BPL Library Board

Agenda

Thursday, November 26, 2026

Frank Rose Room, Central Branch, 6:30 p.m.

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

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

1. Call to Order

2. Approval of the Agenda

3. Welcome and Intent for Gathering

4. Declarations of Interest

5. Consent Items

5.1 Open Minutes of October 22, 2026
5.2 CEO Report

6. Closed Session

6.1. Real Estate Matter

7. Approval of Motions from Closed Session

8. Decision Items

8.1 2027 Draft Operating Budget
8.1.1 Key Investment
8.1.2 Service Level Change
8.1.3 Fees & Charges
8.2 Board Self-Evaluation & Survey Tool
8.3 2027 Board Governance Calendar & Workplan
8.4 CEO Performance Review Report
8.5 Board Succession Report
8.6 Interactive History Exhibit Report
8.7 Integrated Community Engagement Framework
8.8 Policy Review:
8.8.1 Equity, Diversity, Inclusion and Access
8.8.2 Employee Conduct
8.8.3 Collaboration and Partnerships

9. Discussion Items - None

10. Information Items - None

12. Other Business

13. Next Meeting:

Thursday, January 21, 2027, 6:30 p.m., Frank Rose Room

BPL Board Minutes | October 22, 2026

Attendance

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

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

Regrets: Councillor Lisa Kearns

Minutes

A meeting of the Board was held on Thursday, October 22, 2026, in the Frank Rose Room at Central Branch.

1. Call to Order

Jason Manayathu, Library Board Chair, called the meeting to order at 6:31 p.m.

2. Approval of the Agenda

The agenda was approved as presented.

Motion 26-53, Approval of the Agenda

MOVED by Lindsay Zalot, SECONDED by Jennifer Tarnawski, that the agenda be approved as presented.

CARRIED.

3. Welcome and Intent for Gathering

4. Declarations of Interest - None

5. Presentations:

- Board Development: Social Health & Connection
  Meg Uttangi Matsos gave a presentation on Social Health & Connections that explained how libraries support social health and community connections.

6. Consent Items:

6.1 Open Minutes of September 24, 2026
6.2 CEO Report
6.3 Q3 Metrics
6.4 Advocacy Report

Motion 26-54, Consent Agenda Items

MOVED by Shayne Lemieux, SECONDED by Jennifer Tarnawski, that all items listed under the heading of Consent Items for the Library Board meeting dated October 22, 2026, will be adopted as recommended.

CARRIED.

7. Decision Items

7.1. Q3 Financial Statements

Nicole Tewkesbury walked through and addressed questions regarding the Q3 Financial Statements.

Motion 26-55, Q3 Financial Statements

MOVED by Shayne Lemieux, SECONDED by Akindayomi Odedeyi, that the Burlington Public Library Board approve the 3rd Quarter Operating, Capital, and Other Fund Financial Statements for the period ending September 30, 2026.

CARRIED

7.2. Board By-Law

The Library Board suggested some minor edits to the Board By-Law. Library Staff will incorporate them into the revised draft.

Motion 26-56, Board By-Law

MOVED by Jennifer Tarnawski, SECONDED by Akindayomi Odedeyi, that the Burlington Public Library Board approve the proposed updates to the Board Procedural By-Law with edits.

CARRIED.

Motion 26-57, Rescindment of Board Policy

MOVED by Akindayomi Odedeyi, SECONDED by Ashley Cameron, that the Burlington Public Library Board rescind the CEO Accountability & Authority Policy

CARRIED.

7.3. Board Succession

Board term applications open Oct 28 and close Nov 11. Legislative services notes that the city must appoint Board members. The Library Board named Jason Manayathu and Akindayomi Odedeyi to the library nominating committee, with Jennifer Tarnawski as an alternate. Jennifer and Lindsay Zalot will attend the in-person open house on Nov 5. The Library Board also reviewed the transition brief and suggested comments and edits. This will return to the November Board meeting for final approval.

Motion 26-58, Board Succession

MOVED by Lindsay Zalot, SECONDED by Shayne Lemieux, that the Burlington Public Library Board appoint the Board member(s) as noted, as the adhoc Library Board Nominating Committee

CARRIED.

7.4. Policy Review:

7.4.1. Library Services Policy – Spaces

7.4.2. Library Service Policy – Staff Expertise

Motion 26-59, Library Services Policy - Spaces

MOVED by Shayne Lemieux, SECONDED by Jennifer Tarnawski, that the Burlington Public Library Board approves the Library Services Policy – Spaces effective November 16, 2026, as presented.

CARRIED.

Motion 26-60, Library Services Policy – Staff Expertise

MOVED by Lindsay Zalot, SECONDED by Ashley Cameron, that the Burlington Public Library Board approve the Library Service Policy – Staff Expertise effective November 16, 2026, as presented.

CARRIED.

Motion 26-61, Rescindment of Board Policies

MOVED by Jennifer Tarnawski, SECONDED by Akindayomi Odedeyi, that the Burlington Public Library Board rescind the:

- **Room Rental Policy**
- **Safety of Children Policy**
- **Public Display of Art Policy**

CARRIED.

8. Discussion Items - None

9. Information Items - None

10. Closed Session

Motion 26-62, Motion to move into Closed Session

MOVED by Jennifer Tarnawski, SECONDED by Shayne Lemieux, that the Burlington Public Library Board moves into Closed Session.

CARRIED.

The Library Board moved into Closed Session at 8:14 p.m.

Motion 26-63, Motion to move out of Closed Session

MOVED by Jennifer Tarnawski, SECONDED by Shayne Lemieux, that the Burlington Public Library Board move out of Closed Session.

CARRIED.

The Library Board moved out of Closed Session at 8:15 p.m.

11. Approval of Motions from Closed Session

Motion 26-64, Closed Minutes of September 24, 2026

MOVED by Jennifer Tarnawski, SECONDED by Lindsay Zalot, that the Burlington Public Library Board approve the Closed Minutes of September 24, 2026 as presented.

CARRIED.

12. Other Business - None

Thursday, November 26, 2026, 6:30 p.m., Frank Rose Room

The meeting is adjourned at 8:18 p.m. Motion by Lindsay Zalot.

_____ _____

Chair Secretary-Treasurer

5. Consent Items: 5.2 CEO Report – November Update

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Purpose 1

Enhance community well-being by helping people feel connected, accepted, and empowered to achieve their goals. 1

Inspire discovery with collections, services, and spaces that reflect our evolving community. 2

Nurture a workforce culture driven by our organizational values. 4

Purpose

The CEO report for November 2026 summarizes key activities that support the priorities outlined in BPL's 2026-2027 Strategic Plan.

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



Remembrance Day

Every year on November 11th, we pause library service to hold a moment of silence. It is a time for us to participate in remembering everyone who has served throughout our nation's history, especially those who made the ultimate sacrifice. Throughout the month of November, branches have had collection displays and booklists have been posted on the BPL website to support reflection on ongoing conflicts around the world and their impact on people's lives, safety, and well-being both abroad and here at home.

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



BurLITFest

The sixth annual BurLITFest, a celebration of authors, books, and writing workshops for all ages, has been a great success so far. More than 500 people had attended by mid-November, and this year's lineup has been very well received.

Ontario Public Library Service Awards Shortlist

BPL's Tech Connect Program submission has been shortlisted for the 2026 Public Library Service Awards. The winning libraries will be announced at the Awards Gala at the Ontario Library Association Super Conference on Jan. 28, 2027.Ontario Public Library Service Awards: shortlist | ontario.ca

Tech Connect is a hands-on technology program that helps older adults build confidence with using everyday technology and strengthen social connections through peer learning. Each session explores a different topic and gives participants time to practise in small groups with support from volunteers.



2027 BPL Reading Challenge

On November 18, BPL launched registration for the 2027 BPL Reading Challenge. The 2027 BPL Reading Challenge website news article lists all the 2027 monthly themes. With the monthly meetups, displays, and social media content, BPL's annual reading challenge is making connections, connecting readers to their next great read and each other.



Book Free Meeting Rooms Earlier

Starting on Monday, November 23, customers will be able to book a free meeting room up to 14 days in advance. This change from 7 to 14 days gives customers using these free spaces more flexibility and easier planning.



Children's Spaces Refresh

Throughout 2026, we've been making improvements to BPL's children's areas, creating more opportunities for kids to play, learn, imagine, and enjoy time together. These upgrades were made possible by a generous legacy gift from the Estate of James Williams and donations to Burlington Public Library's Kids Learning Fund.

Nurture a workforce culture driven by our organizational values.

Staff Development Day

BPL staff gathered at Central Library on November 2 for Staff Development Day. This year's theme, "Social Health," explored BPL's role in the community and the importance of social health in our own workplace.

The morning opened with a keynote from Pete Bombaci of Genwell, an organization that addresses social isolation, disconnection, and loneliness through human connection. BPL's AI Readiness Working Group then led an interactive session on AI.

In the afternoon, all staff visited the library to experience the wellbeing and connection we create for our customers. The day closed with a Service Recognition social and ceremony.

Service Recognition

As part of BPL's Staff Development Day, we recognized our 2026 Service Milestone honourees. Fifteen staff reached a milestone in 2026, and we recognized an incredible total of 235 years of service. Congratulations to this year's honourees!



Great Place to Work

Since 2022, BPL has participated in the Great Place to Work™ (GPTW) program. GPTW is the world's largest ongoing workplace assessment survey. For the fifth consecutive year, BPL has been awarded this prestigious certification as an official Great Place to Work. GPTW awards certification based on a comprehensive employee survey that considers workplace culture, job satisfaction, compensation, and managerial competencies. BPL achieved an overall satisfaction score of 94 percent in 2026, down

slightly from 95 percent in 2025. Our team takes great pride in our work and our contributions to the community.

Report Author

Respectfully submitted: Lita Barrie, Chief Executive Officer

8. Decision Items: 8.1 2027 Operating Budget Report

Recommendations

THAT the Library Board approve the draft 2027 Operating Budget.

THAT the Library Board approve the draft Key Investment – Provision to Library document to support the request for additional 2027 funding.

THAT the Library Board approve the 2027 Fees & Charges Policy.

THAT the Library Board receive the 2027 Service Level Change Document.

Purpose

To seek the Board's approval of BPL's 2027 Operating Budget submission and associated documents.

Background

The 2026 City of Burlington (COB) Operating Budget guideline included a 1.75 per cent ($222.8K) increase to City funding, which would leave BPL with a $144,000 deficit, suggesting a 2.9 per cent increase is required for a balance budget.

Following the COB process, a 2027 Preliminary Operating Budget Request form was completed, and COB's Executive Leadership Team approved including the additional funding in the budget presented to Council, through a Key Investment – Provision to Library document (Appendix B). The request is primarily tied to general inflationary pressures, legislative pay equity requirements, and revised costing for the New Appleby branch in the Robert Bateman Community Centre.

Library staff also completed the City's Service Level Change document (Appendix C), which City Finance requested from departments and local Boards in response to Council's 0% and 3% tax levy motion, to identify potential service and resident impacts under each scenario. BPL identified possible service reductions, including closing Kilbride and reducing Sunday hours, which together could save $128,900 to attain a lower tax levy. Implementing these reductions would significantly affect the Burlington community and push service levels below those of comparator peer libraries. City staff will provide Council with a high-level report consolidating all Service Level Change information gathered.

The Fees & Charges Policy (Appendix D) is updated annually to reflect current retail pricing for collection replacement fees and to maintain cost recovery pricing for MakerSpace services. Room rental rates have increased by 3 per cent, with two exceptions:

1. Cleaning fee: increased from $21 to $50 to encourage customers to leave spaces clean for the next user.
2. Late fee: changed from $21 to the one-hour rental rate of the room used, since a fee below the hourly rate does not encourage customers to leave on time.

Discussion

Staff have prepared a draft budget that includes the additional $144,000 in funding from the City and the corresponding expenses that allow BPL to maintain the current levels of service. The comments include a detailed description of variances year over year in each category (Appendix A).

Like last year, the City will allow for public engagement and consultation through online surveys, community engagement meetings, and a telephone townhall between September 2026 and January 2027. The proposed budget will be released on January 11, 2027 to Committee of the Whole with Council review and final approval scheduled February 9, 2027. This timeline is delayed compared to recent years due to the 2026 election.

Strategic Implications

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

Equity, Diversity & 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

For several years, BPL has created operational efficiencies that maintain or enhance service standards within the annual 1.75% budget guideline. The 2025 through 2027 budgets nonetheless required additional City support, primarily due to higher costs for the larger New Appleby branch and mandatory job evaluation and pay equity

adjustments. Because BPL's salary schedule is directly linked to the City's through these requirements, any substantial change to municipal compensation structures would affect BPL's budget. Ongoing inflationary pressures and emerging costs for cyber security preparedness and enhanced security measures also pose budget risk.
BPL will manage these risks by continuing to identify operational efficiencies, monitoring actual results against budget throughout the year, and reporting significant variances to the Board. Staff will coordinate with City teams on compensation and pay equity changes so their impacts are identified early. Other emerging costs such as Inflation and cyber security will be reviewed as part of annual budget planning, with any additional funding needs raised with the City through the budget process.

Report Author(s)

Respectfully submitted: Lita Barrie, CEO and Nicole Tewkesbury, Director, Finance & Infrastructure

Burlington Public Library
2027 Draft Operating Budget

		2026 Draft Budget	2027 $ Change vs 2026 Budget	2027 % Change vs 2026 Budget	2026 Budget	2026 Projection
	REVENUE					
1	City of Burlington	13,100,888	366,846	2.88%	12,734,042	12,734,042
2	Province of Ontario	229,403	-	---	229,403	229,403
3	Library Generated	236,390	8,850	3.89%	227,540	231,204
4	Operating Reserve Fund Transfer	-	(50,000)	---	50,000	45,407
5	Grants & Donations					7,392
	Total Revenue	**13,566,681**	**325,696**	**2.46%**	**13,240,985**	**13,247,448**
	EXPENDITURES					
	Employee Costs:					
5	Salaries	**7,880,051**	278,976	3.67%	7,601,075	7,595,965
6	Employee Benefits	**2,098,980**	(16,230)	-0.77%	2,115,210	2,064,503
7	Staff Training	**105,000**	-	0.00%	105,000	105,000
		10,084,031	**262,746**	**2.68%**	**9,821,285**	**9,765,468**
8	Library Materials	**1,175,000**	-	0.00%	1,175,000	1,175,000
9	Operating Costs	**375,670**	(27,250)	-6.76%	402,920	399,982
10	Building Costs	**1,322,430**	46,475	3.64%	1,275,955	1,337,202
11	Automated Systems	**600,950**	43,625	7.83%	557,325	557,325
12	Transfer to Capital Reserve	**8,600**	100	1.18%	8,500	12,471
	Total Expenditures	**13,566,681**	**325,696**	**2.46%**	**13,240,985**	**13,247,448**
	Revenue Less Expenditures	**-**	**-**		**-**	**-**

Burlington Public Library Operating Statement Comments
2027 Draft Budget

REVENUES:

Overall revenues are budgeted at 2.46% higher than 2026 as described below.

1 City of Burlington

Funds from the City of Burlington are 2.88% ($366.8K) higher than 2026 based on the COB budget guideline and Key Investment request which has received approval from COB's Executive Leadership Team to be included in the budget presented to Council. This Key Investment funding request includes an additional $144,000 to respond to general inflationary pressures, ensure pay equity is maintained, and to support revised costing for the New Appleby branch in the Robert Bateman Community Centre.

