

BPL Library Board

Agenda

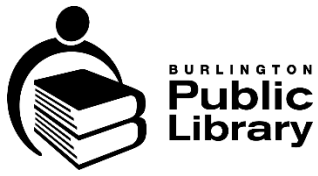
Thursday, March 27, 2025

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. Presentation: Strategic Planning Update
5. Open Minutes of Recap of Board Retreat
6. Open Minutes of February 27, 2025
7. Decision Items
 - 7.1 Policy Review:
 - 7.1.1 General Human Resources Policy
8. Discussion Items
 - 8.1. Board By-Law
9. Information Items
 - 9.1 CEO Report
 - 9.2 Digital Equity Progress Report 2024



10. Closed Session

- 10.1. Closed Minutes of February 27, 2025
- 10.2. CEO Performance Review

11. Approval of Motions from Closed Session

12. Other Business

13. Next Meeting:

Thursday, April 24, 2025, 6:30 p.m., Frank Rose Room



BPL Board Minutes | February 27, 2025

Attendance

Board: Jennifer Tarnawski, Jason Manayathu, Akindayomi Odedeyi (via Zoom), Lindsay Zalot, Councillor Lisa Kearns (via Zoom)

Staff: Lita Barrie, Nicole Tewkesbury, Meg Uttangi Matsos, Elise Copps, Cindy Tchorz

Regrets: Shayne Lemieux, Ashley Cameron

Minutes

A meeting of the Board was held on Thursday, February 27, 2025, in the Frank Rose Room at Central Branch.

1. Call to Order

Jason Manayathu, 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 25-07, Approval of the Agenda

MOVED by Lindsay Zalot, SECONDED by Jennifer Tarnawski, that the agenda be approved as presented.

CARRIED.

3. Declarations of Interest - None

4. Open Minutes of January 23, 2025

Motion 25-08, Open Minutes of January 23, 2025

MOVED by Akindayomi Odedeyi, SECONDED by Jennifer Tarnawski, that the Burlington Public Library Board approve the Open Minutes of January 23, 2025, as presented.



CARRIED.

5. Board Development: Service Model Presentation

6. Decision Items - None

7. Discussion Items

7.1. Board By-Law

The Board By-Law is coming to the Board with some updates as discussed at the January Board meeting. Following a discussion, library staff will review the terms of reference for all committees, align what the role of the Chair and Vice Chair is and add in the update to the CEO performance review committee and the inclusion of the Chair from the review year. The draft version will come back to the Board in March for review and further discussion and then back to the April Board meeting for a decision.

Councillor Lisa Kearns left the meeting at 7:35 p.m.

8. Information Items

The following items were received by the Board

- 8.1. CEO Report
- 8.2. 2024 Requests for Reconsideration
- 8.3. Burlington Foundation Statements

Motion 25 - 09, Move into Closed Session

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

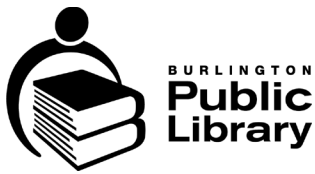
CARRIED.

The Library Board moved into Closed Session at 7:55 p.m.

Motion 25 - 10, Move out of Closed Session

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

CARRIED.



The Library Board moved out of Closed Session at 8:41 p.m.

10. Approval of Motions from Closed Session

Motion 25 - 11, Closed Minutes of January 23, 2025

MOVED by Jennifer Tarnawski, SECONDED by Lindsay Zalot, that the Burlington Public Library Board approved the Closed Minutes of January 23, 2025 as presented.

CARRIED.

11. Other Business - None

The meeting is adjourned at 8:42 p.m. Motion by Lindsay Zalot.

Chair

Secretary-Treasurer

Next Meeting

Thursday, March 27, 2025, Frank Rose Room

7. Decision Items: 7.1 Policy Review Report

Recommendations

THAT the Burlington Public Library Board approve the revised General Human Resources Policy effective April 1, 2025, as presented.

Purpose

To seek the Board's approval of the updated General Human Resources Policy.

Background

The policy has 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 General Human Resources Policy was last amended in 2023. This policy is due for review, the revisions are highlighted in yellow.

Discussion

There were only a few minor changes made to update the language to reflect current practice. For 2025, performance review conversations are moving to semi-annual cycle. After completing a full cycle of quarterly reviews, it was determined that there was too little time between conversations.

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

This policy intentional outlines the alignment with equity, diversity and inclusion principles. BPL is committed to working with staff in all aspects of the human resources functions in a manner that prioritizes and affirms dignity, equity, diversity and inclusion.

Sustainability Considerations

BPL's Sustainability Plan focuses on climate change mitigation, adaptation and climate equity considerations. Decisions that are good for the climate are good for employee engagement and supporting staff wellbeing which are ongoing areas of focus.

Risk Management

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

Report Author(s)

Respectfully submitted: Lita Barrie, CEO



General Human Resources Policy

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Purpose

Burlington Public Library (BPL) is committed to providing a values-centered, high-performance culture, which provides a mutually respectful, inclusive, and safe workplace, free of harassment and workplace violence for all Employees, stakeholders, and Volunteers.

This policy outlines Burlington Public Library’s (BPL) human resources commitment. The CEO shall ensure that all human resources policies and practices comply with applicable legislation and are made available to all employees.

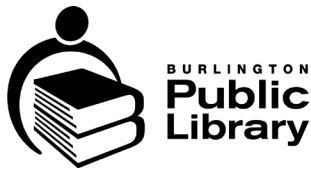
Scope

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

Statement of Policy

BPL is committed to providing an environment that respects the dignity and basic human rights of everyone. It subscribes to a policy of non-discrimination in employment practices and freedom from all forms of harassment, including sexual harassment.

In accordance with the Ontario Human Rights Code, BPL extends equal employment opportunities to all individuals. Equal employment opportunities apply in all aspects of



employment including recruitment, hiring, training, transfer, promotion, compensation, and termination of employment.

BPL managers and supervisors ensure a safe and healthy working environment is maintained for all employees. All employees are expected to comply with the provisions of all relevant health and safety legislation and BPL's health and safety program and work in a manner that protects themselves and others from occupational injury.

Employee records including any information regarding an employee's health and/or disabilities are treated as strictly confidential unless the employee provides written consent for the release.

Job Evaluation and Classification

BPL classifies positions on the principles of job evaluation. Job value is determined based on the knowledge, skill, effort, responsibility, and working conditions required by positions. Changes to the job evaluation system and structure require Board approval.

Hiring Practices

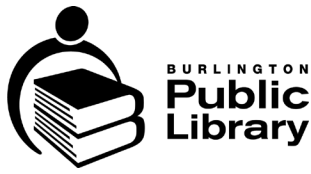
The Library is dedicated to recruiting and retaining a qualified workforce. By valuing a diverse workforce, BPL is committed to hiring practices that are fair and equitable. BPL will always hire the most qualified candidate for a position. We will ensure that the search and hiring process is fair, inclusive, and equitable, so the job-related qualifications of each candidate are the only criteria upon which a hiring or promotion decision is made.

BPL will not tolerate acts of favouritism or discrimination in the selection process. City elected officials, appointed officers or employees of BPL or the City of Burlington shall not attempt to influence the hiring of any applicant.

All employees are hired with a probationary period. Regular full or part time employment will be contingent upon the successful completion of the established probationary period for the position.

Diversity, Equity and Inclusion in the Workplace

BPL is dedicated to providing an atmosphere free from barriers in order to promote equity, inclusion, and diversity. We celebrate and welcome the diversity of all employees, volunteers, stakeholders, and applicants. It is the policy of BPL to foster an



environment that respects people's dignity, ideas, and beliefs thereby ensuring equity, inclusion, and diversity in employment. We demonstrate our commitment to this by providing a supportive work environment and a corporate culture that welcomes and encourages equal opportunities for all employees.

