

# BPL Library Board

## Agenda

Thursday, November 23, 2023

Frank Rose Room, 6:30 p.m.

*Burlington Public Library is located on the Treaty Lands and Territory of the Mississaugas of the Credit.*

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

1. Call to Order
2. Approval of the Agenda
3. Declarations of Interest
4. Presentation – Equity, Diversity, and Inclusion
  - 4.1 Equity, Diversity, Inclusion Report
5. Open Minutes of October 26, 2023
6. Decision Items
  - 6.1 2024 Executive Nominating Committee
  - 6.2 2023 Board Self Evaluation Tool
  - 6.3 Facilities Masterplan
  - 6.4 Fund Development Strategy Update Report
  - 6.5 Policy Review:
    - 6.5.1 Donations, Sponsorship & Fundraising Policy
    - 6.5.2 General Human Resources Policy
    - 6.5.3 Whistleblower Policy
7. Discussion Items
  - 7.1 Strategic Plan Mid Term Review

## 8. Information Items

8.1 CEO Report

8.2 Endowment Fund Statements

## 9. Closed Session

9.1. HR Matter

## 10. Approval of Motions from Closed Session

## 11. Other Business

11.1.

## 12. Next Meeting:

Thursday, January 25, 2024, 6:30 p.m., Frank Rose Room

## 4.1 Equity, Diversity, and Inclusion Progress Report

### Purpose

To share BPL's Equity, Diversity, and Inclusion (EDI) Plan with the Library Board as well as a summary of activities related to EDI that were completed in 2022-2023.

### Background

In June 2020, the Burlington Public Library Board issued a Statement on Racism. This began BPL's EDI journey and formed a call to action. In fall 2020, staff issued an RFP to seek an external partner to support BPL in this work. The project was awarded to Overlap Associates in partnership with Salem Debs. The 2-year project was implemented in phases and resulted in establishing a staff working group, hiring a manager of EDI, and developing the Anti-Racism Action Plan.

In January 2022, the board received BPL's Anti-Racism Action Plan (ARAP) and a summary of initiatives in support of BPL's Statement Against Racism. The ARAP defined areas of impact and became the launchpad for BPL's Equity, Diversity, and Inclusion Plan, which outlines a pathway to reach our ultimate goal – **to take action to eliminate systemic racism within BPL and promote equity and inclusion across BPL and with our customers**. The plan identifies areas where we want to see change and establishes how we will track our progress. We are pleased to be able to share BPL's EDI Plan with the Board (attached as an Appendix to the progress report).

### Discussion

BPL's EDI Working Group, chaired by the EDI Manager and made up of library staff and management, provided input and edits to finalize the EDI Plan. As BPL staff participated in this process, they also implemented their learnings into a number of initiatives in 2022-2023, ahead of the finalizing the EDI Plan. The summary of actions is presented in the Progress Report.

### Financial Considerations

Most of the work covered in the EDI plan is allotted within the Library's annual budget. When applicable, grant funding and donations will be explored.

## Strategic Implications

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

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

## Risk Management

BPL's EDI Plan will provide an important opportunity for the library to demonstrate our mission and values to the community.

## Policy

The EDI Plan and progress is closely connected with the Equity, Diversity and Inclusion Policy that was approved by the Library Board in June 2022.

## Report Authors

Respectfully submitted: Meg Uttangi Matsos, Director, Service Design & Innovation and David Quezada, Manager of Equity, Diversity, and Inclusion.

# Burlington Public Library: EDI Progress Report

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## 2023 Equity, Diversity, and Inclusion Progress Report

This report is Burlington Public Library’s update on the actions taken to promote and foster an equity, diversity, and inclusion (EDI) lens throughout our organization and in our community. Additionally, it serves as a tool to provide an account for the progress made and to outline future advancements in the implementation of the initiatives introduced in the EDI Plan.

In June 2020, the Burlington Public Library Board issued a Statement on Racism. This began BPL’s EDI journey and formed a call to action. In January 2022, the board received BPL’s Anti-Racism Action Plan (ARAP) and a summary of initiatives in support of BPL’s Statement Against Racism. The ARAP defined areas of impact and became the launchpad for BPL’s Equity, Diversity, and Inclusion Plan, which outlines a pathway to reach our ultimate goal – to take action to eliminate systemic racism within BPL and

promote equity and inclusion across BPL and with our customers. The plan identifies areas where we want to see change and establishes how we will track our progress.

BPL has developed a comprehensive, organizational-wide EDI initiative, with the following components:

- An Equity, Diversity, and Inclusion Policy, overseen and approved by the Library Board.
- An EDI Working Group (EDIWG), integrated by staff members from different departments/responsibilities with a monitoring, advisory and guiding role to the implementation of the EDI plan.
- An EDI Manager, with a coordination role, lead of the EDIWG, and member of the City of Burlington's Inclusivity Advisory Committee.
- And an EDI Plan, that is both a roadmap and a commitment to change.

All these efforts are aligned with BPL's mission to inspire imagination, collaboration, and compassion to support an informed and literate society. To achieve this mission, we must ensure everyone in our community has access to information, resources, and support—free from judgement and fear of discrimination.

## EDI Plan Elements

The Equity, Diversity, and Inclusion Plan plays a crucial role in our organization by connecting our strategic plan, organizational goals, and the call to action. The plan operates on these three key dimensions:

- An Anti-Racism Action Plan (ARAP): The scope of action. Our initial milestone, in which we reflected on our EDI journey and identified opportunities to strengthen our organization and community by defining the scope of our work. The ARAP contains four areas of impact which were used to structure the Theory of Change.
- A Theory of Change (ToC): The mapping process. This model is used by many organizations to map complex changes with a path to their final goals. In simple terms, a ToC describes how change will happen and how we will get to our ultimate goal using actions, indicators, and expected outcomes. The ToC uses short-term and medium-term components to scope change.
- A Performance Measurement Framework: The assessment tool, designed to monitor & evaluate progress and challenges.

The general purpose of BPL's EDI plan is to outline our institutional and individual pathway to foster EDI practices, procedures, and mindsets to create and strengthen meaningful relationships and spaces where everyone can thrive, feel respected, and be treated with dignity and empathy.

## 2023 Equity, Diversity, and Inclusion Completed Actions

### Organizational

- Active presence and contributing member of the Halton Equity and Diversity Roundtable (HEDR) regional initiative and City of Burlington Inclusivity Advisory Committee.
- Active partnerships with key organizations in the community in the following areas: Housing, Employment, Legal services, Family and Child support, Services Canada, and Newcomers.
- EDI Training: Anti-Racism Training completed in 2021 and Four Seasons of Reconciliation Indigenous Training completed in 2022.
- Equity, Diversity, and Inclusion Working Group formed by staff from different departments and committed to understanding and eliminating systemic barriers of the people we serve and work with.

### Marketing and Communications

- Inclusive language<sup>1</sup>: Updated our Marketing & Communications Guidelines to reflect our commitment to diversity in word choice, visuals, featured content on our website and social media channels. Reviewing policies for inclusive language (i.e., singular they replacing he/she)
- Developed and implemented a Significant Dates process and calendar to guide why and how we recognize significant dates at BPL, which includes a focus on highlighting equity-deserving groups and the diverse makeup of our community.

<sup>1</sup> To learn more about inclusive language visit, Inclusive writing – Guidelines and Resources, Government of Canada. Link to the resource: <https://www.noslangues-ourlanguages.gc.ca/en/writing-tips-plus/inclusive-writing-guidelines-resources.html>

- Support for customer complaints and requests for reconsideration of library materials that challenge diversity and sexuality, and multicultural identities.

## Customer Experience

- Inclusive language in documents, procedures, training, and situations (diverse names, language appropriate pronunciation, use of shared EDI lens communication).
- Increased information about cultural and social sensitivity approaches (e.g., individuals and their support workers, unhoused visitors, newcomers and refugees). How to recognize when someone is having difficulties with our systems/processes and how to provide appropriate assistance using inclusive language.
- Training: Focused on customer interactions using an EDI lens – Human First, Emotions Matter, Librarian’s Guide to Homelessness
- Awareness and promotion of specialized tools for language translation, such as ReachDeck on BPL’s website and C-pens or Sara CE machine for print resources.
- Developed a process for creating booklists and in-branch displays based on the Significant Dates Calendar.

## Collections

- EDI considerations in collection development through specific automatic release plans, expanded magazine selection, and responding to purchase suggestions from members of the community.
- EDI work in library cataloguing: decolonization of Subject Headings to be more culturally sensitive (specifically in relation to Indigenous peoples), improving access through continuous improvement of MARC record metadata, addition of a specific ESL reader collection in Polaris to increase discoverability and clarity.
- Completed a review of Storytime, STEAM and children’s book club materials to reflect more diverse content with the aim to better represent the culturally diverse stories and lived experiences within our community.
- Relocation of multilingual collections to branch locations based on language-specific borrowing data.



- Continue to add unique materials to the library's collections based on the diverse needs of the community. This includes sensory kits, decodable books, Bob books and little leveled readers kits, and updated cognitive care kits.
- Expanding digital resources with the addition of Road to IELTS, Mango Languages, and Overdrive partner library consortium.

## Programs

- Completed a review of the selection process for Storytime, STEAM and children's book club materials with the aim to better represent the culturally diverse stories and lived experiences within our community. All programming staff received training about inclusive children's programming.
- Inclusive language used in program documentation or discussion questions to foster a community environment within the program that creates space to share thoughts and learn from others.
- Accessible program registration process
- Programs and events are aligned with the Significant Dates Calendar.
- Training: EDI lens for program facilitation including land acknowledgement, best practices for inclusive programming, and accessibility accommodations for program participants.

## Human Resources

- Inclusive language: Optional pronoun selection in HRIS profile (visible to employee, their manager, and HR). Multiple options for gender identity in profile.
- Accessible recruitment practices including accommodations in the application, interview, and job testing. Internal job postings created using an accessible format template.
- All job postings include a statement about BPL's commitment to inclusion and diversity. Candidates have the option to self-identify if they are part of a designated group.
- Accommodations based on protected grounds: Detailed independent accommodation plans for more complex accommodations that have a broader scope to the employee's role and individuals they work with. Fulsome accommodation process for employees working with accommodations or returning to work.

## Additional EDI Activities

- Participation in the HEDR Annual Conference, Halton Growing Together Conference organized by the Halton Regional Police Service, the Emancipation Day event organized by the Halton Black History Awareness Society, and the launch of the Refuge Project documentary at BPAC.
- Participation in the student placement program with the Department of Human Rights and Equity Studies at York University. Attended the final student presentation showcase.
- The EDI Manager reestablished communication with the Newcomer Strategy initiative in the Halton region.

## 2024 Equity, Diversity, and Inclusion Next Steps

- Train staff in core EDI concepts and practices and the principles of intellectual freedom.
- Develop a system for collecting and analyzing demographic data.
- Engage with leaders and members of our community, as well as those from under-represented groups (URGs), to gain insight about EDI approaches and best practices that can be integrated into our services, programs, and events.
- Expand our partnerships with URGs and equity-deserving groups.
- Incorporate EDI elements into programs and events.
- Strengthen our presence in the Halton Newcomers Strategy Initiative.

## Conclusion

The information provided in this report and the EDI plan represents our commitment to a sustainable future free from racism and discrimination, celebrating diversity, and promoting inclusion. In concrete terms, this plan delineates all the actions that we are putting in place to eliminate systemic racism within BPL, promote equity, foster diversity, and encourage inclusion across BPL, with our customers, and in our community.

## Appendix

- Burlington Public Library's Equity, Diversity, and Inclusion Plan

# Burlington Public Library Equity, Diversity, and Inclusion Plan

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## CEO's Message

This Equity, Diversity, and Inclusion (EDI) Plan represents our commitment to a future free from racism and discrimination. Our mission at Burlington Public Library (BPL) is to inspire imagination, collaboration, and compassion to support an informed and literate society. In order to achieve this mission, we must ensure **everyone** in our community has access to information, resources, and support—free from judgement and fear of discrimination.

We began our work towards this goal in June 2020 and in 2022, launched our Anti-Racism Action Plan. This was the first step towards a much larger and more complex approach to EDI. The development of our EDI Plan marks the next phase of this journey. In it, we have identified areas where we want to see change, developed a pathway to reach our ultimate goal, and determined how we will track our progress.

This plan is both a roadmap and a commitment to change. As a community service, inclusion is one of our core values. It is our individual and organizational responsibility to foster EDI practices, procedures, and mindsets to create and strengthen meaningful relationships and spaces where everyone can thrive, feel respected, and be treated with dignity and empathy.

Thank you for adding your voice, energy, and compassion to our collective expedition towards a better future for Burlington.

## Definitions

The following is a list of definitions that are relevant to this EDI Plan. This list is based on the Glossary of IDEA terms: A reference tool for inclusion, diversity, equity, and accessibility terminology from the Canadian Centre for Diversity and Inclusion<sup>1</sup> and BPL's Equity, Diversity, and Inclusion Policy<sup>2</sup>.

### **2SLGBTQIA+ and other acronyms**

2SLGBTQIA+ is an acronym that stands for Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, and Asexual. A plus sign or asterisk added to any acronym indicates the inclusion of sexual orientations and gender identities not explicitly included in the acronym. There are many acronyms that may be preferred by different individuals.

### **Ally/allyship**

Rooted in the term "alliance," an ally is an individual in a position of privilege or power who makes consistent efforts to understand, uplift, empower, and support equity-deserving groups. An ally is not a member of the group but seeks to stand in solidarity with an equity-deserving group to end oppression, discrimination and/or prejudice.

### **Anti-oppression**

Strategies and actions that actively challenge existing intersectional inequities and injustices.

### **Brave space**

A term that emerged out of the critiques of safe spaces. A brave space encourages dialogue. It is conceptualized around recognizing differences and holding each person

<sup>1</sup> Canadian Centre for Diversity and Inclusion, Glossary of IDEA terms: A reference tool for inclusion, diversity, equity, and accessibility terminology. Version 2.0, May 2023. To learn more about key EDI terms visit: <https://ccdi.ca/media/4005/20230509-glossary-of-idea-terms-en.pdf>

<sup>2</sup> BPL's Equity, Diversity, and Inclusion Policy. June 2022. [https://www.bpl.on.ca/sites/default/files/\\_content\\_files/page/PDF/BPLPolicy-Equity-Diversity-Inclusion.pdf](https://www.bpl.on.ca/sites/default/files/_content_files/page/PDF/BPLPolicy-Equity-Diversity-Inclusion.pdf)

accountable to do the work of sharing experiences and coming to new understandings - a feat that is often hard, and typically uncomfortable.

**Cultural safety**

An outcome based on respectful engagement that creates a physically, socially, emotionally, and spiritually safe environment without challenge or denial of an individual's identity or needs.

**Dialogue**

Communicating with the goal of expressing different perspectives and coming to multiple understandings without necessarily agreeing.

**Diversity<sup>2</sup>**

Diversity is about the individual. It is about the variety of unique dimensions, qualities, and characteristics we all possess.

**Equality**

Where everyone is treated the same regardless of individual differences and needs.

**Equity<sup>2</sup>**

Equity is about the process. It is about how criteria are applied in policies and procedures in order to provide access to resources and opportunities based on the needs and dimensions of diversity of individuals.

**Equity-seeking groups**

Groups of people who have been historically disadvantaged and under-represented. These groups include but are not limited to the four designated groups in Canada – women, visible minorities, Aboriginal Peoples, and people with disabilities – and people in the 2SLGTBQIA+ community/people with diverse gender identities and sexual orientations. Equity-seeking groups identify barriers and unequal access, and actively seek social justice and reparation.

**Inclusion<sup>2</sup>**

Inclusion is about the collective. It is about creating a culture that strives for equity and embraces, respects, and values difference.

**Oppression**

The unfair treatment or control of marginalized groups to maintain status, privilege, or power.

**Psychological safety**

The feeling of being safe to express ideas, feelings, and questions or to make mistakes without repercussions.

**Safe space**

A “safe space” is a space where people feel psychologically safe to express honest impressions, thoughts, and attitudes without fear of ridicule. A safe space is one that doesn’t incite judgement based on identity or experience – where the expression of both can exist and be affirmed without fear of repercussion and without the pressure to educate. A safe space can be as small as between two people or can be expanded to include all members of a larger team, network, department, or organization. It can even be an expectation of the organizational culture overall.

**Systemic/institutional discrimination**

Systemic discrimination is institutionalized. Systemic discrimination is embedded and practiced in social institutions, such as: government, policies, religion, education, and organizations. Results in the exclusion and stereotyping of the targeted groups.

**Under-represented groups (URG)**

Groups that are not proportionally represented in positions of economic influence and leadership, including on corporate boards and in senior management. These groups include women, racialized persons, those who identify as 2SLGBTQIA+, First Nations, Inuit and Métis Peoples, and people with disabilities.

## Introduction

Our EDI Plan contains three main elements:

- Anti-Racism Action Plan (ARAP) – the scope of action
- Theory of Change (ToC) – the mapping process
- Performance Measurement Framework (PMF) – progress, challenges, and assessment

## Anti-Racism Action Plan

In 2020, we began reflecting on our EDI journey and identified opportunities to strengthen our organization and community. This resulted in our 2022 Anti-Racism Action Plan which was the launch point for our more thorough and nuanced EDI Plan.

The main goal of our EDI Plan is **to take action to eliminate systemic racism within BPL and promote equity and inclusion across BPL and with our customers**. This goal was established based on our ARAP learnings.

## Theory of Change

Theory of Change is both an abstract model and a tangible product. The ToC model is used by many organizations to map complex changes with a path to their final goals.

### What is Theory of Change?

A Theory of Change is a process that describes a series of assumptions and steps about how change will occur, and the process required to reach a long-term goal of interest. This method has five elements: areas of impact, outcomes, indicators, actions, and narrative.

We have used this model to create a map of actions that will help us achieve our desired organizational and social change. These actions are aligned with expected outcomes that will bring about changes in knowledge, awareness, skills, behaviours, and practices.

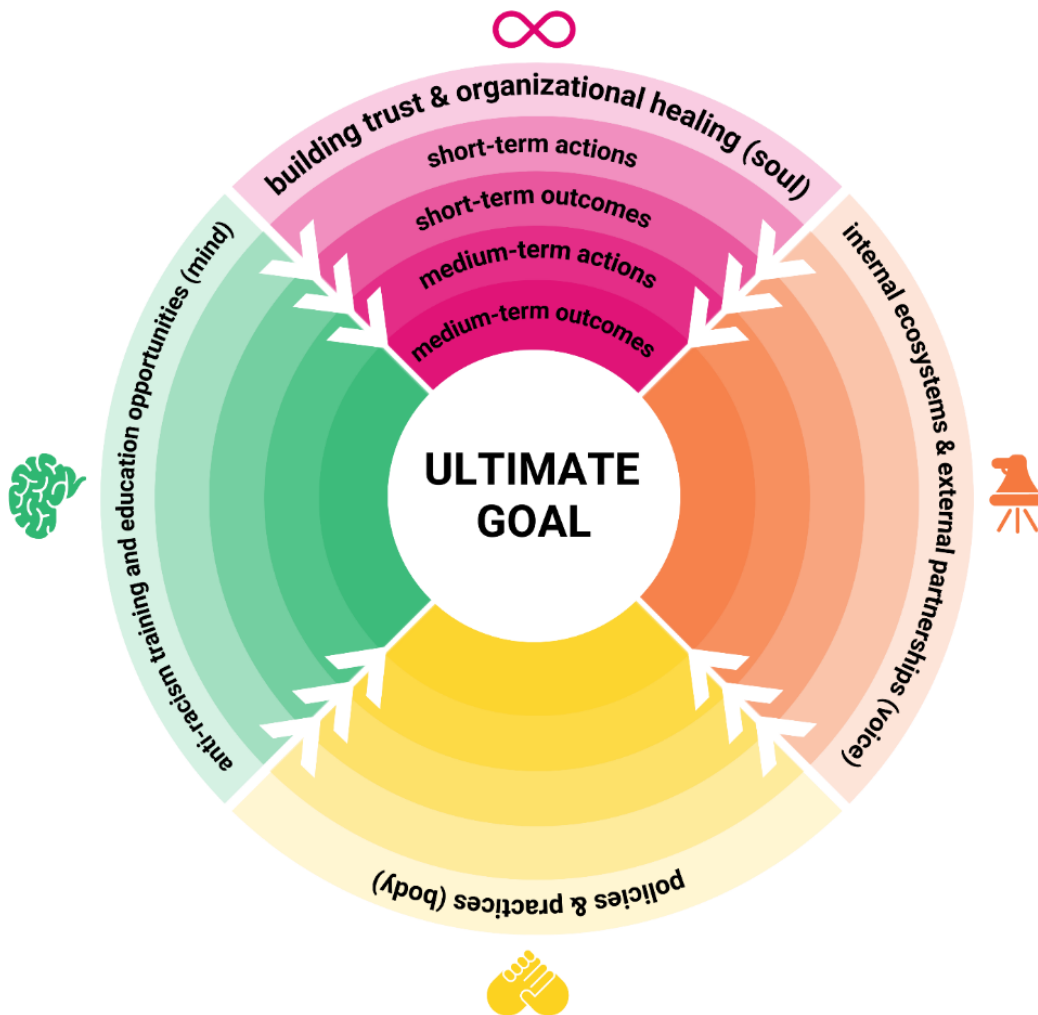


## Our EDI Plan Theory of Change

Our ToC will explain BPL’s intended path towards our goal: **to take action to eliminate systemic racism within BPL and promote equity and inclusion across BPL and with our customers.**

Our ToC will help BPL in two ways:

1. By connecting our strategic plan and organizational goals with the implementation of the ARAP, and
2. By creating a robust framework for a data driven approach that can be applied to evaluate, review progress, and prove the impact of the ARAP.



## Areas of Impact

Based on the findings and reflections of the ARAP, we have identified four areas of impact we want to focus on:

- Policies & Practices (Body)
- Internal Ecosystem & External Partnerships (Voice)
- Building Trust & Organizational Healing (Soul)
- Anti-Racism Training & Education Opportunities (Mind)

## Outcomes

Based on the findings and reflections of the ARAP, we have identified the following outcomes we plan to achieve:

### **Short-term outcomes (changes in skills, knowledge, awareness)**

- Staff are treated fairly, regardless of their race or ethnicity (body).
- Increase community awareness about programs/events related to anti-racism anti-oppression (ARAO)/EDI (voice).
- Staff and management understand psychosocial and social safety elements (soul).
- Management has the skills to guide honest and ethical dialogue/conversations around EDI principles (mind).

### **Medium-term outcomes (changes in behaviour, practices)**

- Management applies practices/policies to meet the needs of staff, including BIPOC members of the team (body).
- BPL's programs and collections reflect the diversity of the Burlington community (voice).
- BPL fosters an environment of trust in the workplace (soul).
- Staff and management demonstrate proficiency with ARAO/EDI practices and processes (mind).

## Indicators

Based on the findings and reflections of the ARAP and our desired outcomes, we have identified the following indicators to help us know if we are on the right track. These are not definitive or limiting. Indicators are areas we want to watch to make sure we are achieving the change we have set out to. The Performance Measurement Framework (PMF) tool described in the next section will help us to track evidence and data about our indicators.

### **Short-term Indicators:**

- BIPOC staff report that the library is a safe and supportive environment where they feel confident talking to peers regardless of their race or ethnicity (body).
- Customer attendance/engagement increased in ARAO/EDI programs (voice).
- Staff report library practices facilitate healthy interactions between peers and staff with customers (soul).
- Staff report management business practices are honest and ethical, inclusive of fundamental EDI principles (mind).

### **Medium-term Indicators:**

- BIPOC staff report meaningful participation in BPL's decision-making processes/spaces (body).
- BIPOC customers report that library programs and collections reflect their areas of interest (voice).
- Staff report that they work in a trusting environment (soul).
- Increase ARAP/EDI skills/proficiency among staff (mind).

## Actions

Each of our actions supports specific indicators. They answer the question: what actions need to take place to see an improvement in our indicators? What action items can be applied in our day-to-day work? Again, this is not a definitive list and leaves room for flexibility to achieve change. This list is based on suggested actions included in the ARAP.

### **Short-term actions:**

- Train staff in core Equity, Diversity, and Inclusion concepts and practices
- Host peer to peer chats periodically to build organizational trust aligned with significant dates calendar

- Expand diversity of applicant pool in recruitment process (Targeted approach and focus on lived experiences)
- Create organizational tool to highlight and share EDI efforts
- Incorporate EDI elements in programs (Different formats, sign language, different languages, etc.)
- Develop a plan for outreach efforts and identify specific underrepresented and equity-deserving groups and organizations in Burlington
- Work closely with groups and organizations to promote/facilitate programs, ensuring that they are accessible and welcoming to all members of the community
- EDI report (Divided by department: HR, Collections, Programs, CE, etc.)