2 Provincial Grant

Consistent with prior years, the there is no anticipated change to the annual amount.

3 Library Generated

Library generated revenue is approximately 1.7% of overall revenue and includes printing, room rentals, Makerspace programming, garbage bag tags, interest income and cost recoveries from shared facility partners. BPL is budgeting an increase in the following areas based on 2025 and 2026 YTD results: Makerspace +$7K, Printing +$6.3K, Lost materials +$2K, garbage tags +$0.6K and Room rentals +$3K. Offsetting these changes is a $10K reduction to interest earnings. These changes total an increase of $8,850 or 3.9%.

4 Operating Reserve Funding

The 2026 budget included the use of $50,000 from the operating reserve fund to complete an expansion study for the west and northeast. No similar funding is required in 2027.

EXPENSES:

Total expenses are budgeted at 2.46% higher than 2026. Year over year (YOY) changes are described below.

5 Salaries

Salaries are budgeted based on each employee's contracted hours, job grade, and step level in the Board-approved Salary Schedule. The budget includes an annual step movement for staff that have not reached job rate and a market adjustment effective September 1, 2027.

6 Benefits

The 2027 budget includes a 0.77% ($16.2K) decrease in benefit costs, reflecting the Sun Life renewal rates negotiated for 2027. Year-over-year changes are: life insurance -2.3%, long-term disability (LTD) 0%, medical premiums -4%, and dental premiums 0%. BPL reviews the benefit program annually for savings that do not reduce the value of the benefits to staff, such as the 2026 changes which raised the pooling level and limited dental scaling to every 9 months to support lower renewal rates.

7 Staff Training & Educational Assistance

The training and education budget has not been changed year over year. It is anticipated that training will focus on process improvement, implementation of learning management system, AI and technology in 2027.

8 Library Materials

The library materials budget is unchanged for 2026. The Digital Resources and Collections team continues to analyze data around customer usage patterns and apply learnings to purchasing strategies to maximize usage of the budget.

9 Operating Costs

Operating costs have decreased 6.8% or $27.3K for 2027 primarily related to the $50K budgeted in 2026 for an expansion study not recuring in 2027, offset by increases in the following areas: Makerspace cost of goods sold associated with increased revenue ($5.9K), increase in printing costs associated with higher revenue ($3.5K), general 3% increase to programming and marketing budgets that haven't been increased in several years ($5.4K), introduction of operationalized expenses for DiscoverySpace and children's areas ($4.4K), bank charges ($1.5K), and vehicle expenses ($2K).

10 Building Costs

This category includes rent, utilities, building supplies and state of good repair funding. The increase of $46.5K or 3.6% in this budget line is related to an increase in costs associated with the New Appleby branch in the Robert Bateman Community Centre($83.8K) offset by a change in contracted services costs. The 2026 budget included an estimate for the new contracted cleaning contract approximately $50K more than what the new contract value ended up being. The adjustment to align with the new contract is offset by 3% increases estimated on all other contracted services, for which renewals are typically received in Q4 for the following year.

11 Automated Systems

This budget reflects line-item detail of warranty and licensing needs with anticipated contract renewal rates of 3% where negotiations are not yet complete. Otherwise, the budget increase over 2026 is primarily related to the introduction of a cyber security monitoring and response service ($40K).

12 Transfer to Capital Reserve

The budgeted net earnings from Makerspace activity is placed into the capital reserve fund each year (beginning in 2024) to build a fund for lifecycle renewal of the equipment. At the end of 2027, the actual net earnings will be transferred, even if different from the budgeted amount. This practice supports the capital budget by ensuring the Makerspace services are self-funding and that new capital funds received can be used for facility and other IT lifecycle replacement.

Number:	2027-XXX	**Department:**	Burlington Public Library
Budget Principle:	Livability	**Report Reference:**	

Purpose	
Description	BPL is requesting additional operating funding of $144,000 for 2027 to cover a budget shortfall. The Library has operated with a 1.75 per cent annual increase since 2020 and in the past several years has created significant efficiencies to maintain or grow its service standards within that budget. The 2025 to 2027 budgets have required additional support from the City of Burlington, primarily due to increased costs from the larger New Appleby branch and mandatory job evaluation/pay equity adjustments. Between 2020 and 2025, the Bank of Canada's annual rate of inflation has averaged 3.22 per cent. Using the City's 1.75 per cent guideline and a zero-based budget approach, BPL's 2027 operating budget results in a net loss of $144,000. This result suggests that a 2.9 per cent operating budget investment from the City would be required to continue operations without service reductions. The Library's budget is constrained by rising costs, many related to inflation, that have outpaced annual operating budget increases for the past several years. BPL services are in high demand among residents with an active membership rate ranging from 46-48%--the highest of any Ontario library serving more than 50,000 residents. Under the Ontario Public Libraries Act, BPL's ability to generate additional revenue is limited, and high demand and value for residents does not produce additional income. Rising Costs • Employee costs - approximately 74 per cent of BPL's operating budget is related to staff costs including salaries, benefits, and training. Pay equity legislation requires BPL to maintain alignment with the City's non-union salary schedule, therefore any changes to salaries made by the City impact BPL's budget. For example, matching the City's 2.25 per cent market adjustment effective Sept 1, 2026, will cost BPL approximately $65,600 in 2027 and each subsequent year. Any City market adjustment in 2027 or beyond will create a compounding effect. There are also impacts from changes to OMERS eligibility criteria, increased CPP costs, minimum wage rates and benefit renewal costs over the past few years. To control employee costs, BPL monitors vacancies closely and relies on attrition to revise positions as required. The last time BPL added new FTEs was in 2013 when the Alton branch was opened as a net new facility. No new positions were added to service the three times larger New Appleby branch that opened within the Bateman Community Centre in 2025. • Collections costs – the second largest operating expense category at 8.7 per cent ($1,175,000) of the budget is for collections (items available for borrowing). Between 2021 and 2024, the cost of physical and digital materials increased by over 10 per cent, resulting in diminishing power of the budgeted dollars for this service. Additionally, BPL has not increased the budgeted amount for collections for several years in an effort to maintain a balanced budget. Responses to BPL's 2026 Customer Satisfaction Survey indicate that a robust collection is a top priority of Library customers.

• Lease costs at Bateman Community Centre – the City of Burlington, as landlord, has updated Bateman occupancy costs, including rent and operating expenses. Revised space measurements and a reconciliation of operating costs since 2025 add an estimated $78,000 to operating expenses for 2027.

• Supplies, services, utilities – while partially offset by efficiency projects, BPL is seeing a 2.8 to 4 per cent increase in costs related to contracted service renewals including IT software subscriptions, supplies, and utility costs.

Emerging Expenses

• Cyber security preparedness – BPL has approximately $55,000 in new costs annually related to cyber security preparedness (cyber insurance, incident response retainer, annual penetration testing). The Library is taking a proactive approach as the cost of preparedness measures are modest in comparison to the recovery costs and service losses associated with a cyber incident.

• Increase in professional services – starting in 2025 the cost of external audit services has increased with the start of a new contract. The library sector, including BPL, is also seeing an increase in legal and professional fees associated with volume and complexity of Human Resource matters, copyright, and digital rights management.

• Security measures - Since the pandemic, the Library has started to see a modest increase in vandalism, impacts of social inequity, heightened political polarization, and increased hostility. The Library is taking a proactive approach through increased use of security cameras, staff training, and contract security services when required.

Revenue Limitations

• Library generated revenue- Library generated revenue is approximately 1.8 per cent of overall revenue and includes printing, room rentals, MakerSpace services, garbage bag tag sales, interest income, and cost recoveries from shared facility partners. Options for revenue generation are limited as, per the Ontario Public Libraries Act, BPL must provide core services at no additional cost to the public. Developing novel services to generate new revenue requires substantial administrative and leadership resources. BPL has prioritized access to quality core services over revenue generation in alignment with its mission, vision, and values as a community service provider.

• Funding model - The Library is primarily funded by the City. A small portion of BPL’s funding comes from a provincial grant which has been static since 1997. Ontario libraries, including BPL, have and continue to advocate for increased provincial funding to Libraries with minimal success to date. Nationally, public libraries are also actively advocating for reliable and diversified funding that recognizes libraries as a critical part of their communities’ social services infrastructure. This is outlined in the report OVERDUE: The Case for Canada’s Public Libraries. None of this advocacy is likely to result in short term solutions to BPL’s 2027 operating budget shortfall.

Justification	
Strategic Alignment	BPL actively seeks to align with the City of Burlington's Strategic Plan Horizon 2050. Social connection has been and continues to be central in our service planning. BPL's mission, vision, 2026-2027 Strategic Plan and Department Overview most closely align with Strategic Direction: Delivering Positive Community Impact. BPL is focused on: • enhancing community well-being through accessible and inclusive programs and services, • creating positive customer and staff experiences and improving satisfaction rates through a human-first culture • expanding and enhancing opportunities to engage our community and use customer input and data to inform decision making
Benefits of Implementation	Enable BPL to continue to sustain current levels of service.
Consequences / Risks of Not Implementing	If additional funding is not available, it will be necessary for BPL to reduce service levels as described in the Options Considered section below. The proposed options come with reputational risk to the City of Burlington and BPL as the Library is a vital community service and one that nearly half of residents actively use. Service reductions may damage public faith in the Library and its ability to provide reliable, consistent service and in the City's support for a highly valued service that delivers significant and widespread impact at a modest cost to taxpayers. In the Library's 2026 Customer Satisfaction Survey, completed by approximately 4,500 people, 94 per cent of respondents agreed Burlington Public Library has a positive impact on their life, and 95 per cent believe the library improves the well-being of the entire community. This sentiment underscores BPL's alignment with Horizon 2025 and a vision for thriving public services and spaces. Over 94 per cent of respondents reported they were satisfied with the Library's customer service and many comments spoke of the value that BPL adds to their life. Retaining skilled employees and maintaining staffing levels are crucial to this goal and directly connected to this budget request. While it is challenging to quantify the personal impact of the Library on residents' well-being and quality of life, BPL can quantify the total economic impact of its service. In 2025, BPL created $59,760,356 in economic impact, nearly five times the amount contributed to the Library's budget by the City. This equates to $320 in economic impact for each Burlington resident.
Environmental Impact	Public library usage supports COB's Climate Action Plan vision for the future within the area of waste reduction. Public libraries support the circular economy. Sustaining service levels allows the community to maximize access to collections and resources.

Options Considered

To continue to meet the operating budget guideline of 1.75% from the City, Library Board and staff considered a variety of service reduction and revenue measures and have identified the following as the best alternatives if increased funding from the City is not available.

1. Cost Reduction Measure: Close Kilbride Branch
2. Cost Reduction Measure: Fewer Branches Open Sundays

Financial Impact		
Account Category	**Description**	**2027 Budget**
Expenses		144,000
Net Total		**$144,000**

Position Type	Budget FTE Impact
Full Time/ Contract	-
Part Time	0.00
Total FTE	**-**

FTE Type

Purpose:

The purpose of this exercise is to identify opportunities to reduce the City's 2027 tax levy. Submissions should focus on opportunities that are realistic and quantifiable as an appendices of the 2027 budget process.

Instructions:

Definitions of each category are provided as a note.
Submit one initiative per row.
Rank initiatives in order of recommendation within your division.
Ensure the Annual Net Tax Levy Impact reflects the estimated annual financial benefit to the tax levy.
Consider impacts to residents, service delivery, staffing, legislative compliance, and corporate priorities.
Provide sufficient detail to support informed Council discussion and decision-making.
Attach additional models or backup in your email submissions .

Priority Ranking (1 = Highest Recommended)	Division (or Third party e.g. Boards)	Initiative Title	Initiative Type	Description of Proposed Change	Is it a Core Service? (Y/N)	Is the initiative Legislated? (Y/N)	Benchmarking (Service level compared to peers)	Operating Level (service comparison standard to peers) (At/ Above/ Below)	Annual Net Tax Levy Impact ($)?	Is there FTE impact? (Identify #)	Impact type Annual Or One time	Resident Impact? (L/M/H)	Operational Impact (L/M/H)	Comments - Describe the proposed change, resident and operational impacts, KPI, key risks, and how Burlington's service level compares to peer municipalities.	Comments for Finance - Include any assumptions used in calculating the tax levy impact.
1	Library Board	Close Kilbride Library Branch	Service level reduction	Close Kilbride Library Branch - the branch is open 11 hours each week.	Yes	No	Lower	Below	$ 55,500	0.86	Annual (ongoing)	Low	Low	Kilbride Branch is open to BPL customers 11 hours per week with two staff working during open hours (the location is shared with Kilbride Public School, which operates its school library in the space during school hours). Approximately 1.3% of active BPL members list Kilbride Branch as their home branch. Kilbride has an average of 4 visitors and 25 physical items borrowed per open hour. In comparison, as a system BPL has an average of 48 visits and 58 items borrowed per open hour - roughly a ten fold difference in visitors and two fold difference in borrowing.	Savings are created through elimination of 2 part-time positions., expenses associated with location such as telephone, mileage, delivery costs
2 3	Library Board	Reduce Sunday Hours	Service level reduction	Close three branches on Sunday and reduce Sunday hours at two other branches	Yes	No	Same	Below	$ 73,400	1.2	Annual (ongoing)	High	Medium	Currently, six of BPL's branches are open on Sundays with a combined 36 Sunday service hours. In this service reduction measure, only three branches would open Sundays from 12 p.m. to 5 p.m. for a combined 15 Sunday service hours (21 hour reduction). This would reduce staffing hours by one Part-time Customer & Programming Associate role and two Part-time Page roles. Sunday visits account for roughly 9-10% of total visits to BPL and Sunday borrowing accounts for roughly 12-15% of in-branch checkouts and renewals of physical materials.	Savings are created through elimination of 3 part-time positions, and reduced contract cleaning services
4															
5															
Total									128,900	2	-				

Provide further details on the top ranked initiatives. What is the opportunity cost and the risk? (This information may be used in Council write up)

1	Closing the Kilbride branch reduces service to that community and poses reputational risk to COB and BPL however, the branch is underutilized compared to others and two alternate branches are under 14 kilometers away where customers can receive more fulsome
2	Reducing Sunday hours would be a significant impact on the broader Burlington community, posing reputational risk to COB and BPL.
3	
4	
5	

Fees and Charges Policy

Contents

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Statement of Policy 2
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MakerSpace 3
Printing, Photocopying, Scanning and Faxing Services 4
Room Rentals 5
Programs and Special Events 6
Non-Resident 6
How to pay fees 6
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Purpose

To inform staff and customers of all fees and charges that may be issued by Burlington Public Library (BPL or the Library).

Scope

In accordance with the Public Libraries Act, R.S.O. 1990, fees may be imposed by a library board as follows:

1. NO fees may be charged for admission to a public library.
2. NO fees may be charged for borrowing of collection and reference materials.
3. Fees may be charged for other services, not referred to in 1 & 2 above.
4. Fees may be charged for use of spaces that are not being used for library purposes.
5. Fees may be charged for use of the library by persons that do not reside in the board's jurisdiction (non-resident fee).

6. Fines/replacement fees may be imposed for late/damaged/lost collection materials.

Statement of Policy

Burlington Public Library does not charge fines for overdue materials, but does impose replacement fees, fees for space rental, and fees for services such as printing and use of MakerSpace equipment. Additional services and programs requiring fees or charges may occasionally be developed by the Library. Fees for new additions will be consistent with the rates in this policy and must cover Library costs so operating budget and staffing resources can be focused on core Library services provided to the public at no additional charge.