BPL has specific policies in place to prevent any discrimination on the basis of the protected grounds in any employment, stakeholder, volunteer, or applicant matter. As such, BPL is dedicated to promoting diversity, equity, and inclusion in the workplace. BPL will ensure that accommodations are made for individuals who require them. Individuals are encouraged to let management know of any accommodations that should be made.

Accessibility in the Workplace

BPL is committed to providing a barrier-free environment for all employees and job applicants. As an organization, we respect and uphold the requirements set forth under the Accessibility for Ontarians with Disabilities Act, 2005, and its associated regulations.

BPL understands that we have a responsibility for ensuring a safe, inclusive, dignified, and welcoming environment for everyone. We are committed to ensuring our organization's compliance by incorporating accessibility legislation into our policies, procedures, equipment requirements, training, accommodations, and best practices. We will review these policies and practices within a set time schedule, as organizational changes occur, or in anticipation of compliance deadlines.

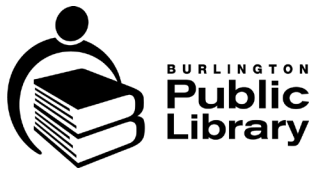
Employment of Relatives

BPL attempts to prevent a conflict of interest or the appearance of a conflict of interest through employment of relatives in keeping with the Ontario Human Rights Code.

Relative, for the purpose of this policy, shall include spouse, partner, parent, grandparent, sibling, (grand) children, aunt, uncle, niece, nephew, or any of the above related by marriage or common-law relationship.

Relatives of Burlington Public Library Board Members or staff will not be hired for a position in the same branch or department in which the related employee works. Relatives will not be hired where the potential employee would be subject, directly or indirectly, to the supervisory control and/or is able to influence the working relationship of a relative. Examples of influence include, but are not limited to, the following:

- participating in an employment panel



- participating in the areas of compensation and benefits
- hiring, promotion decisions
- approving expenses or overtime
- discipline, participate in a complaint, termination
- having access to confidential information, which may be of interest to the related employee

Conformity with this policy requires that family relationships defined in this policy must be identified through the hiring process.

Current employees must inform their Manager and Human Resources should a family relationship develop that may result in a supervisory relationship as outlined above. Where a change in an employee's employment or marital status conflicts with this policy, the Manager, Human Resources and the applicable Manager will work with the employee to explore options necessary and eliminate the conflict.

Compensation

BPL is committed to a comprehensive compensation strategy that attracts, retains and recognizes employees for their contributions to the library's goals. Job rates and benefit plans will be established based on regular surveys of the library's comparator groups.

The CEO shall:

- Oversee the compensation practices of Burlington Public Library
- Oversee the administration of the Library's compensation and benefits programs for employees

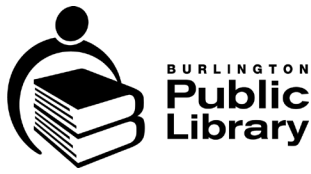
Learning, Development and Orientation

BPL aims to provide a comprehensive program for staff orientation, onboarding, learning, training, and development in order to encourage an experienced, skilled, professional, and service-oriented work force.

Performance Assessments

The Library ensures that regular feedback, coaching, and support are provided to all employees to help them meet performance expectations. This includes regular performance assessments completed prior to the end of probationary periods and ~~quarterly~~ **semi-annual** thereafter.

The CEO shall:



- Review the performance and development of the Senior Leadership team in achieving corporate goals and objectives.
- Ensure the performance assessments and training opportunities for Library staff are aligned with advancing the Library's goals and objectives.

Performance Management

The Library will ensure that there is a system, guideline, and policy for managing performance that is improvement-focused and aligned with our values. This system will include coaching, support, and learning and development opportunities for employees. The Library will ensure that there are disciplinary systems and processes in place to address performance management challenges.

Willful misconduct or neglect of duty will provide grounds for disciplinary action, up to and including termination of employment and legal prosecution.

The CEO has final accountability and must be a signatory on all terminations and severance agreements.

Layoff

Where external circumstances arise that necessitate a temporary layoff, the Library will be guided by the Employment Standards Act.

Volunteers

Burlington Public Library supports an active volunteer program in recognition of the valuable contributions this group can make in the delivery of BPL's services.

Volunteer opportunities will be considered in terms of the Library's needs and ability to provide the necessary space, supervision, and appropriate workplace conditions. BPL will consider requests from educational institutions for co-operative placements, as well as applications from the community. Volunteers are provided with an orientation session, training, feedback, and tools to perform their tasks.

Volunteers are required to complete an application and recruitment process which may require completion of a criminal record check. Volunteers are required to respect BPL's policies and procedures. All volunteers have a formal evaluation at the end of their term or annually. The generous service of volunteers is recognized annually by the Library.

Communication

The Chief Executive Officer and Library Managers will maintain positive employee relations through clearly defined lines of communication, vehicles for exchanging information, and conflict resolution procedures.

The Chief Executive Officer and Library Managers will **develop and maintain the Employee Guide to Success** for all staff detailing current human resources policy and procedures.

To clarify responsibilities:

	Board Responsibilities	CEO Responsibilities
CEO selection	Hires CEO	
Board-CEO Relationship	Builds a strong relationship that recognizes board authority and respects CEO expertise and development	Builds a strong relationship that recognizes board authority and respects CEO expertise and development
Staff Selection	N/A	Oversees the hiring and direction of all staff adhering to legislation and human resources policies.
Performance Assessments	Evaluates CEO performance annually	Ensures that performance assessments are conducted for all staff and volunteers
Salary and Compensation	Approves	Oversees the administration of compensation and benefits for all employees.
Succession management	Ensures there is a provision for succession management for the CEO position.	Oversees the succession management for key roles in the Library.

Legislation

In the event that any portion of this Policy is inconsistent with applicable 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.

References

- Human Rights Commission
<http://www.ohrc.on.ca/en>
 - Ontario Health & Safety
<https://www.labour.gov.on.ca/english/hs/>
 - Personal Information Protection and Electronic Documents Act (PIPEDA)
https://www.priv.gc.ca/en/privacy-topics/privacy-laws-in-canada/the-personal-information-protection-and-electronic-documents-act-pipeda/r_o_p/
 - Accessibility for Ontarians with Disabilities Act, 2005, and its associated regulations.
<https://www.aoda.ca/the-act/>
-
- Effective Date: December 1, 2023
 - Projected Review Date: 2026
 - Motion #/Date: #00-07 Feb. 17, 2000, #03-73 Nov. 20, 2003, #04-64 Dec. 16, 2004, #18-114 Nov. 15, 2018, #23-69 Nov. 23, 2023
 - Amended Dates: November 20, 2003, December 16, 2004, November 15, 2018, November 23, 2023
 - Associated Documents:

8. Discussion Items: 8.1 Board Procedural By-Law Report

Purpose

To provide an updated draft of the proposed updates to the Board Procedural By-law seek the Board's input.

Background

In 2020, the Board passed the Board's Procedural By-Law. The By-Law was drafted in response to the recommendation of the City Clerk that a procedural By-Law was preferable to the Board's previous Board policy structure to define roles, responsibilities, and the regulation of Board business. The Procedural By-Law was last updated in June 2024.

In accordance with Section 8, Amendments of the By-law, this report is providing Notice of Motion to revision of the By-law as attached for approval at the April or May Library Board meeting pending the outcome of the discussion.

Discussion

The revised draft is attached with the changes highlighted include the discussion and edits from the February meeting. At the February meeting, the inconsistencies between term lengths for executive roles and board committees was identified.

