.

Report Author

Respectfully submitted: Lita Barrie, Chief Executive Officer

8. Information Items: 8.2 Advocacy Report

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Purpose	1
To provide the Library Board an update on BPL’s advocacy activities.	1
Background	1
Financial Considerations	3
Strategic Implications	4
Equity, Diversity & Inclusion Considerations	4
Risk Management.....	4
Policy	4

Purpose

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

Background

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

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

Municipal Advocacy Initiatives

- Staff continue to notify Ward Councillors of any service disruptions within their ward.
- In July, the CEO sent a letter to all each member of City Council with a copy of the 2023 Annual Report. Staff followed up links to the electronic copy of for consideration for inclusion in Ward eNewsletters.

- September 18, staff attended the Chamber of Commerce *Business After Five* event at City Hall. September 20, Lita Barrie attended the Chamber of Commerce *Business Before Nine Event What Does 1200 King Road Mean for Business*. Both events were opportunities to network with key stakeholders and learn more about emerging City of Burlington priorities.

Provincial Advocacy Initiatives

- Federation of Ontario Public Libraries (FOPL) Update:
 - October 2, the Government of Ontario formally announced their commitment to invest \$3.75 million over 3 years to help ensure the ongoing stability of First Nations Public Libraries in Ontario. Through this investment, nearly 40 public libraries on reserve will be significantly assisted in continuing to perform their unique role: preserving their communities' collective memory, revitalizing First Nations languages, assisting community members in preparing for job skills and entrepreneurship, and providing a place to nurture important social connections. This enhanced funding is a critical important step towards sustainability for public libraries on reserve – an important priority identified by our members across the province.
 - FOPL continues to focus on two key funding priorities:
 - Increase provincial operating funding for Ontario's public libraries to address critical shared priorities and community needs.
 - Ontario Digital Public Library: This project would provide critical e-learning support and fair access digital resources for all Ontario public libraries through the creation of an Ontario Digital Public Library. Leveraging the province's significant purchasing power to give all Ontarians access to a universal set of high-quality e-learning & online resources through their local public library. The core suite of highly impactful digital resources accessible by every Ontarian through their local public library. While the specific resource set will depend on the outcome of competitive negotiations with vendors, potential resources could include:
 - Live Tutoring; resources are available that provide a powerful suite of live tutoring, skills development and test preparation tools for learners of all ages, with a focus on K-12.
 - Job Skill Development and Training; some libraries already subscribe to databases that include an ever-expanding

catalogue of virtual courses and learning modules for career, creative, digital skills development and certifications.

- Language Learning: these apps have become increasingly popular, providing highly personalized and comprehensive language learning capabilities for dozens of global languages.

Federal Advocacy Initiatives

- On July 29, BPL hosted the Honourable Karina Gould's inaugural Canada Summer Jobs Student Social. The afternoon was a networking and learning event for Federal Summer Students in Burlington. The event welcomed nearly 100 students and employers from across the community.
- Canadian Urban Libraries Council (CULC) updates:
 - BPL is hosting Canadian Urban Libraries Council (CULC) Spring meeting October 21 & 22. Lita Barrie will provide a verbal update at the October Library Board meeting.
- Canadian Federation of Library Associations (CFLA) Updates:
 - The CFLA Board began 2024 with a mandate to implement transformative changes to enhance relevance, maximize value for members, and create a sustainable, thriving organization. The Stakeholder Engagement Sessions were this first step in this process. CFLA formed a committee to review the feedback from the stakeholder engagement sessions and develop recommendations to address feedback. The committee met over June to August and completed an analysis of CFLA's opportunities for improvement and growth. Lita Barrie participated in the Committee as Chair of the CFLA's Climate Action Committee. The Committee's recommendations were approved by the CFLA Board in September, and they are currently working on an implementation plan. Areas of focus include:
 - Governance
 - Increasing capacity
 - Communications

Financial Considerations

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

Strategic Implications

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

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

Equity, Diversity & Inclusion Considerations

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

Risk Management

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

Policy

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

Respectfully submitted: Lita Barrie, Chief Executive Officer

8. Information Items: 8.3 Quarterly Reports

Purpose

To provide the Library Board with the quarterly information update reports for Q3.