#### **Medium-term actions:**

- Foster open communication throughout the organization
- Develop a system for collecting and analyzing demographic data
- Ensure targeted programming to underrepresented/equity-deserving groups in Burlington
- Work closely with underrepresented and equity-deserving groups and organizations to provide feedback on programs, to gain a better understanding of specific needs and how the library can best serve them

## Performance Measurement Framework

A PMF is a monitoring and evaluation tool. Using a detailed tool for evaluation and measurement improves accountability, resource use, decision-making, and efficiency, and helps us learn from our mistakes. This will allow us to measure progress, identify challenges, and evaluate the implementation of the EDI plan with enough flexibility to change our approach when we are not achieving desired outcomes. Our PMF will guide the collection, measurement, analysis, and reporting of data on our indicators.

## Narrative

The narrative connects all the elements of our Theory of Change, so we understand the why and how of what we are trying to achieve. It outlines where we have been and where we are going so, we can understand our progress on the path to change.

In June 2020, the Library Board approved the Together Against Racism statement, building BPL's commitment **to take action to eliminate systemic racism within BPL and**

**promote equity and inclusion across BPL and with our customers.** This came at a time of intense cultural shift as thousands of unmarked graves were uncovered at residential school sites, and Black Lives Matter protests reached a crescendo after George Floyd was killed by a police officer. These events intensified the harm caused by decades of systemic racism in communities across North America, including Burlington.

Following the development of this statement, BPL began an anti-racism training and anti-racism action planning process for all staff, management, and key community members, facilitated by Overlap Associates Inc. and Salem Debs. Through the training and action planning process, we reflected on how we can heal, acknowledge, and identify opportunities and actions to strengthen our programs and services, and move towards becoming an anti-racist organization and environment for our staff and customers.

We met this challenge with a detailed, human-centred, and relationship-building approach. It brings the voices of people facing complex challenges to the centre of creating new ways forward. We have mapped a pathway that will be implemented in waves of action. It will provide tools and support for our staff to create sustainable change and space for the community and partners to influence how we become an actively anti-racist and inclusive organization.

In the period since our ARAP was developed, anti-2SLGBTQIA+ hatred has escalated. Community spaces have seen anti-2SLGBTQIA+ groups who aim to eliminate representation of these communities in our spaces and services. This influx of homophobia and transphobia has been an important consideration in how we continue to evolve our EDI Plan.

We are not striving to achieve the goals of this plan single-mindedly. This is a living document and will evolve with our community's needs. Our EDI Plan is continually influenced by events, relationships, and cultural shifts within and outside BPL. We aspire to learn from these influences and continually improve how we support and serve our diverse community.<sup>i</sup>

<sup>i</sup> Prepared by: Equity, Diversity, and Inclusion Working Group and David Quezada,  
Manager of Equity, Diversity, and Inclusion

Revised by: Elise Copps, Manager of Marketing & Communication

# BPL Board Minutes | October 26, 2023

## Attendance

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

Staff: Lita Barrie, Nicole Tewkesbury, Kourtney Shelton, Cindy Tchorz

Regrets: Councillor Lisa Kearns

Guests: David Quezada

## Minutes

A meeting of the Board was held on Thursday, October 26, 2023, in the Frank Rose Room at Central Branch.

### 1. Call to Order

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

### 2. Approval of the Agenda

The agenda was approved as presented.

#### **Motion 23-57, Approval of the Agenda**

**MOVED by Lindsay Zalot, SECONDED by Akindayomi Odedeyi, that the agenda be approved as presented.**

**CARRIED.**

### 3. Declarations of Interest

None.

### 4. Open Minutes of September 28, 2023

**Motion 23-58, Open Minutes of September 28, 2023**

**MOVED by Jason Manayathu, SECONDED by Shayne Lemieux, that the Burlington Public Library Board approve the Open Minutes of September 28, 2023 as presented.**

**CARRIED.**

## 5. Presentation

### 5.1. Accessibility at BPL

David Quezada, Manager of Equity, Diversity, and Inclusion came to the Board meeting to provide a presentation.

## 6. Decision Items

### 6.1 3<sup>rd</sup> Quarter Financials

#### **Motion 23-59, 3<sup>rd</sup> Quarter Financials**

**MOVED by Akindayomi Odedeyi, SECONDED by Ashley Cameron, that the Burlington Public Library Board approve the 3rd Quarter Operating Financial Statement for the period ending September 30, 2023**

**That the Burlington Public Library Board approve the 3rd Quarter Capital Financial Statement for the period ending September 30, 2023.**

**CARRIED.**

### 6.2 Employee Code of Conduct

#### **Motion 23-60, Employee Code of Conduct**

**MOVED by Shayne Lemieux, SECONDED by Lindsay Zalot, that the Burlington Public Library Board approve the revised Employee Code of Conduct effective December 1, 2023, as presented.**

**CARRIED.**

### 6.3 Development & Review of Policy Report

#### **Motion 23-61, Development & Review of Policy Report**

**MOVED by Ashley Cameron, SECONDED by Akindayomi Odedeyi, that the Burlington Public Library Board approve the revised Development & Review of Policy policy effective December 1, 2023, as presented.**

**CARRIED.**

## 7. Discussion Items

### 7.1. CULC/CBUC Canadian Urban Institute Overdue Report

This report will be shared with City Council and local MP's and MPP.

## 8. Information Items

The following items were received by the Board

### 8.1. CEO Report

### 8.2. 2023 Customer Insights Report

### 8.3. 3<sup>rd</sup> Performance Measures Report

### 8.4. Advocacy Report

### 8.5. Multi-Year Accessibility Plan Report

## 9. Other Business

### 11.1.

The meeting is adjourned at 9:16 p.m. Motion by Lindsay Zalot.

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Chair

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Secretary-Treasurer

## Next Meeting

Thursday, November 23, 2023, Frank Rose Room



## 6. Decision Items: 6.1. 2024 Executive Nominating Committee

### Recommendation

**THAT** the Burlington Public Library Board strike a Nominating Committee for Board Executive Elections to occur at the January 2024 Library Board meeting, and;

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

### Purpose

The election of an Executive is a key governance responsibility of the Board. One or more Board members who are not interested in standing for Executive position will be sought to serve as the Nominating Committee.

### Background

The Burlington Public Library [Board By-law](#) outlines the Election process (page 11) and the specific roles of the Chair and Vice Chair of the Board (page 4-5).

### Next Steps:

The Nominating Committee will poll all Board members regarding interest in standing for election to the Board Executive before the January Board meeting.

The CEO will convene the January 2024 Board meeting and the first item of business will be the election of the Executive.

The CEO will conduct an election for Board Chair as the first item of business. In the event of an acclamation, due process will be followed as noted in the policy and the CEO will declare the candidate as Chair. Should there be multiple candidates, each candidate will be given five minutes to address the Board and then a vote will be held. If a vote occurs, a motion will be required to appoint two scrutineers (one Board member and one Senior Manager) to count the ballots. If the meeting is held online, the election will be held via an online poll.

The new Chair will then take the gavel and will oversee the election of the Vice Chair following policy and parliamentary protocols.

## Financial Implications

There are no direct financial impacts related to these proposed by-law revisions.

## Equity, Diversity & Inclusion Considerations

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

## Risk Management

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

## Policy

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

Respectfully submitted by: Lita Barrie, Chief Executive Officer

## 6. Decision Items: 6.2 2023 Board Self Evaluation Tool

### Recommendation

**THAT** the Burlington Public Library Board approve the survey to be used to conduct the Board’s annual self-evaluation of its’ work; and

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

### Purpose

Good governance practice for Boards recommends that Board members engage in self-critical reflection at least annually to gauge their effectiveness as individual members and collectively as a Board.

### Background

Burlington Public Library Board has conducted annual evaluations and has found that the information gleaned, and subsequent discussions has guided them in changing and improving their performance as individual Board members and collectively as a Board.

The survey tool was substantially updated in 2019 based on a review of Board Self-Assessment tools from libraries across Canada.

### Discussion

The draft 2023 survey is consistent with the 2022 for benchmarking with the addition of a question specific to Board transition to the new term. As added in 2020, there will be an open text field for comments for each section.

### Board Survey Questionnaire

Board Evaluation Survey

<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Acceptable</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

## **Governance Role**

1. The Orientation for the new Board term was adequate.
2. The Board adequately understands the legislation, regulations and policies that impact the governance of BPL
3. Plans and initiatives approved by the Board demonstrate value for money and a prudent use of public funds
4. The Board reviews and approves operating capital budget submissions ensuring that they are aligned with Library and City priorities
5. The Board ensures that its Financial Policy is adhered to
6. The Board reviews the annual audited financial statements and takes action where necessary
7. Board members demonstrate clear of the respective roles of the Board and the CEO
8. Board membership provides for diverse representation, expertise and experience

## **Integrity, Ethics and Values**

9. Board discussions are guided by the best interests of the Library and the public it serves
10. Board members participate in discussions in a manner that is reflective of their duty
11. Board Members comply with the Board's Code of Conduct

## **Strategy Planning**

12. The Board has an approved strategic plan and clear vision, mission, and values statements
13. The Board's meeting agenda reflects a strategic versus operational focus
14. The Board monitoring plans to achieve strategic goals and priorities
15. The Library's Performance Measures are realistic and challenging

## **Teamwork and Collaboration**

16. All Board members fulfill their roles and responsibilities and at meetings, have an opportunity to contribute equally to Board discussion.
17. Members act collegially, debate independently and decide collectively
18. There is a high level of trust and respect between Board members

## **Advocacy and Communication**

19. The relationship between the Board and the CEO is appropriate and effective.
20. Board members have a current and adequate understanding of the issues facing stakeholders, partners and communities as well as the culture in which the library works
21. The Board ensure that the Library accomplishments and challenges are communicated to stakeholders and the community

## **Overall Effectiveness**

22. The Board is effective and performs well

## **Open-Ended Question**

23. Please share any suggestions for improvements for 2024

## **Financial Considerations**

The annual Board evaluation related work will be funded through the Operating budget.

## **Strategic Implications**

One of the Library Board core functions in oversight of the Strategic Plan. A strong Board self-evaluation programs supports and aligns with all three goals within the current strategic plan under:

- Strategic Goal 1: Enhance community well-being, strengthening relations with community partners to support community needs through programming and other library services.

- Strategic Goal 2: Inspire discovery with diverse collections, services, and spaces.
- Strategic Goal 3: Create a workforce culture driven by our organizational values

## Equity, Diversity & Inclusion Considerations

Board self-evaluation provides an opportunity to increase awareness of the diverse perspectives and experience on BPL board, reducing barriers to Board participation and the strengthen of the equity, diversity, and inclusion lens in Board governance.

## Risk Management

Board self-evaluation is an opportunity to ensure effective governance.

## Policy

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

Respectfully submitted by: Lita Barrie, Chief Executive Officer

## 6. Decision Items: 6.3. Facilities Master Plan Report

### Recommendation

**THAT** the Burlington Public Library approve the updated BPL Facilities Master Plan.

### Purpose

To seek the Board's approval on the updated Facilities Master Plan (FMP).

### Discussion

The FMP is a comprehensive document that covers the history of BPL, current state of BPL facilities, service levels, and identifies areas of focus for future renewal and expansion. Further information to support renewal and expansion areas of focus will be provided in alignment with the City of Burlington's Official Plan, Major Transit Station Areas, and Recreation Masterplan work that is currently underway.

As part of the FMP, staff updated the branch catchment areas for each branch location. BPL implemented a new Integrated Library System (ILS) in 2021. With this ILS, staff are able to access postal code level data which was utilized to ensure that the branch catchment reflect current usage patterns.

### Strategic Implications

This work aligns with Strategic Goal 2 within the current strategic plan:

- Inspire discovery with diverse collections, services, and spaces.

### Equity, Diversity & Inclusion Considerations

The FMP is a tool to help us understand the limits and possibilities of our existing facilities, providing a renewed vision for all BPL locations to ensure we continue to have welcoming and accessible spaces that reflect the evolving library service and community needs.

### Financial Considerations and Risk Management

Development and maintenance of a facilities master plan can help BPL better prepare for long-term capital renewal and expansion needs as driven by community usage,

anticipated growth patterns, and library service evolution. The FMP helps to identify facility renewal and growth priorities and can provide data to support a request for additional capital funding related to facility renewal or expansion.

**Respectfully submitted:** Lita Barrie, Chief Executive Officer and Nicole Tewkesbury, Director, Finance and Infrastructure



# DRAFT Facilities Master Plan 2024-2028

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## Introduction and Context

The Facilities Master Plan (FMP) provides a strategic framework for both the planning and development of new facilities and the maintenance and future transformation of existing facilities to meet community needs.

Burlington Public Library (BPL) developed its first FMP in 2005. The original plan was updated in 2019 and again, in 2023. The FMP will be updated once again when the City of Burlington completes its Major Transit Station Areas and Recreation master plans.

BPL realized much of the vision of the initial FMP from 2005. This plan supports the Library Board’s strategic commitment to inspire discovery with diverse collections, services, and spaces. It provides a renewed vision for all BPL locations to continue to be welcoming and accessible spaces reflecting evolving library service and community needs.

BPL worked with Galloway and Associates to produce *the BURLINGTON PUBLIC LIBRARY LONG RANGE FACILITIES PLAN 2006 TO 2021*. Under the plan, the Aldershot Branch was relocated (2011) and Alton Branch was constructed (2013), two of the major recommendations of the initial FMP. The 2006-2021 plan identified changes to collections, including the offering of DVDs, as key trends. In the last decade, public library service has continued to evolve with the introduction of new services and changing customer expectations and borrowing habits. The FMP continues to work toward two key recommendations from the 2006 FMP that are outstanding:

- That in 2008, the New Appleby Branch be relocated to a potential leased area within the Appleby Mall or in the New Street/Appleby Line area, involving the addition of 6,800 sq. ft.
- That in 2008, the Library Board expand the Tansley Woods Branch library by 5,000 sq. ft., to create a district library facility for the area north of the QEW, integrating this branch expansion with a joint City initiative to resolve parking challenges.

To better understand the needs and projected growth in the New Appleby branch catchment area, a Southeast Expansion Study was conducted by BPL in partnership with KPMG in 2021. That report included an environmental scan, SWOT analysis and highlighted the inadequate space of the existing branch to serve and meet the needs of the current and future community.

In 2023 a new location for the New Appleby branch was secured in partnership with the City of Burlington and Brock University. TechPlace and Halton District School Board (HDSB) will also have space in the facility. The new location for New Appleby branch will be in the previous location of the HDSB's Robert Bateman Secondary School at 5151 New St. This is slated to open in late 2025 with 16,429 sq feet designated for a BPL branch. Until that time, BPL will continue to extend the existing lease at New Appleby's current location.

Decisions to renovate or expand Tansley Woods Branch must be assessed in relation to the City of Burlington Major Transit Station Areas and Recreation plans and reviewed against expected catchment density projections to see areas of greatest need. The Burlington Public Library Board will continue to look for future opportunities to extend and improve library services in areas that are underserved. The Board will need to consider renovation, repairs and renewals to existing facilities and larger capital investments for any potential new buildings. Consideration must be given to community

needs, partnership opportunities and funding. Strategic decisions going forward must account for current trends.

In 2017, a study was undertaken to specifically look at the needs of the Central and Tansley Woods branches. The Central & Tansley Woods Space Audit & Feasibility Study defined the following planning themes for the renewal and development of library facilities:

- **Transparency & Animation:** The Library is a social building that provides informal social spaces for networking, conversation, relaxation, reading and informal project work.
- **Adaptability & Flexibility**
  - Convertible spaces – rooms or areas that can adapt to multiple activities based on need.
  - Capacity to accommodate a wide range of uses over the long term – evolving needs.
- **Functionality & Design for Building Operations, Engineering and Technology:** Organize the building into major functional zones – social, meeting, administration, etc.
- **Sustainability:** Capital investments in infrastructure offer opportunities to highlight BPL's commitment to environmental issues and the reduction of greenhouse gases. It is proposed that all future planned work incorporate this principle.

The 2021 KPMG Southeast Expansion Study summarized the leading practices occurring across Canada regarding library facilities. These trends include:

- Library Boards are building larger facilities to create third spaces and increase social interactions, between 30,000 and 100,000 square feet.
- As libraries move their resources and collections online, they are creating open spaces for collaboration and creativity with makerspaces and more.
- Modular spaces and auditoriums allow libraries to increase program offerings, create multi-use spaces, and accommodate large galas and events.
- Increased use of meeting rooms and study areas attracts business crowds and engages students and youth.
- Kitchen and café offerings create comfortable atmospheres where people can congregate for hours.

BPL is committed to a welcoming, people-first universal design in our spaces and has adopted the following design principles to guide decision making:

- Each library branch must be designed in an inviting way to help draw in passersby. Branches should be located on main thoroughfares with visible street presence.
- Each branch must appear inviting and attractive with a clearly visible entrance.
- Each branch should be a single storey building whenever possible.
- Construction materials should be durable and easily maintained. Designs should instill a sense of community pride.
- Branch construction should be as energy efficient as possible and as environmentally sensitive as budgets allow.
- Each branch must provide flexible space and allow for easy adaptation.
- Each branch must meet all provincial and federal accessibility standards.
- Libraries should be community meeting places.
- New branches should be located, whenever practical, in multi-use facilities shared with partners who possess visions compatible with BPL.
- BPL must accommodate new service models and the changing demands of customers. This entails shifting services as needed.
- The sustainability of the system depends on balancing resources spent on services, collections, staff, and facilities.
- Changes in the way library services are delivered mean that staff space must be ergonomic, flexible, and efficient.
- Libraries should be spaced throughout the city so that no resident (or as few as possible) need to travel more than 15 minutes to reach a library. Travel time is defined as transit use where transit is available and car use where no transit is available. Priority will be given to sustaining or creating branches that help to meet this need.
- New branches should be in population clusters serving at least 15,000 people. Rural branches, which may be needed to meet travel expectations, may be an exception.
- Branches serving growth areas need to be large enough to serve anticipated growth in their catchment area. This is estimated to be at least 10,000 square feet in urban areas. That minimum number should be re-evaluated, and local community needs should dictate the actual size.
- Furnishings, equipment, and technology must anticipate customers' future needs and take advantage of technologies that maximize self-service, improve security, and minimize materials handling.

Note: Design Principles adopted from Hamilton Public Library Facilities Master Plan (<https://www.hpl.ca/sites/default/files/19-01-FMP.pdf>)

## Burlington Public Library Board Statement on Sustainability

The Burlington Public Library Board is responsible for ensuring the funding it receives provides the best possible library service to Burlington residents. It is the Library's responsibility to ensure all residents have access to the information and resources required to enhance their lives. Libraries thrive when these five core elements are present:

1. Collections that are relevant and available when people need them.
2. Facilities that are busy, attractive, accessible, and open sufficient hours to justify their costs.
3. Technological infrastructure that is robust and capable of adapting to changing customer demands and expectations.
4. Staff who are knowledgeable, trained and who perform work that provides relevant value to those they serve.
5. Services and programs that remain relevant to those they serve and that are modified, added, or eliminated to reflect changing customer needs.

When too much or too little of the available funding is disproportionately spent on any single element or elements, a library system cannot operate effectively or provide relevant on-going service to the municipality it serves.

The Burlington Public Library Board is committed to seeking a balance between these elements when it sets budgets and reviews the operations of the library system.

## History of Burlington Public Library

### Facilities Milestones Timeline

- **January 1872**  
School Section No. 1 Nelson Trustees vote to spend \$56 on books from the Toronto Board of Education. The books are purchased in March and placed in the reception hallway at the schoolhouse located on the southeast corner of Brant and Caroline Streets.
- **1890s**  
The library purchases more books with funds raised through the membership fees, proceeds from concerts and social events, and occasional grants from the school trustees. A variety of groups, including the first YMCA and the Mechanics Institute, maintain the community library's collection. The collection moves

around, often kept in the homes of residents who serve as librarians. Eventually the library collection settles in the home of Henry Berry on Brant Street.

- **31 December 1901**

Oliver T. Springer first records the history of the Public Library property. [The earliest records of Burlington Public Library Board appear to be lost.]

- **1906**

Initially an anonymous donor, John Waldie, former village reeve and MPP for Halton, offers to fund a permanent reading room to house the library service if the Village provides a site.

6 April: Council votes to grant the Public Library Board \$1,000 to purchase a site. In June 1906, the Board purchases a site from Alex Riach.

- **21 February 1907**

The newly minted Burlington Public Library opens at the corner of Brant and James (current location of City Hall), sharing space with town offices and council chambers. In addition to funding the building, John Waldie generously donates 6,000 books to the public library.

- **19 December 1952**

The Library Board turns the Brant Street building over to the town in return for a house at 482 Elizabeth Street, formerly owned by the town's Medical Officer of Health, Dr. Austin Hager Speers. The new space includes a 60-seat auditorium for community programs.

- **19 December 1956**

The new library extension opens to the public on December 17, with an official ceremony two days later. The expansion includes two meeting rooms, and art gallery-auditorium seating 300, and more space for books.

- **1958**

Burlington's population jumps from 9,165 to 32,935. When the library abandons plans for a bookmobile, the building grows again, this time with a new garage that is used for stacks and a staff room.

- **29 September 1960**

Aldershot Branch, BPL's first satellite location, opens in the basement of the Dominion Store.

- **02 June 1964**

Aldershot Branch relocates to the Towers/Zellers Plaza in May and reopens in June.

- **1965**

Skyway Branch Library opens to the public on July 26 in east Burlington's Skyway Plaza and hosts a community celebration on September 16.

- **1968**

January: Lucille Galloway becomes chief librarian and leads the library's transition from the converted house on Elizabeth Street to the current Central Library on New Street in Central Park. This transition shifts BPL from a small community library to a modern urban library. She and the Library Board, led by

Frank Rose, tirelessly champion and advocate for this important and enormous step in the history of library service to the community.

October: Mountain Gardens Branch Library opens in the Mount Royal Plaza. A small collection is established in the private home of Mrs. Roy Coulter on Britannia Road in Kilbride and is known as Lowville Library.

- **1969**  
Lowville Library relocates into Kilbride Public School and opens as Kilbride Branch Library (in January 1979 it relocates within the school to its current location).
- **15 November 1970**  
Governor General Roland Michener officially opens the new Central Library on New Street in Central Park. This state-of-the-art facility was designed by Brook-Carruthers-Grierson-Shaw Architects.
- **1971**  
Central Library wins the prestigious Award of Excellence in the Concrete Awards program (for buildings costing less than \$1,000,000) presented by the Department of Industry, Trade & Commerce, and the National Design Council.  
22 November: Skyway Branch relocates to Appleby Mall and opens as New Appleby Branch Library. The library officially celebrates the new location on 16 January 1972.
- **1974**  
\$550,000 extension to Central Library begins.
- **1975**  
24 May: Central Library's first building expansion officially opens and houses a seminar room that seats 50 and the relocated film department. This new extension results in a larger adult circulation area (children still have their own check-out desk) and a larger reference area.
- **April 1978**  
Mountain Gardens Branch relocates and becomes Tyandaga Branch Library.
- **20 March 1979**  
Aldershot Branch relocates to the Maplehurst Plaza and opens to the public.
- **20 October 1983**  
New Appleby Branch relocates to the new Appleview Plaza on the corner of Fairview Street and Appleby Line and celebrates its opening.
- **1989**  
New Appleby relocates within Appleview Plaza and celebrates with an open house on January 10.  
Aldershot Branch relocates to the Downsview Plaza and reopens to the public on March 7. The official opening occurs on June 17.
- **14 September 1996**  
Tansley Woods, the first new library branch in 28 years, opens in the City's new community centre. Architects: Stafford Haensli Architects in association with Shore Tilbe Irwin and Partners.

- **2003**  
Central Library renovation and expansion project starts.
- **2005**  
June 25: Tyandaga Branch relocates to the new community centre and opens as Brant Hills Branch Library. Architect: Teeple Architects Inc.  
September 24: Central Library, designed by Teeple Architects Inc., reopens.
- **13 January 2012**  
Aldershot Branch officially opens. Designed by KNY Architects Inc., it is the first BPL branch to open in a residential complex.
- **30 September 2013**  
BPL's seventh branch library opened its doors. The Alton Branch Library, located in a shared facility with the Dr Frank J Hayden Secondary School and Haber Recreation Centre, is a unique hybrid library that blends public library and high school library services, and operates jointly with the Halton Board of Education. The community open house to mark the facility's official opening was on Saturday, November 23.
- **2017**  
The Library Branch Catchment Areas were updated. They are closely aligned to the City of Burlington districts and communities and considers school locations as well as projected population density increases. The proposed changes to Branch Catchment Areas provides Branch staff with an area of focus for outreach and partnerships as well as information about the surrounding communities that is up to date and aligned with the City of Burlington Community Districts.
- **2018**  
**Facilities improvements.** Interior space renovations at Brant Hills, New Appleby & Tansley Woods branches resulted in increased public space providing visitors with more work, study, and collaborative areas.