Staff are recommending that all executive and committee terms to aligned on a 2-year cycle. An alternative would be to move to an annual cycle however, given the size of the Board and the meeting schedule, staff recommend the 2-year cycle. This topic will be discussed at the March meeting, the By-law will be edited to reflect the outcome of the Board's discussion.

Financial Considerations

There are no direct financial impacts related to these proposed By-Law revisions.

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 service to our customers identifying ways we work to make a positive impact advancing equity, diversity, inclusion, and access within our workforce and in the provision of library services to the community.

Sustainability Considerations

There is no direct sustainability considerations related to these proposed By-Law revisions.

Risk Management

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

Final Remarks

The proposed edits ensure that the Board By-Law is updated in a timely manner.

Report Author(s)

Respectfully submitted: Lita Barrie, CEO

BPL Board Bylaw

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Procedural By-Laws of the Library Board

The Burlington Public Library Board (hereinafter called the “Board”) is a corporation appointed by the City of Burlington under and acting in accordance with the Public Libraries Act, Revised Statutes of Ontario, 1990 Chapter P.44 (hereinafter called the “Act”) including any amendments made to the Act and is established by City By-Law 68-2006 of the Corporation of the City of Burlington. The Board is responsible for ensuring that public library services are delivered effectively and efficiently to the City of Burlington.

The Board acts on behalf of the community in the discharge of its mandate and is appointed by and accountable to Burlington City Council for the financial affairs of Burlington Public Library (BPL).

The rules and regulations contained in this By-Law shall be used as the guidelines for the order and dispatch of business by the Board and its Committees.

Section 1: Governance Vision of the Burlington Public Library Board

The Board oversees the purpose, plans and policies of BPL. The Board's purpose is to provide the community of Burlington with comprehensive, efficient public library services reflecting the needs of the Burlington community.

It is the responsibility of the Board to ensure that the funding it receives provides the best possible library service to Burlington residents. In addition, it is committed to providing effective governance for BPL to ensure services and programs offered by BPL remain relevant to the changing needs of the communities we serve.

Statement of Responsibilities

The Board:

- Establishes the bylaw and policies that govern the operations of BPL and of the Board itself and reviews these on a set schedule to ensure continued relevance.
- Adheres to Board Code of Conduct
- Appoints the Chief Executive Officer who will have general supervision over and direction of the operations of the public library and its staff. (*Public Libraries Act*, R.S.O. 1990, c. P.44, s. 15(2)).
- Develops, approves and monitors progress on a multi-year strategic plan to set direction and goals for the Board term.
- Monitors the financial affairs of the Library and ensures that the organization operates on an ethical and sound financial basis approving annual operating and capital budgets while receiving and approving quarterly budget updates throughout the Board term.
- Monitors the key performance indicators of the Library and endorses strategies to influence those performance indicators.
- Ensures the Library has policies and practices in place for proactive risk management in all activities.
- Assesses all relevant information regarding the library service needs of the community, endorses service priorities and advocates for adequate and appropriate funding to achieve the service priorities.
- Advocates in the community to gain support and approvals for appropriate public library services and seeks positive partnerships to best serve the community and to fulfill the Mission and Values of the Burlington Public Library.

- Ensures the public is represented in the development and promotion of library services in the community.
- Conducts an annual performance appraisal of the Chief Executive Officer and recruits a new CEO when needed.
- Is responsible for naming all library locations and facilities for which it is responsible.

Section 2: Board Composition

By-Law 70-200 of the Corporation of the City of Burlington defines the composition of the Board. The Board is composed of seven (7) trustees. This includes: one (1) Member of the Council of the Corporation of the City of Burlington and six (6) trustees appointed by the City Council.

The Board may, when it is deemed necessary by the Board, make a formal recommendation to the City, of an increase or reduction in the number of trustees sitting on the Board.

Burlington City Council appoints all members to the Board. Citizen appointees must meet the qualifications as outlined in section 10 of the Act. Board members shall hold office for a term concurrent with the term of Council or until a successor is appointed in the result of a resignation.

Resignations & Vacancies

Members of the Board who must resign before the end of their term of appointment on the Board shall inform City Council through the Clerk of the City of Burlington, the Board Chair and the Library Chief Executive Officer in writing, specifying the effective date of their resignation.

If or when a vacancy becomes available, the Council approved citizen member alternate will be appointed to the Board immediately and will assume the vacant seat for the remainder of the term with the exception of a term with less than 45 days remaining.

Section 3: Officers

The Board shall have the following officers:

- Chair
- Vice Chair
- Secretary
- Treasurer

- Chief Executive Officer

The Board will elect a Chair or Vice-Chair from the membership of the Board to serve as the Board Executive.

Chair or Vice-Chair is elected by balloting of all Members of the Board who are present. An election will take place at the first meeting of each new Board, at the first meeting in each calendar year or at the meeting following a resignation from either one of these positions.

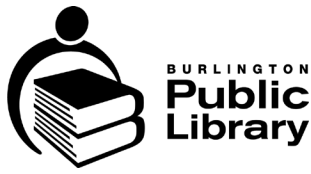
The term of office for each position will be for one year ending on December 31 (or until a successor is elected).

Chair

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

The Chair of the 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 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*, R.S.O. 1990, c. P.44, other relevant legislation such as the City Bylaw for BPL and with the rules of procedure adopted by the 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 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

Vice-Chair:

The primary role of the Vice-Chair of the 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 Board.

Secretary

The Secretary of the Board shall be the Chief Executive Officer.

In the role of Secretary-Treasurer, the Chief Executive Officer is responsible for:

- providing and maintaining all records, agendas and minutes of meetings of the Board and its various Committees and Task Groups

Treasurer

The Treasurer of the Board shall be the Chief Executive Officer.

In the role of Secretary-Treasurer, the Chief Executive Officer is responsible for:

- 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

Chief Executive Officer

The Board shall appoint the Chief Executive Officer, who shall be its CEO, and who shall hold office until the Board rescinds the appointment or a new appointment is made. The Chief Executive Officer shall be responsible, under the supervision of the Board, for the general conduct and management of BPL.

Only decisions of the Board are binding on the CEO.

- Decisions or instructions of individual Board Members, officers or committees are not binding on the CEO except in rare circumstances when the Board has specifically authorized or delegated such exercise of authority.
- In the case of Board Members or committees requesting information or assistance without Board authorization, the CEO can refuse such requests.

Operational achievement and conduct of library staff are the responsibility of the CEO, to whom the Board has delegated authority over and accountability for staff performance.

- The Board will never give instructions to persons who report directly or indirectly to the CEO.
- The Board will refrain from evaluating, either formally or informally, any staff other than the CEO.

Section 4: Board Members Code of Conduct

Board Members are committed to act in an ethical, lawful and business-like manner and in accordance with City of Burlington's Code of Conduct for Local Boards and Committees. This commitment includes the proper use of authority, appropriate decorum in group settings and individual behaviour when acting as Board members.

Board Members must avoid any conflict of interest with respect to their fiduciary responsibility by adhering to the regulations of the Municipal Conflict of Interest Act (R.S.O. 1990, Chapter M.50 (<https://www.ontario.ca/laws/statute/90m50> [2]))

Board Members shall support the interest of BPL when making or influencing decisions.

Board Members will not use their positions to obtain employment in BPL for themselves, family members or close associates.

Board Members may not attempt to exercise individual authority over any facet of BPL, the CEO, or other employees. Except for participation in the performance evaluation of the CEO, Board Members will not express individual judgements of performance of employees or of the CEO.

Any Board Member who declares their candidacy for public office, whether at the municipal, provincial or federal level, shall resign from the Board upon public declaration of their candidacy. This provision does not apply, however, to the Councillor of the City of Burlington who is appointed to serve on the Board.