Lost or Damaged Materials

Customers will be notified of overdue materials via phone or email. A customer who does not return their materials after 30 days overdue will have their library account charged with a replacement fee as detailed below and their library card may be suspended until the items are returned or paid for. A collection agency will be used to assist in the collection of overdue accounts; however, the accounts will not be reported to credit agencies. When a library card is suspended, customers are still able to access digital collections and electronic resources.

The Library will accept substitutes for lost or damaged materials/equipment in lieu of replacement fees when the substituted item is brand new and in original packaging.

Replacement fees for Interlibrary Loan materials will be assigned by the lending institution. BPL replacement fees are based on the retail value of the individual item at the time of loss, except for the fixed replacement fees identified below:

Book Kits & Other

- Magazine – $11.30
- Puzzle – $39.55
- Wonderbook/Vox Book – $73.50
- Yoto card – $11.30
- Kit – Children’s Reader – $10.50

- Kit – Picture Book or Language – $147
- Kit – Teen/Juvenile Series – $52.50
- Kit – Cognitive or Theme – $226
- Kit – Early Engineering – $45.20
- Kit – Mindfulness/Grief – $33.90
- Kit – Sensory – $169.50
- Kit – Book Club – $262.50
- Kit – Birds – $452
- Kit – Yoto Mini – $339

Technology

- Radon Detector – $214.70
- Launchpad, Kobo or Fitbit – $282.50
- WIFI Hotspot – $254.25
- CO2 Monitor – $271.20
- C-Pen Reader – $429.40
- Chromebook – $452
- iPad – $533.40

Cultural Passes

- Museum Pass – $67.80
- RBG Pass or Hamilton Art Gallery Pass – $146.90
- Conservation Halton Pass – $28.25
- Ontario Parks Pass – $254.25
- City of Burlington Live and Play Pass – $353.60

MakerSpace

Customers who book the MakerSpace equipment are responsible for costs associated with damage or misuse of the equipment. Materials are available in the MakerSpace at the prices listed below.

Laser Cutter

- $5.00 per 30 minutes plus cost of materials

- 1/8” Birch Plywood - $9.75 per 1-foot by 2-foot piece
- 3mm Clear Acrylic - $15.00 per 1-foot by 2-foot piece
- 3mm Coloured Acrylic - $21.00 per 1-foot by 2-foot piece

3D Printing

- $2.50 per 30 minutes; PLA filament supplied by Library

Vinyl Cutter & Printer, and Cricut

- $2.50 per linear foot of vinyl for cutting
- $4.50 per linear foot of permanent or static cling vinyl
- $5.50 per linear foot of wall flair vinyl or paper adhesive
- $8.00 per linear foot of canvas for printing
- $11.75 per linear foot of heat transfer vinyl for printing
- $0.50 per 12”x12” sheet of cardstock (only for use on the Cricut)
- $6.50 per linear foot of holographic film

Large Format Printer

- $13.55 per linear foot of gloss or satin photo paper
- $2.50 per linear foot of universal bond paper

Embroidery Machine

- $2.00 for every 5000 stiches or part thereof

Button Maker

- $0.25 per pin-back button
- $0.80 per magnet-back button

Sewing Machine & Serger

- No fee

Printing, Photocopying, Scanning and Faxing Services

- Black & white single sided - $0.20 per page

- Black & white double sided - $0.40 per page
- Colour single sided - $0.40 per page
- Colour double sided - $0.80 per page
- Outgoing Fax at Central and Tansley Woods - $1.25 per page
- Scan to email – no charge

Room Rentals

All rates below are in hourly increments and include HST and liability insurance. Details of audiovisual equipment and furniture available in each room are noted on the room rental platform where reservations are requested. Users are charged the rate listed on the room rental platform at the time of their reservation request, even if the hourly rate increases between the date of the reservation request and the date of the reservation.

Centennial Hall requires a minimum four hour booking and all other rooms have a minimum of one hour. After the minimum, rooms are available in 30-minute increments.

Central Branch Rooms

- Centennial Hall: regular rate $45.30; non-profit rate $31.70
- Holland Room: regular rate $33.55; non-profit rate $23.50
- Frank Rose Room: regular rate $33.55; non-profit rate $23.50
- Ron Ness Training Room: regular rate $33.55; non-profit rate $23.50
- Small Meeting Room: regular rate $20.55; non-profit rate $14.35

Other Branch Rooms

- Aldershot Program Room: regular rate $24.85; non-profit rate $17.40
- Alton Program Room: regular rate $33.55; non-profit rate $23.50
- Brant Hills Program Room: regular rate $24.85; non-profit rate $17.40
- New Appleby Program Room: regular rate $39.45; non-profit rate $27.60
- Tansley Woods Program Room: regular rate $33.55; non-profit rate $23.50

Other Room Rental Fees

- Cancellation/change fee: $16.20 for all room rental cancellations or changes to date, time, or room made with adequate notice. The balance of the reservation price will be refunded.

    - Minimum 168 hours (7 days) notice for changes or cancellations to Centennial Hall reservations
    - Minimum 96 hours (4 days) notice for changes or cancellations to all other room reservations
    - No refunds issued for reservations cancelled or changed without the minimum required notice
- Cleaning fee: $50.00 if customer leaves room in a messy condition
    - Cleaning fee applies to both paid and unpaid room bookings
- Late fee: One additional hourly rate for the booked room will be charged if customer stays beyond booking time
- Administration fee: $50 per hour to be quoted and approved at the time of reservation confirmation for complex rentals in Centennial Hall requiring additional staff communication and coordination

Programs and Special Events

Programs offered by the Library are typically free of charge, however, some programs or special events may require an admission fee. Fees will vary per event and be set using a cost recovery approach.

Non-Resident

BPL charges an annual fee of $69.30 to users of the Library who do not live, work, study, or pay property taxes in Burlington. Reciprocal borrowing agreements with Oakville, Milton, Halton Hills, and Hamilton public libraries provide access to BPL's collections without charging a non-resident fee, although restrictions may apply due to licensing agreements.

How to pay fees

Customers can pay fees by cash, debit, or credit. Room rental fees are by credit card at the time of reservation through room rental software.

Refunds

Please note that no refunds are issued for fees and charges including when a program or product does not meet the expectations of the user. Exceptions are considered in the event of a library cancellation, staff error, or equipment malfunction.

Partial refunds (minus a cancellation/change fee) are issued for room rentals cancelled with the minimum required notice as detailed above.

- Effective Date: September 2025
- Projected Review Date: 2026
- Motion #/Date: #24-57, September 12, 2024
- Amended Dates: #22-14, Mar. 24, 2022; #23-31, Jun. 22, 2023; #24-57, Sep. 12, 2024; #25-51, Sep 11, 2025
- Associated Documents: Borrowing Policy, Room Rental Policy

8. Decision Items: 8.2 Annual Board Self-Evaluation

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Recommendations

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

THAT the Burlington Public Library Board direct the CEO to arrange for the administration of the Board Evaluation survey using on-line survey tool Microsoft Forms and provide report on the results at the January 2027 Board meeting.

Purpose

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

Background

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

Discussion

For 2026, there is an additional of a question specific to Board transition to the new term. There will be an open text field for comments for each section and a general open-ended question at the end of the questionnaire.

Board Survey Questionnaire

Rating Scale

Strong Disagree	Disagree	Acceptable	Agree	Strongly Agree
1	2	3	4	5

Governance Role

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

Integrity, Ethics and Values

- Board discussions are guided by the best interests of the Library and the public it serves

- Board members participate in discussions in a manner that is reflective of their duty
- Board members comply with the Board's Code of Conduct

Strategy Planning

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

Teamwork and Collaboration

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

Advocacy and Communication

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

Overall Effectiveness

- The Board is effective and performs well
- The Board works effectively through a hybrid meeting format

Open-Ended Question

- Please share any suggestions for improvements for the next term of the Library Board.

Financial Considerations

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

Strategic Implications

A strong Board self-evaluation programs supports and aligns with the current strategic plan to enable the Board to monitor and ensure that the library is advancing strategic priorities.

Equity, Diversity & Inclusion Considerations

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

Risk Management

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

Policy

Related policy the Board Bylaw.

Respectfully submitted by: Lita Barrie, Chief Executive Officer

8. Decision Items: 8.3 2027 Board Governance Calendar and Workplan

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Policy 2

Recommendation

THAT the Burlington Public Library Board approves the 2027 Board Governance Calendar and Workplan.

Purpose

To seek the Library Board's approval of the 2027 Board Governance Calendar and Workplan.

Background

Annually, the Library Board identifies and tracks major governance responsibilities and key annual objectives. The draft 2027 Library Board governance calendar and workplan is attached.

Discussion

Board orientation is the key focus for 2027. The new Board term is expected to begin at the February 2027 meeting, and the first half of the year will be devoted to orientation.

After the summer break, the Board will start the next strategic planning process. Staff recommend that the new Board complete orientation before beginning the strategic planning cycle. The new Strategic Plan is expected to be complete by mid-2028.

Provincial legislation requires the Board to meet 7 times a year. The Library Board meets twice in September in support of the annual Operating and Capital budget process. The Library Board does not meet in July, August or December unless a special meeting is called as outlined in the Library Board's Bylaw.

Financial Considerations

The annual Board Governance Calendar and Workplan and related work will be funded through the Operating budget.

Strategic Implications

The workplan is designed to ensure the work of the Board supports and aligns with all three goals within the 2026-2027 strategic plan.

Equity, Diversity & Inclusion Considerations

Since 2022, this section has been a key component of the Library Board report template to ensure the Library Board and staff maintain a consistent focus on the equity, diversity and inclusion impact of decisions and library activities.

Sustainability Considerations

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

Risk Management

Board Governance Calendar and Annual Workplan is an opportunity to increase understanding of the function of the Library Board in its governance. Transparency and clarity are critical for the Library Board.

Policy

Related policy the Board Bylaw.

Respectfully submitted by:

Lita Barrie, Chief Executive Officer

Library Board –2027 Governance Calendar & Workplan DRAFT

Task or Deliverable	Area of Focus	Target date	Status	Notes
Q1				
Board Self-Evaluation Report	Governance	January		
Policy Review Completed	Governance	January		
Audit Meeting - Prepare for 2026 Audit	Audit/Risk Management	January		
Review Q4 2026 Metrics Reports	Governance	January		
Receive 2026 Fund Development Report	Governance	January		
Attend OLA SuperConference (optional)	Board Development	January		
Start of new Board term	Governance	February		
Receive 2026 Requests for Reconsideration Report	Governance	February		
Board Orientation: Introduction & Overview	Board Development	February		
Executive & Committee Elections	Governance	February		
Board Orientation: Finance & Risk	Governance	March		
Q2				
Approve Q1 Financial Statements	Financial Oversight	April		
Review Q1 Metrics Reports	Governance	April		
Board Orientation: Policy Framework	Board Development	April		
Review & Approve 2026 Audited Statements	Audit/Risk Management	April or May		
Review Senior Management 2026 Expenses	Audit/Risk Management	April or May		
Review 2026 Risk Management Report & 2027 Plan	Audit/Risk Management	April or May		
Receive 2026 Economic Impact Statement & Annual Report	Governance	April or May		
Branch Tour	Board Development	May		
Receive Advocacy Report	Governance	May		
CEO Performance Review	Governance	May		
Board Orientation: Strategic Planning	Board Development	June		
Q3				
Receive Q2 Financial Statements by email	Financial Oversight	August		
Approve Q2 Financial Statements	Financial Oversight	September		
Approve annual Library Closures Calendar for 2028	Governance	September		
Approve 2028 Capital Budget Submission	Financial Oversight	September		
Approve 2028 Operating Budget Submission	Financial Oversight	September		
Strategic Planning Report	Strategic Planning	September		
Received 2027 Customer Satisfaction Survey Report	Strategic Planning	September		
Receive Q2 Metrics Reports	Governance	September		
Q4				
Approve Q3 Financial Statements	Financial Oversight	October		
Receive Q3 Metrics Reports	Governance	October		
Board Development: Collections and Resources	Board Development	October		
Receive Advocacy Report	Governance	October		
Approve Board Self Evaluation Survey Tool	Board Development	November		
Conduct Board Self Evaluation	Board Development	November		
Board Development: Spaces	Board Development	November		
Approve 2028 Board Governance Calendar & Workplan	Governance	November		

8. Decision Item: 8.4 CEO Performance Review

Recommendation

THAT the Burlington Public Library Board approve the updated CEO Performance Review Template

Purpose

To seek the Board's approval of the updated CEO Performance Review template

Background

It is the responsibility of the Library Board to oversee the performance of the Chief Executive Officer who is the only Library employee under the supervision of the Library Board.

The Burlington Public Library Board By-law defines the process for the performance review that includes annual appointment of the Performance Review Committee. The current CEO Performance Review Committee is compromised of Board Chair Jason Manayathu, Vice Chair Ashley Cameron, Jennifer Tarnawski and Lindsay Zalot.

The CEO's 2026 goals include reviewing the CEO performance review template, which was last updated in 2021. Under Goal 1, the CEO worked with the CEO Performance Review Committee to update the template, including the Key Accountabilities and Competencies, as part of the Board Succession Plan. The update ensures these elements reflect current and future needs.

Discussion

The CEO performance review template and manual (formerly called the toolkit) have been moved into the new BPL document templates, making both easier to access. The template's major changes are a new layout, a new Job Performance section, and a consolidated finance and risk section that brings together related bullets from other areas. It also includes suggested metrics for all job description categories and a reference to the mission and strategic plan in the goals section. The manual was simplified to reflect current practice and give the Board a more concise tool. The updated template is included as Appendix A, and the updated manual as Appendix B for reference.

Financial Considerations

N/A

Strategic Implications

The annual CEO Performance Reviews aligns with the current strategic plan under Strategic Goal 3: Nurture a workforce culture driven by our organizational values.

Equity, Diversity & Inclusion Considerations

Strong stewardship of CE0 performance will ensure BPL is well positioned to attract, support, and maintain a diverse and inclusive workforce.

Risk Management

The template was last reviewed in 2021. Updating both the CEO Performance Manual and the template will support the transition to the Board's new term.

