

BPL Library Board

Agenda

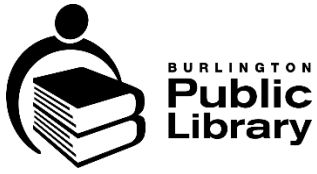
Thursday, April 25, 2024

Frank Rose Room, 6:30 p.m.

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

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

1. Call to Order
2. Approval of the Agenda
3. Declarations of Interest
4. Closed Session
 - 4.1. Real Estate Matter
 - 4.2. Closed Minutes of March 28, 2024
5. Approval of Motions from Closed Session
6. Board Development: Human First Approach
7. Open Minutes of March 28, 2024
8. Decision Items
 - 8.1 Q1 Financial Statements
9. Discussion Items
 - 9.1
10. Information Items
 - 10.1 CEO Report



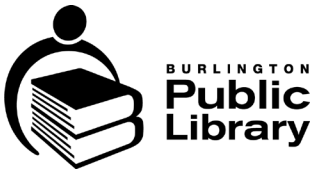
- 10.2 Q1 Metrics Report
- 10.3 Customer Experience Standards

11. Other Business

11.1.

12. Next Meeting:

Thursday, May 23, 2024, 6:30 p.m., Frank Rose Room



BPL Board Minutes | March 28, 2024

Attendance

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

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

Regrets: Linday Zalot, Akindayomi Odedeyi

Minutes

A meeting of the Board was held on Thursday, March 28, 2024, in the Frank Rose Room at Central Branch.

1. Call to Order

Jennifer Tarnawski, Library Board Chair, called the meeting to order at 6:36 p.m.

2. Approval of the Agenda

The agenda was approved as presented.

Motion 24-18, Approval of the Agenda

MOVED by Jason Manayathu, SECONDED by Jason Ashley Cameron, that the agenda be approved as presented/amended.

CARRIED.

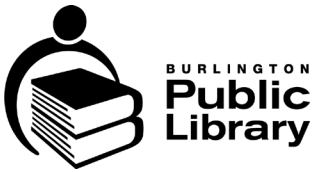
3. Declarations of Interest

None.

4. Board Development Presentation – Safety & Security

Meg Uttangi Matsos, Director, Service Design and Innovation, provided the Library Board with a brief presentation on BPL safety and security processes.

Shayne Lemieux joined the Library Board meeting at 6:51 pm



5. Open Minutes of February 22, 2024

Motion 24-19, Open Minutes of February 22, 2024

MOVED by Jason Manayathu, SECONDED Shayne Lemieux, that the Burlington Public Library Board approve the Open Minutes of February 22, 2024 as presented.

CARRIED.

6. Decision Items

6.1 Town Bell – Partnership with Fire Department

Library staff will meet with members of the city for their input as the bell sits on city property and look at an appropriate plan if all parties are in agreement with relocating the bell to the fire department. The Library Board agreed that if the bell is relocated that library staff will consider ideas for what could be put there in its place. A letter of agreement will be drawn up that will be shared with the Board prior to sharing with all parties involved.

Motion 24-20, Town Bell – Partnership with Fire Department

MOVED by Shayne Lemieux, SECONDED by Ashley Cameron, that the Burlington Public Library approve that Library staff work with the Burlington Fire Department on a plan to relocate of the Town Bell from the Central Library to the Burlington Fire Department headquarters at 1255 Fairview St.

CARRIED.

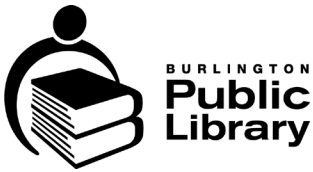
6.2 Policy Review

The Board reviewed the revised Collection Development Policy noting some minor edits.

Motion 24-21, Collections Development Policy

MOVED by Jason Manayathu, SECONDED by Ashley Cameron, that the Burlington Public Library approve the revised Collections Development Policy effective April 1, 2024 as amended.

CARRIED.



Motion 24-22, Social Media Policy

MOVED by Shayne Lemieux, SECONDED by Jason Manayathu, that the Burlington Public Library rescind BPL's Social Media Policy.

CARRIED.

7. Discussion Items

7.1.

8. Information Items

The following items were received by the Board

- 8.1. CEO Report
- 8.2. New Appleby Relocation Update

Motion 24-23, Move into Closed Session

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

CARRIED.

The Library Board moved into Closed Session at 8:07 p.m.

Motion 24-24, Move out of Closed Session

MOVED by Jason Manayathu, SECONDED Shayne Lemieux, that the Burlington Public Library Board moved out of Closed Session.

CARRIED.

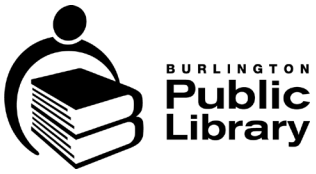
The Library Board moved out of Closed Session at 9:02 p.m.

9. Approval of Motions from Closed Session

Motion 24-25, Closed Minutes of February 22, 2024

MOVED by Jason Manayathu, SECONDED by Shayne Lemieux, that the Burlington Public Library Board approve the Closed Minutes of February 22, 2024 as presented.

CARRIED.



10. Other Business

10.1.

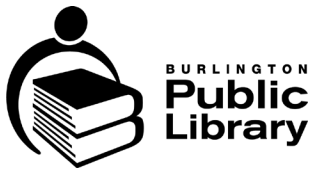
The meeting is adjourned at 9:03 p.m. Motion by Jason Manayathu.

Chair

Secretary-Treasurer

Next Meeting

Thursday, April 25, 2024, Frank Rose Room



8. Decision Items: 8.1 Q1 Financial Statements

Recommendation

THAT the Burlington Public Library Board approve the 1st Quarter Operating, Capital, and Other Fund Financial Statements for the period ending March 31, 2024.

Purpose

To seek the Board's approval of the Q1 Financial Statements.

Discussion

Attached are copies of the Operating and Capital Financial Statements for the period ending March 31, 2024. In addition, there is a new statement that reports balances and activity for all Other Funds as of March 31, 2024. This statement will become a regular part of the quarterly financial reporting package. Please see the comment section for each statement for details of variances.