Background

Over the course of the several 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 transitioning to a new reporting format during 2024.

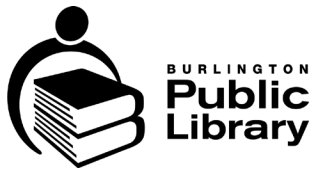
Discussion

The following four reports are included as attachments:

- **Performance Measures Indicators:** For Q3, we have please note that we modified the Q3 column heading to include YTD based on Board feedback. The data and collection method has not changed. We are continuing to see strong growth in all key indicators.
- **Strategic Plan:** In 2023, the format that the Strategic Plan report has changed to align with the new 2021-2025 Strategic Plan. For 2024, staff focused on ensuring that targets are better aligned with the data collection. No change from Q2 for this report.
- **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 Board has completed all Q3 deliverables.
- **HR and H&S Update:** The summary page highlights the key insights related to Q3.

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 Considerations

Quarterly performance reports position 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

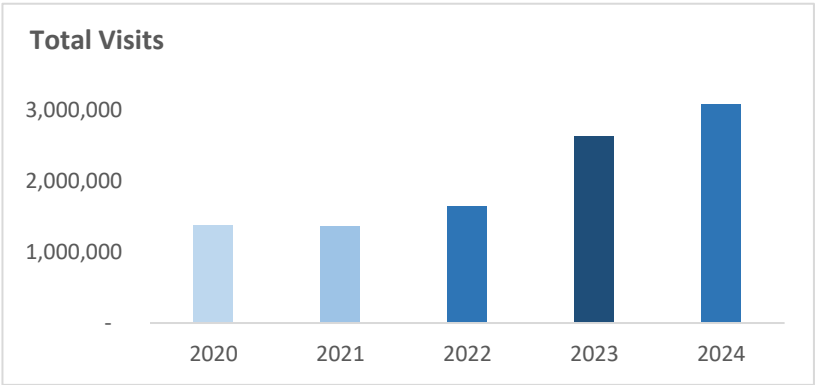
PERFORMANCE MEASURES INDICATORS


BURLINGTON PUBLIC LIBRARY

Third Quarter YTD 2020-2024

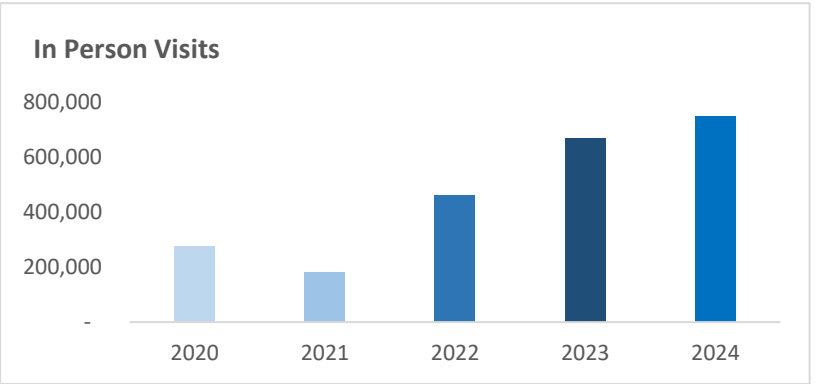
	Total Visits	Q3 YTD	Change	Change	Change	Change
		Total	2023	2022	2021	2020
The total number of in-person and BPL website visits						
		3,089,865	17%	88%	127%	124%


*Error in In-Person Visit numbers for March 2024 due to server replacement mid month.

