

BPL Library Board

Agenda

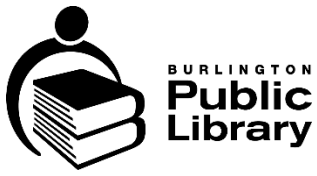
Thursday, June 27, 2024

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. Board Development: Intellectual Freedom
5. Open Minutes of May 23, 2024
6. Decision Items
 - 6.1 Board Procedural By-Law
 - 6.2 Policy Review
 - 6.2.1 Intellectual Freedom Policy
 - 6.3 September 30th Report
 - 6.4 2024 Capital Reallocation
7. Discussion Items
 - 7.1 DRAFT MOU Burlington Fire
 - 7.2 2025 Budget
8. Information Items
 - 8.1 CEO Report
 - 8.2 2023 Annual Report Economic Impact Statement



8.3 2023 Requests for Reconsideration Report

9. Closed Session

9.1. Closed Minutes of May 23, 2024

9.2. Real Estate Matter

9.3. HR Matter

9.4. CEO Performance Review

10. Approval of Motions from Closed Session

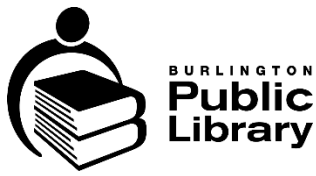
11. Other Business

11.1.

12. Next Meeting:

Thursday, September 12, 2024, 6:30 p.m., 2025 Budget Meeting, Frank Rose Room

Thursday, September 26, 2024, 6:30 p.m., Frank Rose Room



BPL Board Minutes | May 23, 2024

Attendance

Board: Jennifer Tarnawski, Ashley Cameron, Lindsay Zalot, Akindayomi Odedeyi, Councillor Lisa Kearns

Regrets: Jason Manayathu, Shayne Lemieux

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

A meeting of the Library Board was held on Thursday, May 23, 2024, in the Frank Rose Room at the Central Branch.

Minutes

1. Call to Order

Jennifer Tarnawski, Library Board Chair, called the meeting to order at 6:30 p.m.

2. Approval of the Agenda

The agenda was approved as presented.

Motion 24-32, Approval of the Agenda

MOVED by Lindsay Zalot, SECONDED by Lisa Kearns, that the agenda be approved as presented.

CARRIED.

3. Declarations of Interest – None.

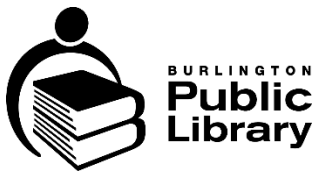
4. Board Development: Emergency Response Plan

5. Open Minutes of April 25, 2024

Motion 24-33, Open Minutes of April 25, 2024

MOVED by Lindsay Zalot, SECONDED by Ashley Cameron, that the Burlington Public Library Board approve the Open Minutes of April 25, 2024 as presented.

CARRIED.



6. Decision Items

6.1. 2023 Audit

6.1.1. 2023 Audit Statements

Jennifer Tarnawski provided an update from the May 9 Audit Committee meeting. The audit committee Terms of Reference were updated to reflect the role of the Chair and Vice Chair and included a reference to BPL's Whistleblower Policy. Library staff provided a commentary highlighting specific items in the 2023 Financial Statements that was both helpful and appreciated. Following a discussion, the Audit Committee agreed to a consolidated report for reporting on the Senior Leadership annual expenses moving forward that was included in the May Board package.

Motion 24-34, 2023 Audit Results and 2023 Audited Financial Statements

MOVED by Akindayomi Odedeyi, SECONDED by Ashley Cameron, that the Burlington Public Library approve the 2023 Audit Results and the 2023 Audited Financial Statements as presented.

CARRIED.

6.1.2. 2023 Senior Leadership Expenses

Motion 24-35, 2023 Senior Leadership Expenses

MOVED by Lindsay Zalot, SECONDED by Akindayomi Odedeyi, that the Burlington Public Library approve the 2023 Board and Senior Leadership Expenses as presented.

CARRIED.

6.1.3. Minutes of May 9, 2024 Audit Committee Meeting

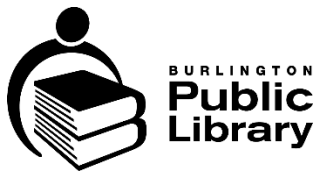
Motion 24-36, Minutes of May 9, 2024 Audit Committee Meeting

MOVED by Ashley Cameron, SECONDED by Jennifer Tarnawski, that the Burlington Public Library approve the May 9, 2024, Minutes of the Audit Committee.

CARRIED.

6.2. BPL Truck Replacement

In response to a time sensitive matter, the Library Board voted electronically for the purchase of a new BPL truck as noted in the report of the June Board package.



7. Discussion Items

7.1. Board By-Law

This is coming to the Board as notice of a change to the Board By-Law regarding the updates to the Audit Committee Terms of Reference. This will come back to the June Board meeting for approval. Library staff did not identify any other updates. The CEO Performance Review timeline/calendar will be revised and will be brought back to the Board for approval in June.

8. Information Items

The following items were received by the Library Board:

- 8.1. CEO Report
- 8.2. Advocacy Report
- 8.3. New Appleby Branch Community Input Session Insights
- 8.4. City of Burlington Accountability Framework
- 8.5. 2024 Risk Management Plan

9. Closed Session

Motion 24-39, Move into Closed Session

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

CARRIED.

The Library Board moved into Closed Session at 8:33 p.m.

Motion 24-40, Move out of Closed Session

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

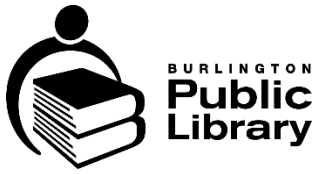
CARRIED.

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

10. Approval of Motions from Closed Session

Motion 24-41, Closed Minutes of April 25, 2024

MOVED by Ashley Cameron, SECONDED by Lindsay Zalot, that the Burlington Public Library approve the Closed Minutes of April 25, 2024 as presented.



CARRIED.

Motion 24-42, Legal Matter

MOVED by Ashley Cameron, SECONDED by Lindsay Zalot, that the Burlington Public Library approve agenda item 9.3 Legal Matter as discussed in Closed Session.

CARRIED.

11. Other Business – None.

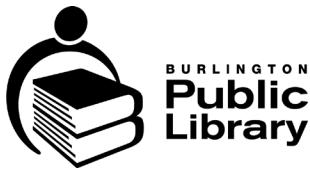
The meeting is adjourned at 8:42 p.m. Motion by Lindsay Zalot.

Chair

Secretary-Treasurer

Next Meeting

Thursday, June 27, 2024, 6:30 p.m., Frank Rose Room



6. Decision Items: 6.1 Board Procedural By-law

Recommendations

THAT the Burlington Public Library Board approve the proposed updates to the Board Procedural By-Law.

Purpose

To seek the Board's approval the proposed updates to the Board Procedural By-law.

Background

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

In accordance with Section 7, Amendments of the By-law, this report is seeking approval in follow up to the Notice of Motion to revision of the By-law at the May 23 Library Board meeting.

Discussion

As part of this year's Audit process, the Audit Committee recommended the proposed updates to the Audit Committee Terms of Reference (page 16). The updates included clarifying language and removing duplication and updated the membership language to reflect current practice.

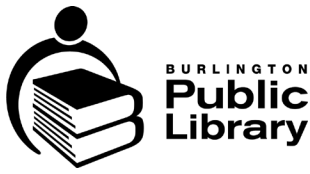
The current version is posted on the Library's [website](#). The Board reviewed the draft at the May meeting, there were no further changes proposed at that time.

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.

Report Author(s)

Respectfully submitted: Lita Barrie, CEO



BPL Board Bylaw

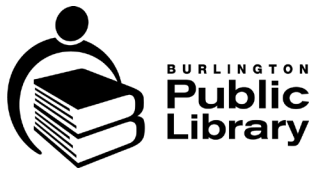
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Procedural By-Laws of the Library Board

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

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



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

Section 1: Governance Vision of the Burlington Public Library Board

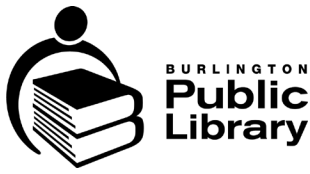
The Board oversees the purpose, plans and policies of BPL. The Board's purpose is to provide the community of Burlington with comprehensive, efficient public library services reflecting the needs of the Burlington community.

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

Statement of Responsibilities

The Board:

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



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

Section 2: Board Composition

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

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

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

Resignations & Vacancies

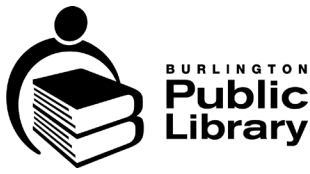
Members of the Board who must resign before the end of their term of appointment on the Board shall inform City Council through the Clerk of the City of Burlington, the Board Chair and the Library Chief Executive Officer in writing, specifying the effective date of their resignation.

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

Section 3: Officers

The Board shall have the following officers:

- Chair
- Vice Chair
- Secretary
- Treasurer



- Chief Executive Officer

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

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

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

Chair

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

The Chair of the Board:

- Serves as the primary spokesperson for the Board
- Is a signing officer of the Board
- Represents the Board, alone or with other members of the Board, at any public or private meetings for the purpose of conducting, promoting or completing the business of the Board
- Develops the agenda for meetings in consultation with the Vice-Chair and Chief Executive Officer to ensure the effective use of Board and staff time and resources
- Presides at regular and special meetings of the Board in accordance with the *Public Libraries Act*, R.S.O. 1990, c. P.44, other relevant legislation such as the City Bylaw for BPL and with the rules of procedure adopted by the Board.
- Commits the Board to a specific course of action only when the Board has granted specific authority by a motion or policy
- Determines the responsibilities of Committees to deal with matters that arise when responsibilities are not clearly defined subject to eventual confirmation of the full Board
- Ensures that vacancies on Board committees and task groups are filled as expeditiously as possible
- Advises the Vice-Chair, if for any reason, the Chair is temporarily unable to perform any of these functions
- Shall request, either at the first meeting of a new Board, or in December of each year, a written indication from each Board Member of their preference for appointment to the various committees or task groups of the Board; the Chair



will propose Committee and Task Group appointments at the next regular meeting of the Board

- Is an ex-officio Member of all committees and task groups

Vice-Chair:

The primary role of the Vice-Chair of the Board is to provide leadership, to ensure the proper functioning of the Board and the proper conduct of Board business, if for any reason, the Board Chair is not available.

In the absence of the Chair, the Vice-Chair is vested with all the powers and performs all the duties of the Chair of the Board.

Secretary

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

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

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

Treasurer

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

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

- presenting draft budgets and regular financial reports to the Board for approval
- The Chief Executive Officer is a signing officer of the Board but is not a member of the Board

Chief Executive Officer

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

Only decisions of the Board are binding on the CEO.

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

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

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

Section 4: Board Members Code of Conduct

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

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

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

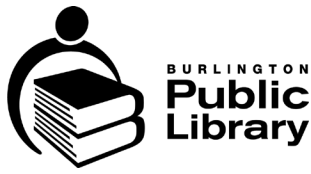
Board Members will not use their positions to obtain employment in BPL for themselves, family members or close associates.

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

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

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

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



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

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

Section 5: Board Meetings

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

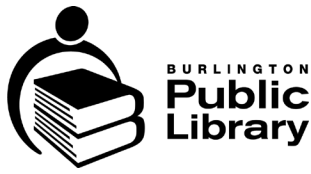
The Board will make a motion to go into Closed Session noting in the motion the reasons for the Closed Session. The following guidelines from the *Public Libraries Act*, R.S.O. 1990, CHAPTER P.44, s. 16.1 (4) will be used to determine which issues will be discussed in Closed Session:

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

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

Location and Time of Meeting

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



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

Notification of Meetings

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

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

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

Inaugural Meeting

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

Special Meetings

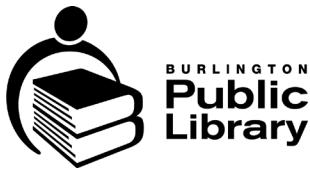
The chair or any two members of the Board may summon a special meeting of the Board by giving each member reasonable notice in writing or via e-mail, specifying the purpose for which the meeting is called *Public Libraries Act R.S.O, 1990, c. P.44, s. 16 (2)*.

Decision Making

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

Authority for the Summer

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



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

Hybrid Meetings

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

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

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

Delegations Wishing to Appear Before the Board

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

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

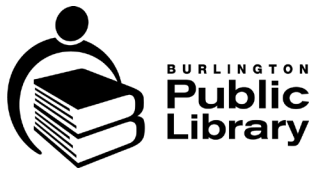
Delegations will be permitted to speak for 5 minutes each. The Board may direct questions to the delegation following the presentation.

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

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

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

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



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

Quorum

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

The Chair is included in the quorum.

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

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

Attendance

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

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

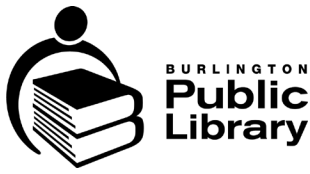
Voting

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

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

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

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



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

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

Voting for elections shall be by secret ballot.

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

Elections

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

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

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

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

Order of Business

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

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

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

- Convene and confirm the Agenda
- Declaration of Conflict of Interest
- Acceptance or correction of previous meeting minutes
- Presentations and/or Delegations
- Correspondence
- Business arising from minutes
- Decision Items of Business / Reports / Financials
- Discussion Items
- Information Items
- Closed Session Items
- Other Business
- Adjournment
- Future Meetings and Events

Section 6: Payment of Board Expenses

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

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

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

Section 7: Budget Process and Monitoring

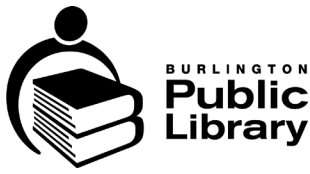
This section defines the financial statement-reporting schedule to allow the Board to monitor financial performance against the approved budgets and ensure the Library will not incur a deficit as per the Financial Policy.