Strategic Implications

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

Equity, Diversity, and Inclusion Considerations

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

Risk Management

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

Report Author(s)

Respectfully submitted by Nicole Tewkesbury, Director, Finance & Infrastructure

Burlington Public Library
Operating Statement
March 31, 2024

	2024				2023			
	Total Budget	March 31 YTD Actual	% of Total Budget	YE Projection	Total Budget	March 31 YTD Actual	% of Total Budget	December 31 Actual
REVENUE								
City of Burlington	11,920,516	3,209,370	26.9%	11,920,516	11,715,495	3,127,495	26.7%	11,715,495
Province of Ontario	229,403			229,403	229,403	-		229,403
Library Generated	156,444	48,972	31.3%	166,994	132,522	45,957	34.7%	217,565
Total Revenue	12,306,363	3,258,342	26.5%	12,316,913	12,077,420	3,173,452	26.3%	12,162,463
EXPENSES								
Salaries	7,280,275	1,618,420	22.2%	7,240,952	7,013,833	1,498,137	21.4%	7,129,453
Employee Benefits	2,099,300	458,479	21.8%	1,982,204	2,030,273	445,667	22.0%	1,967,117
Operating Reserve Transfer	(169,037)			(12,618)				
Staff Education	105,000	41,729	39.7%	105,000	105,000	18,468	17.6%	84,795
Total Employee Costs	9,315,538	2,118,627	22.7%	9,315,538	9,149,106	1,962,272	21.4%	9,181,365
Materials	1,175,000	373,823	31.8%	1,175,000	1,165,000	341,174	29.3%	1,123,028
Operating Costs	370,510	83,419	22.5%	370,510	352,889	80,138	22.7%	377,652
Building Costs	934,870	227,981	24.4%	934,870	905,055	180,736	20.0%	886,415
Automated Systems	510,445	307,064	60.2%	510,445	505,370	322,007	63.7%	459,321
Total Expenditures	12,306,363	3,110,914	25.3%	12,306,363	12,077,420	2,886,327	23.9%	12,027,781
Revenue less Expenditures		147,428		10,550		287,125		134,682

Burlington Public Library
Operating Statement Comments
March 31, 2024

REVENUES:

City of Burlington

Funding from the City of Burlington is budgeted at 1.75% higher than 2023 based on the operating grant awarded to the Library for 2024. The variance from 25% of budget at the end of Q1 is due to the timing of bi-weekly payments.

Provincial Grant

The annual provincial grant is usually received by November.

Library Generated

Library-generated revenue represents 1.3% of the overall budgeted revenue for BPL. The YOY increase as of Q1 is related to higher Printing (\$4.4K), Makerspace (\$1.5K), and Room Rental (\$2.2K) revenues offset by a YTD drop in interest earnings (\$5.2K). December 31st projections include a conservative estimation of continued revenue growth in these areas.

EXPENSES:

Salaries & Benefits

Employment costs for 2024 are expected to be less than budgeted due to gapped positions YTD and the application of the final benefit rates which weren't known at the time of budget preparation. Throughout the year, the salary budget template is updated to reflect changes in staffing or positions as they occur to assist staff in monitoring the overall budget impact. Each time a vacancy occurs, staff carefully review the vacant position against organizational needs to determine if the posted role needs to be updated or entirely different than the recently vacated position.

Staff Training & Educational Assistance

The annual training budget is expected to be fully spent in 2024. YTD spending has been focused on OLA Conference, PLA Conference, Project Management, and First Aid training.

Library Materials

Burlington Public Library
Operating Statement Comments

March 31, 2024

The Collections budget is expected to be fully spent in 2024. As is typical, YTD spending is tracking ahead of budget due to the front-loading of annual subscription fees for the year. Compared to 2023, spending is higher due to primarily to the addition of Britannica Library and Morningstar databases (\$14.5K), introduction of ebooks to Hoopla service, and generally higher spending on digital collections through Overdrive.

Operating Costs

Operating Costs are expected to be fully spent in 2024. YOY increase in spending is primarily related to expanded program offerings (\$4.7K), increased insurance for new Cyber policy (\$3.7K), purchase of garbage bag tags (\$4.2K), offset by a reduction in legal fees (\$9.5K).

Building Costs

Building costs are in line with budget so far in 2024 and expected to be spent fully in the year. YOY spending is higher due to HVAC and fire suppression system repairs (\$18.2K), utility costs (\$14.2K), supplies (\$6.9K), additional cleaning contract for New Appleby (\$5.4K), and increased lease costs (\$2.5K).

Automated Systems

Any prepaid IT subscriptions or services are captured in Q1, resulting in front loading of the costs compared to the rest of the year. It is anticipated that spending for the whole year will be in line with budget. Year over year for Q1, there is approximately \$14.9K less spending primarily due to the cancellation of Collections HQ (\$9.2K) and the end of warranty for RFID equipment in 2024 (\$4.7K).

RETAINED SAVINGS:

The variances described above result in a YTD surplus of \$147.4K, however projections at this time suggest a modest surplus may be achieved due to increased library-generated revenue. At this time, it is expected that the employee costs will be less than budgeted so the amount of Operating Reserve transfer is reduced. Note that any surplus will be used towards current year expenses before a transfer of Operating Reserve Funds would be completed. For example, if current projections hold, the amount of Operating Reserve Transfer would be \$2,067 and there would be no surplus or deficit for the operating statements.

**Burlington Public Library
Capital Reporting
March 31, 2024**

Description	2024 Opening Balance	2024 Funding	Q1	Q2	Q3	Q4	2024 YTD Spending	LTD Remaining Funding	Year of O/S Funding
CAPITAL RESERVE FUND	\$ 2,939,735	\$ (1,898,656)					\$ (1,898,656)	\$ 1,041,079	n/a
TECHNOLOGY RENEWAL	\$ 452,672	\$ 303,830	\$ 30,612				\$ 30,612	\$ 725,890	2022: \$150K 2023: \$272K 2024: \$304K
STRATEGIC INITIATIVES	\$ 16,402	\$ -	\$ 5,880				\$ 5,880	\$ 10,522	2020
FACILITY RENEWAL	\$ 361,312	\$ 353,000	\$ 19,431				\$ 19,431	\$ 694,881	2022: \$293K 2023: \$49K 2024: \$353K
CENTRAL INFRASTRUCTURE	\$ 4,650	\$ 1,752,026	\$ -				\$ -	\$ 1,756,676	2023: \$4.6K 2024: \$1,752K
NEW APPLEBY PROJECT	\$ 1,893,547	\$ -					\$ -	\$ 1,893,547	2023
	\$ 2,728,582	\$ 2,408,856	\$ 55,922	\$ -	\$ -	\$ -	\$ 55,922	\$ 5,081,515	
							TOTAL CAPITAL FUNDING	\$ 6,122,594	

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

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

**Burlington Public Library
Capital Reporting Comments
March 31, 2024**

Capital Project	Description	Comments
Reserve Fund	Funds reserved for future capital use.	The reserve fund balance includes Board-restricted funds of \$204.6K for the Central Infrastructure project (2023 surplus & interest), and \$650K for the New Appleby project. A change to the use of these funds would require Board approval. The remaining \$186.5K is available for funding projects in 2025 and beyond per the capital budget.
Technology Renewal	Lifecycle replacement of technology including self checks, early literacy stations, servers, computers/tablets, RFID pads, UPS, and peripherals used for staff and public internet machines.	2024 spending YTD was focused on lifecycle replacement of laptops & TVs (\$7.1K), phone system components (\$4.7K), and Discovery Space technology (\$1.3K). Servers and services for cyber security preparedness (\$17.5K)
Strategic Initiatives	Strategic Plan initiatives, Alton Creative Space development	This funding will be allocated in 2024 to update the children's area at Alton and implement a 'creative space' at Alton to extend access to some MakerSpace-style equipment. This project will further Strategic Plan priority #2 - Inspire discovery with diverse collections, services, and spaces.
Facility Repair & Renewal	Lifecycle replacement of building systems including HVAC, roofing, windows, security systems, washrooms, LED retrofit etc., and funding for staff/public furniture	Spending so far in 2024 has been for the implementation of a rooftop stair system to ensure safe access and code compliance. The Brant Hills project to replace HVAC, roof, and lighting will be the primary focus of spending in 2024.
Central Infrastructure Project	Lifecycle replacement of building systems including HVAC, roofing, and skylights	The project implementation is being completed by COB and an update on YTD spending will be provided with the Q2 statements.
New Appleby Project	Movement of New Appleby Branch to Bateman site	Construction costs for this project have been funded to Class C estimates (\$2,350K). The construction costs are included in the overall construction project being managed by COB, and an update on YTD spending will be provided with the Q2 statements.

