

# BPL Library Board

## Agenda

Thursday, April 23, 2026

Frank Rose Room, Central Branch, 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. Presentations:
  - Board Development: Strategic Performance Measures Reporting
6. Consent Items
  - 6.1 Open Minutes of March 26, 2026
  - 6.2 CEO Report
  - 6.3 Q12026 Strategic Performance Measures Report
  - 6.4 Q1 2026 Governance Calendar Report
  - 6.5 Q1 2026 Human Resources Report

## 7. Decision Items

7.1 Q1 2026 Financial Statements

7.2 EDI Report

7.3 Temporary Branch Closures – Infrastructure Renewal

## 8. Discussion Items - None

## 9. Information Items - None

## 10. Closed Session - None

## 11. Approval of Motions from Closed Session

## 12. Other Business

## 13. Next Meeting:

Thursday, May 28, 2026, 6:30 p.m., Frank Rose Room

# BPL Board Minutes | March 26, 2026

## Attendance

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

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

Regrets: Lindsay Zalot, Akindayomi Odedeyi

## Minutes

A meeting of the Board was held on Thursday, March 26, 2026, at the 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

#### **Motion 26-12, Approval of the Agenda**

**MOVED by Ashley Cameron, SECONDED by Jennifer Tarnawski, that the agenda be approved as presented.**

**CARRIED.**

### 3. Welcome and Intent for Gathering

### 4. Declarations of Interest – None

### 5. Presentations:

- **Board Development: Policy & Documentation Framework**  
Lita Barrie, CEO, delivered a presentation outlining the efforts of library staff in developing a comprehensive framework for BPL policy and documentation creation. The presentation highlighted the systemic approach used to drafting, review, and implement policies and key documents, providing insight into the processes that ensure clarity and consistency across the organization.

## 6. Consent Items:

- 6.1. Open Minutes of February 26, 2026
- 6.2. CEO Report
- 6.3. Digital Equity Report

### **Motion 26-13, 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 March 26, 2026, will be adopted as recommended.**

**CARRIED.**

## 7. Decision Items

### 7.1. BPL Board Succession Plan

The Library Board proposed establishing a standard two-hour meeting duration to clarify expectations for new members. This guideline will be incorporated into the Board By-Law and formally approved by the Board at a future meeting.

### **Motion 26-14, BPL Board Succession Plan**

**MOVED by Jennifer Tarnawski, SECONDED by Ashely Cameron, that the Burlington Public Library Board approve the Board Succession Plan and take the recommendation to incorporate length of the Board meetings as a best practice.**

**CARRIED.**

## 8. Discussion Items

### 8.1. Board Policy Framework review Report

The Library Board will work on a comprehensive policy framework. They will review all Board policies through an audit created by library staff scheduled for May. Feedback received will be taken into consideration where library staff will establish a review schedule according to policy priorities.

Councillor Lisa Kearns joined the Library Board meeting at 7:29 p.m.

### 8.2. Equity, Diversity & Inclusion Report

Elise Copps, Director, Communications & Engagement, presented a report updating the Library Board on current progress and upcoming changes aimed at advancing BPL's organizational goals. The City of Burlington's advisory committee reviewed the report and have been invited to share additional feedback. The Library Board will review the report for final approval at the April Board meeting.

## 9. Information Items – None

## 9. Closed Session - None

## 10. Other Business

### 10.1. Grand Opening for Bateman

The grand opening for Bateman will take place on May 2 at 1:00 p.m. Staff will extend an invitation to past Library Board members to this event. The public information will be released on April 7.

The meeting is adjourned at 8:01 p.m. Motion by Ashley Cameron

---

Chair

---

Secretary-Treasurer

## Next Meeting

Thursday, April 23, 2026, 6:30 p.m., Frank Rose Room, Central Branch

## 6. Information Items: 6.2 CEO Report - April Update

### Table of Contents

Purpose .....	1
Enhance community well-being by helping people feel connected, accepted, and empowered to achieve their goals.....	1
Inspire discovery with collections, services, and spaces that reflect our evolving community. ....	3
Nurture a workforce culture driven by our organizational values. ....	5

### Purpose

The CEO report for April 2026 summarizes key activities that support the priorities outlined in BPL’s [2026-2027 Strategic Plan](#). This report covers items that are not part of the Board package.

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



### Bookmark Contest Winners

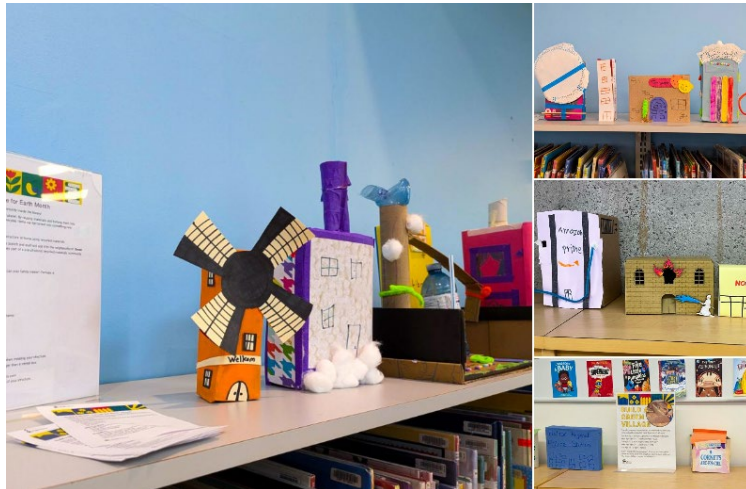
March 23, BPL announced the [2026 Bookmark Contest Winners](#). Over 500 entries were received, and 3,000 votes were cast. This year’s winners are:

- Jenna L. (5 and under) - Inspired by *Zootopia* books/movie.

- Theia V. (6-8 years old) - Inspired by *Days with Frog and Toad* by Arnold Lobel.
- Dharani P. (9-12 years old) - Inspired by *Black Beauty* by Anna Sewell.
- Julia A. (13-17 years old) - Inspired by *Whale Done* by Stuart Gibbs.
- Gordon J. (18+) - Inspired by *Citadels of the Lost* by Tracy Hickman

## Waterfront Sculpture Trail Augmented Reality Experience

BPL is continuing to collaborate with the Burlington Waterfront Sculpture Trail (BWST). The BWST is an annual temporary sculpture exhibition throughout Spencer Smith Park and various downtown venues. At Alton branch and Central branch, you will be able to view two sculptures from the Royal Botanical Garden's (RBG) Hendrie Garden with a little help from Augmented Reality.



## Earth Month

BPL's [Earth Day](#) programs and activities focused on sustainability, nature, and creative reuse are being well received. Branch Green Villages are growing as families design and build a small structure using recycled and reused materials and add them to their branch's village. The response to BPL first ever Craft Supply Drive has been very positive. High School students will earn volunteer hours by helping sorting donations from our Earth Month Craft Supply Drive at the end of April.

## Drop In Support Services - Ontario Disability Support Program (ODSP)

The Ontario Disability Support Program (ODSP) will be at Central in our Community Office every Tuesday afternoon. The drop-in will be 1 pm -4 pm. A Support Worker will

be available to both meet with existing ODSP recipients to provide services and give them access to resources and to do intake for new customers in need.



## Burlington Post

The [Burlington Post](#) is back in print and free copies now available at all Burlington Public Library branches. The Burlington Post archive is also available through [newspapers.com](#). Using your library card, customers can access full issues of the paper from 1968 to 2023, newly digitized and easy to search.

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



## Battle of the Books

The 2026 [Battle of the Books](#) kicked off with Junior rounds on April 8–9 and the Senior battle on April 15. The Burlington Grand Battle takes place April 23, and winners will advance to the Halton-wide Grand Battle hosted by Milton Public Library on May 7.

Images from previous years of the Battle of the Books have been added to the [Burlington Public Library Fond](#) on the Burlington Digital Archive. Additionally, a news article titled [A Look Back at Battle of Books](#) was published on BPL's website to commemorate this longstanding tradition, which began in the mid-1980s.



## National Poetry Month

While BPL is celebrating National Poetry Month at BPL this year, we will not be hosting our annual Lyrics & Poetry Festival during the month of April. Instead of a concentrated number of events in April, customers can look forward to more author events throughout the year. We shared this news with customers in the [National Poetry Month article](#).

Poetry lovers, never fear! BPL offered several events and activities in recognition of National Poetry Month including window cling poetry at Central, Tansley, Alton, and New Appleby Branch, an Author talk with poet Barbara Tran and an Open Mic event welcoming local poets, writers, musicians and artists to share their talents.

## Outdoor Play Collection

The spring and summer items have been added to the [Outdoor Play Collection](#) and are available for borrowing. Customers can now borrow summer favourites like pickleball, horseshoes, badminton, bocce, golf clubs, and archery sets for kids, plus hiking poles, lawn darts, and more.

Nurture a workforce culture driven by our organizational values.

### DemocracyXChange

BPL was a [Community Partner](#) for the 2026 DemocracyXChange held in Toronto April 16-18. Several BPL staff attended the conference which is designed to connect and equip people who are taking action to strengthen democracy. The initiative is co-produced by OCAD University, the Open Democracy Project, and the Dais at TMU.

### Report Author

Respectfully submitted: Lita Barrie, Chief Executive Officer

## 6. Information Items

### 6.3 Strategic Performance Measures Report - Q1 2026

#### Table of Contents

Purpose .....	1
Background .....	1
Discussion .....	2
Key Value Measures Report – Q1 2026 .....	5
Strategic Plan Key Performance Indicators Progress Report – Q1 2026 .....	10
Strategic Implications.....	16
Equity, Diversity & Inclusion Considerations .....	16
Risk Management .....	16
Related Policy .....	16

#### Purpose

This report is for information. It provides an update on quarterly performance for Burlington Public Library's (BPL):

- Key Value Measures – routine indicators reflecting use and value of key library services for strategic oversight
- Strategic Plan Key Performance Indicators – progress towards targets identified under BPL's 2026-2027 Strategic Plan

#### Background

In 2025, the BPL Board updated its strategic plan, building on the priorities set in the 2021-2025 Strategic Plan and improvements made to performance measurement in recent years. The 2026-2027 Strategic Plan now includes clear targets for many indicators, providing an opportunity to combine strategic performance reporting for a more comprehensive view of quarterly results. To

support this, staff created a Performance Measurement Framework that organizes data into three levels: strategic, operational, and departmental. At the strategic level, two main sections—Key Value Measures and Strategic Plan Key Performance Indicators—are reported to the Board.

The Key Value Measures report has replaced the previous quarterly Performance Measures Indicators report, featuring several changes for better accuracy and clarity. The indicators are now grouped into five main categories: four of BPL's five core service streams (Library Collections & Resources, Spaces, Programming, and Staff Expertise) plus Sustainable Operations. Digital Services & Technology indicators are captured in operational performance measures.

The Library Collections & Resources indicators have also been reorganized to align with Ontario Ministry guidelines for public library statistics and to address the evolving nature of digital media and reading formats. Previously combined indicators for total visits (online plus in person) are now only presented as unique totals to reduce the impact of bot activity on data accuracy. Age group-based data is now included with programming totals and data for support services drop-ins and outreach sessions have been added.

The Strategic Plan Indicators section presents a chart of all Key Performance Indicators, grouped by strategic priority. While work has started on projects related to all indicators, only six of them have data to report this quarter. The chart maps out when each indicator will be reported to the board in green shaded cells. Most measurable indicators have a 2027 performance target. Quarter to quarter growth is not linear, so staff will report progress towards targets once more data is available.

## Discussion

### Key Value Measures

This data represents the first quarter of 2026 (January, February, March) and is compared year over year to the first quarters of 2023, 2024, and 2025. We do not have specific targets for these indicators but aim to achieve stable year over year growth that meets community demand.

Total Physical Format Borrowing and Print Book Borrowing remained relatively steady from 2025. While the number of unique users on OverDrive (BPL's main eBook platform) is up, eBook Use is down. This is balanced by notable increases in eAudiobook Use and Streaming & Digital Media Use, netting an upward trend for the combined Total Digital Format Use total. eCourse Use and Research Database Use were also strong.

Staff prioritized new library card registration following low numbers in 2025 and it has paid off with a 13.7% year over year increase from Q1 2025. Active cardholders per capita is also incredibly strong.

Despite a harsh winter, Total In Person Visits increased 8.8% from 2025, mainly due to doubling foot traffic at New Appleby Branch. Other branch visitor counts remained steady.

Visits to the BPL website and catalogue are important indicators for community awareness of and interest in library services. Departments monitor specific traffic flows to guide marketing and collection decisions, but total sessions provide a general sense of user volume. These indicators were previously reported individually, combined as Online Visits, and combined with in person data as Total Visits. Bot activity has become more common and can falsely inflate these counts. To limit how many indicators are affected by artificial activity, staff will not be combining any of these indicators going forward.

Catalogue Sessions increased modestly in Q1 2026. Website Sessions increased significantly. Data from Google Analytics indicates a few spikes that are likely due to bot activity. These do not account for the full increase in traffic—factors like increased organic search traffic (potentially due to AI summary content) are contributing.