**Service point integration.** Completion of a multi-year project to consolidate service points at library branches to provide 'one-stop' help desks for customers and more efficient workflows for staff.

**Online program registration & room rental reservation.** New self-service options allow customers 'any time' access to program registration and room reservation at their convenience, and more efficient staff workflows.

**Radio Frequency Identification (RFID) implementation.** RFID technology improves self-service options through technology for customers (check-out, fine payment, item renewal), and more efficient materials handling, effective inventory control, and economical service delivery for staff.

- **2019**



**Accessibility improvements.** Installation of sliding entrance doors at Central and New Appleby (spring/summer 2019), and the realignment of collections shelving at Aldershot and New Appleby branches (spring 2019).

**Central Children's Area refresh.** This renewed programming, collections, and interactive discovery space aligns with the Library's commitment to early literacy, and healthy child development. The response from families and activity level exceeded expectations.

The Library's ongoing **LED lighting retrofit** has generated a cost savings of approximately \$16,800 per year in energy cost.

- **2020**

**Accessibility & COVID-19 improvements.** Installation of sliding entrance doors at Aldershot and Brant Hills, and installation of touchless toilets and faucets at all locations except Kilbride to improve accessibility and reduce common touchpoints.

- **2021**

**Southeast Service Expansion Study:** BPL engaged KPMG to complete a demographic study of the southeast service area to explore how to best serve the library needs of this community considering projected population intensification and the mobility hub. The Library Board expressed interest in a partnership with COB and Brock University at the Bateman High School site which was declared surplus by the HDSB.

**Energy Efficiency Initiatives:** The Library continued to improve energy efficiency through an ongoing LED lighting retrofit initiative and HVAC air balancing at the Central Library. These upgrades have generated a cost savings of approximately \$23,000 per year in energy costs.

**Makerspace:** The Library's Makerspace Strategy was implemented to expand access to the Library's Central Makerspace equipment and resources relocating the Makerspace to the 3<sup>rd</sup> Floor.

**Collections Shift:** BPL shifted collections at the Central branch from the 3<sup>rd</sup> floor to the 2<sup>nd</sup> floor to create more access to open study space, collaborative space, and event space on the 3<sup>rd</sup> floor.

- **2022**

**Accessibility improvements:** The library received Enabling Accessibility grant funding of \$77K from the federal government to install accessible door openers on the program room doors at all branches.

**Energy Efficient Initiatives:** BPL participated in the City of Burlington deep energy audit of the Brant Hills Branch. This yearlong study will assist BPL in understanding opportunity areas for improved energy efficiency at this facility.

- **2023**

**New Appleby Location Secured:** A new location for the New Appleby branch officially secured at the site of the former Halton District School Board location of Robert Bateman Secondary School. The total square footage allotted to BPL is

16,429 sq ft, inclusive of 1076 sq ft assigned as IRC space (Brock University). This new branch is expected to open in late 2025 and the lease for the current location has been extended to September 2025 to align with this timeline.

## Trends in Facility Development

### The evolution of Library service and demands on physical space

Both the 2006 Galloway FMP and the 2021 KPMG Expansion Study Report highlighted trends in libraries across Canada -- customers are using public libraries in ways that were not imagined prior to 2006. Libraries continually evolve spaces and services to remain relevant to their communities. Books continue to represent the largest part of core service – BPL is currently working on maximizing collection space to meet the needs of a highly literate community. This is particularly critical at the New Appleby branch.

Following global trends, more libraries are finding creative ways to use space for other forms of inspiration, learning, sharing, and community engagement.

*“The primary characteristic of a third place is the idea of the level playing field. This is not a place where one group is prioritised over another. In your third place, you’re not the boss or the employee, the parent, or the child: all are welcome without prejudice. This is, of course, the very definition of a library.”*

Bruxvoort, D. (2017). *Library as Third Place: A Strategic Framework*. The Society of College, National and University Libraries (SCONUL), Issue 68.

There is a finite amount of space in existing facilities and libraries must balance use based on demand. Different uses of library spaces – spaces for technology and creation, spaces suitable for the delivery of programs, structured meeting rooms, quiet spaces for individual study or work, comfortable spaces for reading and relaxation, and communal spaces for conversation and social interaction all vie with collections for a share of that finite space. The trend is moving toward larger library spaces as defined by more square footage per capita.

### Branches are becoming larger and more flexible

With the completion of the Alton Branch in 2013, BPL, at the time, considered the system ‘built out’. The seven branches exhibit a classic geographic distribution that provides adequate coverage across the city.

While Alton and Brant Hills are right sized, Tansley Woods, New Appleby and Aldershot (as intensification takes hold in the neighbourhood) are undersized and configured in a way that offers little flexibility. New branch footprints are increasingly larger and designed to be more flexible, to accommodate changing needs.

The 2019 *Central and Tansley Strategic Infrastructure Review* offers a solution in that it echoes the 2006 Galloway recommendation that Tansley Woods be expanded. In 2023, BPL officially secured a new location for the New Appleby branch which will provide over 16,000 sq ft.

### Branch locations may be determined by asset mapping

Libraries are also targeting more strategic locations to maximize access and visibility for all residents. Proximity to retail business, services, high pedestrian traffic, and transportation centres increases awareness and ease of use. This dovetails nicely with the City of Burlington's Mobility Hubs initiative and this FMP will need to be updated to reflect new developments at the City of Burlington in this regard. Classic geographic branch distribution may be replaced by a focus on clustered assets. There is also a continued trend toward co-location with recreational, cultural, and civic destinations. Shared use not only improves convenience and access but can also be more financially sustainable.

### Current Space Per Capita

The *Development Charges Act, 1997, S.O. 1997, c. 27* directs municipalities to base both library space allocation and access to development charge funding on historical service levels which are calculated as a ten-year average of the ratio of existing square footage to population.

The evolution of library service and changing community needs suggests that this model needs to be adjusted to facilitate the funding and building of larger facilities. As an example, the 2005 Galloway FMP pointed to an existing program room size standard that accommodated fifteen children in a story time program. At many locations we now see double or triple that number. Many library systems are moving towards standards that are better suited to the mixed-use expectations of library customers. The assessment of local needs may be assisted by documents such as the Ontario Public Library Guidelines (Ontario Public Library Guidelines Monitoring and Accreditation Council, 8th edition 2023) and Guidelines for Rural/Urban Public Library Systems

(Administrators of Rural-Urban Public Libraries of Ontario – ARUPLO, 3rd edition 2017). These documents provide several measures to assist libraries with future planning in areas such as staffing, space, collection size, collection use, hours and AODA requirements. These documents also recommend branches be sized at 1.0 square feet per capita rather than the 0.6 square feet per capita metric that has been traditionally advanced by provincial library bodies for system-wide space assessments.

Although the sector now promotes the 1.0 square feet per capita, the ability of a library system to attain any guideline is largely a function of:

- population size
- the historical amount of library space provided
- funding allocated by municipalities to their library system.

The 1 sq. ft. per capita may be aspirational but a study of various FMPs from other libraries suggests that 0.7 sq. ft. per capita is a realistic goal. Currently, BPL has a ten-year average of 0.57 sq. ft. per capita when using 2021 census data, leaving a gap of 26,000 sq. ft. when the 0.7 standard is applied.

Using the Wisconsin model and Environics data, we have determined that there is actually a total of 208,391 people (including non-residents) who use BPL. Given this number, it results in a much larger gap of just under 41,000 sq. ft. and a ratio of 0.512 sq. ft. per capita. By either calculation, the recommendations raised in previous studies completed on behalf of BPL, including the expansion of the New Appleby branch to approximately 15,000 sq. ft. and a 5,000 sq. ft. addition to Tansley Woods are reasonable expectations. It is important to note that the 0.512 ratio is skewed by the relative size of the Central Library and the individual branches exhibit a much lower service standard of 0.27 sq. ft. per capita as indicated in Table 1.

Table 1

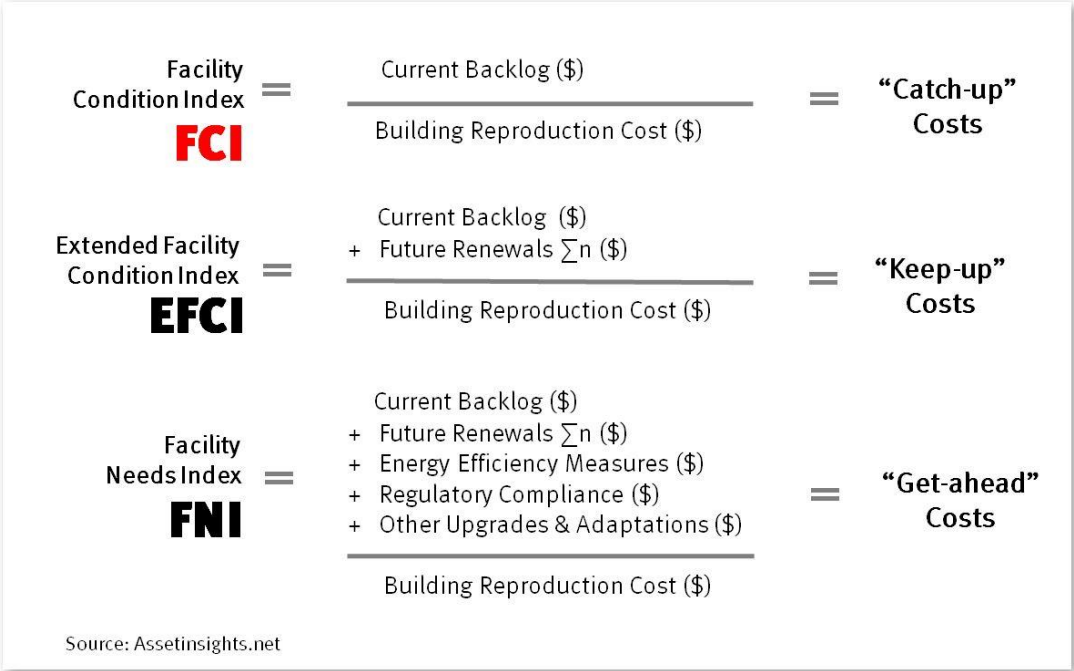
<b>Branch Size and Space Per Capita</b>				
	Library Space (sq. ft.)	Population Served*	Space per Capita	Collection Size
Aldershot	7,000	25,310	0.28	31,347
Alton	12,400	26,737	0.46	38,260
Brant Hills	6,884	24,899	0.28	38,571
Kilbride	800	3,811	0.21	15,478
New Appleby	5,600	32,903	0.17	29,140
Tansley Woods	10,000	46,665	0.21	58,130
Central	64,000	48,066	1.33	147,852
	<b>106,684</b>	<b>208,391*</b>	<b>0.512 (average = 0.27 without Central skew)</b>	

*\*Population is based on the Wisconsin Model and 2023 Environics data which shows customers by postal code using BPL branches. This figure includes non-residents of Burlington who use BPL branches.*

One of the largest impacts at New Appleby given its small facility size, is the impact on the collection. This is an active borrowing community with the 3<sup>rd</sup> largest circulation in the system and yet it houses the smallest collection (except Kilbride). There is a significant impact to system operations given the number of holds that are held here and the transfer of materials that must occur between branches because of having an insufficient collection to meet the community needs.

# State of Good Repair (SOGR)

Through the prudent application of library reserve funds and City of Burlington capital fund allocations, BPL has kept its seven facilities in a good state of repair. Leveraging this funding to regularly refresh facilities, undertake needed preventive maintenance and comply with AODA requirements means that BPL has no appreciable SOGR backlog. This is significant as SOGR backlog is one of the variables used in the Facility Condition Index (FCI). The FCI is a widely used industry indicator that assists organizations answer the question of when to stop investing in a facility. It allows owners to make informed decisions about the appropriate level of investment by assessing the ratio of deferred maintenance and repairs to the current replacement cost of the building. There is also an Extended Facility Condition Index (EFCI) and a Facility Needs Index (FNI) that can be used to support decision making for facility investment as shown below:



Costing data available to BPL currently includes the cost of like-for-like replacement of facility components rather than the cost to upgrade components for energy efficiency measures. With this limitation, and the ten-year capital forecast used to prepare the budget, we are not able to consider the FNI, but we can look at the EFCI for each BPL facility as detailed below:

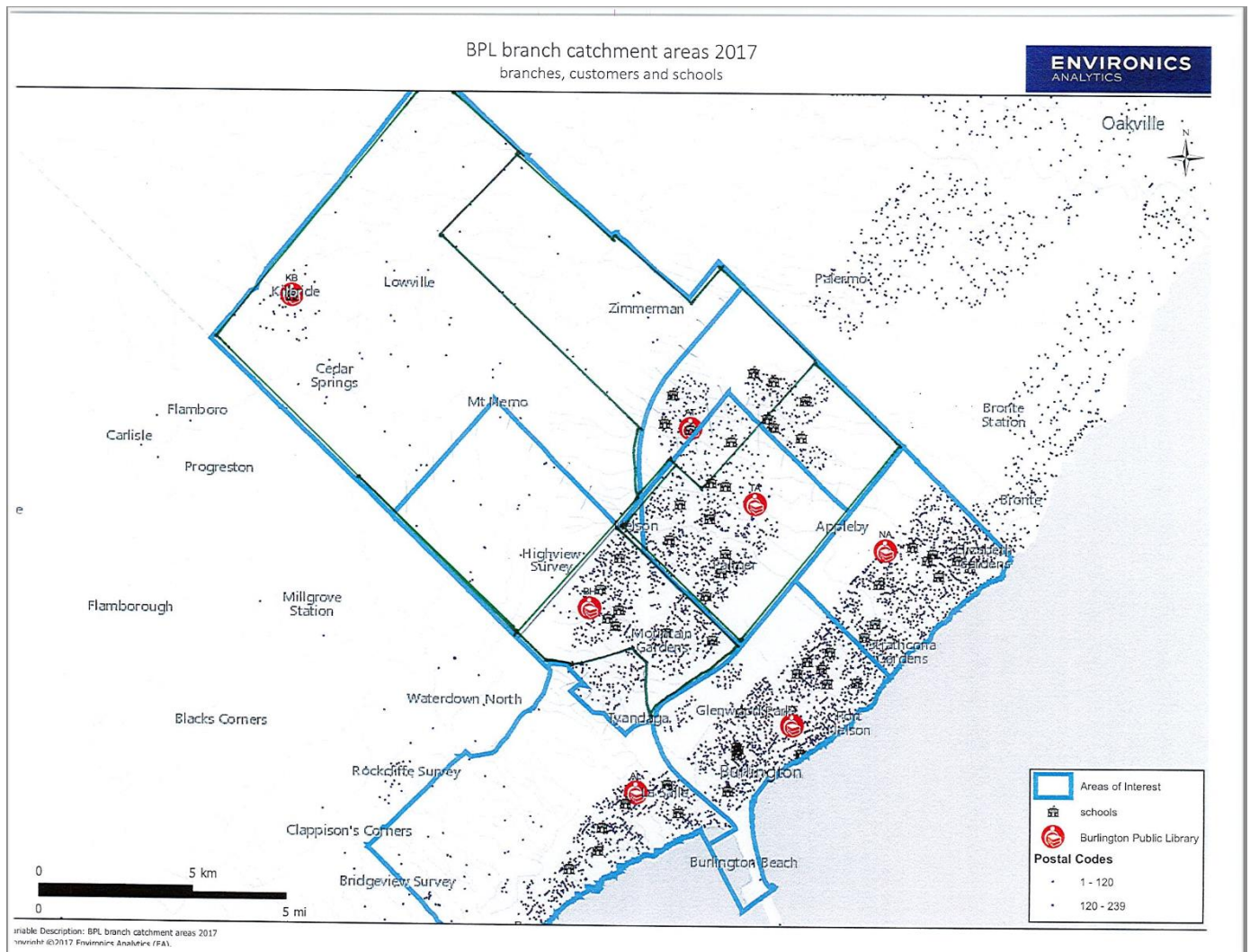
Branch	Current & Future Renewals	Building Replacement Cost	EFCI
Aldershot	55,000	7,026,180	0.78%
Alton	44,330	8,040,130	0.55%
Brant Hills	343,970	9,318,230	3.69%
Central	4,425,960	41,246,950	10.73%
Tansley	686,620	9,279,325	7.40%
New Appleby*	0	5,620,950	n/a
Kilbride (figures not available)	n/a	n/a	n/a

*\*No current or future renewals due to planned movement to new facility in 2025. Information for the new facility will be added to future Facilities Master Plan updates.*

When using the EFCI scale, scores of 0-20% indicate a GOOD state of repair and scores of 21-39% indicate a facility is in a FAIR state of repair. Based on the current costing data, the BPL facilities all fall comfortably into the GOOD category. There is a clear indication that renewal at Central, Tansley, and Brant Hills will be the priority for infrastructure renewal. Funding has been budgeted for renewal at each of these facilities, although there is risk that allocated funding may not align with inflationary price pressures experienced at the time of implementation making it necessary to seek additional funding support from the City of Burlington.

## Branch Profiles

The catchment map for each of BPL's branches has been reconfigured in 2023 to better represent the population using each branch based on Circulation by Postal Code. To better understand the neighbourhood psychographics and demographics, BPL has estimated mapped catchments for each branch. This is for direction only and to help inform decision making. The original branch catchments are outlined in blue. The adjustments to the branch catchments is outlined in green.



The Wisconsin Public Library Model Standard was applied to all current BPL branch locations. The Wisconsin Model Standard is designed to provide a starting point that can be used to direct long-range planning efforts. It defines the basic level of service that should be available in any community. It is intended to be used as a tool for evaluating the appropriateness of current services or for setting goals and objectives.

The tool identifies the branch, collection, seating, and computer workstation needs based on anticipated population growth.



# BPL Wide Summary of Branches with 5 and 20 year population projections

## WISCONSIN MODEL SUMMARY 2022 - NEW BRANCH CATCHMENTS

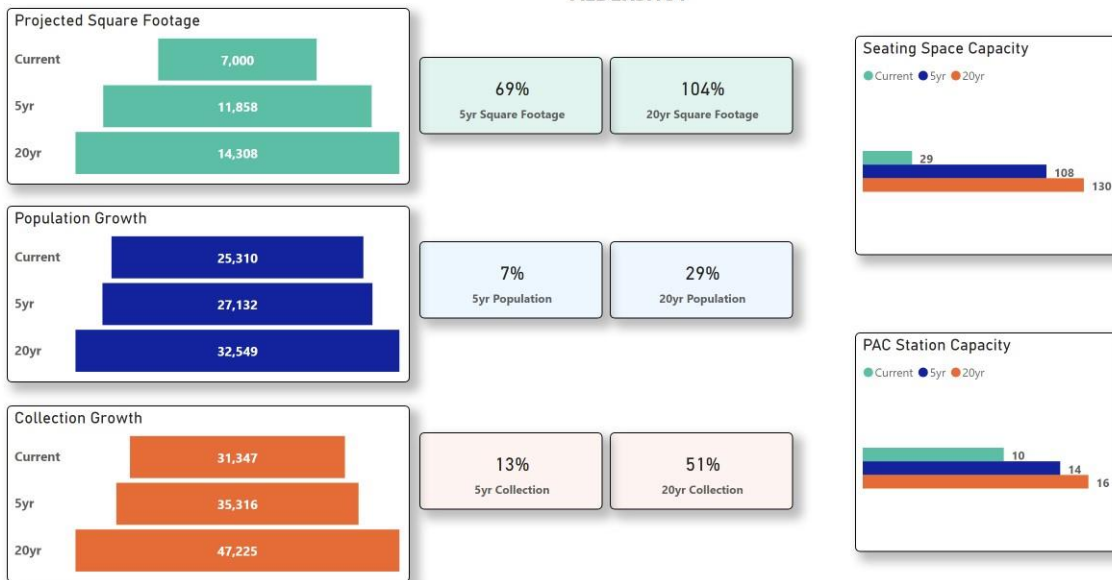


Home - Summary | Aldershot | Alton | Brant Hills | Central | Kilbride | New Appleby | Tansley

# Aldershot Summary of Branches with 5 and 20 year population projections

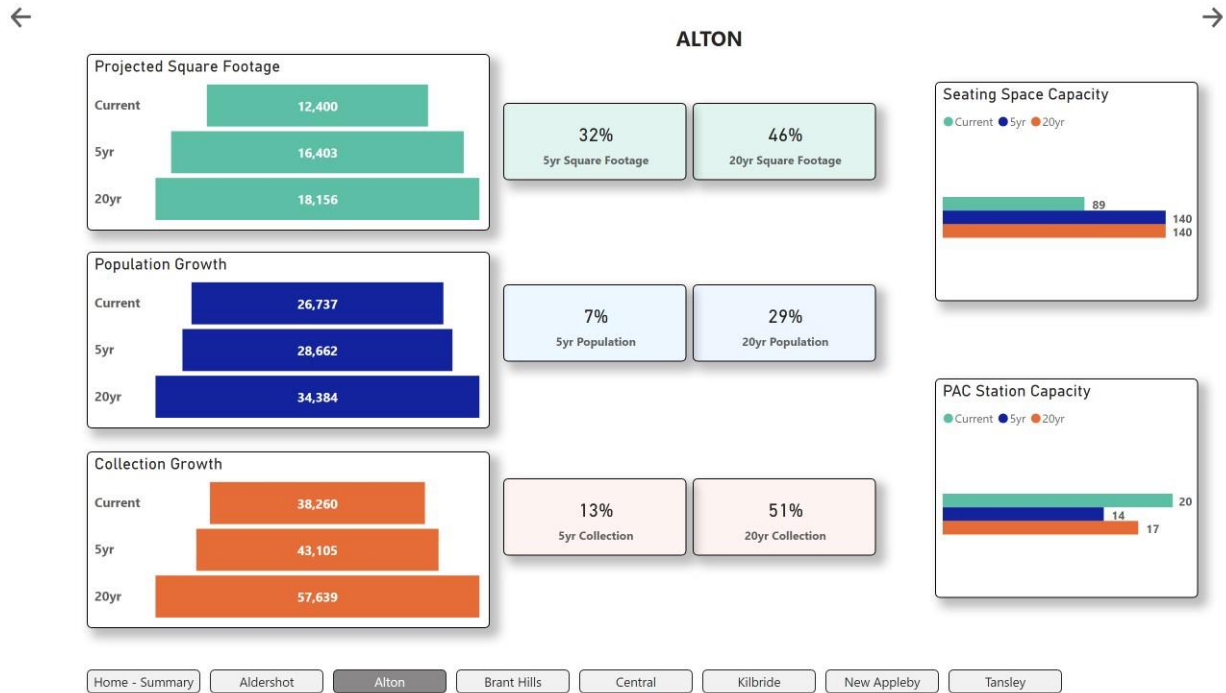


## ALDERSHOT

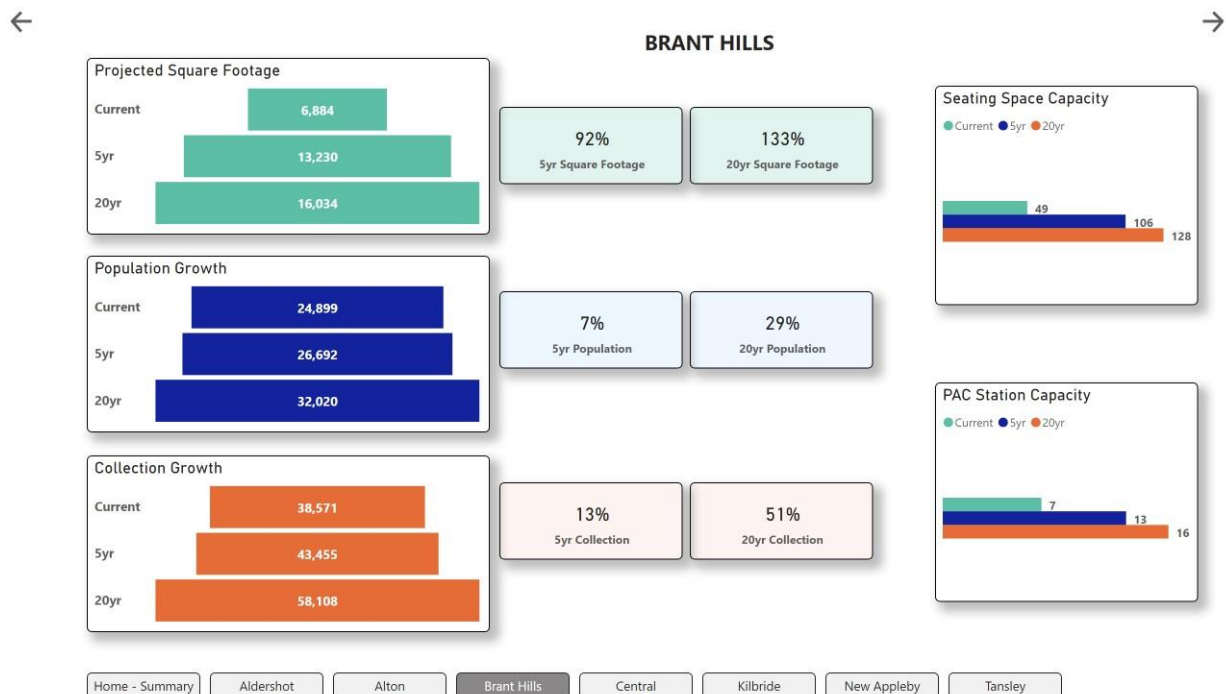


Home - Summary | Aldershot | Alton | Brant Hills | Central | Kilbride | New Appleby | Tansley

