

BPL Library Board

Agenda

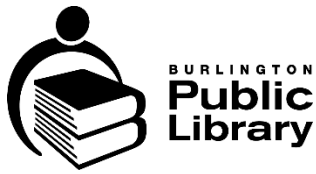
Thursday, September 25, 2025

Frank Rose Room, 6:30 p.m.

Burlington Public Library acknowledges the Treaty Lands of the Mississaugas of the Credit First Nation as well as the Traditional Territory of the Haudenosaunee, Huron-Wendat and Anishinabek peoples. We honour the timeless connection that Indigenous communities and Urban Indigenous residents maintain with the land, water, and sky, recognize their enduring stewardship, and acknowledge our shared responsibility to sustain and protect the earth. Through our collections, programs, and partnerships, Burlington Public Library seeks to amplify Indigenous voices and perspectives, providing opportunities for our community to engage in dialogue, education, and healing.

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

1. Call to Order
2. Approval of the Agenda
3. Welcome and Intent for Gathering
4. Declarations of Interest
5. Consent Items
 - 5.1 Open Minutes of June 26, 2025
 - 5.2 Open Minutes of September 11, 2025
 - 5.3 CEO Report
 - 5.4 2025 Customer Satisfaction Survey Report
 - 5.5 Q2 Metrics Report
 - 5.6 Endowment Fund Statements
 - 5.7 2026 Library Board Meeting Schedule



6. Decision Items

6.1 Q2 Financials

6.2 Annual Library Closures for 2026

6.3 2026-2027 Strategic Plan

7. Discussion Items - None

8. Information Items - None

9. Closed Session

9.1. Closed Minutes of June 26, 2025

9.2. Security Matter

10. Approval of Motions from Closed Session

11. Other Business

12. Next Meeting:

Thursday, October 23, 2025, 6:30 p.m., New Appleby Branch



BPL Board Minutes | June 26, 2025

Attendance

Board: Jason Manayathu, Jennifer Tarnawski, Lindsay Zalot, Ashley Cameron, Shayne Lemieux, Councillor Lisa Kearns (via Zoom)

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

Regrets: Akindayomi Odedeyi,

Minutes

A meeting of the Board was held on Thursday, June 26, 2025, in the Frank Rose Room at Central Branch.

1. Call to Order

Jason Manayathu, Library Board Chair, called the meeting to order at 6:33 p.m.

2. Approval of the Agenda

The agenda was approved as presented.

Motion 25-39, Approval of the Agenda

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

CARRIED.

3. Welcome and Intent for Gathering

4. Declarations of Interest – None

5. Board Development: New Appleby Relocation

James Dekens, Manager, Neighbourhood Branches came to the Board meeting and provided a presentation on the New Appleby relocation project.

Shayne Lemieux joined the meeting at 6:49 p.m.



James Dekens left the Library Board meeting at 7:07 p.m.

6. Consent Items:

6.1. Open Minutes of May 22, 2025

6.2. CEO Report

6.3. 2026-2027 Strategic Planning Community Feedback

Motion 25-40, Consent Agenda Items

MOVED by Jennifer Tarnawski, SECONDED by Ashley Cameron, that all items listed under the heading of Consent Items for the Library Board meeting dated June 26, 2025 be adopted as recommended.

CARRIED.

7. Decision Items

7.1. Policy Review:

7.1.1. Programming Policy

Motion 25-41, Programming Policy

MOVED by Shayne Lemieux, SECONDED by Jennifer Tarnawski, that the Burlington Public Library Board approve the revised Programming Policy effective June 30, 2025 as presented.

CARRIED.

8. Discussion Items - None

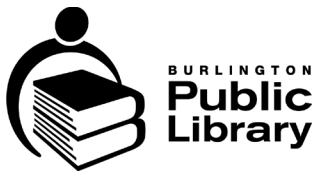
9. Information Items - None

Motion 25 - 42, Move into Closed Session

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

CARRIED.

The Library Board moved into Closed Session at 7:26 p.m.



Motion 25 - 43, Move out of Closed Session

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

CARRIED.

The Library Board moved out of Closed Session 7:44 p.m.

11. Approval of Motions from Closed Session

Motion 25 - 44, Closed Minutes of May 22, 2025

MOVED by Jennifer Tarnawski, SECONDED by Shayne Lemieux, that the Burlington Public Library Board approved the Closed Minutes of May 22, 2025, as presented.

CARRIED.

Motion 25 - 45, HR Matter

MOVED by Jennifer Tarnawski, SECONDED by Shayne Lemieux, that the Burlington Public Library Board approved the recommendations as discussed in Closed Session as presented.

CARRIED.

12. Other Business - None

The meeting is adjourned at 7:46 p.m. Motion by Ashley Cameron.

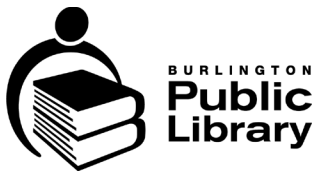
Chair

Secretary-Treasurer

Next Meeting

Thursday, September 11, 2025, Frank Rose Room

Thursday, September 25, 2025, Frank Rose Room



BPL Board Minutes | September 11, 2025

Attendance

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

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

Minutes

A meeting of the Board was held on Thursday, September 11, 2025, in the Frank Rose Room at Central Branch.

1. Call to Order

Jason Manayathu, Library Board Chair, called the meeting to order at 6:33 p.m.

2. Approval of the Agenda

The agenda was approved as presented.

Motion 25-46, Approval of the Agenda

MOVED by Akindayomi Odedeyi, SECONDED by Jennifer Tarnawski, that the agenda be approved as presented.

CARRIED.

3. Welcome and Intent for Gathering

4. Declarations of Interest - None

5. Decision Items

5.1 2026 Draft Capital Budget

Nicole presented the report and answered questions from the Library Board.

Phase one of the Central Infrastructure project funding has city approval, pending council approval for the 2026 budget later this fall. Lita and Jason will participate in the delegation process for the budget discussion at the city council meeting.

Page 1 of 3



The Board will receive a budget timeline and a draft presentation in the coming months.

Motion 25-47, Approval of the 2026 Draft Capital Budget

MOVED by Shayne Lemeiux, SECONDED by Lindsay Zalot, that the Burlington Public Library Board approves the 2026 Draft Capital Budget submission.

CARRIED.

5.2 2026 Draft Operating Budget

Following COB process, a 2026 Preliminary Operating Budget Request form was completed and COB's Executive Leadership Team approved the request for the additional funding to be included in the budget. The 2026 Financial Forecast report defines the additional funding as "enhanced funding to the Burlington Public Library to support additional costs related to the New Appleby Branch and stabilize operational expenses". Pending council approval, the library is anticipated to have a balanced budget.

Motion 25-48, Approval of the 2026 Draft Operating Budget

MOVED by Ashley Cameron, SECONDED by Jennifer Tarnawski, that the Burlington Public Library Board approves the 2026 Draft Operating Budget and Department Overview submission.

Motion 25-49, Approval of the 2026 Draft Key Investment Report

MOVED by Akindayomi Odedeyi, SECONDED by Shayne Lemeiux, that the Burlington Public Library Board approves the Key Investment – Provision to Library document to support the request for additional 2026 funding.

Motion 25-50, Approval of the Transfer of Funds from the Operating Reserve Fund

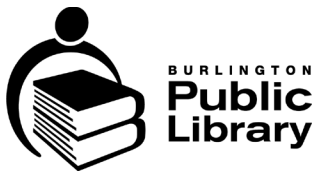
MOVED by Jennifer Tarnawski, SECONDED by Lindsay Zalot, that the Burlington Public Library Board approves the transfer of \$50,000 from the Operating Reserve Fund in 2026 to complete an expansion study looking at BPL growth opportunities in the west and northeast areas of Burlington.

CARRIED.

Councillor Lisa Kearns left the Library Board meeting at 7:01 p.m.

5.3 Fees & Charges Policy

Motion 25-51, Fees & Charges Policy



MOVED by Jennifer Tarnawski, SECONDED by Akindayomi Odedeyi, that the Burlington Public Library Board approve the revised Fees & Charges Policy effective September 15, 2025 as presented.

CARRIED.

6. Discussion Items - None

7. Information Items - None

8. Closed Session – None

9. Other Business - None

10. Next Meeting:

Thursday, September 25, 2025, 6:30 p.m., Frank Rose Room

The meeting is adjourned at 7:37 p.m. Motion by Ashley Cameron.

Chair

Secretary-Treasurer

5. Consent Items: 5.3 CEO Report – September Update

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Purpose

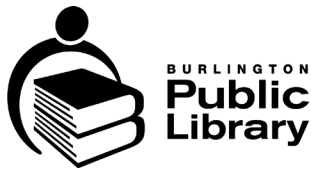
The CEO report for Summer and September 2025 summarizes key activities that support the priorities outlined in BPL's [2021-2025 Strategic plan](#).

Enhance Community Well-being

Halton Pride Parade

Halton Prism hosted the 3rd Annual Halton Pride Parade in Milton on Sunday, July 20. Again, this year, all the Halton Public Libraries joined together to support the 2SLGBTQIA+ community to celebrate Halton Pride! Pride in the Park.





City of Burlington Culture Plan

BPL continues to work with our partners at the City of Burlington and the Local Boards on a new Culture Plan to guide the next decade (2026–2036) of arts and culture growth. This plan will help shape the future of Burlington's arts and culture programs, services and investments in the City.

This summer, the focus was on public engagement. City staff visited parks, festivals and events to hear directly from residents. There were also self-directed activities in public spaces including Central Branch and community centres and an online survey. The self-directed activities tie into the plan's theme of growing culture and ask customers to add their ideas a tree.

Canadian Urban Libraries Council National Public Library Impact Study

BPL's quota was met for the Canadian Urban Libraries Council (CULC) National Public Library Impact Study. We wanted to ensure that Burlington residents are represented in this unique opportunity to increase understanding of the impact of public libraries in Canada. CULC anticipates that the draft report will be available to participating libraries towards the end of the year.

Volunteerism

BPL is re-introducing volunteers to the Library. To start, we are running a pilot project that will happen this fall. The Tech Support Program that will be run by BPL staff with volunteers assisting with breakout group support. The six-week program will run on Thursday afternoons at Central Branch from October 2 to November 6 from 2-4 pm and is fully registered.

This volunteer program will support participants during group sessions by assisting with practice activities, answering technology-related questions, and helping to create a welcoming learning environment. The pilot will allow BPL to re-establish volunteer opportunities in a thoughtful way while testing how volunteers can best support both staff and community needs.

Inspire Discovery with Diverse Collections, Services and Spaces



Opening Day for New Appleby

On September 15, the relocated New Appleby branch at the Bateman Community Centre opened the doors for the first time. The new branch has 16,000 square feet of space and features a large collection of fiction and non-fiction books, magazines, and other materials to borrow. The New Appleby Branch has expanded BPL's maker services with two [digital media studios](#) for recording and editing video and audio at this location. In response to the demand for more seating, the new branch has three [free bookable workspaces](#) and a wide variety of comfortable seating options.



Summer Reading Club

BPL's 2025 [Summer Reading Club](#) (SRC) was a success. This year's theme *Around the World* was popular with participants. More than 2,100 kids in Burlington can say with pride "I read around the world all summer long!" SRC was free and open to all kids and teens – from birth to age 17. SRC was offered in a hybrid format, families chose what worked for them on blend on online and in-branch check-ins.



Alton MakerStation

On July 23, BPL held a MakerStation Showcase at the Alton Branch to launch the new MakerStation. The [MakerStation](#) is a brand-new drop-in creative space designed for curious creators of all ages. It is a self-guided space equipped with a 3D printer, sewing machine, Cricut® cutting machine, and button maker.



Town Bell Relocation

July 28, the Burlington Town Bell was relocated from Central Branch to Fire Department Headquarters. The City of Burlington coordinated the move.

The Town Bell will serve as the centerpiece of a new memorial at the Headquarters building to recognize members who have dedicated their lives to the Burlington Fire Department. A [Library News article](#) was posted on the BPL website share the history of the bell.

In 2026, BPL will be working on an Interactive history installation to replace the Town Bell.

Aldershot Branch – Temporary Closure

On Friday, August 1, we had another significant water leak at Aldershot Branch due to a damaged pipe on the 3rd floor of the senior's residence. The Branch remained closed over the weekend. Just minutes before reopening on Tuesday, August 5, there was another leak. Thankfully, it was quickly identified and resolved, and we were able to reopen the branch for full service. We are waiting for confirmation from the Region that all the restoration work on the upper floors is complete before scheduling the drywall repairs at the Branch. We are grateful to our customers, community and staff team for their ongoing patient.

Advance Study & Meeting Room Booking

On September 15, BPL launched an advanced booking system for meeting rooms and study spaces across all branches. Originally, this was planned as a pilot for the New Appleby relocation, but we have expanded systemwide based on strong community preference for guaranteed access over walk-in availability. This initiative addresses ongoing demand management challenges while enhancing equitable access to popular community spaces through improved service delivery. Check out the Library News post for all the details: <https://www.bpl.on.ca/news/free-workspaces>

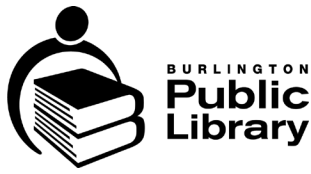
New Historical Digital Resources

Just in time for Heritage Week (August 2-9), BPL launched two exciting new [digital historical newspaper resources](#). BPL's refreshed Burlington Newspaper Index will help customers find important announcements from our local newspapers. The index, now available on the Burlington Digital Archive, spans the years 1899 to 2015 and includes over 33,000 entries. Customer can also access the newly digitized editions of the Burlington Post newspaper on Newspapers.com—free with their Burlington Public Library card. The archive includes full issues of The Post from 1968 to 1980 and 2012 to 2023, with plans to add issues from 1981 to 2011 in the future.

Create a Workforce Culture Driven by our Organizational Values.

Land Acknowledgement Framework

BPL is committed to fostering deeper understanding and respectful engagement with the Indigenous communities who have and continue to call this land home. To guide BPL's efforts, we have developed a comprehensive Land Acknowledgement Framework,



which is complemented by a new training module. The training has been launched for all staff. This training is designed to help staff move from performing a ceremonial task to engaging in meaningful, action-oriented recognition.

WHMIS Training

In accordance with legislated changes to the Workplace Hazardous Materials Information System, BPL has issued the updated WHMIS training to all staff for completion this fall.

Polaris Migration

On August 4th, BPL's Integrated Library System (ILS) Polaris was down for the day while we completed a hardware refresh. All digital platforms connected to Polaris services were unavailable, including BiblioCommons, Overdrive, and any databases that access our ILS.

McMaster University Emotions Matter Research Study - Phase 2

BPL is participating in a research study in collaboration with the McMaster Centre for Advanced Research on Mental Health and Society, and the McMaster Community Research Platform. The study, titled Emotional Resilience in Libraries: Tools for the Modern Workplace, is part of the broader Emotions Matter research initiative.

This study explores the emotional labour aspects of public-facing library work and is designed to inform the development of tools and supports that promote well-being and emotional resilience among library staff. The research is supported by the Social Sciences and Humanities Research Council of Canada (SSHRC).

BPL is one of seventeen public libraries participating. As part of our participation, a small number of staff in frontline roles were randomly selected to receive a confidential, voluntary survey.

Report Author

Respectfully submitted: Lita Barrie, Chief Executive Officer

5. Consent Items: 5.4 Customer Satisfaction Survey Results

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Purpose

To provide the Library Board with the findings of the Customer Satisfaction Survey which ran June 2-15, 2025.

Background

The Customer Satisfaction Survey asked the community about their experiences at the library. It received 4,697 responses in total, a 6.4% increase from 2024, and a 45% increase from 2023.

The survey took about 3-5 minutes to complete and had three parts:

- Optional demographic questions
- About your library experience
- Optional feedback on BPL's 2026-2027 Strategic Plan

The feedback will be used to help BPL better understand and meet the community's needs and support BPL's 2026-27 Strategic Plan.

Discussion

The following item is included as an attachment:

2025 Report – Customer Satisfaction Survey

The report provides an overview of the results of the Customer Satisfaction Survey, including key findings in categories such as collections, programs, technology, and library space and operations.