Annual Budget Guidelines and Timetable

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

Preparation of Draft Budgets

The CEO will prepare draft capital and operating budgets within budget guidelines provided by the City of Burlington. Any budget requests exceeding guidelines provided by the City will require the submission of a business case. The draft budgets and



associated business cases are presented to the Board and once approved by the Board, submitted to the City. Any changes to the submissions that are requested by City staff, Committee or Council at any stage of the process will be considered by the Board and re-submitted to the City for Council approval.

Delegation to City Council

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

Amendments to the Budget

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

Budget Monitoring

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

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

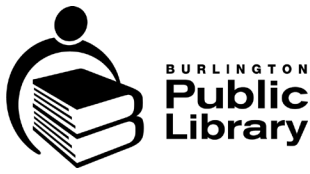
The financial statements presented to the Burlington Public Library Board will provide a comparison of year-to-date actuals and year-to-date budget, and projected year-end results. Projected year-end results will assume that all budget lines will be spent unless quantitative objective evidence suggests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

Section 8: Amendment of the By-Laws

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

Section 9: Board Committees and Task Groups

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



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

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

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

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

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

Audit Committee

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

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

Nominating Committee

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

Whenever the position of the Chair or Vice-Chair becomes vacant and in December of each year, the Board will appoint a nominating committee to identify candidates interested in serving in the position. The report of the Nominating Committee will be tabled at the next Board Meeting in the event of a mid-year vacancy in the Board Executive or at the January Board meeting for the annual executive election. Before the

balloting takes place, nominations from the floor will also be requested verbally, three times, as per parliamentary procedures.

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

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

CEO Performance Appraisal Committee

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

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

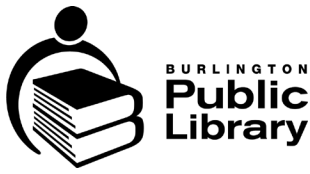
The Committee to conduct the review or, when needed, recruitment will be composed of the Chair and Vice-Chair of the Burlington Public Library Board plus one additional BPL Board Member and will be appointed at the first meeting of the year following the annual election of the Chair and Vice-Chair. The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

Section 10: Board Self-Assessment

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

References

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



[administration/resources/Accountability-and-Transparency/Integrity-Commissioner/Code-of-Conduct-for-Local-Boards-and-Committees.pdf](#)

Appendices

Audit Committee Terms of Reference, Appendix A

Purpose

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

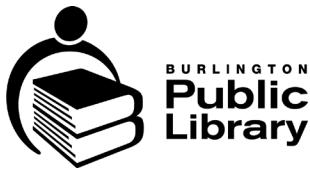
Membership

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

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

Officers of the Committee

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



Term of Membership

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

Meetings

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

Quorum

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

Agendas

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

The Committee will invite members of management e.g., the CEO; the Director, Finance & Infrastructure, and the external auditor when appropriate to attend committee meetings. The Committee may consider Closed Sessions with the auditors without staff to discuss privately any matters of interest or concern to the members.

Appointment of External Auditors

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

Duties of Audit Committee

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

Accounting Policies

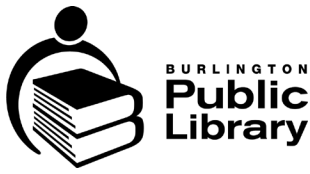
- Review the library's accounting policies and principles, and any changes in the selection or application of said policies and principles.
- Review with management any complex or unusual transactions that require significant judgement.
- Be aware of recent professional and regulatory pronouncements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

External Audit

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

Internal Controls and Risk Management

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



Terms of Reference

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

CEO Performance Appraisal Committee Terms of Reference, Appendix B

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

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

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

Annual Performance Appraisal Process

- The annual review will take place in the February/March time period for the previous year with an optional interim interview in the June - July time frame.
- The Committee will develop one consolidated appraisal form including rankings based on consensus reached by the Committee and confirmed by the Board
- The CEO will complete a self-appraisal using the same CEO Performance Review template and propose annual goals
- The CEO and the Committee will meet to discuss the Board evaluation, the CEO's self-appraisal and proposed annual goals
- The goals will be aligned with the Board's strategic priorities as identified in the Library's Strategic Plan
- The CEO may request an opportunity to address the entire Board regarding the consolidated evaluation

- A final version of the form will be developed based on the discussion; the form will be signed by the Chair of the Board and the CEO; the Chair will provide a report to the BPL Board at the March Meeting including the list of goals for the upcoming year
- The review form will be kept permanently in the CEO's file depending on the outcome of the performance appraisal, the Committee will recommend advancement on the salary grid.

CEO Recruitment and Probationary Committee Process

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

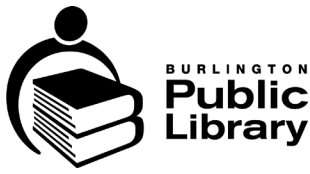
Probationary Performance Appraisal Process

- New appointees to the position of CEO of Burlington Public Library will serve a 6-month probation period which is considered an extension of the employee selection process.
- At the end of the 6-month period (earlier if needed) the CEO Selection Committee in consultation with the full Board will conduct a probationary appraisal interview of the CEO.
- Depending on the outcome of the probationary Performance Appraisal the CEO Selection Committee will recommend to the full Board:
 - Permanent appointment to the position of CEO in the event of successful performance and achievement of objectives and expectations.
 - Dismissal, in the event of significant performance issues. Significant performance issues could include gross misconduct, illegal activity or other behaviour potentially damaging to the reputation of the Library.

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

Unsuccessful Probations

If the CEO is not meeting the recognized standard of performance during the initial 6-month probationary period, the CEO Selection Committee in consultation with the

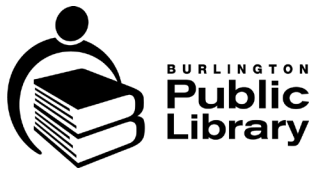


Board, will discuss the issues with the CEO to seek to resolve them. If discussions do not result in improvement, a formal interview will be conducted. The CEO Selection Committee may choose to issue a formal warning, or if an action justifies; immediate dismissal, terminate employment.

Disciplinary Process

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

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



6. Decision Items: 6.2 Policy Review Report

Recommendations

THAT the Burlington Public Library Board approve the revised Intellectual Freedom Policy effective July 2, 2024, as presented.

Purpose

To seek the Board's approval of the updated Intellectual Freedom policy.

Background

This policy has been reviewed and updated for the Board's consideration to align with current library practice.

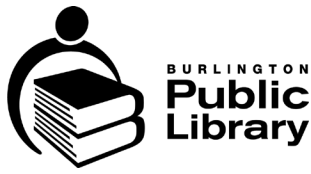
Policies set the framework for the governance and operations of the Library and provide direction to the Library Board and employees. Policies are an important tool for achieving the library's purpose and advancing the Library's mission.

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.

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.

Discussion

The policy language was updated to improve clarity, readability and align with the recent updates to the Collection Development Policy. Guiding principles were added set context for the application of this policy.



The most significant change in content was the expansion of the scope of the policy. Historically, the Library has focused on collections as it relates to intellectual freedom, moving forward the scope is expanded to be inclusive of all of the Library's services, collections, spaces, and resources. In the existing version, the text of the CFLA-FCAB and OLA Statements are included in full. In the proposed update, the Statements are linked to, this will help to ensure that the policy is referencing the statements accurately ongoing.

Management and staff will be notified of the changes in the 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 policy 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

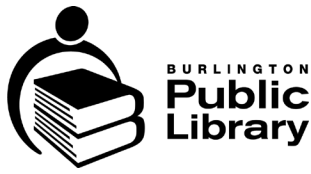
Strong governance positions the Library Board to ensure that BPL provides equitable and diverse collections and resources to our customers.

Risk Management

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

Report Author(s)

Respectfully submitted: Lita Barrie, CEO



Intellectual Freedom Policy

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Purpose

Burlington Public Library (BPL) upholds the open exchange of information and ideas. BPL's collections, services, displays and programming must serve all parts of its community and respect the diversity of its citizens.

Statement on Intellectual Freedom

Intellectual freedom is a core value at BPL and fundamental principle for public libraries. Intellectual freedom means supporting and facilitating the free exchange of information and ideas as a core tenant of a democratic society while respecting each individual's rights to privacy and choice.

Intellectual freedom is at the core of the library's mission, to preserve and promote universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment through our collections and services.

BPL is a resource where many points of view and modes of expression can be examined without hindrance. Few ideas and opinions have universal acceptance or condemnation in a pluralistic society. The use of language, either descriptive or expressive, can, stimulate controversy.

The Burlington Public Library Board endorses the statements of the Canadian Federation of Library Associations and of the Ontario Library Association Statement on Intellectual Freedom and the Individual.

Guiding Principles

- BPL is committed to equity and reconciliation, and strives to offer welcoming, inclusive collections, services and spaces while upholding the principles of freedom of expression and human rights. This commitment is also noted in BPL's Equity, Diversity & Inclusion policy as equity and intellectual freedom are mutually reinforcing.
- BPL will defend and advocate for everyone's privacy and dignity to decide what they want to read, view, listen to, or access.
- Burlington Public Library provides access to multiple viewpoints. This does not constitute endorsement of the viewpoint expressed in items in BPL's collections, programs, services, display spaces, room bookings by groups making use of these BPL facilities.
- BPL will meet its obligations under the Canadian Charter of Rights and Freedoms and the Ontario Human Rights Code that guarantee everyone the fundamental freedoms of thought, belief, opinion, and expression, including freedom of the press and other media of communication, within the limits prescribed by law.

Requests for Reconsideration

- The content or manner of expressing ideas in material that fills the needs of some Library users may be considered offensive to other Library users. The Library recognizes the right of any individual or group to reject library material, programs or services for personal use but does not grant any individual or group the right to restrict the freedom of others.
- BPL cardholders who object to materials located in the collection, content in Library programs, display spaces, or on public computer, may be asked to complete a formal written request for reconsideration. Forms can be requested in branch from staff or online via Contact Us.
- Decisions made about requests for reconsideration will be communicated to the originators of the requests following completion of a formal staff review. The final decision on any challenge rests with the CEO.
- An annual report on challenges to Library materials is provided to the Library Board.

Legislation

The library recognizes its obligations under the Canadian Charter of Rights and Freedoms which guarantees Canadians freedom of expression including freedom of the press and other media. The library recognizes and abides by all laws dictated at the federal, provincial or municipal level including the Criminal Code of Canada as well as the classifications assigned to films, television series and video games by the Canadian Home Video Rating System where applicable.

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

Related Statements

Burlington Public Library endorses the following intellectual freedom statements:

- Canadian Federation of Library Association (CFLA) Statement on Intellectual Freedom and Libraries (<https://cfla-fcab.ca/en/guidelines-and-position-papers/statement-on-intellectual-freedom-and-libraries/>)
- Ontario Library Association Statement on Intellectual Freedom and the Intellectual Rights of the Individual (<https://accessola.com/advocacy/ola-position-statements/>)

References

International Federation of Library Associations and Institutions - Statement on Libraries and Intellectual Freedom

Ottawa Public Library (2022) Intellectual Freedom Statement
<https://bibliottawalibrary.ca/en/intellectual-freedom>

Toronto Public Library, Intellectual Freedom Statement (2022)
<https://www.torontopubliclibrary.ca/terms-of-use/library-policies/intellectual-freedom-statement.jsp>

- Date:
- Amended Dates:

Intellectual Freedom Policy

Purpose and Scope:

The Burlington Public Library's collections, services, displays and programming must serve all parts of its community and respect the diversity of its citizens.

Statement of Intellectual Freedom:

The library recognizes its obligations under the Canadian Charter of Rights and Freedoms which guarantees Canadians freedom of expression including freedom of the press and other media.

The Burlington Public Library Board and staff endorse the statements of the Canadian Federation of Library Associations and of the Ontario Library Association Statement on Intellectual Freedom and the Individual.

The library recognizes and abides by all laws dictated at the federal, provincial or municipal level including the Criminal Code of Canada as well as the classifications assigned to films, television series and video games by the Ontario Film Review Board.

The Burlington Public Library is a resource where many points of view and modes of expression can be examined without hindrance. Few ideas and opinions have universal acceptance or condemnation in a pluralistic society. The use of language, either descriptive or expressive, can in itself, stimulate controversy.

The Burlington Public Library recognizes the right of individuals to express opposition to author's ideas or their creative exercise of language in material selected for the library. However, Burlington Public Library will not endeavor to satisfy patrons by removing items purchased in compliance with the principles of this policy. Selection of material cannot be influenced by any approval or disapproval of its intellectual content by sectors of the community.

Burlington Public Library must serve all parts of its community. The diversity of its citizens will be reflected in the library's collections and services.

Selection of an item for the Burlington Public Library collection does not constitute endorsement of the viewpoint expressed in that item. Room bookings or community displays do not constitute endorsement of viewpoints expressed by groups making use of these BPL facilities.

Effective Date: Jan. 1987

Projected Review Date: 2021

Motion #/Date: 87-95, June 24, 1987
99-49 Sept. 16, 1999

Amended Dates: #02-58, Oct. 17, 2002
#17-08, Jan. 19, 2017

Associated Procedures: Request for Reconsideration

Appendix 1:

Canadian Federation of Library Association (CFLA) Statement on Intellectual Freedom and Libraries

The Canadian Federation of Library Associations recognizes and values the Canadian Charter of Rights and Freedoms as the guarantor of the fundamental freedoms in Canada of conscience and religion; of thought, belief, opinion, and expression; of peaceful assembly; and of association.

The Canadian Federation of Library Associations supports and promotes the universal principles of intellectual freedom as defined in the Universal Declaration of Human Rights, which include the interlocking freedoms to hold opinions and to seek, receive and impart information and ideas through any media and regardless of frontiers.