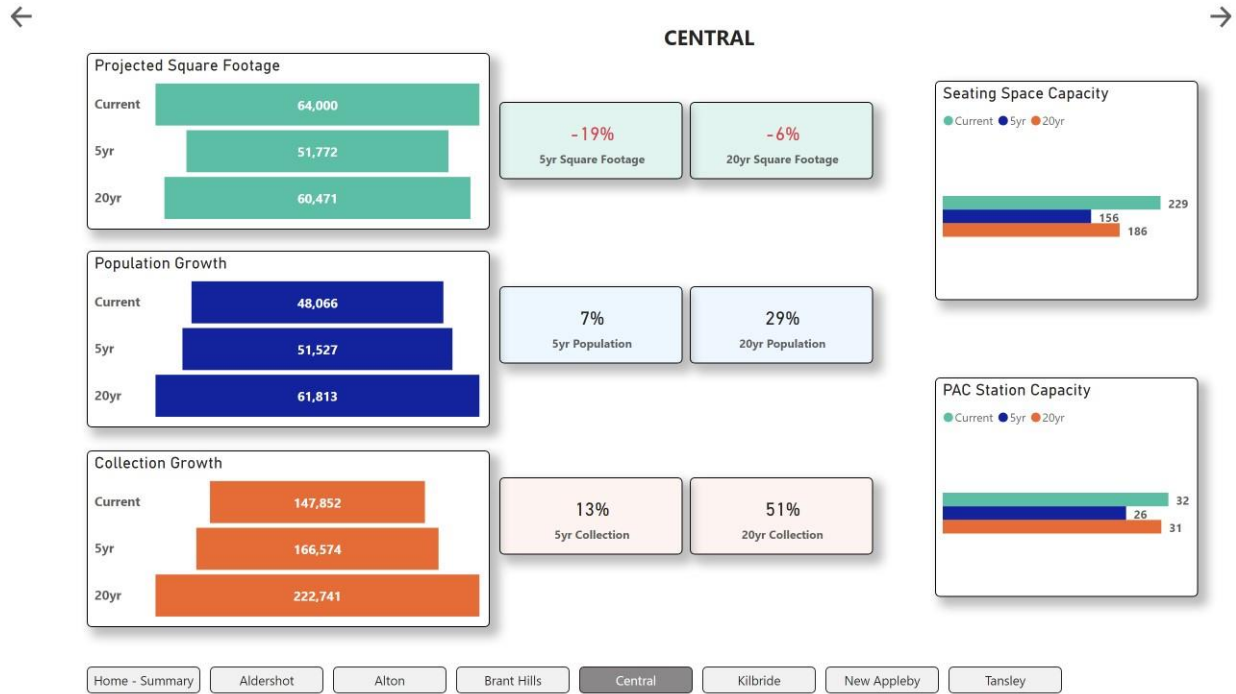
## Alton Summary of Branches with 5 and 20 year population projections



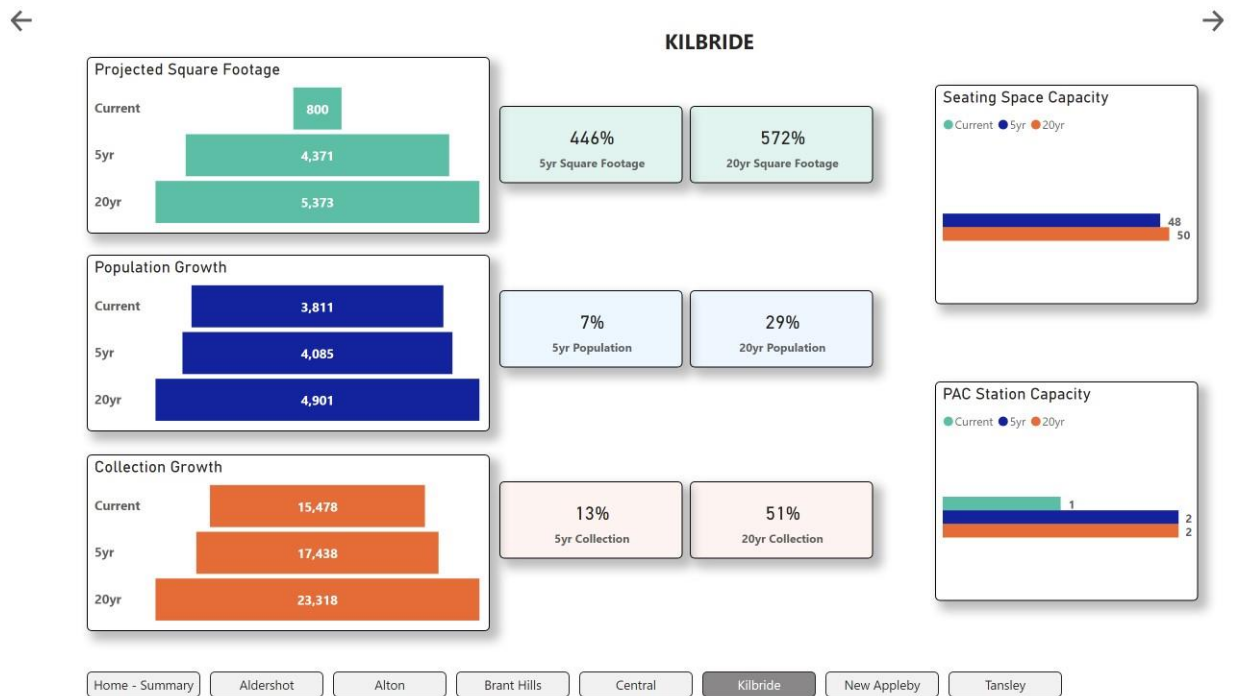
## Brant Hills Summary of Branches with 5 and 20 year population projections



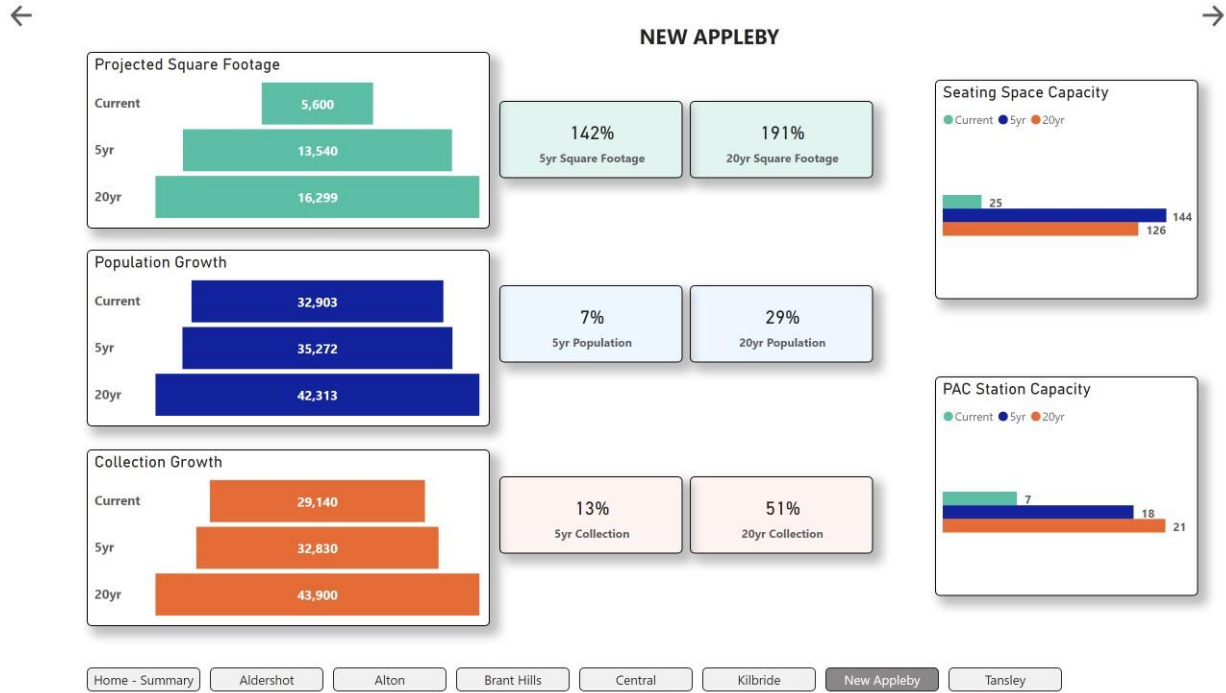
## Central Summary of Branches with 5 and 20 year population projections



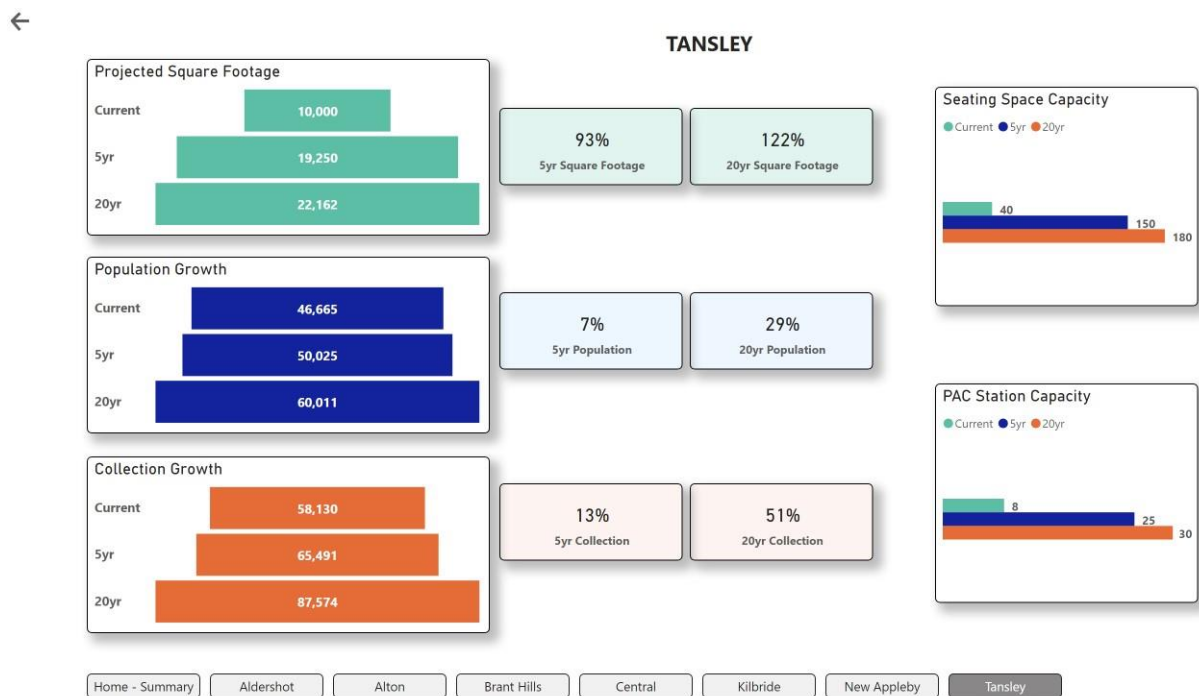
## Kilbride Summary of Branches with 5 and 20 year population projections



## New Appleby Summary of Branches with 5 and 20 year population projections (will be updated with new location data in 2025)



## Tansley Woods Summary of Branches with 5 and 20 year population projections



## Overview of Digital Technology Infrastructure

BPL's digital technology infrastructure is key to supporting the wide range of collections, programs and services offered by the BPL. Our technology solutions must be innovative and anticipate and respond to the changing needs of Library customers and staff. As part of the Library's commitment to accountability, the Library must ensure that the public and staff computing services are vital and relevant.

### Data Centre

The Library's Data Centre leverages Dell EMC technology in two ESXi Clusters, and there are two additional ESX servers for VoIP VMs and the CPI VM. The Dell server environment is 46 per cent virtualized hosting over 22 virtual servers, and 28 physical servers. Primarily we are running Windows 2016/2019 Enterprise and includes Ubuntu servers and Red Hat.

### Hardware

BPL infrastructure supports over 300 end users in both a public domain and a staff domain. The Library's public computers provide Internet access, software applications and Library catalogue terminals for our customers. All branches have colour multifunction printers for printing and scanning, and three branches also offer fax services. BPL is predominantly a Microsoft environment, up to date with Windows 10 and Windows 11 on most endpoints.

### Software Applications

The Library's Integrated Library System (catalogue) is Innovative Interface's Polaris platform. The Library migrated to Polaris in 2021. Library customers access the Library's catalogue through the BiblioCommons discovery layer. BPL utilizes Output Control Software Inc. to provide secure, unmanned printing services from both public library computers and the public's own devices.

### Website & Intranet

The Library's website was redesigned in Drupal 10 in 2023. The website has been fully responsive since 2013 and we are compliant with current accessibility legislations. The Library has utilized SharePoint Online since 2019. BPL also hosts a staff-only social engagement app called Viva Engage (formerly Yammer).

## Summary of Computer & Wireless Hardware

Location	Local Bandwidth	# of Public Computers (includes PACs, Kids ELS)	# of Staff computers (includes laptops, tablets)	Wireless Access Points	Additional Information
					(Labs, Special Equipment...)
<b>Aldershot</b>	100 Mbps	12	15	2	1 RFID Security Gate set; 2 self-checks
<b>Alton</b>	100 Mbps	22	23	3	1 RFID Security Gate set; 3D printer; 2 self-checks
<b>Brant Hills</b>	100 Mbps	9	11	1	1 RFID Security Gate set; 2 self-checks
<b>Central</b>	100 Mbps	34	128	11	8 seat training lab; 3D printer; 2 RFID Security Gate sets; 5 self-checks
<b>Kilbride</b>	100 Mbps	1	1	0	
<b>New Appleby</b>	100 Mbps	9	18	1	1 RFID Security Gate set; 2 self-checks
<b>Tansley Woods</b>	100 Mbps	10	17	2	1 RFID Security Gate set; 3 self-checks

## Strategic Directions for Facilities Development

This section identifies BPL’s long-term priorities for capital investments in BPL facilities. BPL is required to identify priority facilities investments in the City’s ten-year capital outlook. This master plan developed three categories of recommended improvements for BPL’s facilities based on a model developed by the Santa Cruz Public Libraries.

Maintain	<ul style="list-style-type: none"> <li>- Keep existing facilities open &amp; in a state of good repair</li> <li>- Deferred maintenance and lifecycle renewal projects</li> <li>- Projects do not address library services, operations, or capacity</li> </ul>
Gain	<ul style="list-style-type: none"> <li>- Improve accessibility, service, and operations of existing facilities.</li> <li>- Increase customer self-service opportunities and access to power and data</li> <li>- Improve access to collections and work/study space</li> <li>- Projects do not expand capacity</li> </ul>
Attain	<ul style="list-style-type: none"> <li>- Expand, extend, and reimagine use, flexibility and design the Library’s physical presence in the community.</li> <li>- Using an equity lens, create physical spaces and technology to support the Library’s vision as an inspiring place that sparks curiosity and discovery.</li> <li>- Address space deficits and strive to meet future growth needs</li> <li>- Projects improve customer experience and build capacity for the future</li> </ul>

### Priorities

Under the guidance BPL’s 2021-2025 Strategic Plan, BPL seeks to *Inspire discovery with diverse collections, services, and space*. This priority focuses on using an equity lens, create a strategic roadmap for our physical spaces and technology to support the Library’s vision as an inspiring place that sparks curiosity and discovery. Board and staff will seek opportunities to reimagine use, ensuring flexibility in the design of our spaces and to seek to extend our physical presence in the community through accessible and alternate service points.

## Maintain

Kilbride: Kilbride is a shared space with HDSB with no potential for upgrades or expansion. While the physical location is undersized, staff recommend considering alternate options for service delivery.

## Gain

Alton: In 2024, as part of BPL's Makerspace strategy a Creative Space will be added to Alton to provide the community with increased access to technology. The Alton Children's Space is a high priority for renewal as the space is becoming dated and was originally designed with a preschool focus which no longer reflects the demographics of the community.

Central: The Central Tansley Woods Space Audit and Feasibility Study identifies several opportunities for Central to increase capacity through a significant renovation of the library's interior to increase public space and potential expansion of programming space through the addition of a theatre style auditorium. There have been several improvements made to Central with creation of a flexible work/study/event space and the relocation of the Makerspace to the 3<sup>rd</sup> Floor, LED lighting retrofits and accessibility improvements. In 2024, wayfinding, animation of the 1<sup>st</sup> floor and the launch of a STEM based discover space will be priorities. It is important to note that the City is slated to renew the Central Park Complex Masterplan within the next 10 years.

## Attain

New Appleby: A new location has been identified and is in progress for New Appleby branch. Since the early 2000s, the New Appleby facility has been identified as undersized to meet the needs of the community. The current facility is 5,600 sq. ft. With current population data, a 10-15,000sq ft facility is recommended and BPL has secured a new site at the former HDSB Robert Bateman Secondary School for a 16,429 sq. ft. branch slated to open in late 2025. Of the total square footage, 1,076 is designated for Brock University's IRC reserving enough space for BPL within the recommended square footage to meet current and future needs of the community.

Tansley Woods: Future service upgrade and building capacity opportunities continue to be identified for Tansley. While many of the service upgrade objectives identified in the Central & Tansley Woods Space Audit & Feasibility Study have been met with the 2018



refresh at Tansley, building capacity issue remains at Tansley. Tansley Woods building capacity would be best served with a 3-5000 sq. ft. addition of increased public space to serve the population growth in the branch catchment. The Tansley Woods Recreation Centre is slated for renewal in 2027 and staff are in discussions with COB staff about opportunities to address this gap.

Aldershot: The current location is undersized for the population served and future population growth. There is limited room for programming and work/study at the current location. The Aldershot Major Transit Station Area Plan and the Recreation plan will provide critical information for determining next steps for this location.

Brant Hills: The current location is undersized for the population served and future population growth. There is limited room for programming and work/study within the current footprint of the location. There is infrastructure renewal planned for this location. Staff will work with COB staff to seek opportunities for this location.

## Evolution of the Plan

The 5-year time horizon of the plan reflects the anticipated changes to BPL's external environment. The City of Burlington has recently reviewed Burlington's Official Plan and planning for the City's Major Transit Station Area plans and a Recreation plan is currently underway. This work, which will include in-depth analysis of the city's projected population growth and demographic trends and plans for development in Burlington, will provide valuable insights.

This FMP is intended to be a living document to be reviewed and updated regularly to ensure it remains a useful and relevant document.

# Appendix – Building Lifespan Estimates

## Appendix 7: Building Systems Useful Life

The following list of systems and average useful life years is the opinion of the author based on regular preventive maintenance properly performed at prescribed frequencies. Many factors can affect the average useful life and like any average, individual systems and components will have lifetimes far from average. Lifetimes can often be extended significantly through robust maintenance programs that go beyond the norm, and many facilities currently have functioning equipment older than the lifetimes listed.

Climatic conditions and challenging environments (for instance in wet locations, near salt water or heavy industry) will shorten life. Selection of heavy-duty equipment features, such as hinged access doors, double wall panels, serviceable components, corrosion-resistant materials and other factors will lengthen life.

Due to hardware and software revisions, central control equipment for HVAC, fire alarms, security and other computerized systems can become “orphaned” and no longer supported by vendors. Users may consider new or enhanced functionality essential and these may be compatible only with new hardware and software. Vendors have incentives to force upgrades. Any of these factors can shorten the useful life of central control hardware and software.

Despite all the limitations of averages, this list serves as a general guide for future planning. Energy cost reduction may justify replacement or major upgrade of equipment prior to the end of its useful life.

SYSTEMS	AVERAGE USEFUL LIFE YEARS
<b>A. HVAC*</b>	
<b>1. Air Conditioners</b>	
a. Window Unit	10
b. Residential Single or Split Package	15
c. Commercial	10
d. Water-Cooled Package	20
e. Computer Room Unit	15
<b>2. Air Handling Units</b>	
a. Built-Up Heavy Duty	30
b. Packaged Medium-Duty	25
c. Severe Duty or 100% Outside Air	20
<b>3. Heat Pumps</b>	
a. Residential Air-to-Air	12
b. Commercial Air-to-Air	15
c. Commercial Water-to-Air	18
<b>4. Roof-Top Air Conditioners</b>	
a. Single Zone	18
b. Multizone	18
c. VAV	20
<b>5. Boilers, Hot Water</b>	
b. Steel Water-Tube	30
c. Steel Fire-Tube	30
d. Cast Iron	30
e. Electric	25
f. Condensing	15
<b>6. Boilers, Steam</b>	
a. Steel Water-Tube	28
b. Steel Fire-Tube	25
c. Cast Iron	30
<b>7. Burners</b>	
	18
<b>8. Furnaces</b>	
a. Gas Fired	18
b. Oil Fired	18
c. Condensing	15
<b>9. Unit Heaters</b>	
a. Gas	13
b. Electric	15
c. Hot Water	20
d. Steam	20
<b>10. Heaters</b>	
a. Electric Radiant or Convactor	10
b. Radiant Hot Water	25
c. Radiant Gas	18
d. Steam or Hot Water Convactor, Cast Iron	50
e. Steam or Hot Water Fin Tube	15

\*HVAC Equipment life is based on approximately 3500 operating hours, 1800 equivalent full load hours use/year and a normal amount of on-off cycles. This is equivalent to 21 percent annual average load factor. More hours of use/year and more frequent cycling will decrease lifetime.

SYSTEMS	AVERAGE USEFUL LIFE YEARS	SYSTEMS	AVERAGE USEFUL LIFE YEARS
<b>11. Air Terminals</b>		<b>19. Package Chillers<sup>7</sup></b>	
a. Diffusers, Grilles, Registers, Heavy Gauge, Coated	30	a. Reciprocating	20
b. Diffusers, Grilles, Registers Perforated or Light Gauge	15	b. Centrifugal	20
c. Induction Units	35	c. Absorption	30
d. Fan-Coil Units	20	d. Screw	20
e. VAV Boxes Cooling Only	25	e. Scroll	15
f. CAV Boxes	25	<b>20. Cooling Towers</b>	
g. Double Duct Boxes	25	a. Galvanized or Coated Steel	18
h. Fan Powered VAV Boxes	17	b. Wood	20
i. Variable Volume Temperature Boxes	15	c. Ceramic	35
<b>12. Air Washers &amp; Humidifiers</b>		d. Fiberglass	35
a. Spray	12	e. Stainless Steel	25
b. Steam	15	f. Fill Media	15
c. Pan, Wheel or Wetted Element	8	<b>21. Condensers</b>	
<b>13. Ductwork</b>		a. Air-Cooled	20
a. Galvanized Steel, Aluminum and Black Iron	30	b. Evaporative	15
b. Fiberglass	15	<b>22. Insulation (not subject to condensation or leaks)</b>	
c. Flexible Round	10	a. Molded	20
<b>14. Dampers</b>		b. Blanket	25
a. Operable or Automatic	20	<b>23. Pumps</b>	
b. Fixed (balancing) or Fusible Link (fire)	30	a. Base Mounted	25
<b>15. Fans</b>		b. In-line	15
a. Centrifugal	25	c. Sump-Submerged	10
b. Axial	20	d. Well-Submerged	10
c. Propeller	15	e. Condensate	15
d. Ventilating Roof-Mounted, Mild Exhaust	20	<b>24. Reciprocating Engines</b>	
e. Kitchen or Other Solid Exhaust	15	a. Continuous Service	5
<b>16. Coils—Fluid to Air</b>		b. Back-Up Service	20
a. Direct Expansion (refrigerant)	18	<b>25. Steam Turbines</b>	30
b. Water/Steam Heating	20	<b>26. Electric Motors</b>	
c. Cooling and Dehumidifying	12	a. Without Soft Start	18
d. Electric	12	b. With Soft Start	25
<b>17. Heat Exchangers</b>		<b>27. Motor Starters</b>	
a. Commercial—Shell and Tube		a. In Dry Noncorrosive Areas	25
i. Steam to Domestic Water	13	b. In Wet or Corrosive Areas (cooling towers)	10
ii. Steam to Heating Water	20	<b>28. Electric Transformers</b>	
iii. Water to Domestic Water	15	a. Oil-Filled	30
iv. Water to Water	25	b. Dry Type	30
b. Residential Immersion Coil	25	<b>29. Controllers</b>	
c. Plate and Frame	25	a. Pneumatic	18
d. Energy Recovery Wheel	15	b. Electric	20
e. Energy Recovery Water	12	c. Electronic	20
f. Energy Recovery Air to Air	12	d. Computer Front End Controls <sup>8</sup>	15
g. Energy Recovery Heat Pipe	20	<b>30. Valve and Damper Actuators</b>	
<b>18. Reciprocating Air Compressors</b>	15	a. Hydraulic	15
		b. Pneumatic	20
		c. Motorized Electric	18
		d. Self-Contained	10

<sup>7</sup> Chillers using CFCs, especially R-12 may require replacement or significant upgrade before the end of their life due to refrigerant unavailability. Chillers using HFCs such as R-125 are expected to have access to an active market of recycled refrigerant. Companies with large inventories of equipment can get full service life of existing equipment by "banking" their own refrigerants reclaimed from retired equipment in accordance with EPA and other regulations.