Key findings include:

- **The Library continues to have a positive impact**
 - 94% of respondents said that overall, the library has a positive impact on their life.
 - 95.6% of respondents said that the library improves the well-being of the community as a whole.
- **Customers are satisfied with library service**
 - 95% of respondents said that the library provides good service
- The top reported use of the library continues to be **in person for checking out books**.
- **1,595 respondents provided open-ended feedback** on topics such as more physical books, eBooks and eAudiobooks, more programs and requests for improvements to branch spaces.

Financial Considerations

There are no direct financial considerations associated with this item. Feedback from the survey will be incorporated into department operational plans.

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.



Survey Results

The results of the survey will be used to better understand and meet the community's needs. Feedback will be incorporated into the Library's future service plans so we can continue to evolve with the community.

BPL has already made strides to address customer feedback based on similar themes from surveys in past years. For example:

- In 2024, we added 700,000 ebooks on Hoopla.
- This year, Milton Public Library was added to our OverDrive/Libby partnership.
- We have also updated our borrowing parameters and refined our internal processes to manage demand for popular items.
- New Appleby Branch relocation provides increased variety and volume of seating, improved sound baffling and defined "zones"
- Advance booking for free meeting and study rooms at New Appleby, Central, and Tansley Woods branches

We have identified both digital and print circulation as key performance indicators for the 2026-2027 Strategic Plan. We will use promotion, readers advisory, and digital skill building strategies to connect readers to available titles that match their needs and interests. Improving customer satisfaction with BPL's physical spaces is also a Key Performance Indicator in our 2026-2027 Strategic Plan.

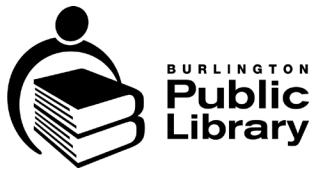
Equity, Diversity and Inclusion Considerations

BPL is committed to collecting feedback from the community to make sure its collections, programming, and services best meet the needs of all members of the community. For the second year, BPL has included demographic questions in the survey.

Similar to 2024, some demographics were proportionally represented in survey responses, and others were underrepresented. While this isn't a complete representation of active Library users, it does provide insight into which audiences the Library is struggling to reach. This information can inform communication and outreach efforts.

Risk Management

There are no known risks associated with BPL's Customer Satisfaction Survey.



Policy

There is no applicable policy.

Respectfully submitted by Elise Copps, Director, Communications and Engagement

2025 Report

Customer Satisfaction Survey



Background

The Customer Satisfaction Survey ran from June 2-15, 2025. The feedback will be used to help us better understand and meet the community's needs.

The survey took about 3-5 minutes to complete and had three parts:

- Optional demographic questions
- About your library experience
- Optional feedback on BPL's 2026-2027 Strategic Plan

This year's survey received **4,697 responses in total**, a 6.8% increase over 2024 and a 45% increase from 2023.

Note: 4,396 responses were provided online, and 1 response was provided by paper survey.

Survey Results & Key Themes

Summary of Findings

The Library continues to have a positive impact

- 94% of respondents said that overall, the library has a positive impact on their life.
- 95.6% of respondents said that the library improves the well-being of the community as a whole.

Customers are satisfied with library service

- 95% of respondents said that they library provides good service

The top reported use of the library continues to be **in person for checking out books. 1,595 respondents provided open ended feedback** on topics such as more physical books, eBooks and eAudiobooks, more programs and requests for improvements to branch spaces.

Collections

Note: All responses were reviewed individually. Artificial intelligence was used to summarize the responses, and that summary has been validated against the response data

Key Findings

- 85% of respondents agreed that library collections reflect their areas of interest and usually offer something they want.
- 82.6% of customers surveyed use the library for checking out items in person, and 55.6% use it for checking out items digitally.

Customer Feedback

- When asked how the library could improve, the largest segment of comments were related to the collection.
- Customers are requesting more or updated books, e-books, audiobooks, magazines and special collections.
- Desire for reduced wait times continue to be a priority for customers, particularly for e-books and e-audiobooks.

Programs

Key Findings

- When responding to the statement “Library programs reflect my areas of interest and usually offer something I want”, 55.6% agreed, 41% were neutral, and 3% disagreed (same as 2024).
- 34% of respondents are using the Library to attend programs. This number is steadily growing, up from 31% in 2024 and 24% from 2023.

Customer Feedback

- Customers value events and learning opportunities, but request more sessions, broader topics, and better access for all age groups, particularly working adults, tweens and seniors.
- Customers suggested more frequent, diverse, and accessible programs such as author talks, art workshops, tech help, book clubs, children’s/tween/teen events, seniors activities, cultural programs, fitness, mental health, hobby groups and expanded MakerSpace offerings

Technology

Key Findings

- In response to the statement “Library technology and access to Wi-Fi meet my needs”, the majority of respondents agreed (64%) or were neutral (34%). This is similar to 2024, where 67% of respondents agreed and 32% were neutral.
- 17% of customers surveyed use the computers, Wi-Fi and other technology (up from 14.7% in 2024).

Customer Feedback

- Suggestions include providing device support, tech classes and better online/catalogue search functions

Library Space and Operations

Key Findings

- 94.7% of respondents agreed library staff provide good service (slightly up from 94.1% in 2024).
- Overall, most customers are satisfied with library space. When responding to the statement “Library spaces meet my needs”, 74.8% agreed and 23.4% were neutral.
- 28.4% of respondents use the library spaces in person.

Customer Feedback

- Requests include more quiet study areas, more comfortable seating, private pods, better layout, cleaner spaces, more parking, water stations and aesthetic improvements.
- Comments contained positive feedback about Library staff, as well as requests for better communication about programs and improved signage in branches
- Customers are looking for longer hours, especially on evenings and weekends, Sunday openings, and more branch consistency.

Improvement Opportunities and Constraints

Similar to 2024, customer comments highlight themes that can be challenging to address due to external factors as well as our current funding model.

Customer comments show a demand for print, digital, and audiobooks and concerns about longer wait times. However, over the past few years, the cost of licensing eBooks and eAudiobooks and purchasing print material has increased due to changes in the global economy and publishing industry. This is a long-term challenge we will continue to address with advocacy at a local and industry level. BPL also continues to use partnership, promotion, and skill building strategies to address these challenges. In 2024, we added 700,000 ebooks on Hoopla. This year, Milton Public Library was added to our OverDrive/Libby partnership. We have also updated our borrowing parameters and refined our internal processes to manage demand for popular items.

Customers are also seeking more variety in formats. Again, with recent changes in the publishing industry, unfortunately some formats are becoming less available, such as mass market paperbacks, large print and magazines. BPL continues to provide a variety of print options where possible, and promote digital formats to offset this decline in availability.

We have identified both digital and print circulation as key performance indicators for the 2026-2027 Strategic Plan. We will use promotion, readers advisory, and digital skill building strategies to connect readers to available titles that matches their needs and interests.

Improvement Opportunities and Constraints

Competing interests for use of physical space at library branches such as quiet study, phone calls, and play continues to be a major theme.

We anticipate that recent improvements will address some of these concerns:

- New Appleby Branch relocation provides increased variety and volume of seating, improved sound baffling and defined “zones”
- Advance booking for free meeting and study rooms at New Appleby, Central, and Tansley Woods branches

BPL will continue to improve signage, furniture layout, and staff skills in branches to designate spaces for use and navigate competing needs.

As our community grows, more significant changes to layout and use of branch space will need to be factored into larger capital improvement projects.

Improving customer satisfaction with BPL’s physical spaces is a Key Performance Indicator in our 2026-2027 Strategic Plan.

Detailed Results

Demographic Summary

The survey includes demographic questions to help the Library understand which groups it is not reaching and/or needs to serve differently or better. 96.5% of respondents were willing to answer demographic questions.

- **Most survey respondents live in Burlington**
 - 90.9% live in Burlington
- **Most survey respondents were born in Canada (68%) or have lived in Canada for longer than 10 years (24%)**
- **Most survey respondents were older than 55 (24% were ages 75+, 43.5% were ages 55-74)**

Demographic Summary

- Most survey respondents identified as White/European (85.3%), followed by South Asian (4.3%), Latin American (2.6%) and Black (1.8%)
- Most of the survey respondents identified their **gender identity** as woman (73.9%), followed by man (24.5%), non-binary (0.45%) and prefer not to answer (1.1%)
- Most respondents said that their **income** is enough (51.9%) or more than enough for their needs (25.7%)

Demographic Summary: Comparison to Burlington

Participation in the annual survey is generally not fully reflective of Burlington's diverse population.

These demographics demonstrate that men, youth, 2SLGBTQIA+ community members, newcomers, racialized people, Indigenous community members, and people with disabilities are underrepresented in the survey. Library staff will continue to work on increasing engagement with these groups so they are included and reflected in ongoing strategic planning.

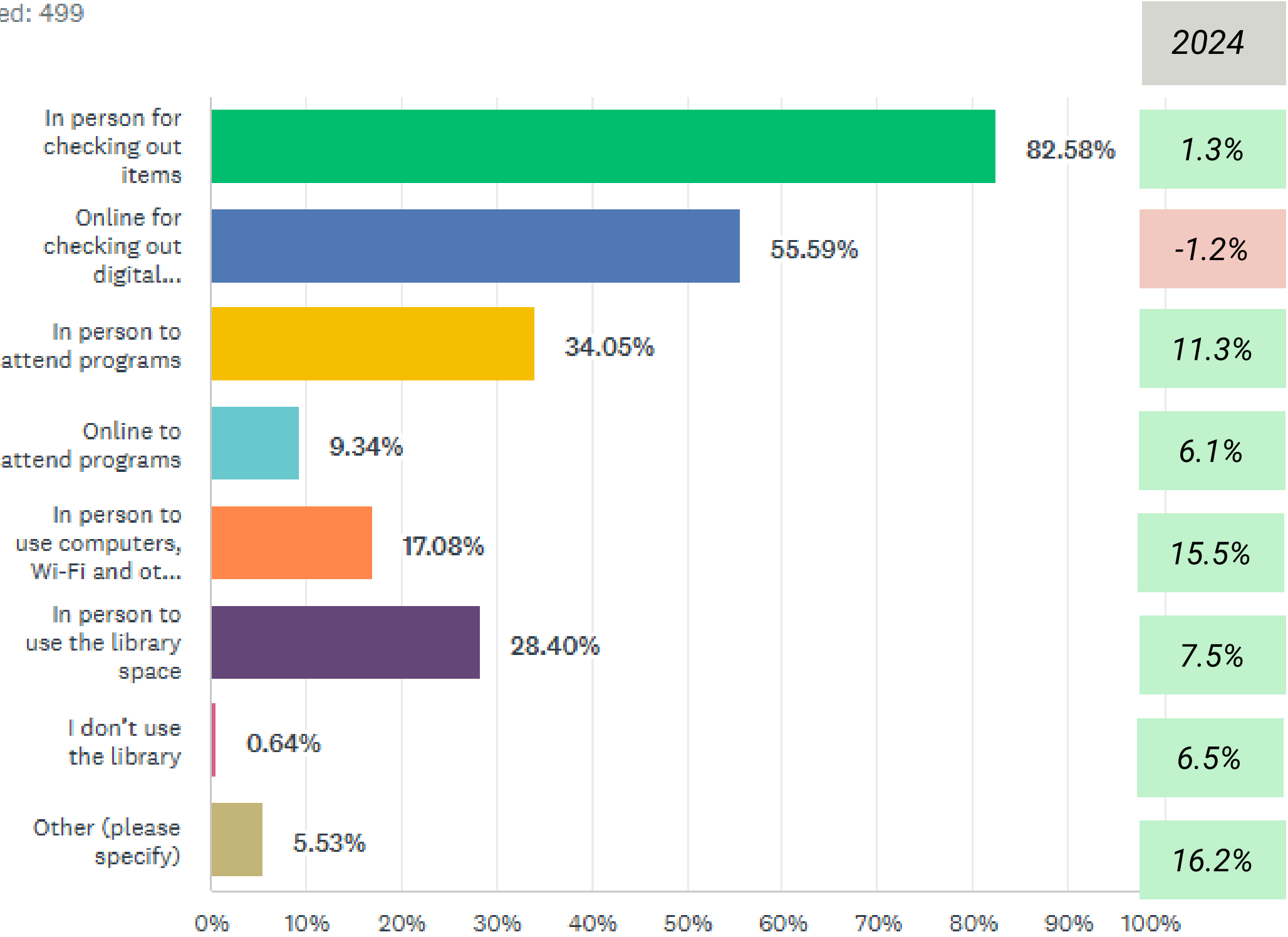
How do you use the library?

Please check all that apply

Answered: 4,197 Skipped: 499

Key Findings

The top uses of the library are in person for **checking out items**, online for **checking out digital collections**, and in person to **attend programs**.



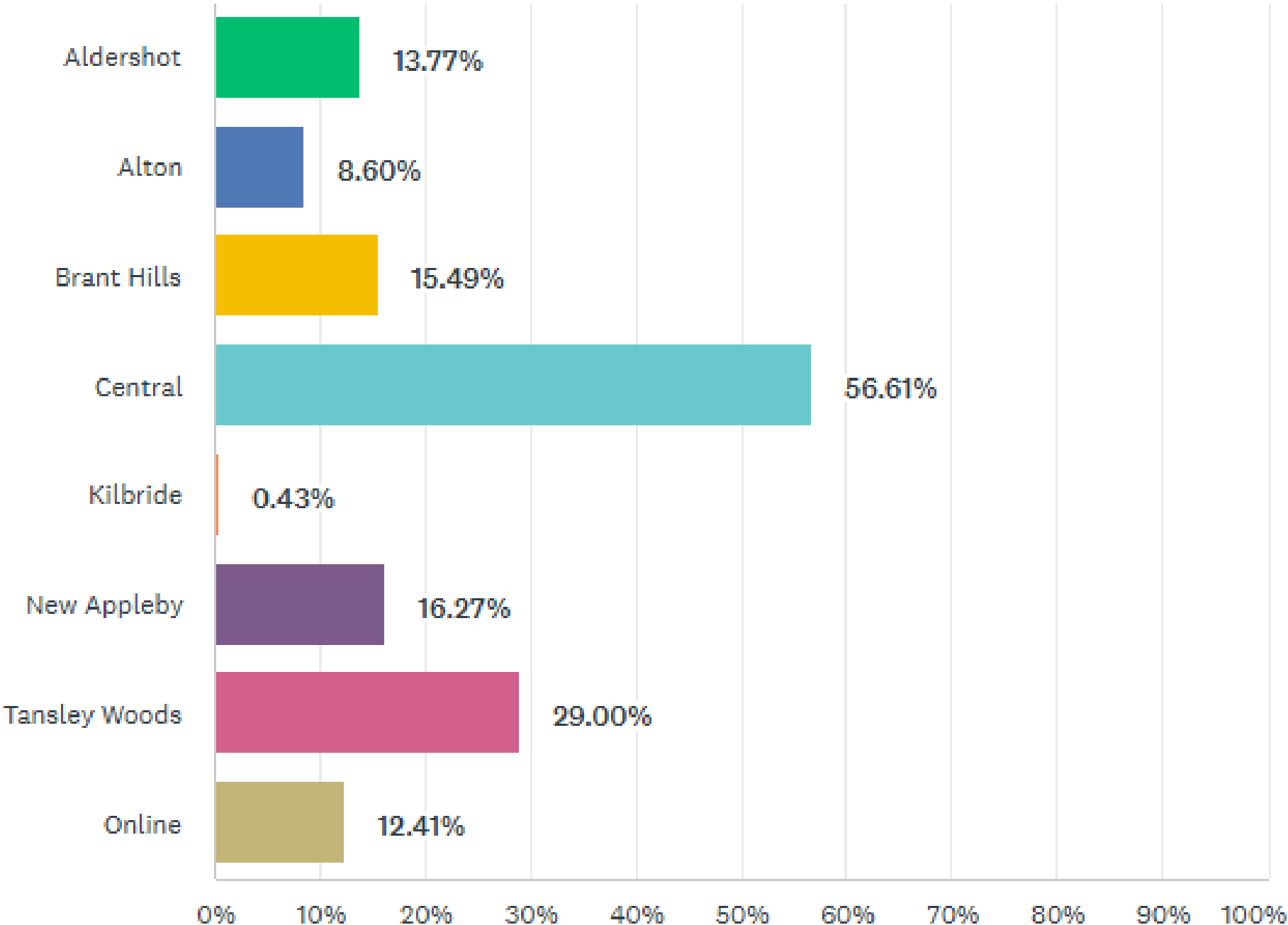
Which branch(es) do you use most often?