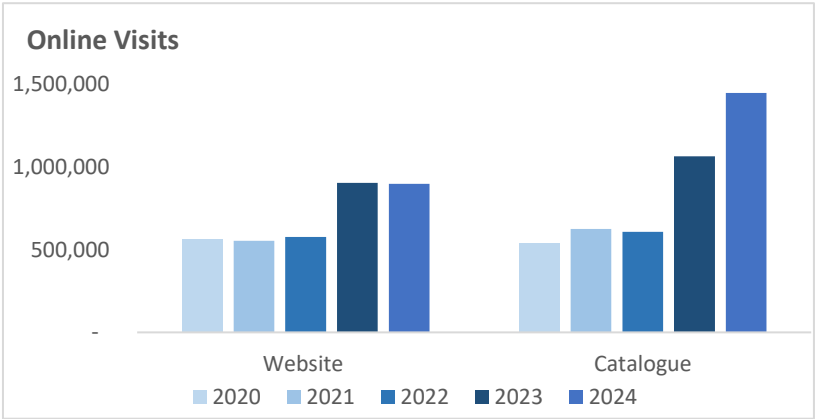


	In-Person Visits	Q3 YTD	Change	Change	Change	Change
		Total	2023	2022	2021	2020
Number of in-person visits to BPL's branches						
		746,288	12%	61%	310%	172%

*Error in In-Person Visit numbers for March 2024 due to server replacement mid month.




	Online Visits	Q3 YTD	Change	Change	Change	Change
		Total	2023	2022	2021	2020
Number of visits to BPL's website & catalogue						
		2,343,577	19%	98%	99%	113%