<sup>8</sup> See note at top of this list regarding shortened useful life of central control hardware and software.

SYSTEMS	AVERAGE USEFUL LIFE YEARS	SYSTEMS	AVERAGE USEFUL LIFE YEARS
<b>31. Control Sensors</b>		<b>2. Flush Valves</b>	12
a. Temperature	20	<b>3. Fixtures: Commercial</b>	
b. Humidity, CO2	5	a. Faucets	7
c. Water Flow	5	b. Water Closets	30
d. Air Flow	10	c. Urinals	30
<b>32. Heating and Cooling Piping System</b>		d. Sinks	30
a. Above Ground	30	e. Refrigerated Drinking Fountain	15
b. Ground Source Heat Exchange Loops	40	<b>4. Pumps</b>	
<b>33. Oil Storage Tank with Corrosion Protection</b>		a. Base Mounted	25
a. Above Ground	25	b. In-line	15
b. Underground	20	c. Sewage Ejector	10
c. Underground: FRP Coated Steel	30	d. Sump-Submerged or Pedestal	10
<b>34. Boiler Chimneys and Flues</b>		e. Well-Submerged	10
a. Metal Flue and Breaching	20	<b>5. Backflow Prevention</b>	
b. Steel Chimney	30	a. Light Duty	10
c. Masonry Chimney	50	b. Heavy Duty (Main Service)	30
<b>B. ELEVATOR/ESCALATOR</b>		<b>6. Domestic Water Piping Systems</b>	
<b>1. Elevator<sup>a</sup></b>		a. Hot and Cold Water (Copper or Plastic)	30
a. Hydraulic		b. Waste Piping (PVC or Cast Iron)	30
i) Underground Cylinder Dry Location	15	c. Kitchen Waste	20
j) Car and Pump Unit	35	<b>7. Gas Piping Systems</b>	
b. Traction <sup>b</sup>	50	a. Fuel Gas Threaded	30
c. Geared Traction	35	b. Fuel Gas Welded	40
d. Cab Interior Finish	10	c. Medical Gas	40
e. Carpet	0.5	d. Compressed Air	20
<b>2. Escalator</b>		<b>8. Water Softeners</b>	25
a. In Dry Location Not For Mass Transit	40	<b>9. Compressors and Vacuum Pumps</b>	15
b. In Wet Location or For Mass Transit	20	<b>D. ROOFING AND SIDING</b>	
<b>3. Controllers</b>		<b>1.4-Ply Built-Up</b>	
a. Electromechanical Relay Based <sup>c</sup>	30	a. Asphalt	
b. Computer Based	20	I. Flat (Dead Level)	18
<b>4. Elevator Door Operators</b>		II. Sloped (1/4 inch per foot)	25
a. Passenger	20	b. Cold-Tar	35
b. Freight or Service Used For Carts	10	c. Hot Applied Rubberized Asphalt (Protected Membrane Assembly)	30
<b>5. Wheelchair and Stairway Chair Lift</b>	25	<b>2. 2-Ply Modified Bitumen (Mopped Down)</b>	
<b>C. PLUMBING<sup>d</sup></b>		a. Flat (Dead Level)	15
<b>1. Water Heaters with Longer Warranties</b>		b. Sloped (1/4 inch per foot)	20
a. Electric, Normal Use	15	<b>3. Single Ply</b>	
b. Electric, Heavy Use or Tankless	10	a. EPDM	
c. Oil Fired	18	I. Flat (Dead Level)	15
d. Gas Fired, Normal Use	15	II. Sloped (1/4 inch per foot)	20
e. Gas Fired, Heavy Use or Tankless	10	b. Thermoplastic (Hypalon, PVC)	20
f. Solar Thermal Collectors	20	c. Modified Bitumen (Touched On)	
		I. Flat (Dead Level)	10
		II. Sloped (1/4 inch per foot)	15

<sup>a</sup> Elevator hoistways are expected to last for the life of the building, though rails, ropes, doors and landing plates and other trim may require renewal.

<sup>b</sup> Gearless traction elevators may warrant earlier replacement or costly upgrade for performance reasons.

<sup>c</sup> Earlier replacement may be driven by energy, performance, reliability or safety.

<sup>d</sup> For energy and water conservation reasons, it may be advantageous to replace water heaters and fixtures prior to the end of useful life.

SYSTEMS	AVERAGE USEFUL LIFE YEARS	SYSTEMS	AVERAGE USEFUL LIFE YEARS
<b>4. Metal</b>		<b>12. Wire and Cable</b>	
a. Structural Roof Panels (Prefinished Galvanized Steel)	25	a. 600 V and below	40
b. Premanufactured Architectural Roof Panels (Prefinished Aluminum or Galvanized Steel)	25	b. Above 600 V	30
c. Custom Fabricated Standing Seam Roofing (Copper, Lead Coated Copper, Terne Coated Stainless Steel)	75+	13. Solar Photovoltaic Collector Panels	20
d. Custom Fabricated Flat Seam (Copper, Lead Coated Copper, Terne Coated Stainless Steel)	50+	14. Branch Circuit Wiring and Devices	30
<b>5. Asphalt Shingles</b>		15. Lightning Protection	40
a. 15 Year	15	<b>F. FIRE/LIFE SAFETY/SECURITY SYSTEM</b>	
b. 20 Year	20	<b>1. Fire Alarm Systems</b>	
c. 25 Year	25	a. Activation Devices (Pull Station, Smoke Detector, etc.)	10
d. 30 Year	30	b. Notification Devices (AV Horn/Strobe)	15
<b>6. Slate</b>		c. Control Panels <sup>2</sup>	15
a. S-1	100	d. Wiring	30
b. S-2	75	<b>2. Fire Pumps</b>	
c. S-3	50	a. Electric Motor Driven	25
<b>7. Clay/Concrete Tile</b>	50+	b. Engine Driven	20
<b>8. Spray-On Polyurethane Foam Roofing</b>	10	<b>3. Sprinkler Systems</b>	
<b>9. Siding</b>		a. Heads	25
a. Wood (Painted 7-10 years)	30	b. Piping Systems	40
b. Metal	30	c. Equipment and Devices (Flow Switch, Dry Pipe Valve, etc.)	20
c. Vinyl	30	<b>4. Security Systems</b>	
d. Masonry	75	a. Activation Devices (Access Entry, Motion Sensor, etc.)	10
e. Stone	100	b. Notification Devices (Horn, Dialer)	15
<b>E. ELECTRICAL IN DRY, NONCORROSIVE LOCATIONS (EXCEPT FOR EQUIPMENT DESIGNED TO BE OUTDOORS OR IN WET LOCATIONS)</b>		c. Control Panels <sup>2</sup>	15
<b>1. Electric Motors</b>	18	<b>5. Closed Circuit TV System</b>	
<b>2. Electric Transformers</b>		a. Monitors	53
a. Oil-Filled	30	b. Pan and Tilt Motors	53
b. Dry Type	30	c. Cameras	65
<b>3. Motor Control Center</b>	30	e. Computer Control <sup>2</sup>	10
<b>4. Automatic Transfer Switch</b>	25	<b>6. Standby Power Supply: Battery</b>	5
<b>5. Uninterrupted Power Supply</b>		<b>G. INTERIOR FINISHES</b>	
a. Battery	10	<b>1. Flooring (Sealed When Porous, Except For Carpet)</b>	
b. Rotary	15	a. Vinyl	
<b>6. Batteries</b>	5	I. Tile	12
<b>7. Power Panels</b>		II. Sheet	12
a. Light and Power Distribution Panel Boards	30	b. Carpet: Common Area	
b. Switchgear and Service Entrance Equipment	40	I. Broad Loom	5
<b>8. Circuit Breakers</b>	30	II. Carpet Tiles	5
<b>9. Light Fixtures</b>	20	III. Loop Pile	15
<b>10. Emergency Engine Generator Set</b>	20	c. Epoxy Coating (Two Part)	10
<b>11. Ground Fault Circuit Interrupter (GFCI) Switch</b>	25	d. Stone	
		I. Granite	75+
		II. Marble	50
		e. Terrazzo	50
		f. Hardwood	
		(I) Finish	10
		(II) Substrate	50
		g. Concrete	50

<sup>2</sup> See note at top of this list regarding shortened useful life of central control hardware and software.  
<sup>3</sup> See note at top of this list regarding shortened useful life of central control hardware and software.  
<sup>4</sup> See note at top of this list regarding shortened useful life of central control hardware and software.

SYSTEMS	AVERAGE USEFUL LIFE YEARS
<b>2. Walls</b>	
a. Vinyl Wall Covering	10
b. Painted	5
c. Wall Paper	4
d. Epoxy (Two Part)	15
e. Fabric	5
f. Wood Finishes	15
<b>3. Ceilings</b>	
a. Plaster/Drywall with Skim Coat	30
b. Suspended	
I. Spline System	20
II. Lay-In System	25
III. Ceiling Tiles	15
c. Metal	25
d. Wood	30
<b>4. Door Hardware</b>	
a. Entry Lock Sets	7
b. Closures	7
c. Automatic Doors	5
<b>H. STRUCTURAL</b>	
<b>1. Steel</b>	Life of Building
<b>2. Concrete</b>	Life of Building
<b>3. Wood</b>	Life of Building
<b>4. Façade</b>	
a. Brick, Block and Stone	Life of Building
b. Concrete: Poured In Place	Life of Building
c. Metal Curtain Wall	50
d. Glass Curtain Wall	50
e. Precast Panels	35
f. Stone Veneer	50
g. Windows (Operable or Gasketed)	30
<b>I. PARKING DECKS/LOTS SURFACE</b>	
<b>1. Underground</b>	Life of Building
<b>2. Outside</b>	
a. Exposed Paving at Grade or Topmost Level	30
b. Covered Paving (Open at Sides)	40

# 6. Decision Items: 6.4. Fund Development Update Report

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## Recommendation

**THAT** the Burlington Public Library approve the BPL Fund Development Strategy Update

## Purpose

To provide the Library Board with an update on the 2023 work to date on BPL’s Fund Development Strategy. To seek the Board’s approval on the updated 2024 focus and scope of work.

## Background

The City of Burlington anticipates exponential growth to the population in Halton and Burlington. The Burlington population could grow to 254,400 people by 2041<sup>1</sup>. The City of Burlington through the [2015-2040 Strategic Plan](#), addresses how they will meet this growth with a vibrant, sustainable, mobile and modern city.

Given this growth, BPL must prepare to serve a larger, more intense, and more diverse community specifically in geographic areas that City of Burlington refers to as “Major

Transit Areas”<sup>3</sup>. BPL will need a larger footprint, renewed spaces, and larger collections to support and serve this growth. Currently, BPL is funded almost exclusively through City of Burlington.

Fundraising has proven to be a successful venture for BPL in the past through the “Make it Great Campaign” (2003-2005) as well as ad hoc donations through “Pay it Forward” (2020/2021). Other local library systems (Oakville Public Library) have had ongoing fundraising campaigns for over a decade. Currently, unsolicited donations to BPL continue to rise, year after year through Canada Helps.

In 2022, staff identified the opportunity for the Board to consider developing a more proactive fundraising strategy. The attached Fundraising Strategy report was drafted and approved as a guiding document to provide background and context. With limited time and resources between marketing and fundraising, BPL must prioritize efforts:

- Identify the highest potential payoff, financially
- Potential to build new relationships
- Investment required (staff, volunteers, and money)
- Best aligned to BPL mission and values

## 2022 Approved Fund Development Timeline & Goals

The following timeline and goals, to grow BPL’s fund development program and fund development strategy gradually and iteratively was approved by the Board in 2022.

- 2022: Board endorsement
- 2023: **Building & Benchmarking** with a focus on individual & legacy giving
  - Review & update BPL’s website content and thank you templates
  - Integrate Canada Helps more seamlessly into BPL’s website
  - Pilot Tap donation for the Pay it Forward fund at 2 branches and bring a report back to the Board as to the long-term viability of this approach
  - Integrate information about BPL’s existing endowment funds more seamlessly into BPL’s website
  - Review & update BPL’s donor stewardship and recognition
- 2024: **Grow Strategically** with targeted initiatives seeking a +10% with a focus on corporate giving & sponsorship
  - Review & update BPL’s sponsorship templates
  - Integrate information about sponsorship opportunities more seamlessly into BPL’s website



- Integrate information about any BPL's existing sponsorship partnerships more seamlessly into BPL's website
- Review & update BPL's sponsor recognition program

## Areas of Focus

Further in 2022, the Board endorsed the creation of five funds to be integrated into BPL's Canada Helps portal. Providing donors, the opportunity to direct their donation to an identified fund provides BPL the mechanism to retain the funds beyond the fiscal year for larger scale initiatives. Based on the Board's input the funds are defined as follows:

- Kids' Learning Fund: Support and grow literacy in all its forms **Kids' Learning Fund**
- Innovation Fund: Support the advancement of BPL's Strategic Plan & Objectives **Think Big for Burlington**
- Local History fund: Support BPL's digitization and local history initiatives **Preserve our History**
- Pay it Forward: When you miss a due date, in place of paying a fine penalty, Pay It Forward by making a monetary gift of any size to help make the library collection bigger and better for everyone in the community. **Pay it Forward/Add More**
- Honour with Books: Pay tribute to a friend, relative, colleague, or group on a special occasion by augmenting the library's collection. **Honour a Reader**

## Discussion

### 2023 Fund Development Goals Update

In 2023, staff have working towards **Building & Benchmarking** with a focus on individual and legacy giving.

BPL's website was review and updated (<https://www.bpl.on.ca/about/donate>) to integrate Canada Helps more seamlessly. Thank you, templates were reviewed and update. In 2024, BPL will be moving to the thank you cards to recognize individual donors.

The Pilot Tap donation for the Pay it Forward fund at 2 branches did not move forward. The vendor of this device redesigned their licensing model and staff determined that the new model was not viable from a cost perspective.

Instead of the Tap pilot, this holiday season, BPL will pilot a Kids Learning fund initiative. This pilot will launch November 24 and run through to the end of 2023. Individuals will be invited to help us make Burlington a brighter place by donating to BPL on someone's behalf.

The integration of BPL's existing endowment funds into BPL's website was delayed as the Burlington Foundation is currently working on their own website. That work is expected to be completed in early 2024 and staff will move forward with this element at that time.

This work has been deferred to 2024 so that staff can review and update BPL's donor stewardship and recognition in conjunction with building a case for support for sponsorship.

## 2024 Fund Development Goals

Staff propose the following adjusted 2024 timeline and goals. We will continue to grow BPL's fund development program and fund development strategy gradually and iteratively.

- **2024: Grow Strategically** with targeted initiatives seeking a +10% with a focus on corporate giving & sponsorship
  - Integrate information about BPL's existing endowment funds more seamlessly into BPL's website
  - Review & update BPL's donor stewardship and recognition and sponsorship recognition program
  - Review & update BPL's sponsorship templates
  - Integrate information about sponsorship opportunities more seamlessly into BPL's website
  - Integrate information about any BPL's existing sponsorship partnerships more seamlessly into BPL's website

## Financial Considerations

Formalizing a BPL Fundraising Strategy will provide an opportunity to diversify BPL's revenue sources.

Staff will seek Board approval annually to divert and restrict surplus earnings, equal to the fund contributions, to the Operating Reserve Fund. This will allow the funds to grow and be used for targeted initiatives not supported by the annual operating and capital budget process.

The Operating Reserve Fund will be added to the quarterly financial statements so the Board will be apprised of funding and spending, as with the reporting for the Capital Reserve Fund.

## Strategic Implications

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

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

## Equity, Diversity & Inclusion Considerations

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

## Risk Management

Board oversight of BPL's fund development efforts enables the Board to stay up to date and in line with best practices.

## Policy

Related policies include the [Donations, Sponsorships and Fundraising Policy](#), and [Board Procedural By-laws](#).

## Final Remarks

Staff will continue to refine and the develop the Strategy and bring back an update in spring 2024.

Respectfully submitted:

Lita Barrie, Chief Executive Officer and Nicole Tewkesbury, Director, Finance and Infrastructure

## Burlington Public Library Fundraising Strategy



### Who We Are:

#### **BPL Mission and Vision:**

##### Our Mission

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

##### Our Vision

An engaged and sustainable community advanced by curiosity and discovery.

#### **BPL's Elevator Pitch:**

Free to join, Burlington Public Library belongs to everyone in the community, providing open and equitable access to information, digital & print collections and resources, public computers, and a vast array of programs and services. Six full-service branches and a rural lending location offer welcoming spaces where visitors can explore, discover, reflect, learn, improve, create, and connect with others. Always innovating, BPL keeps an eye to the future ensuring services are current and ready to meet the community's changing needs. Stay in touch with us online: [bpl.on.ca](http://bpl.on.ca), and on Instagram, Twitter, Facebook [@BurlONLibrary](https://www.facebook.com/BurlONLibrary).

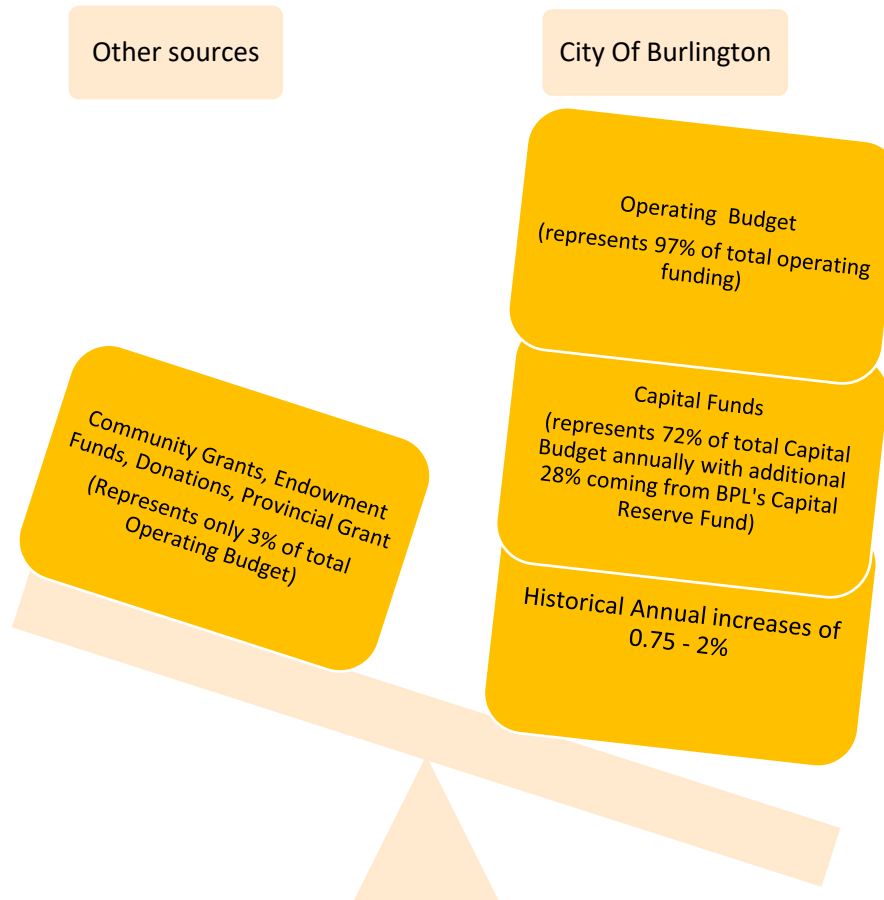
#### **Background:**

The City of Burlington anticipates exponential growth to the population in Halton and Burlington. The Burlington population could grow to 254,400 people by 2041<sup>1</sup>. The City of Burlington through the [2015-2040 Strategic Plan](#), addresses how they will meet this growth with a vibrant, sustainable, mobile and modern city.

Given this growth, BPL must prepare to serve a larger, more intense and more diverse community specifically in geographic areas that City of Burlington refers to as "Mobility Hubs"<sup>3</sup>. BPL will need a larger footprint, renewed spaces, and larger collections to support and serve this growth. Currently, BPL is funded almost exclusively through City of Burlington.

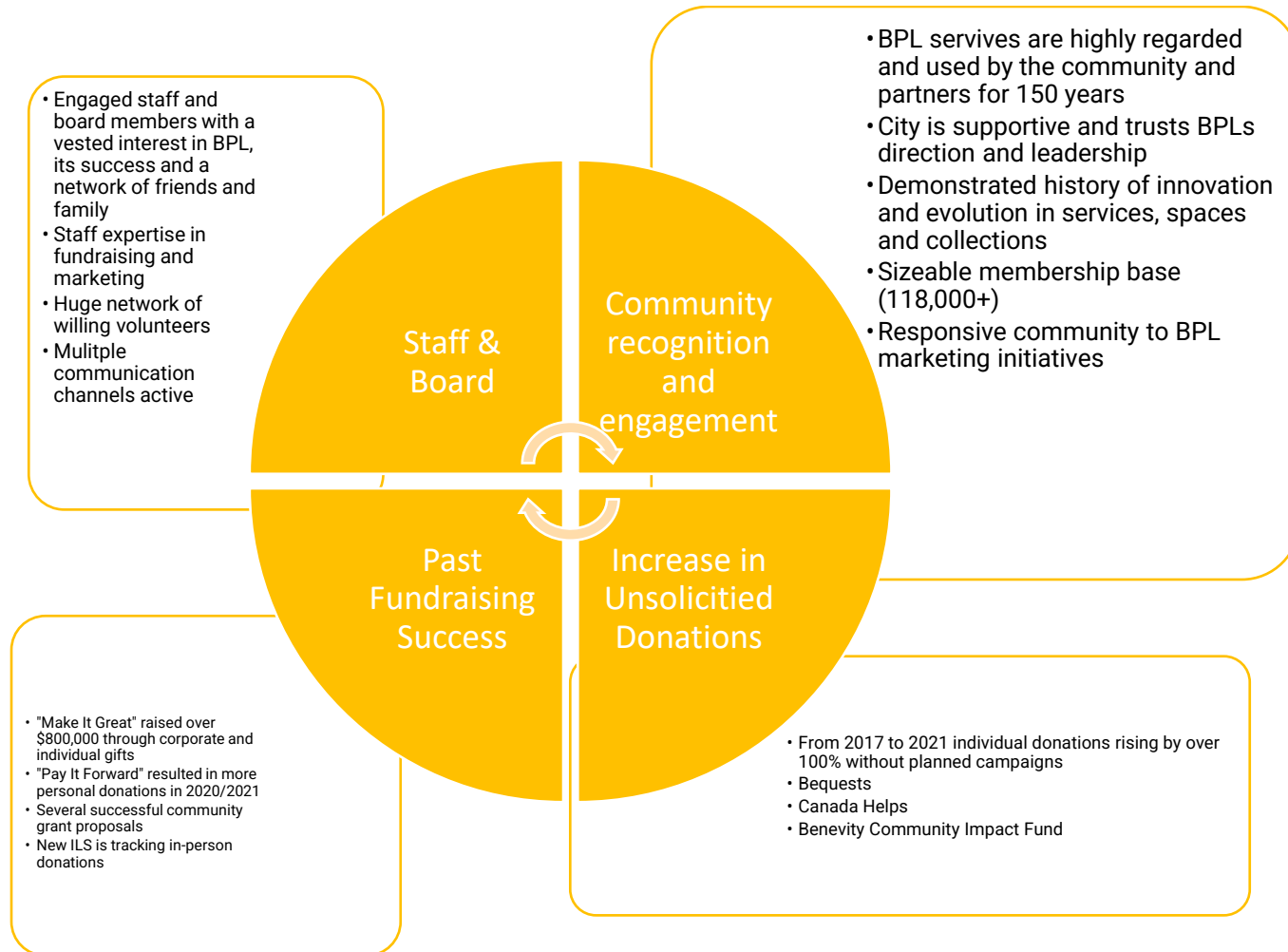
Fundraising has proven to be a successful venture for BPL in the past through the "Make it Great Campaign" (2003-2005) as well as ad hoc donations through "Pay it Forward" (2020). Other local library systems (Oakville Public Library) have had ongoing fundraising campaigns for over a decade. Currently, unsolicited donations to BPL continue to rise, year after year through Canada Helps.