Please check all that apply

Answered: 4,197 Skipped: 499

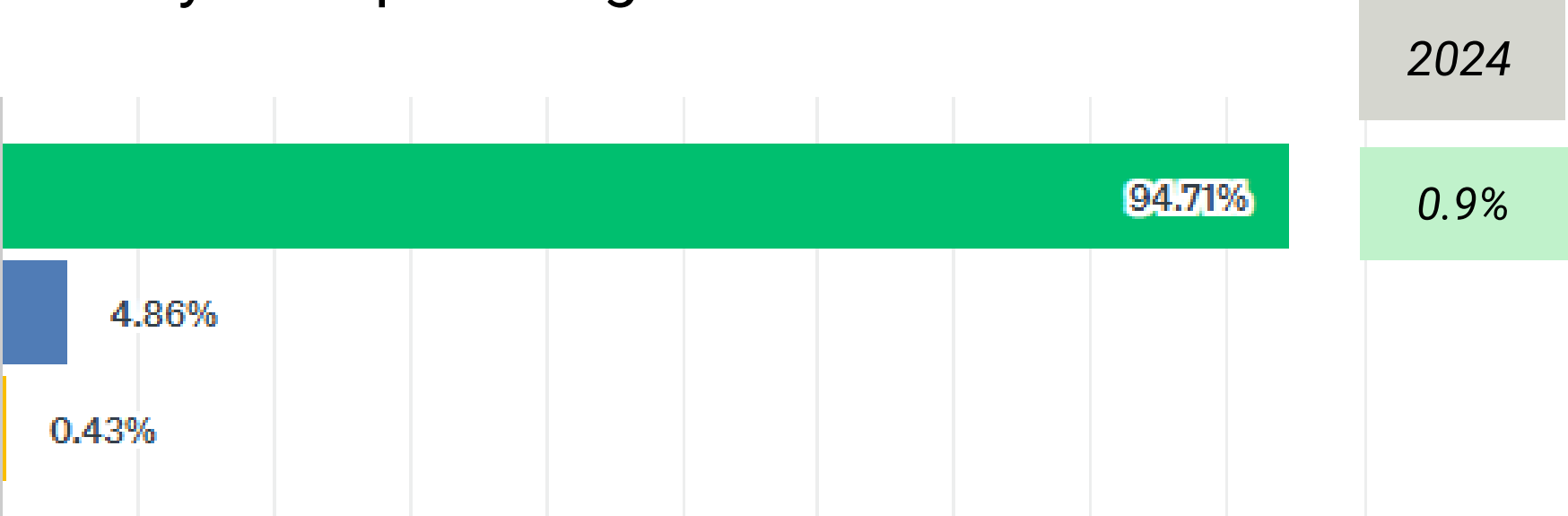
Key Findings

Central is the most used library branch by respondents, followed by Tansley Woods, New Appleby and Brant Hills.

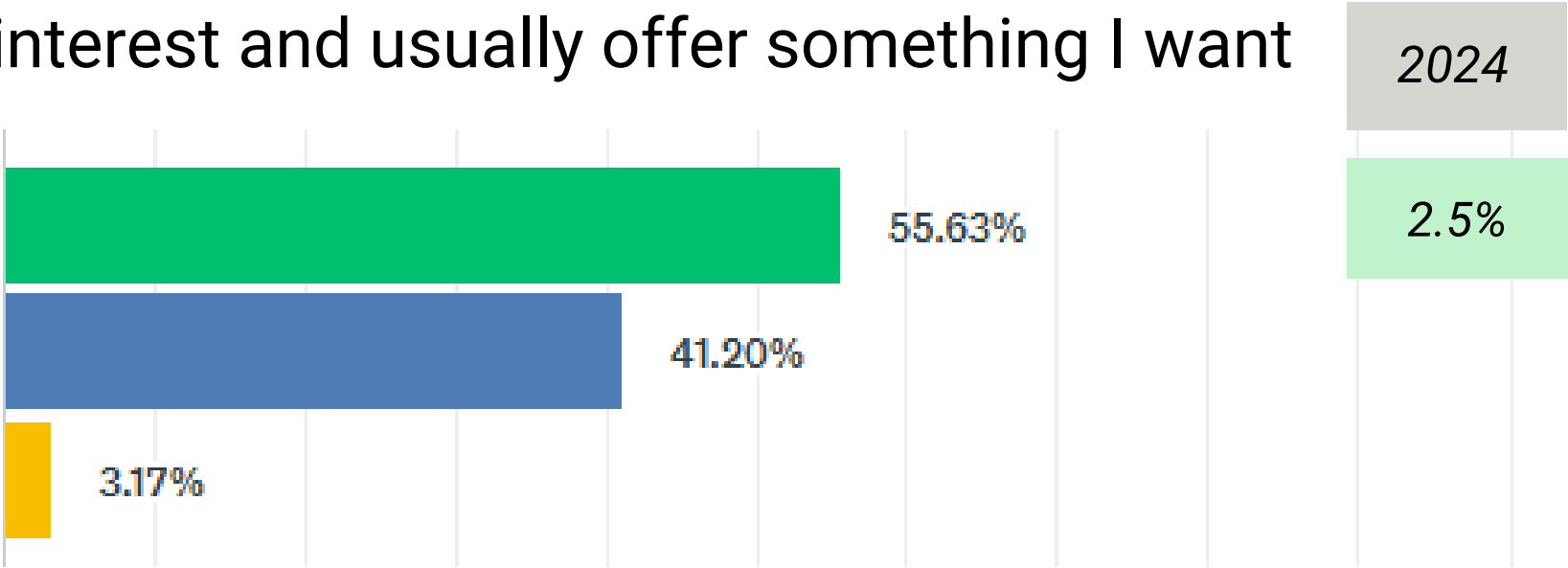


About your library experience

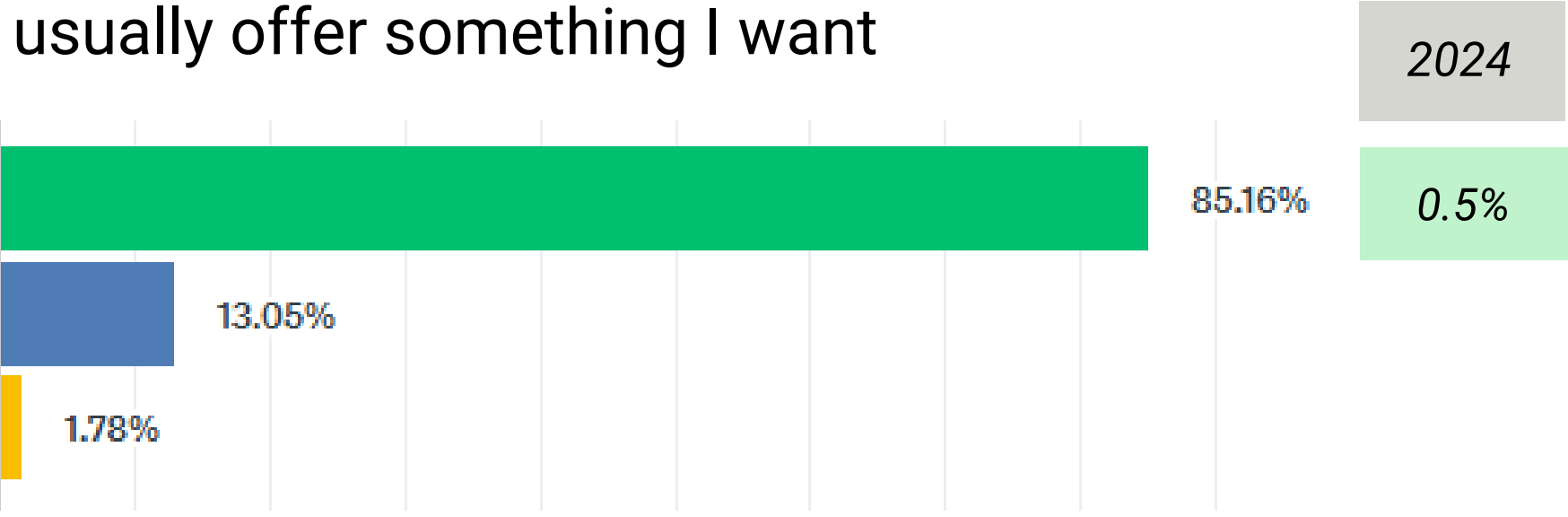
Library staff provide good service



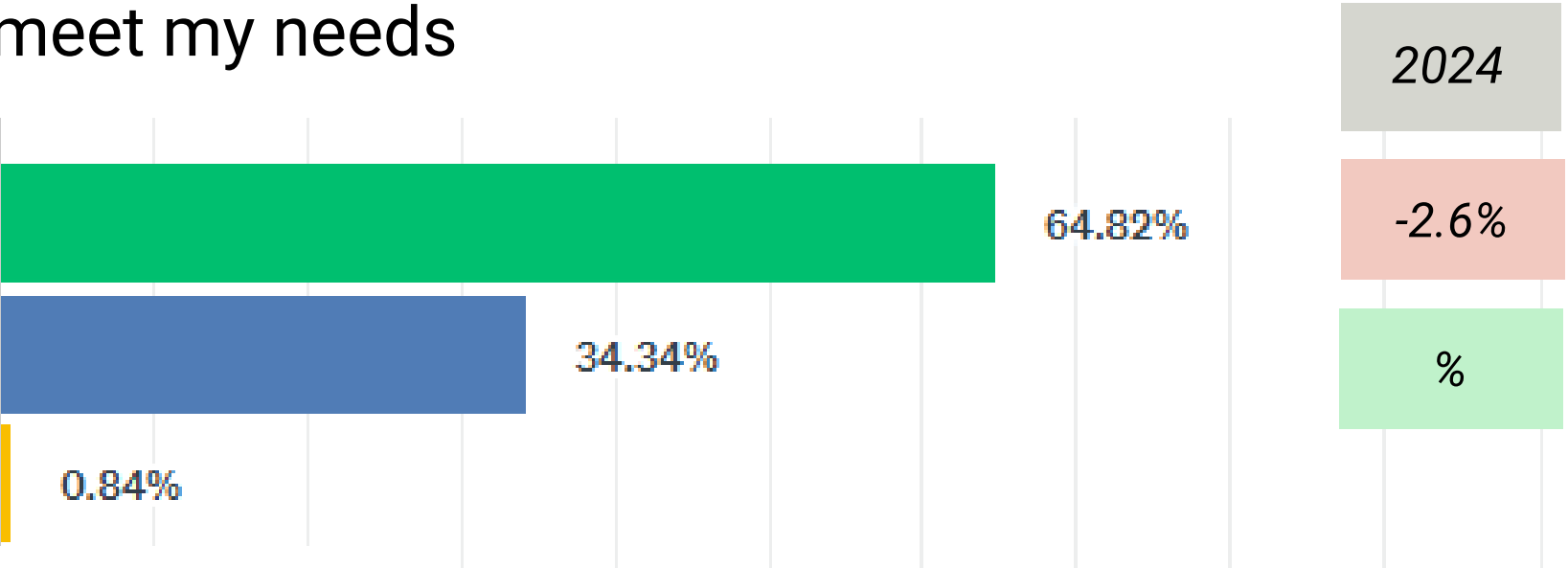
Library programs reflect my areas of interest and usually offer something I want



Library collections reflect my areas of interest and usually offer something I want



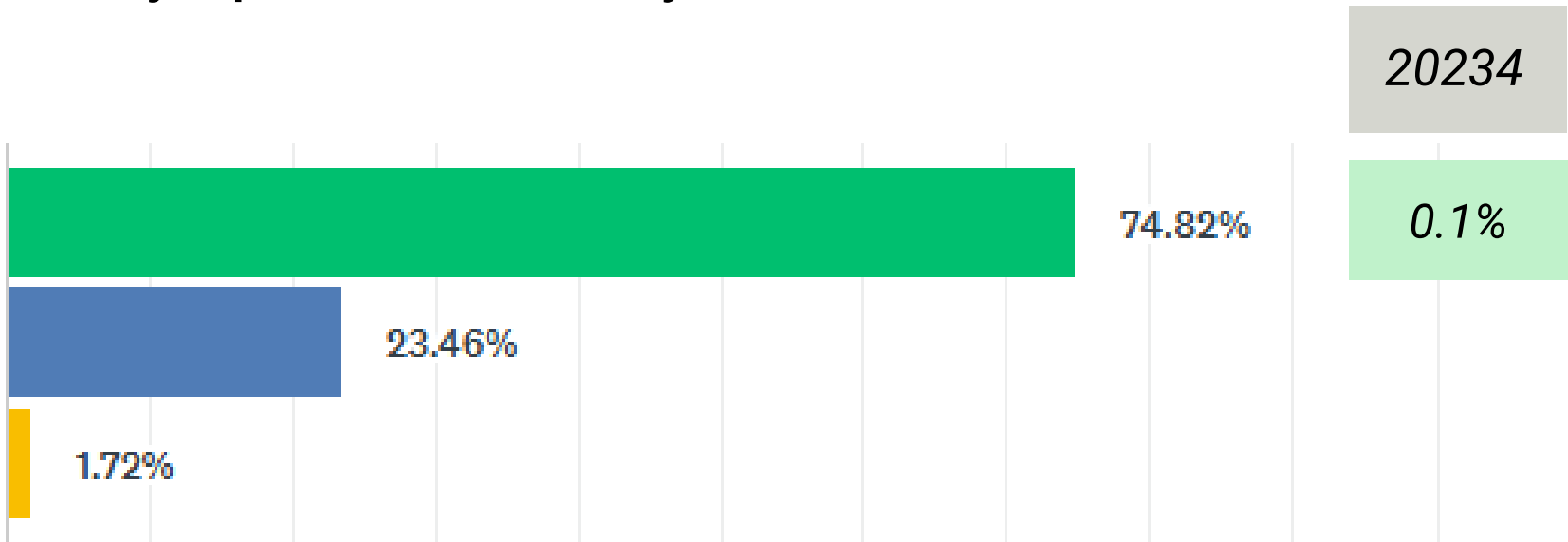
Library technology and access to Wi-Fi meet my needs