Respectfully submitted by Lita Barrie, CEO and the CEO Performance Review Committee

CEO Performance Review

Date Range



Annual CEO Performance Review

Employee:

Performance Review Period:

Performance Review Date:

Performance Ratings

- Progressing = P
- Below Expectations = BE
- Meets Expectations = ME
- Exceeds Expectations = EE

Job Performance

Key Accountability & Competencies	Applicable Metrics
Relationship with Library Board	**Annual Board Workplan**
• Has established a strong working relationship with the Board • Demonstrates a respectful understanding of the Board's governance role and supports the Board in its oversight of the Library • Presents information and recommendations to the Board in a professional, thorough manner • Communicates ongoing progress with the Board, as well as any updates that may be required between meetings • Supports and contributes to Board training and development on their governance role • Is consistently available to individual Board members whenever necessary	
CEO Comments & Examples	

Areas of strength: **Areas for development:**
Board Comments & Examples
Areas of strength: **Areas for development:**

Key Accountability & Competencies	Applicable Metrics
Strategic Vision and Planning	**Strategic Plan**
• Has a challenging and inspiring vision for the future • Note the mission & vision • Explores future possibilities for the Library • Works closely with the Board to develop strategic goals for the Library • Executes strategic priorities and achieves goals established by the Board • Ensures that Board decisions and policies are communicated to staff along with benchmarks for implementation • Uses key performance indicators and targets to guide data-informed decisions	
CEO Comments & Examples	
Areas of strength: **Areas for development:**	
Board Comments & Examples	
Areas of strength: **Areas for development:**	

Key Accountability & Competencies	Applicable Metrics
Human Resource Management	*Suggested Metrics: Staff Engagement Survey, HR Metrics*
• Embraces and supports a safe work environment • Commitment to equity, diversity, and inclusion • Supports cooperative and productive work relations and an environment of trust and respect • Coaches staff towards just and ethical decision making and action • Supports the development of staff through ongoing training opportunities • Sets clear expectations regarding standards of ethical and professional visibility and teamwork • Ensures a consistently high level of quality in staff work, operational procedures, and service delivery • Acknowledges and recognizes the extra efforts and accomplishments of staff at all levels	
CEO Comments & Examples	
Areas of strength: **Areas for development:**	
Board Comments & Examples	
Areas of strength: **Areas for development:**	

Key Accountability & Competencies	Applicable Metrics
Organizational Development	*Suggested Metrics: Completion of annual staff performance review program;*

	performance KPIs maintained within benchmark range
• Oversees the daily operation of the Library • Demonstrates a commitment to service excellence • Ensures efficient organizational structure and operations • Organizes and delegates work effectively • Effectively provides oversight on priorities and ensures accountability for all staff	
CEO Comments & Examples	
Areas of strength: **Areas for development:**	
Board Comments & Examples	
Areas of strength: **Areas for development:**	

Key Accountability & Competencies	Applicable Metrics
Financial Oversight & Risk Management	**Annual Budget & Risk Management Plan**
• Demonstrates a detailed understanding of the Library's financial situation • Reports financial results to the Board in a timely, accurate fashion • Ensures that the library operations comply with legal requirements • Seeks grants and donations to help fund goals and growth • Reports risks and risk mitigation strategies to the Board in a timely and accurate fashion	
CEO Comments & Examples	

Areas of strength: **Areas for development:**
Board Comments & Examples
Areas of strength: **Areas for development:**

Key Accountability & Competencies	Applicable Metrics
Interpersonal Skills and Leadership	*Suggested Metrics: Media engagements; defined number of hours of professional development or external community events attended etc.*
• Maintains a personable and professional image that reflects positively on the Library and encourages trust from patrons • Demonstrates empathy regarding others and exhibits concern for everyone as individuals • Exercises good judgment in dealing with sensitive issues between individuals and between groups in the community • Models an environment of respect and valuing of all employees and customers • Pursues professional development opportunities	
CEO Comments & Examples	
Areas of strength: **Areas for development:**	

Board Comments & Examples
Areas of strength: **Areas for development:**

Key Accountability & Competencies	Applicable Metrics
Library Sector and External Environment	*Suggested Metrics: Defined number of partnerships or initiatives*
• Demonstrates an awareness of current and emerging trends, risks, policy and leading practices in the library sector • Demonstrates an understanding of changing needs of the community • Seeks out and maintains relevant, strategic partnerships and relationships • Establishes and maintains effective working relationships with City staff • Seeks assistance from Ministry and/or City resources as required	
CEO Comments & Examples	
Areas of strength: **Areas for development:**	
Board Comments & Examples	
Areas of strength: **Areas for development:**	

Overall Rating for Job Performance:

BPL's Values in Action

BPL's core values are: Accountability, Collaboration, Inclusion, Innovation, Intellectual Freedom, Learning, and Love of Reading

How have you modeled BPL's core values in your day-to-day behaviours, decision-making, and relationships?
CEO Comments & Examples:
Board Comments & Examples:
Overall Rating:

Performance and Learning Smart Goals

Year Under Review

Goal #1	Metric	Target
How will goal advance BPL's mission or strategic plan	*How will we measure this goal*	*How will we know goal is met*
CEO Comments & Examples		
Board Comments & Examples		
Rating		

Goal #2	Metric	Target
How will goal advance BPL's mission or strategic plan	*How will we measure this goal*	*How will we know goal is met*
CEO Comments & Examples		
Board Comments & Examples		
Rating		

Goal #3	Metric	Target
How will goal advance BPL's mission or strategic plan	*How will we measure this goal*	*How will we know goal is met*
CEO Comments & Examples		
Board Comments & Examples		
Rating		

Upcoming Year

Goal #1	Metric	Target
How will goal advance BPL's mission or strategic plan	*How will we measure this goal*	*How will we know goal is met*
CEO Comments & Examples		
Board Comments & Examples		
Rating		

Goal #2	Metric	Target
How will goal advance BPL's mission or strategic plan	*How will we measure this goal*	*How will we know goal is met*
CEO Comments & Examples		
Board Comments & Examples		
Rating		

Goal #3	Metric	Target
How will goal advance BPL's mission or strategic plan	*How will we measure this goal*	*How will we know goal is met*
CEO Comments & Examples		
Board Comments & Examples		
Rating		

Comments

Board Comments:

Employee Comments:

Signatures

CEO:	**Date:**
Board Chair:	**Date:**

CEO Performance Review

Manual



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Performance and Learning Cycle 3
Writing a S.M.A.R.T Goal 10

Purpose

The BPL CEO Performance manual has been designed to provide the Library Board and CEO with clarity on all aspects of the CEO performance review including our philosophy, approach, objectives, cycle, process, accountabilities, tools, and resources available.

This manual also provides “best practice” tips and techniques regarding coaching, providing positive and constructive feedback, setting S.M.A.R.T. objectives, and providing recognition.

Performance & Learning Philosophy

We believe performance and learning is a shared accountability between the Library Board and CEO. We want to foster collaboration and effective communications by ensuring our expectations as well as performance standards are clearly defined.

Clarity

Clear expectations, job descriptions, competencies, standards, and values:

- Clarify expectations related to the CEO’s position, accountabilities, performance standards, competencies.
- Ensure job descriptions are reviewed at least every 2 years to ensure they reflect current expectations.
- Identify competencies which are strengths as well as areas for continuous improvement
- Drive behaviours that reflect and model BPL’s core values.

Communication

Ongoing communication, coaching and feedback:

- Ensure performance coaching and feedback is an ongoing, two-way conversation to ensure the CEO is clear about expectations, how they are performing and progressing against the position accountabilities, performance standards, established goals and behaviours which model “Values in action.”

- Engage and include CEO in their performance conversations, learning, development and career management
- Reward and recognize performance as well as value-added contributions because S.M.A.R.T. goals or proactive initiatives were completed.

Collaboration

The Library Board and CEO share accountability for the CEO's ongoing performance

- BPL's collaborative approach engages the CEO in drafting their SMART objectives and related action plans –what needs to be achieved and how – in order to contribute to the achievement of BPL's strategic objectives.
- The Board and CEO collaborate to refine goals and related action plans then set quarterly reviews to discuss progress as well as opportunities for improvement.
- BPL's core values help shape a culture that supports everyone's success and continuous learning.

Key Objectives of Performance and Learning

- Plan and ensure the successful execution of BPL's strategic objectives.
- Ensure clarity within BPL of our key strategic objectives and timelines.
- Foster communications regarding continuous improvement of BPL's strategies and actions to ensure key strategic objectives are met.
- Develop CEO competencies to their fullest extent through effective performance coaching and development which includes positive as well as constructive feedback.
- Align and clarify BPL Board's expectations which include but are not limited to key accountabilities, key relationships, behaviours which drive our values, competencies, performance standards, goals, and measurement.
- Provide fact-based examples to support Board decisions related to reward and recognition as well as decisions related to the employment relationship such as performance improvement plan, discipline, suspension, or termination.
- Strengthen working relationships between CEO and Board through effective communications, collaboration, and clear accountabilities.

Performance and Learning Cycle

The CEO Performance and Learning Cycle includes seven key steps:

Step 1 – Setting Direction

BPL's Strategic Plan sets our organizational direction and the key objectives needed to achieve our vision and mission while living our Core Values. Guided by the Strategic Plan, the Library Board and CEO develop the annual goals, Key Performance Indicators, and timelines for the coming year.

Step 2 – Clarifying Roles

The Board and CEO have an important role and share accountability for BPL's overall success. Below are the various stakeholder groups and their accountabilities for CEO performance.

Library Board

- Provide oversight and governance
- Review, provide input and approve BPL's Strategic Plan
- Appoint annual CEO Performance Review Committee to assess and evaluate CEO's performance

CEO

- Ensure clarity and understanding of the position accountabilities and related expectations.
- Collaborate with the Board to update the job description to reflect current accountabilities, competencies, and standards.
- Set draft SMART goals for discussion with the Board
- Prepare for and actively participate in their performance discussions.
- Use the performance review tool to complete a self-assessment which includes specific examples to support their ratings.
- Regularly track their performance and achievements (e.g., examples, situations, data, statistics, progress against goals, goals achieved).

Step 3 – Planning and Aligning Performance

The CEO Performance Review Committee in collaboration with the CEO sets CEO priorities, establish SMART Goals, related action plans and timelines:

- Discuss the Job Description and revise/update to reflect current expectations
- Set performance standards for each accountability and discuss how performance will be measured – observation, data, survey, feedback, etc.
- Discuss the key relationships, internally and externally, that require additional focus and collaboration.

BPL's Values– key component of how work will get done

- Identify the values and related behaviours that are required for success in the position

Strategic Plan – key component of how to measure success

- Develop, define and approve annual goals to advance strategic priorities leverage KPI to track and monitor progress.

S.M.A.R.T. Goals - key component of adding value and the advancement of BPL's strategic plan, Vision, Mission and Values

- **S** = Specific
- **M** = Measurable
- **A** = Achievable
- **R** = Relevant
- **T** = Time-Dimensioned

Step 4 – Monitoring and Measuring Performance

Monitoring Performance

There are various approaches to monitoring performance:

- Ongoing observation
- Reports – analyze data trends
- Surveys – assess feedback from internal and external customers
- CEO Engagement Surveys review and assess relevant feedback
- Feedback verbal or written, solicited or unsolicited
- Track examples "real time"

Measuring Performance

The Board and CEO can use the following to measure performance:

- Established performance standards
- Key performance indicators
- Targets
- Quality of work or service in progress or completed
- Quantity of work or productivity levels

Step 5 – Enabling and Enhancing Performance

There are various approaches to enabling and enhancing CEO performance.

Coaching for Performance

The purpose of coaching is to motivate and inspire an CEO to achieve positive results, demonstrate values-based behaviours and continuously learn.

It ensures the CEO has clarity - knows and understands - how they are performing on a “real time” basis

Board’s Role as a Coach

- Observe CEO in action and document examples of strengths and opportunities for improvement
- Provide ongoing coaching which includes positive and constructive feedback throughout the fiscal year
- Provide support, direction, and resources to facilitate the CEO’s ability to meet or exceed position expectations or to develop higher levels of competency proficiency
- Listen actively to the CEO’s concerns and take steps to address them
- Hold the CEO accountable for their actions
- State your confidence in their ability to be successful in the position

Communicating Positive & Constructive Feedback

Effective Feedback is:

- Timely
- Balanced
- Fact-Based
- Relevant to performance / behaviours / competencies / CEO’s control
- Honest and truthful
- Delivered respectfully and professionally in a confidential setting

There are two types of feedback:

i. **Positive feedback** is designed to reinforce the CEO's areas of strength and motivate them to continue / repeat the performance & behaviours

ii. **Constructive feedback** is designed to identify the CEO's performance areas or competencies which require continuous improvement to meet the expectations of the position

Performance and Learning Plans

Learning is one of the core values of BPL. The CEO will collaborate with Board to set annual learning and development goals to build competencies (knowledge, skills, or abilities) to enhance job performance, drive behaviours aligned to core values or facilitate the achievement of the CEO's S.M.A.R.T. goals.

BPL supports the **Blended Learning Model** illustrated below.



- **10%** learning through reading books, attending courses, self-directed learning
- **20%** learning through coaching, mentoring and positive / constructive feedback
- **70%** experiential learning on-the-job

Performance Improvement Plan

If the CEO's performance is not meeting expectation a Performance Improvement Plan will be development. A Performance Improvement Plan, also known as P.I.P., is a **collective** effort between the Board and CEO to identify ways to develop the CEO's performance or skills proficiency to "meet the expectations" of their position.

Step 6 – Assess and Evaluating Performance

Assessing CEO Performance

To assess the CEO's performance, ask yourself, "Did the CEO":

- Consistently perform all the key accountabilities on their Job Description.
- Meet the established performance standards?

- Model or demonstrate BPL's core values while collaborating with others?
- Demonstrate proficiency in the competencies required for the position?
- Maintain positive, productive relationships when engaging & connecting with others
- Achieve their S.M.A.R.T. Goals?
    - Areas to document:
    - Up to 3 examples of the CEO key strengths related to:
        (a) Job performance, competencies, and standards
        (b) BPL's Values
        (c) Strategic Plan & Annual Board workplan
        (d) CEO's annual goals
    - Up to 2 examples where the CEO has demonstrated progress or increased proficiency, supported by fact-based examples
    - Performance & Learning Goals
        - Competencies, related to current position, the CEO needs to focus on in terms of professional development which will lead to mastery level performance
        - Areas requiring improvement to in order to meet position expectations and standards
    - S.M.A.R.T. Goals
        - Progress and results achieved for the "review period" – quarterly or year-end

Evaluating CEO Performance

Evaluating CEO Performance involves determining their overall contribution, value or positive impact within BPL.

There are a range of performance ratings defined below which can be used by the Board and CEO when completing both the draft and final performance review documents.

All ratings must be substantiated by fact-based examples.

Performance Ratings and Definitions

P = Progressing

This rating can be applied to "new hires" still in their probationary period or an "existing CEO" who has been recently promoted or transferred to another internal position. It

means the CEO is demonstrating progress in the right direction (learning capability, skill development and knowledge acquisition).

BE = Below Expectations of Position Requirements

The level of performance ***does not consistently meet the expectations*** of the position requirements. Improvement is needed or further development is required to achieve a future rating of "meet expectations" for the position.

Possible indicators of this level of performance are:

- Completes most but not all the position's key accountabilities
- Additional direction and supervision are required to ensure results and performance
- Quality and / or quantity of work meets performance standards in most but not in all cases
- Does not always completes accountabilities by the established timelines
- Demonstrates some key competencies but not at an acceptable level for the position
- Key business relationships require improvement
- Visible evidence of need to increase knowledge, skills, and abilities
- Partially achieved their established S.M.A.R.T. goals
- Values in action were not consistently demonstrated at an acceptable level for the position

ME = Meets Expectations of Position Requirements

The level of performance ***consistently meets the expectations*** of the position requirements. Performance is comparable to that of most CEOs with similar experience in this job. The CEO successfully demonstrated the required skills and added value through the achievement of their S.M.A.R.T. goals or overall performance.