## BPL Current Funding Model (2021)



BPL is almost exclusively reliant (97%) on a single main source of funding (City of Burlington). As a registered non-profit organization, BPL should diversify its revenue sources to safeguard for the future reducing dependency on single source funding, allowing for continuation of services should municipal funding circumstances change, and/or there are other economic impacts, in order to increase opportunities to help meet strategic goals.

## BPL Assets



## Fundraising Objectives.

Related to [BPL's 2021-2025 Strategic Plan](#), potential areas of focus and objectives for the next 5 years:

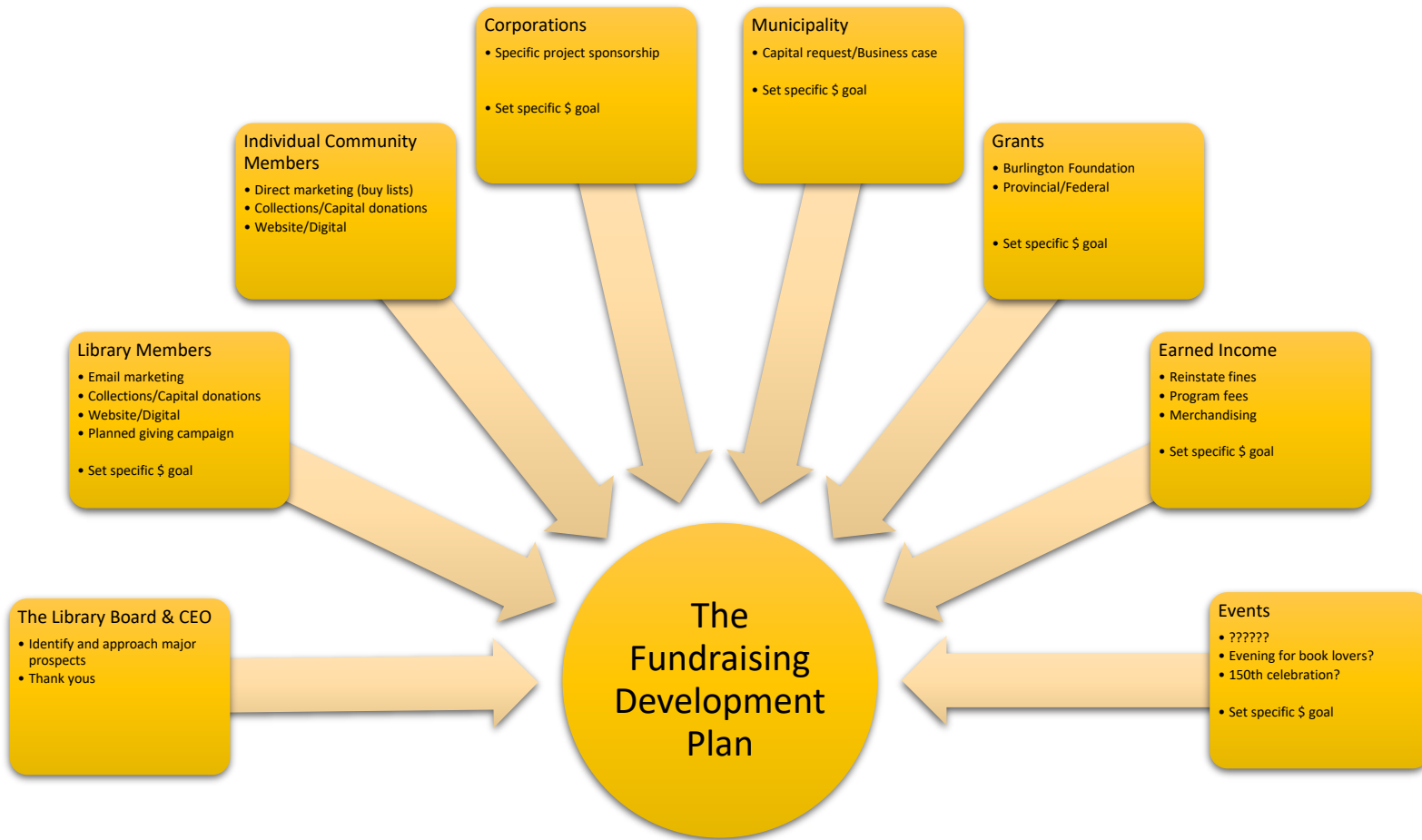
BPL Strategic Direction	BPL Strategic Goal	Fundraising focus
Inspire discovery with diverse collections, services, and spaces.	Develop audience-specific strategies to increase public access and their engagement with reading & library services. Curate diverse and inclusive collections and services	Raise funds to support digital and diverse collections or/and local history digitization projects
	Using an equity lens, create a strategic roadmap for our physical spaces and technology to support the Library's vision as an inspiring place that sparks curiosity and discovery. Reimagined use, flexibility and design of our spaces; Makerspace	<p>Raise funds to support and redesign existing library spaces to improve accessibility, universal design, and better meet community needs</p> <p>Raise funds to expand and further integrate STEM into BPL's Family Discovery Spaces and Kids Makerspace</p>
	Extend our physical presence in the community. Larger branch capacity in New Appleby catchment area. Reimagined accessible and alternate service points	Raise funds to support a new branch in the southeast/ enhancements to Tansley Woods (COB planning renewal of facility with upcoming 30 <sup>th</sup> anniversary)

## Potential Sources of Funding

Source	Benefits	“But”...
Municipality	Already understands and supports BPL’s mission	COB already provides majority of funding and this may over-tax the municipality
Grants	Available on many levels across the community, province and country. Will support infrastructure investment in projects	Time consuming to execute and need dedicated staff to grant writing.  Every grant has specific eligibility criteria, BPL may or may not qualify. For upper level government infrastructure grants, BPL seeks to coordinate with COB to ensure alignment.
Corporations in Burlington	Will underwrite certain specific costs of a project (eg. Computers, Makerspace)	Need to demonstrate a base of support or reaching an audience that matches corporations’ marketing goals; Donation cycles can be erratic
Library members	Can provide sustaining gifts year over year to be used for collections development or other capital projects (includes planned giving)	Requires ongoing training of staff and board members for constant solicitation; Requires significant staff time to build relationship and ongoing thanks and appreciation; Donors need to see improvement in order to keep giving
Individual community members	Can provide sustaining gifts year over year	There are many competing interests/organizations in the community. Need demonstrated reason to give.
Annual events	Excellent opportunity for identifying and cultivating prospective donors; When successful, they can bring in significant donations	Depending on how extensive the event is, can lead to minimal profit and is very time intensive for staff
Earned Income	Steady revenue source (eg. Fines); Can strengthen donor relationship	May overtake other programs and the mission of the organization



# BPL Fundraising Development Plan and Funding Map<sup>2</sup>



A Fundraising Team will be developed at BPL. At the point that the Board approved fundraising goal exceeds internal capacity, BPL will look to contract an external fundraising service with expertise in community building and capital investment in which any contractor will be included on this team.

This team will regularly update the board members on specific duties required, maintaining board participation and accountability and keep the fundraising work on the Board radar by increasing their knowledge of successes and challenges.

The team would consist of:

- CEO
- Marketing Manager
- Director, Service Development
- Director, Finance and Infrastructure
- External Fundraising contractor
- Executive Assistant

Actions of the team will include:

1. Confirm/revise fundraising goals
2. Finalize the fundraising plan, with timing for each initiative
3. Calendar the plan and begin to implement, each having a role to play.

### **Staff roles in Fundraising**

- Supplies names, contact info of prospective supporters (buys lists if needed)
- Conducts the research on grants, local corporations, and groups
- Prepares fundraising materials, books media and finalizes proposal
- Contracts external fundraising expertise
- Manages the timelines
- Produces thank you letters and phone scripts and creates results reports

## Board Roles in Fundraising

- Supplying names, contact info of prospective supporters
- Approves the fundraising targets and use of external fundraising services
- Thanks donors personally with a phone call (donor recognition matrix to be defined)
- Volunteers and attends any fundraising events

### Next steps:

#### *Prioritizing Ideas*

With limited time and resources between marketing and fundraising, BPL must prioritize efforts:

- Identify the highest potential payoff, financially
- Potential to build new relationships
- Investment required (staff, volunteers, and money)
- Best aligned to BPL mission and values

### References:

#### Direct References

1. *City of Burlington Growth Analysis Study by Dillon Consulting, June 2019*  
Retrieved on April 25, 2022 from:  
<https://burlingtonpublishing.escribemeetings.com/filestream.ashx?DocumentId=35093>
2. CompassPoint Non Profit Services, *Create an Effective Fundraising Pla.* Retrieved on April 4, 2022 from <https://www.gnof.org/wp-content/uploads/2014/06/CreatingFRplan-manual.pdf>
3. City of Burlington Mobility Hubs. Retrieved on April 4, 2022 from <https://www.burlington.ca/en/services-for-you/mobility-hubs.asp>

#### General References

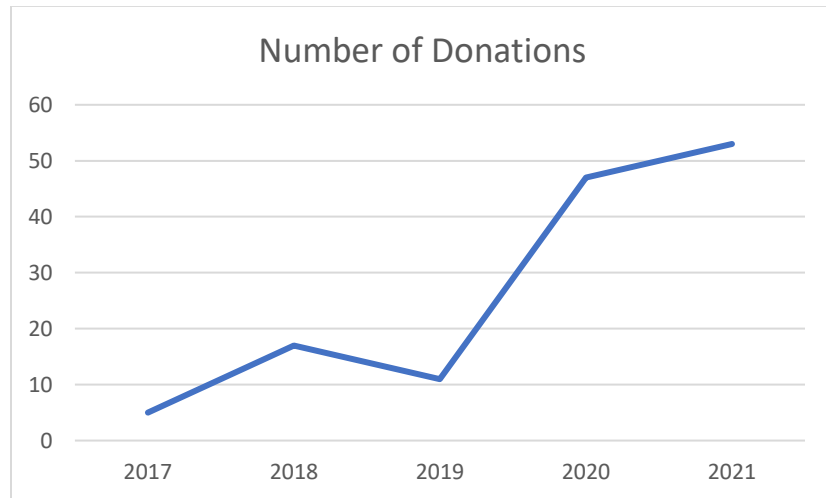
*Norfolk Foundation Nonprofit Toolkit* – [http://www.norfolkfoundation.org/nonprofits/resource\\_kit.asp](http://www.norfolkfoundation.org/nonprofits/resource_kit.asp)

Advancement.Com – <http://www.supportingadvancement.com/revenue/samples/samples.htm>

Top Funding Sources for Nonprofits and Charities, <https://donorbox.org/nonprofit-blog/nonprofit-funding-sources>

**Appendices:**

Appendix 1: Growth in Canada Helps online donation



**Appendix 2: Donations from “Make It Great” Campaign 2003-2005**

**Make It Great Capital Campaign 2003-2005**

**\$100,000+**

Named Recognition

Donor	Donation	Named recognition
Krpan family	110,000	Grand Lobby
Mattamy Homes	100,000	Children’s Library

**\$50,000**

Donor	Donation	Named recognition
Branthaven Homes and Losani Homes	50,000	Builders Room
Burlington Community Foundation	50,000	Discovery Centre
Cumis Group	50,000	Teen Area
Voortman Cookies	50,000	Holland Room

**\$40,000**

Donor	Donation	Named recognition
Longo's	40,000	Media Area

**\$35,000**

Donor	Donation	Named recognition
Ron Ness	35,000	Training Room
Don & Doug Smith	35,000	Burlington History Room

**\$25,000**

Donor	Donation	Named recognition
AIC Ltd.	25,000	Reading alcove
Boehringer Ingelheim	25,000	Grand Staircase
Leggat Pontiac Buick Cadillac	25,000	Reading alcove
Pioneer Petroleum Foundation	25,000	Information Desk + small reading alcove

**\$20,000**

Donor	Donation	Named recognition
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Beaux Properties	20,000	South Courtyard
Molinaro Group	20,000	North Courtyard

**\$15,000**

Donor	Donation	Named recognition
Phil Nanavanti	15,000	Circulation Desk
Scotiabank	15,000	kids computers

**\$10,000**

Donor	Donation	Named recognition
Autopark Mitsubishi	10,000	Computers
BMO	10,000	Computers
Burlington Nelson Lions Club	10,000	Computers
Burlington Technologies Inc	10,000	Computers
CIBC	10,000	Computers
Citigroup	10,000	Computers
Foxcroft	10,000	Computers
Halton Honda / Halton Autolease	10,000	Info Services Desk
John Holland Chevrolet	10,000	Computers
Leggat Saturn Saab	10,000	Children's Info Desk
TD Bank	10,000	Kids computers

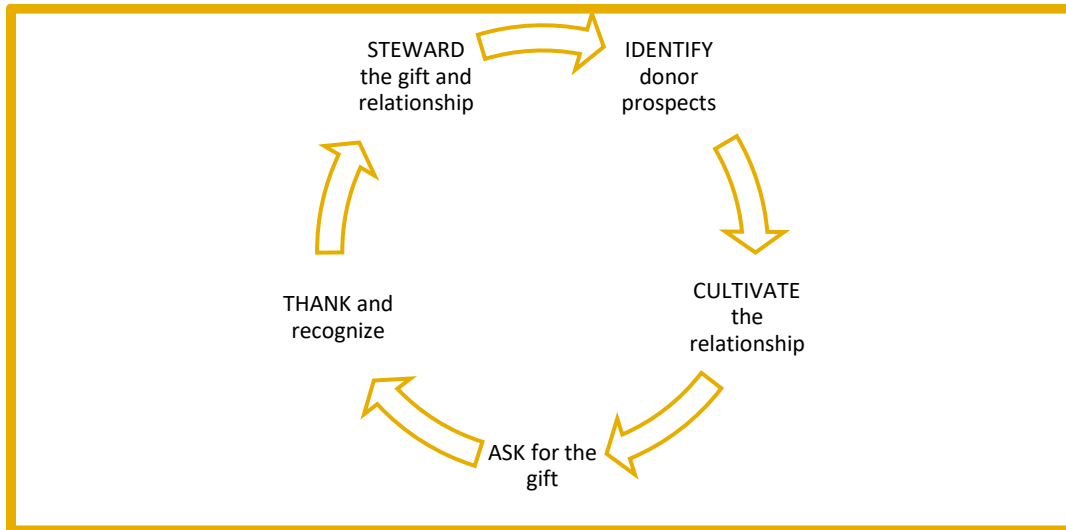
**Non-monetary named recognition**

The Great Hall was named by BPL Board in honor of the Make It Great capital campaign.

**Appendix 3 - Enewsletter Response for 2022 to Current library card members**

	22-Jan	22-Feb	22-Mar
Monthly Newsletter			
sends	64,226	65,659	65,746
open rate	34.20%	32.40%	33.30%
click rate	8.50%	6.00%	6%
unsubscribed	0.11%	0.09%	0.10%

**Appendix 4  
Nurturing Donor Relationships**



## 6. Decision Items: 6.5. Policy Review Report

### Recommendations

**THAT** the Burlington Public Library Board approve the revised Donations, Sponsorships and Fundraising Policy effective December 1, 2023, as presented.

**THAT** the Burlington Public Library Board approved the revised General Human Resources Policy effective December 1, 2023 as presented.

**THAT** the Burlington Public Library Board approved the revised Whistleblower Policy effective December 1, 2023 as presented.

### Purpose

To seek the Board's approval of the updated Donations, Sponsorships and Fundraising, General Human Resources and Whistleblower policies.

### Background

These policies have been reviewed and updated for the Board's consideration as per the policy review cycle.

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

The Library Board undertakes a regular review process to ensure that policies are up to date, consistent with the current legislative environment and aligned with the Library's vision, mission, values, and strategic plan.

BPL's policy template has been updated to improve accessibility. As the Board reviews policy, the revised policies will be moved into the new format. In the attachments, the new revised policy is provided first, followed by the existing policy. Due to the migration of the policies into the new accessible template, tracking changes is not an option for this review cycle.



## Discussion

In reviewing policies, staff want to ensure that policy language is aligned with the Library's values, current practice, and legislation. In addition, staff are revising the policies to ensure they are clear, concise, and aligned with the Library's commitment to equity, diversity, and inclusion.

Below is a summary of the key updates for the policy:

### Donations, Sponsorships and Fundraising Policy

This policy was streamlined to minimize repetition and improve clarity. The section that was specific to Pay it Forward was removed as BPL has increased the number of funds. Staff determined that the level of specificity was more procedural in nature.

### General Human Resources Policy

This policy was streamlined to minimize repetition and improve clarity. The language was updated to align the Employee Guide and reflect current practice.

### Whistleblower Policy

This policy was streamlined to minimize repetition and improve clarity. Procedural elements that differentiated between an informal and formal investigation were removed as in practice all investigations would be formal.

Management and staff will be notified of the changes in Policy once approved by the Board. The approved policies will be posted on BPL's website.

## Financial Considerations

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

## Strategic Implications

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

- Strategic Goal 1: Enhance community well-being, strengthening relations with community partners to support community needs through programming and other library services.

- Strategic Goal 2: Inspire discovery with diverse collections, services, and spaces.
- Strategic Goal 3: Create a workforce culture driven by our organizational values.

## Equity, Diversity & Inclusion Considerations

Strong governance positions the Library Board to ensure that BPL provides equitable service to our customers identifying ways we work to make a positive impact advancing equity, diversity, inclusion, and access within our workforce and in the provision of library services to the community.

## Risk Management

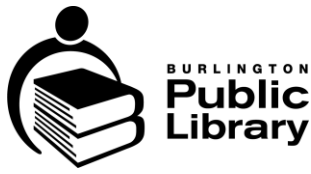
It is important that BPL policies and By-Law remain aligned with Board decision-making.

## Final Remarks

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

## Report Author(s)

Respectfully submitted: Lita Barrie, CEO



# Donations, Sponsorships and Fundraising Policy

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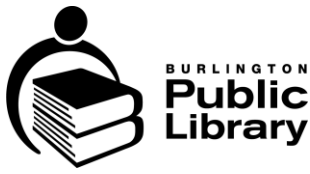
## Purpose

Burlington Public Library (BPL) welcomes and encourages donations and sponsorships from individuals, groups, foundations, and corporations for the purpose of enhancing library services and resources. The purpose of this policy is to ensure that all such donations and sponsorships are pursued, accepted, invested, and used in alignment with BPL's mission, values, strategic goals, and appropriate legislation.

## Statement of Policy

BPL is a registered charity and follows all relevant rules and regulations of the Canada Revenue Agency (CRA).

Any funds received through fundraising, sponsorships, or donations are considered supplemental to the library's core funding and will not be budgeted for or relied upon to fund day to day operations.



The Burlington Public Library Board (Board) will ensure that the nature of the library's decisions, collections and services will not be influenced by the existence of donations, sponsorships, or fundraising receipts.

All donations must be free and clear from encumbrances and will become the exclusive property of BPL unless otherwise agreed upon by all parties.

The Library reserves the right, at its absolute discretion, to accept or decline any donation or to negotiate with the donor, or representatives, concerning any aspect of the donation.

## Definitions

**Cash Gifts:** Cash gifts include funds received by cheque, money order, bank draft, money (bills & coin), debit or credit card.

**Donation:** A donation is a gift, contribution of cash, or goods given voluntarily to the Library as a philanthropic act without expectation or requirement of reciprocal benefit. A designated donation is one that is to be used for a specific purpose. An undesignated donation is one that has no stipulations on use.

**Fundraising:** The legitimate process of collecting money by requesting donations from individuals, groups, foundations, and corporations.

**Gifts in Kind:** Gifts in kind, also known as non-cash gifts, are gifts of property. They cover items such as artwork, equipment, securities, and cultural and ecological property. A contribution of service, that is, of time, skills, or effort, is not property and, therefore, does not qualify as a gift or gift in kind for purposes of issuing official donation receipts. Review the Canada Revenue Agency Charities and Giving glossary for details.

**Sponsorship:** A sponsorship is a mutually beneficial exchange between Burlington Public Library and an outside organization, in which an external party makes a contribution of cash or in-kind goods or services to the Library in return for recognition, acknowledgements or other considerations. Sponsors receive a benefit of reciprocal value in return for their support and contribution and therefore no charitable tax receipt is issued.



## Types of Donations

### Cash Donations

Both designated and undesignated cash donations are welcomed. For designated donations, BPL will direct the funds to the specific purpose as outlined by the donor. Where no designation is made by the donor, cash donations will be directed towards the purchase of library collections unless otherwise decided by the Board.

CanadaHelps.org is a non-profit organization that facilitates online donations and charitable tax receipts for not-for-profits, including libraries. A small percentage of the donation is retained to support this organization.

The Board is committed to working with the Burlington Foundation (BF). BPL has a long-standing partnership with BF in managing its endowment funds. Endowments are gratefully accepted and directed to the BF on behalf of the Library. This foundation manages BPL's endowments and provides the Library Board with the investment income annually. The Board approves the expenditures of these funds consistent with the specifications of the funds.

### Gifts in Kind

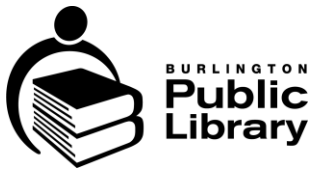
BPL welcomes and accepts different types of donations as defined by the Canada Revenue Agency. Where applicable, the Library may require the donor to have his/her property appraised by a certified appraiser at a shared expense with the Library before a decision is made as to whether a donation will be accepted.

Gifts of books, other collection materials and equipment are accepted under the condition that the Library has complete jurisdiction over their allocation and that the gifts adhere to the BPL's Collection Development policy.

The Board does not guarantee that collections of items will be kept intact except in special circumstances of historical importance; BPL does not guarantee items will be kept permanently.

### Art & Valuable Papers/Collections:

- BPL accepts artwork, papers and collections of historic/documentary value related to the history of the City of Burlington as appropriate and as described in its Collection Development and the Local History Collection Policy.



- BPL does not act as a repository of the works of local artists or of portraits of local persons.
- BPL does not actively collect, seek, or accept unsolicited donations or purchase art for decorative, artistic, or commemorative purposes unless it is a Commission of Art for a new building specifically commissioned by the Board.
- The Board reserves the right to refuse to accept any artwork considered by it to be inappropriate and/or unsuitable for a library environment.

#### Non-cash Gifts:

- Gifts of securities are welcomed and are directed to BPL's endowment funds managed by the Burlington Foundation.

#### Property:

- Gifts of property, real estate and tangible property are administered through the office of the Chief Executive Officer.

#### Deferred Gifts including Bequests/Life Insurance:

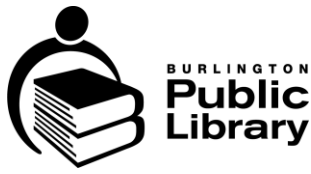
- A deferred gift is arranged now but is not available for use by BPL until some future time, usually after the death of the donor. With a deferred gift, a portion or all a donor's assets may be designated by bequest to benefit the Library. Such gifts may be made by will or beneficiary designation. Persons interested in making deferred gifts are directed to the office of the Chief Executive Officer.

## Sponsorships

Sponsors are required to enter into a written sponsorship agreement, signed by authorized representatives of both parties. All sponsorship agreements must include the dates of the agreement, must clearly indicate what the sponsor is contributing and the value of that contribution (best market value estimate) as well as the forms of recognition BPL will provide to the sponsor in return.

Sponsors may not influence the goals and objectives of BPL. Entering into sponsorship agreements does not suggest endorsement of products or services by BPL.

The Library reserves the right to terminate an existing sponsorship if the sponsor uses BPL's name outside the parameters of the agreement, without prior consent, or if the sponsor develops a public image inappropriate to BPL's mission, values and strategic



goals. In case of a change in ownership or name or both of a sponsor during the term of the agreement, BPL reserves the right to immediately cancel the agreement if the new organization fails to meet any of the principles or conditions outlined in this policy or in the contractual agreement.