In accordance with these principles, the Canadian Federation of Library Associations affirms that all persons in Canada have a fundamental right, subject only to the Constitution and the law, to have access to the full range of knowledge, imagination, ideas, and opinion, and to express their thoughts publicly. Only the courts may abridge free expression rights in Canada. The Canadian Federation of Library Associations affirms further that libraries have a core responsibility to support, defend and promote the universal principles of intellectual freedom and privacy.

The Canadian Federation of Library Associations holds that libraries are a key institution in Canada for rendering expressive content accessible and affordable to all. Libraries are essential gateways for all persons living in Canada to advance themselves through literacy, lifelong learning, social engagement, and cultural enrichment.

Libraries have a core responsibility to safeguard and facilitate access to constitutionally protected expressions of knowledge, imagination, ideas, and opinion, including those which some individuals and groups consider unconventional, unpopular or unacceptable. To this end, in accordance with their mandates and professional values and standards, libraries provide, defend and promote equitable access to the widest possible variety of expressive content and resist calls for censorship and the adoption of systems that deny or restrict access to resources.

Libraries have a core responsibility to safeguard and foster free expression and the right to safe and welcoming places and conditions. To this end, libraries make available their public spaces and services to individuals and groups without discrimination.

Libraries have a core responsibility to safeguard and defend privacy in the individual's pursuit of expressive content. To this end, libraries protect the identities and activities of library users except when required by the courts to cede them.

Furthermore, in accordance with established library policies, procedures and due process, libraries resist efforts to limit the exercise of these responsibilities while recognizing the right of criticism by individuals and groups.

Library employees, volunteers and employers as well as library governing entities have a core responsibility to uphold the principles of intellectual freedom in the performance of their respective library roles.

Approved June 27, 1974,
Amended Nov. 17, 1983; Nov. 18, 1985 and September 27, 2015.

Endorsed by Burlington Public Library Board, January 2016

Appendix 2:

Ontario Library Association Statement on the Intellectual Rights of the Individual

In affirming its commitment to the fundamental rights of intellectual freedom, the freedom to read and freedom of the press, as embodied in the Canadian Charter of Rights and Freedoms, the Ontario Library Association declares its acceptance of the following propositions:

1. That the provision of library service to the public is based upon the right of the citizen, under the protection of the law, to judge individually on questions of politics, religion and morality.
2. That intellectual freedom requires freedom to examine other ideas and other interpretations of life than those currently approved by the local community or by society in general, and including those ideas and interpretations which may be unconventional or unpopular.
3. That freedom of expression includes freedom for a creator to depict what is ugly, shocking and unedifying in life.
4. That free traffic in ideas and opinions is essential to the health and growth of a free society and that the freedom to read, listen and view is fundamental to such free traffic.
5. That it is the responsibility of libraries to maintain the right of intellectual freedom and to implement it consistently in the selection of books, periodicals, films, recordings, other materials, and in the provision of access to electronic sources of information, including access to the internet.
6. That it is therefore part of the library's service to its public to resist any attempt by any individual or group within the community it serves to abrogate or curtail access to information, the freedom to read, view and listen by demanding the removal of, or restrictions to library information sources in any format.
7. That it is equally part of the library's responsibility to its public to ensure that its selection of material is not unduly influenced by the personal opinions of the selectors, but determined by the application of generally accepted standards of accuracy, style and presentation.

Approved, OLA Board of Directors, December 2003

Reaffirmed, OLA Board of Directors, December 2005

Endorsed by Burlington Public Library Board, January 2004

6. Decision Items: 6.3 September 30th Report

Recommendations

THAT the Burlington Public Library Board approve that the Library open on September 30, 2024, and September 30, 2025.

Purpose

To seek the Board's approval of hours of service on September 30, 2024 and September 30, 2025.

Background

In 2021, the Government of Canada implemented a new federal statutory holiday, the National Day for Truth and Reconciliation, which is to be observed each year on September 30. While September 30, also known as Orange Shirt Day, has been observed to honour Indigenous Peoples and to commemorate the legacy of the residential school system in Canada for some time, 2021 was the first year the day was statutorily mandated day off work for federally regulated employees.

September 30th is not currently a statutory day in Ontario. BPL is a provincially regulated employer. Since 2021, the following provinces and territories have adopted the date as a statutory holiday: British Columbia, Manitoba, Northwest Territories, Prince Edward Island and the Yukon.

The City of Burlington (COB) recognizes the day as a holiday for COB employees.

In 2024, the COB's public event to honour and observe September 30, is planned to be held in the Rose Garden in Central Park in front of the Central Library.

Discussion

Libraries play a pivotal role in addressing the recommendations of the Truth and Reconciliation Commission (TRC), particularly in the context of preserving and promoting Indigenous knowledge, cultures, and languages.

The TRC's Calls to Action highlight the importance of acknowledging and integrating Indigenous perspectives into public institutions, and libraries, as repositories of

knowledge and facilitators of community engagement, BPL uniquely positioned to contribute to this effort.

- **Preservation and Access to Indigenous Knowledge:** One of the critical roles' libraries play is in the preservation and access to Indigenous knowledge. BPL continues to develop collections to ensure they include Indigenous literature and knowledge. By doing so, we help to ensure Indigenous knowledge is not only preserved for future generations but is also accessible to the broader public.
- **Education and Public Awareness:** Libraries serve as educational hubs and can significantly contribute to raising public awareness about the history and legacy of residential schools, as well as the broader aspects of Indigenous cultures and contributions.
- **Community Engagement and Partnerships:** By involving Indigenous communities in the planning and implementation of programs and services, libraries can ensure that their initiatives are culturally relevant and respectful. This approach not only empowers Indigenous communities but also enriches the library's offerings and strengthens community ties.
- **Professional Development and Training:** To effectively contribute to reconciliation, library staff must be knowledgeable about Indigenous histories, cultures, and contemporary issues. In 2022, BPL provided the 4 Seasons of Reconciliation learning program to all employees. In 2024, we will implement our core Equity, Diversity and Inclusion training and development program.
- **Inclusive and Respectful Spaces:** Creating inclusive and respectful spaces is essential for libraries aiming to support reconciliation. BPL's land acknowledgement signs are posted in all locations. The sides were crafted by an Indigenous artist. We continue to explore ways to ensure library spaces are respectful and inclusive.

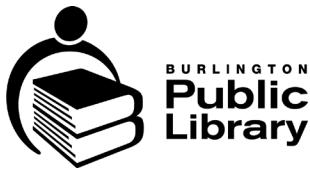
At a time of learning and reflection, access to BPL's spaces and collections is key for advancing the Truth and Reconciliation Commission of Canada: Calls to Action. We strive to create opportunities for BPL employees to learn and help support and advance these Calls to Action.

Financial Considerations

There are no direct financial impacts related to these proposed policy 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

Through BPL's values of inclusion, learning and love of reading, BPL strives to balance the needs of the community we serve that those of our employees. It is a continuously evolving process and journey.

Policy

Related Policy [Equity, Diversity and Inclusion Policy](#)

Risk Management

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

References

National Centre for Truth and Reconciliation Reports
<https://nctr.ca/records/reports/#trc-reports>

Report Author(s)

Respectfully submitted: Lita Barrie, CEO

6. Decision Items: 6.4 2024 Capital Reallocation

Recommendation

That the Burlington Public Library approve the reallocation of \$264,300 of IT Capital funding and \$262,000 of Facilities Capital funding to the Central Infrastructure Project.

Purpose

To seek the Board's approval of the recommendation to reallocate capital funding to the Central Infrastructure Project.

Background

Over the past few years through the capital budget process BPL has accumulated funds to replace the 8 HVAC units, roofing, and skylights at Central Branch. This funding was accumulated based on estimated costs provided by COB for the replacement of these items (\$1,560,460). With increased material and labour costs, this funding is insufficient even when splitting the project into 2 phases.

Recent high-level cost estimates for Phase 1 of the project which involves replacing 5 HVAC units, all skylights, and the 2nd floor roof, is \$2,485,500 plus COB staff chargebacks and consulting design costs. Cost estimates for Phase 2 to replace 3 HVAC units, 3rd floor roofing, and a section of windows will be available soon and is currently unfunded. Staff will look for funding through the 2025-2034 Capital Budget process and through consultation with COB.

Discussion

The project has a balance of \$1,961,302 and with the reallocation of \$526,300 as recommended above and \$97,500 available through the 2025 Capital Budget, the total balance available for Phase 1 will be \$2,585,102.

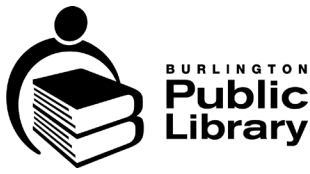
Staff have reviewed existing capital funding available in the IT and Facility project accounts and are recommending the following that can be reallocated now, rather than waiting to reduce the funding requests through the annual capital budget process as is typically done, especially with IT capital:

	Project Account	Description	Year of Funding	Amount Reallocated	Remaining
1	IT	Computer peripherals (monitors, scanners, headsets etc.)	2022	\$ 10,773	\$ 5,234
2	IT	Public Print Management System	2023/24	\$ 32,000	\$ 110,393
3	IT	Tablets & Chromebooks	2023	\$ 12,655	\$ 12,500
4	IT	Self Checks	2022/23	\$ 77,673	\$ 71,892
5	IT	Laptops & Desktops	2022	\$ 76,906	\$ 32,200
6	IT	RFID pads	2022	\$ 7,860	\$ 13,050
7	IT	Cell phones	2022	\$ 5,019	\$ 1,500
8	IT	Network Switches, UPS, Servers	2022/23	\$ 41,415	\$ 55,300
9	Facilities	Central Staff Furniture	2020	\$ 200,000	\$ 90,700
10	Facilities	Central Parking Lot Shave and Pave	2024	\$ 62,000	\$ -
				\$ 526,300	\$ 392,769
	NOTES:				
1	General pool for replacement of these items - clearing carryforward from 2022.				
2	Specific project fund - costing received and contracts signed, clearing excess from 2023/24.				
3	General pool for replacement of these items - clearing carryforward from 2023.				
4	Costing for 2024 replacements received and contracts signed, clearing excess from 2022/23				
5	General pool but includes excess from replacement of all PACs in 2023.				
6	General pool for replacement of these items - clearing carryforward from 2022.				
7	General pool for replacement of these items - some moved to BYOD - clearing 2022 excess.				
8	Excess funds accumulated from implementation of replacements - clearing excess from 2022/23.				
9	Remaining funding will allow for replacement of hydraulic book drops with rolling compression bins - increasing safety and reducing materials handling time for staff at all locations.				
10	Will be funded through Capital Budget in 2029 per timeline confirmed by COB.				

Financial Considerations & Risk Management

The alignment of this project with the move of New Appleby and the infrastructure project at Brant Hills adds additional pressure on limited capital funds for the execution of these large-scale projects. However, the current state of Central’s HVAC units, roofing, and skylights is poor, with ongoing leaks and significant costs of repair for the HVAC units to keep them operating. The issues are most significant in the Phase 1 areas of the project making it a high priority. With the completion of Phase 1 there will be reduced pressure on the operating budget (average repairs \$30K annually) and reduced impact on customers and staff when spaces maintain appropriate temperatures.

The reallocation of capital from IT is primarily based on remaining funding from completed projects, or from carry forward of unused funding from 2022 and 2023. For



each area that funding is being reallocated, there are still funds available to support current replacement needs and funding will be added where necessary through the annual capital budget process.

While the Central parking lot renewal funding will be recaptured and budgeted for in 2029 to align with COB project timelines, the \$200K reallocated from the Central Staff Furniture Project is not likely to be recovered through the budget process. The remaining funding of \$90.7K will be used to improve the ergonomics and workflow of the book drop process at all branches. Other work to improve staff spaces and process flow will be undertaken as budget allows and by leveraging the facilities department for low cost, quick wins such as rearrangement of furniture to better support processes and collaboration.

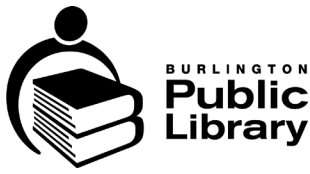
The reallocation of funds as recommended in this report is a short-term solution, not correcting the larger issue of insufficient capital funding for major facility renewal projects moving forward. Staff will continue to work towards resolution of this issue through the annual budget process and in collaboration with COB.

Strategic Implications

The assignment and management of capital funding to projects in a prioritized manner aligns with the current strategic plan under Strategic Goal 1: Enhance community well-being.

Report Author(s)

Respectfully submitted by Nicole Tewkesbury, Director, Finance & Infrastructure



7. Discussion Items: 7.1 Burlington Fire Department – Town Bell

Purpose

To provide the Board with an update on the Library's collaboration with the Burlington Fire Department on the relocation of the Town Bell and to seek feedback on the draft Memorandum of Understanding.

Background

The Burlington Fire Department approached BPL requesting the relocation of the Town of Burlington's historic bell which is currently located by the north entrance of the Central Library.

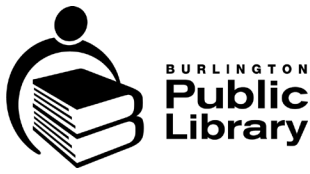
The 1,000-pound town bell was purchased in 1894 and hung in the old town hall on Elizabeth St. During that time, few people had clocks or watches, so the bell would ring at 7am when workers would start work, noon and 1pm to signal the start and end of the lunch hour, and 6pm when it was time to go home. When rung quickly, it meant there was a fire and alerted the town's fire department.

When the Town offices moved to Brant Street in 1952, the Elizabeth Street building was sold to the Boy Scouts. Service to the bell was cut when the city decided it was too expensive to pay the bell ringer \$250/year, so it went into storage.