Programming offerings increased in the first quarter of 2026 with staff aiming to offer a balanced variety of programs across age groups and match community interests. Attendance did not increase in step with the increased volume of offerings, with a notable increase in teen program attendance. This was primarily caused by a weather-related closure that cancelled 1.5 days of 'Exam Cram' programming, resulting in a difference of more than 1000 participants in that

offering compared to last year. This indicator is also a Strategic Plan KPI and staff are actively working on programming outreach and improvements.

In 2023, BPL began offering drop-in Support Services with community collaborators—organizations that provide direct services like housing support, legal advice, and job search. Data for these offerings are now captured in the Key Value Measures report, with a successful increase in attendance for Q1 compared to 2025. Staff have also refocused on BPL's outreach, developing an Outreach Framework to guide planning and capturing data from outreach sessions more diligently.

# Key Value Measures Report - Q1 2026

YTD First Quarter 2023-2026



## Library Collections & Resources

### Physical Format Borrowing

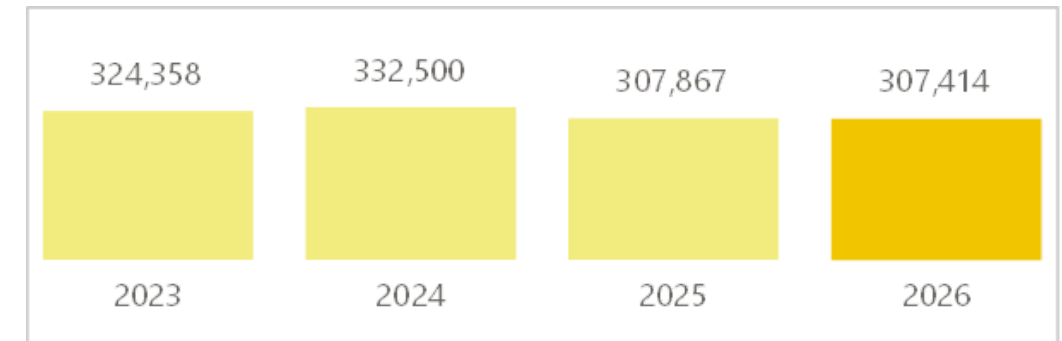
#### Total Physical Format Borrowing

Total number of item checkouts and renewals in all physical formats (books, magazines, DVDs, equipment, kits, etc.).

Physical borrowing remains steady from 2025. Q1 2025 and 2026 included 3+ days of service disruption for bad weather. While in person visits were up, this was largely at New Appleby where borrowing increased from 2025, but at a lower rate than visits.

% change from 2025  
-0.1%

YTD You Saved  
\$6,807,818

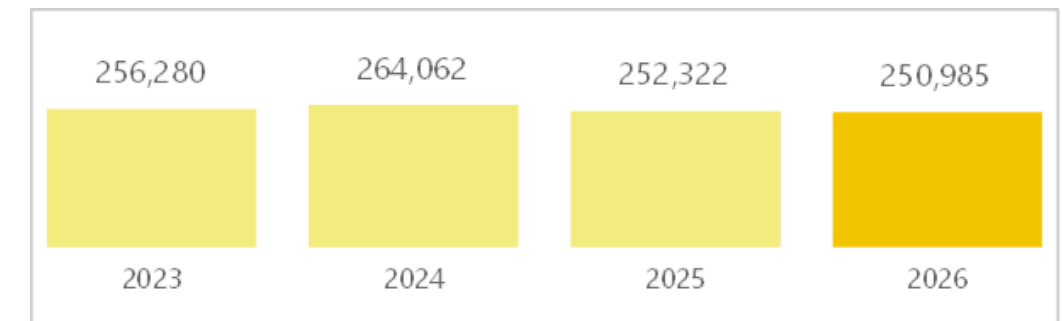


#### Print Book Borrowing

Total number of item checkouts and renewals across all print book formats.

Borrowing in adult fiction book collections (KPI 2.3.1a) is performing well. Some children's formats have had a modest decrease in borrowing.

% change from 2025  
-0.5%



### Cardholders

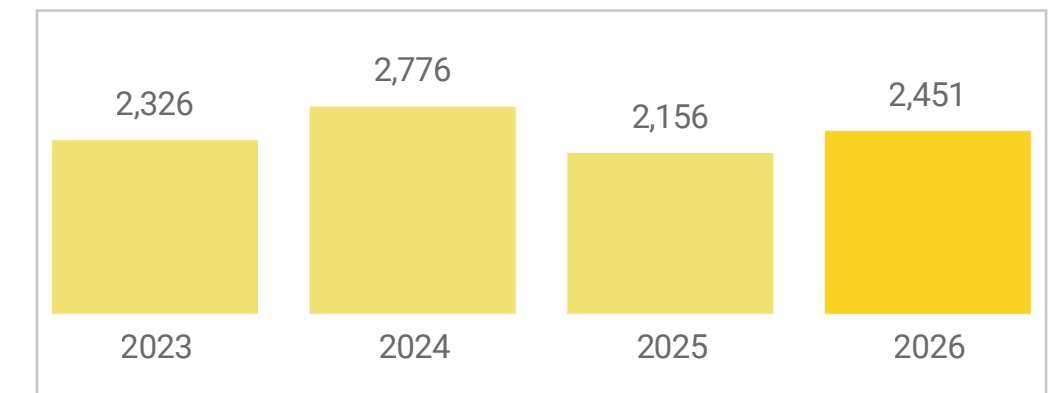
#### New Library Cards Registered

Total number of new library cards issued (memberships) during the reporting period.

Noting a dip in 2025, staff prioritized card registration through customer interactions and marketing initiatives. In late 2025 a "get a card" button was added to the BPL website homepage contributing to a 150% increase in activity on the membership webpage.

% change from 2025  
13.7%

2yr Active Cardholders  
91,172



#### 2-Year Active Cardholders

Total number of library cards (memberships) that have been active in the last two years as of the end of the previous quarter, including reciprocal cardholders.

Current membership equals nearly half of Burlington's population. 2024 Ontario Ministry's Annual Survey of Public Libraries ranks BPL's active cardholder ratio (then 46%) as the highest of all libraries serving 50,000+.

Per Capita  
48.8%

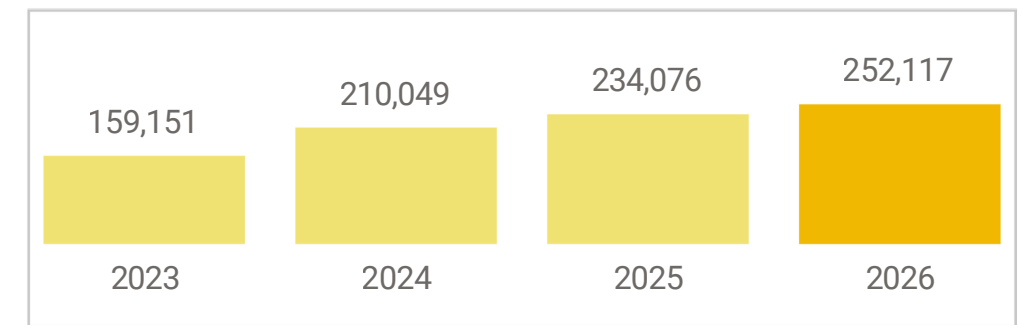
## Digital Format Use

### Total Digital Format Use

Total number of digital items borrowed, downloaded, read online or streamed by BPL patrons. This combines eBook use, eAudiobook use, and Streaming & Digital Media Use.

Digital Format Use metrics were recategorized to better align with Ontario Ministry's Annual Survey of Public Libraries guidelines and improve distinction between digital alternatives to 'traditional' collections and database-type resources.

% change from 2025  
+7.7%

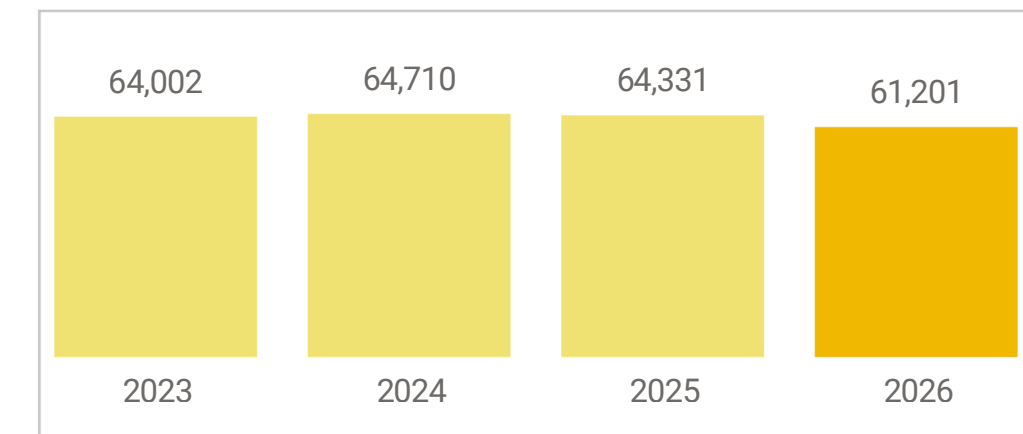


### eBook Use

Total number of digital eBooks and eGraphic novels borrowed, renewed, or read online by BPL cardholders.

The reduction in eBook borrowing is likely a side effect of increased eAudiobook use. Unique OverDrive users are up compared to 2025, but they have shifted to digital audio, borrowing fewer eBooks.

% change from 2025  
-4.9%

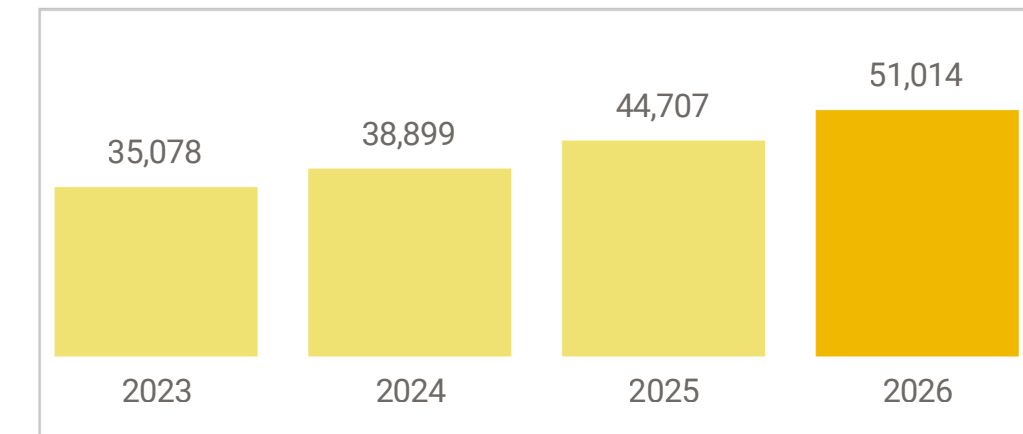


### eAudiobook Use

Total number of eAudiobooks borrowed, renewed, or read online by BPL cardholders.

eAudiobooks are becoming a hugely popular format across libraries, commercial streaming services, and booksellers.

% change from 2025  
+14.1%

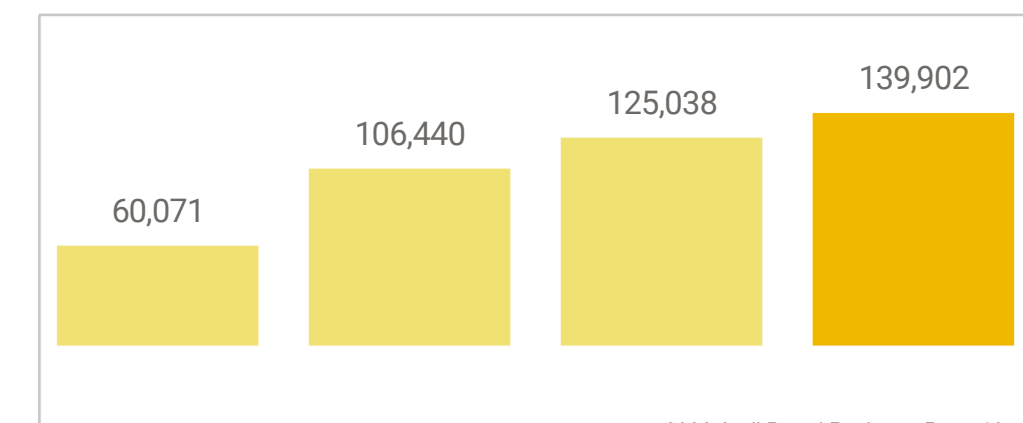


### Streaming & Digital Media Use

Total number of digital movies, TV shows, music albums, eMagazines, and eNewspapers borrowed, downloaded, streamed, or read online by BPL cardholders.

This is a new Digital Format Use indicator in alignment with the Ontario Ministry's Annual Survey of Public Libraries guidelines and reflects the various options for consuming digital music, video, news, and magazines using the library. It includes some sources that were previously grouped with databases.