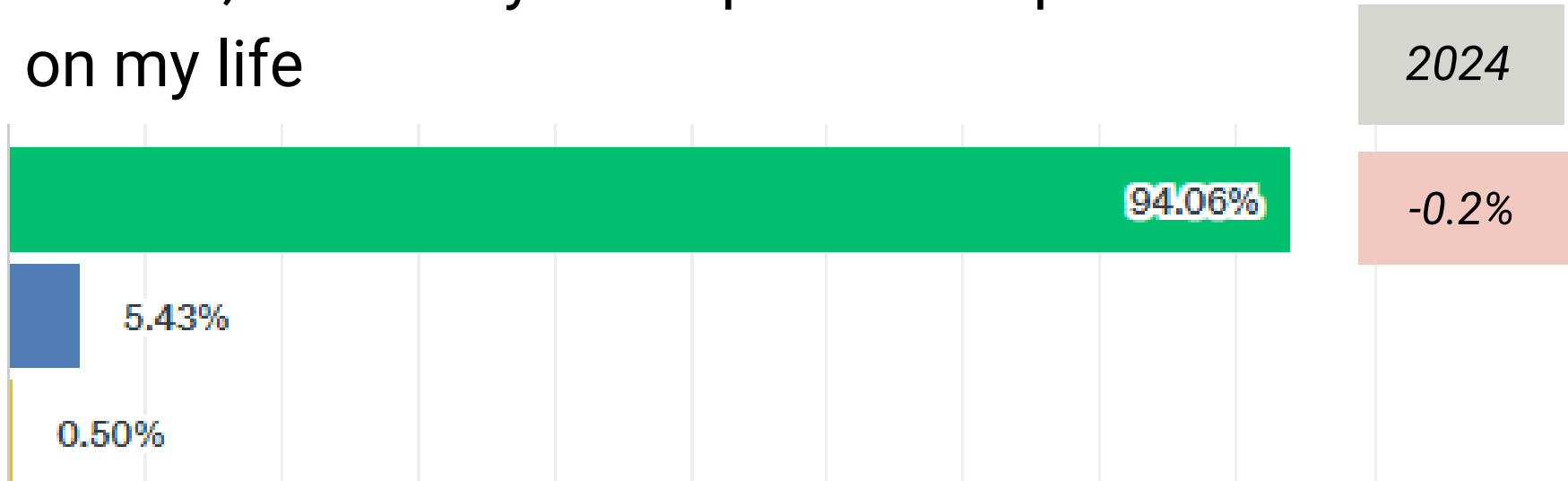
Agree Neutral Disagree

About your library experience

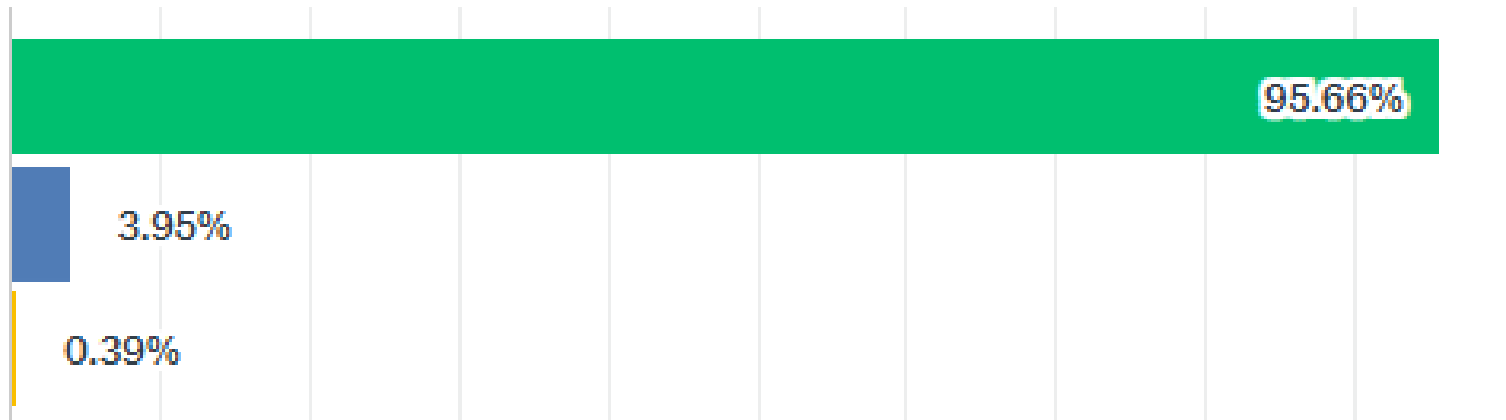
Library spaces meet my needs



Overall, the library has a positive impact on my life



NEW: Overall, the library has a positive impact on the community as a whole



The Library could improve by...

In response to the open-ended question “The Library could improve by...” the following themes were most prominent:

- **Collection & Materials (362)** Requests for more or updated books, e-books, audiobooks, magazines and special collections (e.g. large print, graphic novels, classics, foreign language, diverse authors, series completion, non-fiction topics, more copies of popular titles, acquisition of new releases)
- **Programs & Events (278)** Suggestions for more frequent, diverse and accessible programs - author talks, art workshops, tech help, book clubs, children’s/tween/teen events, seniors activities, cultural programs, fitness, mental health, hobby groups and expanded MakerSpace offerings
- **Digital Services & Technology (182)** Improving e-book/audiobook selection, reducing wait times, expanding platforms (e.g. Libby, Hoopla), providing device support, tech classes, better online catalogue/search and more online programming.
- **Facilities & Spaces (164)** Requests for more quiet study areas, comfortable seating, private pods, better layout, cleaner spaces, more parking, water stations, and aesthetic improvements

5. Consent Items: 5.5 Q2 Quarterly Reports

Purpose

To provide the Library Board with the quarterly information update reports for Q2 2025.

Background

Second cycle for the quarterly reports for 2025.

Discussion

Performance Measures

Q2 performance was generally strong. Since this report shows cumulative year-to-date totals, we're seeing improvement in most areas, with one exception: overall physical circulation.

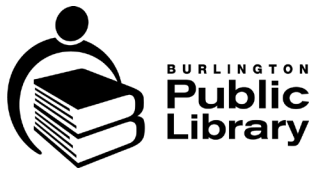
BPL's first-half metrics are lower than expected due to significant service disruptions. Most notably, the Aldershot branch was completely closed for 45 days following water damage from a fire in an adjacent residential unit, with programming suspended for 90 days. Additionally, system-wide closures in February due to severe weather resulted in 33 lost service hours across all branches—including two full closure days, one early closure, and delayed Sunday opening at both Tansley Woods and Central Library. These closures directly contributed to the Q2 decreases compared to last year, particularly impacting our overall physical circulation numbers.

Strategic Plan

The Strategic Plan report identifies the key initiatives to be completed in 2025 along with the target measures and projected timelines. There are no updates to the Strategic Plan report for Q2.

A. Governance Calendar and Annual Workplan

Each year, the Library Board establishes major governance responsibilities and key objectives, which are tracked through a governance calendar and work plan. These documents are updated quarterly to monitor progress throughout the year. The Board has completed most second-quarter deliverables, rescheduling two items to the fourth quarter to better align with external factors.



B. HR and H&S Update

The summary page highlights the key insights related to Q2.

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

Sustainability Considerations

BPL's Sustainability Plan focuses on climate change mitigation, adaptation and climate equity considerations. The Governance calendar and Strategic plan reports track actions and initiatives in support of this plan.

Risk Management


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

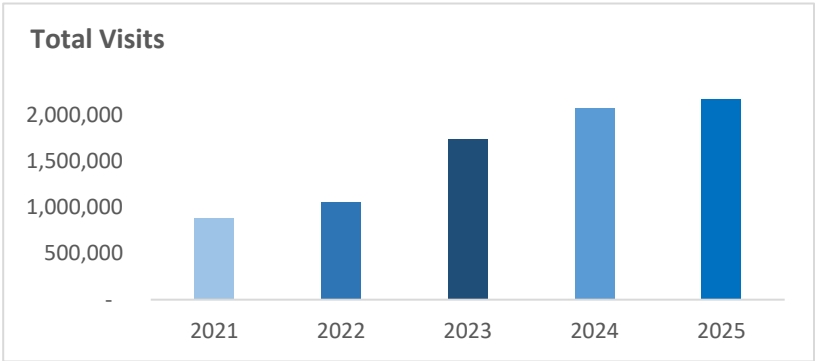
Policy


There is no applicable policy.

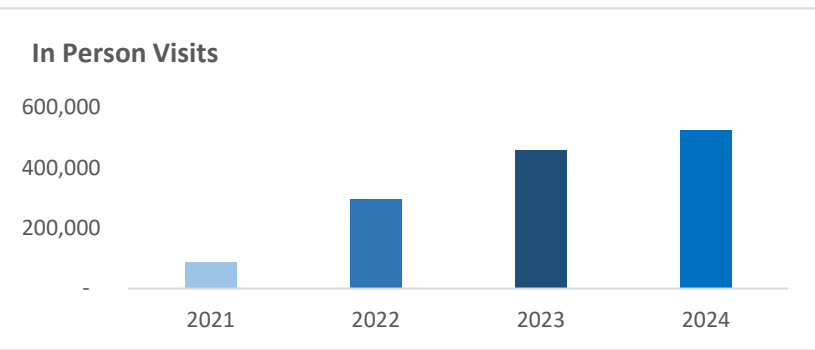
Respectfully submitted by: Lita Barrie, Chief Executive Officer


PERFORMANCE MEASURES INDICATORS
BURLINGTON PUBLIC LIBRARY
YTD Second Quarter 2021-2025

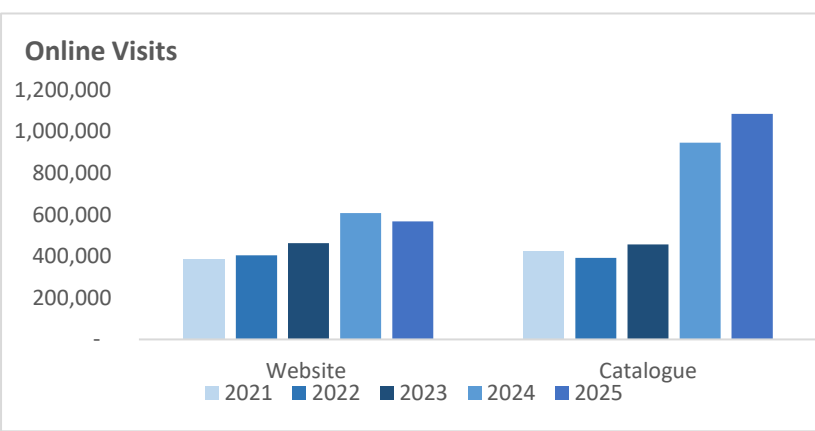
 Total Visits	Q2 Total	Change 2024	Change 2023	Change 2022	Change 2021
The total number of in-person and online visits	2,177,386	5%	25%	105%	146%




 In-Person Visits	Q2 Total	Change 2024	Change 2023	Change 2022	Change 2021
Number of in-person visits to BPL's branches	526,125	0%	15%	79%	499%

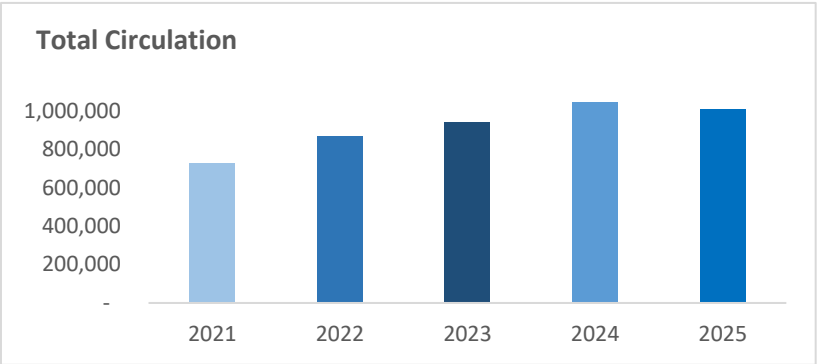



 Online Visits	Q2 Total	Change 2024	Change 2023	Change 2022	Change 2021
Number of visits to BPL's website & catalogue	1,651,261	6%	80%	107%	103%

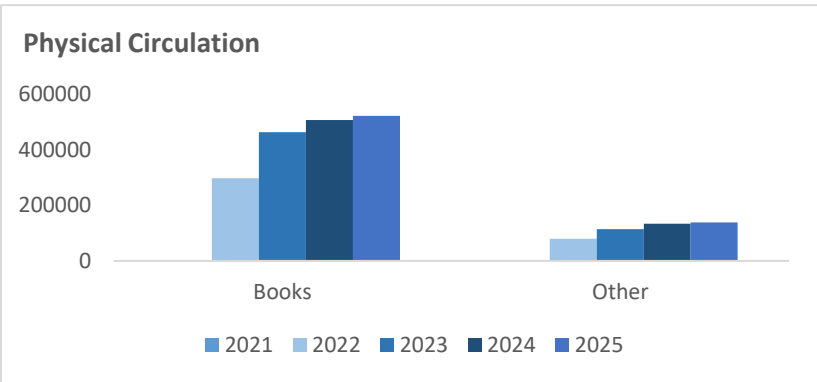



PERFORMANCE MEASURES INDICATORS
 BURLINGTON PUBLIC LIBRARY
 YTD Second Quarter 2021-2025

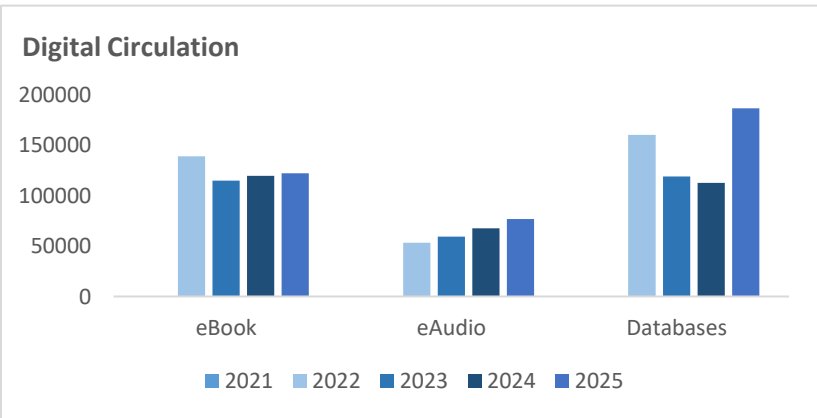
	Total Circulation	Q2 Total	Change 2024	Change 2023	Change 2022	Change 2021
The total of physical and digital circulation						
		1,009,256	-4%	7%	16%	39%



	Physical Circulation	Q2 Total	Change 2024	Change 2023	Change 2022	Change 2021
Number of customer checkouts and renewals						
		615,817	-7%	-4%	7%	65%



	Digital Circulation	Q2 Total	Change 2024	Change 2023	Change 2022	Change 2021
Number of electronic checkouts						
		393,439	2%	31%	34%	12%



PERFORMANCE MEASURES INDICATORS
BURLINGTON PUBLIC LIBRARY
YTD Second Quarter 2021-2025

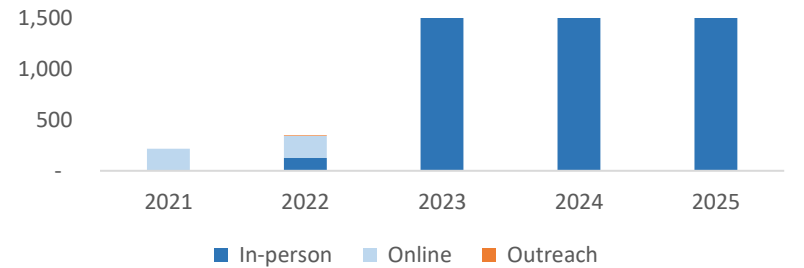


Classes & Events Offered

Number of classes and events offered

Q2 Total	Change 2024	Change 2023	Change 2022	Change 2021
1,891	-12%	6%	442%	775%
YTD	In-person	Online	Outreach	
2021	-	216	-	
2022	125	219	5	
2023	1,597	175	6	
2024	2,090	62	5	
2025	1,857	12	22	

Classes & Events Offered

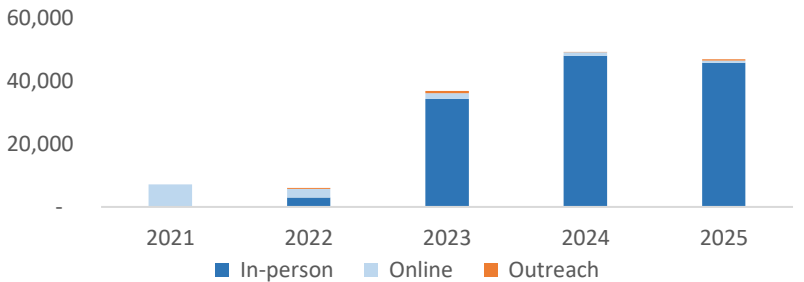


Classes & Events Attended

Attendance at classes and events offered

Q2 Total	Change 2024	Change 2023	Change 2022	Change 2021
46,873	-5%	27%	682%	554%
YTD	In-person	Online	Outreach	
2021	-	7,166	-	
2022	2,969	2,776	246	
2023	34,247	1,861	659	
2024	47,963	1,130	108	
2025	45,757	664	452	

Classes & Events Attended

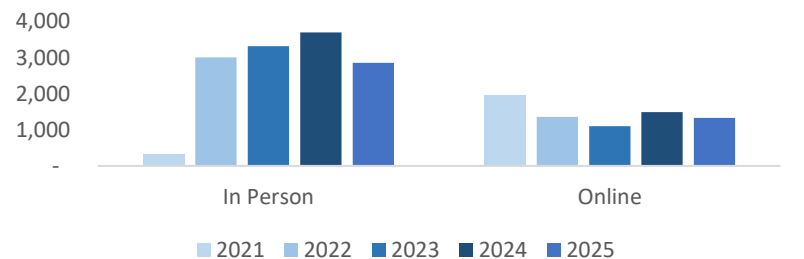


New Members

Number of created in-person & online memberships

Q2 Total	Change 2024	Change 2023	Change 2022	Change 2021
4,176	-19%	-5%	-4%	85%
Total Cardholders 98,446				

New Members



PERFORMANCE MEASURES INDICATORS
 BURLINGTON PUBLIC LIBRARY
 YTD Second Quarter 2021-2025

Term	Definition
Total Circulation	all physical library items and circulating digital items checked out and renewed
Physical Circulation	all physical library items checked out and renewed in person and online
Book Circulation	checkout and renewal of all items in book format, including book kits
Other Circulation	checkout and renewals of all physical items, excluding books
Digital Circulation	all circulating electronic/digital items checked out and renewed online; eBook, eAudiobook and circulating databases
eBook Circulation	checkout of eBooks accessed through Overdrive and Hoopla from BPL and the More to Borrow partner libraries
eAudiobook Circulation	checkout of eAudiobooks accessed through Overdrive and Hoopla from BPL and the More to Borrow partner libraries
Database Circulation	circulating electronic resource subscriptions for information, courses and entertainment (e.g. eMagazines, Pressreader, LinkedIn Learning)
Checkouts	items signed out of the library using a library card, either physical or digital
Renewals	extending time items are checked out without returning the item
New Members	new library card registrations both in person and online
In-person Members	customers who registered for their library card in a library branch
Online Members	customers who registered for their library card online through library website
Total Cardholders	all library cardholders from the past 5 years
Programs & Events Offered	programs and events the library provided to the community; in-house, online and outreach
Programs & Events Attended	customers and members of the community that attended programs and events the library provided; in-house, online and outreach
Programs & Events - In-house	programs run within the library led by a staff member or partnered with a community organization
Programs & Events - Online	programs run virtually either live or previously recorded
Programs & Events - Outreach	library staff go out into the community to events to promote the library service and/or programs
Total Visits	total of in-person visits to BPL branches and online visits to the library website and the library catalogue
In-Person Visits	customers entering the library branches
Online Visits	customers access the library website and the library catalogue through a computer or device
Website Visits	customers access the library website through a computer or device
Catalogue Visits	customers access the library online catalogue through a computer or device

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.