BPL has long stewarded the bell. The bell was in storage behind the Works Department yard until the early 1960s when William Gilbert, chair of the Library Board, raised \$1,400 to install the bell in front of the Elizabeth Street Library, across the street from where the old town hall had been located. A full history of the Town bell is attached as an appendix to this report along with a historic timeline that was produced as part of Burlington's 150 celebrations in 2023.

Discussion

At the March Library Board meeting, the Board approved 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.



BPL staff, in collaboration with the Burlington Fire Department, have drafted a Memorandum of Understanding. The Memorandum includes the items discussed by the Library Board including a provision that offers the Library the right of first refusal should, in the future, the Fire Department no longer wish to steward the bell.

Burlington Public Library and the Burlington Fire Department will work in collaboration to include Burlington Fire Department history as part of the Burlington Digital Archive <https://digitalarchive.bpl.on.ca/>.

Burlington Fire Department will contribute to a replacement for the bell as outlined in the Memorandum. Library staff are developing a plan for a sensory walk. A sensory walk encourages you to use all your senses and connect with your surroundings while walking. The concept would be accessible and incorporate content from the Burlington Digital Archive to create an interactive experience for all that celebrates Burlington's history. The walk would originate from the bell's current location along the west side of the building. Pending board feedback, staff would continue to develop the concept in collaboration with City of Burlington staff.

The draft Memorandum of Understanding is attached for discussion and feedback.

Financial Considerations

The Burlington Fire Department will take full responsibility for all costs associated with the relocation of the bell to Fire Department Headquarters.

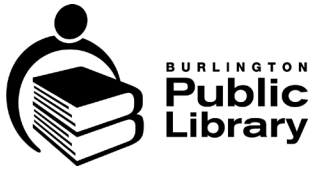
Strategic Implications

This initiative aligns with the current strategic plan under Strategic Goal 2: Inspire discovery with diverse collections, services and space as BPL works to extend our physical presence in the community.

Equity, Diversity, and Inclusion Considerations

In alignment with Library Board policy, Library staff will engage in this process in a manner that prioritizes and affirms dignity, equity, diversity and inclusion.

Risk Management



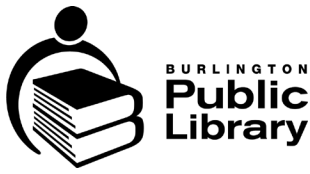
BPL will continue to work in collaboration with the Burlington Fire Department and City of Burlington on a joint communication plan and timeline.

Policy

Related Policy is the [Board By-Law](#)

Report Authors

Respectfully submitted: Lita Barrie, CEO



Memorandum of Understanding (“MOU”)

This MOU is made on the _____ day of _____ 2024

Between

City of Burlington Fire Department (“Burlington Fire”)

And

Burlington Public Library (“BPL”)

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Introduction & Background..... 1

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Purpose 2

Collaboration Agreement 2

Collaboration Management..... 3

Introduction & Background

This Memorandum of Understanding is intended to outline an agreement between the City of Burlington Fire Department (Burlington Fire) and Burlington Public Library (BPL) regarding collaboration to relocate the Burlington Town Bell and grow access and awareness of Burlington’s rich local history.

The Town Bell was originally installed at Town Hall in 1894 to summon volunteer firefighters during a blaze. It was eventually decommissioned from use. The bell was salvaged by Burlington Public Library in the 1960s and has been stewarded by BPL since that time.

Vision

The City of Burlington Fire Department and BPL have agreed to establish principles of co-operation to positively impact the community of Burlington we serve. Together, we aim to foster an engaged and sustainable community advanced by curiosity and discovery with the highest possible quality of living.

Purpose

This partnership will enable Burlington Fire to relocate the Town Bell to their Headquarters at 1255 Fairview St. The Town Bell will serve as the centerpiece of a new memorial at the Headquarters building to recognize members who have dedicated their lives to the Burlington Fire Department.

The agreement outlines how BPL and Burlington Fire will work in collaboration to include Burlington Fire Department history as part of the Burlington Digital Archive <https://digitalarchive.bpl.on.ca/>.

Collaboration Agreement

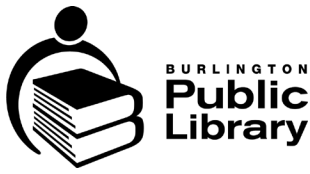
In alignment with the City of Burlington's [Vision to Focus](#) and [BPL's Strategic Plan](#). This collaboration will support

- a) Designing and delivering complete communities
- b) Providing the best services and experiences
- c) Driving organizational performance.
- d) Enhance community well-being
- e) Inspire discovery with diverse collections, services and spaces

Roles and Responsibilities

It is understood that during the term of this MOU, **Burlington Fire** will be responsible for the following:

- Leading the coordination of the relocation of the Burlington Town Bell from its current location at the Central Library, 2331 New Street to the Fire Department Headquarters at 1255 Fairview Street and all associated costs.
- Ensure that BPL's role is stewarding the Town Bell is preserved as part of the bell's history and legacy.



- Lead communication about the relocation of the bell in collaboration with the City of Burlington and BPL
 - Consult with BPL before publishing communication related to the relocation
- Contribute \$5000.00 to BPL in support of a replacement for the Town Bell.
- Work in partnership on the development, launch and ongoing maintenance a Burlington Fire Department Repository on the [Burlington Digital Archive](#).
- Ensuring that BPL will be given first right of refusal to relocate the bell if Burlington Fire is no longer able to steward the bell.

It is understood that during the term of this MOU, the **BPL** will be responsible for the following:

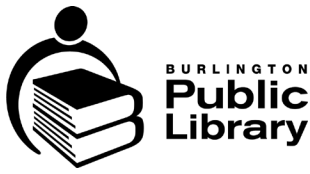
- Work in collaboration with Burlington Fire on the relocation of the Burlington Town Bell from its current location at the Central Library, 2331 New Street to the Fire Department Headquarters at 1255 Fairview Street.
- Support communication about the relocation of the bell in collaboration with Burlington Fire and the City of Burlington
 - Consult Burlington Fire and the City of Burlington before publishing communication related to the relocation
- Develop an interactive element at the Central Library in replacement of the Town Bell.
- Guide the development, launch and ongoing maintenance a Burlington Fire Department Repository on the [Burlington Digital Archive](#).

Collaboration Management

Confidentiality

Each party acknowledges that in the process of furthering discussions under this MOU, it may come into the possession of confidential information of the other party.

Accordingly, each party agrees that it will only use such confidential information for the purposes of furthering discussions under this MOU and that it will not, without the prior, written consent of the other party, disclose to any third party such confidential information. For the purposes of this MOU, confidential information shall not include information that was already in the public domain or information that comes into the public domain through no act of the receiving party. The receiving party will return the



confidential information of the other party upon the termination of this MOU or upon receipt of a written request from the other party.

Compliance

The City of Burlington Fire Department and BPL will comply with all laws, regulations and by-laws in connection with, and applicable to, the activities and initiatives resulting from this MOU, and their participation in them.

Names and Logos

Neither party will use the other's name, logos or trademarks without the other's prior written consent.

Public Announcements

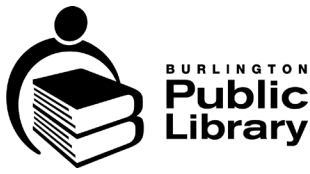
BPL and Burlington Fire shall jointly make public announcements regarding this MOU as deemed necessary and will consult with all parties before responding to media inquiries.

Dispute Resolution

BPL and Burlington Fire agree to resolve any disputes arising between them as efficiently and amicably as possible. If the parties are unable to reach a resolution, the executive lead from each organization will determine the formal dispute resolution mechanism to pursue, or to enact the termination of the MOU.

Liability and Indemnification

BPL and Burlington Fire each agree to indemnify and hold harmless the other party and its agents and employees from and against losses, claims, demands, payments, suits, judgments, costs or expenses of every nature and description arising out of or in consequence of the supply of the service related to the Project/Program. This shall include, but not be limited to, damages because of bodily injury, including death, at any time resulting therefrom, sustained by any person or persons, or on account of damage to property, including loss of use thereof arising out of or in consequence of the supply of the goods and/or materials, except for the willful misconduct or gross negligence of the other party.



Each party shall maintain such insurance coverage as may be deemed appropriate by their organization.

Not a Partnership

The parties are and shall remain independent entities and nothing herein shall be construed as creating a legal partnership, agency, or joint venture between the parties.

Term and Termination

The term of this MOU is from the date it is signed and for three years, after which time it will be evaluated with recommendations made for the future.

Either party may terminate this agreement upon ninety (90) days written notice to the other party.

Correspondence & Representatives

All correspondence under this MOU will be directed to:

BPL:

Burlington Public Library
2331 New Street
Burlington, Ontario L7R 1J4
CEO, 905-639-3611 ext. 1100

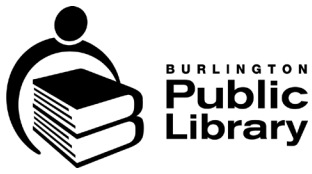
Burlington Fire Department:

1255 Fairview Street,
Burlington, Ontario L7S 1Y3
Fire Chief/Director, 905-333-0772 ext. 6205

IN WITNESS WHEREOF, the parties have executed this MOU effective as of the day and year first above written.

Signed:

CITY OF BURLINGTON FIRE DEPARTMENT



By: _____

Name: Karen Roche

Title: Fire Chief

Date

BURLINGTON PUBLIC LIBRARY

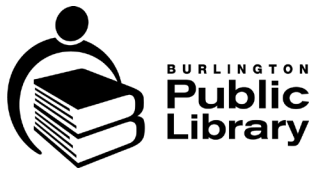
By: _____

Name: Lita Barrie

Title: CEO

Date

DRAFT



7. Discussion Items: 7.2 2025 Budget

Purpose

To provide an update on the 2025 Budget process and obtain direction from the Board on how to proceed with the budget submission in response to an anticipated funding shortfall.

Background

The City of Burlington (COB) has provided the operating and capital guidelines for the 2025 budget including a 1.75% (\$208.6K) increase to City funding and the 2024 ten-year Capital Budget guideline includes only very minor differences from 2024 with total funding of \$5,642,900 from 2025 to 2036. The budget timeline set by COB has the 2025 budget being approved by December 20, 2024. The COB *2025 Financial Needs and multi-year forecast report* to City Council is attached. The report outlines key budget pressures and the COB's 2025 Budget Approval process.

The initial draft of BPL's 2025 Budget has identified a clear shortfall in operational funding for 2025. BPL has successfully prepared a balanced budget with the annual 1.75% increase guideline provided by the City of Burlington for the past four years. BPL has met the COB guidelines through continuous improvement and strategically evolving Library services and operations to meet the changing needs of the community we serve. We've emphasized core services, focused on process improvement to optimize service offerings within existing budget and grant funding including:

- **Increased Borrowing and Digital Engagement:** BPL has seen a significant increase in digital checkouts. In response, BPL launched the More to Borrow initiative to share digital collections across partner libraries to help to meet demand within existing funding.
- **Open hours:** In response to the community feedback, within existing the operating funding, BPL expanded open hours by nearly 20%, standardizing hours across 6 of 7 locations with branches like New Appleby and Aldershot increasing hours by 60%.
- **Organizational Structure:** BPL has evolved management and staff structures and job descriptions to align with service priorities.
- **Extended Benefits:** BPL has implemented adjustments to the extended benefits program including the introduction of dispensing fee caps and reformularly.

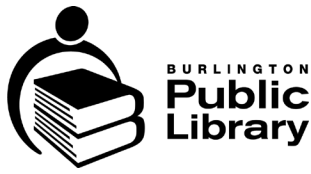
- **Enhanced Technology and Accessibility:** BPL secured federal funding for accessibility improvements such as door openers and mobility aids. The "Connection for All" project provided Chromebooks, Wi-Fi hotspots, and privacy booths, ensuring equitable access to technology.
- **Robust Customer Engagement:** BPL conducted annual satisfaction surveys and launched a new online hub for news and events to better connect with customers. BPL implemented a new online customer service platform to provide timely responses to customer inquiries and increase self-service options.
- **Commitment to Inclusivity:** BPL has developed an Equity, Diversity, and Inclusion Plan, updated the Library's Multi-Year Accessibility Plan, and formalized the relationship between the Library and the COB for Library branches to operate as the City's heating and cooling centres.

For 2025, BPL is unable to maintain current service levels with the proposed base budget due to inflationary pressures and human resources costs. Additionally in 2025, BPL will incur increased costs related to the New Appleby Branch relocating to a larger space in the City of Burlington's Robert Bateman Community Centre. This relocation presents both capital costs associated with outfitting the new location and ongoing operating costs. The Library also continues to manage on-going pressures around capital funding. Below is further discussion about each of these key budget drivers.

Human Resource Costs

Over 77% of BPL's Operating Budget (including benefits, training, etc.) reflects the critical reliance on human resources used to deliver library services and programs at BPL. Step increases including benefit impact for 2025 are estimated at \$206K inclusive of the recent update to the salary structure resulting from the comprehensive job evaluation (JE) project completed in 2023. BPL completed the JE project in tandem and alignment with COB, since the COB is the Library's pay equity comparator. To comply with pay equity legislation, any adjustments to compensation made by COB must also be implemented by BPL.

In preparation for the implementation of JE adjustments, Library staff looked to the operating reserve fund as a short-term solution to help stabilize the budget. This solution is insufficient to balance any additional market adjustments implemented by COB in 2025 and beyond. Such adjustments would create budget shortfalls beyond the capacity of the operating reserve fund. This highlights the need for an increase to the base budget.



Other impacts on human resources costs include changes to OMERS and CPP. OMERS changed eligibility criteria effective January 1, 2023 resulting in approximately \$15K in extra costs annually. The introduction of a second level maximum contribution rate for CPP, introduced in 2024, will cost an estimated \$16.3K extra in 2025.