% change from 2025  
+11.9%



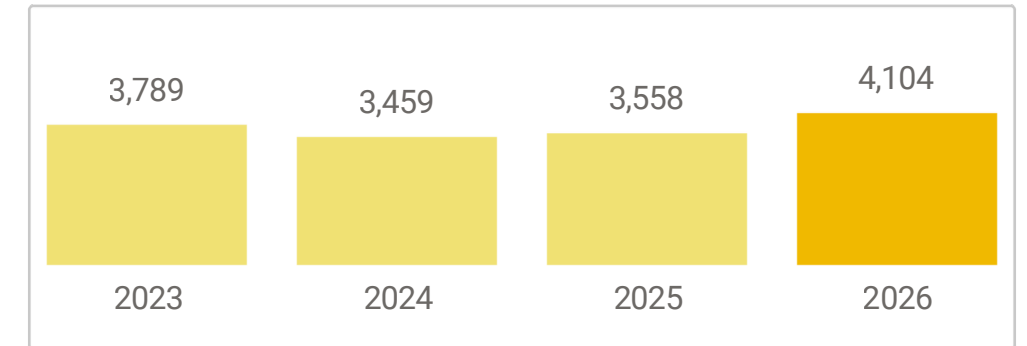
## Digital Resource Use

### eCourse Use

Total number of sessions where BPL cardholders accessed online courses, tutorials, or tutoring support.

This is a new category in alignment with the Ontario Ministry's Annual Survey of Public Libraries guidelines. Brainfuse sessions were notably higher this quarter.

% change from 2025  
+15.3%

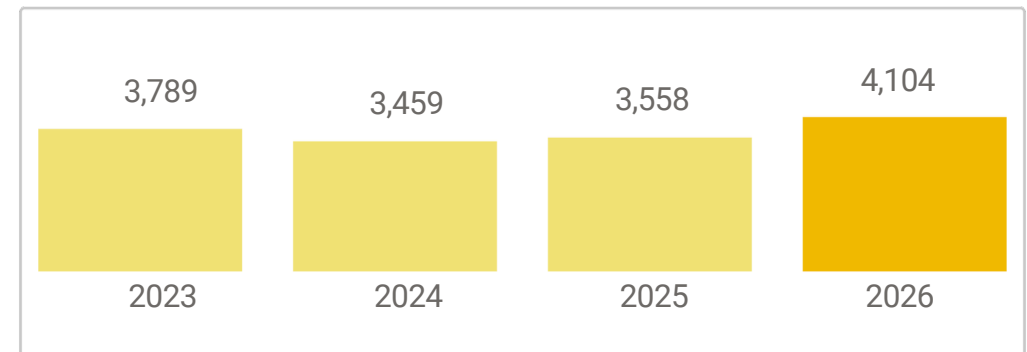


### Research Database Use

Total number of sessions where BPL cardholders used research or reference databases

This is a new category in alignment with the Ontario Ministry's Annual Survey of Public Libraries guidelines. Britannica Library and Canadian Business Directory were up in Q1.

% change from 2025  
+6.3%



## Programming

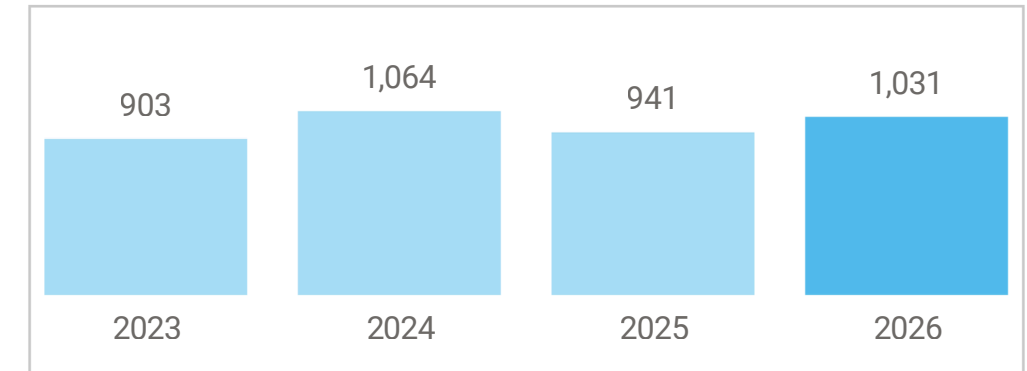
### Programs Offered

Total number (all sessions) of library-run (including collaborative) programs and events offered in branches, online, and offsite.

The number of program sessions offered was up in the first quarter of 2026 overall. Guided by the 2026-2027 Strategic Plan, staff are working to balance program offerings across age groups and planning teen outreach to learn more about their preferences.

Year	Early Yrs	School Age	Teens	Adult
2026	530	204	14	283
2025	494	169	18	260
2024	526	252	31	255
2023	442	269	28	164

% change from 2025  
+8.0%



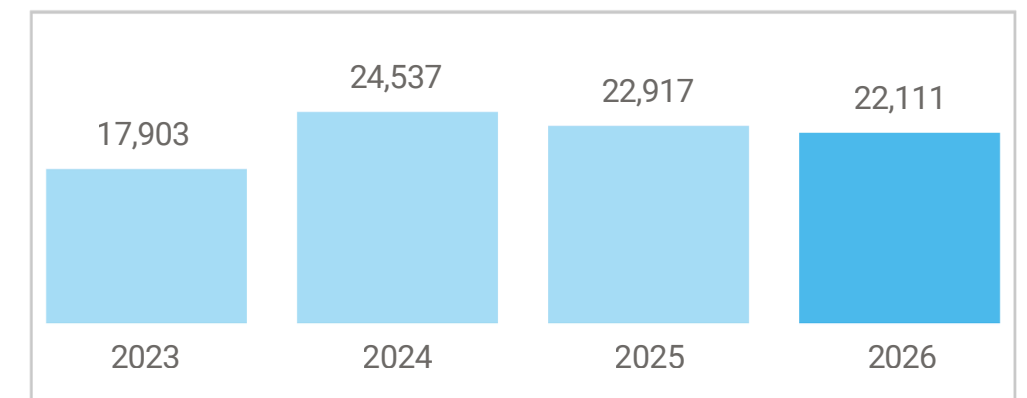
### Program Attendance

Total number of attendees, combined across all sessions of library-run (including collaborative) programs and events in the period.

Program attendance was down slightly from 2025, largely impacted by a significant decrease in teen attendance. Weather closures during 'exam cram' resulted in a loss of more than 1000 teen attendees in January.

Year	Early Yrs	School Age	Teens	Adult
2026	13,016	2,494	3,047	3,554
2025	13,047	2,261	4,083	3,526
2024	15,212	3,008	3,234	3,083
2023	11,129	2,669	2,432	1,673

% change from 2025  
-1.6%



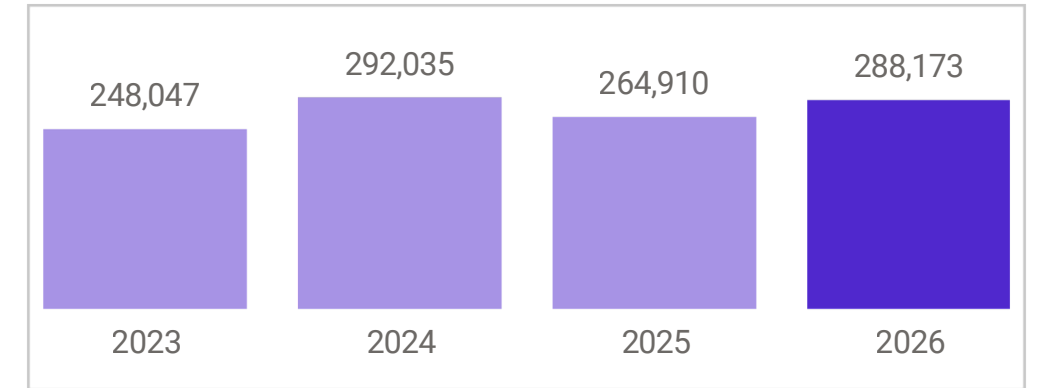
## Spaces

### Total In Person Visits

Total number of entries into BPL's physical library branches through the door counters at public entrances of all branches. Each entry into a branch by a person is counted as one visit.

This quarter BPL saw an increase to in person visits despite branches being closed 3 1/2 days in January due to inclement weather. New Appleby's Q1 traffic was twice as high as 2025, while other branches remained relatively stable.

% change from 2025  
+8.8%



## Staff Expertise

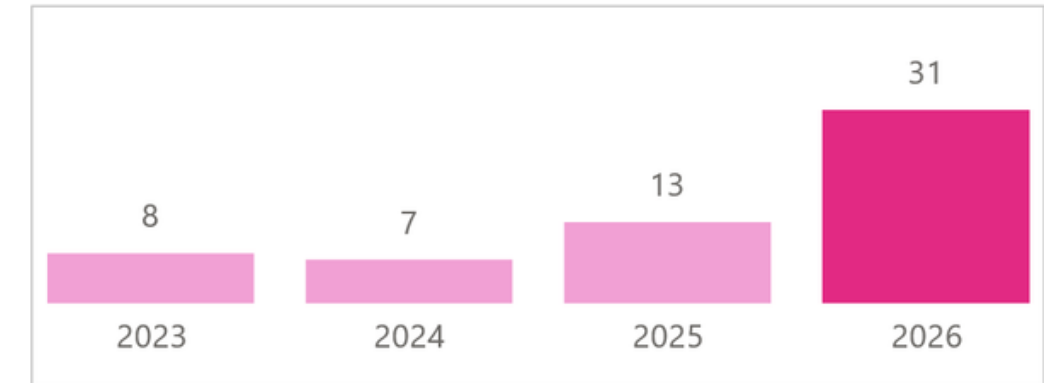
### Outreach

#### Outreach Sessions

Number of outreach activities led by BPL staff to engage groups with the library through orientation or consultation both offsite and at library branches (groups visits, tours, community events, advisory/focus groups, etc.).

The significant increase in outreach sessions this quarter follows the introduction of BPL's new Outreach Framework, and proactive emphasis on this service under the Outreach & Inclusion Manager.

% change from 2025  
+138.5%

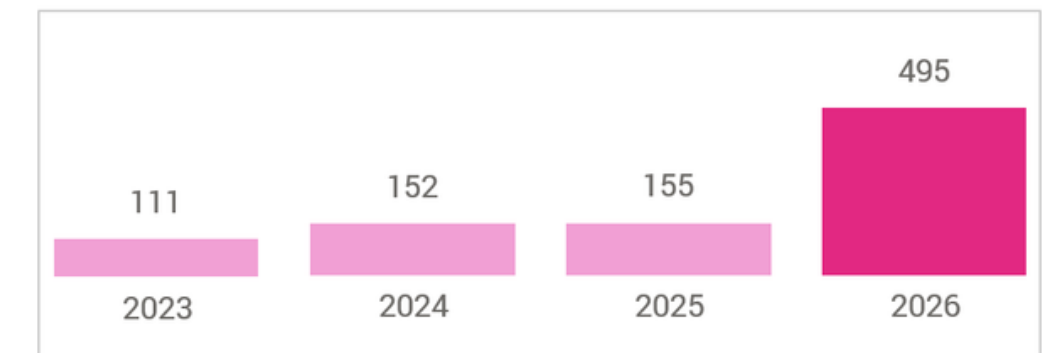


#### Outreach Sessions

Total number of people who attended or participated in BPL outreach visits/events during the period.

Staff participated in several outreach tours, orientations, and events in Q1 and are focused on increasing proactive outreach to equity-deserving groups.

% change from 2025  
+219.4%



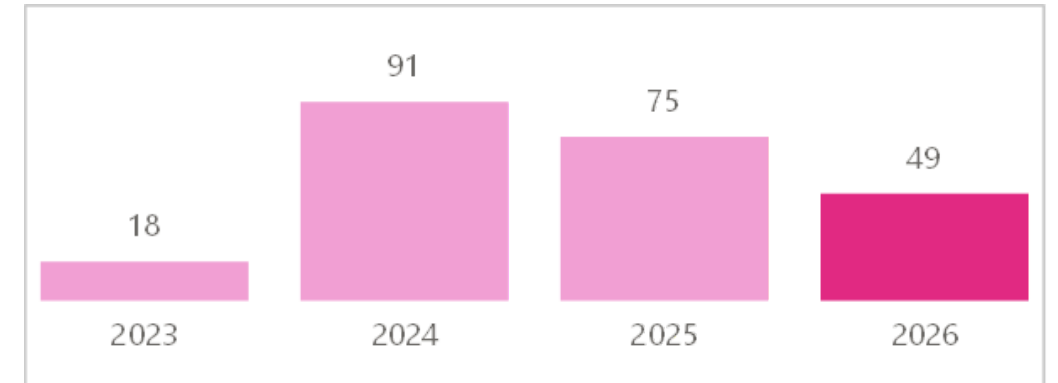
## Support Services

### Support Services Sessions

Total number of support service drop-in sessions offered by collaborator organizations (employment, housing, legal, etc.) at BPL branches during the period.