**Burlington Public Library
Other Fund Reporting
March 31, 2024**

Description	2024 Opening Balance	2024 Funding	Q1 Spending	Q2	Q3	Q4	2024 YTD Spending	Funding Balance
OPERATING RESERVE FUND*	\$ 345,414	\$ (168,110)	\$ -				\$ -	\$ 177,304
BPL ENDOWMENT EARNINGS	\$ -	\$ -	\$ -				\$ -	\$ -
SCHICK ENDOWMENT EARNINGS	\$ -	\$ -	\$ -				\$ -	\$ -
McEWEN ENDOWMENT EARNINGS	\$ 29,650	\$ -	\$ 612				\$ 612	\$ 29,038
BROADBENT ENDOWMENT EARNINGS	\$ 20,336	\$ -	\$ 3,710				\$ 3,710	\$ 16,626
CLAY ENDOWMENT EARNINGS	\$ 13,863	\$ -	\$ -				\$ -	\$ 13,863
ISBISTER ESTATE FUND EARNINGS	\$ 30,279	\$ -	\$ 537				\$ 537	\$ 29,742
E&R BIRD FUND	\$ 364	\$ -	\$ -				\$ -	\$ 364
GENERAL DONATIONS	\$ 279	\$ 150	\$ -				\$ -	\$ 429
KIDS LEARNING FUND*	\$ 2,641	\$ 345						\$ 2,986
THINK BIG FOR BURLINGTON*	\$ -	\$ 1,303						\$ 1,303
PRESERVE OUR HISTORY*	\$ 50	\$ -						\$ 50
	\$ 97,462	\$ 1,798	\$ 4,859	\$ -	\$ -	\$ -	\$ 4,859	\$ 94,401
			TOTAL OTHER FUNDS AVAILABLE*					\$ 269,014

*Opening balance of Operating Reserve Fund includes opening balance for these specified donation funds. Total Other Funds Available excludes the duplication of these opening balances

**Burlington Public Library
Capital Reporting Comments
March 31, 2024**

Fund Name	Description	Comments
Operating Reserve Fund	To assist a sudden increase in expenses, one-time unbudgeted expenses, or unanticipated situations. Funds may be set aside by the Board to assist with anticipated circumstances where the impact is unknown. (e.g. Job Evaluation Project). This reserve fund earns interest annually.	The reserve fund balance includes Board-restricted funds for the 2023 contributions to the Kids Learning Fund (\$2,641) and Preserve Our History Fund (\$50). The 2024 Operating Budget includes the use of \$168,110 from this reserve to stabilize the impact of the Job Evaluation Project. Any savings in 2024 related to gapping will reduce the amount of Operating Reserve funds <i>actually</i> used in the year as described in the Operating Statement Notes.
BPL Permanent Endowment Fund	Established in 2008 to provide an ongoing source of revenue to support and enhance library services.	This fund was spent out in 2023 to establish the new Discovery Space at Central Branch. This self-directed, hands-on zone is dedicated to learning, creating, and building together as a family using STEAM (Science, Technology, Engineering, Arts, math) concepts.
Wendy Schick Endowment Fund	Established in 2010 upon the retirement of CEO/Chief Librarian Wendy Schick to provide scholarships for BPL staff studying librarianship.	Thus fund has historically been used to assist with the cost of sending Librarians through the Public Library Leadership (PLL) program.
Millicent McEwen Endowment Fund	Established in 2003 to enhance library services and collections for people in our community with low or no vision through the purchase appropriate technology, equipment, collections, and resources.	A portion of this funding is used annually to support the collections budget - in 2024 approximately \$9K will be spent on books on CD and large print books.
Mae Beatrice Broadbent Endowment Fund	Established in 2015 to be used for the purchase of large print books.	A portion of this funding is used annually to support the collections budget - in 2024 approximately \$17K will be spent on adult large print books.
Margaret Clay Endowment Fund	Established in 2019 to the benefit of BPL's media collections.	A portion of this funding is used annually to support the collections budget - in 2024 approximately \$7K will be spent on Launchpads and Yoto players/cards.
John Isbister Estate Fund	In 2011, the Board was a beneficiary of an equal share of the Estate of John Isbister to be used to purchase non-fiction materials.	A portion of this funding is used annually to support the collections budget - in 2024 approximately \$5K will be spent on adult non fiction materials.
Ethel & Roly Bird Fund	For storage costs, incurred maintenance of, and eventual cost of public access to the Roly Bird memorabilia collection.	In 2023, the collection was digitized and posted. Future funding will benefit the ongoing physical/digital storage costs for the collection.
General Donations	Donations received with no specified use for the funds.	These donations are typically spent in-year to support the collections budget.
Kids' Learning Fund	This fund supports literacy and STEAM programming, our children's collection, and upgrades to our children's areas.	Annually, with Board approval these donations will be moved to the Operating Reserve Fund where they will remain and accumulate until sufficient funding exists to implement a project in line with the fund(s) purpose.
Think Big for Burlington Fund	This fund supports innovation-related projects that advance BPL's Strategic Plan and objectives.	
Preserve Our History Fund	This funds digitization and local history initiatives so more people can learn about our community's heritage.	

10. Information Items: 10.1 CEO Report – April Update

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Purpose

The CEO report for April 2024 summarizes key activities that support the priorities outlined in BPL’s [2021-2025 Strategic plan](#). This report covers items that are not part of the Board package.

Enhance Community Well-being



Battle of the Books

Round one of Battle of the Books took place April 9, 10 and 11 in Centennial Hall. We're thrilled to welcome back the students, their families, and educators. [Battle of the Books](#) is a Jeopardy-style book trivia tournament for kids in Grades 3 to 8. Teams of six students compete for points by identifying the titles, authors, and characters of books from questions based on the plots and settings of familiar stories. The Junior Teams competed on April 9 and 10. We had teams representing Ascension, Charles R. Beaudoin, Florence Meares, Holy Rosary, John W. Boich, John T. Tuck, Sacred Heart of Jesus, St. Anne, St. Gabriel, St. Paul, and St. Raphael schools. The Senior Teams competed on April 11 and represented Ascension, Burlington Christian Academy, Charles R. Beaudoin, Florence Meares, Holy Rosary, John W. Boich, John T. Tuck, Sacred Heart of Jesus, and St. Raphael. The top two teams in each division with the

most points for all the games played will compete in the Burlington Grand Battle on Wednesday, April 24.