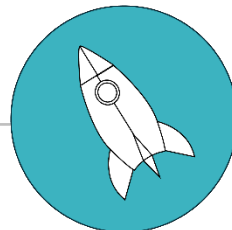
- Systems for collecting, segmenting, analyzing, and reporting data
- Measurable Key Performance Indicators (KPIs)

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.

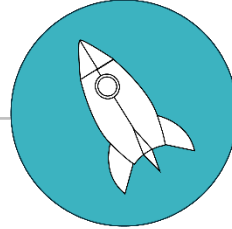
- Customer first culture
- Customer satisfaction KPIs



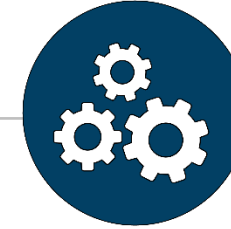
Strategic Impact Goals, Measures & Targets



*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:

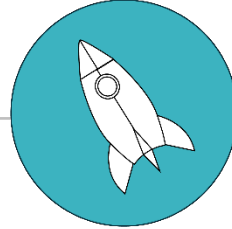
		2025 Target	2019 Benchmark	Definition of KPI
1. Our REACH	5% increase	97,694	93,042	#Active Memberships; #New memberships; #Partnerships & Social Media Engagement; #Outreach participants
2. Our USE	10% increase	5,622,048	5,110,953	#CKO, #Visits (in person & online), Program Attendance; WIFI & PAC Usage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

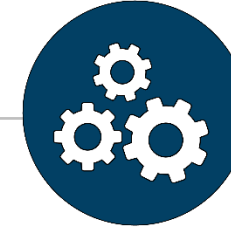
Strategic Impact Goals, Measures & Targets



*Community
Well-being*



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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.

		2024 % Change
1. our REACH	5% increase	+274%
2. our USE	10% increase	+36%
3. our VALUE	maintain high value	\$318 per resident

Strategic Plan Scorecard with 2025 Initiatives & Targets – Q1 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.	Completion	Implement assessment rubric	Implement Collaboration & Outreach Framework to assess and nurture partnerships that align with BPL's mission, vision, and values	Q4
	C3	Extend physical presence in the community	Increase our reach	Open new New Appleby location 2025	Move to new location in fall 2025	Q3
	C4	Create a positive, welcoming and memorable journey for all customers	Customer satisfaction survey	Maintain 90% or higher agreement with statement: The Library has a positive impact on my life.	Customer Satisfaction Survey to add strategic planning component for 2025	Q3

Strategic Plan Scorecard with 2025 Initiatives & Targets – Q1 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	Completion	Using collections data to inform and report on purchasing decisions in response to the evolving economic climate	Q4
		Using an equity lens, create a strategic roadmap for our physical space, reimagined use, flexibility and design of BPL spaces and technology to support the Library's vision as an inspiring place that sparks curiosity and discovery.	Customer satisfaction with library spaces	Completion	Advance Central Wayfinding Project to unify BPL's approach to accessible signage and service navigation. Pivoting away from digital wayfinding kiosks, inform next steps based on Rick Hansen Accessibility Certification Program and AI .	Q4
	B2	Enhance and support digital inclusion & literacy through the continued research, development, and the delivery of technology for use in and outside of the library.	Customer satisfaction with technology services - Customer survey	Increase by 2% over 2022 Customer survey result of 63% by 2025	Launch Alton MakerStation	Q3
					Implement 2025 actions from Digital Equity Plan	Q4
		Map pathways to carbon neutrality and develop a plan to reduce our carbon footprint.	Define measures and targets	Completion	Complete BPL Sustainability Plan 2025 Action item	Q4
	B3					

Strategic Plan Scorecard with 2025 Initiatives & Targets – Q1 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	100% completion first 3 months of employment	Implement EDI system training as part of onboarding process for all new employees	Q4
	L2	Increase BPL staff technology knowledge as a priority	Bridge Survey	Benchmark against 2024	Implement 2025 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 Places to Work Certification - annual employee engagement survey rating	Achieve Great Places to Work certification annually with overall trust index average rating exceeding 80%.	Great Places to Work Survey scheduled for November 2025	Q4
Financial Stewardship	F1	Enable BPL to make informed and data driven customer services and budgetary decisions	Operating Budget	2026 Approved budget	Achieve 2025 Business Service Plan within approved operating budget guidelines.	Q4
			Capital Budget	2026 Approved budget	Complete 2025 Capital Projects as outlined	Q4
			Economic Impact	return to pre-Covid values	2024 Economic Impact report to Library Board in April 2025.	Completed - Increased per resident value from \$303 to \$318

Library Board –2025 Governance Calendar & Workplan FINAL

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	no formal meet reviewed audit plan via email
Review Q4 2024 Metrics Reports	Governance	January	complete	
Approve Q4 2024 Financial Statements	Financial Oversight	January	complete	
Attend Ontario Library Association SuperConference	Board Development	January	complete	Optional
Executive& Committee Elections	Governance	January	complete	
Receive 2024 Requests for Reconsideration Report	Governance	February	complete	
Board Retreat	Strategic Planning	February	complete	
CEO Performance Review	Governance	Feb/Mar	complete	
IT & Digital Equity Report	Governance	March	complete	Digital Equity report presented in March IT part of Risk Plan
Review General Human Resources Policy	Policy Review	March	complete	
Board Development: Service Pillars	Board Development	March	complete	Shared at February meeting
Q2				
Approve Q1 Financial Statements	Financial Oversight	April	complete	
Review Q1 Metrics Reports	Governance	April	complete	
Review Risk Management Policy	Policy Review	April	complete	approved April 24, 2025
Review Finance Policy	Policy Review	April	complete	approved April 24, 2025
Board Development: Makerspaces	Board Development	May	deferred	delayed until Q4
Review & Approve 2024 Audited Statements	Audit/Risk Management	April or May	complete	approved April 24, 2025
Review Senior Management 2024 Expenses	Audit/Risk Management	April or May	complete	
Review 2024 Risk Management Report & 2025 Plan	Audit/Risk Management	April or May	complete	
Receive 2024 Economic Impact Statement & Annual Report	Governance	April or May	complete	
Approve Comprehensive Facilities Plan	Strategic Planning	May	deferred	delayed until Q4
Receive Advocacy Report	Governance	May	complete	
Review Draft 2026-2027 Strategic Planning	Governance	June	complete	
Board Development: New Appleby Relocation	Board Development	June	complete	
Review Programming & Partnership Policy	Policy Review	June	in progress	Programming policy approved June 26, 2025 Partnerships Policy to be reviewed in Q4
Q3				
Receive Q2 Financial Statements by email	Financial Oversight	August	complete	
Approve Q2 Financial Statements	Financial Oversight	September		
Approve annual Library Closures Calendar for 2026	Governance	September		
Approve 2026 Capital Budget Submission	Financial Oversight	September	complete	Approved September 11, 2025
Approve 2026 Operating Budget Submission	Financial Oversight	September	complete	Approved September 11, 2025
Approve 2026-2027 Strategic Plan	Strategic Planning	September		
Received 2025 Customer Satisfaction Survey Report	Strategic Planning	September		
Receive Q2 Metrics Reports	Governance	September		
Review Fees & Charges	Policy Review	September	complete	Approved September 11, 2025
Q4				
Approve Q3 Financial Statements	Financial Oversight	October		
Receive Q3 Metrics Reports	Governance	October		
Receive Advocacy Report	Governance	October		
Receive the Multi-Year Accessibility Plan Report	Governance	October		
Receive Sustainability Plan Report	Governance	October		
Review Accessibility Policy	Policy Review	October		
Board Development: Local History & Burlington Digital Archive	Board Development	October		
Review Donations, Sponsorship Policy	Policy Review	November		
Review Naming Rights Policy	Policy Review	November		

Receive Fund Development 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
Review Equity, Diversity and Inclusion Policy	Policy Review	November
Board Development: Halton Information Providers	Board Development	November
Appoint 2026 Executive Nominating & CEO Review Committee	Governance	November
Approve 2026 Board Governance Calendar & Workplan	Governance	November

Staffing & Recruitment

Headcount	
Full Time	59
Part Time	81
Total	140

Organizational Voluntary Turnover Rate				
Q1	Q2	Q3	Q4	YTD
1.44%	0.71%			2.15%

Recruitment – At a glance					
	Q1	Q2	Q3	Q4	YTD
Number of Positions Posted**	5	11			16
Number of Applicants	978	2953			3931
Number of Positions Hired – Externally	3	6			9
Number of Positions Hired – Internally	2	7			9
Number of Positions Not Filled	0	0			0
Fill Rate	100%	100%			100%
90 Day Retention Rate	100%	100%			100%
1 Year Retention Rate ***	100%	67%			84%

Staff Health and Wellness

Health and Safety					
Type	Q1	Q2	Q3	Q4	YTD
First Aid Injuries	2	2			4
Lost Time Injuries *	1	0			1
WSIB Injuries	1	0			1
Staff on STD	1	1			2
Staff on LTD	0	0			0

Onboarding Survey

Participation Rate
100%

Overall Onboarding Score
97%

Summary Page

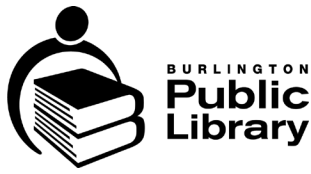
Recruitment

** There were 11 positions posted, but 13 candidates were hired. Some postings had multiple vacancies.

*** Six staff members were hired in Q2 of 2024; two of them left before reaching their one-year anniversary.

Health and Safety

* The 1 approved WSIB claim also resulted in lost time; they are the same claim.



5. Consent Items: 5.6 Endowment Funds March 31, 2025 Statements

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Background	1
Discussion.....	2
Financial Considerations	2
Strategic Implications	2
Equity, Diversity, and Inclusion Considerations	3
Risk Management.....	3

Purpose

To inform the Board of the performance of the endowment funds held by the Burlington Foundation for the period ending March 31, 2025.

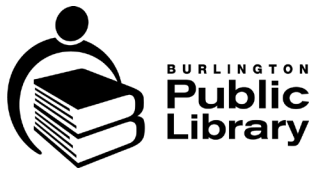
Background

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

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

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

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



Mae Beatrice Broadbent Purpose: Established in 2015 to be used for the purchase of accessible collections.

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

Discussion

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

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

For the period ending March 31, 2025, the endowment funds have realized investment returns of 8.5% (11.4% in 2024) before fees. BCF's annualized return over the past 5 years (2020-2025) is 9.8%. In total, net earnings of \$36,246 will be disbursed to BPL for use as outlined for each fund.

Financial Considerations

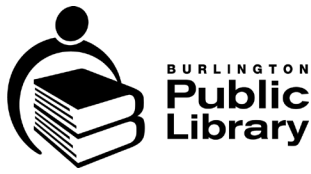
The table below shows the YTD balance for each fund:

Fund	Capital Fund Balance 3/31/2024	Capital Fund Balance 3/31/2025	Income for Grant* 3/31/2025	Grant Decision
BPL Permanent	\$77,725	\$75,937	\$5,040	Disburse
Wendy Schick	\$15,488	\$15,090	\$1,003	Disburse
Millicent McEwen	\$274,394	\$268,081	\$17,792	Disburse
Mae Beatrice Broadbent	\$129,609	\$126,628	\$8,404	Disburse
Margaret Clay	\$61,800	\$60,378	\$4,007	Disburse

*Income for grant is net of administrative fees

Strategic Implications

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



Equity, Diversity, and Inclusion Considerations

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

Risk Management

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

<https://burlingtonfoundation.org/wp-content/uploads/2024/07/burlington-community-foundation-ips-june-2024.pdf>

Respectfully submitted by Nicole Tewkesbury, Director, Finance & Infrastructure



FUNDHOLDER STATEMENT
Burlington Public Library Endowment Fund
April 01, 2024 through March 31, 2025

Activity Summary

BEGINNING FUND BALANCE - April 01, 2024	\$77,724.71
Revenue	
Investment Income	6,206.44
Expenses	
Administration and Investment Management	1,166.73
Grants Paid Out	6,827.83
ENDING FUND BALANCE - March 31, 2025	\$75,936.59

Closing Fund Balance Component

Capital	70,896.88
Retained Earnings	-0.00
Total Funds Available for Granting	5,039.71
ENDING FUND BALANCE - March 31, 2025	\$75,936.59

For information about your fund or this statement, please contact us:

Finance@BurlingtonFoundation.org | 905.639.0744



FUNDHOLDER STATEMENT
Burlington Public Library Endowment Fund
April 01, 2024 through March 31, 2025

Activity Detail

Grants Approved

09/17/2024	Burlington Public Library	6,827.83
Total Grants		<hr/> \$6,827.83

For information about your fund or this statement, please contact us:

Finance@BurlingtonFoundation.org | 905.639.0744

Agency Direction Form

Fund Name: Burlington Public Library Endowment Fund
Fiscal Year: April 01, 2024 through March 31, 2025
Total Funds Available for Granting: \$5,039.71

*Please indicate your disbursement directions here, and return the form by e-mail or mail, by **September 30, 2025**.*

Please select:

1. ☐ I wish to disburse the earned income. Burlington Community Foundation will issue a grant by EFT to our organization.
2. ☐ I wish to hold the earned income and add it to my next disbursement.