Possible indicators of this level of performance are:

- Completes **all** position's key accountabilities consistently
- Does not require additional direction and supervision to ensure results / performance
- Quality and / or quantity of work meets performance standards in all cases
- Always completes accountabilities by established timelines
- Demonstrates all key competencies at an acceptable level for the position
- Key business relationships are well maintained
- Achieved all their established S.M.A.R.T. goals

- Values in action were consistently demonstrated, at the required level, for the position

EE = Exceeds Expectations of Position Requirements

This rating is used when the CEO's performance ***consistently exceeds the expectations*** as well as the key accountabilities and standards for the position. Performance and results at this level clearly advance BPL's strategic goals

Possible indicators of this level of performance are:

- Key accountabilities are always completed above the established performance standards
- Delivers results consistently above and beyond established expectations
- Adds tangible, measurable value through achievement of **S.M.A.R.T.** goals
- Demonstrates all key competencies at a mastery level
- Serves as an exemplary role model of BPL's values through behaviours and decision making
- Works independently and anticipates the need to re-establish priorities and / or goals
- Accomplishes a significant quantity of high-quality work ahead of established times
- Work is often completed ahead of the established deadline(s)
- Demonstrates significant initiative and resourcefulness
- Seeks out and / or assumes additional responsibilities
- CEO shows leadership skills and / or establishes working relationships with others that are a contributing factor to the BPL's success
- Decisions and judgments are exceptional when compared to team members
- Achieves significant recognition from internal and / or external sources

Types of Performance Reviews at BPL

The most important part of any performance discussion is the meaningful dialogue and conversation between the Board and CEO.

CEO Performance Review Committee and CEO each complete a draft assessment of the CEO's performance prior to meeting, using the Performance Review Tool. The draft assessment is used to guide the conversation. The Board Chair is accountable for completing the "official" copy of Year End Performance Review and obtaining the Board's approval.

Year-End Performance Review

The Year-End Review is a summary of the CEO's overall performance including goals for the upcoming fiscal year. Ideally, it should be completed for presentation at the January Board meeting.

Probationary Review – New Hires

The same principles apply to new hire of a CEO. Feedback is ongoing and continuous, so new CEO understand how they are performing on a real time basis.

All "new hires" to BPL will participate in a formal probationary performance review approximately two weeks **prior to** the completion of three months of continuous service probationary period.

The purpose is to discuss how the CEO is progressing against the expectations for a "new hire", identify areas requiring more proficiency and an action plan to support their development. The meeting is set by the Board Chair and the CEO is expected to prepare and actively engage in the conversation. The CEO also completes a performance self-assessment for their time in the position as well as a proposed development plan for improved performance.

Step 7 – Rewarding and Recognizing Performance

Merit Increase

In accordance with the BPL's compensation policy, the CEO Performance Review Committee makes a recommendation to increase the CEO's base salary subject to job performance. Upon approval of meeting or exceeding expectations, the CEO will receive annual step increase to the point that they achieve job rate. In circumstance where the CEO is below expectations, there shall be no compensation increase and performance improvement plan will be initiated. The recommendation is based on the CEO's overall rating for job performance.

Writing a S.M.A.R.T Goal

Writing a S.M.A.R.T. Goal

- **S** = Specific
- **M** = Measurable
- **A** = Achievable

- **R** = Relevant
- **T** = Time-Dimensioned
-

S.M.A.R.T.	**Questions**
Specific	Does the goal clearly and specifically state what you are trying to achieve? If your goal is particularly large or lofty, try breaking it down into smaller, specific **S.M.A.R.T.** goals.
Measurable	How will you (and others) know if progress is being made on achieving your goal? Can you quantify the desired outcome?
Achievable	Are there obstacles/challenges/risks that could prevent you from achieving this goal? How will these be addressed?
Relevant	Why is achieving this goal important? Which core values does this goal reflect? What impact / value add will achieving this goal have on BPL? The Community Does the CEO have the ability to control or influence achievement of this goal?
Time-Dimensioned	When will the goal be completed? Day, month, year

Document Information	Details
Approved by	Library Board
Date	2021
Amended Dates	November 26, 2026

Associated Documents	Related Policies: • Board Bylaw Other Documents: • CEO Performance Review Template

8. Decision Items: 8.5 Board Succession Plan

Recommendation

THAT the Burlington Public Library Board approve the 2026 Transition Brief.

THAT the Burlington Public Library Board approve the rescheduling of the January Library Board meeting to Thursday, January 21, 2027

Purpose

This report is to provide an update on the Succession Plan for the 2027-2030 term and to request the Board's approval of draft Board Transition Brief and rescheduling of the January Library Board meeting.

Background

As the Board approaches the end of term, consideration needs to be made regarding the next term of the Board. To that end, there are several activities the Board undertakes to support the Library Board succession process and inform and advise City Councilors who will be tasked with recommending Board appointments as part of the start of the new term of City Council which began on November 16, 2026.

There are four key parts of the Library Board's succession planning process:

- Promoting the Library Board as a volunteer opportunity for residents
- Preparing and approving resources to assist in the recruitment process (skills matrix & interview questions)
- Planning the orientation program for the incoming Board
- Preparing and approving a transition brief for the incoming Board

Discussion

The Board takes a proactive, thorough approach to identifying its recruitment and succession needs. The next steps are summarized below. Based on current timelines, the current Board is expected to hold its last meeting in January, and Burlington City Council is expected to approve the new Library Board term at its January 26, 2027 meeting.

Recruitment Process

The City of Burlington application opened on November 11 and it will close on November 25. Approximately 50 people attended the online and in-person Library Board information sessions, and we expect strong interest in join the Board.

Tentative interview dates have been set for the Board's Ad Hoc Nominating Committee, which will interview prospective candidates alongside a member of City Council. The CEO will participate ex officio to answer operational questions. The Mayor's Committee and Council appointments are not scheduled until mid-December, and Legislative Services is seeking a Councillor to volunteer for the Library Board recruitment process. City staff have asked for the names of recommended appointees by December 11. The appointment report will be published in the Committee of the Whole (COW) agenda on December 17. The proposed slate will go to COW on January 11, with final approval at the Council meeting on January 26.

Board Transition Brief

A draft Transition Brief is presented for the Board's input at the October meeting. The 2026 Transition Brief was revised and is being presented to the Board for approval. The draft is included as Appendix A.

January Library Board Meeting

Staff are requesting that the January Library Board meeting be moved from Thursday, January 28 to Thursday, January 21. This date change will allow the existing board to review and approve the 2026 year-end financial and metrics to support a seamless transition to the new Board which will be appointed on January 26, 2027.

Board Orientation Manual

The Library Board Orientation Manual will be presented at the January meeting, once recently updated provincial resources have been incorporated.

Financial Considerations

The one-time funding for the Board succession related work will be funded through the Operating budget.

Strategic Implications

One of the Library Board core functions in oversight of the Strategic Plan. A strong Board succession plan supports and aligns with that key role.

Equity, Diversity, and Inclusion Considerations

The 2027-2030 Board recruitment & orientation provides an opportunity to increase awareness among diverse community members to ensure representation on BPL board, reducing barriers to Board participation and strengthening of the equity, diversity and inclusion lens in Board orientation.

Sustainability Considerations

BPL's Sustainability Plan includes climate change mitigation, adaptation and climate equity considerations those key considerations will be embedded into the Board's training materials.

Risk Management

Board recruitment is an opportunity to increase awareness of the library's role in the community and the function of the Library Board in its governance. Transparency and clarity are critical throughout, as the Library Board seeks to support a process that is the decision of City Council.

Policy

BPL's Board Bylaw.

Final Remarks

Outlining a timeline for Library Board succession planning related activities at this time provides an opportunity for associated work to be distributed over the course of the year allowing for fulsome Board input and reflection.

Lita Barrie will communicate with the Legislative Services team at the City of Burlington about the application process and timelines for the incoming term of the Library Board and update the Library Board accordingly.

Report Authors

Respectfully submitted: Lita Barrie, CEO

Appendix A: DRAFT 2026 Board Transition Brief

This transition brief provides information to the incoming Library Board to assist in setting the context and providing an expectation on what lies ahead for your term on the Library Board.

To: Burlington Public Library Board 2027-2030

From: Burlington Public Library Board 2023-2026

Congratulations on your appointment to the Burlington Public Library Board. As you take on the important responsibility of governing this vital community service, we hope you find the role as rewarding as we have. It has been a privilege to serve our community, and we wish you every success as you guide and support our outstanding library system.

Strong governance builds from one Board to the next, and we hope these reflections support a smooth and successful transition.

Partnerships are an important focus of the 2026–2027 Strategic Plan, but Library staff—not Board members—lead the day-to-day work of building relationships with individuals, organizations, and businesses to strengthen library services. Staff keep the Board informed and seek its direction or approval when appropriate. The Board can play an important role when funding or fundraising is needed by advocating to City Council and helping make valuable community connections.

Governance

- We encourage the incoming Board to build a strong understanding of its governance role and continue developing its governance knowledge and skills. The Board Bylaw provides guidance on procedures.
- The annual self-assessment of the Board's performance and effectiveness can identify opportunities to strengthen how you work.
- Library staff provide regular Board development sessions on services and operations. Provincial library associations also offer valuable learning and networking opportunities with other public library trustees.

Community Engagement

- Burlington Public Library belongs to the community. We encourage the incoming Board to stay connected with residents and use community data to anticipate demographic changes and emerging interests that will inform priorities and decisions.
- The Library conducts an annual Customer Satisfaction Survey to gather feedback and guide improvements.

Strategic Planning

- The 2026–2027 Strategic Plan was timed to support closer alignment with the City of Burlington's planning cycle. As you begin the next strategic planning process, we recommend considering the City's strategic priorities when setting the Library's direction.
- The City's Horizon 2050 is Burlington's 25-year community strategic plan. It sets out the City's four strategic directions with measurable outcomes to guide City decisions.
- The Board is responsible for ensuring the Library develops and approves a Strategic Plan with meaningful measures to track progress.

Return on Investment and Impact

- The Board plays an important role in communicating the Library's value to the community through both quantitative and qualitative evidence. We encourage you to prioritize meaningful performance measures and, where appropriate, demonstrate the monetary value and return on investment of library services and programs.
- Continue working with Library staff to develop measures that capture not only activity, but also the outcomes and impact of library services and programs.
- Since 2015, Burlington Public Library has published an annual Economic Impact summary as part of its Annual Report. Based on a model developed by the Martin Prosperity Institute at the University of Toronto's Rotman School of Management and Toronto Public Library, the summary expresses the Library's economic impact in dollar terms.

Financial Oversight

- The Board has a fiduciary responsibility to oversee the Library's finances, present its financial needs to City Council, and advocate on budget matters.
- Each year, the Board approves an operating budget aligned with City Council's guidelines and submits key investment requests for costs that exceed them.
- The Board also presents the capital budget and a 10-year forecast covering major infrastructure renewal and future service development.
- The Aldershot Branch lease expires in 2031, and the West and Northeast Expansion Study will help guide the Board's response to future growth. Remain open to partnerships that improve efficiency and expand services, particularly in underserved areas. Current examples include Aldershot Branch with Halton Community Housing Corporation, Alton Branch with the Halton District School Board and the City of Burlington, and New Appleby Branch with the City of Burlington and Brock University.
- The Board is a member of the Federation of Ontario Public Libraries, which provides a collective voice for Ontario's public libraries. We encourage you to continue working through the Federation to advocate for increased provincial funding.

Public Access

- Plan for community growth and change as the City advances its mobility hubs and implements the Official Plan. As access to information becomes increasingly digital, library plans and spaces must remain flexible enough to accommodate new technologies.
- Public libraries preserve and provide access to knowledge, books, and information while also serving as essential community spaces for learning and connection. The Board is responsible for securing adequate funding so that library spaces and services can evolve with community needs, technology, and information formats.

Investing in our People

- Library staff are Burlington Public Library's most important resource. The Library is certified as a Great Place to Work, and maintaining an engaged workforce and remaining an employer of choice are high priorities. The Board is responsible for providing adequate funding for continuous improvement, learning, and staff development.
- Be prepared to consider compensation decisions that support staff recruitment and retention.

Accountability

- The Board is accountable to City Council, the community, Library staff, and Library partners. We encourage you to conduct all Board business with transparency and integrity.
- The Board holds the Library CEO accountable for the effective operation of the Library. As the Board's only employee, the CEO is its primary point of contact for organizational operations, performance, and conduct.

Advocacy

- Advocacy remains an important area for Board development. Priorities may shift with community and Library needs, funding pressures, and external factors such as the cost of digital collections. We encourage you to work with provincial and national library associations to present a strong, coordinated voice for public libraries.

Intellectual Freedom

- Intellectual freedom is foundational to Burlington Public Library. As an independent governing body, the Board is responsible for ensuring that the Library's policies, collections, services, and programs remain free from censorship and restrictions that conflict with intellectual freedom. Considering legislative changes in Alberta that limit the freedom to read, we encourage the incoming Board to defend intellectual freedom and local decision-making, resist similar censorship efforts, and uphold each person's right to choose what they read.

The Library makes Burlington Better

Burlington Public Library opens doors to new ideas and connections, supporting an informed, engaged, and evolving city. With seven branches across Burlington, the library is a community hub rooted in the joy of reading and the power of curiosity, and a place where people come together to learn, create, and connect. Every day, residents attend programs, meet neighbours, study, volunteer, and access social services, and they enjoy the reassuring feeling of being somewhere they belong.

Our mission to inspire imagination, collaboration, and compassion to support an informed and literate society and our vision of an engaged and sustainable community advanced by curiosity and discovery continue to guide everything the Library does. As you steward the Library's role in the community, we encourage you to keep these shared aspirations at the heart of your decisions, and we thank you for taking on this important work.

Sincerely,

Jason Manayathu, Chair

On behalf of the 2023-2026 Board

Jason Manayathu, Chair
Ashley Cameron, Vice Chair
Councillor Lisa Kearns
Shayne Lemieux
Akindayomi Odedeyi
Jennifer Tarnawski
Lindsay Zalot

BPL Interactive History Installation

Board Proposal



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Recommendation

That the BPL Board approve the Interactive History Installation proposal as presented.

And **that** the BPL Board approve the reassignment of surplus funds from the Interactive History Installation project to interior branch improvement projects.

Purpose

This report is for Board decision to provide staff direction to move ahead with a single panel interactive history installation on the platform where the Town Bell was formerly located. With the Board's approval, staff will proceed with a detailed cost estimate for a single-panel installation. Staff recommend assigning surplus funds allocated to the exhibit to interior branch improvement projects.

Background

This project was initiated in response to a request from the Burlington Fire Department to relocate the historic town bell to their new firefighter's memorial. An MOU between the two organizations established that the Fire Department would contribute funding ($5000) to "develop an interactive element at the Central Library in replacement of the Town Bell." The MOU was received by City Council and senior staff at City of Burlington along with the BPL Board. Upon approval of the proposal, the BPL Board allocated additional funds for the new interactive feature.

The City of Burlington owns and maintains all exterior property at Central Park, which includes the pathways, hardscaping, and garden beds adjacent to the library building. The library, maintains the building but does not have jurisdiction over outdoor space. Library staff submitted a proposal to the Public Art Development and Implementation Team (PADIT) to create a permanent multi-panel outdoor installation along the west side of the Central Branch. PADIT supported the proposal in concept and provided BPL with an overview of requirements the Library would be responsible for including site review and preparation and maintenance.

Weighing the anticipated costs required for locates for underground services, repair or replacement of any irrigation lines affected by the project, technical drawings, foundations, and ongoing maintenance, BPL staff have revised the proposal to reduce

the scope of the installation. PADIT reviewed the revised proposal and expressed no concerns or questions about the reduced scope.

Discussion

Weighing the anticipated costs (locates for underground services, repair or replacement of any irrigation lines affected by the project, technical drawings, foundations, and ongoing maintenance) relative to potential benefit and alignment with Library services, BPL staff recommend reducing the scope of the installation. The revised proposal is for one interactive panel focusing on BPL history including the preservation of the Town Bell, located on the existing cement pad where the Town Bell previously stood.