Halton Public Health – Oral Health Packages

April 8 – 12, BPL partnered with Halton Public Health to distribute Oral Health Packages at Storytimes. The packages included a toothbrush, flossing packet, eruption chart and family focused oral health information.

Brock University Research Project

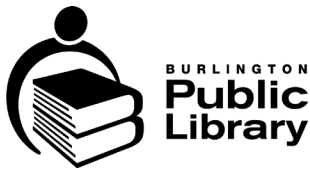
BPL will be participating in the Brock University led research study: *Understanding the Dynamics of Inclusivity Work in and by Public Places: The Case of Public Libraries in Canada* later this spring. This research, led by Professor Asma Zafar, aims to explore how public libraries create and maintain inclusivity to support an ever-changing and diverse community they serve. This qualitative study will include case studies of several Canadian public libraries, including BPL. The case studies will involve a variety of approaches including interviews with the staff and customers, observations, and archival data collection.

Inspire Discovery with Diverse Collections, Services and Spaces



Burlington Lyrics & Poetry Festival

BPL's 3rd Annual [Burlington Lyrics & Poetry Festival](#) is well underway. Events have been well attended. In branch blackout poetry and window decal poem activities have been popular. This year's events wrap up on Sunday, April 28 with our sold-out Afternoon with Rik Emmett and the Lyrics & Poetry Open Mic.



Celebrating Earth Day

On April 22, in honour of [Earth Day](#), BPL will launch the Seed Library's 2024 [seasonal seeds collection](#). BPL's [Seed Library](#) is one of the many ways BPL collections supports residents who want to live more sustainably. BPL cardholders are invited to checkout up to 3 packets of seeds. Customers are invited to borrow, sow & grow and return seeds to the library at the end of the growing season to help cultivate BPL's seed collection. BPL is also offering a range of programs, booklists and displays to foster environmental literacy.

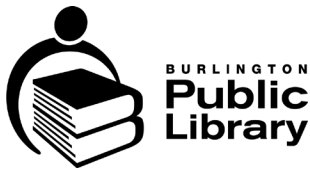
Create a Workforce Culture Driven by our Organizational Values.

Emotions Matter

Dr. Diana Singh, Executive Director, Advanced Research on Mental Health, and Society (ARMS) Research Centre, McMaster University has successfully secured funding for the next phase of the Emotions Matter project. BPL will be participating in this next phase as Dr. Diana Singh and her research team expand their work on the consequences of emotional labour and emotion management among Library Workers.

Report Author

Respectfully submitted: Lita Barrie, Chief Executive Officer



10. Information Items: 10.2 Q1 Metrics Report

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Purpose

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

Background

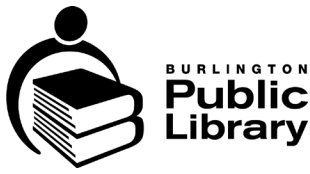
Over the course of the several two years, staff have worked to standardize reporting to quarterly from the previous blend of quarterly financial reporting and trimester reporting for other Board updates. With BPL’s Power Bi implementations complete, staff will be transitioning to a new reporting format during 2024.

Discussion

The following four reports are included as attachments:

Performance Measures Indicators

For 2024, we have removed 2019 as a benchmark. We saw steady growth with in-person use of Library services and programs in 2023. In 2023, BPL had the highest circulation we’ve had since 2015. For the first time ever, over 1 million books were



borrowed. A table of definitions has been added to this report. Here's a summary of key trends and insights:

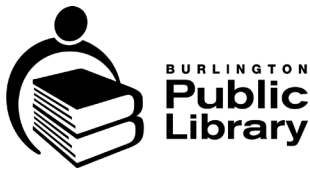
- **Total Visits:** A significant increase over Q1 2023 despite an error in in-person visit numbers due to a server replacement mid-March which impacted the synchronization of the data from BPL's people counters. Solar Eclipse glasses and catalogue and in-person visits due to Hamilton cyberattack are believed to be key factors in this increase.
- **Total Circulation:** We are continuing to experience steady growth in borrowing of physical and digital formats. In physical circulation, we continue to see a decrease in demand for DVD and CD formats, this is offset by continuing growth in book circulation. Digital magazine borrowing in the key driver for the increase in database usage. The Overdrive platform has improved user functionality, allowing borrowers to subscribe to magazine titles and have them check out automatically with the release of each new issue.
- **Programming:** We continue to see a steady increase in programming offering and attendance. For Q1, the percentage of programming partnerships has been removed. The Communications and Engagement team is engaging in a fulsome partnership framework review, and we'll reintroduce this metric when that work is complete.

Strategic Plan Update

In 2023, the format that the Strategic Plan report has changed to align with the new 2021-2025 Strategic Plan. For 2024, staff focused on ensuring that targets are better aligned with the data collection. The Customer Satisfaction survey is the benchmark for several projects, the survey will be issued in June 2024. As a result, several targets look ahead to 2025 to determine impact.

As part of this Strategic Planning cycle, staff had identified three overarching success measures and five-year targets benchmarking against 2019:

- **Our REACH:** The target is to increase reach by 5% by the end of 2025. In 2023, we exceeded that target with a 277% increase. This increase is driven by exponential growth in social media engagements.
- **Our USE:** The target is to increase use by 10% by end of 2025. In 2023, we experienced a 4.3% decrease over our 2019 benchmark values. While we've seen a 6.3% increase in borrowing and have returned to 2019 in our number of visits, we have seen a significant decline in public access computer (-46%) and Wi-Fi (-29%) usage. Public access computer usage was anticipated, with more customers bringing their own devices. We believe the decline in Wi-Fi may be because of changes to the cellphone market since 2019. Previously, data plans were more restrictive and



Library users were more likely to log in to the Library's Wi-Fi while in branch. Since 2019, data plans have become more generous and this may be contributing.

- Our Value: BPL 2023 Economic Impact report will be finalized in June 2024

Governance Calendar and Annual Workplan

Annually, the Library Board identifies and tracks major governance responsibilities and key annual objectives. The Library Board governance calendar and work plan is updated quarterly to enable the Library Board to track progress throughout the year. The Board has completed all Q1 deliverables.

HR and H&S Update

The summary page highlights the key insights related to Q1.

Financial Considerations

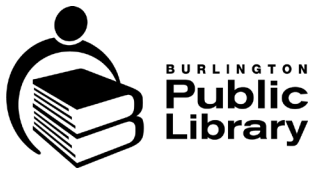
An ongoing monitoring of performance measures and key indicators is part of effective financial stewardship.

Strategic Implications

These reports seek to align with the current strategic plan to enable the Board to monitor and ensure that the Library is advancing strategic priorities.