Board Members shall respect the confidentiality of all information discussed in Closed Sessions and hold in strict confidence all information concerning matters dealt with in Closed Sessions. Board Members shall not release, make public or in any way divulge any such information or any aspect of Closed Session deliberations, unless expressly authorized or required by law to do so.

All decisions will be respected by all members of the Board.

The Chair is the primary spokesperson of the Board. Any Member speaking on behalf of the Board must present Board positions fairly, accurately and without bias. Board Members expressing individual comments or personal opinions should clearly identify such remarks as personal and not those of the Board as a whole.

Board Members interaction with the public, press or other entities must recognize the same limitation and the inability of any Board Member to speak for the Board except to repeat explicitly stated Board decisions.

Section 5: Board Meetings

In accordance with the *Public Libraries Act*; R.S.O. 1990, CHAPTER P.44, s. 16.1 (2) meetings will be open to the public except when items of an intimate financial or personal nature are discussed, in which case the relevant portion of the meeting will be In Closed Session.

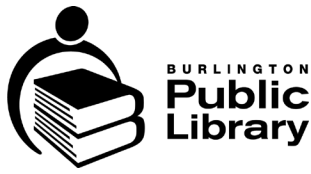
The Board will make a motion to go into Closed Session noting in the motion the reasons for the Closed Session. The following guidelines from the *Public Libraries Act*, R.S.O. 1990, CHAPTER P.44, s. 16.1 (4) will be used to determine which issues will be discussed in Closed Session:

A meeting or part of a meeting may be closed to the public if the subject matter being considered is:

- the security of the property of the board;
- personal matters about an identifiable individual;
- a proposed or pending acquisition or disposition of land by the board;
- labour relations or employee negotiations;
- litigation or potential litigation, including matters before administrative tribunals, affecting the board;
- advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- a matter in respect of which a board or committee of a board may hold a closed meeting under another Act. 2002, c. 17, Sched. C, s. 24 (5);
- a meeting shall be closed to the public if the subject matter relates to the consideration of a request under the *Municipal Freedom of Information and Protection of Privacy Act* if the board or committee of the board is the head of an institution for the purposed of that Act. 2002, c. 17, Sched. C, s. 24 (5).

Location and Time of Meeting

Board Meetings shall normally be held at Central Library or a Branch Library on the fourth Thursday of each month at 6:30 pm from January to June and September to



November- Two meetings shall be held in September, the second and fourth Thursday of the month for the purpose of reviewing and approving the Library's annual budget submission to City of Burlington Council.

Notification of Meetings

Notice of all scheduled Board Meetings will be shared with all Board Members in adequate time prior to the meeting. Agendas and associated reports will be delivered to all Board Members in advance of the meeting.

Notice of all Board Meetings will be posted on the library's website.

Board Members may also be notified of Committee or special meetings by telephone, or e-mail.

Inaugural Meeting

In the first year of its term, the Board shall hold its inaugural meeting at a place and time to be determined by the Chief Executive Officer, provided that such meeting shall be held within 30 days of the appointment of a majority of its members.

Special Meetings

The chair or any two members of the Board may summon a special meeting of the Board by giving each member reasonable notice in writing or via e-mail, specifying the purpose for which the meeting is called *Public Libraries Act R.S.O, 1990, c. P.44, s. 16 (2)*.

Decision Making

The Board will aim to make decisions by reaching consensus. All final decisions will be made by a vote. A tie vote results in a negative decision. When procedures are in doubt, reference will first be made to the procedures recommended in Call to Order by Herb Perry.

Authority for the Summer

- the Secretary-Treasurer/Chief Executive Officer, with approval of the Chair and/or Vice Chair, is authorized to carry out the work of the organization for the summer months (July-August),
- action taken under summer authority will be submitted to the Board for ratification at its meeting in September.

- such authority does not supersede the calling of a special meeting of the Board if necessary
- a special meeting of the Board will be called for approvals of budget expenditures or budget line variances in excess of the variance authority of the Secretary-Treasurer/Chief Executive Officer
- for all other matters the Chair and/or Vice Chair will determine if the matter is of significant importance to call a special meeting

Hybrid Meetings

The Board holds special, regular or committee meetings in a hybrid format with in-person and online participation by Board members and the public.

Board Members participating by tele/video conference in the meeting will be considered present under the By-law. During meetings with online participation, the Chair will conduct a recorded vote by verbally polling members.

Meetings will be open to the public and instructions for public attendance through will be posted on the Library's website.

Delegations Wishing to Appear Before the Board

Delegations wishing to make a presentation to the Board regarding a specific issue relevant to BPL must register with the CEO/Secretary-Treasurer of their intention at least one week prior to the meeting.

Delegations will be scheduled at the beginning of the public portion of the meeting.

Delegations will be permitted to speak for 5 minutes each. The Board may direct questions to the delegation following the presentation.

Notice of a delegation will be included on the Board agenda.

All presentation material for consideration by the Board shall be legible, in writing and filed, in the office of the Chief Executive Officer no later than one week prior to the Board meeting and shall be included as part of the support material attached to the agenda.

The matter addressed by the delegations will be discussed by the Board as a regular part of the agenda.

Delegations can be added to the agenda at the meeting by amending the agenda at the pleasure of the Board.

The Board may decline a delegation request if the subject matter is irrelevant or not applicable to the scope and mandate of the Library and the Library Board.

Quorum

The presence of a majority of the Board Members is necessary for the transaction of business at a meeting.

The Chair is included in the quorum.

If quorum is not present thirty minutes after the appointed time, the Secretary will record the members present and the Chair has the option of:

- declaring the meeting adjourned
- or calling the meeting to order to satisfy by-law requirements that the meeting was held then declaring no quorum and adjourning the meeting
- If all members present agree to not adjourn the meeting, the meeting may continue; however, no motion may be made or passed.
- When quorum is not present, the agenda cannot be moved to a closed meeting.

Attendance

Board Members are expected to attend all regular Board meetings and other scheduled meetings. Board members are expected to inform the Board Chair and Chief Executive Officer of an anticipated absence from a regular or other scheduled meeting.

In compliance with the *Public Libraries Act*; if a Board Member is absent from three consecutive meetings of the Board without a Board resolution, the remaining Board Members shall declare that seat vacant.

Leave of Absence

Under extraordinary circumstances, a trustee can request a Leave of Absence to be considered by the Board if the trustee cannot fulfill their Board responsibilities over an extended period of time.

Requests will be reviewed and approved on an individual basis. The maximum length that can be requested is four consecutive Board meetings and only one leave will be approved during the trustee's full term.

During the period of the leave the trustee is classed as a non-voting member of the Board and will not attend or participate in any Board related meetings or functions but will retain access to the Board's intranet.

To request a Leave of Absence, the trustee must submit the request in writing to the Board Chair as soon as possible and prior to the next scheduled Board meeting where it will be dealt with in closed session.

Prior to returning, the Board Chair will meet with the trustee for a brief re-orientation.

Voting

All members of the Board (including the Chair) - unless they have declared a conflict of interest on a matter and are therefore ineligible to vote on that matter - shall vote on all questions. Any motion on which there is an equality of votes shall be deemed to be lost. Abstentions are counted as a negative or no vote.

Motions shall be carried by a simple majority (more than one half the total members present eligible to vote), except as otherwise provided for in this By-Law.

Notice of motion given at the previous meeting and two-thirds majority vote is required for:

- A motion to reconsider a lost motion.
- A motion to amend the by-laws.

Any question on which there is equality of votes shall be deemed to be negative.

All votes except elections shall be by show of hands or poll at the discretion of the Chair.