Inflationary Pressures

BPL is seeing renewal rates for 2024/25 services in the range of 2.5%-3% so far this year. Per COB's 2025 financial needs and multi-year forecast report (presented to Committee of the Whole on June 10, 2024), BPL anticipates an increase in utility costs of 4% on average. The collections budget continues to be pressured by changes to pricing models, the increased volume of digital collections, and higher costs of publishing physical materials.

Service Level Increases

With New Appleby Branch moving to the City of Burlington's Robert Bateman Community Centre, there is a partial year impact on operating costs of about \$50,000 in 2025, and an ongoing annual increased operating cost of \$86,000 beginning in 2026. No additional staff will be added with the move. The increase in costs is related to the City of Burlington lease, utilities, and cleaning of the larger space.

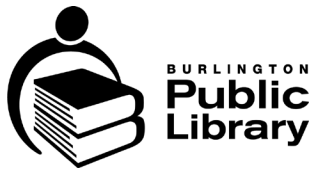
Capital Projects

As identified in COB's 2025 financial needs and multi-year forecast report, the cost for key materials used in infrastructure construction has risen between 15-25% in recent years. This is directly impacting BPL's ability to fund capital projects and requires larger projects to be split into phases. These phased projects ultimately cost more due to additional mobilization costs, loss of efficiency, on-going interim repair costs, etc.

Discussion

Library staff are currently working with the COB staff to explore options to address the budget gap. Given the budget drivers discussed above and the preliminary draft 2025 budget, staff are seeking direction from the Board on how to proceed with the budget submission. The two main options in consideration are:

- to meet the budget guidelines with service-level reductions or
- to request an increase of 3.5% to the base budget in 2025



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 & 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

To ensure careful consideration of operational needs, staff use a zero-based budget approach and complete a five-year roll forward of the salary budget to assess the impact of annual step movements. Library staff are working in consultation with COB Finance. Capital spending is carefully planned over the ten-year horizon, based on typical life-cycle replacement needs and costing provided by the City Facility Asset Management team.

Report Author(s)

Respectfully submitted by Nicole Tewkesbury, Director, Finance & Infrastructure



SUBJECT: 2025 financial needs and multi-year forecast

TO: Committee of the Whole

FROM: Finance Department

Report Number: F-25-24

Wards Affected: All

Date to Committee: June 10, 2024

Date to Council: June 18, 2024

Recommendation:

Receive the 2025 Financial Forecast as a budget reference document; and

Request the Mayor and Members of Council to consider the contents of the 2025 Financial Forecast including related appendix when preparing and reviewing the 2025 Proposed Budget.

PURPOSE:

Vision to Focus Alignment:

- Designing and delivering complete communities
- Providing the best services and experiences
- Protecting and improving the natural environment and taking action on climate change
- Driving organizational performance

Executive Summary:

This report provides Council with an overview of the known and estimated financial pressures impacting the City. It outlines the costs to maintain current service levels and recommends investments in key service areas to achieve Council's strategic goals.

The Multi-Year Simulation (5 years) provides a detailed overview of major budget drivers and expected future tax rate impacts. This is attached as Appendix A and discussed in detail throughout this report.

When developing the 5-year budget simulation model, staff considered many factors including:

- Known inflationary and contractual obligations impacting the base budget.
- Alignment to the goals and objectives of the City’s Long-Term Financial Plan and Financial Condition Assessment.
- The general outlook for the city including growth projections.
- Infrastructure funding (renewal and new) consistent with the Asset Management Funding Plan and the Multi-Year Community Investment Plan.
- Financial commitments resulting from recent Council decisions and previously approved capital projects.
- Forecasted investments required to sustain city operations, manage community growth and enhance city services.

The Multi-Year Simulation forecasts increases as follows:

	2025	2026	2027	2028	2029	Average 2025-2029
City Budget Increase	8.90%	8.13%	6.49%	5.94%	5.75%	7.04%
City Share of Overall Impact	4.50%	4.24%	3.49%	3.26%	3.22%	3.74%
Overall Tax Bill Impact	5.49%	5.04%	4.27%	3.87%	3.82%	4.50%

The Financial Forecast is a comprehensive reference document by which the Mayor and Members of Council can prepare, consider and approve the final budget. Decisions considered as part of Council’s 2025 budget deliberations need to be made in the context of the multi-year budget framework to avoid deferring a known financial impact to a future year. This includes consideration of the operational and financial implications related to deferrals, use of one-time revenues and service level revisions that may be associated with achieving the desired 2025 tax levy.

The budget process continues to be an avenue to allocate available resources needed to address the prioritized opportunities and business objectives. This will ensure residents continue to receive the programs and services that provide for the high quality of life in Burlington.

The investments included in the 2025 Financial Forecast enables the City to continue to provide important services to our growing community, provides for enhancements to

service delivery and ensures funding is available to support existing and future infrastructure needs.

Background and Discussion:

This report provides Council with an overview of the known and estimated financial pressures impacting the City. It outlines the costs to maintain current service levels and recommends investments in key service areas to achieve Council's strategic goals.

The framework presented in this report adheres to the principles that have been recognized by Council as important policy decisions including those outlined in the following reports:

- F-19-24: Preparing for the 2025 Budget
- F-24-24: Multi-year Community Investment Plan – Financing Plan Update Report
- F-20-23: 2023 Asset Management Financing Plan update
- CM-12-23: Vision to Focus (V2F) The City of Burlington's 4-Year Workplan
- F-19-23: 2023 Financial Condition Assessment
- F-22-12: The City of Burlington Long Term Financial Plan

This report provides an overview of the Multi-Year Simulation (5 years) including the major budget drivers and expected future tax rate impacts, attached as Appendix A and detailed throughout this report.

Inherent in the annual operating budget process are the pressures of inflation, growth, fluctuating revenues, as well as infrastructure costs.

Multi-year Simulation

The Multi-year Simulation (attached as Appendix A) provides a 5-year forecast of future tax increases. The simulation provides an analysis of what the future financial picture for the City of Burlington may look like, helps assess financial risks and the affordability of existing services and capital investments, and provides an opportunity to analyze sensitivities to assumptions.

When developing the 5-year budget simulation model, staff considered many factors including:

- Known inflationary and contractual obligations impacting the base budget.
- Alignment to the goals and objectives of the City's Long-Term Financial Plan and Financial Condition Assessment.
- The general outlook for the city including growth projections.

- Infrastructure funding consistent with the Asset Management Funding Plan and Multi-Year Community Investment Plan.
- Financial commitments resulting from recent Council decisions and previously approved capital projects.
- Forecasted investments required to sustain city operations, manage community growth, and enhance city services.

Information regarding each of these areas are outlined in greater detail below. In order to assist with referencing the attached simulation (Appendix A), these items have been numbered.

As with any modeling tool, the simulation forecast has the greatest precision in the first year. When forecasting into the future, it is difficult to predict with 100% accuracy given the uncertainties around:

- Changes in economic conditions and market demands (including inflation)
- Senior Government Grant Programs
- Fluctuations in customer expectations
- Legislative changes
- Assessment growth
- Operating impacts from approved capital initiatives
- Business process improvements
- Climate change impacts

2025-2029 Budget Pressures

Maintaining Current Service Levels – Base Budget

1. Inflationary Pressures and User Fees

The Consumer Price Index (CPI) rose 2.7% on a year-over-year basis in April, down from a 2.9% gain in March. Broad-based deceleration in the headline CPI was led by food prices, services and durable goods.

The deceleration in the CPI was moderated by gasoline prices, which rose at a faster pace in April (+6.1%) than in March (+4.5%).

Labour Market & Workforce

Municipalities are service organizations that rely heavily on human resources to deliver the range and quality of services that residents have come to expect. Human resource costs (including benefits, training, etc.) as a percentage of the City's 2024 gross operating budget is 49%.

A significant risk to the corporation is the attraction and retention of talent and this reality has been a focus in 2024 where to date we have already hired 111 staff and currently have 57 unfilled vacancies. As part of the 2023 and 2024 budgets, significant investments were made to update the non-union compensation system to make it more market competitive and to provide a foundation improving on our ability to:

- Attract and hire qualified candidates to fill vacancies.
- Retain employees in a highly competitive labour market.

This comprehensive job evaluation (JE) review resulted in a significant update to the non-union compensation system. This update modernized the current job evaluation system and compensation policies while realigning to the Council approved market position being the 65% percentile versus our municipal market comparators.

The non-union compensation update is the first step to building a foundation for attraction and retention strategies. Supporting and developing our current staff is just as important as attracting new and qualified candidates for vacancies. Over the next several years, workforce programs such as succession management, performance management and a diversity, equity and inclusivity strategy also need to be enhanced/developed to address retention risks. With the introduction of our new Workday platform, we also want to seize the opportunity to integrate new functionality and transform our Human Resource business processes.

The simulation has included known and estimated contractual increases for unionized staff and standard increases for non-union staff, matching that included in the 2024 Budget.

Commodity Costs

There continues to be significant price volatility in commodities, particularly fuels. Gasoline prices rose by 6.1% in April 2024.

The city maintains a commodity stabilization reserve fund to mitigate the impacts of volatile commodity costs on the city's finances. The current uncommitted balance in this reserve fund is \$959,607.

The simulation currently includes an average increase of 4% annually across all commodity categories (hydro, natural gas and fuels).

Other Operating Expenses and Revenues

With the exception of human resources and commodities, 3.0% inflation per year has been applied to other expense categories (materials and supplies, purchased services)

Local Boards and Partnered Corporations include the Burlington Public Library, Burlington Museums, Art Gallery of Burlington, The Burlington Performing Arts Centre

(BPAC), Tourism Burlington and Burlington Economic Development. For 2025, a base increase of 1.75% has been included for local boards.

Most user rates and fees are assumed to be increased by 3.0% per annum. This assumption is dependent on the nature of the revenues and market conditions.

Efficiency Savings

As part of the annual budget development process, the Chief Financial Officer (CFO) conducts an extensive review of the budget submitted by each service using a cost containment lens. Each year, these reviews look for areas of budget reductions and typically generate savings which exceed \$1 million.

2. Corporate Expenditures/Revenues

Provisions to Reserve Funds

Reserves and reserve funds when used in conjunction with debt policies are a critical component of a municipality's long-term financial plan and financial health, as highlighted in the BMA Management Consulting Inc. (BMA) financial condition assessment (Report F-19-23, May 2023).

Reserves and reserve funds provide tax rate and cash flow stability when the City is faced with unforeseen or uncontrollable events. It ensures cash flows are sustained and allows for internal financing for temporary or one-time expenditures. Furthermore, these funds provide the City flexibility to manage debt levels and allows for planning future liabilities.

BMA recently placed the following indicators in a Caution status:

- Stabilization Reserve Funds are below target policy levels.
The target balance for the consolidated stabilization reserve funds (excluding Building Permit Stabilization Reserve Fund) is set at 10%-15% of the city's own source revenues. As of December 2023, the consolidated balance of these reserve funds is below target at 7.6%.
- Capital Reserve Funds are also below target policy levels.
A consolidated target for capital reserve funds should be a minimum balance of 2% of the total asset replacement value. Based on the city's updated 2023 total asset replacement value of \$6.3 billion, this equates to \$126 million. As of December 2023, the City's uncommitted consolidated year-end balance in capital reserve funds is approximately \$31 million, well below the intended target.
- Corporate Reserves and Reserve Funds require a sufficient budget allocation.

These reserves and reserve funds are used to manage costs that will be transferred to future generations, as the City incurs liabilities that do not have to be paid immediately. Reserves and reserve funds in this category include Employee Accident (self-insured WSIB), Benefits and Insurance costs. Contributions to these reserve funds should take into consideration the liability associated with these funds. A sufficient budget allocation is required to fund in-year WSIB costs and post-employment benefits so that the Employee Accident Reserve Fund and Benefits Reserve Fund can eventually be replenished to cover the future liabilities.

To begin to address the city's financial health, the 2024 Financial Needs includes:

- \$400,000 for increased financial sustainability targeted towards increased provisions (or reductions in budgeted draws) to key corporate and discretionary reserves and reserve funds in 2025, with additional \$450,000 in 2025 and 2026 included in the Multi-Year Forecast.

Debt/ Debt Charges

The Multi-Year Forecast reflects *Responsible Debt Management* as the budget adheres to the city's debt policy limits while using debt in the most effective manner as per the city's long-term financial plan. The city's debt policy limits the total debt charges as a percentage of net revenues to 12.5% (provincial legislated limit is 25%). As of December 2023, the City's total debt charges as a percentage of own source revenue is estimated to be 10.85%.

The city's debt policy contains an allowance to temporarily exceed the 12.5% to a maximum of 15% for no more than three (3) consecutive years. The corresponding recovery from the overage should also be sustained for a minimum of three years. The city's current debt limit is within the parameters as defined by the policy.

Staff continue to monitor the interest rate environment, and regularly review debt modelling to adjust for current and forecasted impacts of interest rate changes. Increased interest rates reduce available debt capacity and result in higher debt financing costs to the City. The budget for tax supported debt charges will need to be increased to reflect the increase in financing costs associated with forecasted debenture issuances related to the city's capital program. As the interest rate market is changing, estimated impacts are based on projected rates at time of issuance and are subject to change. As part of F-24-24, Multi-Year Community Investment plan (MYCIP), staff continue to recommend that 1% of debt capacity be committed as part of the MYCIP funding strategy.

The "Impacts of Previously Approved Capital Projects" section of the simulation includes increases in tax supported debt charges of \$4 million phased over 2025 and 2026 to

accommodate known and estimated debt charges for 2 phases of the Robert Bateman Community Centre project.

Corporate Revenues

Economic recovery and record high inflation led to a sharp increase in interest rates through 2022. Minor increases continued in 2023 to address core inflation and excess demand in the economy.