Equity, Diversity, and Inclusion Considerations

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



Risk Management

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

Policy

There is no applicable policy.

Respectfully submitted by Lita Barrie Chief Executive Officer

PERFORMANCE MEASURES INDICATORS

BURLINGTON PUBLIC LIBRARY

First Quarter 2020-2024

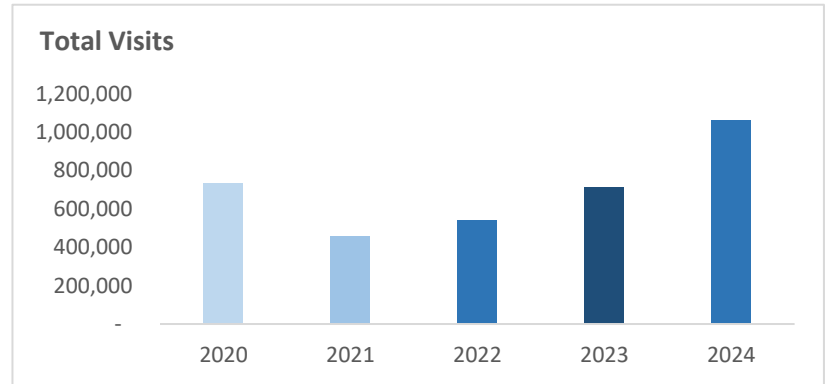


Total Visits

The total number of in-person and BPL website visits

Q1 Total	Change 2023	Change 2022	Change 2021	Change 2020
1,061,994	49%	96%	131%	45%

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

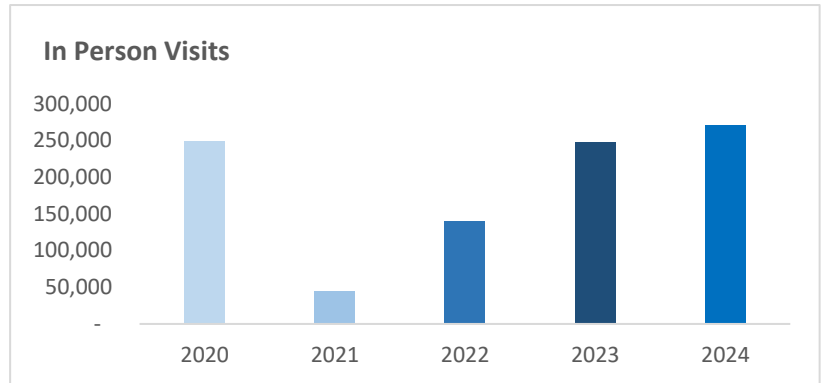


In-Person Visits

Number of in-person visits to BPL's branches

Q1 Total	Change 2023	Change 2022	Change 2021	Change 2020
270,083	9%	93%	511%	8%

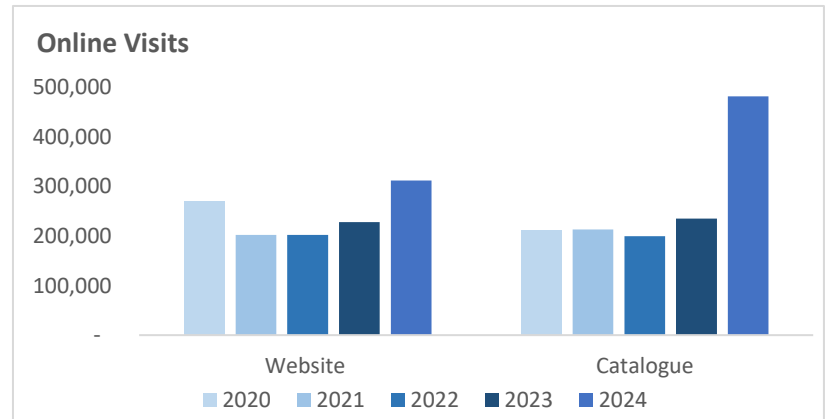
*Error in In-Person Visit numbers for March 2024 due to server replacement mid month.



Online Visits

Number of visits to BPL's website & catalogue


Q1 Total	Change 2023	Change 2022	Change 2021	Change 2020
791,911	71%	97%	91%	64%

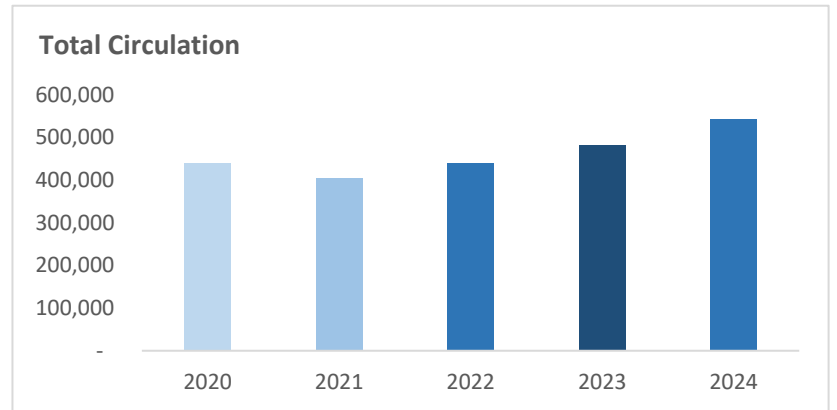



PERFORMANCE MEASURES INDICATORS

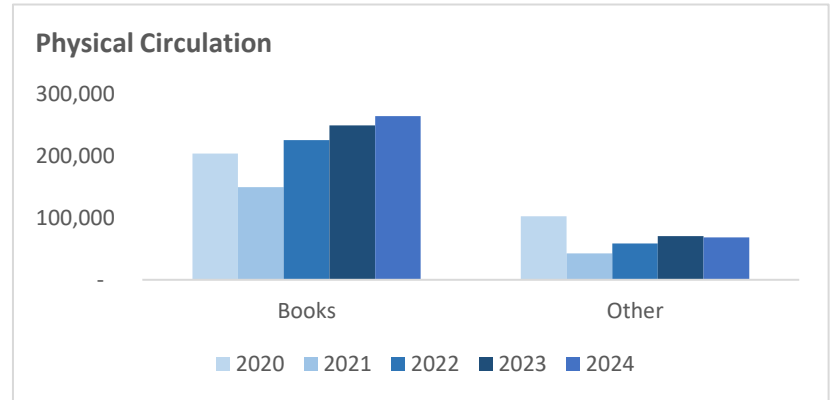
BURLINGTON PUBLIC LIBRARY


First Quarter 2020-2024

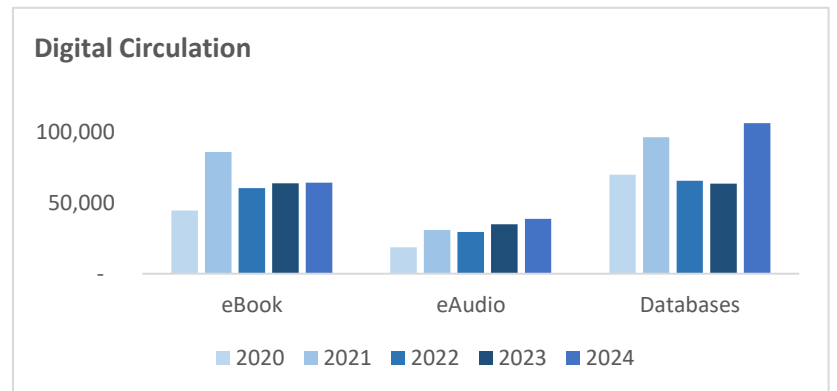
 Total Circulation The total of physical and digital circulation	Q1	Change	Change	Change	Change
	Total	2023	2022	2021	2020
	542,251	13%	23%	34%	23%