Occasionally, voting may occur electronically between meetings to advance work as defined by the Board's statement of responsibilities and annual workplan. The results of electronic motion and vote will be captured in the minutes of the subsequent meeting.

Any member of the Board may call for a recorded vote in which circumstance the names and associated votes of each Board member on an issue will be recorded in the Board minutes.

Voting for elections shall be by secret ballot. If the balloting results in a tie, the procedure for breaking a tie identified in the Municipal Act will be followed; names of both candidates will be placed in a hat and one name will be drawn.

Elections

At the January meeting, the CEO will call the meeting order, shall call for the Nominating Committee Report with the full slate of nominations for the Chair and Vice-Chair and conduct the elections for the Chair. Once the Chair is elected for their term, the Chair will preside over the remainder of the meeting.

The CEO shall introduce the nominee for the Chair position individually and then ask if there are any nominations from the floor for the same position.

Any member of the Board has the right to make nominations from the floor. This can either be a self-nomination for any position - Chair, Vice-Chair or member of a standing committee – or the nomination of someone else.

- Nominations shall be made with no seconder required.
- Nominations shall be closed by a motion made and seconded.
- Voting shall be by secret ballot.
- The nominee receiving a clear majority of the votes cast shall be declared elected by the Chief Executive Officer.
- Should no member receive a clear majority, balloting shall proceed with the nominee's name receiving the smallest number of votes being dropped.

Order of Business

The CEO, in consultation with the Board Executive, will prepare the meeting agenda. The meeting package containing a meeting agenda, minutes from the previous month's meeting and support documentation for the agenda items will be delivered to board members the Friday prior to meetings.

Any member wishing to place an item on the agenda should submit their request to the CEO or the Chair a minimum of ten days prior to the meeting. Requests will be at the discretion of the Chair.

The order of business for regular meetings will be as follows:

- Convene and confirm the Agenda
- **Land Acknowledgement**
- Declaration of Conflict of Interest
- Acceptance or correction of previous meeting minutes
- Presentations and/or Delegations
- **Consent Items**
- Correspondence
- Business arising from minutes
- Decision Items of Business / Reports / Financials

- Discussion Items
- Information Items
- Closed Session Items
- Other Business
- Adjournment
- Future Meetings and Events

Consent Agenda Items

The Board will make use of the Consent Agenda.

Every board member is responsible for ensuring that they have read the supporting documents relating to Consent Agenda items in advance of the meeting to ensure that due diligence is exercised.

When the Board Executive sets the agenda (in consultation with the staff), they may assign items to the Consent portion of the agenda. Typical consent agenda items are routine, procedural decisions, and decisions that are likely not to require discussion, such as:

- Approval of the minutes
- Final approval of proposals or reports that the Board has been dealing with for some time and all members are familiar with the implications
- Reports provided for information only

Items listed under the consent agenda are adopted in a single motion and the passage of such motion is taken to confirm that all recommendations as proposed in the relevant staff reports are approved. Any board member may request the separation of an item from the consent agenda for discussion purposes prior to the motion to adopt being placed or voted upon.

Typical reasons for this request are that the member wishes to ask a question about a report or wishes to have a vote recorded. However, no justification need be given and the issue is not debatable. Once a request is made, the item is dealt with as a separate agenda item (either immediately or at a later point in the agenda, at the discretion of the Chair).

Section 6: Payment of Board Expenses

Citizen appointees shall be paid no salary, fees, or honorarium for their services.

Board members will be reimbursed for travel and other expenses incurred while conducting Board approved business. A request including receipts for all expenses should be submitted to the Chair for approval and to the CEO for reimbursement.

All Board Members are indemnified under the Library's insurance policies.

Section 7: Budget Process and Monitoring

This section defines the financial statement-reporting schedule to allow the Board to monitor financial performance against the approved budgets and ensure the Library will not incur a deficit as per the Financial Policy.

Annual Budget Guidelines and Timetable

The annual Operating and Capital budgets will be prepared and submitted within timelines established by the City of Burlington.

Preparation of Draft Budgets

The CEO will prepare draft capital and operating budgets within budget guidelines provided by the City of Burlington. Any budget requests exceeding guidelines provided by the City will require the submission of a business case. The draft budgets and associated business cases are presented to the Board and once approved by the Board, submitted to the City. Any changes to the submissions that are requested by City staff, Committee or Council at any stage of the process will be considered by the Board and re-submitted to the City for Council approval.

Delegation to City Council

The Board may decide to delegate to the City when business cases are included in the budget submissions, or to highlight particular needs or successes of the Library during any given budget cycle.

Amendments to the Budget

Should City Council amend the Board's allocation of City funding, the Board shall accept those changes as required by Section 24.2 of the Public Libraries Act.

Budget Monitoring

Operating and capital statements are presented to the Burlington Public Library Board for approval 4 times a year as follows:

- Q1 (January–March): presented for approval in April.
- Q2 (April–June): presented for approval in September.
- Q3 (July–September): presented for approval in October.
- Q4 (October–December): presented for approval in February.

The financial statements presented to the Burlington Public Library Board will provide a comparison of year-to-date actuals and year-to-date budget, and projected year-end results. Projected year-end results will assume that all budget lines will be spent unless quantitative objective evidence suggests otherwise.

Section 8: Amendment of the By-Laws

Amendments to these by-laws may only be made at a regular meeting provided that Notice of Motion in writing shall have been given at the previous meeting. Such amendments shall require a two-thirds majority vote of the Board.

Section 9: Board Committees and Task Groups

The Board has three standing Committees: The Nominating Committee; the Audit Committee and the CEO Performance Appraisal Committee.

To carry out its business effectively, the Board may appoint various committees and task groups to monitor activity, develop new initiatives or research issues. These committees and task groups will report their findings to the Board for consideration.

The Board shall approve terms of reference for each committee and task group, which determine the size, quorum, composition, and responsibilities. These terms of reference may be amended on the recommendation of the committee or task group with the approval of the Board.

Board committees or task groups will not speak for the Board except when formally given such authority nor are they meant to advise staff or have any authority over staff.

The Board may invite non-board members to participate in the work of its committees and task groups. Officers (i.e. Chair, Secretary, etc.) of the Committees or Task groups will be chosen from Board or staff members.

The Chair of the Board is an ex-officio member of all Committees and Task Groups. The Secretary of the Board (or designate) shall attend all committee meetings and shall be the Secretary of all committees.

Audit Committee

The Audit Committee oversees the financial reporting process, monitors the choice of accounting policies and monitors internal control procedures to ensure the effective development and maintenance of adequate financial controls and reporting.

The Committee is independent of the auditing function and ensures appropriate actions are taken with audit findings. The Committee has no direct responsibility for the operations and functions of audit areas. It does, however, make recommendations to the Board regarding both factors. (See Audit Committee Terms of Reference, Appendix A, for further information about the duties and responsibilities of this committee).

Nominating Committee

The Nominating Committee shall be established annually by the Board at its December meeting to present the slate of officers for the ensuing year at the January Meeting.

Whenever the position of the Chair or Vice-Chair becomes vacant and in December of each year, the Board will appoint a nominating committee to identify candidates interested in serving in the position. The report of the Nominating Committee will be tabled at the next Board Meeting in the event of a mid-year vacancy in the Board Executive or at the January Board meeting for the annual executive election. Before the balloting takes place, nominations from the floor will also be requested verbally, three times, as per parliamentary procedures.

In a municipal election year, the outgoing Chair of the Board shall appoint the Nominating Committee from among the members of the new Board immediately following the appointment of the new Board by City Council

CEO Performance Appraisal Committee

The Board is responsible for the annual performance evaluation of the Chief Executive Officer (CEO).

The Board is also responsible for the recruitment and probationary performance appraisal of a new CEO, if needed during the Board term. A CEO Recruitment Committee is only established if and when required.