The Bank of Canada is beginning to see signs of the economy stabilizing in 2024. This stabilization will allow the Bank of Canada to begin to decrease its interest rate in hopes that it can be lowered to reach a neutral rate. These rate adjustments will allow the city to rebalance its portfolio and take advantage of higher yielding investments which will ultimately decrease the reliance on capital gains to meet budget.

Staff will continue to monitor current market and economic conditions and reassess investment strategies to ensure prudent decisions making.

The simulation includes:

- An increase in Investment Income of \$50,000 per year starting in 2026 based on an increasing interest rate environment.

3. Assessment Growth

An important consideration in the preparation of the budget is estimating the rate of growth expected in the community which affects both revenues and expenses in the capital and operating budgets.

Growth in the community will result in incremental tax revenues from assessment growth. It also drives the requirement to expand services and infrastructure such as roadways, parkland and facilities to a growing community.

The 2025 forecast includes assessment growth at 0.75%. This provides approximately \$1,830,000 of additional revenue to offset inflation and growth-related costs in the base budget. The assessment growth of 0.75% reflects increased assessment from new construction offset by reductions to assessment resulting from appeals based on Assessment Review Board (ARB) decisions and Requests for Reconsideration.

Assessment growth has declined sharply from historical values. Average assessment growth from 2005-2009 was over 2 times higher than that realized today. While growth has remained low in recent years it is forecasted to increase as new residential units are added to accommodate population growth.

Historical Net Assessment Growth Averages

5 –Year Range	Average Net Assessment Growth
2005-2009	2.03%
2010-2014	1.08%
2015-2019	0.67%

Over the past 5 years, net assessment growth has ranged from a high of 1.07% to a low of 0.34% for an average of 0.69%. Assessment growth is forecasted at 0.75% for 2025 increasing to 1.00% from 2026 – 2029.

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
	Actual					Forecast				
Net Assessment Growth	1.07%	0.34%	0.45%	0.60%	1.02%	0.75%	1.00%	1.00%	1.00%	1.00%
Average	0.69%					0.95%				

These estimates are based on an analysis of future development projections including an allowance for assessment appeals. This growth can be difficult to forecast as it is dependent upon new properties being added to the assessment roll by the Municipal Property Assessment Corporation (MPAC).

Finance staff will work closely with MPAC and should assessment growth assumptions change they will be incorporated in the 2025 Proposed Budget and adjusted in future updates to the simulation.

4. Impacts of Prior Council Decisions

Adjustments made to the 2024 Budget to mitigate the tax increase as well as other previously approved Council decisions will have an impact on the 2025 and future budgets. These items include:

- Annualization of facility expenses and operational staffing for Skyway Arena and Robert Bateman Community Centre which were partially funded in the 2024 Budget

- Continued incremental investment in recreational facility maintenance.

In total, these items add \$808,000 to the 2025 Forecast.

5. Impacts of Previously Approved Capital Projects

Additional investments in new and enhanced community assets have been approved which will result in additional operating expenses. These items will impact the 2025 and future budgets and include:

- Increased software maintenance costs as well as ongoing resourcing to operationalize IT capital projects which support Building a 21st Century Workforce (2025-2029)
- Expansion of Transit Service – operating expenses for 4 conventional and one specialized bus purchased in the 2024 Budget. This aligns to the objectives of the Transit 5-year business plan.
- Additional tax supported debt charges as outlined earlier in the Debt section of this report (2025-2026) as well as programming staffing related to Bateman Community Centre.
- Various other operating impacts from a variety of smaller capital projects

In total, these items are estimated to add \$4.22M to the 2025 forecast.

6. Infrastructure Renewal Funding

Asset Management Financing Plan (F-20-23)

The Asset Management Financing Plan update approved by Council in May of 2023, provided a high-level interim update to the city's asset replacement values due to economic pressures that have impacted the plan since it was last presented in 2021. The updated financial strategy recommended a dedicated infrastructure renewal levy of 2.0% of the city portion of the overall levy. This increase was incorporated into the 2024 Budget and continues for 2025. This recommendation is in line with the challenges impacting asset management and flagged in the BMA financial condition assessment. It is important to emphasize that any downward adjustment to the approved dedicated infrastructure levy below the 2% will significantly impact the management of city assets and service delivery of our \$6.3 billion worth of existing assets.

There are multiple long-term factors (e.g., climate change) that impact the asset management financial plan in the following areas:

- **Net new additions to the City’s asset base** – The City’s inventory of physical assets is continuously growing through the construction and acquisition of new infrastructure. This infrastructure supports key services, but also represents a long-term financial obligation.
- **Escalating levels of service (LOS)** – The city’s existing inventory of assets is based on renewing or replacing assets at similar function or equivalent utility. Much of the City’s infrastructure is following an “incurred standard,” meaning that in the absence of a defined level of service, there is an expected level of service that the city has been delivering on. This expectation supports projects that are aligned to the city’s Vision to Focus initiatives and overall Strategic Plan. As service levels increase, the infrastructure needed to support service delivery will be costlier and will need to be reflected in future analysis.
- **Inflation, commodity prices and supply constraints** – The economic impacts of inflation and rising industry costs has limited the City’s ability to address new and state of good repair needs. Prices for key materials used in infrastructure construction have risen between 15-25% in recent years. Multiple factors are driving these increases, including global supply chain backlogs. These factors result in a reduced capital renewal program and making less progress against the infrastructure renewal backlog.

Asset Planning and Finance staff continue to review the aforementioned impacts to the AMP and Financial strategy and are beginning work on the 2025 AMP update as required by legislation.

Multi-year Community Investment Plan (F-24-24)

On this same agenda (Report F-24-24) is an update to the Multi-Year Community Investment Plan (MCIP) which provides a financing plan for proposed multi-year community investment opportunities. The MCIP outlines capital infrastructure requirements related to master plans completed to date such as the Parks Provisioning Master Plan, Integrated Mobility Plan, Fire Master Plan as well as land requirements and future facility needs that will support some of these infrastructure developments and the development of complete communities. The MCIP defines needs over the next 25 years. The 2024 Budget included \$975,000 of preliminary funding towards this plan.

Based on the 10-year financing plan presented within the report, staff recommend an annual incremental increase to the base funding of \$1 million to address the current gap in funding required and to support upcoming land requirements.

Multi-year Infrastructure Investments

The simulation is aligned to the Asset Management and Multi-Year Community Investment plans and currently includes:

- An annual increase of 2.0% in 2025 to the Dedicated Infrastructure Renewal Funding as recommended and supported by Council. The 2.0% levy translates to approximately 1.0% on the overall tax increase.
- An annual increase of \$1M (2025-2029) to the Multi-Year Community Investment plan funding aligned to the recommendations of the report. (reflected under enhancing services section of Appendix A)
- The repurposing of the remaining hospital levy to infrastructure renewal in 2027 (\$2.6 Million) as the debt payments retire.
- An annual increase of 4% to the Vehicle Depreciation Reserve Funds (VDRF).

7. Key Investments

Key Investments are proposed variations in the budgeted expenditures or revenues for which separate budget disclosure is warranted. These priorities identified in the simulation are classified within 2 categories.

a. Sustaining City Operations, Financial Oversight and Risk Mitigation

The simulation includes several initiatives that serve to bring City operations and asset maintenance to recommended service levels, improve operational and financial oversight and reduce risk. For 2025 these include:

- Improved investments in Forestry Service in the areas of tree planting and pest management and other RPF operations including ditch and culvert maintenance and grid pruning operations.
- A placeholder for ongoing utility and maintenance costs of Freeman Station.
- Enhanced financial oversight and support for senior government grant claims as well as accounting services provided to ABC partners to streamline processes, strengthen financial analysis and increase accountability.
- Enhanced coordination and oversight of IT related vendor contracts, software licensing and inventory management
- Enhanced coordination and oversight of facility maintenance activities and external maintenance providers to ensure facilities remain safe, compliant, and well-maintained for our community.
- Enhanced support to mitigate the risk of the on-going threat of cyber security attacks.

- Enhanced oversight, coordination and support for the city’s HR recruitment function. This will ensure vacancies are filled in a timely manner to avoid negative impacts on service delivery.
- Enhanced support to expand current digital marketing, and well as improve accuracy, governance, visualization and user interface experience on our websites (internal and external).

b. Enhancing Services

The simulation includes several items to enhance current service levels. Many of these investments deliver on the actions identified in the 2022-2026 Vision to Focus or on recently approved master plans. References to Vision to Focus have been indicated next to each item. For 2025 these items include:

- The continued phased implementation of the By-law Compliance Department as outlined in Report BB-15-22 with the inclusion of additional support in front-line by-law enforcement resources. (Focus Area 2 Action G)
- Additional phased resourcing to support the implementation of the Urban Forestry Master Plan including front line resources to enhance community outreach programs. (Focus Area 3 Action F)
- Ongoing funding to support portable washroom facilities within a number of our parks. This creates a positive customer experience and promotes the use of our outdoor recreational amenities. (Focus Area 2 Action A)
- Additional phased resourcing to support the implementation and recommendations of the Fire Master Plan. (Focus Area 1 Action E)
- Resourcing to implement and maintain an Automated Speed Enforcement system. This is a key part of the Vision Zero framework. (Focus Area 1 Action A)
- Continued incremental phased funding for the Multi-Year Community Investment Plan in alignment with the recommendations of the financing plan. (Focus Area 1 Action I)
- Placeholder values for items which Council has indicated they wish for the Mayor to consider as part of the 2025 Proposed Budget including:
 - Expansion and Customer Experience in Community Gardens (deferred 2024 Budget item)
 - Solar Incentive Program (EICS-01-24)
 - Burlington Green Fee for Service model (EICS-02-24)
 - Better Homes Burlington Loan Program (EICS-10-24)

The city continues to make investments in our capital program which will enhance our ability to provide needed services within our community. Some examples in 2025 include:

- An expansion of the Transit Operations Centre as well as additions to the Transit fleet to facilitate the growth of the Transit program that has occurred over the past number of years and is forecasted to continue in the future.
- Continued investment in new sport facilities at City View Park
- Investment in new Active Transportation facilities aligned with our Integrated Mobility Plan.
- Continued investment in the revitalization of our aging recreation facilities to enhance customer experience, improve accessibility and address new infrastructure requirements.

8. Allowance for Unknown Factors

As with all forecasts, it is imperative to recognize that there are unknown factors that will likely occur in the future that could impact the model. To address these unpredictable factors, an amount of \$100,000 has been included in the 2025 forecast, increasing by \$100,000 per year. This allowance has been included to recognize that factors in the simulation such as future efficiency savings and assessment growth can be increasingly difficult to predict the further out into the future they are.

Financial Matters:

2025 Financial Needs Summary

Municipalities are required by provincial law to balance their annual budget such that revenues match the expenditures for the current year. The net tax levy is the amount of property taxes required to support city services after consideration of user fees and other corporate revenues. To support the items included within the 2025 Financial Forecast the City would require a net tax levy of \$267,765,284.

2025 Overall Tax Impact

Based on the investments in current and expanded service delivery included within this report, the City would require a budget increase of 8.9%. When combined with the estimated increase for the Region of Halton and the Boards of Education, the overall tax increase is forecasted to be 5.49% equivalent to \$50.36 per \$100,000 of residential current value assessment (CVA). Burlington's portion of the overall increase would be 4.5%.

This table outlines the resulting figures:

	2024 Share of Tax Bill	2025 Share of Tax Bill	2024 Taxes	2025 Budget Change	2025 Taxes	\$ Tax Increase	% Tax Increase
Burlington	50.57%	52.21%	\$ 464.27	8.90%	\$ 505.61	\$ 41.34	4.50%
Halton	32.77%	32.00%	\$ 300.88	3.00%	\$ 309.90	\$ 9.02	0.98%
Education	16.66%	15.80%	\$ 153.00	0.00%	\$ 153.00	\$ -	0.00%
Total	100.0%	100.0%	\$ 918.15	5.49%	\$ 968.51	\$ 50.36	5.49%

It is important to note that Burlington remains below the group average of surrounding GTHA municipalities when comparing the tax burdens of similar properties per the 2022 BMA annual study.

Multi-Year Simulation

The Multi-Year Simulation forecasts increases as follows (detailed in Appendix A):

	2025	2026	2027	2028	2029	Average 2025-2029
City Budget Increase	8.90%	8.13%	6.49%	5.94%	5.75%	7.04%
City Share of Overall Impact	4.50%	4.24%	3.49%	3.26%	3.22%	3.74%
Overall Tax Bill Impact	5.49%	5.04%	4.27%	3.87%	3.82%	4.50%

Budget Approval Process

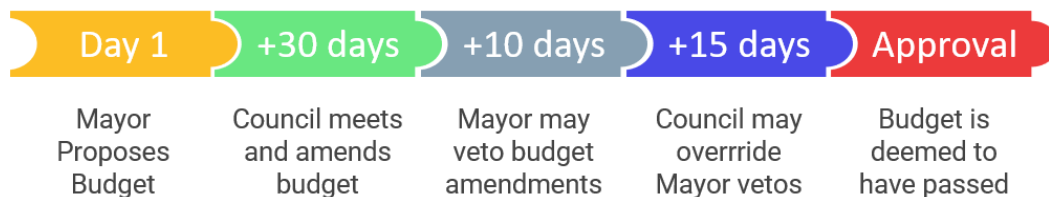
Section 284.16 of the [Municipal Act, 2001 S.O. 2001, c. 25](#) outlines a statutory process for the approval of municipal budgets beginning with the presentation of the Mayor’s proposed budget, amendment of the proposed budget by City Council, veto of amendments by the Mayor and override of vetoes by City Council.