Goals of the installation include:

- an engaging, lasting outdoor experience that visitors value and return to.
- visibility of BPL's local history materials and Burlington Digital Archive.
- collaboration with the City to meet technical requirements and coordinate installation

Design and Experience

Library staff propose a single interactive panel, highlighting the history of Burlington Public Library. Incorporated in 1872, Burlington Public Library has existed longer than the City of Burlington itself. The interactive panel would include milestones in BPL's history, archival photographs, and a story about the Library's connection to the Town Bell and its infamous past.

The exhibit would include interactive elements such as a 'lift the flap' quiz question and an interactive wall-mounted bell.

This design would support themes identified in discussions about the bell's significance and exhibit goals including:

- maintaining interactivity, movement, and tactile engagement like the bell
- connection to Burlington history and the significance of the site and the Library
- building new emotional connections by creating an "anchor" experience associated with the library
- photo friendly, visually recognizable design
- digital integration (with caution regarding technology obsolescence), that invites visitors to explore Burlington culture and history through other library assets

Financial Considerations

This project currently has a budget of $35,000 funded by a bequest to BPL and a $5,000 contribution from the Burlington Fire Department. The revised plan would allow BPL to avoid the cost of utility locates and foundations and would reduce the design and fabrication costs for the exhibit significantly. Staff estimate the revised project would cost under $10,000.

Any maintenance of the panels and interactive elements would be BPL's responsibility, as would eventual removal of the panels.

Strategic Implications

Reducing the scope of this installation would allow BPL to preserve a portion of the allocated funds for interior branch improvement priorities under the 2026-2027 Strategic Plan objective to optimize shared spaces.

Equity, Diversity & Inclusion Considerations

Library staff aim to create a universally accessible experience that people with a variety of abilities can interact with. The location of the panel should enable access for people using mobility devices with interactive elements reachable from a seated height. The interactive elements would offer varied tactile, visual, and auditory experiences.

Risk Management

The rescoped plan is intended to limit the risk of cost overruns for the design, fabrication, and installation of the exhibit and the potential for ongoing maintenance costs.

Related Policy

The Collaboration & Partnership Policy (draft) applies to this project.

Integrated Community Engagement Framework

Board Report for Discussion and Approval



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Final Remarks ..... **Error! Bookmark not defined.**

Recommendation

That the Burlington Public Library Board approve the Integrated Community Engagement Framework as presented.

Purpose

This report is for discussion and decision. It introduces BPL's new Integrated Community Engagement Framework, which sets out how the library seeks, receives, reviews, assesses, and responds to community input, and how it explains to the community how that input is being used. The report summarizes the framework, highlights the areas that most directly involve the Board, and seeks the Board's approval.

Background

BPL gathers community input in many ways, including online forms, comment cards, email, phone calls, letters, in-person conversations, delegations to the Board, and proactive activities such as surveys, focus groups, and the annual Customer Satisfaction Survey.

BPL's 2026–2027 Strategic Plan commits the library to strengthening how it listens to the community. Objective 3.2.3 commits to "improve opportunities for customers to share actionable input and feedback about BPL services," targeted completion of a Board endorsed community engagement process by end of 2026.

The Integrated Community Engagement Framework responds to this commitment. It brings responsive input (feedback people choose to share) and proactive engagement (input BPL seeks on a specific topic) together under one set of principles, requirements, roles, and reporting practices. It also aligns with the City of Burlington's Community Engagement Charter and Framework Rules of Engagement.

Discussion

The Integrated Community Engagement Framework establishes one consistent approach for how BPL gathers and uses community input. It is intended to support a clear connection between community members, frontline staff, managers, and decision makers, and to help BPL use community input to improve services, make informed decisions, identify trends, and understand different needs and experiences.

Under the framework, community input is recorded, categorized, directed, and assessed through shared processes, and engagement is coordinated across departments. The framework standardizes how input is catalogued to help identify patterns over time and across services. It establishes eight requirements for community engagement: accessible participation, consistent documentation, range of perspectives, privacy and consent, timely direction and review, coordinated engagement, closing the loop, and monitoring and improvement.

Key Areas for Board Attention

Staff recommend that the Board pay particular attention to the following areas of the framework during its discussion:

1. The Board's own role. The framework assigns the Library Board three responsibilities: review community input provided by staff, consider community input when making strategic decisions, and represent community perspectives when discussing and making strategic decisions. Delegations to the Board and BPL Board meetings are also recognized as engagement channels.

2. Reporting to the Board and closing the loop. Results of broad proactive engagement, such as BPL's Customer Satisfaction Survey, will be reported to the Board and posted publicly. Targeted engagement will be reported directly back to the group that provided input.

3. Being clear about what can be influenced. Proactive engagement is reserved for topics where input has the potential to influence decisions, and BPL will be clear about what can and cannot be changed. This protects public trust but means some topics will intentionally not be opened for consultation.

4. A balanced range of perspectives. Engagement is designed to represent the perspectives of many, not simply the loudest voices, and input is weighed alongside service data, research, staff expertise, operational requirements, and available resources. The framework also recognizes that no individual or group can represent an entire community.

Timeline and Next Steps

Subject to Board approval, the Director, Communications & Engagement will lead implementation across the system, including consistent documentation and categorization of input so BPL can monitor recurring themes, barriers, and service gaps. Implementation will support Strategic Plan indicator 3.2.3a (implementation of updated community feedback processes). The framework will be reviewed every two years.

Financial Considerations

No new funding is requested through this report. Implementation of the framework is expected to be managed within existing operating budgets and staff resources, including the digital tools used to gather, store, and organize input. Staff have allocated a modest operating budget for Outreach & Inclusion to cover ongoing operational costs related to inclusive engagement such as translation and transportation.

Strategic Implications

This initiative aligns with the 2026–2027 Strategic Plan under Priority 3: Nurture a workforce culture driven by our organizational values. The framework is designed to enable staff to prioritize service improvements where they are most needed and most impactful.

Equity, Diversity & Inclusion Considerations

The framework is designed to make engagement accessible and inclusive for customers. It requires a mix of digital, print, phone, in-person, visual, and verbal options to reduce barriers related to disability, language, literacy, technology, transportation, time, and cost, and it commits BPL to making added efforts to reach people who may face barriers to using library services. It also recognizes bias and that no individual or group can represent an entire community. Proactive engagement with equity deserving groups will be overseen by the Manager, Outreach & Inclusion.

Sustainability Considerations

The framework's Accountable and Sustainable principle focuses engagement on information BPL can reasonably consider or act on. Coordinating engagement across departments reduces duplicated effort, unnecessary requests, and survey fatigue, supporting the responsible use of staff and community time.

Risk Management

The framework mitigates key risks related to community engagement by establishing standards for diverse representation, privacy and data management, documentation, and public communication.

Overall, approving the framework is expected to reduce organizational and reputational risk by making engagement more consistent, transparent, and accountable.

Related Policy

Related policies are noted in the framework's document information and include the Equity, Diversity, Inclusion, and Access Policy; Collaboration & Partnership Policy; Employee Conduct Policy; Corporate Accountability Policy; and all Library Service Policies. BPL also follows the City of Burlington Community Engagement Charter and Framework Rules of Engagement.

Submitted by: Elise Copps, Director, Communications & Engagement

Integrated Community Engagement Framework

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Purpose

Burlington Public Library's (BPL) Integrated Community Engagement Framework guides how we seek, receive, review, assess, and respond to input from the community and explain how that input is being used by the library. It supports a clear and consistent connection between community members, frontline staff, managers, and decision makers.

The framework helps BPL use community input to improve services, make informed decisions, identify trends, and understand different needs and experiences.

Guiding Principles

Accessible and Inclusive: BPL uses a mix of digital, print, phone, in-person, visual, and verbal options to gather input since no one method works for all people. Methods are designed to reduce barriers related to disability, language, literacy, technology, transportation, time, and cost. We make added efforts to reach people who may face barriers to using library services. We consider bias and recognize that no individual or group can represent an entire community.

Respectful and Secure: BPL treats community input with care and respect and takes privacy seriously. Staff listen without judgment and create opportunities for people to share input with dignity.

Coordinated and Consistent: Community input is recorded, categorized, directed, and assessed through shared processes. BPL coordinates engagement across departments to reduce duplication, avoid unnecessary requests, and limit survey fatigue.

Accountable and Sustainable: BPL is clear about what can and cannot be changed—engagement activities focus on information that BPL can reasonably consider or act on. BPL explains how input may be used and, where possible, closes the loop by sharing what was heard and what was done.

Objectives

BPL engages with the community to:

- understand community needs, experiences, priorities, and ideas;
- include a range of perspectives, especially from people who may face barriers to participating or using library services;
- include community input when planning for the future;
- identify obstacles, service gaps, emerging issues, and opportunities for improvement;
- monitor satisfaction with library services;
- make decisions using community input alongside service data, research, staff expertise, and other evidence;

Operating Structure

BPL's community engagement work includes passive and proactive methods to gather a variety of perspectives from a variety of people. We use consistent processes to record, direct, assess, and respond to community input.

Responsive Community Engagement

Responsive community engagement occurs when people choose to share input with BPL without being asked about a specific topic. Input may be received through online

forms, comment cards, email, phone calls, letters, delegations to the BPL Board, or in-person conversations.

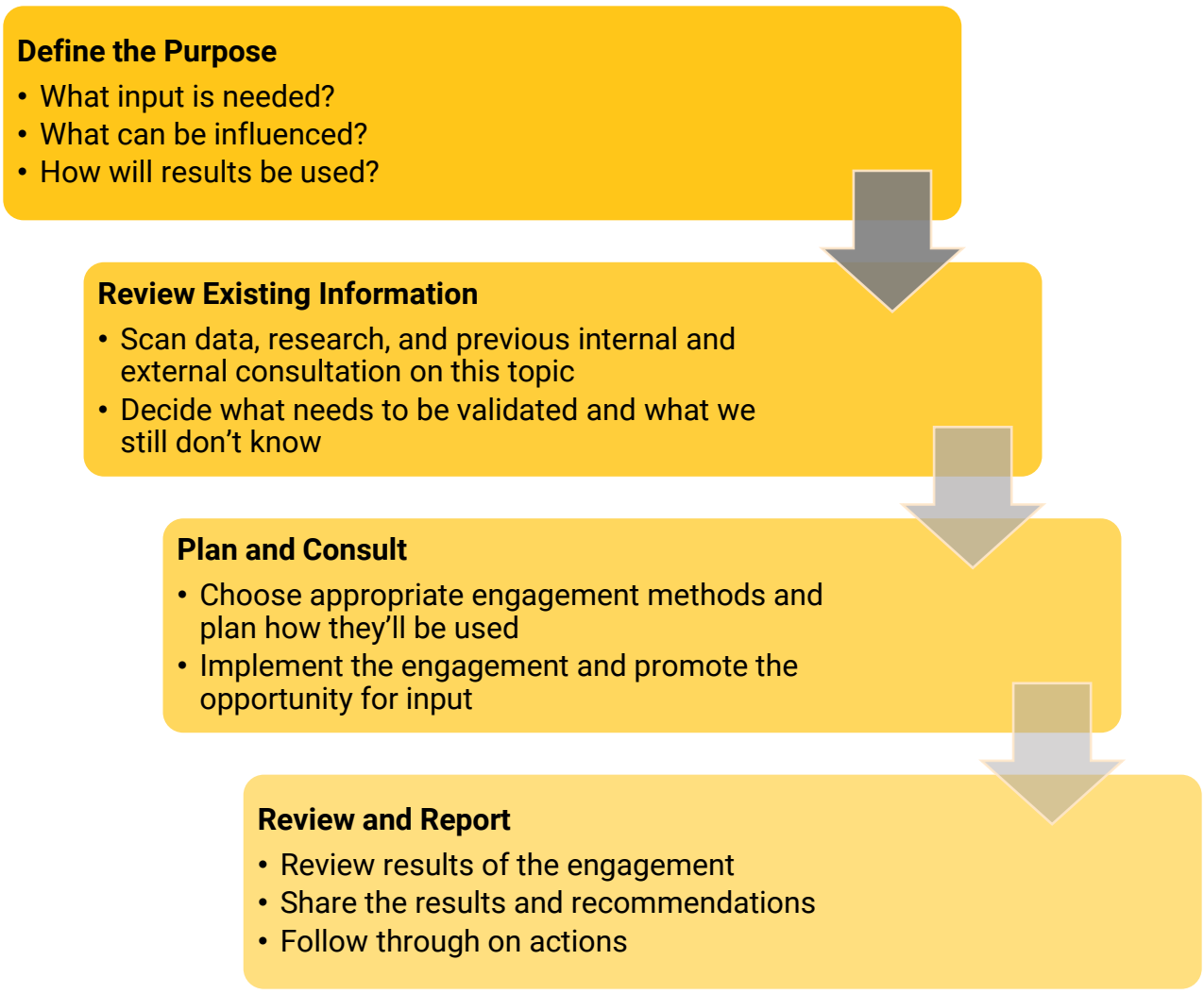
Input is documented and directed for review when it requires follow-up, identifies a barrier or broader issue, relates to a future decision, suggests an improvement, raises a concern about a service or experience, or may contribute to a recurring trend. It is organized by type/sentiment, service area, and branch (if applicable).

Proactive Community Engagement

Proactive community engagement occurs when BPL seeks input to inform a plan, service, project, or decision, or to gather perspectives from a specific group of people. Methods may include surveys, interviews, focus groups, advisory groups, community meetings, outreach visits, and engagement boards. Staff reserve proactive community engagement for topics where input has the potential to influence decision making.

Requirements

Staff follow four main phases for proactive engagement to ensure input is useful and can be acted on. Before seeking input, staff define the purpose, audience, scope, decision owner, timeline, and how the input will be used. They select appropriate and accessible consultation methods that fit the topic and make added efforts to include people who may face barriers to taking part. After reviewing the input, BPL shares what it heard and what action it took when appropriate.



Both proactive and responsive engagement meets these requirements:

- **Accessible participation:** Feedback can be provided in multiple formats, and engagement opportunities are designed to reduce barriers to participation.
- **Consistent documentation:** Input requiring follow-up, identifying a barrier or broader issue, suggesting an improvement, raising a service concern, informing a future decision, or contributing to a trend is recorded through the approved process. When unsure, staff document the comment and consult their manager.
- **Range of perspectives:** Community engagement is balanced and represents the perspectives of many, not simply the loudest voices. Input is considered alongside service data, research, staff expertise, operational requirements, and available resources.

- **Privacy and consent:** Staff collect only the personal information needed for the stated purpose, explain how it will be used, and protect it in accordance with BPL privacy requirements. Demographic data will only be gathered when it is relevant to the purpose of the engagement.
- **Timely direction and review:** Documented input is directed to the appropriate decision owner or department and reviewed within a reasonable timeframe based on urgency, impact, and available information.
- **Coordinated engagement:** Staff check for related or recent engagement before launching a new activity and coordinate across departments to reduce duplication and survey fatigue.
- **Closing the loop:** When contact information is provided or broad participation is invited, BPL explains what was heard, what was decided or changed, and what could not be acted on, when appropriate.
- **Monitoring and improvement:** Engagement records are categorized consistently so BPL can identify recurring themes, barriers, service gaps, and opportunities to improve its engagement practices.