The Committee to conduct the review or, when needed, recruitment will be composed of the Chair and Vice-Chair of the Burlington Public Library Board plus one additional BPL Board Member and will be appointed at the first meeting of the year following the annual election of the Chair and Vice-Chair. The Committee will follow the CEO

Performance Appraisal Committee Terms of Reference and update them as needed.

Section 10: Board Self-Assessment

A Board self-assessment demonstrates the values of accountability and learning and establishes its credibility not only with the funding agencies, but also with the public served. To monitor how well it is fulfilling its responsibilities, there will be an annual self-assessment carried out by the Board.

References

- The Ontario Public Libraries Act, Revised Statutes of Ontario, 1990 Chapter P.44
<https://www.ontario.ca/laws/statute/90p44>
- City of Burlington's Code of Conduct for Local Boards and Committees
<https://www.burlington.ca/en/council-and-city-administration/resources/Accountability-and-Transparency/Integrity-Commissioner/Code-of-Conduct-for-Local-Boards-and-Committees.pdf>

Appendices

Audit Committee Terms of Reference, Appendix A

Purpose

The Audit Committee is appointed by the BPL Board of Directors to oversee the financial reporting process, choice of accounting policies, and internal control procedures to ensure effective financial reporting and compliance with applicable legal and regulatory requirements. The Committee also identifies and monitors principal risks that may affect the reliability of financial reporting and/or library operations and oversees the work of the external auditor.

Membership

The Audit Committee shall consist of at least three (3) Board members appointed by the Board as outlined in the BPL Board By-Law. The Chair of the Board is a member of the Audit Committee by virtue of ex-officio status as outlined in the BPL Board By-Law.

Each member of the Committee shall be financially literate or become financially literate within a reasonable time such that they can understand a set of financial statements that present the breadth and level of complexity of the issues that may be raised by the Library's financial statements. Comprehensive knowledge of generally accepted accounting principles (GAAP) or general accepted auditing standards (GAAS) is not required.

Officers of the Committee

The Committee Members will appoint one of the Board Members as Chair of the Committee. The Director, Finance & Infrastructure will be appointed as the Secretary and will be responsible for taking minutes.

Term of Membership

Membership of the Audit Committee will be addressed at the January Board Meeting each year. Members may remain on the Audit Committee for one (1) year, or up to four (4) years, with the understanding that the Board Chair as an ex-officio member may change annually based on election results for Board Chair.

Meetings

The Committee shall meet at least once annually, and additional meetings may be called at the discretion of the Chair as required. The external auditors will attend at least one meeting annually corresponding with the annual year end audit. Meetings may be held in-person, virtually, or in a hybrid format.

Quorum

A quorum for an Audit Committee meeting will be at least two (2) Committee Members.

Agendas

The Secretary in consultation with the Audit Committee Chair will prepare an agenda in advance of each meeting. The agenda and supporting materials will be circulated a week in advance of the meeting.

The Committee will invite members of management e.g., the CEO; the Director, Finance & Infrastructure, and the external auditor when appropriate to attend committee

meetings. The Committee may consider Closed Sessions with the auditors without staff to discuss privately any matters of interest or concern to the members.

Appointment of External Auditors

Under the Terms of the Public Library Act and the Municipal Act, the City of Burlington shall appoint the external auditors for BPL.

Duties of Audit Committee

The Audit Committee shall be responsible for the following specific matters at a governance level:

Accounting Policies

- Review the library's accounting policies and principles, and any changes in the selection or application of said policies and principles.
- Review with management any complex or unusual transactions that require significant judgement.
- Be aware of recent professional and regulatory pronouncements and understand their impact on the financial statements.

External Audit

- Approve the Audit Plan annually prior to execution of the audit work.
- Discuss with the external auditor the matters that Canadian GAAS require to be communicated with the Audit Committee.
- Review with management and the external auditor any significant issues, concerns or difficulties encountered during the audit including any misstatements and why misstatements might remain unadjusted.
- Oversee the resolution of disagreements between management and the external auditor regarding financial reporting if required.
- Assess the external auditor's independence and objectivity in performance of the audit, and any threats to the auditor's independence and safeguards in place to mitigate those threats.

Internal Controls and Risk Management

- Discuss the integrity of the library's financial reporting processes and any issues as to the adequacy of internal control with management and the external auditor.

- Annually review the expense reports of the members of the Board and the Senior Leadership Team including any related party transactions and potential conflicts of interest.
- Using the process outlined in the Whistleblower Policy, investigate any complaints received regarding questionable accounting or auditing matters.
- Review the library's Risk Register annually and discuss the key financial and business risks exposures and the steps management has taken to monitor and mitigate those risks.

Terms of Reference

- Review and reassess the adequacy of the Audit Committee's Terms of Reference at least once in each Board term.

CEO Performance Appraisal Committee Terms of Reference, Appendix B

The CEO Performance Appraisal Committee, in close consultation with the CEO, will establish an evaluation tool and process to ensure an annual appraisal of the CEO's performance is carried out in a timely, objective, and constructive manner.

The CEO's performance evaluation is based on the CEO's Job Description, the Strategic and Business Plan achievements, overall organizational performance, and the CEO's annual goals. The process will be collaborative and focus on achieving the priorities identified in the Library's Strategic Plan, professional development of the CEO and the future of the organization.

The Committee to conduct the review will be composed of the Chair and Vice-Chair of the Burlington Public Library Board, **of the year under review**, plus one additional BPL Board Member and will be appointed at the first meeting of the year following the annual election of the Chair and Vice-Chair.

Annual Performance Appraisal Process

- The annual review will take place in the February/March time period for the previous year with an optional interim interview in the June - July time frame.

- The Committee will develop one consolidated appraisal form including rankings based on consensus reached by the Committee and confirmed by the Board
- The CEO will complete a self-appraisal using the same CEO Performance Review template and propose annual goals
- The CEO and the Committee will meet to discuss the Board evaluation, the CEO's self-appraisal and proposed annual goals
- The goals will be aligned with the Board's strategic priorities as identified in the Library's Strategic Plan
- The CEO may request an opportunity to address the entire Board regarding the consolidated evaluation
- A final version of the form will be developed based on the discussion; the form will be signed by the Chair of the Board and the CEO; the Chair will provide a report to the BPL Board at the March Meeting including the list of goals for the upcoming year
- The review form will be kept permanently in the CEO's file depending on the outcome of the performance appraisal, the Committee will recommend advancement on the salary grid.

CEO Recruitment and Probationary Committee Process

The Board will strike a Selection Committee to oversee the recruitment and probationary appraisal process for a new CEO if needed during the Board term. That Committee will work with the **Human Resources Manager** in contracting the service of an executive recruitment firm and will participate in short-listing and preliminary interviews of shortlisted candidates. The full Board will be involved in final interviews of CEO candidates. The CEO Selection Committee will conduct the 6-month probationary review with input from the full Board.

Probationary Performance Appraisal Process

- New appointees to the position of CEO of Burlington Public Library will serve a 6-month probation period which is considered an extension of the employee selection process.
- At the end of the 6-month period (earlier if needed) the CEO Selection Committee in consultation with the full Board will conduct a probationary appraisal interview of the CEO.
- Depending on the outcome of the probationary Performance Appraisal the CEO Selection Committee will recommend to the full Board:
 - Permanent appointment to the position of CEO in the event of successful performance and achievement of objectives and expectations.

- Dismissal, in the event of significant performance issues. Significant performance issues could include gross misconduct, illegal activity or other behaviour potentially damaging to the reputation of the Library.

The probationary appraisal form will be retained in the Chief Executive Officer's file permanently.