 Physical Circulation Number of customer checkouts and renewals	Q1	Change	Change	Change	Change
	Total	2023	2022	2021	2020
	332,500	4%	17%	74%	9%



 Digital Circulation Number of electronic checkouts	Q1	Change	Change	Change	Change
	Total	2023	2022	2021	2020
	209,751	29%	35%	-2%	57%



PERFORMANCE MEASURES INDICATORS

BURLINGTON PUBLIC LIBRARY

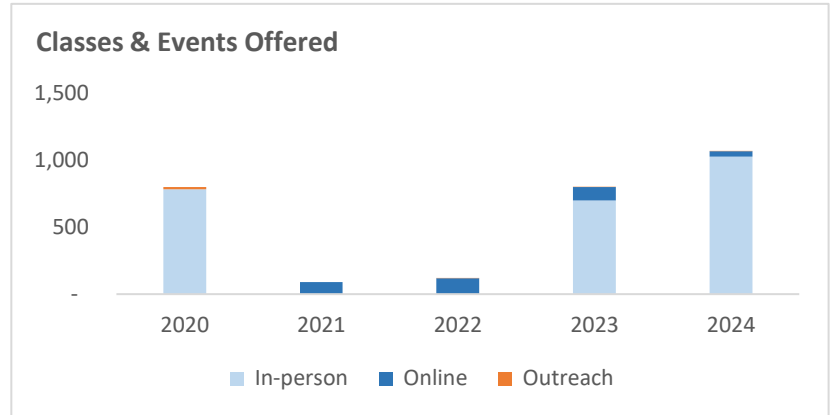
First Quarter 2020-2024

Classes & Events Offered

Number of classes and events offered

Q1 Total	Change 2023	Change 2022	Change 2021	Change 2020
1,067	33%	797%	1073%	34%

YTD	In-person	Online	Outreach
2020	783	-	15
2021	-	91	-
2022	-	118	1
2023	698	101	3
2024	1,026	39	2

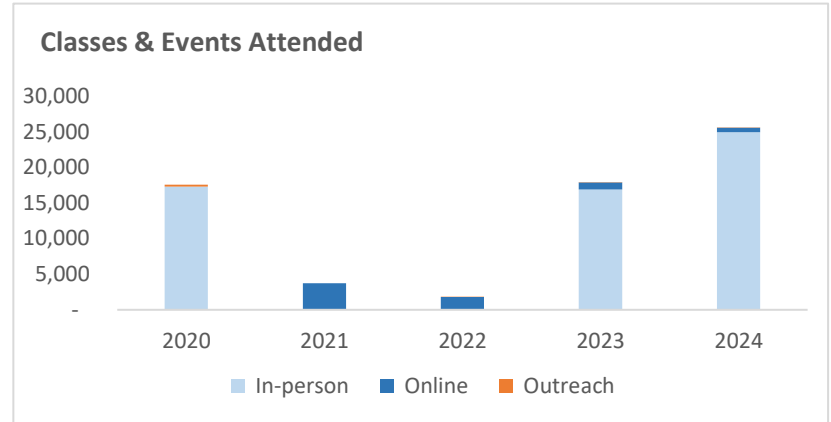


Classes & Events Attended

Attendance at classes and events offered

Q1 Total	Change 2023	Change 2022	Change 2021	Change 2020
25,603	43%	1300%	591%	46%

YTD	In-person	Online	Outreach
2020	17,294	-	276
2021	-	3,705	-
2022	-	1,806	23
2023	16,874	1,005	56
2024	24,939	633	31

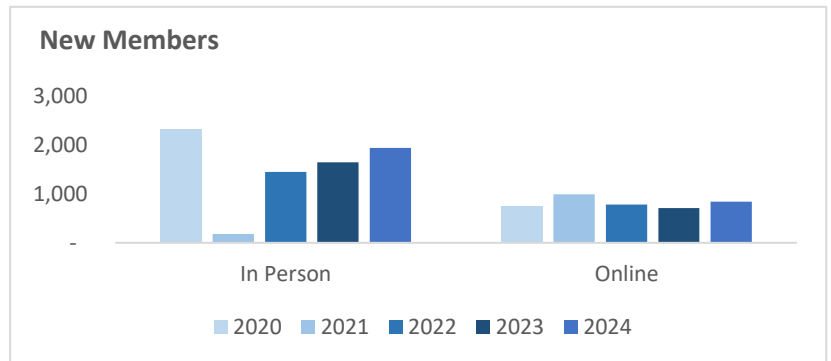


New Members

Number of created in-person & online memberships

Q1 Total	Change 2023	Change 2022	Change 2021	Change 2020
2,782	18%	25%	137%	-9%

Total Active Members
87,013



PERFORMANCE MEASURES INDICATORS

BURLINGTON PUBLIC LIBRARY

First Quarter 2020-2024

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



1. Enhance community well-being.

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

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

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

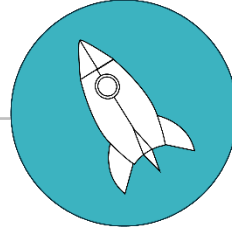
- Systems for collecting, segmenting, analyzing, and reporting data
- Measurable Key Performance Indicators (KPIs)

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

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

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

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



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

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

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

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

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

Extend our physical presence in the community.

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



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

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

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

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

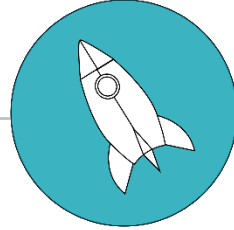
- Customer first culture
- Customer satisfaction KPIs



Strategic Impact Goals, Measures & Targets



*Community
Well-being*



*Inspire
Discovery*



*Workforce
Culture*

OVERARCHING IMPACT GOALS:

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

OVERARCHING SUCCESS MEASURES & 5 YEAR TARGETS:

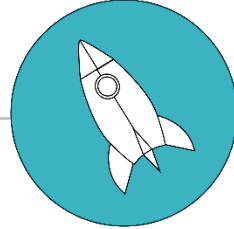
		2025 Target	2019 Benchmark	Definition of KPI
1. Our REACH	5% increase	97,694	93,042	#Active Memberships; #New memberships; #Partnerships & Social Media Engagement; #Outreach participants
2. Our USE	10% increase	5,622,048	5,110,953	#CKO, #Visits (in person & online), Program Attendance; WIFI & PAC Usage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

BENCHMARK YEAR FOR TARGETS WHERE DATA IS AVAILABLE: 2019

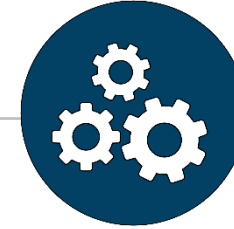
Strategic Impact Goals, Measures & Targets



*Community
Well-being*



*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.