There was a slow start to the number of support sessions in Q1 as collaborators renewed and updated agreements for 2026, but the volume appears to be meeting community needs.

% change from 2025  
-34.7%

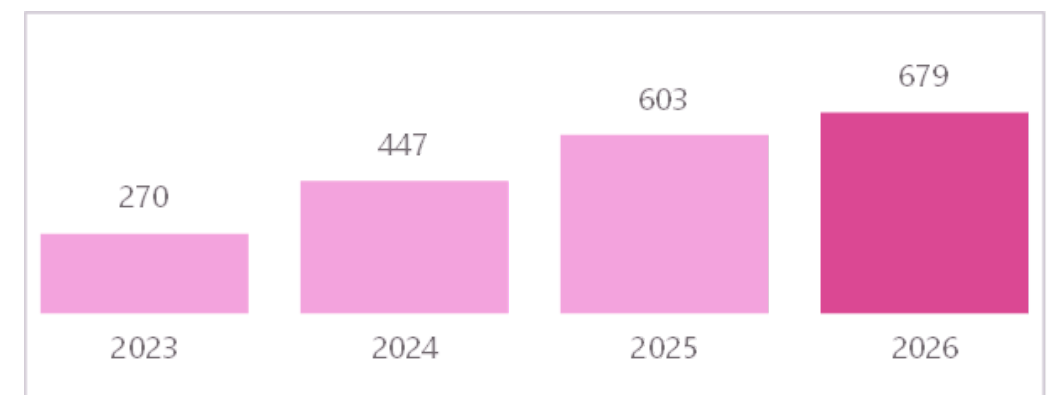


### Support Services Interactions

Total number of customer interactions with collaborator organization providers at support service drop-in sessions in the period.

Despite offering fewer sessions, interactions increased indicating a better concentration of interactions per session for collaborator organizations.

% change from 2025  
+12.6%



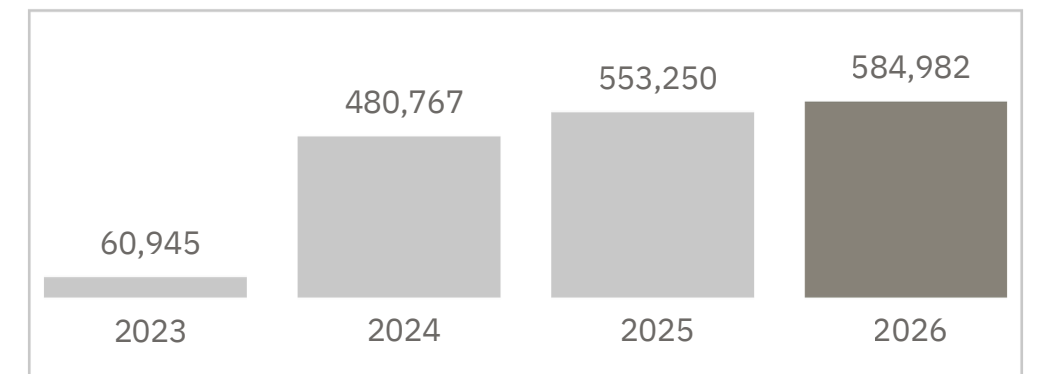
## Sustainable Operations

### Catalogue Sessions

Total number of engaged sessions on BPL's online catalogue interface (burlington.bibliocommons.com), indicating how often users search the library's collection online.

BPL is no longer reporting combined metrics for online and total visits. These metrics will all be reported individually to limit the impact of discrepancies caused by bot activity.

% change from 2025  
+5.7%

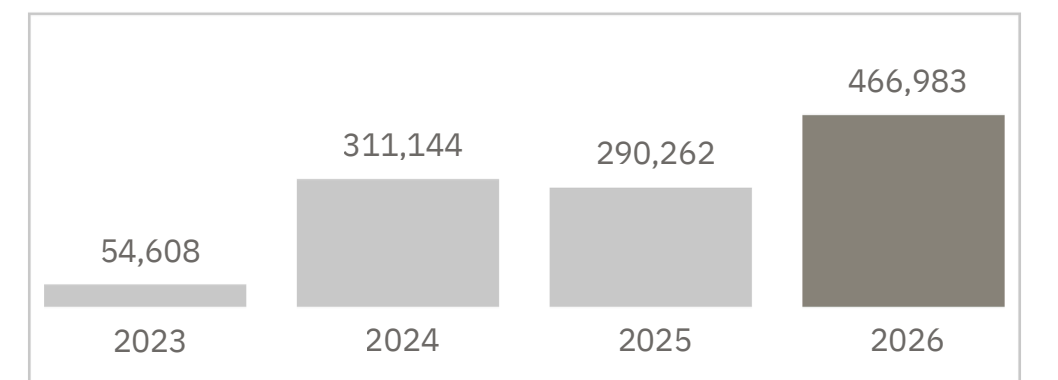


### Website Sessions

Total number of engaged sessions on BPL's website (bpl.on.ca) indicating how often users access the website for information and access to resources.

This quarter the BPL website had 3 spikes of suspected bot activity in February, inflating in this metric, however it was still a strong quarter for website visits. While it is difficult to identify a specific reason for growth, data indicates increased traffic from organic search and AI search.

% change from 2025  
+60.9%



## Strategic Plan Key Performance Indicators

The first quarter of 2026 was focused on consulting with stakeholders assembling project teams to drive key performance indicators. A Board summary of has been included for each active indicator, highlighting tactics completed in the last quarter. Data for Q1 has been included for KPIs that are already being measured.

While Q1 performance for measurable indicators is not necessarily a promise of continued growth into 2027, data is showing improved performance relative to baseline values in most areas.

# Strategic Plan Key Performance Indicators Progress Report

Q1 2026

Priority 1: Enhance community well-being, helping people feel connected, accepted, and empowered to live, work, and play to their full potential												
Goal 1.1: BPL helps people with diverse backgrounds, perspectives, and experiences connect with and learn from one another												
Key Performance Indicator	Target	2025 Baseline	Progress Reporting Timeframe									
			Board Summary	2026 Q1	2026 Q2	2026 Q3	2026 Q4	2027 Q1	2027 Q2	2027 Q3	2027 Q4	
<b>KPI 1.1.1a</b>	Percentage of BPL staff that have completed Toronto Metropolitan University's Canadian Democracy @ Work training	85% completion rate in 2026	N/A	Preliminary research and consultation with TMU The Dias in progress								
<b>KPI 1.1.1b</b>	Number of customers taking part in BPL programs that focus on information literacy and critical thinking	50% more attendees 1,030 participants in 2027	687 participants	Project team assembled, developed system for classifying information literacy programs	424							
<b>KPI 1.1.2a</b>	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  Newcomer (0-5yrs): 91 With a Disability: 692 Indigenous: 57 Teen: 96 2SLGBTQIA+: 208 Total: 1,144 in 2027	Newcomer (0-5 yrs): 73 With a Disability: 554 Indigenous: 46 Teen: 77 2SLGBTQIA+: 166	Equity, Diversity, & Inclusion framework draft complete, Board and advisory input received								
<b>KPI 1.1.2b</b>	Total attendance at outreach sessions focused on equity-deserving groups	10% more participants 342 participants in 2027	311 participants	Outreach framework complete	134							
<b>KPI 1.1.3</b>	Launch and evaluation of pilot program for self-guided activities designed to increase spontaneous social interaction in branches	Complete pilot	N/A	MLIS coop student recruited to support project, preliminary research underway								
Goal 1.2: BPL is a catalyst for community engagement and action—empowering individuals, businesses, and organizations to invest in community well-being												
Key Performance Indicator	Target	2025 Baseline	Progress Reporting Timeframe									
			Board Summary	2026 Q1	2026 Q2	2026 Q3	2026 Q4	2027 Q1	2027 Q2	2027 Q3	2027 Q4	
<b>KPI 1.2.1</b>	Launch of learning and networking program for small businesses and not-for-profit organizations	Launch program	N/A	Environmental scan of existing small-business resources completed, meetup event planned for May 2026								
<b>KPI 1.2.2</b>	Number of outbound clicks from BPL website and eNewsletter to community and civic engagement opportunities.	3,200 yearly clicks	N/A	Standards for promotion of community initiatives in draft, ongoing features on BPL homepage and eNewsletter								

Goal 1.3: Customers can rely on BPL for access to resources, services, and programs that help them thrive												
Key Performance Indicator	Target	2025 Baseline	Progress Reporting Timeframe									
			Board Summary	2026 Q1	2026 Q2	2026 Q3	2026 Q4	2027 Q1	2027 Q2	2027 Q3	2027 Q4	
<b>KPI 1.3.1</b>	Total program attendance for each age group (early years, school years, teen, adult)	10% more attendees Early yrs: 59,026 School yrs: 9,358 Teen: 8,043 Adult: 18,702 Total: 95,129 in 2027	Early yrs: 53,660 School yrs: 8,507 Teen: 7,312 Adult: 17,002 Total: 86,481	Programming framework in development, themed program features planned for 2026	22,051							
					E: 13,048							
					S: 2,494							
					T: 3,057 A: 3,554							
<b>KPI 1.3.2a</b>	Strategic agreements with all support service collaborators	100% completion rate	N/A	Active collaboration agreements completed with 8 drop-in support service collaborators (100%)								
<b>KPI 1.3.2b</b>	Number of customer interactions with support service organizations at BPL branches	10% more interactions 1,847 customer interactions in 2027	1,679 customer interactions (# of ppl)	Two new support service drop-ins added in Q1 2026 - ODSP and Achev	679							

**Priority 2: Inspire discovery with responsive and representative collections, services, and spaces**

**Goal 2.1: Library branches continuously evolve to meet present and future community needs, within BPL's budget**

Key Performance Indicator	Target	2025 Baseline	Progress Reporting Timeframe									
			Board Summary	2026 Q1	2026 Q2	2026 Q3	2026 Q4	2027 Q1	2027 Q2	2027 Q3	2027 Q4	
<b>KPI 2.1.1</b>	Completion of system-wide facility strategy aligned with City of Burlington planning practices, development timelines, and universal design principles	Board-approved strategy	N/A	N/A								
<b>KPI 2.1.2</b>	Improved satisfaction rating for library spaces in Customer Satisfaction Survey	>76% rating	Library spaces meets my needs: 74.8%	Project team assembled, Central Branch CSS spaces feedback categorized, space use tracking sheet developed								

**Goal 2.2: BPL's tools, resources, and staff empower customers to participate in our increasingly digital society**

Key Performance Indicator	Target	2025 Baseline	Progress Reporting Timeframe									
			Board Summary	2026 Q1	2026 Q2	2026 Q3	2026 Q4	2027 Q1	2027 Q2	2027 Q3	2027 Q4	
<b>KPI 2.2.1</b> Number of customers using Maker equipment and participating in Maker programs.	25% more Maker participants  Program attendance: 640 in 2027 Maker bookings: 4,128 in 2027	Program attendance: 512 Maker bookings/usage: 3,302	New MakerSpace access hours and online booking system launched March 30									
<b>KPI 2.2.2</b> Participant satisfaction with BPL tech skills programs	>80% rating	N/A	Piloted satisfaction survey with Tech Connect program participants with positive uptake									
<b>KPI 2.2.3a</b> Increased use of BPL's digital magazine and newspaper databases.	5% more use  330,555 uses in 2027	314,814	Grow Our Borrowing project team assembled for KPIs 2.2.3 and 2.3.1, mid-circulation lists developed for use in displays and booklists	123,338								
<b>KPI 2.2.3b</b> Growth in eBook and eAudiobook circulation	1% more borrowing  428,787 uses in 2027	424,541		110,720								

**Goal 2.3: BPL delivers maximum value for every dollar of its collection budget by leveraging data, staff expertise, and borrowing partnerships**

Key Performance Indicator	Target	2025 Baseline	Progress Reporting Timeframe									
			Board Summary	2026 Q1	2026 Q2	2026 Q3	2026 Q4	2027 Q1	2027 Q2	2027 Q3	2027 Q4	
<b>KPI 2.3.1 a</b> Increased borrowing in adult print book collections	2% more borrowing  368,030 borrows in 2027	Adult print books: 360,814		98,409								
<b>KPI 2.3.1 b</b> Growth in total number of items borrowed by BPL cardholders from 'More to Borrow' partner libraries	3% more borrowing  174,988 More to Borrow eBooks and eAudiobooks uses in 2027	169,891		43,143								
<b>KPI 2.3.2</b> Percentage of physical format AV budget reallocated to high-demand items	5% reallocation  \$64,455.64 annual AV funds	\$67,678.42	Select 2026 AV Collections budgets have had funds reallocated to for 2026 purchasing.									

