

BURNABY PUBLIC LIBRARY BOARD

AGENDA

Regular Meeting

DATE: 2019 May 16 (Thursday)

PLACE: Program Room
McGill Branch
4595 Albert Street

TIME: 19:00h (7:00pm)

Our dream is:

A welcoming community where all people can explore, learn and connect.

To realize our dream:

We empower the community to engage with and share stories, ideas and information.

We are gathered on the traditional and unceded territories
of the Musqueam, Squamish and Tsleil-Waututh nations.

PAGE NO.

1. **Motion** to receive agenda

2. **Minutes**

Motion to adopt the minutes of the regular meeting held 2019
April 18 as circulated

ENCLOSED

3. **Correspondence**

i) from Lorraine Shore, Board Chair, to Claire Preston, dated 2019
May 5

1-2

4. **Reports**

- i) **Board Chair** (verbal)
- ii) **Council Liaison** (verbal)
- iii) **InterLINK Representative** (verbal)

5. **Items Requiring a Decision**

i) **Performance Indicators**

3-22

Purpose: For the Board to consider discontinuing the annual
performance indicators.

ii) Library Board Meeting Time

Purpose: For the Board to determine whether to change the start time of Library Board meetings, beginning in 2020.

6. Items for Information

i) Marketing and Communications Plan

Purpose: To provide the Library Board with a summary of the Marketing and Communications Plan.

ii) Library Board Self-Evaluation Result

Purpose: To provide the Library Board with a summary of the self-evaluation results.

iii) Annual Report

Purpose: To provide the Board with information on the Library's 2018 Annual Report.

7. Report of the Chief Librarian

i) Newspaper Clippings

Purpose: To provide the Library Board with information regarding media articles published in the past month that referenced the library.

8. Other Business

9. Next Library Board Meeting – 2019 June 20 at 7:00pm in the Willow Room at the Cameron Recreation Complex, 9523 Cameron Street.

10. Adjournment

Motion to adjourn the regular meeting

May 5, 2019

Dear Claire,

Many thanks for taking the time to appear as a delegation to the Burnaby Public Library Board. Trustees were interested to learn about your ideas for using library space for co-working facilities.

Burnaby Public Library branches serve a diverse range of community needs, including those of entrepreneurs and small business owners. We provide books and materials, electronic databases, expert librarian help, tours of our resources, and services like scanning and photocopying. At our Bob Prittie Metrotown branch, we also provide free meeting room space to patrons – there are three rooms that patrons can book.

Given the multiple demands on our space, we have no plans to establish a dedicated separate co-working area either in our existing branches or in plans for the new Cameron branch, which we will begin planning this year. We are, however, interested in considering new ways of serving entrepreneurs as we design the new Cameron branch, in particular around meeting room space and technology support.

Sincerely,



Lorraine Shore
Chair, Burnaby Public Library Board



TO: CHAIR AND TRUSTEES
BURNABY PUBLIC LIBRARY BOARD

FROM: ASSISTANT DIRECTOR, PUBLIC SERVICE
BURNABY PUBLIC LIBRARY

DATE: 2019 MAY 16

SUBJECT: PERFORMANCE INDICATORS

RECOMMENDATION:

THAT staff discontinue the annual Performance Indicators Report.

REPORT

Library staff submit a Performance Indicators Report to the Board in May each year that provides statistical data from the previous year and compares some data points with information from earlier years. The main audiences for this report are Board and staff, and the report is also posted on the BPL website for the information of community members.

The Performance Indicators report is a lengthy document that includes the following:

- Financial Statistics, including operating expenditures, operating revenue, capital expenditures, statements of reserve and endowment funds
- Statistical trends, including staff and collections resources, costs, and library usage
- Items loaned by collection type
- Programming and outreach activities
- Items loaned and borrowed through InterLINK

Many of the above, including financial statistics, circulation statistics, and programming and outreach activities, are reported to the Board via Quarterly Reports, the Annual Statistical Snapshot, and the annual Statement of Financial Information.

Consultation with Exempt Staff revealed that they rarely use the Performance Indicators document and questioned the need to continue preparing the report given the amount of staff time and resources devoted to the task.

Many of the statistics included in the Performance Indicators report would continue to be collected and would be available to use for analysis of specific data-related question, if needed.

Staff will add a link to the annual provincial library statistics to the BPL web page for transparency and for the interest of community members.

The 2017 Performance Indicators report is attached for the Board's information.

A handwritten signature in cursive script that reads "Heidi Schiller". The ink is dark and the signature is fluid.

HEIDI SCHILLER
ASSISTANT DIRECTOR, PUBLIC SERVICE
BURNABY PUBLIC LIBRARY

BURNABY PUBLIC LIBRARY

2017

PERFORMANCE INDICATORS

BURNABY PUBLIC LIBRARY PERFORMANCE INDICATORS

The Library is ultimately accountable to the community it serves. While not diminishing the importance of value judgements in assessing services, the following indicators may be helpful in providing more quantifiable measures of library performance.

This version does not contain the comparisons with other InterLINK libraries. These comparisons will be available as a separate report when the provincial public library statistics are published.