The general provisions of the Act regarding budgets are summarized below:

- By **February 1** of each year the Mayor must prepare and propose a budget to Council for consideration
 - Authority to prepare and propose the budget rests solely with Mayor
 - This authority cannot be delegated to Council or staff
 - Mayor **can** issue a staff direction for staff to prepare budget

- Once the Mayor proposes a budget, Council has **30** (calendar) days to meet and pass budget amendments.
 - 30-day period can be shortened by Council resolution
 - May require special council meeting to meet 30-day timeline
- Following the amendment period, the Mayor has **10** (calendar) days to veto budget amendments passed by Council.
 - Mayor vetos must be set out through a Mayoral Decision and include reasons for veto.
 - Mayor can shorten veto period via a Mayoral Decision.
 - Budget amendments vetoed by Mayor are considered not to have been passed by Council
 - If veto power is not exercised, budget is deemed to have passed
- Within **15** days of the veto period ending Council may meet to attempt to override Mayoral vetos.
 - Council override of Mayoral veto requires 2/3 super majority to pass.
 - After process of amendments, vetos and overrides has passed the budget is deemed to have been adopted.
- Council no longer needs to vote on budget in its entirety.
- Budget is considered to have been passively adopted once the approval process above has finished.

The following graphic outlines the key budget process steps as stipulated in the Act:



Budget Review and Approval Timelines

Below is a brief timeline of the 2025 budget review and approval process:

Item	Meeting	Date
2024 Financial Needs and Multi-Year Forecast	Committee of the Whole	June 10, 2024
Budget Public Engagement Opportunities		Aug - Oct
Mayor's Release of Proposed Budget (agenda available October 25) ¹	Committee of the Whole	November 4, 2024
Budget Townhall		November 6, 2024
Motion Memorandums (to propose amendments to Proposed Budget) due to Finance by 4:30 pm		November 11, 2024
Committee review of Proposed Budget, amendments proposed via Motion Memorandum process	Budget Committee	November 18 & 21
Council review of Proposed Budget	Special Council Meeting	November 25 ²
Mayor's 10-day veto period (if exercised) ³		December 5, 2024
Council's 15-day override period (if veto power exercised) ⁴		December 20, 2024
Budget deemed approved		

Notes:

1 - 30-day period for Council to review and amend Mayor's Proposed Budget begins with release of the Council Meeting Agenda and can be shortened via a Council vote

2 - Budget deemed approved if veto power is not exercised

3 - 10-day period can be shortened via a Mayoral Decision; date may also be used to finalize any Council amendments not completed on November 23

4 - 15-day period can be shortened via a Council vote

Climate Implications:

The impacts of a changing climate can have a significant impact on the City's budget. For example, increasing extreme weather events such as wind, freezing rain, extreme heat and cold can result in operational expenditures due to clean-up costs, more frequent emergency response and recovery efforts, and unbudgeted impacts to infrastructure requiring repairs and/or replacement. Climate Resilient Burlington provides a strategic

pathway for all City departments to apply a climate lens in decision making to prepare for the changing climate.

Similarly, efforts to mitigate climate change can have a budgetary impact. Investments in renewable energy, electric vehicle charging infrastructure and public transit help to reduce greenhouse gas emissions.

There are many foundational initiatives in the city's Vision to Focus (V2F) document that will require significant funding to achieve the city's aspirational climate goals.

Engagement Matters:

The City will continue to inform the public and seek its feedback through a dedicated Budget 2025 page on [GetInvolvedBurlington.ca](https://getinvolvedburlington.ca). Our engagement portal allows staff to engage with residents and interested parties using tools such as surveys, polls, FAQs, timelines and the document library.

In addition, a Community Panel will launch in the coming months, giving community members the opportunity to be engaged on topics and projects aligned with their skills and experiences. The 2025 Budget would be a key topic for this panel.

Staff are creating a survey to be launched this summer, and a Budget Townhall is in development for Nov. 6, 2024. Other engagement opportunities will be shared as they are confirmed. The results of all public engagement will be reported back to Council as part of the Mayor's Proposed Budget and in advance of the budget review process.

The Open Book platform will be used to present the budget and allow the public to view the budget data in an interactive and intuitive format.

A communications plan will also be developed in conjunction with the presentation of the Proposed Budget. This plan will inform the public about key aspects of the budget, how to learn more about it and opportunities to engage with staff and Council.

Conclusion:

The 2025 Financial Forecast has been thoroughly reviewed by staff and represents a comprehensive reference document by which the Mayor and Members of Council can prepare, consider and approve the final budget. Decisions considered as part of Council's 2025 budget deliberations need to be made in the context of the multi-year budget framework to avoid deferring a known financial impact to a future year. This includes consideration of the operational and financial implications related to deferrals, use of one-time revenues, and service level revisions that may be associated with achieving the desired 2025 tax levy.

2025 is focused on planning ahead and protecting our city's future by making key community investments that improve service to residents. Burlington is growing and

changing, and strategic community investments are required now to meet the future needs of this growing community.

The 2025 Financial Forecast dedicates funding to ensure our assets are maintained in a state of good repair; includes strategic community investments for the next 50 years; as well as stabilizes and enhances city services.

All of this will ensure residents continue to receive the programs and services that provide for the high quality of life in Burlington.

Respectfully submitted,

Lori Jivan

Manager of Budgets and Policy

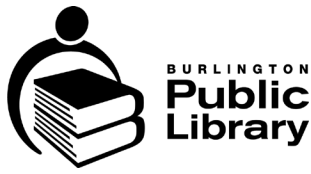
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Appendices:

A. Multi-year Simulation

Report Approval:

All reports are reviewed and/or approved by Department Director, the Chief Financial Officer and the Executive Director of Legal Services & Corporation Counsel.



8. Information Items: 8.1 CEO Report – June Update

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Purpose

The CEO report for June 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

National Indigenous History Month

Throughout the month of June, BPL is honouring the history, heritage and diversity of Indigenous peoples in Canada and celebrate the outstanding achievements of the First Nations, Inuit, and Métis peoples through [events, displays and booklists](#).

At BPL, we recognize that we play an important role in advancing the Truth and Reconciliation Commission of Canada’s Calls to Action through educating our community about Indigenous peoples in Canada by amplifying Indigenous voices and making books by Indigenous authors readily available.

Pride Month

This year BPL celebrated [Pride Month](#) with an inspiring author talk, a critically acclaimed movie, and a special Family Storytimes. At Central, customers were invited to pick up a button at our MakerSpace and show their Pride.

To kick off the month, BPL attended Halton Pride Fest June 1 at Hidden Valley Park. On July 14, BPL staff will be joining colleagues from all Halton Region public libraries to participate in the Halton Pride Parade in Milton.

Senior's Month

June is [Seniors Month](#). During this month, BPL is highlighting all the Library has to offer older adults during Seniors Month and all year round. The Honorable Karina Gould is hosting her annual Senior's Symposium at the Central Library on June 27.

Dementia Friendly Tech Club

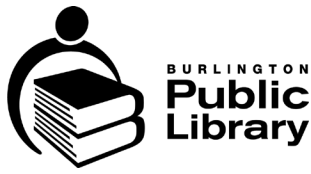
BPL will be collaborating with McMaster's Gilbrea Centre for Studies in Aging on a Dementia Friendly Tech Club project that received funding through the Government of Canada's New Horizons program. In June and July, the project team will be facilitating two hands-on focus group to help design a tech club that caters to the unique needs of adults (55+) living with dementia and their care partners. In these interactive sessions, we'll share ideas and explore their needs and the ways technology can improve their lives. The input gathered will directly influence the development of a multi-week tech club which will be piloted this fall at BPL.

Inspire Discovery with Diverse Collections, Services and Spaces



Summer Reading Club

BPL's 2024 [Summer Reading Club](#) (SRC) launches on Saturday, June 22. This year's theme is *Blast of into Space!* SRC is free and open to all kids and teens – from birth to age 18. Registration begins Sat June 22 and participants can register online or in-person at their nearest library branch. SRC is hybrid, families can choose what works for them on blend on online and in-branch check-ins.



The Summer Reading Club is Canada’s biggest, bilingual summer reading program for kids of all ages, all interests, and all abilities. Annually over 2,000 public libraries from across Canada participate in this program which is developed yearly by a team from Toronto Public Library and Library & Archives Canada and supported by TD Bank. The Summer Reading Club is designed to inspire kids to explore the fun of reading and it is essential in helping kids avoid the summer slide. Kids who keep reading throughout summer vacation maintain or improve their reading skills—giving them a great start to the new school year.

Exam Cram

BPL’s [Exam Cram](#) is running from Monday June 15 to Tuesday June 27. Over this time, library spaces are being offered for students to study. Programming rooms are also open to teens as study spaces, when they are not in use for other events.

Snacks and giveaways were being distributed to students to keep them energized and motivated. Therapy dogs will also be visiting our branches to help students minimize stress.

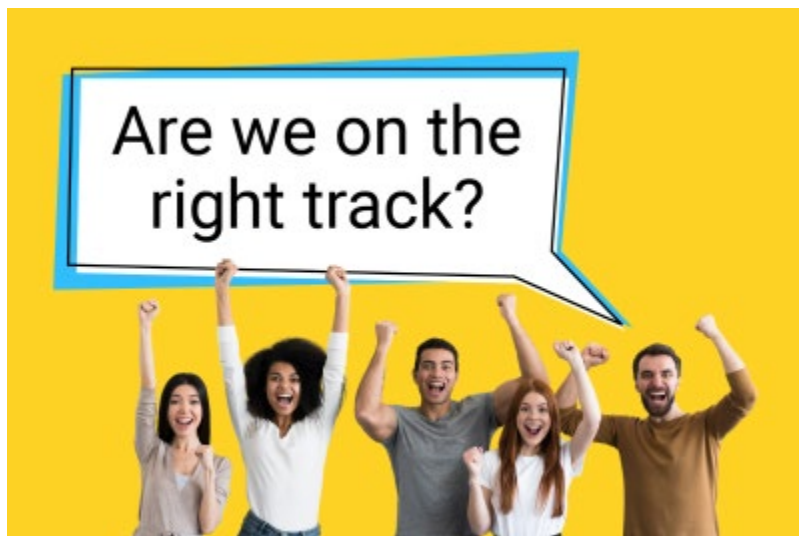
City of Burlington’s Live and Play Plan

The City of Burlington’s [Live and Play Plan](#) has been presented to City Council. This plan will guide recreational and cultural facility decisions over the next 20 to 30 years. The plan was developed to help ensure that the City of Burlington continues to provide a range of healthy and active choices for all residents as the city continues to grow and evolve as an environmentally sustainable, vibrant, and economically strong community.

One aspect of the plan was for the consultant to create a conceptual design for a Central Park Campus. As many of the buildings are at or nearing end of life, this was seen as an opportunity to explore what this might look like. This is only a concept. Any decision on a Central Park Campus would require extensive planning and consultation with our partners and community.

In 2025, BPL will be revisiting the Library’s Facilities Masterplan to seek to align with the recommendations within the Live and Play Plan and the City of Burlington’s broader planning objectives as it relates to the Major Transit Station Areas.

Create a Workforce Culture Driven by our Organizational Values.



Customer Satisfaction Survey

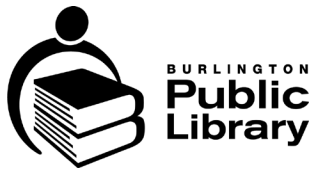
BPL's 2024 Customer Satisfaction Survey launched on June 10. Staff set a target of 3,200 responses. The target was achieved on June 19. As outlined in the [2021-2025 Strategic Plan](#), BPL is committed to using data to improve services, spaces, and resources to meet our community's evolving needs. The survey closes on June 23. Staff will bring a report to the Board in the fall to share the results.

Alton Branch – Halton District School Board

Halton District School Board notified BPL that they are planning to reduce their library staff hours at several school libraries including Hayden Secondary School beginning September 2024. Staff are working with HDSB and the Oakville Public Library (OPL) to implement the change. Both BPL and OPL use an integrated approach to staffing at our collocated high school public library branches. Working in collaboration we hope to mitigate risks and continue to provide a welcoming environment for students and members of the community.

Enhancing Digital Security and Trust Act, 2024 (EDSTA)

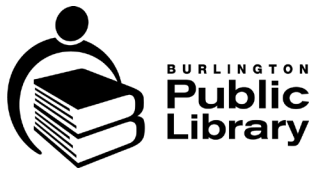
In May, the Government of Ontario tabled Bill 194. The Bill proposes the Enhancing Digital Security and Trust Act, 2024 ("EDSTA"), and seeks to amend the Freedom of Information and Protection of Privacy Act ("FIPPA").



The Bill does not propose any changes to the Municipal Freedom of Information and Protection of Privacy Act ("MFIPPA") or Personal Health Information Protection Act ("PHIPA"), but the EDSTA would apply to municipal public sector institutions. The Bill would introduce new requirements across regarding cyber security, artificial intelligence (AI) and technology affecting minors. The EDSTA would apply to all institutions covered by FIPPA and MFIPPA. The proposed technology affecting minors' provisions would only apply to school boards and children's aid societies. Bill 194 is currently at Second Reading in the Legislative Assembly of Ontario. The Legislative Assembly has risen for the summer and is not scheduled to return until October 21, 2024.

Report Author

Respectfully submitted: Lita Barrie, Chief Executive Officer



8. Information Items: 8.2 Economic Impact & Annual Report

Purpose

To share the 2023 Economic Impact and Annual Report with the Board.

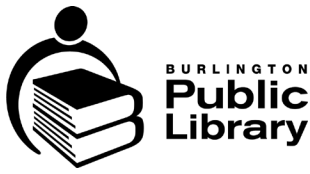
Background

Economic Impact is the amount of economic benefit that the Library's operations bring to the community, directly and indirectly generated through its people, products, and services.