**Priority 3: Nurture a workforce culture driven by our organizational values**

**Goal 3.1: Staff are equipped with the tools and skills to reinforce BPL values in interactions with customers, collaborators, and colleagues**

Key Performance Indicator	Target	2025 Baseline	Progress Reporting Timeframe										
			Board Summary	2026 Q1	2026 Q2	2026 Q3	2026 Q4	2027 Q1	2027 Q2	2027 Q3	2027 Q4		
<b>KPI 3.1.1</b>	Percentage of staff that demonstrate knowledge and skills to navigate friction in the workplace.	>75% min. grade for all assigned staff to on navigating friction in the workplace	N/A	Outreach to library sector for potential collaboration on an assessment tool. Emotions Matter report published									

**Goal 3.2: BPL provides dependable and consistent service to customers, no matter which branch they visit or which core service they use**

Key Performance Indicator	Target	2025 Baseline	Progress Reporting Timeframe										
			Board Summary	2026 Q1	2026 Q2	2026 Q3	2026 Q4	2027 Q1	2027 Q2	2027 Q3	2027 Q4		
<b>KPI 3.2.1a</b>	High rating for the question "Overall, the Library has a positive impact on my life" on BPL's annual Customer Satisfaction Survey	>94% rating	Overall, the library has a positive impact on my life: 94.1%	System Service Model updated to embed expectations for customer service, inclusion and access, and digital equity									
<b>KPI 3.2.1b</b>	Documented service model that delivers on mission and values for each of BPL's five service streams	Service frameworks presented to Board	N/A	Policy & Documentation Framework and supporting documents developed to standardize service planning and process development									
<b>KPI 3.2.2</b>	Maintain score on the Great Place to Work (GPTW) employee survey "Support" category	>80% rating in Great Place to Work support category	GPTW Support category 85.0%	Developed onboarding plan for CPA staff centred on essential development									
<b>KPI 3.2.3a</b>	Implementation of updated community feedback processes	Board-endorsed engagement procedure	N/A	Staff survey, and environmental scan of current customer input processes complete									
<b>KPI 3.2.3b</b>	Total number of respondents that complete the BPL Customer Satisfaction Survey annually	>4,500 respondents	4,696 survey respondents	n/a									

**Goal 3.3: BPL's capacity for human-centered service can withstand outside pressures and changes**

Key Performance Indicator		Target	2025 Baseline	Progress Reporting Timeframe									
				Board Summary	2026 Q1	2026 Q2	2026 Q3	2026 Q4	2027 Q1	2027 Q2	2027 Q3	2027 Q4	
<b>KPI 3.3.1a</b>	Reduction in staff hours spent on materials handling at BPL's two high volume branches (Central and Tansley Woods)	5% decrease	to be set 2026 Q2	Project team assembled, orientation to automated return shelves									
<b>KPI 3.3.1b</b>	High rating for the question "Library staff provide good service" on BPL's annual Customer Satisfaction Survey	>93% rating	Library staff provide good service: 94.7%	Advancing with other projects including training plans, Service Model updates, and policy and documentation improvements									
<b>KPI 3.3.2a</b>	Score on the Great Place to Work (GPTW) employee survey "Pride" category	>85% rating in Great Place to Work pride category	GPTW Pride category 95.0%	Advancing with other projects including performance goal documentation and integrated community engagement									
<b>KPI 3.3.2b</b>	Percentage of staff with documented performance goals explicitly linked to customer impact outcomes	100% of staff have goals linked to customer impact outcomes	N/A	Developed outline for use of Culture Amp goal feature at BPL									

## Strategic Implications

This integrated report is intended to make it clearer and easier for staff to use performance measurement in decision making and planning for ongoing core services and time-bound projects. It has already improved visibility of important data and enabled staff to focus on work that adds value to the community.

## Equity, Diversity & Inclusion Considerations

The 2026-2027 Strategic Plan includes indicators that focus on equity-deserving groups that are currently underrepresented in BPL's active user base. These highlight key areas where staff are emphasizing increased outreach to folks who may experience barriers to using the library. Key Value Measures do not include specific EDI indicators, but accessibility and inclusion are reflected in policies and guiding documents that provide direction for each service stream.

## Risk Management

As the 2026-2027 Strategic Plan progresses, staff will continue to drive the key performance indicators they are overseeing, however some indicators may be affected by circumstances outside the library's control such as critical infrastructure work.

## Related Policy

The Board Bylaw applies to this report and its alignment with strategic-level oversight.

**Report Author(s):** Respectfully submitted by Elise Copps, Director,  
Communications & Engagement

## 6. Information Items: 6.4 Quarterly Reports – Board Governance Calendar and Workplan Q1 2026

### Purpose

To provide the Library Board with the quarterly information update on the status of Governance Calendar and Workplan as of Q1 2026.

### Background

First cycle report for the Board Governance Calendar and Workplan for 2026.

### Discussion

Annually, the Library Board identifies and tracks major governance responsibilities and key annual objectives. The Library Board governance calendar and work plan is updated quarterly to enable the Library Board to track progress throughout the year. The Board has completed the majority of the Q1 deliverables with those outstanding in progress and/or to be completed at the April meeting.

### Financial Considerations

An ongoing monitoring is part of effective financial stewardship. The work outlined in the 2026 Board Governance and Workplan is funded through the library's 2026 operating budget.

### Strategic Implications

This report seeks 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 reports enable BPL to proactively track progress in promoting equity, diversity, and inclusion across the services provided to the communities we serve.

## Sustainability Considerations

BPL's Sustainability Plan focuses on climate change mitigation, adaptation and climate equity considerations. The Governance calendar and Workplan 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

The [Board ByLaw](#).

Respectfully submitted by: Lita Barrie, Chief Executive Officer

**Library Board –2026 Governance Calendar & Workplan**

Task or Deliverable	Area of Focus	Target date	Status	Notes
<b>Q1</b>				
Board Self-Evaluation Report	Governance	January	Completed	
Annual Board Approval of the Health & Safety Policy	Governance	January	Completed	
Audit Meeting - Prepare for 2025 Audit	Audit/Risk Management	January	Completed	
Review Q4 2025 Metrics Reports	Governance	January	Completed	
Receive the Multi-Year Accessibility Plan Report	Governance	January	Completed	
Attend OLA SuperConference (optional)	Board Development	January	Completed	2 members of the Board attended the Board Bootcamp
Receive 2025 Requests for Reconsideration Report	Governance	February	Completed	
Board Development: Halton Information Providers	Board Development	February	Completed	
CEO Performance Review	Governance	Feb/Mar	In progress	To be completed at the June Board meeting
Digital Equity Report	Governance	March	Completed	
Review Policy Framework	Policy Review	March	In progress	
Review BPL Board Succession Plan	Governance	March	Completed	
Receive Equity, Diversity & Inclusion Report	Governance	March	In progress	To be approved at the April Board meeting
<b>Q2</b>				
Approve Q1 Financial Statements	Financial Oversight	April		
Review Q1 Metrics Reports	Governance	April		
Review & Approve 2025 Audited Statements	Audit/Risk Management	April or May		
Review Senior Management 2025 Expenses	Audit/Risk Management	April or May		
Review 2025 Risk Management Report & 2026 Plan	Audit/Risk Management	April or May		
Receive 2025 Economic Impact Statement & Annual Report	Governance	April or May		
Receive Advocacy Report	Governance	May		
Board Development: AI & Libraries	Board Development	June		
<b>Q3</b>				
Receive Q2 Financial Statements by email	Financial Oversight	August		
Approve Q2 Financial Statements	Financial Oversight	September		
Approve annual Library Closures Calendar for 2027	Governance	September		
Approve 2027 Capital Budget Submission	Financial Oversight	September		
Approve 2027 Operating Budget Submission	Financial Oversight	September		
Hold Open House Information Session for prospective Library Board Applicants	Governance	September		
Received 2026 Customer Satisfaction Survey Report	Strategic Planning	September		
Receive Q2 Metrics Reports	Governance	September		
Review Fees & Charges	Policy Review	September		
<b>Q4</b>				
Approve Q3 Financial Statements	Financial Oversight	October		
Receive Q3 Metrics Reports	Governance	October		
Hold Open House Information Sessions for prospective Library Board Applicants	Governance	October		
Receive Advocacy Report	Governance	October		
Receive the Multi-Year Accessibility Plan Report	Governance	October		
Receive Sustainability Plan Report	Governance	October		
Board Development: Burlington Arts & Culture Strategy	Board Development	October		
Receive Fund Development Report	Financial Oversight	November		
Approve Board Self Evaluation Survey Tool	Board Development	November		
Conduct Board Self Evaluation	Board Development	November		
Board Candidate Interviews	Governance	November/December		
Approve 2027 Board Governance Calendar & Workplan	Governance	November		

## 6. Information Items: 6.5 Quarterly Reports – Human Resources Q1 2026 Report

### Purpose

To provide the Library Board with the quarterly Human Resources information update report for Q1 2026.

### Background

First cycle for the Human Resources Report for 2026.

### Discussion

The summary page highlights the key insights related to Q1. The lower headcount for Q1 is due to the identified posting being filled largely internally. This has generated new vacancies which are in the process of being filled.

### Financial Considerations

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

### Strategic Implications

This report supports Strategic Priority 3: Nurture a workforce culture driven by our organizational values.

### Equity, Diversity & Inclusion Considerations

Guided by our strategic priorities, staff continually monitor progress in advancing equity, diversity, and inclusion as related to key human resources functions.

### Sustainability Considerations

BPL's Sustainability Plan focuses on climate change mitigation, adaptation and climate equity considerations.

## 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 and measure progress.

## Policy

- General Human Resources Policy
- Health & Safety Policy

Respectfully submitted by: Lita Barrie, Chief Executive Officer

# Staffing & Recruitment

Headcount	
Full Time	58
Part Time	77
<b>Total</b>	<b>135</b>

Organizational Voluntary Turnover Rate				
Q1	Q2	Q3	Q4	YTD
3.65%				<b>3.65%</b>

Recruitment – At a glance					
	Q1	Q2	Q3	Q4	YTD
Number of Positions Posted*	6				6
Number of Applicants	663				663
Number of Positions Hired – Externally	1				1
Number of Positions Hired – Internally	7				7
Number of Positions Not Filled	0				0
Fill Rate	100%				100%
90 Day Retention Rate	100%				100%
1 Year Retention Rate	100%				100%

# Staff Health and Wellness

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

# Onboarding Survey

Participation Rate
<b>100%</b>

Overall Onboarding Score
<b>97%</b>

## Summary Page

### **Recruitment**

\* There were 6 positions posted, but 8 candidates were hired. Some postings had multiple vacancies.

## 7. Decision Items: 7.1 Q1 2026 Financial Statements

### Recommendation

THAT the Library Board approve the 1st Quarter Operating, Capital, and Other Fund Financial Statements for the period ending March 31, 2026.

THAT the Library Board direct \$36,353 of bequest funds received in 2026 towards the renewal of customer furnishings at Central.

### Purpose

To seek the Board's approval of the Q1 Financial Statements and direction regarding use of additional bequest funds received.

### Discussion

Attached are copies of the Operating, Capital and Other Funds Financial Statements for the period ending March 31, 2026. Please see the comment section for each statement for details of variances.

The opening balances on the Capital and Other Funds statements include the interest earned on reserve funds in 2025 and are net of additional spending on COB-led projects (New Appleby & Central Infrastructure). This information was not yet available when the Board reviewed the December 31, 2025, statements.

In 2024, BPL received \$200,000 in unrestricted bequest funds from James Williams' estate. Of this amount, \$75,000 was allocated to the New Appleby FF&E budget, while \$125,000 went toward upgrades for children's spaces throughout all branches. Upon final settlement of the estate in 2026, BPL received an additional \$36,353. Staff recommend combining this funding with the previously approved \$88K (\$70K from the Davis bequest and \$18K from the Griffin bequest) to support the renewal of customer furnishings at Central.

### Strategic Implications

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

## Equity, Diversity, and Inclusion Considerations

By carefully managing its financial assets, BPL can effectively offer resources and services that benefit everyone in the community.

## Sustainability Considerations

Sustainability and climate action are core to BPL's vision of an engaged and sustainable community advanced by curiosity and discovery. BPL's Financial Statements capture initiatives that advance BPL's commitment to the three interconnected priorities: climate change mitigation, climate change adaptation, and climate equity.