(Agency Fund Guardian name – please print)

Signature

Date

Please, complete the form and send it by:

E-mail: DBrown@BurlingtonFoundation.org

Mail: Burlington Community Foundation, PO Box 91590, RPO Roseland Plaza, Burlington, ON L7R 4L6

Or send an email providing all the required information to: DBrown@BurlingtonFoundation.org (Dana Brown)

For information about your fund or this statement, please contact us:

Finance@BurlingtonFoundation.org | 905.639.0744



FUNDHOLDER STATEMENT
Wendy Schick Endowment Fund
April 01, 2024 through March 31, 2025

Activity Summary

BEGINNING FUND BALANCE - April 01, 2024	\$15,487.83
Revenue	
Investment Income	1,235.28
Expenses	
Administration and Investment Management	232.22
Grants Paid Out	1,400.83
ENDING FUND BALANCE - March 31, 2025	\$15,090.06

Closing Fund Balance Component

Capital	14,087.00
Retained Earnings	-0.00
Total Funds Available for Granting	1,003.06
ENDING FUND BALANCE - March 31, 2025	\$15,090.06

For information about your fund or this statement, please contact us:

Finance@BurlingtonFoundation.org | 905.639.0744

2025 September Board Package Page 60



FUNDHOLDER STATEMENT
Wendy Schick Endowment Fund
April 01, 2024 through March 31, 2025

Activity Detail

Grants Approved

09/17/2024	Burlington Public Library	1,400.83
Total Grants		<hr/> \$1,400.83

For information about your fund or this statement, please contact us:

Finance@BurlingtonFoundation.org | 905.639.0744

2025 September Board Package Page 61

Agency Direction Form

Fund Name: Wendy Schick Endowment Fund
Fiscal Year: April 01, 2024 through March 31, 2025
Total Funds Available for Granting: \$1,003.06

*Please indicate your disbursement directions here, and return the form by e-mail or mail, by **September 30, 2025**.*

Please select:

1. ☐ I wish to disburse the earned income. Burlington Community Foundation will issue a grant by EFT to our organization.
2. ☐ I wish to hold the earned income and add it to my next disbursement.

(Agency Fund Guardian name – please print)

Signature

Date

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FUNDHOLDER STATEMENT
Millicent McEwen Fund
April 01, 2024 through March 31, 2025

Activity Summary

BEGINNING FUND BALANCE - April 01, 2024	\$274,393.68
Revenue	
Investment Income	21,910.81
Expenses	
Administration and Investment Management	4,118.95
Grants Paid Out	24,104.43
ENDING FUND BALANCE - March 31, 2025	\$268,081.11

Closing Fund Balance Component

Capital	250,289.25
Retained Earnings	-0.00
Total Funds Available for Granting	17,791.86
ENDING FUND BALANCE - March 31, 2025	\$268,081.11

For information about your fund or this statement, please contact us:

Finance@BurlingtonFoundation.org | 905.639.0744

2025 September Board Package Page 63



FUNDHOLDER STATEMENT
Millicent McEwen Fund
April 01, 2024 through March 31, 2025

Activity Detail

Grants Approved

09/17/2024	Burlington Public Library	24,104.43
	Total Grants	<hr/> \$24,104.43

For information about your fund or this statement, please contact us:

Finance@BurlingtonFoundation.org | 905.639.0744

Agency Direction Form

Fund Name: Millicent McEwen Fund
Fiscal Year: April 01, 2024 through March 31, 2025
Total Funds Available for Granting: \$17,791.86

*Please indicate your disbursement directions here, and return the form by e-mail or mail, by **September 30, 2025**.*

Please select:

1. ☐ I wish to disburse the earned income. Burlington Community Foundation will issue a grant by EFT to our organization.
2. ☐ I wish to hold the earned income and add it to my next disbursement.

(Agency Fund Guardian name – please print)

Signature

Date

Please, complete the form and send it by:

E-mail: DBrown@BurlingtonFoundation.org

Mail: Burlington Community Foundation, PO Box 91590, RPO Roseland Plaza, Burlington, ON L7R 4L6

Or send an email providing all the required information to: DBrown@BurlingtonFoundation.org (Dana Brown)



FUNDHOLDER STATEMENT
Mae Beatrice Broadbent Fund
April 01, 2024 through March 31, 2025

Activity Summary

BEGINNING FUND BALANCE - April 01, 2024	\$129,609.42
Revenue	
Investment Income	10,349.56
Expenses	
Administration and Investment Management	1,945.59
Grants Paid Out	11,385.67
ENDING FUND BALANCE - March 31, 2025	\$126,627.72

Closing Fund Balance Component

Capital	118,223.75
Retained Earnings	-0.00
Total Funds Available for Granting	8,403.97
ENDING FUND BALANCE - March 31, 2025	\$126,627.72

For information about your fund or this statement, please contact us:

Finance@BurlingtonFoundation.org | 905.639.0744

2025 September Board Package Page 66



FUNDHOLDER STATEMENT
Mae Beatrice Broadbent Fund
April 01, 2024 through March 31, 2025

Activity Detail

Grants Approved

09/17/2024	Burlington Public Library	11,385.67
Total Grants		<hr/> \$11,385.67

For information about your fund or this statement, please contact us:

Finance@BurlingtonFoundation.org | 905.639.0744

Agency Direction Form

Fund Name: Mae Beatrice Broadbent Fund
Fiscal Year: April 01, 2024 through March 31, 2025
Total Funds Available for Granting: \$8,403.97

*Please indicate your disbursement directions here, and return the form by e-mail or mail, by **September 30, 2025**.*

Please select:

1. ☐ I wish to disburse the earned income. Burlington Community Foundation will issue a grant by EFT to our organization.
2. ☐ I wish to hold the earned income and add it to my next disbursement.

(Agency Fund Guardian name – please print)

Signature

Date

Please, complete the form and send it by:

E-mail: DBrown@BurlingtonFoundation.org

Mail: Burlington Community Foundation, PO Box 91590, RPO Roseland Plaza, Burlington, ON L7R 4L6

Or send an email providing all the required information to: DBrown@BurlingtonFoundation.org (Dana Brown)



FUNDHOLDER STATEMENT
Margaret Clay Fund
April 01, 2024 through March 31, 2025

Activity Summary

BEGINNING FUND BALANCE - April 01, 2024	\$61,799.87
Revenue	
Investment Income	4,934.84
Expenses	
Administration and Investment Management	927.68
Grants Paid Out	5,428.91
ENDING FUND BALANCE - March 31, 2025	\$60,378.12

Closing Fund Balance Component

Capital	56,370.96
Retained Earnings	-0.00
Total Funds Available for Granting	4,007.16
ENDING FUND BALANCE - March 31, 2025	\$60,378.12

For information about your fund or this statement, please contact us:

Finance@BurlingtonFoundation.org | 905.639.0744

2025 September Board Package Page 69



FUNDHOLDER STATEMENT
Margaret Clay Fund
April 01, 2024 through March 31, 2025

Activity Detail

Grants Approved

09/17/2024	Burlington Public Library	5,428.91
Total Grants		<hr/> \$5,428.91

For information about your fund or this statement, please contact us:

Finance@BurlingtonFoundation.org | 905.639.0744

Agency Direction Form

Fund Name: Margaret Clay Fund
Fiscal Year: April 01, 2024 through March 31, 2025
Total Funds Available for Granting: \$4,007.16

*Please indicate your disbursement directions here, and return the form by e-mail or mail, by **September 30, 2025**.*

Please select:

1. ☐ I wish to disburse the earned income. Burlington Community Foundation will issue a grant by EFT to our organization.
2. ☐ I wish to hold the earned income and add it to my next disbursement.

(Agency Fund Guardian name – please print)

Signature

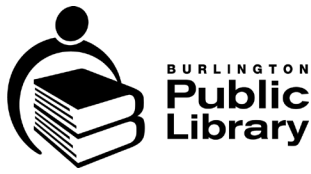
Date

Please, complete the form and send it by:

E-mail: DBrown@BurlingtonFoundation.org

Mail: Burlington Community Foundation, PO Box 91590, RPO Roseland Plaza, Burlington, ON L7R 4L6

Or send an email providing all the required information to: DBrown@BurlingtonFoundation.org (Dana Brown)



5. Consent Items: 5.7 2026 Library Board Meeting Schedule

Recommendations:

That the Burlington Public Library Board approve the attached proposed 2026 Library Board Meeting Schedule.

Table of Contents

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Background	1
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Financial Considerations	2
Strategic Implications	2
Equity, Diversity, and Inclusion Considerations	2
Risk Management.....	2
Policy	2

Purpose

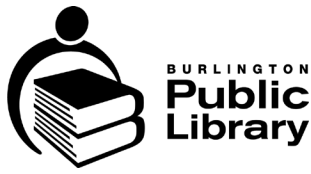
This report is for decision to seek the Board’s approval of the 2025 Library Board meeting schedule.

Background

Every September, the Library Board approves the BPL Library Board Meeting schedule for the upcoming year.

Discussion

Attached to this draft you will find a copy of the proposed 2026 Library Board meeting schedule.



In 2026, there will be a municipal election. The draft calendar assumes the current board will continue to meet for the duration of 2026 while the City of Burlington leads the recruit for the Library Board members for the incoming term of City Council.

Financial Considerations

Library Board meeting expenses are funded through the Operating budget.

Strategic Implications

One of the Library Board core functions in oversight of the Strategic Plan. A regularized meeting schedule helps to ensure the Library's ongoing alignment 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, and Inclusion Considerations

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

Risk Management

The Board's ongoing oversight ensures strong governance.

Policy

The [Board Bylaw](#) outlines meeting requirements.

Respectfully submitted by Lita Barrie, CEO

2026 Library Board Meeting Schedule

January 2026						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

February 2026						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

March 2026						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

April 2026						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

May 2026						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

June 2026						
Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

July 2026						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

August 2026						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

September 2026						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

October 2026						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

November 2026						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

December 2026						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

	Alternate Board Meeting Dates	March Break: March 16 – 20, 2026
	Agenda Review Meetings for Board Executive	
	Library Board Meeting Dates	
	Board Package Distribution Dates	
	July 23, 2026, and August 27, 2026, are both being held as summer meeting placeholders	Note: Meetings are Hybrid

www.Printable2026Calendars.com • www.FreePrintable.net

6.Decision Items: 6.1 Q2 Financial Statements

Recommendation

THAT the Library Board approve the 2nd Quarter Operating, Capital, and Other Fund Financial Statements for the period ending June 30, 2025.

THAT the Library Board approve the allocation of \$5,000 from the Kids Learning Fund to support the refresh of children's spaces at various branches.

THAT the Library Board approve the allocation of \$18,000 of bequest funds to support the renewal of customer furnishing at branches.

Purpose

To seek the Board's approval of the Q2 Financial Statements.

Discussion

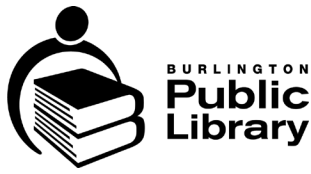
Attached are copies of the Operating, Capital and Other Funds Financial Statements for the period ending June 30, 2025. Please see the comment section for each statement for details of variances and expectations for the remainder of 2025.

Staff are requesting an allocation of \$5,000 from the Kids Learning Fund to support the refresh of children's spaces at various branches. Previously, the Board has approved the allocation of \$100K from the Estate of James Williams to this project. The purpose of the Kids Learning Fund strongly aligns with this project; the additional funds will provide an opportunity to demonstrate to the community how their donations are directly impacting the community.

BPL was fortunate to receive a bequest in the amount of \$18,000 from the Estate of Ruth Griffin. Staff are recommending that this bequest be directed to support the renewal of customer furnishing at branches. BPL does not have a secure funding source for the lifecycle replacement of customer furnishing at branches.

Strategic Implications

Regular financial reporting against budget plays a key role in supporting BPL's strategic plan by ensuring funding is prioritized for operational and capital needs that support key initiatives and core services.



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
Capital Reporting
June 30, 2025**

Description	2025 Opening Balance	2025 Funding	Q1	Q2	Q3	Q4	2025 YTD Spending	LTD Remaining Funding	Year of O/S Funding
Capital Reserve Fund*	1,456,761	- 815,126.00					- 815,126	641,635	n/a
Technology Renewal	183,500	313,000	49,633	48,594			98,227	398,273	2024: \$85.3K 2025: \$313K
Collections Expansion	-	60,500					-	60,500	2025
Strategic Initiatives	10,522	-	1,407	9,116			10,522	-	n/a
Facility Renewal	410,871	83,000		72,311			72,311	421,560	2024: \$338.6K 2025: \$83K
Central Infrastructure	2,199,039	285,126		10,381			10,381	2,473,785	2024: \$2,188.8K 2025: 285K
New Appleby Project	853,715	650,000		29,672			29,672	1,474,043	2023: \$853.7K 2025 \$620.3K
	3,657,648	1,391,626	51,040	170,073	-	-	221,113	4,828,161	
							TOTAL CAPITAL FUNDING	\$ 5,469,796	

Funding Sources	
COB (IRRF, CFC)	521,500
COB (Development Charges)	55,000
BPL Reserve Fund	815,126
Total per Budget	1,391,626

Capital Reserve Fund - Restrictions	
Balance	641,635
Central Infrastructure Project	- 106,566
Bequest Funds	- 300,000
MakeSpace renewal funds	- 9,461
Unrestricted Balance	225,609

Board Approved use of Bequest Funds	
New Appleby technology	75,000
Children's areas technology and furniture	125,000
Public furniture at Central	70,000
History Walk (replaces bell)	30,000
Total per Budget	300,000

**Burlington Public Library
Capital Reporting Comments
June 30, 2025**

Capital Project	Description	Comments
Reserve Fund	Funds reserved for future capital use.	The reserve fund balance includes Board-restricted funds of \$106.6K for the Central Infrastructure project (2024 surplus & interest), MakerSpace equipment renewal funding of \$9.5K and \$300K set aside for various projects listed at the bottom of the Capital statement. A change to the use of these funds would require Board approval. The remaining \$225.6K is available for funding projects in 2026 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.	2025 spending YTD was focused on lifecycle replacement of computers, tablets & components (\$36.7K), network switches (\$7K), technology for the new New Appleby branch (\$23.3K), servers for ILS (\$23.3K), phone system components (\$4K), and TV replacement (\$3.9K)
Strategic Initiatives	Strategic Plan initiatives, Alton Creative Space development	This funding was used to update implement MakerStation at Alton to extend access to some Makerspace-style equipment. This project aligns with 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	The data centre HVAC system has been replaced (\$46K) and work with vendors has been initiated for the replacement of the fire alarm panel and system devices which is expected to be completed by end of 2025 at a cost of approximately \$50K. Bins to replace the hydraulic external book drop bins have been purchased (\$26.3K), and delivery is expected at the end of August so implementation will occur by end of 2025. This account includes funding (\$291K) for the roof and HVAC replacement at Brant Hills which is being project-managed by COB and which has been paused for up to a year due to complications with power supply.
Central Infrastructure Project	Lifecycle replacement of building systems including HVAC, roofing, and skylights	The project implementation is being completed by COB and YTD spending is \$10.4K. At this time, the expectation is that Phase 1 will be completed in spring/summer 2026.
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 -as of Q2, no additional spending has been recorded by COB. Spending from the FF&E portion (\$650K) of the funding totaling \$29.7K has occurred YTD. It is anticipated that all funding in this account will be spent out by end of 2025.