		2023 % Change
1. our REACH	5% increase	+277%
2. our USE	10% increase	-4.35%
3. our VALUE	maintain high value	Not yet available

Strategic Plan Scorecard with 2024 Initiatives & Targets – Q1 Update

Perspectives	#	Strategic Objectives	KPI's	Target	Initiatives	Timeline
Customers/Stakeholders	C1	Strengthen relations with community partners to support community needs through programming and other library services.	To be defined	To be defined	BPL Partnership Framework: Define Partnership and Outreach Strategy and develop rubric for identifying & growing strategic partnerships	Q4
	C3	Extend physical presence in the community	Increase our reach	Open new New Appleby location 2025	Key 2024 Actions: Community Engagement and finalizing associated agreements	2025
	C4	Create a positive, welcoming and memorable journey for all customers	Customer satisfaction survey	maintain 95% positive impact Increase participation by 1% over 2023	Customer Satisfaction Survey to add demographic data and definition of wellbeing	Q2

Strategic Plan Scorecard with 2024 Initiatives & Targets – Q1 Update

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

Strategic Plan Scorecard with 2024 Initiatives & Targets – Q1 Update

Perspectives	#	Strategic Objectives	KPI's	Target	Initiatives	Timeline
Learning & Growth	L1	EDI Systemwide training Program	Great Place to Work data - Training & Development Indicator	Increase by 2% over 2022 satisfaction rate of 77%	Select tool and implement training system wide	Q4
	L2	Increase BPL staff technology knowledge as a priority	Bridge Survey	Benchmark in 2024	Implement 2024 actions from Digital Equity Plan	Q4
	L3	Identify and align staff skills, tools, and motivation that are centered on our organizational values of accountability, collaboration, innovation and learning	Great Place to Work Overall satisfaction indicator	Increase overall satisfaction 1% to 84%	Great Places to Work Survey scheduled for November 2024	Q4
Financial Stewardship	F1	Enable BPL to make informed and data driven customer services and budgetary decisions	Operating Budget	2024 Approved budget	Achieve 2024 Business Service Plan within approved operating budget guidelines.	Q4
			Capital Budget	2024 Approved budget	Complete 2024 Capital Projects as outlined	Q4
		Economic Impact	return to pre-Covid values	Economic Impact report to Library Board in June 2024.	Q2	

Library Board –2024 Governance Calendar & Workplan DRAFT

Task or Deliverable	Area of Focus	Target date	Status	Notes
Q1				
Board Self-Evaluation Report	Governance	January	Complete	
Annual Board Approval of the Health & Safety Policy	Governance	January	Complete	
Audit Meeting - Prepare for 2023 Audit	Audit/Risk Management	January	Complete	
Review Q4 2023 Metrics Reports	Governance	January	Complete	
Approve Q4 2023 Financial Statements	Financial Oversight	January	Complete	
Attend Ontario Library Association SuperConference	Board Development	January	Complete	Optional
Executive & Committee Elections	Governance	January	Complete	
Board Development: Digital Resources & Collections	Board Development	January	Complete	
Review Human Rights & Respectful Workplace Policy	Policy Review	February	Complete	Approved Feb 22 2024
Board Development: Readers Services	Board Development	February	Complete	
Board Development: Safety & Security in Public Libraries	Board Development	March	Complete	
Q2				
Board Development: Human First Approach	Board Development	April		
Approve Q1 Financial Statements	Financial Oversight	April		
Review Q1 Metrics Reports	Governance	April		
CEO Performance Review	Governance	May		
Board Development: Emergency Response Plan	Board Development	May		
Review & Approve 2023 Audited Statements	Audit/Risk Management	April or May		
Review Senior Management 2023 Expenses	Audit/Risk Management	April or May		
Review 2023 Risk Management Report & 2024 Plan	Audit/Risk Management	April or May		
Receive Advocacy Report	Governance	May		
September 30 Report	Governance	June		
Receive 2023 Economic Impact Statement	Governance	June		
Review Intellectual Freedom Policy	Policy Review	June		
Board Development: Intellectual Freedom	Board Development	June		
Q3				
Receive Q2 Financial Statements by email	Financial Oversight	August		
Approve Q2 Financial Statements	Financial Oversight	September		
Approve annual Library Closures Calendar for 2025	Governance	September		
Approve 2025 Capital Budget Submission	Financial Oversight	September		
Approve 2025 Operating Budget Submission	Financial Oversight	September		
Received 2024 Customer Satisfaction Survey Report	Strategic Planning	September		
Receive Q2 Metrics Reports	Governance	September		
Review Event & Community Space Rental Policy	Policy Review	September		
Review Fees & Charges Policy	Policy Review	September		
Board Development: Programming & Partnerships	Board Development	September		
Q4				
Approve Q3 Financial Statements	Financial Oversight	October		
Draft 2026 Strategic Planning Proposal	Strategic Planning	October		
Receive Q3 Metrics Reports	Governance	October		
Receive Advocacy Report	Governance	October		
Receive the Multi-Year Accessibility Plan Report	Governance	October		
Received Sustainability Plan Report	Governance	October		
Review Chief Executive Officer Accountability and Authority Policy	Policy Review	October		
Review Fees, Gifts & Hospitality Policy	Policy Review	October		
Board Development: Board Governance Best Practices	Board Development	October		
Review Records Management Policy	Policy Review	November		
Receive Fundraising Strategy Report	Financial Oversight	November		
Receive Equity, Diversity & Inclusion Report	Governance	November		
Approve Board Self Evaluation Survey Tool	Board Development	November		
Conduct Board Self Evaluation	Board Development	November		
Board Development: Marketing Strategy	Board Development	November		
Appoint 2025 Executive Nominating Committee	Governance	November		
Approve 2025 Board Governance Calendar & Workplan	Governance	November		

Staffing & Recruitment

Headcount	
Full Time	58
Part Time	79
Total	137

Organizational Voluntary Turnover Rate				
Q1	Q2	Q3	Q4	YTD
2.96%				2.96%*

Recruitment – At a glance					
	Q1	Q2	Q3	Q4	YTD
Number of Positions Posted *	15				15
Number of Applicants	3,574				3,574
Number of Positions Hired – Externally	10				10
Number of Positions Hired – Internally	7				7
Number of Positions Not Filled	0				0
Fill Rate	100%				100%
90 Day Retention Rate	100%				100%
1 Year Retention Rate *	93%				93%

Staff Health and Wellness

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

Onboarding Survey

Participation Rate
100%

Overall Onboarding Score
100%

Summary Page

Organizational Turnover Rate

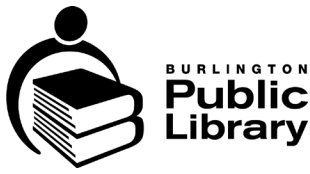
- Voluntary turnover for Q1 2024 was a total of 2.96%. Involuntary turnover was 2.21%. Most involuntary resignations were due to contract completion for temporary roles.