## Risk Management

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

## Report Author(s)

Respectfully submitted by Nicole Tewkesbury, Director, Finance & Infrastructure

Burlington Public Library  
Operating Statement  
March 31, 2026

	2026				2025			
	Total Budget	March 31 YTD Actual	% of Total Budget	YE Projection	Total Budget	March 31 YTD Actual	% of Total Budget	YE Actual
<b>REVENUE</b>								
City of Burlington	12,734,042	3,423,134	26.9%	12,734,042	12,337,734	3,321,698	26.9%	12,337,734
Province of Ontario	229,403			229,403	229,403	-		229,403
Library Generated	277,540	55,137	19.9%	277,540	180,747	52,862	29.2%	250,742
Grants & Donations				-				34,053
<b>Total Revenue</b>	<b>13,240,985</b>	<b>3,478,271</b>	<b>26.3%</b>	<b>13,240,985</b>	<b>12,747,884</b>	<b>3,374,560</b>	<b>26.5%</b>	<b>12,851,932</b>
<b>EXPENSES</b>								
Salaries	7,601,075	1,750,854	23.0%	7,601,075	7,511,016	1,708,047	22.7%	7,516,405
Employee Benefits	2,115,210	514,241	24.3%	2,115,210	2,067,553	479,380	23.2%	1,937,311
Staff Education	105,000	26,330	25.1%	105,000	105,000	25,130	23.9%	86,023
<b>Total Employee Costs</b>	<b>9,821,285</b>	<b>2,291,425</b>	<b>23.3%</b>	<b>9,821,285</b>	<b>9,683,569</b>	<b>2,212,557</b>	<b>22.8%</b>	<b>9,539,739</b>
Materials	1,175,000	402,393	34.2%	1,175,000	1,175,000	405,691	34.5%	1,176,685
Operating Costs	402,920	77,351	19.2%	402,920	346,190	75,703	21.9%	334,922
Building Costs	1,275,955	261,354	20.5%	1,275,955	1,020,160	229,092	22.5%	1,128,954
Automated Systems	557,325	338,402	60.7%	557,325	522,965	318,771	61.0%	521,240
Transfer to Reserve	8,500	6,480	76.2%	8,500			-	53,277
<b>Total Expenditures</b>	<b>13,240,985</b>	<b>3,377,405</b>	<b>25.5%</b>	<b>13,240,985</b>	<b>12,747,884</b>	<b>3,241,814</b>	<b>25.4%</b>	<b>12,754,817</b>
Gross Revenue less Expenditures		<b>100,866</b>				<b>132,746</b>		<b>97,115</b>

Burlington Public Library  
Operating Statement Comments  
March 31, 2026

**REVENUES:**

**City of Burlington**

Funding from the City of Burlington is budgeted at 3.21% higher than 2025 based on the operating grant awarded to the Library for 2025.

**Provincial Grant**

The annual provincial grant is typically received in Q4.

**Library Generated**

Library-generated revenue represents 1.7% of the overall budgeted revenue for BPL (excluding \$50K reserve fund transfer included in \$277.5K.) The YOY increase as of Q1 is related to Printing (\$2K), Room Rentals (\$1.5K), MakerSpace (\$3.3K), offset by reduced interest earnings (\$4.6K).

**Grants & Donations**

Grants and donations are not budgeted for. Throughout the year the breakdown of donations to the various funds can be seen in the 'Other Fund Statement' which is part of the Board package. At the end of the year with Board approval, donations are typically set aside as restricted funds in the Operating Reserve Fund until such time that the Board approves use.

**EXPENSES:**

**Salaries & Benefits**

Employment costs for 2026 are expected to be fully spent in 2026. 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.

Burlington Public Library  
Operating Statement Comments  
March 31, 2026

**Staff Training & Educational Assistance**

The annual training budget is expected to be fully spent in 2026. YTD spending has been focused on the OLA Conference, First Aid training, Critical Thinking Workshop, Staff Development Day and Citation Canada.

**Library Materials**

The Collections budget is expected to be fully spent in 2026. As is typical, YTD spending is tracking ahead of budget due to the front-loading of annual subscription fees for the year and spending is in line with 2025 spending for Q1.

**Operating Costs**

Operating costs are in line with 2025 spending YTD and expected to be spent fully in the year. The Operating Cost budget for 2026 was increased by \$50K for consulting study related to west and northeast expansion opportunities.

**Building Costs**

Building costs are higher than 2025 YTD by approximately \$32K primarily associated with an increase in cleaning contracts (\$10.9K), higher rent for New Appleby and Aldershot (\$34.9K), offset by lower project costs (\$11.6K). In 2025 Q1, there were project costs associated with the large flood at Aldershot that were later recovered.

The large increase YOY in the Building Costs budget is tied to increased rent at New Appleby and Aldershot as well as the introduction of vendor cleaning at Central branch (offset by changes to staffing model).

Burlington Public Library  
Operating Statement Comments  
March 31, 2026

**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.

**Transfer to Reserve**

The amount captured in the budget and YTD actual is related to the net MakerSpace revenue. This amount, with Board approval, is transferred to reserve at the end of the year to support future renewal of maker equipment. The actual results for 2025 also include the transfer of donation funds to reserve for future use.

**RETAINED SAVINGS:**

The variances described above result in a YTD surplus of \$100.9K however projections at this time do not indicate a surplus will be achieved.

**Burlington Public Library  
Capital Reporting  
March 31, 2026**

Description	2026 Opening Balance	2026 Funding	2026 Spending	LTD Remaining Funding	Year of O/S Funding
Capital Reserve Fund*	720,883	- 257,640	- 257,640	463,243	n/a
Technology Renewal	242,382	340,100	116,840	465,642	2025: \$197.2K 2026: \$268.4K
Collections Expansion	60,500	61,100	-	121,600	2025: \$60.5k 2026: \$60.1k
Facility Renewal	400,652	201,470	83,725	518,397	2024: \$220.8K 2025: \$155.7K 2026: \$141.9k
Central Infrastructure	2,433,145	2,572,670	-	5,005,815	2024: \$2,148.1K 2025: \$285K 2026: \$2,572.7K
New Appleby Project Construction	262,788	-	-	262,788	2023
New Appleby Project FF&E	156,323	-	25,577	130,746	2025
	<b>3,555,791</b>	<b>3,175,340</b>	<b>226,142</b>	<b>6,504,989</b>	
		<b>TOTAL CAPITAL FUNDING</b>		<b>6,968,232</b>	

Funding Sources	
COB (IRRF, CFC)	531,600
COB one-time funding	2,200,000
COB (Development Charges)	61,100
BPL Reserve Fund	257,640
<b>Total per Budget</b>	<b>3,050,340</b>
*Bequest funds through Reserve	125,000
<b>Adjusted funding balance</b>	<b>3,175,340</b>

Capital Reserve Fund - Restrictions	
Balance	463,243
Central Infrastructure Project	- 234,281
Bequest Funds	- 100,000
MakeSpace renewal funds	- 31,093
<b>Unrestricted Balance</b>	<b>97,869</b>

Board Approved use of Bequest Funds	
Public furniture at Central	70,000
History Walk (replaces bell)	30,000
<b>Total per Budget</b>	<b>100,000</b>

\*For Children's technology & furniture

**Burlington Public Library  
Capital Reporting Comments  
March 31, 2026**

Capital Project	Description	Comments
Reserve Fund	Funds reserved for future capital use.	The reserve fund balance includes Board-restricted funds of \$234.3K for the Central Infrastructure project (2024 surplus & interest + 2025 surplus & interest), MakerSpace equipment renewal funding of \$31.1K and \$100K from bequests set aside for various projects as listed at the bottom of the Capital statement. A change to the use of these funds would require Board approval. The remaining \$97.9K is available for funding projects in 2027 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.	So far in 2026, spending has been focussed on desktops (\$19.2K), RFID technology (\$16.7K), Servers (\$48.1K), Children's spaces technology (\$27.7K) and door control for reservable spaces at Central (\$5.1K)
Facility Repair & Renewal	Lifecycle replacement of building systems including HVAC, roofing, windows, security systems, washrooms, LED retrofit etc., and funding for staff/public furniture	Spending to date is for Children's Areas Refresh project (\$59.6K) and an Intelligent Check-in Shelf (\$24.1K). This funding includes \$291K for the infrastructure renewal at Brant Hills which is scheduled to begin in May.
Central Infrastructure Project	Lifecycle replacement of building systems including HVAC, roofing, and skylights	The project implementation is being completed by COB. The expectation is that Phase 1 will be completed in summer/fall 2026. The procurement process is at the evaluation stage with the goal of awarding the contract in May. Once the contract is in place, a detailed construction timeline will be developed.
New Appleby Project	Movement of New Appleby Branch to Bateman site	<p>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. Outstanding funding is related to holdbacks for construction deficiencies as is standard practice.</p> <p>The FF&amp;E portion of this funding that is remaining is expected to be spent out in 2026 on refining staff workspaces, additional furniture and some design work in the children's area. Spending to date is for additional furniture for New Appleby (\$25.6K). The funding for this category includes \$75K of bequest funds approved for technology in the new branch.</p>

**Burlington Public Library  
Other Fund Reporting  
March 31, 2026**

Description	2026 Opening Balance	2026 Funding	2026 Spending	Fund Balance
Unrestricted Operating Reserve Funds	\$ 294,338	\$ (50,000)	\$ -	\$ 244,338
Kids Learning Fund	\$ 34,915	\$ 2,275	\$ -	\$ 37,190
Think Big for Burlington Fund	\$ 12,152	\$ -	\$ -	\$ 12,152
Preserve Our History Fund	\$ 6,903	\$ -	\$ -	\$ 6,903
<b>TOTAL OPERATING RESERVE FUND</b>	<b>\$ 348,308</b>	<b>\$ (47,725)</b>	<b>\$ -</b>	<b>\$ 300,583</b>
BPL ENDOWMENT EARNINGS	\$ 7,146	\$ -	\$ -	\$ 7,146
SCHICK ENDOWMENT EARNINGS	\$ -	\$ -	\$ -	\$ -
McEWEN ENDOWMENT EARNINGS	\$ 52,793	\$ -	\$ 2,201	\$ 50,592
BROADBENT ENDOWMENT EARNINGS	\$ 13,510	\$ -	\$ 5,241	\$ 8,269
CLAY ENDOWMENT EARNINGS	\$ 23,299	\$ -	\$ -	\$ 23,299
ISBISTER ESTATE FUND EARNINGS	\$ 29,501	\$ -	\$ 118	\$ 29,383
E&R BIRD FUND	\$ 2,178	\$ -	\$ -	\$ 2,178
COLLECTIONS DONATIONS	\$ 2,542	\$ 317	\$ 1,099	\$ 1,760
GENERAL DONATIONS	\$ -	\$ 1,289	\$ -	\$ 1,289
<b>TOTAL OTHER FUNDS</b>	<b>\$ 479,277</b>	<b>\$ (46,119)</b>	<b>\$ 8,659</b>	<b>\$ 424,499</b>

**Burlington Public Library  
Capital Reporting Comments  
March 31, 2026**

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 2026 budget includes the use of \$50,000 for a consultant study researching possible expansion in the west and northeast sections of the city.
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.
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.	The Board approved the use of up to \$3,000 from the Kid's Learning Fund to supplement Summer Reading Club spending, \$5,000 to enhance children's collections, and \$5,000 to support the refresh of children's spaces.
BPL Permanent Endowment Fund	Established in 2008 to provide an ongoing source of revenue to support and enhance library services.	This funding will be used in 2026 to support new audio visual systems in Centennial Hall and the third floor event space.
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 is used to assist with the cost of sending Librarians through the Public Library Leadership (PLL) program. For the 2025-2027 cohort, one BPL Librarian will be participating and a portion of the tuition fees will be covered with this funding.
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 may be used annually to support the collections budget as well as the purchase of other resources in line with the purpose of the fund. In 2026, approximately \$50,000 will be used to implement new audio visual systems in Centennial Hall and third floor. The system will provide assistive hearing technology and include screens to improve the visual experience during programs.
Mae Beatrice Broadbent Endowment Fund	Established in 2015 to be used for the purchase of Library accessible format collections.	A portion of this funding may be 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 may be 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 may be 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, and in 2025 the funding was transferred to the Think Big for Burlington Fund with Board approval.

# 7. Decision Items: 7.2 EDI Framework Report

## Table of Contents

- Recommendation ..... 1
- Purpose ..... 1
- Background ..... 2
- Discussion..... 2
- Strategic Implications ..... 2
- Equity, Diversity & Inclusion Considerations ..... 3
- Risk Management..... 3
- Related Policy & Documents ..... 3
- Purpose ..... 4
- Objectives..... 5
- Structured Equity Practices ..... 8
- Applications ..... 11
- Roles & Responsibilities..... 13
- Definitions ..... 15

## Recommendation

That the BPL Board approve the EDI Framework.

## Purpose

This report presents the EDI Framework, which the Board received for discussion in March. The attached version has been updated with minor changes. The EDI Framework will enable staff to integrate EDI principles into all service planning and decision making on a continual basis.

## Background

The EDI Framework was shared staff and advisory groups for input, which has been embedded in this version. This included members of BPL's EDI Working Group that have transitioned to an integrated Employee Voices group, City of Burlington Inclusivity Advisory Committee, and City of Burlington Department of Recreation Supervisor of Inclusion and the BPL Board. The draft framework was very positively received. Suggested improvements to the framework have been made, making some text more direct and clear. A visualization of BPL's focus on human connection was added to anchor EDI work around this shared goal.

## Discussion

Under the EDI Framework, everyone at BPL will share clear expectations for what it looks like to put the value of inclusion into action. The framework outlines mechanisms for consultation.