How it is calculated:

The model used to determine the economic impact was developed by the Martin Prosperity Institute on behalf of Toronto Public Library in 2013. The model has been adopted by many library systems in Ontario since then as a tool to quantify the impact public libraries have in our communities. To calculate the total economic impact of the library, three measures are used:

1. The monetary value of products and services that are only possible to get because the library is open. In economic terms, these are direct tangible benefits that represent savings to Burlington residents. The out-of-pocket monetary value of the library to Burlington residents is calculated by figuring out what it would cost to buy a comparable library service in the open market. For example, the price to buy an eBook from an online store compared to the price to borrow an eBook from the library.
2. The amount the library directly spends to operate, including capital improvements, employment, and collection items. The Library must spend funds to keep buildings safe and comfortable, computers up-to-date, collections and services current and responsive, and staff paid.
3. The ripple effect of the library's direct spending to operate are in turn spent in the community and contribute to Burlington's economy and quality of life. These are indirect tangible benefits. The Library contributes to Burlington's economy by doing



business with local contractors and service providers, buying locally, and employing people who live locally, shop locally, and support local organizations.

Discussion

In 2023, Burlington Public Library created over \$56 million in total economic impact to the City of Burlington for a 355% return on investment. For each Burlington resident, the Library provided \$303 in economic value.

The Library provided \$34.8 million in direct tangible benefits to the community in 2023 in the following ways (2022 and 2019 comparators in brackets):

\$27.6M for borrowing library items (\$23.3M, \$24.7M)

\$3.0M for reference questions and use of online resources (\$8.4M, \$12.5M)

\$0.9M for attending programs (\$0.2M, \$3.3M)

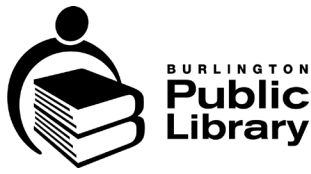
\$1.9M for technology use and Wi-Fi access (\$1.5M, \$5.1M)

\$1.4M for using meeting/study space (\$1.4M, \$2.2M)

One of the KPI's identified in the Strategic Priorities Balanced Scorecard is to return to pre-COVID Economic Impact values. Below is a summary of the overall economic impact for 2023 with 2022, and 2019 comparisons:

	2023	2022	2019
Total Economic Impact	56,681,235	54,275,273	68,025,557
Impact per Dollar Spent	\$ 4.55	\$ 4.92	\$ 5.96
Impact per Burlington Resident	\$ 303	\$ 290	\$ 371
Impact per Burlington Household	\$ 757	\$ 725	\$ 953
Total Direct & Indirect Tangible Benefits	\$ 44,232,898	\$ 43,246,092	\$ 56,609,516
Return on Investment	355%	392%	498%
Average Value of One Open Hour	\$ 1,381	\$ 1,251	\$ 1,855
Average Cost of an Open Hour	\$ 518	\$ 492	\$ 582
Total Value of Library Open Hours	\$ 30,233,119	\$ 25,104,793	\$ 33,662,942

In the 2023 results we can see the continued trend of recovery from the pandemic impacts. Both the number of households and the number of Burlington residents have risen based on the 2021 Census data which makes it more difficult to achieve 2019 levels of impact per resident and household.



The total value of open hours considers the value of direct tangible benefits less the value of digital resources that remain available even when library doors are shut. Despite increased funding directed to digital resources, along with the increase in open hours of almost 20% since 2018 the average value of one open hour is moving towards the 2019 value.

The 2023 Annual Report highlights key achievements in the year such as 1M physical books borrowed, opening of the reading garden, and launch of the Burlington Digital Archive, among others. These documents together are a great celebration of the impact that BPL has on the community.

Strategic Implications

The calculation of the economic impact each year aligns with the current strategic plan under Strategic Goal 1: Enhance Community Well-being to support BPL to make informed and data driven customer services and budgetary decisions.

Equity, Diversity, and Inclusion Considerations

BPL continues to build and adapt collections, programming, and services to best meet the needs of all members of the community. Examples of achievements in this area in 2023 as outlined in the Annual Report include the introduction of sensory kits for neuro-diverse visitors in collaboration with Autism Canada, a refresh of cognitive care kits in partnership with the Alzheimer Society, and the development of an equity, diversity, and inclusion plan to help inform decision-making.

Risk Management

Measuring the Economic Impact of BPL and the celebration of initiatives and services through the annual report is an important tool to help communicate the value BPL brings to the community.

Report Author(s)

Respectfully submitted by Nicole Tewkesbury, Director, Finance & Infrastructure

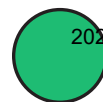
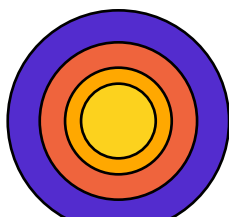
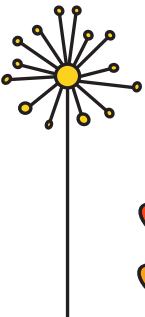
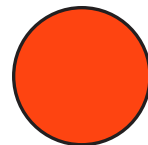
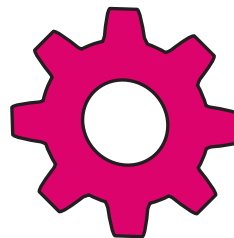
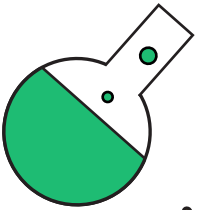


2023

ANNUAL REPORT



In 2023, community members returned to BPL with renewed enthusiasm. You borrowed in record-breaking numbers, attended programs, and found help and support through community-based services in the library.



2023 IN REVIEW

1,000,000 BOOKS BORROWED

BPL members borrowed 1,000,000 physical books in 2023! This is the first time that we have surpassed this milestone—and we couldn't have done it without Burlington book lovers like you.

Your Library's Impact

Together, we saved
\$22,976,214
by borrowing physical books and items from the library in 2023.

A FULL SCHEDULE OF PROGRAMS AND EVENTS

Your Library was a popular destination for more than 80,000 learners of all ages in 2023—our first full year of programs and events since the pandemic. You attended more than twice as many programs at our branches compared to 2022.

Families shared songs, rhymes, and smiles at 1,500 storytimes, hundreds of students hit the books (and played with pups) during exam time, and folks got creative in our MakerSpace do-it-yourself design studio. Readers also flocked to our two annual literary celebrations—Burlington Lyrics & Poetry Festival and Burlington Literary Festival—to meet authors, attend workshops, and get inspired!

94%
of BPL Customer Satisfaction Survey respondents said the library has a positive impact on their life.

NEW AND IMPROVED OFFERINGS

Choosing a great book to read can be overwhelming! So, we launched our *Handpicked for You* service, where you get a thoughtfully curated bundle of books or a booklist based your interests and preferences. Just in time for summer vacation we added jigsaw puzzles to the Library. In addition, local gardeners were delighted when BPL's Seed Library reopened in spring 2023 after a three-year pandemic break.



DISCOVER LOCAL HISTORY

We upped your access to local history in 2023 with our new Burlington Digital Archive. This online archive houses the digitized local history collections of the Library, Burlington Historical Society, and the City of Burlington. Researchers, students, and history enthusiasts can easily view and download images, maps, records, and more.



SPECIALIZED KITS FOR COMFORT AND SUPPORT

We want everyone to enjoy an inclusive and welcoming experience when visiting the library. Neuro-diverse visitors can now use a sensory kit while inside our branches, created in collaboration with Autism Canada. Also in 2023, we refreshed our cognitive care kit collection in partnership with the Alzheimer Society of Brant, Haldimand Norfolk, Hamilton Halton. The updated kits encourage social engagement and success with daily activities for people living with early-, mid-, and late-stage dementia.



IMPROVING LIBRARY SPACES

New Reading Garden

On June 9th, Burlington Public Library officially opened the new reading garden—a 150th anniversary celebration project—at Central Branch. It's a beautiful spot for you to read and relax under the shade of the garden's striking tricolour beech tree.



New Appleby Branch Relocation

Construction of the new New Appleby Branch is underway! We gathered nearly 6,000 comments during various community consultations in 2023 to guide planning for services, resources, and programs at the new branch. It is scheduled to open in fall 2025 in the City of Burlington's future Robert Bateman Community Centre at 5151 New Street. A heartfelt thank you to everyone who shared feedback and suggestions!

A Library Where Everyone Belongs

Everyone in our community should have access to information, resources, and support, free from judgement and discrimination. In 2023, BPL developed an equity, diversity, and inclusion plan to guide us, support our mission, and inform our collections, book recommendations, branch displays, programs, and events.

"You are, in my opinion, an 'essential social service' in our community"

IT'S NICE TO BE RECOGNIZED

Along with the treasured compliments we hear every day from our valued customers, we are deeply grateful when the community formally recognizes the Library's good work.



In 2023, BPL was named as a finalist for the 2023 Burlington Chamber of Commerce Business Excellence Awards as an outstanding not-for-profit and won their Heritage Award in recognition of the Library's long-standing role in preserving and celebrating Burlington's history. Our organization was also designated one of Canada's 'Best Workplaces for Giving Back' by Great Places to Work.



"Where else can you go to enjoy free time in peace and quiet while educating yourself, exercising your brain, and learning skills?"



Your Library's Impact

BPL created over
\$56,681,235
in economic impact—nearly five times
the yearly amount the City
of Burlington contributes BPL's
annual operating budget on
behalf of each resident.

For each Burlington
resident, BPL
provided **\$303** in
economic value in
2023.

BY THE NUMBERS

REVENUE

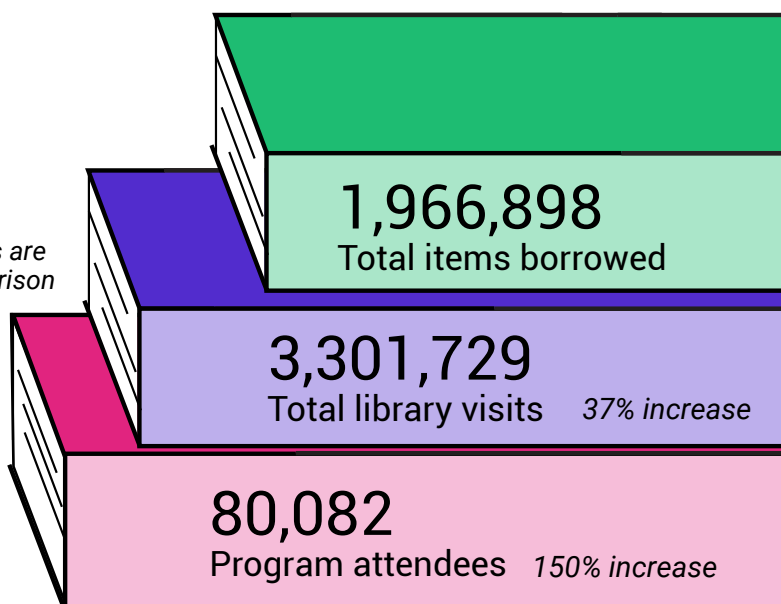
Municipal contribution: \$12,263,195
Provincial grant: \$229,403
Internally generated: \$362,774

Burlington Public Library is a
registered charitable organization
that gratefully accepts donations.
Visit bpl.on.ca/about/donations for
more information.

EXPENDITURES

Employee costs: \$9,099,715
Amortization: \$1,138,201
Building costs: \$1,370,237
Operating costs: \$398,816
Automated systems: \$466,983
Digital materials & processing: \$639,016
Annual deficit: (\$257,596)

*Increases are
in comparison
to 2022*



2,293,474

Online visits

378,908

Digital materials borrowed

286,360

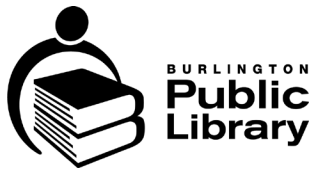
Digital resource downloads

9,286

New BPL members

661,966

Wi-Fi sessions 23% increase



8. Information Items: 8.3 Request for Reconsideration Report

Recommendation

That the Burlington Public Library Board receive this report for information.

Background

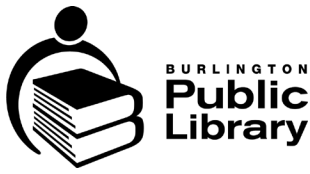
BPL’s Collection Development Policy, approved in March 2024, “recognizes the right of any individual or group to reject library material for personal use but does not grant any individual or group the right to restrict the freedom of others to make use of that same material.” If someone objects to materials located in the collection they may be asked to complete a formal written request for reconsideration of materials. Library staff review the request and make decisions in accordance with the Collection Development Policy. In 2024, request for reconsideration provisions were updated with a focus on BPL cardholders. This policy change will be reflected in future reports. Moving forward this report will be presented in February to align with Freedom to Read Week.

The Collection Development Policy also states that an annual report on challenges to Library materials is provided to the Library Board. This report lists each item that was challenged in 2023. Moving forward this report will be presented in February to align with Freedom to Read Week.

Discussion

BPL received four formal requests for reconsideration in 2023:

Date	Title	Creator	Collection	Objection/Challenge	Decision
Feb-23	If You're a Drag Queen and you know it	Lil Miss Hot Mess	Children’s Picture Book	Age inappropriate, Pro 2SLGBTQIA+	Retained
Mar-23	AramcoWorld Magazine	Aramco Services Company	Magazine	Politically/ideologically biased, Creator	Retained
May-23	Big Bath House	Kyo Maclear	Children’s Picture Book	Age inappropriate, explicit content, Pro-Asian	Retained



Dec-23	Strays	Will Ferrel, Jamie Foxx	Adult DVD	Objectionable content	Retained
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Typically, BPL receives 1-3 requests for reconsideration annually.

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.

Equity, Diversity, and Inclusion Considerations

The responsibility to uphold intellectual freedom comes with a complementary responsibility to ensure perspectives that have been traditionally marginalized or excluded are equitably presented in the Library’s collections.

Risk Management

Consistent practices and transparent public communication regarding challenges assists in clarifying the values and legal obligations of the Library and may reduce risks to the organization.

Policy

The Request for Reconsideration process is outlined in BPL’s Collection Development Policy and aligns with BPL’s Intellectual Freedom Policy.

Report Authors

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