BPL will ensure that the confidentiality of its records is maintained and will not sell or provide access to customer records in accordance with applicable Library policies and legislation.

Any naming opportunity included in a Sponsorship Agreement will conform to the Naming of Burlington Public Library Rooms and Spaces Policy and will be assessed in accordance with that policy.

## Development and Approval of Fundraising Plans

BPL will develop and implement fundraising strategies such as the establishment of endowment funds or capital campaigns for major initiatives such as large-scale renovations or the building of new facilities.

All proposed fundraising activities must be approved by the Board. Awareness and respect for fundraising endeavours of other charitable organizations in the City of Burlington will help to inform timing and scale of fundraising strategies to be undertaken. All fundraising initiatives will be tracked and coordinated to avoid duplication of funding requests and solicitations.

The Board reserves the right to reject any fundraising initiative deemed inappropriate or not in keeping with BPL's mission, values, strategic goals, and policies.

## Official Donation Receipts

Charitable receipts are issued in accordance with CRA regulations for any cash donations, appraised donations of art and valuable papers, and in-kind donations with a value exceeding twenty dollars (\$20). Charitable receipts cannot be issued for more than the fair market value as determined by an independent appraiser. BPL reserves the right to secure and rely on its own appraisal in determining the acceptability of a gift and the fair market value of an item.



## Donor Recognition Policies

BPL will acknowledge all gifts and donations to the Library in a manner commensurate with the value of the gift.

## Donor Records

BPL shall maintain donor records, the contents of which shall remain confidential unless the donor agrees otherwise.

## Appendices

· Appendix 1: References

### Appendix 1: References

- Canada Revenue Agency Charities and Giving glossary:  
<https://www.canada.ca/en/revenue-agency/services/charities-giving/charities/charities-giving-glossary.html>
- Waterloo Public Library Fundraising, Gifts and Sponsorships Policy:  
[https://www.wpl.ca/sites/default/files/policies\\_documents/finance/policy-3-5-fundraising-gifts-and-sponsorships.pdf](https://www.wpl.ca/sites/default/files/policies_documents/finance/policy-3-5-fundraising-gifts-and-sponsorships.pdf)
- Oakville Public Library Donations, Sponsorships and Fundraising Policy:  
<https://opl.ca/About-OPL/Policies/Fundraising-and-Development-Policies>
- Hamilton Public Library Donations, Sponsorship and Fundraising Policy  
<https://www.hpl.ca/articles/donations-sponsorship-and-fundraising-policy#:~:text=The%20Library%20gratefully%20accepts%20donations,aside%20in%20a%20Donations%20Reserve.>
- Date:
- Amended Dates:
- Associated Documents:



## Donations, Sponsorships and Fundraising Policy

### **Purpose and Scope:**

Burlington Public Library (BPL) welcomes and encourages donations and sponsorships from individuals, groups, foundations, and corporations for the purpose of enhancing library services and resources. The purpose of this policy is to ensure that all such donations and sponsorships are pursued, accepted, invested, and used in alignment with Burlington Public Library's mission, values, strategic goals, and appropriate legislation.

### **Statement of Policy:**

Burlington Public Library is a registered charity and follows all relevant rules and regulations of the Canada Revenue Agency (CRA).

Any funds received through fundraising, sponsorships, or donations are considered supplemental to the library's core funding and will not be budgeted for or relied upon to fund day to day operations.

The Burlington Public Library Board will ensure that the nature of the library's decisions, collections and services will not be influenced by the existence of donations, sponsorships, or fundraising receipts.

All donations must be free and clear from encumbrances and will become the exclusive property of Burlington Public Library unless otherwise agreed upon by all parties.

The Library reserves the right, at its absolute discretion, to accept or decline any donation or to negotiate with the donor, or representatives, concerning any aspect of the donation.

### **Definitions:**

Cash Gifts: Cash gifts include funds received by cheque, money order, bank draft, money (bills & coin), debit or credit card.

Donation: A donation is a gift, contribution of cash, or goods given voluntarily to the Library as a philanthropic act without expectation or requirement of reciprocal benefit. A designated donation is one that is to be used for a specific purpose. An undesignated donation is one that has no stipulations on use.

Fundraising: The legitimate process of collecting money by requesting donations from individuals, groups, foundations, and corporations.

Gifts in Kind: Gifts in kind, also known as non-cash gifts, are gifts of property. They cover items such as artwork, equipment, securities, and cultural and ecological property. A contribution of service, that is, of time, skills, or effort, is not property and, therefore, does not qualify as a gift or gift in kind for purposes of issuing official donation receipts. ([www.cra-arc.gc.ca/chrts-gvng/chrts/glssry-eng.html](http://www.cra-arc.gc.ca/chrts-gvng/chrts/glssry-eng.html))

Sponsorship: A sponsorship is a mutually beneficial exchange between Burlington Public Library and an outside organization, in which an external party makes a contribution of cash or in-kind goods or services to the Library in return for recognition, acknowledgements or other considerations. Sponsors receive a benefit of reciprocal value in return for their support and contribution and therefore no charitable tax receipt is issued.

### **Types of Donations:**

#### ***Cash Donations***

Both designated and undesignated cash donations are welcomed. For designated donations, the Library will direct the funds to the specific purpose as outlined by the donor. Where no designation is made by the donor, cash donations will be directed towards the purchase of library collections unless otherwise decided by the Board.

#### **Pay -It-forward fines and fees**

Customers are encouraged to consider contributing a cash donation in lieu of late fees or fines under the new Fines Free program at BPL.

Cash donations including Pay-it-forward fines and fees can be made as follows:

- Online through [CanadaHelps.org](https://CanadaHelps.org)
- In-branch at any customer service desk
- By contacting BPL Finance Department in writing at:
  - 2331 New Street, Burlington ON L7R 1J4
- Directly to the Burlington Foundation

[CanadaHelps.org](https://CanadaHelps.org) is a non-profit organization that facilitates online donations and charitable tax receipts for not-for-profits, including libraries. A small percentage of the donation is retained to support this organization. ([www.canadahelps.org/en/](https://www.canadahelps.org/en/))

The Library Board is committed to working with the Burlington Foundation (BF). BPL has a long-standing partnership with BF in managing its endowment funds. Endowments are gratefully accepted and directed to the BF on behalf of the Library. This foundation manages BPL's endowments and provides the Library Board with the investment income annually. The Library Board approves the expenditures of these funds consistent with the specifications of the funds. ([www.burlingtonfoundation.org](https://www.burlingtonfoundation.org)).

#### ***Gifts in Kind***

BPL welcomes and accepts different types of donations as defined by the Canada Revenue Agency. Where applicable, the Library may require the donor to have his/her property appraised by a certified appraiser at a shared expense with the Library before a decision is made as to whether a donation will be accepted.

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Gifts of books, other collection materials and equipment are accepted under the condition that the Library has complete jurisdiction over their allocation and that the gifts adhere to the Library's [Collection Development policy](#).

The Burlington Public Library Board does not guarantee that collections of items will be kept intact except in special circumstances of historical importance; BPL does not guarantee items will be kept permanently.

**Art & Valuable Papers/Collections:**

- The Library accepts artwork, papers and collections of historic/documentary value related to the history of the City of Burlington as appropriate and as described in its [Collection Development policy](#).
- BPL does not act as a repository of the works of local artists or of portraits of local persons.
- The Library does not actively collect, seek, or accept unsolicited donations or purchase art for decorative, artistic, or commemorative purposes unless it is a Commission of Art for a new building specifically commissioned by the Library Board.
- The Library Board reserves the right to refuse to accept any artwork considered by it to be inappropriate and/or unsuitable for a library environment.

**Non-cash Gifts:**

- Gifts of securities are welcomed and are directed to the Library's endowment funds managed by the Burlington Foundation.

**Property:**

- Gifts of property, real estate and tangible property are administered through the office of the Chief Executive Officer.

**Deferred Gifts including Bequests/Life Insurance:**

- A deferred gift is arranged now but is not available for use by the Library until some future time, usually after the death of the donor. With a deferred gift, a portion or all a donor's assets may be designated by bequest to benefit the Library. Such gifts may be made by will or beneficiary designation. Persons interested in making deferred gifts are directed to the office of the Chief Executive Officer.

**Sponsorships:**

Sponsors are required to enter into a written sponsorship agreement, signed by authorized representatives of both parties. All sponsorship agreements must include the dates of the agreement, must clearly indicate what the sponsor is contributing and the value of that contribution (best market value estimate) as well as the forms of recognition the Library will provide to the sponsor in return.

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Sponsors may not influence the goals and objectives of Burlington Public Library. Entering into sponsorship agreements does not suggest endorsement of products or services by Burlington Public Library.

The Library reserves the right to terminate an existing sponsorship if the sponsor uses Burlington Public Library's name outside the parameters of the agreement, without prior consent, or if the sponsor develops a public image inappropriate to the Library's mission, values and strategic goals. In case of a change in ownership or name or both of a sponsor during the term of the agreement, Burlington Public Library reserves the right to immediately cancel the agreement if the new organization fails to meet any of the principles or conditions outlined in this policy or in the contractual agreement.

The Library will ensure that the confidentiality of its records is maintained and will not sell or provide access to customer records in accordance with applicable Library policies and legislation.

Any naming opportunity included in a Sponsorship Agreement will conform to the [Naming of Burlington Public Library Rooms and Spaces Policy](#) and will be assessed in accordance with that policy.

**Development and Approval of Fundraising Plans:**

Burlington Public Library will develop and implement fundraising strategies such as the establishment of endowment funds or capital campaigns for major initiatives such as large-scale renovations or the building of new facilities.

All proposed fundraising activities must be approved by the Burlington Public Library Board. Awareness and respect for fundraising endeavours of other charitable organizations in the City of Burlington will help to inform timing and scale of fundraising strategies to be undertaken. All fundraising initiatives will be tracked and coordinated to avoid duplication of funding requests and solicitations.

The Burlington Public Library Board reserves the right to reject any fundraising initiative deemed inappropriate or not in keeping with the Library's mission, values, strategic goals, and policies.

**Official Donation Receipts:**

Charitable receipts are issued in accordance with CRA regulations for any cash donations, appraised donations of art and valuable papers, and in-kind donations with a value exceeding twenty dollars (\$20). Charitable receipts cannot be issued for more than the fair market value as determined by an independent appraiser. The Library reserves the right to secure and rely on its own appraisal in determining the acceptability of a gift and the fair market value of an item.

**Donor Recognition Policies:**

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Burlington Public Library will acknowledge all gifts and donations to the Library in a manner commensurate with the value of the gift.

**Donor Records:**

The Library shall maintain donor records, the contents of which shall remain confidential unless the donor agrees otherwise.

**Appendices**

- Appendix 1: References

**Appendix 1: References**

- [Waterloo Public Library Fundraising, Gifts and Sponsorships Policy](#)
- [Oakville Public Library Donations, Sponsorships and Fundraising Policy](#)
- [Hamilton Public Library Donations, Sponsorship and Fundraising Policy](#)

Effective Date: Nov. 19, 2020	Projected Review Date: 2023
Motion#/Date: #20-87, Nov. 19, 2020	Amended Dates:

# General Human Resources Policy

## Table of Contents

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## Purpose

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

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

## Scope

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

## Statement of Policy

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

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

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

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

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

## Job Evaluation and Classification

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

## Hiring Practices

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

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

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

## Diversity, Equity and Inclusion in the Workplace

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

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

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

### Accessibility in the Workplace

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

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

### Employment of Relatives

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

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

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

- participating in an employment panel



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

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

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

## Compensation

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

The CEO shall:

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

## Learning, Development and Orientation

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

## Performance Assessments

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

The CEO shall:

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

## Performance Management

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

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

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

## Layoff

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

## Volunteers

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

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

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

## Communication

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

The Chief Executive Officer and Library Managers will develop and maintain employee guide for all staff detailing current human resources policy and procedures.

To clarify responsibilities:

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

## Legislation

In the event that any portion of this Policy is inconsistent with applicable federal or provincial legislation, that portion and only that portion of the Policy shall have no application to the extent of that inconsistency. All other portions of the Policy shall continue in full force and effect.

## References

- Human Rights Commission  
<http://www.ohrc.on.ca/en>
- Ontario Health & Safety  
<https://www.labour.gov.on.ca/english/hs/>
- Personal Information Protection and Electronic Documents Act (PIPEDA)  
[https://www.priv.gc.ca/en/privacy-topics/privacy-laws-in-canada/the-personal-information-protection-and-electronic-documents-act-pipeda/r\\_o\\_p/](https://www.priv.gc.ca/en/privacy-topics/privacy-laws-in-canada/the-personal-information-protection-and-electronic-documents-act-pipeda/r_o_p/)
- Accessibility for Ontarians with Disabilities Act, 2005, and its associated regulations.  
<https://www.aoda.ca/the-act/>

- Date:
- Amended Dates:
- Associated Documents:

## General Human Resources Policies

### **Purpose and Scope:**

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

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

The CEO shall ensure that all human resources policies and practices comply with applicable legislation and are made available to all employees.

In accordance with the Ontario Human Rights Code, BPL extends equal employment opportunities to all individuals. Equal employment opportunities apply in all aspects of employment including recruitment, hiring, training, transfer, promotion, compensation and termination of employment. [Link to Human Rights Commission](http://www.ohrc.on.ca/en) (<http://www.ohrc.on.ca/en>)

BPL managers and supervisors ensure a safe and healthy working environment is maintained for all employees. All employees are expected to comply with the provisions of all relevant health and safety legislation and the BPL's health and safety program and work in a manner that protects themselves and others from occupational injury. Link to [Ontario Health & Safety](https://www.labour.gov.on.ca/english/hs/) (<https://www.labour.gov.on.ca/english/hs/>)

Employee records including any information regarding an employee's health and/or disabilities are treated as strictly confidential, unless the employee provides written consent for the release. No information which infringes upon an employee's right of privacy is given out. Link to [PIPEDA](https://www.priv.gc.ca/en/privacy-topics/privacy-laws-in-canada/the-personal-information-protection-and-electronic-documents-act-pipeda/) (<https://www.priv.gc.ca/en/privacy-topics/privacy-laws-in-canada/the-personal-information-protection-and-electronic-documents-act-pipeda/>)

### Job Evaluation and Classification

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

### Hiring Practices

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

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

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

#### Diversity, Equity and Inclusion in the Workplace

BPL is dedicated to providing an atmosphere free from barriers in order to promote equity, inclusion and diversity. We celebrate and welcome the diversity of all employees, volunteers, stakeholders and applicants. It is the policy of BPL to foster an environment that respects people's dignity, ideas and beliefs thereby ensuring equity, inclusion and diversity in employment. We demonstrate our commitment to this by providing a supportive work environment and a corporate culture that welcomes and encourages equal opportunities for all employees.

BPL has specific policies in place to prevent any discrimination on the basis of the protected grounds in any employment, stakeholder, volunteer or applicant matter. As such, BPL is dedicated to promoting diversity, equity and inclusion within the workplace.

BPL will ensure that accommodations are made for individuals who require them. Individuals are encouraged to let Burlington Public Library management know of any accommodations that should be made.

#### Accessibility in the Workplace

BPL is committed to providing a barrier-free environment for all employees and job applicants. As an organization, we respect and uphold the requirements set forth under the *Accessibility for Ontarians with Disabilities Act, 2005*, and its associated regulations. Link to [AODA](https://www.aoda.ca/the-act/) (https://www.aoda.ca/the-act/)

The Library understands that we have a responsibility for ensuring a safe, inclusive, dignified, and welcoming environment for everyone. We are committed to ensuring our organization's compliance by incorporating accessibility legislation into our policies, procedures, equipment requirements, training, and best practices. We will review these policies and practices annually, as organizational changes occur, or in anticipation of compliance deadlines. In addition, we will strive to meet accommodations in a timely and effective manner.

#### Employment of Relatives

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

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

Relatives of Library Board Members or staff will not be hired for a position in the same branch or department in which the related employee works.

Relatives will not be hired where the potential employee would be subject, directly or indirectly, to the supervisory control and/or is able to influence the working relationship of a relative.

Examples of influence include, but are not limited to the following:

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

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

Relationships that develop after employees are hired are exempt from this provision. Where a change in an employee's employment or marital status conflicts with this policy, the Manager, Human Resources and the applicable Manager will work with the employee to explore options necessary and eliminate the conflict.

This policy is effective January 1, 2005 and will not be retroactive. Any conflicts which existed prior to Library Board approval of this policy, where no real or perceived problems have been experienced in the working relationship are exempt.

### Compensation

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

The CEO shall:

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

### Staff Development and Orientation

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

### Performance Assessments

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

The CEO shall:

- Review the performance and development of the Senior Management team in achieving corporate goals and objectives
- Ensure the performance and development of Library staff is completed in achieving the Library's goals and objectives.

### Performance Issues

Except in cases where immediate termination of employment is justified, corrective or disciplinary measures are progressive. In matters of performance, employees will be informed of specific problem areas, standards of performance required, how to correct performance, deadlines for improvement and action to be taken should performance not improve. Employees will be given coaching, support assistance and opportunities to improve.

Willful misconduct or neglect of duty that is detrimental to the Library, its customers or staff, such as theft of library funds or property may result in immediate termination of employment as well as other actions, if warranted.

The CEO will review all severance agreements and terminations in advance to determine if approval is granted.

### Layoff

The Library is committed to the fair treatment of staff whose jobs are affected by economic or other non-controllable changes. In the event that it becomes necessary to displace a regular full-time or part-time employee for reasons of economic restraint or organizational change, consideration will be given to transferring the employee into an available vacant position of comparable responsibility provided the employee is qualified.

### Volunteers

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

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



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

**Communication**

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

The Chief Executive Officer and Library Managers will develop and maintain employee handbooks for all staff detailing current human resources policy and procedures.

To clarify responsibilities:

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

**Legislation**

In the event that any portion of this Policy is inconsistent with applicable federal or provincial legislation, that portion and only that portion of the Policy shall have no application to the extent of that inconsistency. All other portions of the Policy shall continue in full force and effect.

Effective Date:	Projected Review Date: 2023
Motion #/Date: 00-07 Feb. 17/00 #20-99, Dec.17/20	Amended Dates: #03-73, Nov. 20, 2003 #04-64, Dec. 16, 2004 #18-114. Nov. 15, 2018 #20-99, Dec. 17, 2020

Associated Procedures:

# Whistleblower Policy

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## Purpose

This policy sets out guidelines and processes for the reporting and investigation of serious misconduct where there are no procedures in place for doing so through other policies and legislation. It also outlines protection from retaliation to those who report serious misconduct in good faith. Reporting serious misconduct in good faith is also referred to as whistleblowing.

## Scope

This policy applies to all Burlington Public Library (BPL) employees and volunteers including but not limited to regular, on call, contract, and students, including co-op placements and Burlington Public Library Board members (Board). All classifications will be referred to hereafter as “employees”.

## Statement of Policy

BPL is committed to integrity and ethical behaviour in the workplace and will foster and maintain an environment where employees can work safely and appropriately, without fear of retaliation.

This policy has been adopted to ensure that all employees understand that they may report any wrongdoing that may adversely impact BPL, BPL’s customers, employees, or the public at large, without fear of retaliation or a negative impact on their employment status at BPL.

It is a violation of this Whistleblower Policy for anyone to knowingly make a false complaint of wrongdoing or to provide false information about a complaint. Individuals who violate this Policy are subject to disciplinary and/or corrective action, up to and including termination of employment.

The following are examples of serious misconduct that should be reported pursuant to this policy:

- conduct that is contrary to or violates Board approved policies or may be deemed unethical or potentially damaging to BPL’s reputation;
- manipulation of BPL resources for any illegal, improper or unethical purpose including fraud, theft, embezzling funds, or accepting kickbacks or bribes;
- misappropriating funds, misdirecting or misuse of funds, assets or corporate information;
- actions likely to cause serious harm to persons, public safety, property or the environment;
- actions resulting in BPL being exposed to liability or financial loss;
- failure to take reasonable steps to report and/or rectify actions that may impact negatively on BPL’s reputation resulting in the public losing confidence in the organization’s ability to deliver services;

- deliberately concealing information relating to any of the above.

No individual who, in good faith, reports violations or suspected violations of law or policy or unethical behaviour will suffer harassment, reprisal, or Adverse Employment Action. An individual who commits an act of reprisal against someone who has reported a suspected violation in good faith is subject to discipline up to and including termination of employment.

BPL encourages any employee, who acts in good faith and has a reasonable basis for believing that any improper activity or behaviour has occurred, to report such suspected activity or behaviour to the Accountable Authority.

## Definitions

**Complainant:** Complainant refers to a person or persons filing a complaint against another person or persons.

**Respondent:** Respondent refers to a person or persons who have a complaint filed against them.

**Appropriate Authority:** Any delegated employee who has the authority to make final decisions regarding employees, wrongdoing, harassment claims, and resulting actions. At BPL, the Appropriate Authority is BPL's Chief Executive Officer (CEO) or the Chair of the Library Board. Anonymous reports may be submitted directly to the CEO or Chair of the Library Board.

**Retaliatory Acts:** Retribution, or reprisal against any Complainant as a result of their reporting an incident of wrongdoing, or against any employee that participates in an investigation relating to the allegation of wrongdoing.

**Adverse Employment Action:** Any demotion, suspension, termination, unfavourable transfer, denial of promotion, denial of benefits, threat, harassment, or denial of compensation as a result of the reporting of wrongdoing, or any manner of discrimination against an employee in the terms and conditions of employment because of any other lawful act done by the employee pursuant to this policy, or any applicable Canadian legislation.

## Guidelines

Individuals who believe they have witnessed an act or acts of wrongdoing should report the incident(s) immediately to the Appropriate Authority. Any delays in reporting acts of wrongdoing can make the case against the Respondent more difficult to establish and may even result in retaliatory acts by the Respondent.

### Report Obligations – Employees

Employees who believe they have witnessed wrongdoing in their working environment are advised to report the incident(s) or retaliation to the Appropriate Authority, or to their supervisor/manager. Delays in reporting may be unavoidable in some circumstances (to be determined on a case-by-case basis).

### Report Obligations – Supervisors & Managers

Supervisors and managers are directed to take all appropriate steps to prevent and stop wrongdoing in their areas of responsibility. Any supervisor or manager who is subjected to, witnesses, or is given written or oral complaints of wrongdoing or retaliation shall immediately report it to the Appropriate Authority. Delays in reporting may be unavoidable in some circumstances (to be determined on a case-by-case basis).

Supervisory personnel who are contacted by an individual seeking to file a complaint about wrongdoing in their unit shall assist the complainant in contacting the Appropriate Authority.

## Investigation

BPL seeks to resolve claims of wrongdoing in the workplace as expediently as possible. Investigations shall be conducted, and the appropriate actions taken no longer than 10 days following the filing of a complaint.

The Appropriate Authority is responsible for determining and administering the methods and means for addressing complaints. The Appropriate Authority is also responsible for:

- Determining the veracity of allegations of wrongdoing or retaliation.
- Determining whether or not a reported act is indeed wrongdoing.
- Administering punitive or corrective actions if allegations are true.
- Administering punitive actions if allegations were knowingly falsely made.

Wherever and whenever investigations are conducted, this Policy asserts that Complainants and Respondents maintain certain rights. These rights include, but are not limited to:

- Receiving written notice of the allegations (where permitted by law).
- Presenting relevant information to the Appropriate Authority.
- Receiving a copy of the report at the conclusion of the investigation (where permitted by law).

At the conclusion of an investigation, the investigator must create a written report including a statement regarding all findings that have been proven, and a statement of decision on whether or not the Policy has been violated. The report shall be presented for review to any/all appropriate authorities and/or legal counsel, as appropriate.

## Report Handling Procedures

The Appropriate Authority shall advise the Complainant and the Respondent of the resolution of any investigation conducted under this Policy. A copy of the investigative findings shall be provided in writing to the Complainant and the Respondent.

In all cases, BPL's Human Resources department shall retain the findings report for a minimum of 7 years or for as long as any administrative or legal action arising out of the complaint is pending.

## Confidentiality

All records of workplace wrongdoing reports and subsequent investigations are considered confidential and will not be disclosed to anyone except to the extent required by law.

BPL will do everything it can to protect the privacy of the individuals involved and to ensure that the Complainant and the Respondent are treated fairly and respectfully. BPL will protect this privacy so long as doing so remains consistent with the enforcement of this Policy and adherence to the law.

## Assurance Against Retaliation

This Policy encourages employees to freely express – in a responsible and orderly fashion – their thoughts, opinions, and feelings regarding workplace wrongdoing complaints. Retaliation by the Respondent, or anyone acting on behalf of the

Respondent, against the Complainant is strictly prohibited and will result in appropriate disciplinary action. Retaliation by the Respondent, or anyone acting on behalf of the Respondent, against any witness providing information about a workplace wrongdoing report, is also strictly prohibited. Acts of retaliation include (but are not limited to) interference, coercion, threats, and restraint.