The shift to an integrated approach for applying EDI principles to our work is supported by Imagine Canada's Equity as Practice from Audits to Actions research. The framework will formally embed EDI in all aspects of BPL's work, reinforcing that it is a continuous practice and is never complete. It would increase shared accountability, improve sightlines to EDI goals and priorities, and clarify expectations for engaging equity-deserving groups in consultation. To maintain the momentum established under BPL's AARP and EDI Plan, a sustainable approach is necessary. Embedding EDI through a framework that is applied to all system and department planning, and service will make this work more resilient.

## Strategic Implications

EDI applies to all priorities under the 2026-2027 Strategic Plan:

- Enhance community well-being, helping people feel connected, accepted, and empowered to achieve their goals.
- Inspire discovery with collections, services, and spaces that reflect our evolving community.
- Nurture a workforce culture driven by our organizational values.

Under the draft EDI Framework, EDI goals will be embedded into strategic planning and department initiatives. This establishes an expectation that future strategic plans, like this one, will include goals to improve equity and inclusion at BPL. Progress towards these goals will continue to be monitored and reported under the strategic plan.

## Equity, Diversity & Inclusion Considerations

Equity, Diversity & Inclusion are fundamental values to BPL. Adopting an equity practice affirms that EDI is a collective accountability throughout the Library, rather than a responsibility placed disproportionately on staff with lived experiences of marginalization. We should consider EDI when creating and evaluating all our services so everyone can access and benefit from them. Part of that work is appropriately engaging with staff and community advisors in ways that minimize the burden and emotional labour that consulting can cause, while maximizing the improvements to our services. It continues to be vital to listen to diverse voices so that we can address systemic barriers to accessing the Library.

## Risk Management

In shifting towards an EDI Framework, BPL is encouraging continuous improvement and reflection. This supports incremental and lasting change, which limits the risk of failed improvements. The framework also limits the use of demographic data and consultation to circumstances when it can be used ethically and transparently to benefit the equity-deserving groups providing the data.

However, less focus on targets specific milestones can present its own risk: potential for complacency and less visibility for EDI initiatives. Staff will remain conscious of this risk by requiring consideration for EDI and accessibility in service development and planning and continuing to directly address EDI considerations in all Board-level reporting.

## Related Policy & Documents

Outreach Framework

EDI Policy

Performance Measurement Framework

EDI Framework (draft)

Equity as a Practice - From Audits to Actions (Imagine Canada)

**Report Author(s)**

Respectfully submitted by: Elise Copps, Director, Communications & Engagement, Meg DeForest, Manager, Outreach & Inclusion

# Equality, Diversity & Inclusion Framework

## Table of Contents

Purpose ..... 4  
Objectives..... 5  
Structured Equity Practices ..... 8  
Applications ..... 11  
Roles & Responsibilities..... 13  
Definitions ..... 15

## Purpose

The Equity, Diversity, and Inclusion (EDI) Framework represents Burlington Public library’s commitment to:

- Providing equitable employment opportunities and an inclusive work environment
- Offering library services and spaces everyone can access without judgement or discrimination
- Fostering understanding and connection among people with diverse backgrounds and perspectives

The principles in the EDI Framework apply to all our policies, procedures, consultation, business operations, and services.

## Background

This framework builds on work the library has been doing for many years, including BPL’s Anti-Racism Action Plan and EDI Plan. This framework defines how we integrate that work across all services and operations.

## Guiding Principles

Values give us a direction to aim for and our principles are the rules and practical steps that we take towards those values. These BPL values are expressed in how we embody equity, diversity, and inclusion in our work:

**Accountability:** we create a culture of trust, responsibility, and authenticity. We follow through on our commitments to EDI and communicate our plans and progress transparently. We acknowledge harms and take responsibility for our missteps.

**Collaboration:** everyone at BPL contributes to equity and inclusion. We work together, include voices of lived experience at the table, and consider the intersectional nature of identity.

**Inclusion:** people from all backgrounds and experiences feel reflected and respected at BPL. We connect with community groups that represent diverse identities and prioritize relationship building. We treat everyone with dignity.

**Intellectual Freedom:** we provide a wide range of resources and experiences and invite people to explore unfamiliar topics and concepts. We respect everyone's right to choose what they do and don't participate in.

**Learning:** we listen to people and learn from their experiences. We are continuously improving—there is no finish line for this work.

## Objectives

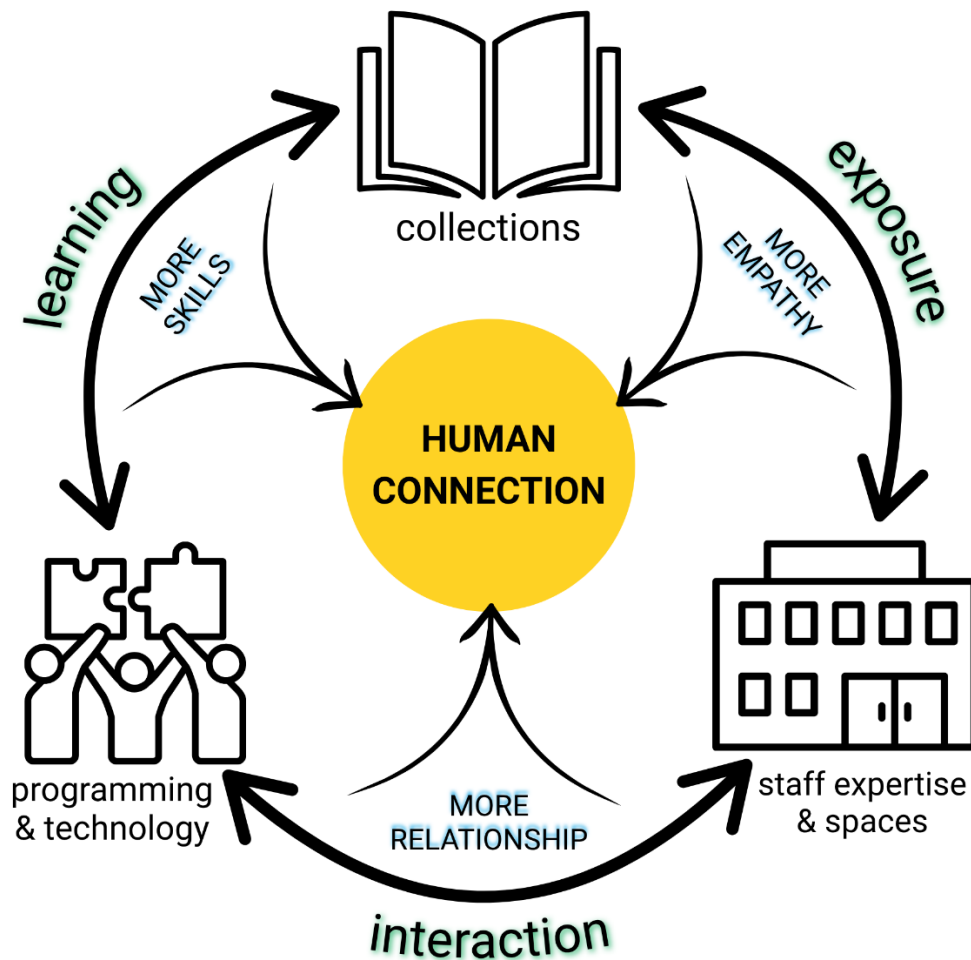
Under this framework, we aim to:

- Embed EDI as everyone's responsibility—integrate our principles into everything from daily practices to major strategic projects
- Reinforce continuous improvement and learning
- Advance EDI in each of our service streams and in BPL's business operations

## Service Development and Delivery

Service standards for new and existing services will reflect the EDI Framework. All library services must consider EDI principles in their creation, implementation, and evaluation.

Libraries create human connection, which is vital to civic engagement and equity. When people explore materials in the library's collection, they can discover new perspectives and build empathy. When people spend time in library buildings, they can share space and interact with folks from different backgrounds and form relationships. When people participate in programs and workshops, they learn skills that help them contribute to a thriving community for everyone. When applying EDI principles, we focus on the power of human connection.



*Library services provide different ways for people to learn, interact, and discover. These opportunities all contribute to human connection.*

Managers use Structured Equity Practices to reflect and act on these questions when creating and updating services.:

- Does this service reflect the EDI principles? Make sure staff know how to put these principles into practice in this service.
- Can we determine if this service is effectively reaching a diverse range of people who may need or want it? How?
  - Is improvement needed? What does better look like, and how can we get there?
- Does this service consider the diverse range of identities in our community?
  - How can we achieve that?
- Who has provided input on this service? Were people affected by or reflected in this service (community members, collaborators, staff) considered or consulted?
- Do we need learning or training to help people provide this service effectively to Equity-Deserving Groups?

### **Library Collections & Resources**

- Collections are inclusive, accessible, and diverse and offer a wide array of authors, content, and formats;
- anchored in intellectual freedom—BPL’s collection invites customers to expand their perspective while respecting their right to choose what they do and don’t access.

### **Digital Services & Technology**

- Digital offerings remove barriers to access, especially for underserved and underrepresented groups;
- provide a variety of technology offerings that reflect the needs and interests of all groups within our community.

### **Programming**

- Programming varies in theme, time/date, and format to reach and appeal to a variety of audiences;
- follows universal design principles to ensure people with different abilities can participate in a way that meets their needs.

### **Spaces**

- Spaces offer a welcoming environment for people from all walks of life and provide opportunity for connection and belonging;

- meet or exceed AODA standards with a focus on universal design.

### **Staff Expertise**

- Customer service uses a human-centered approach that respects the dignity of all people.

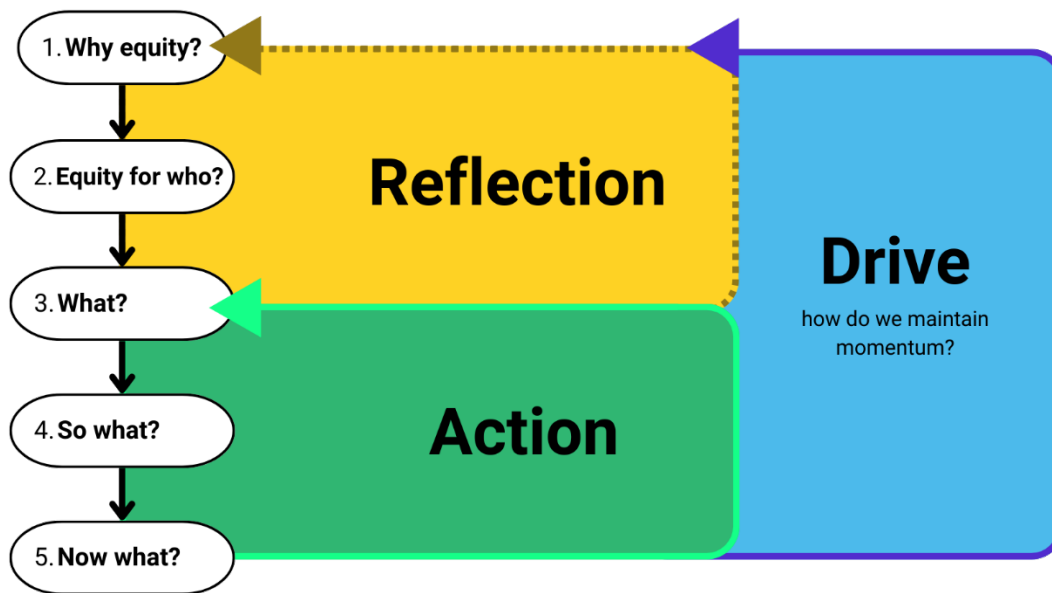
### **Business Operations**

- Staff are treated fairly, and everyone's unique identity is respected and accepted;
- management has the skills to guide honest and ethical conversations around EDI principles
- staff continue to have training and discussions about EDI concepts and practices. Conversations about these topics are rooted in respect and free from fear or judgement.

## **Structured Equity Practices**

BPL uses an equity practice to drive EDI work. It is a continuous cycle of reflection and action that helps us integrate equity into the actions and plans of all our services at the library. We find small and long-term actions that address issues of equity and build relationships with equity deserving groups as we make progress. We strive for equity because we want to serve and welcome our entire community.

Throughout this practice it is important to communicate transparently, and build reciprocal relationships with community partners, equity-deserving groups and colleagues. This is a long-term effort. Equity practice focuses on inner drive of the organization. We return to our 'why' in times of resistance or fatigue.



*Structured Equity Practices follow a continuous cycle of action and reflection. The ‘why’ drives the cycle and helps maintain momentum.*

## 1. Why Equity?

The question, “why equity” is core to the equity practice. The answer to this question at a system-wide level is:

- The library should serve the entire community, therefore
  - We must understand who we are not serving and why
    - To achieve equity, we must address gaps or barriers preventing some groups from using library services

## 2. Equity for Who?

When we look at reasons why equity is important to us, we can see who we need to build equity with: equity-deserving groups that are underrepresented among library users. Based on BPL cardholder and survey data and community demographics, Indigenous Peoples, Newcomers, Individuals with Disabilities, 2SLBTQI+ Individuals and Youth are who we need to centre in our equity practice.