BPL follows the City of Burlington Community Engagement Charter and Framework Rules of Engagement.

Roles & Responsibilities

The following roles are responsible for this framework and its application.

Library Board: review community input provided by staff; consider community input when making strategic decisions; represent community perspectives when discussing and making on strategic decisions.

Director, Communications & Engagement: oversee framework and its implementation to ensure responsive and proactive engagement efforts are coordinated across the system.

Performance Measures Analyst: safeguard and organize data gathered through community engagement; analyze community input and identify themes and trends.

Senior Leadership Team: approve and guide proactive engagement for key service areas; review and address themes in community input; respond to and act on community input requiring immediate attention.

Management Group: review and address community input that applies to their areas of responsibility; identify projects and key service areas requiring proactive engagement and support planning and implementation of proactive engagement; oversee staff support for community engagement with customers.

Manager, Outreach & Inclusion: oversee planning and implementation of outreach and proactive community engagement with equity deserving groups.

Manager, Marketing & Communication: oversee promotion and communication of responsive and proactive community engagement opportunities; lead public communication about what we hear and actions we're taking.

Information & Technology Department: oversee digital tools required for input gathering, storage, and organization.

Branch Staff: engage directly with customers; facilitate responsive community engagement, offering customers options to provide input and receive follow up; assist with documenting input; promote proactive engagement opportunities in branches.

Applications

This framework applies to responsive and proactive community engagement opportunities available in library branches, in the community, and online. Many proactive community engagement initiatives involve multiple methods.

Community-based engagement: outreach visits, focus groups, community meetings, advisory tables, partner-led community forums, BPL Board meetings

In-branch engagement: in-person and phone feedback, comment cards, engagement boards, paper surveys

Online engagement: digital surveys, digital comment cards, email

Oversight

Reporting back to people that participate in community engagement is a core part of this framework. Staff report back on proactive community engagement by summarizing the input received and identifying how the input will be addressed through decisions or actions. When engagement is targeted at a specific group, this reporting will go directly to the group that provided input. Results of broad proactive engagement, such as BPL's Customer Satisfaction Survey, is reported to the BPL Board and posted publicly.

Residents are invited to provide their name and contact information when providing comments and may request to be contacted by a manager. All formal comments are filed for reference, and managers note any follow up in these records.

This framework is reviewed every two years.

Document Information	Details
Approved by	
Date	TBC – November 26, 2026
Amended Dates	
Associated Documents	Related Policies: • Equity, Diversity, Inclusion, and Access Policy • Collaboration & Partnership Policy • Employee Conduct Policy • Corporate Accountability Policy • Library Service Policies Other Documents: • BPL Service Model • Outreach Framework • EDI Framework

8. Decision Items: 8.8 Board Policy Report

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THAT the Burlington Public Library Board approve the Employee Conduct Policy effective December 30, 2026, as presented.

THAT the Burlington Public Library Board approve the Collaboration & Partnership Policy effective December 30, 2026, as presented.

THAT the Burlington Public Library Board approve the Equity, Diversity, Inclusion & Access Policy effective December 30, 2026, as presented.

THAT the Burlington Public Library Board rescind the following policies effective December 30, 2026:

- Employee Code of Conduct
- Accessibility Policy
- Equity, Diversity & Inclusion Policy
- Gifts & Hospitality Policy
- Intellectual Freedom Policy
- The Rights of Children and Teens

Purpose

To seek the Board’s approval of the new Employee Conduct Policy, Collaboration & Partnership Policy and the Equity, Diversity, Inclusion & Access Policy in alignment with the Policy and Documentation Framework.

Background

As part of the 2026 workplan, staff recommended that the Library Board conduct a comprehensive review of its policies in this final year of the Board's term. While individual policies have been regularly updated to reflect the library’s values, mission, legal accountabilities and best practices, the review aims to ensure the overall policy framework aligns with the Board’s objectives and is accessible to both staff and the community.

In support of the comprehensive Board Policy review, the Board has endorsed the following outcomes:

- Ensure that Board policies are consistent with the guiding principles of the BPL’s Policy & Document Framework.
- Employ clear and accessible language in all service-related policies.
- Minimize the use of jargon to enhance trust between the library and the community.
- Confirm alignment of policy language with the BPL’s commitment to equity, diversity, and inclusion.

Partnerships were previously governed under BPL’s Programming & Partnership Policy. During a policy review, staff identified a need for a partnership and collaboration policy that extended beyond programming to apply the same governance rules across services and branches. BPL works with external organizations across its services, from co-delivering programs and connecting customers with community supports to sharing spaces, resources and co-developing services.

Board Policy Structure

The Board Policy structure now has two categories: Library Services and Governance & Oversight. Some existing policy content will be reorganized to align with this structure. Policies addressing the library’s legal and fiduciary responsibilities may require more

formal language. Policies are being drafted according to the structure and timeline below.

Library Services Policies

One policy for each of the BPL's core service streams.

New Policy Name	Existing policies included:
Library Collections & Resources Policy	• Collections Development Policy • Borrowing Policy • Local History Policy • Ai Policy (currently Operational)
Digital Services & Technology Policy	• Technology Use Policy
Programming Policy	• Programming Policy
Spaces Policy	• Customer Experience Standard • Room Rental Policy • Safety of Children Policy • Public Display of Art
Staff Expertise Policy	• Customer Experience Standard • Protection of Privacy Policy • Ai Policy (currently Operational) • Intellectual Freedom

Governance & Oversight Policies

Enable the Board to fulfill its legal, fiduciary, and accountability responsibilities.

New Policy Name	Existing policies included:
Employee Conduct Policy	• Employee Code of Conduct • Protection of Customer Privacy • Gifts & Hospitality
Corporate Accountability Policy	• Development & Review of Policy • Risk Management Policy • Records Management Policy • Protection of Customer Privacy • Security Camera Policy

	• Ai Policy (Currently operational)
Finance Policy	• Finance Policy • Donations & Fundraising • Human Resources Policy (Compensation)
Workplace Well-being and Safety Policy	• Health & Safety Policy • Respectful Workplace Policy • Human Resources Policy • Right to disconnect (Currently operational) • Mental Health Policy (Currently operational) • Whistleblower Policy
Board By-law	• Board By-law • CEO Accountability
Equity, Diversity, Inclusion, and Access	• Accessibility Policy • EDI Policy • Rights of Children & Teens • Intellectual Freedom Policy
Collaboration and Partnership	• Sponsorship Policy • Community Bulletin Board Policy • Public Art Policy • Facility Naming Policy

Timeline

Month	Policies to be reviewed:
September	• Board Bylaw (review) • Library Collections and Resources • Corporate Accountability
October	• Board Bylaw (approval) • Library Spaces • Staff Expertise

November	• Collaboration and Partnerships (moved from September) • Equity, Diversity, Inclusion and Access (moved from October) • Employee Conduct (moved from October)
January	• Finance • Programming • Digital Services and Technology (moved from November) • Workplace Well-being & Safety (moved from November)

Discussion

There are the three policies for review under the new structure for this meeting. In drafting them, staff identified significant opportunities to consolidate content and improve clarity:

Employee Conduct Policy

The draft Employee Conduct Policy is included as Appendix A. The following existing policies have been reviewed and consolidated into this new policy:

- Employee Code of Conduct
- Protection of Privacy Policy (rescinded)
- Gifts & Hospitality Policy

Collaboration and Partnership Policy

The draft Collaboration and Partnerships Policy is included as Appendix B. The following existing policies have been reviewed and elements were consolidated into this new policy:

- Donation, Sponsorship and Fundraising Policy
- Community Bulletin Board Policy (rescinded)
- Public Art Policy (rescinded)
- Naming Policy

It also includes general partnership direction that was removed from the Programming & Partnership Policy (now Programming Policy) during its last revision. The Library

Spaces Policy, Programming Policy, and Collections & Resources Policy each separately addresses specific standards that apply to collaboration and partnership in those services.

This policy applies BPL's Policy & Documentation Framework to consolidate related rules for external relationships into one policy across service areas, overseen by the BPL Board. This policy connects to associated operational documents (Collaboration Framework, Sponsorship Framework, Borrowing Terms & Conditions etc.) that direct how staff apply the policy in practice.

The policy distinguishes collaborations, formal partnerships, sponsorships, and community access. It establishes the expectation that collaborations must benefit library customers and the Burlington community and preserves BPL's authority over final decisions related to library services and operations.
The Board retains authority over naming or renaming Library facilities, rooms, spaces and physical features, and must approve any sponsorship exceeding $100,000.

Equity, Diversity, Inclusion and Access Policy

The draft Equity, Diversity, Inclusion and Access Policy included as Appendix C. The following existing policies have been reviewed, and elements were consolidated into this new policy:

- Accessibility Policy
- Equity, Diversity & Inclusion Policy
- Rights of Children & Teens in the Public Library Policy
- Intellectual Freedom Policy

The consolidated policy retains system-wide standards for universal design, accessibility and accommodation, inclusive communication, and intellectual freedom. Practical implementation of this policy is guided by operational frameworks, created prior to this policy update including the Accessibility Framework and Equity, Diversity, & Inclusion Framework.

Financial Considerations

With regard to the Collaboration and Partnership Policy, this decision does not authorize new spending or approve any individual sponsorship or partnership. Anchoring this policy in community and customer benefit is intended to address the in-kind and

opportunity costs associated with collaborations and partnerships, requiring those to be weighed against the potential value the collaboration will deliver to Burlington residents.

Strategic Implications

Clear policy aligns with BPL's value of inclusion and clarifies our commitment to providing library services to everyone in the community regardless of their ability.

BPL's 2026-2027 Strategic Plan includes goals related to outreach and engagement with equity deserving groups. To reach our goal of increasing library use we must be clear and consistent in policies to ensure they demonstrate our commitment to inclusive service.

The policy also supports BPL's 2026–2027 Strategic Plan objective for stronger resource-sharing collaborations with support service organizations to expand their scope and reach. Written agreements give staff a consistent way to define responsibilities and document these collaborations.

Finally, the policy review is intended to support and advance *Strategic Priority 3: Nurture a workforce culture driven by our organizational values goal 3.1 Staff are equipped with the tools and skills to reinforce BPL values in interactions with customers, collaborators, and colleagues.*

Equity, Diversity & Inclusion Considerations

This process will ensure that the Library Board's policies prioritize and affirm dignity, equity, diversity and inclusion both in their structure and content. The use of plain language principles in library policies intentionally creates readability and accessibility for library staff and customers.

The Collaboration and Partnerships policy prioritizes relationships that extend BPL's reach, reduce barriers or improve service for underserved communities. No-cost community access can reduce financial barriers for eligible organizations. When demand exceeds capacity, BPL must allocate opportunities fairly and transparently, considering community benefit, service priorities, operational capacity and equitable access.

Sustainability Considerations

Collaborations should achieve more for the community than either party could achieve alone. Initiatives must fit BPL's capacity and service model, and ongoing evaluation helps determine whether they should continue, change or end.

Risk Management

By providing clear expectations for everyone covered under Board policy, we reduce the risk of failing to consistently provide an inclusive library experience.

Under the Collaboration and Partnership policy, external relationship agreements must address legal, financial, privacy, safety, security, insurance and reputational risks and specify who owns assets purchased or created together; contributed physical or intellectual property stays with the party that provided it. If BPL's liability insurance does not cover a collaborator's representatives, alternate coverage must be in place before activities proceed. The policy also requires BPL to protect customer information in line with applicable privacy requirements and customer consent.

Related Policy

- Board Bylaw

Report Author(s)

Respectfully Lita Barrie, CEO and Elise Copps, Director, Communications & Engagement

- Date: November 26, 2026
- Amended Dates:
- Associated Documents:

Equity, Diversity, Inclusion and Access Policy

Governance & Oversight

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Purpose

Burlington Public Library (BPL) works to make library services welcoming, fair, accessible, and inclusive. This policy sets the Board's direction for removing barriers, respecting human dignity, reflecting the community we serve, and supporting equitable access to library collections, programs, services, spaces, technology, and information.

This policy affirms that equity and access work together with intellectual freedom. People may explore ideas, make their own choices, and use library services without others restricting those choices, within the limits of the law.

Scope

This policy applies across BPL. It guides the Library Board, employees, volunteers, contractors, library services, collections, communications, partnerships, planning, and

decision-making. It applies to in-person, phone, and online services. It is approved by the Board and upheld by the Chief Executive Officer (CEO).

Definitions

Access: designing library services and environments so people can take part as fully and independently as possible. When a barrier remains, we work with the person to find a reasonable accommodation or alternative.

Barrier: something in a policy, practice, communication, technology, attitude, or physical environment that prevents or limits a person's full participation.

Diversity: the different identities, backgrounds, experiences, perspectives, and characteristics people bring to our community.

Equity: fair access to resources and opportunities based on people's different needs and circumstances. Equity may require removing barriers or providing different supports so people can participate.

Inclusion: creating conditions where people are welcomed, respected, valued, and able to participate.

Intellectual freedom: the freedom to seek, receive, explore, and express information and ideas, while respecting privacy, choice, human rights, and the limits set by law.

Universal Design: universal design is a proactive approach to planning and design that aims to make services, environments, communications, technologies, and experiences accessible, understandable, and usable by the broadest range of people possible from the beginning.

Statement of Policy

BPL respects the dignity and rights of every person. We aim to identify, prevent, and remove barriers that may limit access or participation. We make equity, diversity, inclusion, and access part of how we plan and provide services, make decisions, and use resources.

We recognize that people may hold different and sometimes conflicting views. BPL supports respectful dialogue, access to a broad range of ideas, and each person's right to make their own choices. Providing access to an idea or viewpoint does not mean that BPL endorses it.

BPL applies this policy in keeping with applicable law, including the Accessibility for Ontarians with Disabilities Act, 2005, and its regulations, the Ontario Human Rights Code, the Canadian Charter of Rights and Freedoms, and other federal, provincial, and municipal requirements that apply to library services.

Policy Details

BPL's Equity, Diversity, Inclusion Framework and Accessibility Framework guide how we put this policy into practice using a cycle of continuous reflection, action, and engagement with equity-deserving groups. Under these frameworks we will:

- identify and address barriers and systemic inequities in library policies, practices, programs, service, collections, technology, and spaces.
- consider equity, diversity, inclusion, and access when planning, setting priorities, making decisions, and allocating resources.
- use inclusive and accessible universal design when creating or changing services and provide reasonable accommodation or alternatives when needed.
- apply accessibility standards and equitable approaches to procurement, facility design and renewal, technology, and service development.

Accessible Service and Communication

BPL provides people with disabilities equitable access to library programs, resources, and services. We make accessibility part of planning and service delivery and follow accessibility requirements.

- You may use assistive devices and other supports when using library services.
- Service animals and support persons are welcome in keeping with applicable law and BPL requirements. When an admission fee applies to an event, a support person may attend at no charge.
- When a service is disrupted, we will share information about the disruption and available alternatives in multiple locations and formats.
- BPL maintains a Multi-Year Accessibility Plan and reports progress to the Board.
- Feedback is welcomed and opportunities for input will be available in person, by phone, and online. We will adapt feedback opportunities when needed so people of all abilities and identities can participate.