This Whistleblower Policy will not be used to bring fraudulent or malicious complaints against employees. Any complaint made in bad faith, if demonstrated as being such through convincing evidence, will result in disciplinary action being taken against the individual lodging the fraudulent or malicious complaint, up to and including termination of employment.

## Disciplinary Actions

Upon concluding that an instance of workplace wrongdoing has indeed occurred, the Respondent will be subject to disciplinary action, which may result in suspension of duties, or outright termination of employment and possible legal action depending on the severity of the action. Disciplinary actions imposed by the Appropriate Authority will be determined on the basis of the facts of each case and the extent of harm to BPL's interests and business goals.

## Timelines

Complainants are always encouraged to file a complaint immediately after an alleged incident of workplace wrongdoing. Nevertheless, BPL is aware that such timely response may not always be possible, due to feelings of fear on the Complainant's part.

Individuals who believe that they have witnessed workplace wrongdoing should lodge a complaint within 10 days following an alleged incident. Under extreme circumstances, this timeline may be extended to 30 days at the request of the Complainant; however, it is the responsibility of the Complainant to show good reasons for this extension.

## Records

Records of all resolutions, hearings, and reviews will be kept by Human Resources department, except where otherwise stated in this Policy. The records will only be available to managerial members of the appropriate department, and only in the following circumstances:



- When determining an appropriate disciplinary action for subsequent workplace wrongdoing complaints.
- When a Respondent is a candidate for a promotion to a supervisory position.
- When a complaint against retaliatory action is made.
- When a decision or resolution is reviewed.

Any records concerning employees will be maintained in accordance with all applicable laws and regulations. Both the Complainant and the Respondent are eligible to obtain copies of hearings or of their own statements made throughout the course of the investigation.

## Legal Fees

Should an employee decide to retain legal counsel, they are solely responsible for the payment of any legal fees.

## Media

Concerns regarding serious misconduct may have a significant impact on BPL. Employees have a responsibility to use the internal whistleblowing reporting process when they have such concerns. Matters covered by this policy are considered confidential and breaches of that confidentiality, including making public statements or disclosing information to the media, will be dealt with in accordance with this policy.

## Criminal Actions

This policy cannot address criminal actions, these actions will be addressed by law enforcement.

## Interpretation of Policy

Matters requiring interpretation or violation of this Policy are to be made to the Manager, Human Resources, the CEO, or their authorized delegate. Matters requiring interpretation of the Policy where the CEO's actions are in question are to be referred to the Chair of the Library Board.

## Legislation

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- Date:
- Amended Dates:
- Associated Documents:

**Purpose**

This policy sets out guidelines and processes for the reporting and investigation of serious misconduct where there are no procedures in place for doing so through other policies and legislation. It also outlines protection from retaliation to those who report serious misconduct in good faith. Reporting serious misconduct in good faith is also referred to as whistleblowing.

**Scope**

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### **Procedures for Handling Complaints of Workplace Wrongdoing**

Once the Complainant lodges a complaint with their supervisor or the Appropriate Authority, a discussion will take place that shall be kept confidential, to the extent

allowed by the law. If desired by the Complainant, no written record will be kept of this initial discussion. During this discussion, the recipient of the complaint will explain all options available to the Complainant. If the Complainant wished to proceed further with his or her complaint, the Complainant must then provide a written statement regarding the alleged workplace wrongdoing.

**Informal Procedures:**

The Appropriate Authority may notify the Respondent of the complaint, keeping all such communication confidential. The Appropriate Authority may then implement whatever steps necessary to create an informal resolution that is acceptable to both the Complainant and Respondent.

If an informal resolution of the complaint is achieved, no record of the complaint will be entered in the Respondent's personnel records. However, the Appropriate Authority will record the occurrence of the complaint and the informal resolution achieved. Again, this record will remain confidential.

**Formal Procedures:**

In the case of formal complaints, the Respondent shall have 10 working days to respond, in writing, to the allegation. The Respondent's statement, written on company letterhead, must answer – with specific responses – to each complaint, either admitting, denying, or explaining the allegations against them. The Respondent must sign his or her statement, which will then be attached to the original complaint.

If a formal hearing is warranted, the Appropriate Authority will conduct a hearing within 10 working days after receiving the request.

**Disciplinary Actions**

Upon concluding that an instance of workplace wrongdoing has indeed occurred, the Respondent will be subject to disciplinary action, which may result in suspension of duties, or outright termination of employment and possible legal action depending on the severity of the action. Disciplinary actions imposed by the Appropriate Authority will be determined on the basis of the facts of each case and the extent of harm to BPL's interests and business goals.

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Effective Date: March 25, 2010

Projected Review Date: April 2023

Motion #/Date: #10-29, March 25, 2010 Amended Dates: #18-40 April 19, 2018  
#21-24 April 15, 2021

Associated Procedures:

Board By-Law

Human Rights and Respectful Workplace Policy

## 7. Discussion Items: 7.1. Strategic Plan Mid Term Review

### Purpose

To provide the Board with background material for the mid-term review discussion about BPL's 2021-2025 Strategic Plan at the November meeting. A presentation will be shared at the meeting to help guide a discussion on the progress on strategic priorities to date and plans for 2024.

### Background

The Library Board's strategic planning cycle is an opportunity for the Board to set the strategic direction for BPL. The Board's last strategic planning cycle occurred during the COVID-19 pandemic.

When the plan was developed and approved, it was apparent that the pandemic would have significant long-term societal and economic impact. Library Board and staff sought to integrate potential impacts on library services and planning into the 2021-2025 Strategic Plan yet leave the plan open ended enough so that BPL could adapt and respond.

The Library is now at the midpoint of this Strategic Plan. With a new Board having formed in 2023, it is an optimal time to review the current strategic plan, balanced scorecard and 2024 initiatives to identify what key performance indicators are appropriate to measure our progress in advancing our priorities and the achievements.

City Council has approved the 2022-2026 Burlington's Plan From Vision to Focus report. This is also an opportunity to ensure alignment with the City of Burlington's plan. Planning for the next strategic planning cycle will commence in Q4 2024.

### Discussion

Ahead of the discussion at the November meeting, Board members are asked to review the attached Q3 Strategic Plan balanced scorecard update, as well as:

- Burlington Public Library Strategic Plan 2021-2025  
<https://www.bpl.on.ca/about/bpl/reports/strategic-plan>
- 2022 – 2026 Burlington's Plan From Vision to Focus: This plan is the City of Burlington's 2022-2026 workplan.

<https://burlingtonpublishing.escribemeetings.com/filestream.ashx?DocumentId=71479>

Please consider the following questions:

1. Does the Burlington Public Library Strategic Plan 2021-2025 continue to resonate with community needs?
  - a. Why/Why not?
  - b. What specifically does/does not resonate with you?
2. Does BPL's Strategic Plan align with 2022-2026 Burlington's Plan From Vision to Focus?
  - a. Are there any opportunities/threats not covered that should be considered in the short-term?

## Risk Management

This mid-term review is an opportunity for the Library Board to ensure BPL's strategic priorities are aligned with the needs of the community. The goal is to future proof the Library's service to the community with relevant resources, plans, decisions, and information.

The regular review of the Strategic Plan 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.

## Financial Considerations

An ongoing monitoring of the strategic plan and key indicators is part of effective financial stewardship.

## Strategic Implications

This agenda item seeks to ensure the Library is advancing all strategic priorities.

## Equity, Diversity & Inclusion Considerations

Guided by our strategic priorities, staff have identified metrics that will allow BPL to monitor progress in advancing equity, diversity, and inclusion both internally as an organization and in the provision of services to the community we serve.

## Policy

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

## References

- Burlington Public Library Strategic Plan 2021-2025  
<https://www.bpl.on.ca/about/bpl/reports/strategic-plan>
- 2022 – 2026 Burlington’s Plan From Vision to Focus: This plan is the City of Burlington’s 2022-2026 workplan.  
<https://burlingtonpublishing.escribemeetings.com/filestream.ashx?DocumentId=71479>

Respectfully submitted by: Lita Barrie, Chief Executive Officer

# Appendix A:

## Strategic Planning Process





## 1. Enhance community well-being.

Strengthen relations with community partners to support community needs through programming and other library services.

- Anti-racism & inclusion
- Healthy living with active aging focus

Enable the Library to make informed and data driven customer services and budgetary decisions.

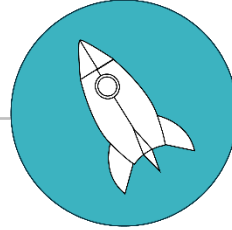
- Systems for collecting, segmenting, analyzing, and reporting data
- Measurable Key Performance Indicators (KPIs)

Enhance and support digital inclusion and literacy through the continued research, development, and delivery of technology for use in and outside of the library.

- Access to digital technology as a priority
- Current & emerging software and equipment

Map pathways to carbon neutrality and develop a plan to reduce our carbon footprint.

- Efficiency of operating systems: Lighting & temperature controls
- Reducing waste



## 2. Inspire discovery with diverse collections, services, and spaces.

Develop audience-specific strategies to increase public access and their engagement with reading & library services.

- Staff-led reading & collections recommendations
- Diverse and inclusive collections and services
- Review customer feedback and trends

Using an equity lens, create a strategic roadmap for our physical spaces and technology to support the Library's vision as an inspiring place that sparks curiosity and discovery.

- Reimagined use, flexibility and design of our spaces
- Makerspace

Extend our physical presence in the community.

- Larger branch capacity in New Appleby catchment area
- Reimagined accessible and alternate service points



## 3. Create a workforce culture driven by our organizational values.

Identify and align staff skills, tools, and motivation that are centered on our organizational values of accountability, collaboration, innovation, and learning.

- Renewed performance & learning approach
- Technology knowledge as a priority

Create a positive, welcoming, and memorable journey for all customers.

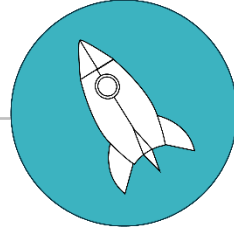
- Customer first culture
- Customer satisfaction KPIs



# Strategic Impact Goals, Measures & Targets



Community  
Well-being



Inspire  
Discovery



Workforce  
Culture

**OVERARCHING IMPACT GOALS:**

1. Contribute to the overall well-being and better quality of life for all Burlington residents;
2. Enable Burlington to be an engaged and sustainable community advanced by curiosity and discovery.
3. Provide services and support that assist individuals in participating in an informed and literate Burlington.

**OVERARCHING SUCCESS MEASURES & 5 YEAR TARGETS:**

		2025 Target	2019 Benchmark	Definition of KPI
1. Our <b>REACH</b>	5% increase	97,694	93,042	#Active Memberships; #New memberships; #Partnerships & Social Media Engagement; #Outreach participants
2. Our <b>USE</b>	10% increase	5,622,048	5,110,953	#CKO, #Visits (in person & online), Program Attendance; WIFI & PAC Usage
3. Our <b>VALUE</b>	maintain high value return to pre-COVID economic impact	\$371 per resident	\$371 per resident	BPL utilized the economic impact developed by the Martin Prosperity Institute in partnership with the Toronto Public Library

**BENCHMARK YEAR FOR TARGETS WHERE DATA IS AVAILABLE: 2019**

# Strategic Plan Scorecard with 2023 Initiatives & Targets – Q3 Update

Perspectives	#	Strategic Objectives	KPI's	Target	Initiatives	Timeline	Project Status
Customers/Stakeholders	C1	Strengthen relations with community partners to support community needs through programming and other library services.	Partner Rubric	Benchmark and increase by 2%	BPL Partnership Framework: Define Partnership and Outreach Strategy and develop rubric for identifying & growing strategic partnerships	Q4	Implementation timeline extended
			# of Partner led programs	increase by 5% over 2022	Rebuild of core in-person programming	Q4	In Progress & on target
			#Hours of partner community support	10 hours per wk of community access	Launch Central Community Outreach Office & Drop in Clinics	Q2	Complete 14.5 hours per week minimum
	C2	Develop audience-specific strategies to increase public access and their engagement with reading & library services.	Increase our use	1% reengagement	Lapsed User Email Campaign	Q1	Complete 5.2% reengagement
				Increase Use 1% over 2022	Handpicked for You Service	Q3	In Progress & on target
	C3	Extend physical presence in the community	Increase our reach	Increase use of local history platform by 5%	Launch Quartex Local History Platform: Platform launched in August.	Q3	Completed & on target to meet or exceed 5% goal
	C4	Create a positive, welcoming and memorable journey for all customers	Customer satisfaction survey	maintain 95% positive impact Increase participation by 1% over Dec 2022	Customer Satisfaction Survey: Survey was completed in June. We didn't achieve increase in participation but held steady with 3223 responses. We exceeded the positive impact score. The report shared with the Board at the October meeting.	Q2	Completed



# Strategic Plan Scorecard with 2023 Initiatives & Targets – Q3 Update

Perspectives	#	Strategic Objectives	KPI's	Target	Initiatives	Timeline	Project Status
Internal Business Processes	B1	Enable BPL to make informed and data driven customer services	Access to service data to inform planning		Power Bi Implementation	Q4	Implementation timeline extended
	B2	Using an equity lens, create a strategic roadmap for our physical space, reimagined use, flexibility and design of BPL spaces and technology to support the Library's vision as an inspiring place that sparks curiosity and discovery.	Customer satisfaction with library spaces	Increase 2% over 2022 satisfaction rate of 72%	Wayfinding Project to unify BPL's approach to interior and exterior signage, and improve wayfinding at all locations.	Q4	In Progress / survey target not met
			Customer Satisfaction survey - satisfaction with library space		Update 2019 Facilities Masterplan, in progress to be shared with the Board at the November meeting	Q4	In Progress / survey target not met
	B3	Enhance and support digital inclusion & literacy through the continued research, development, and the delivery of technology for use in and outside of the library.	Customer satisfaction with technology services - Customer survey	Increase by 2% over 2022 Customer survey result of 63%	Public Access Computer Renewal was completed in October. While we saw an increase in satisfaction with BPL's technology and wifi we did not meet the 65% target. Survey was completed pre-install	Q3	Completed target not met
					Digital Inclusion Plan	Q4	Timeline extended
	B4	Map pathways to carbon neutrality and develop a plan to reduce our carbon footprint.	Define measures and targets	Benchmark	Explore option of electric vehicle replacement for delivery service	Q4	In Progress & on target
					System plan and timeline for completion of the LED retrofit;	Q4	In Progress & on target

# Strategic Plan Scorecard with 2023 Initiatives & Targets – Q3 Update

Perspectives	#	Strategic Objectives	KPI's	Target	Initiatives	Timeline	Project Status
Learning & Growth	L1	Renewed performance and learning approach	Great Place to Work data - Training & Development Indicator	Increase by 2% over 2022 satisfaction rate of 77%	Complete 2023 Learning & Development program	Q4	In Progress & on target
					Implement Performance Management Software platform: Platform went live on September 8.	Q3	In Progress & on target
	L2	Increase BPL staff technology knowledge as a priority	Customer satisfaction with technology services - Customer survey Staff phishing test	Increase by 2% over 2022 Customer survey 2022 of 63%	Digital Inclusion Plan	Q4	Timeline extended
	L3	Identify and align staff skills, tools, and motivation that are centered on our organizational values of accountability, collaboration,	Great Place to Work Overall satisfaction indicator	Increase overall satisfaction 1% to 84%	Great Places to Work Survey scheduled for November 2023	Q4	Timeline extended
Financial Stewardship	F1	Enable BPL to make informed and data driven customer services and budgetary decisions	Operating Budget	2023 Approved budget	Achieve 2023 Business Service Plan within approved operating budget guidelines.	Q4	In Progress & on target
			Capital Budget	2023 Approved budget	Complete 2023 Capital Projects as outlined	Q4	In Progress & on target
		Economic Impact	return to pre-Covid values	Economic Impact: In June 2023, BPL added value of the items borrow by customer YTD to checkout receipts along with the release of 2022 Annual Report & Economic Impact. Market values were adjusted in some categories to reflect current values. The 2022 per resident economic impact is \$290.	Q2	Complete	

## 8. Information Items: 8.1 CEO Report - November Update

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### Purpose

The CEO report for November 2023 summarizes key activities that support the priorities outlined in BPL's [2021-2025 Strategic plan](#). This report covers items that are not part of the Board package.

### Enhance Community Well-being



Burlington Literary Festival

BPL's 3<sup>rd</sup> annual [BurlLITFest](#) is underway. This month-long celebration of all things literary features author talks with local and national literary treasures, writing workshops for adults and kids, and closes with an open mic night showcasing local talent. To date, events have been very well received with many registered events filling up quickly. BPL works with local booksellers and publishers to host these events. Festival highlights include:

- A lively conversation with award-winning stage and screen actor, R.H. Thompson, interviewed by writer and journalist, Ian Brown, as they explore how stories shape our understanding of war.
- Olympian and national champion, Perdita Felicien, shares her inspiring life story in a new memoir.
- National bestselling writer and essayist, Alicia Elliott, discusses her debut novel about Native life through the eyes of a young Mohawk woman.
- Local filmmaker and screenwriter, Chandler Levack, talks about her experience creating her award-winning debut feature film, *I Like Movies*, set in Burlington and based on her life growing up in Aldershot.



## Remembrance Day

Every year on November 11th we pause library service to hold a moment of silence. It is a time for us to participate in remembering everyone who has served throughout our nation's history, especially those who made the ultimate sacrifice. This year, as wars around the world escalate and countless lives are lost, we are especially mindful of the impacts of these conflicts both abroad and at home. We updated the script for the

moment of silence in lieu of reading “In Flanders Fields”. The hope is that this change resonates with people’s experiences around current world events.

BPL has Remembrance Day displays at branches and features booklists on the website including: [Stories from the Trenches](#). The library also provides material in-branch for customers to participate in Peace cards through Veterans Affairs Canada, by writing a message of gratitude for a veteran.

## Inspire Discovery with Diverse Collections, Services and Spaces



### Library After Dark

BPL’s 2<sup>nd</sup> [Library After Dark](#) event was held on the Friday before Halloween. Partygoers attended in costume and enjoyed activities like spooky stories in the Reading Garden, horror trivia in the Great Hall and a trick or treat popcorn and snack bar. The evening featured popular cover band, the 99s. The event introduced the library in a new and unique way to people we don’t always see come through our doors.

### Kanopy Offers More Options

On November 1, Kanopy streaming service launched its [new ticketing system](#) which features access to entire season content, instead of individual episodes, and longer loan periods. Burlington Public Library cardholders will have 20 “tickets” to use throughout each month to stream Kanopy movies and television shows.

## New Website Video Tour

BPL's website is the best go-to resource for the most up-to-date information about everything BPL for customers and staff alike. We aim to keep our website information fresh, relevant, and accessible while keeping in mind that knowing where to look for information can be daunting to users. To help online visitors use our site confidently, we made a 5-minute video tour that highlights the site's main features. The video is located on the [Contact Us](#) page and it's also posted on our [YouTube](#) channel.

## Create a Workforce Culture Driven by our Organizational Values



## Staff Development Day

On November 6, BPL staff gathered at Central Library for Staff Development Day. The theme for this year was "Improving Access for Everyone," with speakers and activities organized by a working group of BPL's Accessibility Advisory Committee. The morning offered an inspiring and emotional keynote presentation with motivational speaker and disability advocate, Spencer West, as well as an overview of AODA and how BPL is putting accessibility into action. The day included hands-on learning experiences and table talks to gain practical skills and knowledge about accessible tools and services offered at BPL and learn how specific departments are advancing accessibility at the library. The day wrapped up with our annual Service Recognition ceremony.

## Service Recognition

As part of BPL's Staff Development Day, we recognized our 2023 Service Milestone honourees. Sixteen staff reached a milestone in 2023 and we recognized a total of 140 years of service. Congratulations to this year's honourees!

We also recognized our eighteen Spreading Sunshine recipients and nominators. Thank you to all for being customer champions and going above and beyond.

### **Report Author**

Respectfully submitted: Lita Barrie, Chief Executive Officer

## 8. Information Items 8.2 Endowment Fund June 30, 2023 Statements

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### Purpose

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

### Background

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

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

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

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



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

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

## Discussion

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

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

For the period ending June 30, 2023, the endowment funds have unrealized net investment returns of \$3,424.

## Financial Considerations

The table below shows the YTD balance for each fund:

<b>Fund</b>	<b>Capital Fund Balance 03/31/2023</b>	<b>2023-2024 Unearned Investment Income (loss) &amp; Fees</b>	<b>Fund Balance 06/30/2023</b>
BPL Permanent	\$70,897	\$476	\$71,373
Wendy Schick	\$14,127	\$95	\$14,222
Millicent McEwen	\$250,289	\$1,681	\$251,970
Mae Beatrice Broadbent	\$118,224	\$794	\$119,018
Margaret Clay	\$56,371	\$378	\$56,749

## Strategic Implications

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

## Equity, Diversity, and Inclusion Considerations

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

## Risk Management

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

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

Respectfully submitted by Nicole Tewkesbury, Director, Finance & Infrastructure



Fundholders Statement as at

June 30, 2023

<b>Burlington Public Library Endowed Funds</b>			
<b>Capital Component</b>		<b>Wendy Schick</b>	<b>Public Library</b>
Beginning Balance April 1, 2023	Capital Contributions - Note 1	\$ 14,087	\$ 70,482
2023-2024 Transactions	Capital Additions	-	-
	Reinvest in Capital	-	-
Ending Balance		<b>\$ 14,087</b>	<b>\$ 70,482</b>
<b>Grant Component</b>			
Beginning Balance April 1, 2023	Undistributed Income	\$ 40	\$ 415
2023-2024 Transactions	Investment Income - Note 2	148	742
	Management Fee - Note 3	(53)	(266)
	Grants Paid	-	-
	Reinvest in Capital	-	-
Ending Balance		<b>\$ 135</b>	<b>\$ 891</b>
Amount Available to Grant - Note 4		<b>\$ 40</b>	<b>\$ 415</b>
<b>Total Fund Balance at June 30, 2023</b>		<b>\$ 14,222</b>	<b>\$ 71,373</b>



**Fundholders Statement as at**

**June 30, 2023**

**Millicent McEwen Fund**

<b>Capital Component</b>		
Beginning Balance April 1, 2023	Capital Contributions - Note 1	\$ 249,575
2023-2024 Transactions	Capital Additions	-
Ending Balance		<b>\$ 249,575</b>

<b>Grant Component</b>		
Beginning Balance April 1, 2023	Undistributed Income	\$ 714
2023-2024 Transactions	Investment Income - Note 2	2,618
	Management Fee - Note 3	(937)
	Grants Paid	-
Ending Balance		<b>\$ 2,395</b>
Amount Available to Grant - Note 4		<b>\$ 714</b>

<b>Total Fund Balance at</b>	<b>June 30, 2023</b>	<b><u>\$ 251,970</u></b>
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**Fundholders Statement as at**

**June 30, 2023**

<b>Mae Beatrice Broadbent Fund</b>		
<b>Capital Component</b>		
Beginning Balance April 1, 2023	Capital Contributions - Note 1	\$ 117,887
2023-2024 Transactions	Capital Additions	-
	Reinvest in Capital	-
Ending Balance		<b>\$ 117,887</b>
<b>Grant Component</b>		
Beginning Balance April 1, 2023	Undistributed Income	\$ 337
2023-2024 Transactions	Investment Income Note 2	1,237
	Management Fee - Note 3	(443)
	Grants Paid	-
	Reinvest in Capital	-
Ending Balance		<b>\$ 1,131</b>
Amount Available to Grant - Note 4		<b>\$ 337</b>
<b>Total Fund Balance at</b>	<b>June 30, 2023</b>	<b><u>\$ 119,018</u></b>



**Fundholders Statement as at**

**June 30, 2023**

<b>Margaret Clay Fund</b>		
<b>Capital Component</b>		
Beginning Balance April 1, 2023	Capital Contributions - Note 1	\$ 56,210
2023-2024 Transactions	Capital Additions	\$ -
Ending Balance		<b>\$ 56,210</b>
<b>Grant Component</b>		
Beginning Balance April 1, 2023	Undistributed Income	\$ 161
2023-2024 Transactions	Investment Income - Note 2	590
	Management Fee - Note 3	(211)
	Grants Paid	-
Ending Balance		<b>\$ 539</b>
Amount Available to Grant - Note 4		<b>\$ 161</b>
<b>Total Fund Balance at June 30, 2023</b>		<b><u>\$ 56,749</u></b>

## Notes to Fund Statements

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

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

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

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

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

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