Unsuccessful Probations

If the CEO is not meeting the recognized standard of performance during the initial 6-month probationary period, the CEO Selection Committee in consultation with the Board, will discuss the issues with the CEO to seek to resolve them. If discussions do not result in improvement, a formal interview will be conducted. The CEO Selection Committee may choose to issue a formal warning, or if an action justifies; immediate dismissal, terminate employment.

Disciplinary Process

If the CEO is not meeting recognized standard of performance, the CEO Performance Appraisal Committee will consult with legal counsel and the City of **Burlington's Chief Human Resources Officer (CHRO)** regarding the process to be followed. With input from the full Board and advice from legal counsel, the CEO Performance Appraisal Committee will discuss these issues with the CEO. If the CEO's response is not satisfactory, a written warning will be issued at a formal interview. This warning will clearly identify issues and set steps and target dates required to resolve the problems. All verbal and written interactions in the disciplinary process will be guided by advice from legal counsel. If attempts to resolve the problems are unsuccessful or if an action justifies immediate dismissal, the CEO's employment will be terminated.

- Effective Date: January 21, 2021
- Motion #/Date: #21-03, January 21, 2021
- Projected Review Date: 2026
- Amended Dates: #21-58, October 28, 2021; #23-47, September 28, 2023; #24-45, June 27, 2024
- Associated Documents:

9. Information Items: 9.1 CEO Report - March Update

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Purpose

The CEO report for March 2025 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

Income Tax Clinics

In March and April, the [Income Tax Clinic](#) is being offered weekly at Central Mondays from 9:30 am -3:00 pm. The Tax Clinic program is intended for individuals who's family income in less than \$40,000 for a single person and \$50,000 for a couple. Trained helpers from the Community Volunteer Income Tax Program (CVITP) are available to complete and e-file simple tax returns.

Service Canada Youth Info Session

March 26 ear about Service Canada's programs and services for youth (ages 15-30) including Social Insurance Numbers, Canada Summer Jobs, student loans and grants, and the Youth Digital Gateway tool.

Inspire Discovery with Diverse Collections, Services and Spaces



Burlington Lyrics & Poetry Festival

The lineup for BPL's 4th Annual [Burlington Lyrics & Poetry Festival](#) in April has been announced. Registration for this year's events opened on March 12. Once again, we have a stellar lineup. BPL's goal with this Festival is to connect people with the power of words, and we hope everyone will find something that ignites their passion for poetry.



New Appleby Branch Relocation Update

March 3, BPL posted a [News update](#) on the status of the New Appleby Branch relocation

Aldershot Branch Flood

We've obtained quotes and secured a contractor for the repairs at Aldershot. We anticipate closing the branch for approximately 3 weeks given how widespread the necessary drywall repair work is. We anticipate the work will begin in early May. Staff are currently working on a temporary service plan and preparing communications.



March Break

BPL's March Break line-up was geared towards sparking creativity and inspiring family fun. A mix of pre-registered and drop-in programs were offered at branches and DiscoverySpace hours were increased. Programs were well attended, and branches were bustling throughout the week.

CBC Ideas for a Better Canada

On Thursday, March 20, BPL hosted CBC Ideas event as part of their Ideas for a Better Canada series. The event focused on libraries as a home for intellectual freedom, and ask the question: can libraries remind Canadians what democracy is all about, and which values are still worth fighting for?

CBC IDEAS host, Nahlah Ayed, welcomed author Ira Wells to discuss his book, *On Book Banning*. Meg Uttangi Matsos and Lita Barrie shared some of BPL's stories with the implementation of our BPL experience staff training, requests for reconsideration and how we strive to ensure that BPL is a place that is welcoming to all.

Create a Workforce Culture Driven by our Organizational Values



Great Place to Work – 2025 Best Workplaces Canada List Honours

BPL has been recognized on two of Great Place to Work's annual Best Workplaces Lists: 2025 Best Workplaces for Women and 2025 Best Workplaces Led by Women. We are grateful for this additional recognition that BPL is a diverse and innovative workplace where unique perspectives, bold innovation, and a commitment to inclusive cultures welcomes and recognizes all genders.

Tariffs

Staff continue to work on understanding the potential impact of the proposed tariffs on Library operations. We have recently learned that books and children's books are included in Canada's response to United States tariffs. CULC, along with other partners and stakeholders, are working on responses and at strategies.

Report Author

Respectfully submitted: Lita Barrie, Chief Executive Officer

9. Information Items: 9.2 Digital Equity Progress Report

Purpose

To update the Library Board on the progress of BPL's Digital Equity Plan and provide a summary of activities related to digital equity completed in 2024.

Background

In January 2024, the board received BPL's Digital Equity Plan 2024-2025. The 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.

Discussion

Digital equity is about everyone having access to the information and technology they need to contribute to and succeed in a digital world. BPL's Digital Equity plan outlines ways to assess whether and how the library is meeting our community's digital needs, review current offerings, learn about our own comfort with technology, develop skills, and plan for a digital future that includes everyone. It is a roadmap, guiding the library towards our greater strategic goal of enhancing community well-being.

Following best practice, BPL's reporting on digital equity will focus on public-facing actions as it relates to IT infrastructure and staff learning and development. Items that

may pose a risk from an organizational IT infrastructure and cyber-security perspective will be addressed through the risk management report.

Financial Considerations

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

Strategic Implications

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

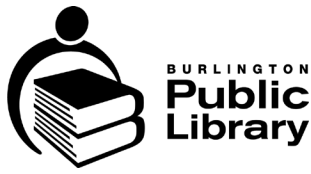
- Strategic Priority 1: Enhance community wellbeing. BPL will enhance and support digital inclusion and literacy through the continued research, development, and delivery of technology for use in and outside of the library. We will do this by making access to digital technology a priority through current 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.

Sustainability Considerations

BPL's Sustainability Plan includes climate change mitigation, adaptation and climate equity considerations. Technology replacement cycles and trends can be harmful to the environment in terms of manufacturing and waste. BPL's processes seek to reduce



waste, minimize resource overuse and employ recycling practices while supporting digital access.

Risk Management

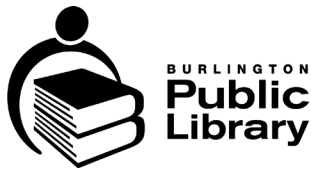
BPL's Digital Equity Plan provides an important opportunity for the library to demonstrate our mission and values to the community and serves to respond to community needs. This work strengthens the awareness and skills of staff and library customers with regard to cyber security. Items that may pose a risk from a cyber-security perspective will be addressed through the risk management report.

Policy

The Digital Equity plan and progress aligns 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.



9.2 Digital Equity Progress Report 2024

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Statement of Commitment

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.

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. Our plan seeks to intentionally assess needs, determine areas for growth and develop actions to address our goals.

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 Progress Report 2024

This report documents progress in the implementation of BPL's Digital Equity Plan. It also serves as an update on the actions taken to promote and foster a digital future within our organization and community.

Print Management Redesign

A major project that was undertaken in 2024 was the replacement of the existing printing, scanning, and copying system with a new system using TBS PaperCut products. With the new system staff and customers can print from a library computer, personal computer, or device. As part of the implementation, new multi-function printers were installed. Each printer has a kiosk beside it where customers can easily find their print request and pay by debit or credit right at the photocopier-printer. The new system will greatly improve access to wifi and remote printing.

At Central Library and New Appleby Branch, we introduced a new scanning and faxing system, ScanEZ. At these stations, there are new options to select from over 25 languages, use a variety of accessibility tools, and edit scanned images.

We provided customers with information about the new system with an updated printing webpage, new signage around printer/copier, 'how to print' informational handouts in branches, as well as a 'How to print' informational video shared on social media.