Human Rights and Intellectual Freedom

BPL supports the free exchange of information and ideas. Our collections, programs, services, displays, technology, and spaces may include different and sometimes challenging points of view. We will:

- provide access to multiple viewpoints in our collection and other services. Providing an offering does not mean endorsement by BPL.
- respect each person's privacy and right to decline material, a program, or a service for their own use. One person or group may not influence or restrict another person's lawful access based only on disagreement with the content or viewpoint.
- apply human rights, freedom of expression, and other legal requirements when making decisions.
- Requests to reconsider or restrict library materials, programs, displays, or related content are handled through BPL's reconsideration process, which is available to BPL cardholders. The CEO makes the final decision on a formal challenge, and the Library Board receives an annual report on challenges.

Children and Teens

Children and teens have the same right to respectful service, intellectual freedom, and equitable access as other library users. BPL also recognizes their developmental needs. We will:

- Provide collections, programs, services, and spaces that respond to the needs and interests of children and teens
- Support privacy, choice, learning, literacy, and safe participation in library services
- Provide welcoming, respectful, and non-judgmental service.
- Consider the needs of children and teens when developing library policies and services.
- Advocate for strong library services for children and teens and work with community partners where appropriate.

Workplace and Partnerships

BPL aims to create a respectful and inclusive workplace and to work with others in ways that support dignity, equity, diversity, inclusion, and access. We will:

- use recruitment and employment practices that nurture and support a talented and diverse workforce, providing a barrier-free environment for all employees and job applicants, maintaining formal processes for Individual Accommodation Plans, and providing accessible workplace communications and emergency response supports.
- build staff knowledge and skills through learning and training to support accessible, equitable, respectful, and inclusive service.
- work with partners and community members to better understand needs and improve services for equity-deserving groups.
- hold collaborators and partners to our accessibility and inclusion standards and, provide resources for them to meet these standards.

Document Information	Details
Approved by	Library Board (TBC)
Date	November 26, 2026 (TBC)
Amended Dates	
Associated Documents	Related Policies: • Library Services Policies (all) • Workplace Well-being & Safety Policy • Board By-law Policy • Collaboration & Partnership Policy Other Documents: • Equity, Diversity, & Inclusion Framework • Accessibility Framework • Collaboration Framework • Outreach Framework

	• Integrated Community Engagement Framework (to be approved by Board) • Collection Development Guidelines • Customer Experience Standards

Employee Conduct Policy

Accountability and ethical judgement

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Purpose

This policy defines the conduct and accountabilities every Burlington Public Library (BPL) employee must uphold. It sets expectations for ethical decisions, professional behaviour, and responsible use of library assets to support the public's trust in BPL.

Employees are required to exercise good judgement and adhere to all BPL values, standards, procedures, and policies.

Scope

This policy applies to all BPL employees, members of the BPL Board, volunteers, students, contractors and service providers acting on behalf of BPL.

Definitions

Artificial intelligence (AI): A digital system or tool that performs tasks commonly associated with human intelligence, such as generating, analyzing, predicting, recommending, or organizing content or information.

Benefit**:** A gift, hospitality, discount, fee, honorarium, admission, service, or other advantage offered because of an employee's BPL position or duties.

Conflict of interest: A situation where an employee's personal, family, financial, or other private interest could influence, or reasonably appear to influence, the impartial performance of their BPL duties.

Confidential information: Information that is not publicly available and that an employee receives or accesses through their work, including personal information about customers and employees and confidential business information.

Personal information: Recorded information about an identifiable person, such as a name, address, telephone number, email address, date of birth, account activity, or correspondence.

Statement of Policy

Uphold BPL's values and mission in everything you do. You are expected to carry out your responsibilities in a manner that demonstrates a high standard of professionalism consistent with BPL's values.

Always act lawfully, honestly, and in BPL's best interests. Use sound judgement, even where no obvious rule applies, and protect customers, colleagues, BPL, and the public. Apply BPL policies and procedures fairly and impartially. These expectations apply whether you are working in person, online, or remotely, and whenever you are representing BPL or when your actions could reasonably be associated with the library.

Respect the trust that the community places in BPL. The reputation of BPL depends on the commitment of every employee to act in the best interests of the customer and the

library. Work competently, reliably, and professionally. Follow lawful direction and BPL policies and procedures, protect confidential information and public resources, and never use your position for personal gain. If you are unsure what is expected, or a situation is beyond your authority or expertise, ask your manager, or Human Resources.

Help keep the library a welcoming place that respects the rights and dignity of everyone. Treat customers, colleagues, volunteers, partners, and community members with respect and fairness, and promote equity, accessibility, and inclusion in your work and services. Never discriminate against, harass, threaten, or retaliate against any individual.

Take responsibility for your actions, decisions, use of BPL resources, and the services you provide. Fix errors promptly and raise concerns early, so they can be resolved before they become bigger risks. Report workplace incidents, violence, harassment, suspected wrongdoing, and privacy or security concerns immediately, along with anything else the law or BPL policy requires you to report.

Cooperate honestly with authorized reviews, investigations, audits, and corrective actions, and never hide, destroy, alter, or withhold relevant information. Do not retaliate against, threaten, or disadvantage any individual who raises a concern, makes a complaint, takes part in a review, or acts as a witness, and do not encourage others to do so.

Policy Details

Privacy, Confidentiality and Information

Access confidential or personal information only when your assigned BPL duties require it. Collect, use, share, store, keep, and dispose of personal information only for an authorized purpose and in line with the law, BPL policy, and approved procedures.

Do not discuss or disclose confidential information to a colleague or an outside person unless authorized work requires it, you have consent, or the law permits or requires disclosure. Protect customer questions, borrowing and transaction activity, library service use, online activity, correspondence, and other records of library use.

Use reasonable safeguards, and immediately report any suspected loss, unauthorized access, disclosure, alteration, or misuse of personal or confidential information.

Respect people’s right to access their own personal information and to make choices about consent, subject to law and BPL policy. Refer formal requests for information and uncertain disclosures to the authorized BPL contact.

The Chief Executive Officer (CEO) is BPL's designated Privacy Officer and is responsible for BPL's compliance with the Municipal Freedom of Information and Protection of Privacy Act, R.S.O 1990 (MFIPPA) and Canada Anti-Spam Legislation (CASL).

Responsible Use of Property, Systems and Resources

Use BPL property, systems, funds, accounts, time, and information only for authorized library purposes. Protect them and your access credentials from loss, damage, misuse, and theft, and return them when required.

Limited personal use is allowed only if BPL policy or approval permits it, and only if it does not interfere with your work, add unreasonable cost or risk, or create a conflict of interest. Never use BPL resources for an outside business, a private interest, or unlawful activity, or to suggest BPL endorses a personal position.

Use AI only for authorized BPL purposes that support BPL's mission, values, and policies. Do not enter confidential, personal, sensitive, copyrighted, or restricted information into an AI tool unless BPL has approved both the tool and the use. Review and fact-check AI-assisted work before you use or share it, and stay accountable for its accuracy, fairness, and appropriateness. Watch for biased or harmful results, never use AI for decisions that unlawfully discriminate or bypass required human judgement. Disclose AI use when BPL guidance requires it or when silence would mislead.

Follow copyright law and BPL requirements when you create, adapt, or publish content, and respect the work of creators.

Conflict of Interest and Personal Gain

Avoid real, potential, and perceived conflicts between your personal interests and your BPL duties. Promptly tell your immediate manager about any actual or possible conflict, including a direct or indirect personal or family financial interest in a current or proposed BPL contract or decision. While a conflict exists, stay out of the decision and do not try to influence it unless the appropriate BPL authority has reviewed the matter and directed otherwise. Never use your BPL position, relationships, information, authority, opportunities, or resources to gain an improper benefit for yourself, a family member, a friend, a business, or anyone else.

If a family relationship exists or develops that could place you and a family member in a direct supervisory or subordinate relationship, tell your manager and Human Resources. Family members may not work in that kind of relationship.

Media Inquiries and Public Representation

Direct media inquiries to the Manager of Marketing & Communications unless instructed otherwise. The CEO is BPL's primary media spokesperson. Do not speak to the media on BPL's behalf unless the Manager of Marketing & Communications, the CEO, or their designate authorizes you.

Clearly separate your personal views from BPL's positions. Do not use BPL's name, logo, title, information, or other identifiers in a way that implies unauthorized endorsement or representation. Protect confidential information and follow this policy on social media, professional networks, public forums, and other communication channels.

Gifts, Hospitality, and Speaking Engagements

Do not solicit or accept a benefit from a person or business that has or seeks a contract with BPL. Exceptions may apply when the benefit is available to members of the public or to all BPL employees.

You may accept a benefit without approval if it is worth $25 or less, occurs infrequently, arises in a business, community, or fundraising setting, and is not meant to win a favour or advantage. Tell the CEO about any benefit worth $26 to $100. Do not accept a benefit worth more than $100 unless the CEO approves the exception in advance, in line with BPL requirements. The CEO will document and disclose the receipt of these Benefits to the Chair and Vice Chair of the Library Board.

Get advance approval from the CEO or designate before you take part in hospitality events that are more frequent or higher in value because it is required as part of your BPL responsibilities. Do not charge or knowingly accept a speaking fee for an engagement you receive because of your BPL position and submit any work-related honorarium to BPL through the CEO. Free admission to a professional development event does not violate this policy.

Interpretation, Compliance and Consequences

Employees must follow this policy as a condition of employment and complete any required acknowledgement, disclosure, or training.

- BPL will review concerns fairly and in line with applicable law, employment terms, and BPL policies and procedures.
- Anyone who fails to meet these obligations may face corrective or disciplinary action, up to and including termination of employment, and legal action where appropriate.

- Where this policy conflicts with federal or provincial law, the law prevails to the extent of the conflict, and the rest of the policy stays in effect.
- Raise questions about interpretation, possible conflicts, or non-compliance with a supervisor, manager, Human Resources, the CEO, or an authorized delegate.
- Refer concerns about the CEO's conduct to the Chair of the Burlington Public Library Board

Document Information	Details
Approved by	
Date	
Amended Dates	
Associated Documents	Related Policies: • Corporate Accountability Policy Other Documents: •

Collaboration & Partnership Policy

Governance & Oversight

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Purpose

This policy directs whether and how Burlington Public Library develops and manages external relationships to effectively use library resources in service of the community.

Scope

This policy applies to BPL's external collaborations, partnerships, and sponsorships directly related to providing library services, along with community access arrangements. This includes relationships connected to collections and resources, digital services and technology, programs and events, library spaces, outreach, information and referral, customer support, and other services that help customers access library and community resources. Related frameworks, procedures, agreements, and terms of use set out the intake, assessment, approval, documentation, agreement, and review requirements for specific types of collaborations and partnerships.

This policy does not apply to operational vendor contracts, such as agreements for supplies, maintenance, software, equipment, or professional services, unless the vendor is directly involved in a customer-facing library service.

Definitions

Collaboration: external relationship where BPL and another party work together under a defined scope and duration, coordinating and sharing resources to plan, deliver, extend, promote, fund, provide access to, or evaluate a community-facing service.

Collaboration Agreement: A written agreement outlining terms and commitments between BPL and another party, that is not legally binding.

Community Access: an arrangement where BPL provides an eligible community organization or initiative with limited, no-cost access to designated Library resources, spaces, or communication opportunities to support activities that provide identifiable benefit to the Burlington community and align with BPL's mandate and priorities.

Partnership: formal, sustained relationship where organizations share or exchange resources to provide a service or achieve strategic outcomes. Partnerships include at least one of these elements: shared assets; the exchange of funds for shared services; jointly funded or delivered services; or BPL providing a service on behalf of another entity, or another entity providing a service on behalf of BPL.

Partnership Agreement: a legal contract outlining the terms of a strategic partnership between BPL and another party.

Sponsorship: A mutually beneficial exchange in which an external party provides BPL with financial or in-kind goods or services in return for agreed recognition, acknowledgement, or other consideration.

Statement of Policy

Burlington Public Library engages in external relationships—including partnership, collaboration, and sponsorship—to benefit library customers and the Burlington community. Effective partnerships support our values and strategic priorities and ensure we use our resources to maximize positive impact for the people we serve.

Policy Details

The spectrum of collaboration at BPL spans from informal exchange of resources to deeply integrated shared services. The scope, responsibilities, and timeframe of any external relationship must be agreed upon by both parties. Service collaborations, partnerships, and sponsorships require written documentation of these terms.

BPL may modify, suspend, or end an external relationship when it no longer provides the intended community or Library benefit, no longer aligns with BPL's values or strategic priorities, presents unacceptable risk, or otherwise no longer meets the requirements of this policy.

Independence and Integrity

BPL retains responsibility and final decision-making authority for its services, collections, spaces, resources, communications, and operations. BPL considers the values, activities, reputation, and integrity of external parties where the nature of the relationship creates a significant public association with the library.

- Third parties follow BPL policy and values under the scope of their agreement with the library
- External relationships must primarily advance a Library or community benefit
- External relationships must not provide inappropriate or disproportionate commercial promotion, private benefit, preferential access
- Collaboration does not equal BPL endorsement of a third party's broader activities
- Physical or intellectual property contributed to a collaboration or partnership remains the property of the organization that originally provided it
- Collaboration and Partnership agreements must outline ownership (shared or sole) of any assets purchased or created through the collaboration

Recognition and Private Benefit

Recognition provided in connection with sponsorships or other contributions (financial or in-kind) must be appropriate and proportionate to the contribution and defined in the applicable agreement.

- Sponsorship requires a formal agreement with a clear start and end term, responsibilities and anticipated benefits for both parties
- BPL Board retains authority to approve the naming or renaming of Library facilities, rooms, spaces, and physical features
- BPL Board must approve any sponsorship that exceeds $100,000

Local Benefit and Equitable Access

Collaborations must provide identifiable benefit to the Burlington community, respond to community needs, and support equitable access to Library services and resources.

- BPL prioritizes opportunities that extend its reach, reduce barriers, or improve service to communities that are underserved
- External relationships should not duplicate existing BPL offerings and cannot interfere with access to an existing BPL offering

Community Access

BPL provides Community Access opportunities to eligible community organizations for activities and initiatives that provide identifiable benefit to the Burlington Community.

- May include no-cost meeting or activity space, community information boards, or display space
- Does not, on its own, constitute a collaboration or commit to ongoing or exclusive access
- Intended to support community-serving, civic, educational, cultural, charitable, or other non-commercial activities aligned with BPL's mandate and priorities
- When demand exceeds available resources, BPL distributes opportunities fairly and transparently based on community benefit, service priorities, operational capacity, and equitable access

Sustainability

BPL will pursue collaborations where combining expertise, resources, reach, or capacity creates greater community benefit than the parties could achieve independently.

- Services and initiatives offered through collaboration must be sustainable within BPL's organizational capacity and service model
- External relationships must contribute to strategic priorities
- BPL and collaborators are committed to ongoing evaluation and continuous improvement

Accountability

Collaborators and BPL share accountability to limit risk and protect the safety and security of staff, volunteers, and participants under their respective policies and procedures.

- External relationship agreements must appropriately address legal, financial, privacy, safety, security, insurance, and reputational risks
- When BPL's liability insurance does not cover representatives of a collaborating organization, alternate coverage must be secured before activities proceed
- BPL protects customer information and ensures that information shared through an external relationship is collected, used, and disclosed in accordance with applicable privacy requirements and customer consent.

Document Information	Details
Approved by	**BPL Board**
Date	TBC
Amended Dates	
Associated Documents	Related Policies: • Equity, Diversity, Inclusion & Access Policy • Corporate Accountability Policy • Finance Policy • Library Services Policies (all) Other Documents: • Sponsorship Framework • Collaboration Framework