**Burlington Public Library
Other Fund Reporting
June 30, 2025**

Description	2025 Opening Balance	2025 Funding	Q1 Spending	Q2 Spending	Q3 Spending	Q4 Spending	2025 YTD Spending	Fund Balance
Unrestricted Operating Reserve Funds	\$ 284,893						\$ -	\$ 284,893
Kids Learning Fund	\$ 13,819	\$ 5,190	\$ -	\$ 948			\$ 948	\$ 18,061
Think Big for Burlington Fund	\$ 1,603	\$ -	\$ -	\$ -			\$ -	\$ 1,603
Preserve Our History Fund	\$ 6,903	\$ -	\$ -	\$ -			\$ -	\$ 6,903
TOTAL OPERATING RESERVE FUND	\$ 307,219	\$ 5,190	\$ -	\$ 948	\$ -	\$ -	\$ 948	\$ 311,460
BPL ENDOWMENT EARNINGS	\$ 6,828	\$ -	\$ -	\$ -			\$ -	\$ 6,828
SCHICK ENDOWMENT EARNINGS	\$ -	\$ -	\$ -	\$ -			\$ -	\$ -
McEWEN ENDOWMENT EARNINGS	\$ 50,909	\$ -	\$ 208	\$ 4,762			\$ 4,970	\$ 45,939
BROADBENT ENDOWMENT EARNINGS	\$ 18,242	\$ -	\$ 4,333	\$ 4,123			\$ 8,456	\$ 9,786
CLAY ENDOWMENT EARNINGS	\$ 19,292	\$ -	\$ -				\$ -	\$ 19,292
ISBISTER ESTATE FUND EARNINGS	\$ 34,211	\$ -	\$ 613	\$ 920			\$ 1,533	\$ 32,679
E&R BIRD FUND	\$ 875	\$ -	\$ -				\$ -	\$ 875
COLLECTIONS DONATIONS	\$ 1,525	\$ 811	\$ -	\$ 473			\$ 473	\$ 1,864
GENERAL DONATIONS	\$ -	\$ 1,679	\$ -	\$ -			\$ -	\$ 1,679
TOTAL OTHER FUNDS	\$ 439,101	\$ 7,680	\$ 5,154	\$ 11,225	\$ -	\$ -	\$ 16,380	\$ 430,401

**Burlington Public Library
Capital Reporting Comments
June 30, 2025**

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 Kids Learning Fund, Preserve Our History Fund, and Think Big for Burlington Fund. The 2025 budget does not include the use of any of the unrestricted balance of this reserve fund. The opening balance includes 2024 interest earned on the reserve fund.
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 these 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. The Board approved the use of up to \$3,000 from the Kid's Learning Fund to supplement Summer Reading Club spending. YTD approximately \$950 has been spent.
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.	The funding received in 2024 is allocated to the preparation of the new strategic plan in 2025.
Wendy Schick Endowment Fund	Established in 2010 upon the retirement of CEO/Chief Librarian Wendy Schick to provide scholarships for BPL staff studying librarianship.	Thus fund has historically been used to assist with the cost of sending Librarians 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 as well as the purchase of other resources in line with the intent of the fund.
Mae Beatrice Broadbent Endowment Fund	Established in 2015 to be used for the purchase of Library accessible format collections.	A portion of this funding is used annually to support the collections budget.
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.
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.
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. Future funding will benefit the ongoing physical/digital storage costs for the collection.
Collections Donations	Donations received with specific collection purposes identified.	These donations support donor-specific collection purchases and are typically received through the Pay It Forward or Honour With Books channels.
General Donations	Donations received with no specified use for the funds.	These donations support the general operations of BPL. In 2024, the Board approved the transfer of general donations to the Preserve Our History Fund.

Burlington Public Library
Operating Statement
June 30, 2025

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

2025			
Total Budget	June 30 YTD Actual	% of Total Budget	YE Projection
12,337,734	6,168,867	50.0%	12,337,734
229,403			229,403
180,747	115,241	63.8%	219,176
12,747,884	6,284,108	49.3%	12,786,313
7,511,016	3,697,291	49.2%	7,500,448
2,067,553	1,013,797	49.0%	2,025,120
			-
105,000	63,942	60.9%	105,000
9,683,569	4,775,030	49.3%	9,630,568
1,175,000	680,388	57.9%	1,175,000
346,190	167,230	48.3%	346,190
1,020,160	467,432	45.8%	1,073,162
522,965	404,549	77.4%	522,965
12,747,884	6,494,629	50.9%	12,747,885
	(210,521)		38,428

2024			
Total Budget	June 30 YTD Actual	% of Total Budget	December 31 2024 Actual
11,920,516	5,960,258	50.0%	11,920,516
229,403	-		229,403
156,444	106,578	68.1%	231,397
12,306,363	6,066,836	49.3%	12,381,316
7,280,275	3,588,224	49.3%	7,249,952
2,099,300	984,228	46.9%	1,911,719
(169,037)	-		-
105,000	59,132	56.3%	95,704
9,315,538	4,631,583	49.7%	9,257,375
1,175,000	607,483	51.7%	1,176,121
370,510	165,894	44.8%	358,178
934,870	462,429	49.5%	999,617
510,445	377,653	74.0%	510,577
12,306,363	6,245,042	50.7%	12,301,869
	(178,206)		79,447

Burlington Public Library
Operating Statement Comments
June 30, 2025

REVENUES:

City of Burlington

Funding from the City of Burlington is budgeted at 3.5% higher than 2024 based on the operating grant awarded to the Library for 2025.

Provincial Grant

The annual provincial grant is typically received by November.

Library Generated

Library-generated revenue represents 1.4% of the overall budgeted revenue for BPL. The YOY increase as of Q2 is primarily related to Makerspace (\$1.7K), Room Rental (\$3.5K), Lost Materials (\$1K), and sale of old BPL truck (\$4.9K) offset by a reduction in Printing services (\$2.2K). In 2024, many HPL customers were visiting BPL for printing needs while HPL was closed due to cyber incident. Revenue projections consider YTD trends.

EXPENSES:

Salaries & Benefits

Employment costs for 2025 are expected to be slightly less than budgeted due to gapping and the application of the final benefit rates which weren't known at the time of budget preparation. 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. In line with this review process, part-time cleaning positions vacated by attrition are being replaced with vendor cleaning services and reflected in the projections for building costs below.

Staff Training & Educational Assistance

The annual training budget is expected to be fully spent in 2025. YTD spending has been focused on the OLA Conference, First Aid training, EDI training, cyber security training, AI training and annual access to HR Downloads and other on-boarding training portals.

Library Materials

Burlington Public Library
Operating Statement Comments
June 30, 2025

The Collections budget is expected to be fully spent in 2025. As is typical, YTD spending is tracking ahead of budget due to the front-loading of annual subscription fees for the year. Compared to 2024, spending is higher due to primarily to the addition of ASL package to Mango Languages (\$3K), introduction of ebooks to Hoopla service (\$14K), additional Ontario parks passes (\$3K), generally higher spending on digital collections through Overdrive, and purchasing materials in advance of rumoured tariff implementation.

Operating Costs

Operating costs are in line with 2024 spending YTD and expected to be spent fully in the year. The Operating Cost budget for 2025 was reduced to reflect the change in print management system and use of the operating reserve to purchase the new BPL truck.

Building Costs

Building costs are in line with 2024 spending YTD and expected to be over budget in 2025 due to the outsourcing of cleaning contracts. This increased cost is directly offset by a reduction in staff costs associated with attrition.

Automated Systems

Any prepaid IT subscriptions or services are captured in Q1, resulting in front loading of the costs compared to the rest of the year. It is anticipated that spending for the whole year will be in line with budget. YTD spending is higher primarily due to annual increase in ILS cost (\$4K), increase in Adventnet licensing (\$2.7K), support for new switches (\$3.3K), change to lease (vs capital) for time clocks (\$3.3K), new print management system (\$6K), and cyber incident response retainer (\$7.9K).

RETAINED SAVINGS:

The variances described above result in a YTD shortfall of \$210.5K, however projections at this time suggest a modest surplus may be achieved based on the YTD trending of library-generated revenue.

6. Decision Items: 6.2. 2026 Library Closures

Recommendations

That the Burlington Public Library Board approve the attached proposed 2026 Open/Closed Library Schedule;

Background

Every September, the Library Board approves the BPL's Open/Closed schedule for the upcoming year.

In addition to statutory holidays, the Library closes to the public for one day each year for an annual professional development day. All staff gather for training, team building, and to celebrate service milestones throughout the day.

Discussion

The Library is closed for the nine provincially recognized statutory holidays, plus Easter Sunday and Civic Holiday Monday. The Board has also traditionally approved early closure at 1pm on Christmas Eve and New Year's Eve. In 2026, Boxing Day falls on a Saturday. Staff recommend that BPL close on Monday, September 28 to accommodate this day.

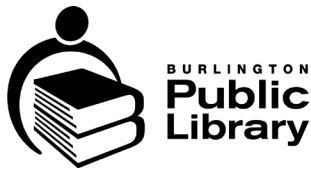
Financial Considerations:

The Library follows the Employment Standards Act rules for paid holidays.

In addition to staff pay, Library Staff budget approximately \$15,000 each year for Staff Development Day in our training budget.

Strategic Implications

Staff Development Day provides an opportunity to "align staff skills, tools and motivation that are centered on our organizational values".



Equity, Diversity and Inclusion Considerations

The Library recognizes that our community has diverse needs and expectations around library service hours. To offer equitable service and still maintain public holidays for staff, we try to limit the number of closed days and avoid too many consecutive closed days during the winter holidays.

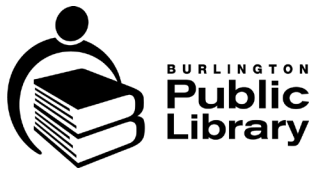
Risk Management

The Board's ongoing oversight ensures strong governance.

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

2026 Draft Open/Closed Schedule

Date	Status	Day of the Week	Holiday
January 1, 2026	Closed	Thursday	New Year's Day
February 16	Closed	Monday	Family Day
April 3	Closed	Friday	Good Friday
April 5	Closed	Sunday	Easter Sunday
May 18	Closed	Monday	Victoria Day
July 1	Closed	Wednesday	Canada Day
August 3	Closed	Monday	Civic Holiday
September 7	Closed	Monday	Labour Day
October 12	Closed	Monday	Thanksgiving
November 2	Closed	Monday	Staff Development Day
December 24	Open	Thursday	Christmas Eve: Closing at 1:00 pm
December 25	Closed	Friday	Christmas Day
December 26	Closed	Saturday	Boxing Day
December 28	Closed	Monday	In Lieu of Boxing Day
December 31	Open	Thursday	New Year's Eve: Closing at 1:00 pm
January 1, 2027	Closed	Friday	New Year's Day



6. Decision Items: 6.3 2026-2027 Strategic Plan

Recommendation

That the Library Board approve the 2026-2027 Strategic Plan, as presented.

Purpose

To seek the Board's approval of the 2026-2027 Strategic Plan, which provides a two-year refresh and builds on the Library's current strategic direction. The Board's endorsement of the plan will finalize Burlington Public Library's strategic direction for the next two years and enable BPL staff to communicate priorities and goals with the community.

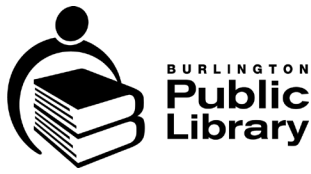
Background

Burlington Public Library's current Strategic Plan covers 2021-2025 and was developed during the global pandemic, providing an opportunity to reimagine library services. The current plan established a customer-centered approach focused on community well-being, sustainability, diverse collections, digital access, and evolving spaces.

The 2026-2027 Strategic Plan refresh maintains the same mission, vision, and values while placing heightened emphasis on connection and community engagement. This refresh specifically addresses the challenges of our increasingly digital and polarized world by fostering opportunities for community members to encounter diverse perspectives and engage with one another in meaningful ways. The proposed two-year timeframe allows the Library to:

- Build on the progress achieved during the current strategic planning period
- Align more closely with the City of Burlington's planning cycles
- Synchronize with the Library board recruitment cycle
- Respond to evolving post-pandemic community needs

The BPL Board began planning for this refresh in February of 2025 with a retreat and visioning exercise. In the following months, BPL staff prepared multiple drafts which were shared with the Board, staff, and community members for review. In May 2025, community members were invited to provide feedback on the draft plan through BPL's



Customer Satisfaction Survey. Community members submitted 562 text responses to survey questions about the draft strategic plan.

Discussion

The version of the 2026-2027 Strategic Plan presented here to the BPL Board incorporates feedback provided on previous drafts. Additionally, targets have been identified for each key performance indicator based on past performance and potential growth. The first attachment provides an overview of the plan and the additional attachments focus on each priority for more accessible detailed review.

Response themes that have been incorporated into the revised plan include:

- Desire for clarity, simple wording, less “corporate speak”
 - edits made to wording of priorities, goals, and objectives aim to reduce jargon and improve clarity
- Specific and measurable outcomes
 - Numeric targets have been identified and included in the plan for as many objectives as possible
 - Key performance indicators detail specific initiatives and outcomes connected to each objective
- Library as a community hub
 - Desire for in-person connection and value of vibrant spaces to gather was reflected in updates to introduction, establishing connection and engagement as key themes throughout the plan
- Value of staff interaction and human touch
 - Goals under Priority 3 were reworded to emphasize value of human touch
 - Measurable outcomes include both employee and customer perspectives
- Balance between digital and physical formats
 - Objectives and KPIs under Goal 2.2 and 2.3 emphasize digital skill support and continued balance between digital and print circulation

Key Performance Indicators and targets emphasize effective use of available resources to provide the most value to the community. An intensified focus on connection and community engagement are intended to extend BPL’s impact and emphasize the ripple effect that occurs when individuals, organizations, and businesses benefit from the Library’s services, spaces, and resources.

With the Board's approval, this plan will be finalized and staff will begin work on staff and public communication, including a webpage and poster presenting the plan with a target staff launch in November and public launch to follow.

Financial Considerations

The 2026-2027 Strategic Plan has been developed to align with the Library's current and projected resources. Strategic initiatives will be funded primarily through the annual operating budget, and staff will explore grant opportunities to enhance eligible initiatives. Staff resources are a significant consideration in this plan. The goals and objectives in the plan are intended to align with and build on existing Library services and internal functions with a focus on using resources more efficiently to improve reach, use, and quality of service. The Strategic Plan will inform any new projects to limit the addition of work that competes for planning and project resources (mainly staff time).

Strategic Implications

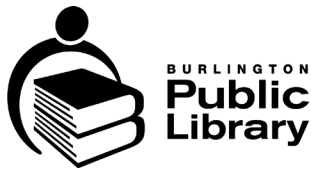
Building on the existing strategic plan, this refreshed plan retains focus on community well-being, discovery, and workforce culture. The Library's mission, vision, and values, which provide overarching guidance to BPL operations, remain steadfast.

Equity, Diversity and Inclusion Considerations

The 2026-2027 Strategic Plan explicitly addresses equity, diversity, and inclusion in multiple ways:

- connecting people with diverse backgrounds, perspectives, and experiences
- increased awareness and use of Library resources members of equity-deserving groups (e.g. newcomers, Indigenous community members, youth, racialized groups, and people with disabilities)
- outreach to equity-deserving groups
- universal design and accessibility in improvements to spaces and services
- continued emphasis on the values of inclusion and intellectual freedom to provide foundational guidance for all BPL activities

The plan recognizes the essential role libraries play in creating an equitable society by providing universal access to information, technology, and learning opportunities for all



community members regardless of socioeconomic status, cultural background, or ability.

Feedback to the draft version of the Strategic Plan was not fully representative of the Burlington community due to underrepresentation in some demographic groups in BPL's Customer Satisfaction Survey. Men, youth, 2SLGBTQIA+ community members, newcomers, racialized people, Indigenous community members, and people with disabilities are underrepresented in the survey. Library staff will continue to work on increasing engagement with these groups so they are included and reflected in ongoing strategic planning. KPI 1.1.2a specifically addresses this objective with an aim to increase the number of survey respondents from equity-deserving groups by 25% by 2027.

Risk Management

This refreshed strategic plan is comprehensive and sets significant goals for the two years ahead. There is inherent risk that any plan could be delayed or disrupted by major staffing changes, unexpected budget constraints, or other external factors. The Library will mitigate this risk by using the strategic plan as its anchor for 2026-2027, limiting additional projects that do not drive the plan's key performance indicators, and monitoring data and projects to diligently track progress towards each objective.