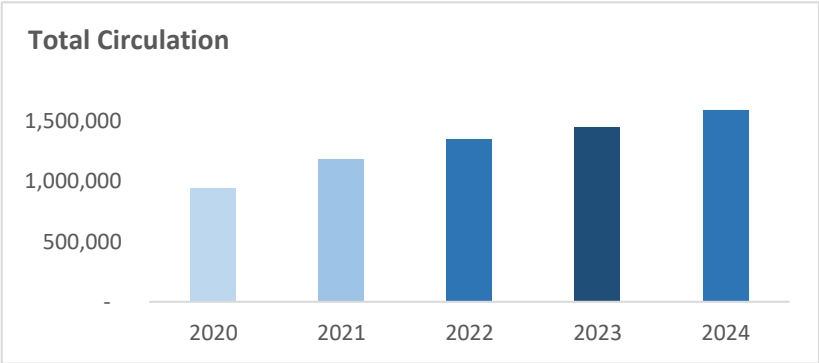



PERFORMANCE MEASURES INDICATORS

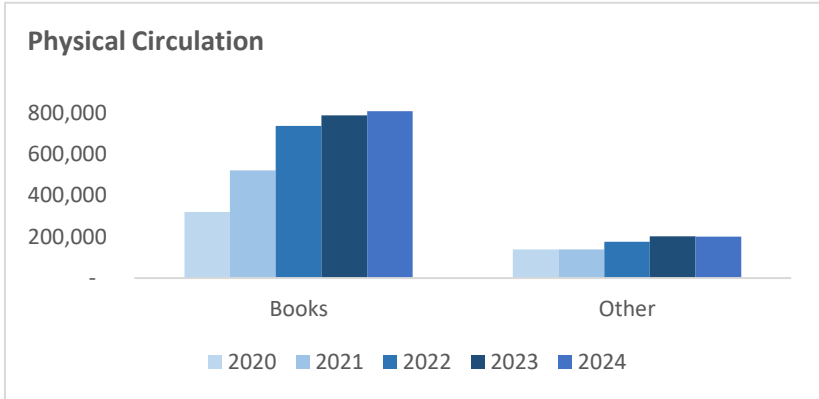
BURLINGTON PUBLIC LIBRARY


Third Quarter YTD 2020-2024

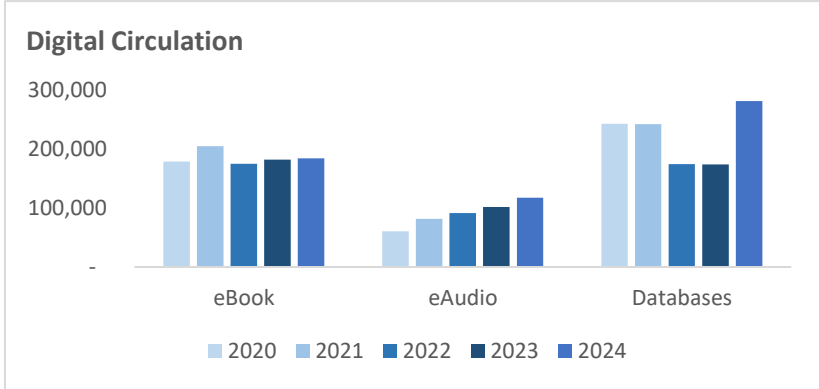
	Total Circulation	Q3 YTD	Change	Change	Change	Change
	The total of physical and digital circulation	Total	2023	2022	2021	2020
		1,590,155	10%	18%	34%	69%



	Physical Circulation	Q3 YTD	Change	Change	Change	Change
	Number of customer checkouts and renewals	Total	2023	2022	2021	2020
		1,006,592	2%	10%	53%	120%



	Digital Circulation	Q3 YTD	Change	Change	Change	Change
	Number of electronic checkouts	Total	2023	2022	2021	2020
		583,563	27%	32%	10%	21%



PERFORMANCE MEASURES INDICATORS

BURLINGTON PUBLIC LIBRARY

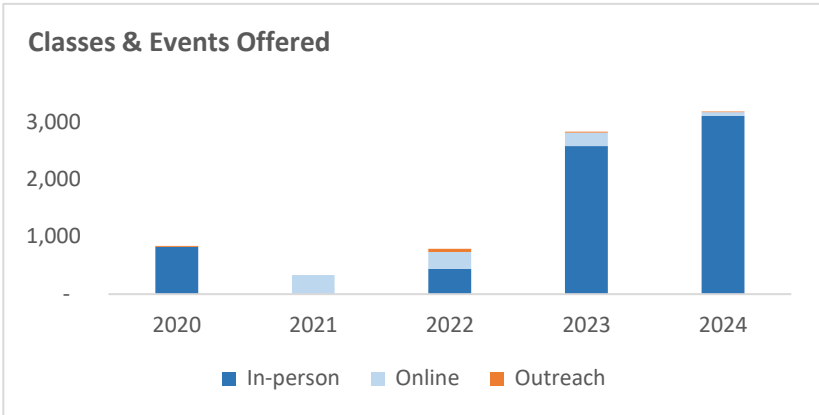
Third Quarter YTD 2020-2024



Classes & Events Offered

Number of classes and events offered

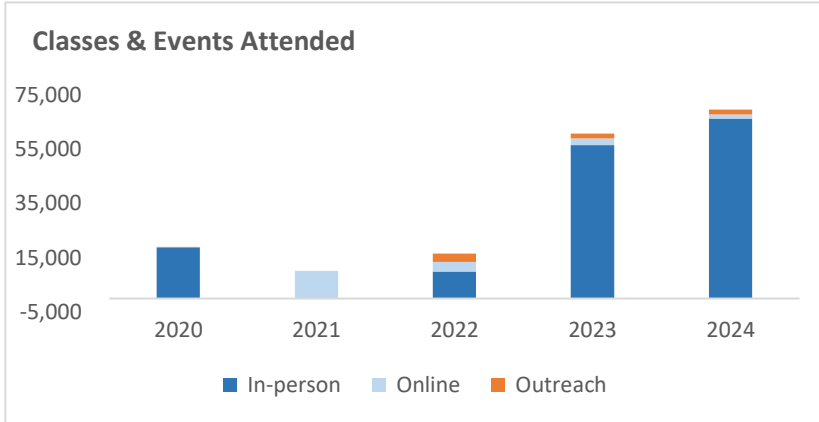
Q3 YTD Total	Change 2023	Change 2022	Change 2021	Change 2020
3,176	12%	303%	848%	278%
YTD	In-person	Online	Outreach	
2020	824	-	17	
2021	-	335	-	
2022	437	299	52	
2023	2,574	237	14	
2024	3,098	68	10	