Surveying

An area of focus for the Digital Equity Plan is on data gathering to learn from our experience and the experience of other libraries and discover opportunities for growth. In 2024, BPL began using the Bridge Toolkit as an assessment software to measure the impact of BPL's technology services and manage our tech resources to better respond to community needs. Bridge partners with libraries across Ontario and is operated through TPL. In 2024, we launched the surveying tool and will use the data as a benchmark for future surveys.

- Bridge Staff Survey implemented in February and April 2024 was an opportunity to gather information about the types of tech support and assistance we offer to customers. In 2025 the survey will be implemented in April and October.
- The Bridge Library Technology Survey for Customers launched on March 20, 2024. The survey is designed to measure customer satisfaction and the impact

of technology services among library users. The data that is collected will help us understand customer technology needs, highlight the impact of what we do and help us identify areas from continuous improvement. A link to the survey is available all the time on our website and customers can fill it out anytime. However, we will promote on the website and through social media in May, July and September 2024 so that our data gathering is coordinated with other Ontario libraries. In 2025, the survey will be promoted in February and November.

BPL also embedded survey questions about digital technology use in the community engagement survey about New Appleby Branch in March 2024 and the Customer Satisfaction Survey in June 2024. The results of both surveys were shared with library staff and the board.

Training

In 2024, BPL focused on staff training and tools to support digital learning and comfort with technology. The first step was to determine staff skill levels with technology, by completing a Staff Tech Skills Check-up based on a survey developed by the Public Library Association through digitallearn.org. The feedback helped plan the approach for training development and implementation.

- **Tech Roadshow:** In August, members of our Information Technology team hit the road to visit BPL branches and offer Tech Roadshows for staff. The roadshows used a presentation and hands-on activities to cover topics including computer basics and device troubleshooting.
- **FAQ Assistance documents:** BPL's IT team created a repository of instructional and troubleshooting documents that staff can access to support their use of technology in the workplace. This tool was developed in response to staff feedback.
- **Print Management Training:** With the rollout of the new printing system, staff participated in virtual and hands-on learning using a train-the-trainer model. Individual on-site training was provided for customer experience staff, as well as a focused activity on Staff Development Day. Documentation and staff feedback was embedded into the training system using Microsoft Teams to provide updates, feedback and shared learning opportunities through a dedicated Teams Channel.
- **IT Orientation Update:** Ongoing technology onboarding continues to occur through the IT Orientation. Usually on their first day, new employees meet with a

member of the IT team to setup their account and receive training on IT topics, such as safety, security, tech tools and support.

2024 Staff Development Day

Last year's Staff Development Day theme was Digital Equity. The training day featured an inspiring and insightful keynote presentation with technology leader, Avery Swartz, as well as an overview of how to support adult learners with digital literacy skills with Chris Bint, Chief Learning Officer at Tech Coaches. The day also included and introduction the new print management system, hands-on learning experiences, and table talks to gain practical skills and knowledge about digital resources and services offered at BPL. The goal was to highlight BPL's digital initiatives and ensure that our staff are well-prepared to meet the diverse needs of our community.

Older Adult Tech Club Research

In 2024, BPL collaborated with McMaster University's Gilbrea Centre for Studies in Aging on a Dementia Friendly Tech Club project that received funding through the Government of Canada's New Horizons program. In June and July, the project team facilitated two hands-on focus groups to help design a tech club that caters to the unique needs of adults (55+) living with dementia and their care partners. In these interactive sessions, participants shared ideas and explored their needs and the ways technology can improve their lives. The sessions and the tech club revealed that a hybrid model of instruction best addressed the participants' technology needs. The collaboration culminated with a jointly produced guidebook for providing technology programming to older adults, which will directly influence digital literacy programming at BPL.

Digital Equity Plan Actions

The Digital Equity Plan identifies actions that are based on key objectives in four interconnected areas: infrastructure, access and technology, literacy and skill building, and digital trust. The list below is based on suggested actions included in the Digital Equity Plan.

COMPLETED

- Redesign print management system for easier access that includes cashless options and more streamlined wireless printing access.
 - Launched in Fall 2024
- Survey customers to determine specific technology needs.
 - Technology-themed questions in annual Customer Satisfaction Survey

- Technology use questions in New Appleby Community Engagement survey.
- Bridge Technology Survey available on BPL website.
- Survey customers and staff to assess the need for additional and alternate access based on trends and use.
 - Staff Tech Skills survey completed. Results were used to develop and delivery Tech Roadshows.
 - Bridge Staff Survey implemented.
 - Bridge Technology Survey available on BPL website. Exploring other delivery methods for this survey.
- 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.
 - Implementation of conditional access policy for MFA to create an easier user experience for staff without compromising security.
 - Upgraded employee 365 accounts from Office 365 A1 licenses to Microsoft 365 A3, resulting in administrative benefits in terms of security and ease of end user experience for core functions including MFA.
 - PhishMe security awareness training tests staff ability to recognize and report malicious emails.
 - CyberConIQ training modules in 2024 covered password strength and artificial intelligence.

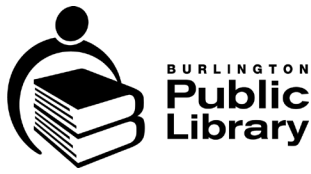
IN PROGRESS/ONGOING

- Explore options for service continuity in the rest of the city during Central power outages.
 - Consistent use and application of Microsoft 365 and other cloud-based software products throughout the organization creates less dependency on on-premises network and resources.
 - Work with Burlington Hydro to mitigate customer impact when their annual Tree Trimming plan includes power shutoff for zones that impact Central Library.
- Develop a plan for offering structured one-on-one and small-group tech help.
 - Work has begun on a small-group model that can be incorporated into existing program offerings.
 - BPL's Tech Buddy Summer Student conducted a review of existing adult digital literacy models at other libraries and in the community and developed a project proposal for BPL programming.

- Completed Dementia Friendly Tech Club research project and pilot with McMaster University's Gilbrea Centre for Studies in Aging, resulting in a guide for providing technology programs to older adults which will inform BPL programming.
- 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.
 - Staff Tech Skills Check-up survey identified areas of training focus
 - Tech Roadshow and Print Management training
 - Staff Development Day training on AI, tech assistance, print management, and technology tools in the workplace.
 - IT Orientation training updated to reflect current staff tech needs.
 - FAQ documents were developed to provide staff with resources for use and troubleshooting of work-related technology.
 - Drafted and implemented an administrative level employee Artificial Intelligence (AI) policy that outlines BPL's expectations that AI tools be used in a responsible and ethical way that is aligned with BPL's values and mission.
- Explore options to offer programs about online safety, privacy, and discerning misinformation.
 - Program collaboration with Tech Coaches to offer sessions about Wi-Fi and online security, shopping online, AI basics, and scams and safety.
 - Working on embedding misinformation/disinformation and online safety concepts into existing adult digital tech literacy programming.
- Develop consistent tracking methods for in-library usage and circulation, including Makerspace technology.
 - Further development with the PowerBI tool
 - Investigating Makerspace booking software that integrates with our existing data collection methodology.

TO BEGIN

- Define clear roles and responsibilities for technology products in terms of developing training, ongoing maintenance and troubleshooting accountabilities.
- Complete a digital literacy audit of library services.
- Build awareness about the library's digital tools and resources with community leaders and local organizations.



Conclusion

Burlington Public Library remains committed to the actions outlined in the Digital Equity Plan. BPL has made progress in implementing the 2024 action items and on track to complete the actions for 2025, despite a couple of projects having experienced delays due to staff turnover or project complexity.

In 2025, BPL will reevaluate our digital equity priorities in alignment with the new strategic plan and determine further areas of action for upcoming years. 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.

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