Recruitment

- 15 jobs were posted (some had multiple vacancies per posting) which amounted to 17 positions total being filled.
- 1 employee resigned before reaching the 1-year mark.

Health and Safety

- 1 total approved STD claim



10. Information Items: 10.3 Customer Experience Standards

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Strategic Implications.....	3
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Report Authors.....	3

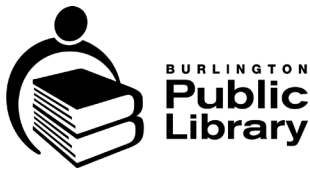
Purpose

To inform the Board of an update to BPL’s Customer Experience Standards.

Background

BPL’s Customer Experience Standards outline what customers can expect from library staff and, in turn, what expectations exist while people are using the library. It is a set of guidelines on what behaviours and responsibilities are acceptable and unacceptable in the library. According to the Public Libraries Act, R.S.O. 1990, s. 23 (4), “the board may make rules for the exclusion from the library of persons who behave in a disruptive manner or cause damage to library property.” The Customer Experience Standards distills in a practical, operational way the expectations outlined in board-approved policies and legislation.

In the past, libraries posted codes of conduct, but over the last decade libraries have made a shift away from rules towards expectations. BPL’s statement acts as a social



contract between library staff and our customers about the behaviour we can expect from each other.

The last update of BPL's Customer Experience Standards was around 2017.

Discussion

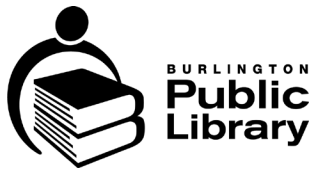
BPL staff sought to update the statement with the aim that it resonates with the types of interactions we are having in our libraries. Having written, shared understanding helps staff make informed judgement calls when incidents happen. The updated wording uses a human first approach to customer service – a concept that honours the inherent right for everyone to be treated with dignity and respect. The new version and the previous version are attached as appendices.

Some key items to note in this updated version:

- Added a statement about our duty to serve people in the Burlington community. Everyone is welcome in our spaces, but sometimes we will need to prioritize how we roll out services with the key audience being those in our community. This is in alignment with the Public Libraries Act, R.S.O. 1990, in which, the provision of library services is directed to the residents of the municipality.
- Edited the wording of “what you can expect from us” to build a stronger connection to the role of the library and the services we provide.
- Broadened the language in “what we expect of you” so that it applies in different contexts and situations.
- Removed the statement about requiring permission to take photographs and videos in the library. It created an unfair expectation of what staff would reinforce and could have led to challenging situations. The reality is that in a public space anyone can take photos or video and that is not a problem. However, if staff become aware that someone is taking pictures after being asked not to or making others feel uncomfortable by taking pictures then library staff can intervene. The person would be asked to stop because they are not being considerate of others or treating them with respect, and this is causing a disruption.

Financial Considerations

There are no financial implications associated with this item.



Strategic Implications

This initiative aligns with the current strategic plan under Strategic Goal 2: Inspire discovery with diverse collections, services, and spaces by “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.” It also supports Strategic Goal 3: Create a workforce culture driven by our organizational values by “creating a positive, welcoming, and memorable journey for all customers.”

Equity, Diversity, and Inclusion Considerations

Library staff recognize that for the library to be inclusive for all, we must have guidance in place to help people share our spaces and resources. Shared understanding and transparency ensures that BPL provides equitable service identifying ways we work to make a positive impact advancing equity, diversity, inclusion, and access.

Risk Management

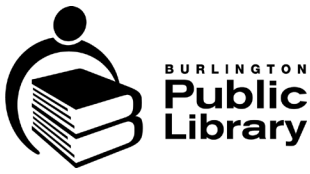
It is important for staff to have documentation that outlines appropriate and inappropriate behaviour to guide decision-making when incidents arise.

Policy

The Customer Experience Standards is supported by and reflects library policies, including BPL’s Employee Code of Conduct Policy, Equity, Diversity & Inclusion Policy, and Protection of Customer Privacy Policy. It also reinforces BPL’s commitment to Public Libraries Act, R.S.O. 1990, Municipal Freedom of Information and Protection of Privacy Act, R.S.O 1990 (MFIPPA) and the Ontario Human Rights Code, R.S.O. 1990 (OHRC).

Report Authors

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



Customer Experience Standards

At Burlington Public Library, everyone is welcome. Accessibility, equity, diversity, and inclusion are celebrated, and we expect all staff and visitors to treat one another with respect.

While everyone is welcome in the library, our duty is to serve our community – those who live, work, and go to school in Burlington.

What you can expect from us

Our goal is to offer excellent customer service that prioritizes dignity, respect, and empathy. Our customers are humans first, and our services recognize the inherent worth of all people in our spaces. We want your library experience to meet your needs.

Whether you access our services in person, by telephone, online, or in writing, we strive to provide:

- a welcoming space
- knowledgeable customer service that is guided by our values
- impartial access to information, collections and resources, while honouring everyone's right to privacy
- opportunities for community connection
- clear, honest, and timely communication

What we expect of you

Your public library is a community place where different people use the same resources together. It is important that we treat each other with dignity and respect while in this space.

We value your feedback and are fully committed to the open exchange of ideas and opinions. If something that we offer is not right for you, you can opt out of participating without disrupting the enjoyment of others.

Let's work together to create a welcoming space by:

- treating library staff and each other with kindness and consideration
- using library resources and spaces for their intended purpose
- taking responsibility for those in your care

When customer behaviour is disruptive, unacceptable, or illegal, library staff will take appropriate action.

Customer Experience Standards

What you can expect from us

Excellent customer service is a top priority and our commitment to you. Our goal is to make sure your library experience meets your needs.

Whether our interactions with you are in person, by telephone, online, or in writing, we strive to:

- deliver knowledgeable, courteous, and efficient service at all times
- treat you fairly and with respect as an individual
- protect your privacy and maintain confidentiality
- provide honest and timely communication that is clear

What we expect of you

Your public library is a community place. Safe and respectful sharing of library space makes it a great experience for everyone.

Your privacy and the privacy of others is important to us; photographs or videos taken at the library must not include customers or staff unless their permission is expressly given.

When customer behaviour affects the enjoyment of the library by others, library staff will take appropriate action, especially when visitors:

- harm or misuse Library or customer property
- harass, offend, or disrupt others
- engage in illegal or unwanted behaviour
- leave vulnerable people or children younger than age 10 unattended/unsupervised