Classes & Events Attended

Attendance at classes and events offered

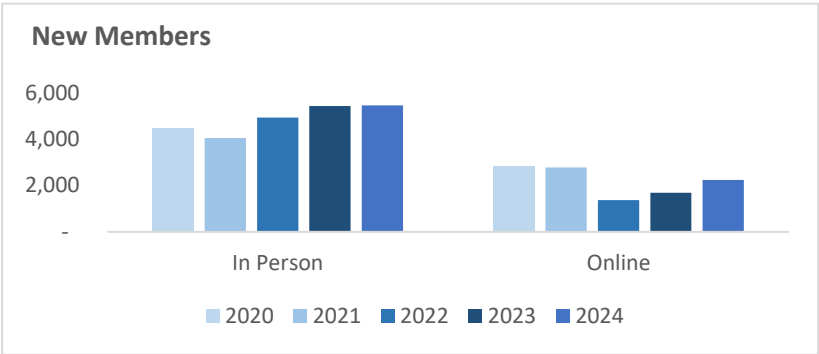
Q3 YTD Total	Change 2023	Change 2022	Change 2021	Change 2020
69,581	14%	321%	581%	267%
YTD	In-person	Online	Outreach	
2020	18,666	-	301	
2021	-	10,223	-	
2022	9,951	3,573	2,985	
2023	56,529	2,470	1,798	
2024	66,256	1,530	1,795	



New Members

Number of created in-person & online memberships

Q3 YTD Total	Change 2023	Change 2022	Change 2021	Change 2020
7,695	8%	22%	13%	6%
Total Active Members 90,006				



PERFORMANCE MEASURES INDICATORS

BURLINGTON PUBLIC LIBRARY

Third Quarter YTD 2020-2024

Term	Definition
Active Cardholders	library cardholders who used their library card in the past 2 years
Book Circulation	checkout and renewal of items that are book format, including book kits
Checkouts	items signed out of the library using a library card
Classes and Events - In-house	programs run within the library led by a staff member
Classes and Events - Online	programs run virtually either live or previously recorded
Classes and Events - Outreach	library staff go out into the community to events to promote the library service and/or programs
Databases	circulating electronic resource subscriptions for information, courses and entertainment (e.g. Pressreader)
eBook and eAudio	includes checkout of eBooks and eAudio books from BPL and other Ontario libraries
eCheckout Circulation	total of eBook, eAudio book and databases checked out
In-Person Visits	number of people entering the library
New Members	number of new card registrations both in person and online
Other Circulation	checkout and renewals of all physical items, excluding books
Physical Circulation	all physical library materials that are checked out and renewed in person and online
Renewals	extending time items are checked out without returning the item
Total Circulation	all physical materials and digital materials checked out and renewed
Total Visits	total in-person and online visits
Website Visits	number of times people access the website and catalogue over 10sec

2021-2025 Strategic Priorities



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.

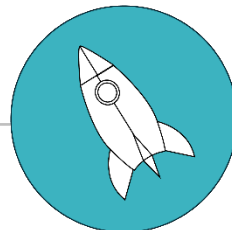
- Systems for collecting, segmenting, analyzing, and reporting data
- Measurable Key Performance Indicators (KPIs)

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.

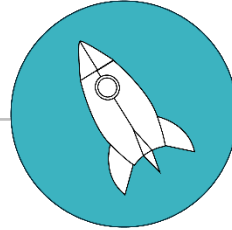
- Customer first culture
- Customer satisfaction KPIs



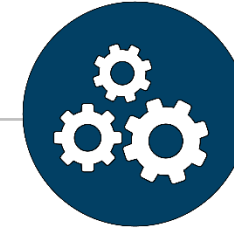
Strategic Impact Goals, Measures & Targets



*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:

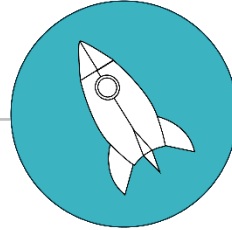
		2025 Target	2019 Benchmark	Definition of KPI
1. Our REACH	5% increase	97,694	93,042	#Active Memberships; #New memberships; #Partnerships & Social Media Engagement; #Outreach participants
2. Our USE	10% increase	5,622,048	5,110,953	#CKO, #Visits (in person & online), Program Attendance; WIFI & PAC Usage
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

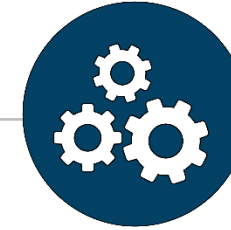
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		2023 % Change
1. our REACH	5% increase	+277%
2. our USE	10% increase	-4.35%
3. our VALUE	maintain high value	\$303 per resident

Strategic Plan Scorecard with 2024 Initiatives & Targets – Q3 Update

Perspectives	#	Strategic Objectives	KPI's	Target	Initiatives	Timeline & Results
Customers/Stakeholders	C1	Strengthen relations with community partners to support community needs through programming and other library services.	To be defined	To be defined	BPL Partnership Framework: Define Partnership and Outreach Strategy and develop rubric for identifying & growing strategic partnerships	Q4
	C3	Extend physical presence in the community	Increase our reach	Open new New Appleby location 2025	Key 2024 Actions: Community Engagement and finalizing associated agreements	2025
	C4	Create a positive, welcoming and memorable journey for all customers	Customer satisfaction survey	maintain 95% positive impact Increase participation by 1% over 2023	Customer Satisfaction Survey to add demographic data and definition of wellbeing	Completed maintained 95%. Increased participation by 30%

Strategic Plan Scorecard with 2024 Initiatives & Targets – Q3 Update

Perspectives	#	Strategic Objectives	KPI's	Target	Initiatives	Timeline & Results
Internal Business Processes	B1	Enable BPL to make informed and data driven customer services	Access to service data to inform planning		Update Quarterly Report templates	Q4
		Using an equity lens, create a strategic roadmap for our physical space, reimaged use, flexibility and design of BPL spaces and technology to support the Library's vision as an inspiring place that sparks	Customer satisfaction with library spaces	Increase 2% over 2022 satisfaction rate of 72% by 2025	Complete Phase 2 of BPL's Wayfinding Project to unify BPL's approach to interior and exterior signage, and improve wayfinding at all locations.	Q4
		Enhance and support digital inclusion & literacy through the continued research, development, and the delivery of technology for use in and	Customer satisfaction with technology services - Customer survey	Increase by 2% over 2022 Customer survey result of 63% by 2025	Replace BPL's print management software system.	Q4
	B2				Implement 2024 actions from Digital Equity Plan	Q4
		Map pathways to carbon neutrality and develop a plan to reduce our carbon footprint.	Define measures and targets		Replace BPL delivery vehicle.	Completed new truck in use
	B3			Benchmark	Report to the Library Board with aplan to reduce BPL's carbon footprint.	Q4

Strategic Plan Scorecard with 2024 Initiatives & Targets – Q3 Update

Perspectives	#	Strategic Objectives	KPI's	Target	Initiatives	Timeline & Results
Learning & Growth	L1	EDI Systemwide training Program	Great Place to Work data - Training & Development Indicator	Increase by 2% over 2022 satisfaction rate of 77%	Select tool and implement training system wide	Q4
	L2	Increase BPL staff technology knowledge as a priority	Bridge Survey	Benchmark in 2024	Implement 2024 actions from Digital Equity Plan	Q4
	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 2024	Q4
Financial Stewardship		Enable BPL to make informed and data driven customer services and budgetary decisions	Operating Budget	2024 Approved budget	Achieve 2024 Business Service Plan within approved operating budget guidelines.	Q4
			Capital Budget	2024 Approved budget	Complete 2024 Capital Projects as outlined	Q4
	F1		Economic Impact	return to pre-Covid values	Economic Impact report to Library Board in June 2024.	Completed - Increased per resident value from \$295 to \$303