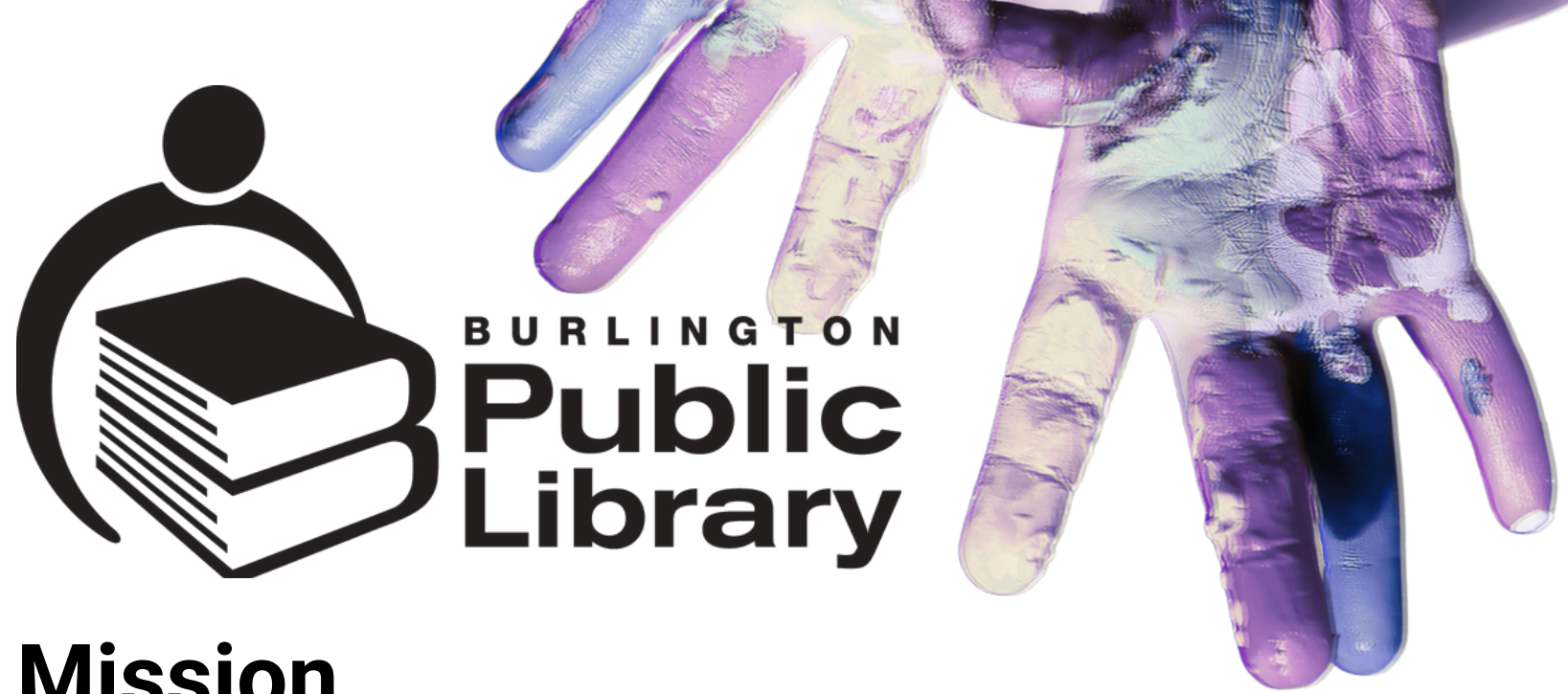
Targets were established based on "business as usual," however Library staff acknowledge that service disruptions could arise from capital improvement work or unforeseen incidents. If key performance indicators are significantly impacted by service disruptions, staff will note these exceptions for the Board in quarterly Strategic Plan performance reports.

Policy & Related Documents

- [Current 2021-2025 Strategic Plan](#)
- [Public Libraries Act, R.S.O. 1990, c. P.44](#)
- [Burlington's 2022-2026 Plan: From Vision to Focus](#)

Report Author

Respectfully submitted by Elise Copps, Director of Communications & Engagement



STRATEGIC PLAN 2026

Burlington Public Library is bringing people together.

This strategic plan builds on progress we’ve made and responds to challenges Burlington residents continue to face—polarization, isolation, and affordability. This plan maps out how we’ll fuel discovery, cultivate compassion, and champion civic engagement, creating a more informed and connected community for all.

Mission

To inspire imagination, collaboration, and compassion to support an informed and literate society.

Vision

An engaged and sustainable community advanced by curiosity and discovery.

Values

Our values express our fundamental beliefs. They guide how we treat people, make decisions, and plan for the future in all aspects of our work.

- Accountability:** We cultivate a culture of trust, responsibility, and authenticity
- Collaboration:** We are better through collective effort
- Inclusion:** We welcome everyone and encourage respectful sharing
- Innovation:** We embrace creativity and experimentation

- Intellectual Freedom:** We uphold the open exchange of information and ideas
- Learning:** We foster the lifelong pursuit of skills and knowledge so everyone can fulfill their potential
- Love of Reading:** We nurture the joy of reading in people of all ages



Priority 1 Enhance community well-being, helping people feel connected, accepted, and empowered to achieve their goals			
Goals (Where we want to be in two years)	Objectives (What we'll do to get there)	Key Performance Indicator (How we'll know we've succeeded)	Target
1.1 BPL helps people with diverse backgrounds, perspectives, and experiences connect with and learn from one another.	1.1.1 Expand learning opportunities that foster intellectual freedom, critical thinking, and civic engagement	1.1.1a Percentage of BPL staff that have completed Toronto Metropolitan University's Canadian Democracy @ Work training	85% completion rate
		1.1.1b Number of customers taking part in BPL programs that focus on information literacy and critical thinking	50% more attendees
	1.1.2 Increase awareness and use of BPL resources among equity deserving groups through purposeful outreach	1.1.2a Number of Customer Satisfaction Survey respondents that self-report as a member of an equity-deserving group and actively use BPL services	25% more users
		1.1.2b Total attendance at outreach sessions focused on equity-deserving groups	10% more participants
	1.1.3 Foster a library atmosphere where customers can easily connect with one another through engaging, self-led activities and interactive displays	1.1.3 Launch and evaluation of a pilot program for self-guided activities designed to increase spontaneous social interaction in branches	Complete pilot
1.2 BPL empowers people to be catalysts for change, creating a ripple effect of positive action throughout the community.	1.2.1 Support local businesses and organizations to succeed and contribute to the Burlington community	1.2.1 Launch of a learning and networking program for small businesses and not-for-profit organizations	Launch program
	1.2.2 Help people discover local events, services, and civic engagement opportunities	1.2.2 Number of outbound clicks from BPL website and eNewsletter to community and civic engagement opportunities	3,200 yearly clicks
1.3 Customers can rely on BPL for access to resources, services, and programs that help them thrive.	1.3.1 Offer each age group a broad and relevant range of learning, skill-building, and social programs	1.3.1 Total program attendance for each age group (early years, school years, teen, adult)	10% more attendees
	1.3.2 Strengthen resource-sharing collaborations with support service organizations (e.g. job search, housing, Indigenous resources, newcomer settlement) to expand the scope and reach of these services	1.3.2a Complete collaboration agreements with all support service collaborators	100% completion rate
		1.3.2b Total number of customer interactions with support service organizations at BPL branches	10% more interactions

Priority 2 Inspire discovery with collections, services, and spaces that reflect our evolving community			
Goals (Where we want to be in two years)	Objectives (What we'll do to get there)	Key Performance Indicator (How we'll know we've succeeded)	Target
2.1 Library branches continuously evolve to meet present and future community needs, within BPL's budget.	2.1.1 Make sure BPL is ready to grow with the City of Burlington	2.1.1 Completion of system-wide facility strategy aligned with City of Burlington planning practices, development timelines, and universal design principles	Board-approved strategy
		2.1.2 Satisfaction rating for library spaces in Customer Satisfaction Survey	>76% rating
2.2 BPL's resources and staff empower customers to participate in our increasingly digital society.	2.2.1 Expand access to Maker equipment and learning opportunities across Library branches with a focus on digital skill building	2.2.1 Number of customers using Maker equipment and participating in Maker programs.	25% more Maker participants
		2.2.2 Participant satisfaction with BPL tech skills programs	>80% rating
2.3 BPL delivers maximum value for every dollar of its collection budget, leveraging data, staff expertise, and borrowing partnerships.	2.3.1 Leverage staff expertise and technology to connect customers to available and relevant print and digital material from BPL and partner libraries	2.3.1a Borrowing in adult print book collections	2% more borrowing
		2.3.1b Total number of items borrowed by BPL cardholders from 'More to Borrow' partner libraries	3% more borrowing
	2.3.2 Adapt audiovisual collection to reflect community needs, technology trends, and changing formats	2.3.2a Use of BPL's digital magazine and newspaper databases.	5% more use
		2.3.2b eBook and eAudiobook circulation	1% more borrowing
		2.3.2 Percentage of physical format audio visual budget reallocated to high-demand items	5% reallocation

Priority 3 Nurture a workforce culture driven by our organizational values			
Goals (Where we want to be in two years)	Objectives (What we'll do to get there)	Key Performance Indicator (How we'll know we've succeeded)	Target
3.1 Staff are equipped with the tools and skills to reinforce BPL values in interactions with customers, collaborators, and colleagues.	3.1.1 Develop staff's ability to anticipate competing needs and turn moments of friction into opportunities for shared learning	3.1.1 Percentage of staff that demonstrate knowledge and skills to navigate friction in the workplace	>75% proficiency rating
	3.2 BPL provides dependable and consistent service to customers across all core services and locations.	3.2.1a Rating for the question "Overall, the Library has a positive impact on my life" on BPL's annual Customer Satisfaction Survey	>94% rating
		3.2.1b Operationalized Service Model with revised framework for each of BPL's five service streams	Service frameworks presented to Board
	3.2.2 Ensure staff in all roles can readily access appropriate tools and accurate information to do their job effectively	3.2.2 Score on the Great Place to Work employee survey "Support" category	>80% rating
3.2 BPL provides dependable and consistent service to customers across all core services and locations.	3.2.1 Commit to our role as a connector, empowering customers to access resources and build self-reliance	3.2.1a Rating for the question "Overall, the Library has a positive impact on my life" on BPL's annual Customer Satisfaction Survey	>94% rating
		3.2.1b Operationalized Service Model with revised framework for each of BPL's five service streams	Service frameworks presented to Board
	3.2.2 Ensure staff in all roles can readily access appropriate tools and accurate information to do their job effectively	3.2.2 Score on the Great Place to Work employee survey "Support" category	>80% rating
	3.2.3 Improve opportunities for customers to share actionable input and feedback about BPL services	3.2.3a Implementation of updated community feedback processes	Board-endorsed engagement procedure
		3.2.3b Total number of respondents that complete the BPL Customer Satisfaction Survey annually	>4,500 respondents
3.3 BPL staff prioritize welcoming, accessible service that puts human connection at the heart of our work.	3.3.1 Free up staff time to connect with customers by making material handling quicker and easier through technology and better processes	3.3.1a Staff hours spent on materials handling at BPL's two high volume branches (Central and Tansley Woods)	5% decrease
		3.3.1b Rating for the question "Library staff provide good service" on BPL's annual Customer Satisfaction Survey	>93% rating
	3.3.2 Focus staff performance goals and motivation on the tasks that make the biggest positive difference for customers	3.3.2a Score on the Great Place to Work employee survey "Pride" category	>85% rating
		3.3.2b Percentage of staff with documented performance goals explicitly linked to customer impact outcomes	100% of staff

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Innovation: We embrace creativity and experimentation

Intellectual Freedom: We uphold the open exchange of information and ideas

Learning: We foster the lifelong pursuit of skills and knowledge so everyone can fulfill their potential

Love of Reading: We nurture the joy of reading in people of all ages

Priority 1

Enhance community well-being, helping people feel connected, accepted, and empowered to achieve their goals

Goals (Where we want to be in two years)	Objectives (What we'll do to get there)	Key Performance Indicator (How we'll know we've succeeded)	Target
1.1 BPL helps people with diverse backgrounds, perspectives, and experiences connect with and learn from one another.	1.1.1 Expand learning opportunities that foster intellectual freedom, critical thinking, and civic engagement	1.1.1a Percentage of BPL staff that have completed Toronto Metropolitan University's Canadian Democracy @ Work training	85% completion rate
		1.1.1b Number of customers taking part in BPL programs that focus on information literacy and critical thinking	50% more attendees
	1.1.2 Increase awareness and use of BPL resources among equity deserving groups through purposeful outreach	1.1.2a Number of Customer Satisfaction Survey respondents that self-report as a member of an equity-deserving group and actively use BPL services	25% more users
		1.1.2b Total attendance at outreach sessions focused on equity-deserving groups	10% more participants
	1.1.3 Foster a library atmosphere where customers can easily connect with one another through engaging, self-led activities and interactive displays	1.1.3 Launch and evaluation of a pilot program for self-guided activities designed to increase spontaneous social interaction in branches	Complete pilot
1.2 BPL empowers people to be catalysts for change, creating a ripple effect of positive action throughout the community.	1.2.1 Support local businesses and organizations to succeed and contribute to the Burlington community	1.2.1 Launch of a learning and networking program for small businesses and not-for-profit organizations	Launch program
	1.2.2 Help people discover local events, services, and civic engagement opportunities	1.2.2 Number of outbound clicks from BPL website and eNewsletter to community and civic engagement opportunities	3,200 yearly clicks
1.3 Customers can rely on BPL for access to resources, services, and programs that help them thrive.	1.3.1 Offer each age group a broad and relevant range of learning, skill-building, and social programs	1.3.1 Total program attendance for each age group (early years, school years, teen, adult)	10% more attendees
	1.3.2 Strengthen resource-sharing collaborations with support service organizations (e.g. job search,	1.3.2a Complete collaboration agreements with all support service collaborators	100% completion rate
		1.3.2b Total number of customer interactions with support service organizations at BPL branches	10% more interactions

Priority 2

Inspire discovery with collections, services, and spaces that reflect our evolving community

Goals (Where we want to be in two years)	Objectives (What we'll do to get there)	Key Performance Indicator (How we'll know we've succeeded)	Target
2.1 Library branches continuously evolve to meet present and future community needs, within BPL's budget.	2.1.1 Make sure BPL is ready to grow with the City of Burlington	2.1.1 Completion of system-wide facility strategy aligned with City of Burlington planning practices, development timelines, and universal design principles	Board-approved strategy
	2.1.2 Adapt branch spaces and services to improve accessibility and better support varied needs for quiet study, social interaction, group work, leisure, and play	2.1.2 Satisfaction rating for library spaces in Customer Satisfaction Survey	>76% rating
2.2 BPL's resources and staff empower customers to participate in our increasingly digital society.	2.2.1 Expand access to Maker equipment and learning opportunities across Library branches with a focus on digital skill building	2.2.1 Number of customers using Maker equipment and participating in Maker programs.	25% more Maker participants
	2.2.2 Provide high quality technology skills programming that meets community learning needs	2.2.2 Participant satisfaction with BPL tech skills programs	>80% rating
	2.2.3 Support tech-curious customers to explore digital formats for books, magazines, and news as print options become less available	2.2.3a Use of BPL's digital magazine and newspaper databases.	5% more use
		2.2.3b eBook and eAudiobook circulation	1% more borrowing
2.3 BPL delivers maximum value for every dollar of its collection budget, leveraging data, staff expertise, and borrowing partnerships.	2.3.1 Leverage staff expertise and technology to connect customers to available and relevant print and digital material from BPL and partner libraries	2.3.1a Borrowing in adult print book collections	2% more borrowing
		2.3.1b Total number of items borrowed by BPL cardholders from 'More to Borrow' partner libraries	3% more borrowing
	2.3.2 Adapt audiovisual collection to reflect community needs, technology trends, and changing formats	2.3.2 Percentage of physical format audio visual budget reallocated to high-demand items	5% reallocation

Priority 3

Nurture a workforce culture driven by our organizational values

Goals (Where we want to be in two years)	Objectives (What we'll do to get there)	Key Performance Indicator (How we'll know we've succeeded)	Target
3.1 Staff are equipped with the tools and skills to reinforce BPL values in interactions with customers, collaborators, and colleagues.	3.1.1 Develop staff's ability to anticipate competing needs and turn moments of friction into opportunities for shared learning	3.1.1 Percentage of staff that demonstrate knowledge and skills to navigate friction in the workplace	>75% proficiency rating
3.2 BPL provides dependable and consistent service to customers across all core services and locations.	3.2.1 Commit to our role as a connector, empowering customers to access resources and build self-reliance	3.2.1a Rating for the question "Overall, the Library has a positive impact on my life" on BPL's annual Customer Satisfaction Survey	>94% rating
		3.2.1b Operationalized Service Model with revised framework for each of BPL's five service streams	Service frameworks presented to Board
	3.2.2 Ensure staff in all roles can readily access appropriate tools and accurate information to do their job effectively	3.2.2 Score on the Great Place to Work employee survey "Support" category	>80% rating
	3.2.3 Improve opportunities for customers to share actionable input and feedback about BPL services	3.2.3a Implementation of updated community feedback processes	Board-endorsed engagement procedure
		3.2.3b Total number of respondents that complete the BPL Customer Satisfaction Survey annually	>4,500 respondents
3.3 BPL staff prioritize welcoming, accessible service that puts human connection at the heart of our work.	3.3.1 Free up staff time to connect with customers by making material handling quicker and easier through technology and better processes	3.3.1a Staff hours spent on materials handling at BPL's two high volume branches (Central and Tansley Woods)	5% decrease