## 3. What?

Next, we identify “what” we need to do to build equity with these groups by gathering information about their experiences. This process will differ depending on the group, the

service, and many other factors. We are aiming to identify experiences and barriers impacting these equity-deserving groups. The approach must suit the circumstances and may include internal review, consultation, research, peer discussion, and other tactics. Consultation must be done with respect and caution to avoid causing further harm.

## 4. So What?

Make sense of the information about these experiences and explore themes and patterns. If something is missing or confusing, go back and get more information. Consider actions to address the themes you've discovered. There may be competing needs for library resources, including between different equity-deserving groups. Reflect on how the actions you're considering could affect other groups as well. If an action could cause unintended harm to another group, reflect on alternatives that address competing needs or even benefit both groups. Reflect on the information you have (this may include returning to a group to consider options or validate your insights) and decide which actions(s) to do.

## 5. Now What?

Prioritize your actions in order and create a flexible strategy to implement them. Then act, observe, and reflect. Were we successful in putting the decisions into action? Did the actions or changes have the effect we were aiming for? If we haven't made progress, we consider why: did we do enough consultation? Do we need to try a different action? Do we need to continue building trust and relationships?

Equity practice looks at changes in terms of proving a hypothesis: we identify a change we want to make, gather information and try to predict what will address the issue. We test our hypothesis by acting and then reflecting on whether it actually addressed the issue. If it didn't, we have learned something and can we try again to address the issue with a new action.

This cycle reinforces that equity is not linear. When we expect a complete result after our action, we can lose momentum and motivation to continue our practice. Viewing it as a cycle of continuous reflection and action helps us to focus on learning and remain committed to equity as an integral part of our work. This overview of equity practice draws from [Equity as a Practice – From Audits to Actions](#), a guide by Imagine Canada.

# Applications

The principles in this framework are applied in all of BPL's service streams and in our business operations.

## Strategic Direction and Measurement

- [BPL Vision & Mission](#) align with our commitment to EDI.
- EDI goals will continue to be achieved through specific and measurable targets set in our Strategic Plans.
- We gather demographic data only when it will help us to improve services or experiences for equity-deserving groups. It must always be:
  - Optional to provide this information
  - Clear why and how we will use the information
  - Respectful of privacy and intersectional identity.
- We use existing data and research as well as consultation to reflect the needs of our community in our planning and decision making.
  - Demographic data is validated to ensure it is relevant and accurate in the context in which it is being used.

## Consultation and Input

- The library seeks diverse perspectives and feedback from customers, community members, collaborators, and staff, without creating burden or additional labour for equity-deserving groups.
  - We consult when we can meaningfully make changes based on feedback.
  - We use already available information when possible.
  - We trust and respect the lived experience of those providing input.
- Annual Customer Satisfaction Survey responses are reviewed for trends and comments related to EDI.
- BPL is an active participant in the City of Burlington Inclusivity Advocacy Committee, City of Burlington Accessibility Advisory Committee, City of Burlington Seniors Advisory Committee.
  - COB advisory groups are consulted on:
    - Strategic planning
    - Policies related to EDI and accessibility
    - Development of new core services and facilities
- Library staff do outreach to underserved equity-deserving groups regularly.

- Our internal employee advisory group has diverse representation of BPL staff to ensure a variety of lived experiences are shared to Senior Leadership as a part of decision making.

## Indigenous Communities

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.

- When engaging with Indigenous community members, BPL will respect their cultural practices, customs, and approaches
- BPL recognises the distinctiveness of each Indigenous person and group and affirms that everyone is worthy of acknowledgment.
- In support of the Truth and Reconciliation Commission of Canada Final Report's 94 Calls to Action, BPL commits to providing opportunities for learning and connection that highlight Indigenous experiences and stories

## Inclusive Workplace Culture

- EDI principles are embedded in our Human Resources, from our recruitment and hiring processes to attract a diverse workforce and through our internal practices to then retain them. BPL is committed to a respectful and safe workplace for all staff.
- Staff consider EDI and intersectional identities when reflecting on customer experiences. In doing so, we uphold human rights and our commitment to equitable, respectful service free from discrimination and harassment. EDI concerns from staff and customers are taken seriously and considered an opportunity to learn and improve processes through our Structured EDI Practice.
- The library continues to value EDI learning through training for all staff. EDI training is a standard part of new employee onboarding and additional training

and learning opportunities are offered to staff regularly.

## Recognizing Significant Dates

- Each year the library recognizes a diverse range of significant dates, including literacy initiatives, awareness dates, and cultural occasions.
- The library uses these dates to connect our community with specific collections and programs through displays, book lists, and communication to library staff and customers.
- Dates are selected annually to represent a variety of equity-deserving groups, identities, and topics. This process considers current events, community input, and our values of inclusion and intellectual freedom.

## Roles & Responsibilities

Fostering equity is an integral part of everyone's role at BPL.

### **Library Staff**

- Participate in continuous EDI learning and engagement
- Support a safe working environment for all staff
- Apply procedures and services with an equity mindset
- Develop new services, policies, and procedures with EDI principles in mind
- Consider and discuss EDI when addressing challenges and opportunities
- Regularly assess implicit biases

### **Employee Voices**

- Contribute perspectives to Senior Leadership on items that impact themselves and other staff

### **Manager, Outreach & Inclusion**

- Support and provide resources for staff to address EDI and Accessibility questions or issues
- Act as BPL liaison for consultation with City of Burlington Advisory Committees
- Oversee and report on Outreach to equity-deserving groups

### **Manager, Human Resources**

- Oversee all Human Resources processes to attract and retain a diverse workforce. BPL is committed to a respectful and safe workplace for all staff.

- Responsible for dealing with reported harassment and/or discrimination in the workplace

### **Manager, Marketing & Communication**

- Oversee standards for representation, accessibility, and inclusion in public and internal communication

### **Senior Leadership**

- Ensure EDI principles are considered in service development, Strategic Plans, and all future planning for the library.
- Respond to emergent issues around diversity and inclusion that impact library staff and customers.

## **Oversight, Reporting, & Support**

The Manager, Outreach & Inclusion reviews new or updated policies and procedures to ensure EDI principles are appropriately reflected. The Manager, Outreach & Inclusion and Manager, Human Resources are available to provide support or address questions about EDI in training, new services, workplace interactions, or customer concerns.

Specific actions and progress on EDI goals are reported to the Library Board as a part of the Strategic Plan, key performance measurement, and Customer Satisfaction Survey outcomes.

Approved by:

Date:

Amended Dates:

Associated Documents:

Related Policies:

Other:

- [Equity as a Practice - From Audits to Actions \(Imagine Canada\)](#)

# Definitions<sup>1</sup>

## **2SLGBTQIA+**

Two-Spirit, lesbian, gay, bisexual, transgender, queer, intersex and others. The symbol "+" in the abbreviation 2SLGBTQI+ represents people who use other terms to refer to their gender identity or sexual orientation.

## **Ally**

A person who actively seeks to learn about the challenges of a person or group of people experiencing discrimination and who works in solidarity with them to fight against oppression.

## **Allyship**

A process in which a person becomes involved in efforts to end the discrimination and oppression experienced by a group of people to which the person does not belong.

## **Diversity**

The variety of identities found within an organization, group or society.

## **Equality**

The principle of treating everyone in the same manner by ensuring they have access to the same resources and opportunities.

## **Equity**

The principle of considering people's unique experiences and differing situations, and ensuring they have access to the resources and opportunities that are necessary for them to attain just outcomes.

## **Equity-Deserving Group**

A group of people who, because of systemic discrimination, face barriers that prevent them from having the same access to the resources and opportunities that are available to other members of society, and that are necessary for them to attain just outcomes.

## **Inclusion**

The practice of using proactive measures to create an environment where people feel welcomed, respected and valued, and to foster a sense of belonging and engagement.

<sup>1</sup> [Guide on Equity, Diversity and Inclusion Terminology](#) All definitions come from the Government of Canada guide on Equity, Diversity and Inclusion Terminology.

**Oppression**

The act of subjecting a person or group of people to undue authority in an unjust or cruel manner.

**Systemic/Institutional Discrimination**

Discrimination created and maintained by the seemingly neutral practices, policies, procedures and cultures of organizations and government structures.

# 7. Decision Items: 7.3 Temporary Branch Closures – Infrastructure Renewal

## Table of Contents

Recommendation .....	1
Purpose .....	1
Background .....	1
Discussion.....	2
Strategic Implications .....	4
Equity, Diversity, and Inclusion Considerations .....	4
Sustainability Considerations.....	4
Risk Management.....	4

## Recommendation

THAT the Library Board delegate authority to staff to determine and adjust closure dates as required to facilitate the 2026 major infrastructure renewal projects. The Board shall be appropriately informed of any such changes.

## Purpose

To describe general criteria for closures, and to specifically obtain authority to adjust closures in 2026 to accommodate construction projects as the timelines continue to develop.

## Background

In general, branches are closed for the following reasons in addition to the Board approved closures each year:

- When there is a health & safety risk for customers or staff, including weather events, loss of power or water access, or risks associated with construction or repairs.

- When closing expedites construction or repair work timelines and/or reduces costs.
- In instances where closure is outside BPL's control, such as construction delays or when specific deadlines are mandated by shared facility partners (e.g., construction in shared facilities with schools may need to be done when school is not in session).

There are significant infrastructure projects occurring at Central and Brant Hills in 2026 that will require branch closures. In addition to these projects which were anticipated, BPL has been informed by HDSB that the Kilbride Public School will be undergoing renovations in July and August that will also require closure. Here is an overview of the scope of work at each location:

1. Central – replacement of second floor roof, skylights and five HVAC units. It is anticipated that a period of closure will be required to allow for the HVAC replacement and installation of new skylights. Procurement for this project is at the vendor selection stage. After the vendor is onboarded, a detailed construction plan will be developed to assist with closure planning.
2. Brant Hills – replacement of roof, HVAC, and linear lighting system. The HVAC system is being replaced with electric heat pumps and solar panels are being added, requiring significant interior reinforcement to support the added weight. At this time, it is expected that a 30-day closure (sometime between May-June) will be required to allow the interior reinforcement work to be completed. Another approximately two-week closure at the end of August will be required for HVAC installation.
3. Kilbride – HDSB is planning a construction project, and the facility will not be available for July and August.

## Discussion

Staff will work closely with project managers as construction plans solidify over the next several weeks. Specific closure dates and lengths will be carefully considered to balance customer access with health & safety and time/cost savings. Weather and other external factors may impact the timing and duration of closures. Staff will keep the Board informed of specific closures through email communication from the CEO.

## Closure Procedures

BPL staff have developed thorough procedures for branch closures through experience during unplanned closures at Aldershot and the planned closure and move of New Appleby in 2025. The procedures consider collection availability, impact on programming, redeployment of staff and detailed communication plans for staff and customers.

### **Proposed timelines**

At this time, we anticipate that Kilbride branch will be closed for July and August, and that a 30-day closure is required at Brant Hills sometime between May and June followed by a 2-week closure in late August. We do not yet have estimated timing for closures at Central.

### **Collection Availability**

The integrated library system will be adjusted to accommodate holds pickup timelines and/or locations in advance of closures and to hide specific branch collections from the catalogue view for any periods that staff are not able to physically access them.

### **Programming Impacts**

Whenever feasible, library programs will be relocated to other branches, city facilities, or parks so that Central and Brant Hills customers can continue participating with BPL.

### **Staff Re-deployment**

During branch closures staff will continue to work their regular shifts at an alternate location. Redeployed staff will deliver relocated programs and assist customers that may travel to other locations during the closures. The redeployment of our teams will be helpful for added coverage at open branches during the summer vacation period.

### **Communication Plan**

The closure will be announced via the BPL website, social media platforms, in branch locations, as well as through phone messages and posted signs. Staff will also prepare a BPL news article to explain why the closures are necessary and to provide an overview of the specifics. During past closures, the library sent emails to branch customers and those that may be affected by holds pick-up changes.

## Strategic Implications

The completion of the projects at Central and Brant Hills support Priority 2, Inspire discovery with collections, services, and spaces that reflect our evolving community. Improved temperatures, noise reduction, and elimination of leaks should have a positive impact on customer satisfaction rating for library spaces in the Customer Satisfaction Survey.

## Equity, Diversity, and Inclusion Considerations

The closure of a library branch impacts customers within the catchment area who may not have the ability to travel to another branch. The library will do its best to notify customers ahead of the closure of alternate library locations and online library access. Ultimately, improvements to library facilities creates more welcoming spaces for everyone.

## Sustainability Considerations

Sustainability and climate action are core to BPL's vision of an engaged and sustainable community advanced by curiosity and discovery. These infrastructure upgrades—including new roofing, windows, and efficient HVAC systems—will improve energy efficiency. Temporary facility closures during construction will also streamline project completion and reduce materials that would be necessary to safely cordon off areas to allow continued use.

## Risk Management

Temporary facility closures during major construction reduce the risk of injury to staff or customers and can also reduce the amount of time and/or cost of the overall project. There is a risk that due to closures, the total amount of programs and borrowing numbers will decrease. The library plans to mitigate this through customer communication and relocation of programs.