Library Board –2024 Governance Calendar & Workplan DRAFT

Task or Deliverable	Area of Focus	Target date	Status	Notes
Q1				
Board Self-Evaluation Report	Governance	January	Complete	
Annual Board Approval of the Health & Safety Policy	Governance	January	Complete	
Audit Meeting - Prepare for 2023 Audit	Audit/Risk Management	January	Complete	
Review Q4 2023 Metrics Reports	Governance	January	Complete	
Approve Q4 2023 Financial Statements	Financial Oversight	January	Complete	
Attend Ontario Library Association SuperConference	Board Development	January	Complete	Optional
Executive& Committee Elections	Governance	January	Complete	
Board Development: Digital Resources & Collections	Board Development	January	Complete	
Review Human Rights & Respectful Workplace Policy	Policy Review	February	Complete	Approved Feb 22 2024
Board Development: Readers Services	Board Development	February	Complete	
Board Development: Safety & Security in Public Libraries	Board Development	March	Complete	
Q2				
Board Development: Human First Approach	Board Development	April	Complete	
Approve Q1 Financial Statements	Financial Oversight	April	Complete	
Review Q1 Metrics Reports	Governance	April	Complete	
CEO Performance Review	Governance	May	Complete	
Board Development: Emergency Response Plan	Board Development	May	Complete	
Review & Approve 2023 Audited Statements	Audit/Risk Management	April or May	Complete	Approved May 23, 2024
Review Senior Management 2023 Expenses	Audit/Risk Management	April or May	Complete	Approved May 23, 2024
Review 2023 Risk Management Report & 2024 Plan	Audit/Risk Management	April or May	Complete	Approved May 23, 2024
Receive Advocacy Report	Governance	May	Complete	
September 30 Report	Governance	June	Complete	
Receive 2023 Economic Impact Statement	Governance	June	Complete	
Review Intellectual Freedom Policy	Policy Review	June	Complete	
Board Development: Intellectual Freedom	Board Development	June	Complete	
Q3				
Receive Q2 Financial Statements by email	Financial Oversight	August	Complete	
Approve Q2 Financial Statements	Financial Oversight	September	Complete	
Approve annual Library Closures Calendar for 2025	Governance	September	Complete	Approved September 26, 2024
Approve 2025 Capital Budget Submission	Financial Oversight	September	Complete	Approved September 26, 2024
Approve 2025 Operating Budget Submission	Financial Oversight	September	Complete	Approved September 26, 2024
Received 2024 Customer Satisfaction Survey Report	Strategic Planning	September	Complete	
Receive Q2 Metrics Reports	Governance	September	Complete	
Review Event & Community Space Rental Policy	Policy Review	September	Complete	Renamed Room Rental Policy Approved September 12, 2024
Review Fees & Charges Policy	Policy Review	September	Complete	Approved September 12, 2024
Board Development: Programming & Partnerships	Board Development	September	Complete	
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		

Staffing & Recruitment

Headcount	
Full Time	57
Part Time	84
Total	141

Organizational Voluntary Turnover Rate				
Q1	Q2	Q3	Q4	YTD
2.96%	1.42%	6.51%		10.89%

Recruitment – At a glance					
	Q1	Q2	Q3	Q4	YTD
Number of Positions Posted *	15	9	8		32
Number of Applicants	3,574	1,339	1,631		6,544
Number of Positions Hired – Externally	10	6	11		27
Number of Positions Hired – Internally	7	5	0		12
Number of Positions Not Filled	0	0	0		0
Fill Rate	100%	100%	100%		100%
90 Day Retention Rate	100%	100%	100%		100%
1 Year Retention Rate *	93%	57%	97%		82%

Staff Health and Wellness

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

Onboarding Survey

Participation Rate
100%
Overall Onboarding Score
100%

Summary Page

Recruitment

- 8 jobs were posted (some had multiple vacancies per posting) which amounted to 11 positions total being filled.
- 1 employee resigned before reaching the 1-year mark.

Health and Safety

- An employee on STD transitioned to LTD