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THE BURNABY PUBLIC LIBRARY BOARD

2017

Lorraine Shore

Katy Alkins-Jang

Ada Poon

Chris Dong

Kathryn Sainty

Matt Foley

Jeffrey Yu

Sheila Pierce

Chair

Vice Chair

Councillor Pietro Calendino

City Council Representative

Chief Librarian (Beth Davies)

Secretary to the Board

OVERVIEW

	2017	2016
¹ POPULATION SERVED	234,433	234,110
RESIDENT USERS [<i>active within one year</i>]	58,580	57,431
USER VISITS	1,793,446	1,805,392
VIRTUAL VISITS	2,572,380	2,834,124
² CATALOGUED ITEMS OWNED	738,620	733,634
³ ITEMS LOANED	3,081,721	3,117,999
ELECTRONIC MATERIALS USED	303,372	374,623
ITEMS USED OR LOANED PER CAPITA - ALL MATERIALS	14.44	14.92
USER ENQUIRIES	202,614	207,070
EMPLOYEES	246	246
STAFF (FTEs)	140	139
⁴ OPERATING EXPENDITURE	\$14,018,256	\$13,295,395
OPERATING COST PER CAPITA	\$59.80	\$56.79
⁵ BOOKS & OTHER MATERIALS EXPENDITURE	\$1,632,318	\$1,621,537
VALUE OF ITEMS LOANED (Estimate from 'on loan' counts)	\$34,075,655	\$34,073,458
VALUE OF ITEMS LOANED PER CAPITA	\$145.35	\$145.54
PROVISION FROM GENERAL REVENUE (ACTUAL) PER CAPITA	\$53.08	\$50.21
LIBRARY OPERATING EXPENDITURE AS % OF CITY EXPENDITURE	3.00%	3.00%

¹ Population is based on the BC Statistics estimate from July 1, 2016

² Does not include uncatalogued items: paperbacks, magazines, other language books and paperbacks, pamphlets.
In 2016, e-books and e-audiobooks were added, as well as a number of other items, including loanable equipment.

³ Now includes e-book and audiobook checkouts

⁴ Actual expenditures

2017 STATISTICAL SUMMARY

Activity by branch

BRANCH	ITEMS OWNED	PHYSICAL ITEMS LOANED	USER ENQUIRIES	COMPUTER LOGINS¹	USER VISITS	STAFF F/T EQUIV	HOURS OPEN WEEKLY³	HOURS OPEN YEARLY
Metrotown	388,726	1,153,067	97,099	72,190	735,362	79.99	74	3,612
McGill	160,492	813,101	40,882	35,600	434,104	23.35	68	3,329
Tommy Douglas	90,293	560,440	38,983	60,311	378,819	19.95	68	3,329
Cameron	58,520	452,763	22,239	16,879	245,161	11.78	65	2,901
Home Library & Accessible Service	14,465	25,901	3,411			3.72	37.5	
Popup Libraries		5,198						
² BPL System departments						29.78		
TOTAL	712,496	3,010,470	202,614	184,980	1,793,446	169	312.5	13,171

¹ *Public computer logins by patrons*

² *Includes Administration, Technical Services, Children's and Teen Services , and Systems.
The Deputy Chief Librarian/ MT Branch Manager is listed under Metrotown.*

³ *Sunday hours extended by 1 hour in September 2017*

FINANCIAL STATISTICS

OPERATING EXPENDITURES

	2017	2016
Salaries and Benefits	\$ 10,089,809	\$ 9,608,227
Materials and Electronic Databases	\$ 265,044	\$ 162,279
Operations and Maintenance	\$ 2,980,041	\$ 2,931,169
Other	\$ 683,362	\$ 593,720
TOTAL	\$ 14,018,256	\$ 13,295,395

OPERATING REVENUE

	2017	2016
City Contribution	\$ 12,444,778	\$ 11,754,216
Library Fees and Fines	\$ 329,821	\$ 319,964
Provincial Grants	\$ 506,330	\$ 506,239
InterLINK	\$ 153,120	\$ 159,787
Stabilization/Operating Gaming/Prior Year Surplus	\$ 470,591	\$ 427,742
Other	\$ 113,616	\$ 127,447
TOTAL	\$ 14,018,256	\$ 13,295,395

***CAPITAL MATERIALS EXPENDITURES**

	2017	2016
Books	\$ 990,294	\$ 1,001,512
Periodicals	\$ 129,659	\$ 113,354
Paperbacks	\$ 160,957	\$ 166,907
CDs	\$ 76,053	\$ 94,009
Microforms	\$ 16,251	\$ 21,091
DVDs	\$ 152,373	\$ 202,654
ESL Materials	\$ 23,803	\$ 22,010
TOTAL	\$ 1,549,390	\$ 1,621,537

*Beginning in 2017, expenditures relating to downloadable books were reflected in the operating budget.

NOTE: Reporting out of financials has been altered from previous years to better reflect current approaches.

Statement of Reserve Fund

	Balance 2017 Jan 1	Depreciation	Interest Income	Expenditures	Balance 2017 Dec 31
Automation Replacement	6,478		772		7,250
Equipment Replacement	54,862		1,224		56,086
General Purpose	56,806		2,371		59,177
Vehicle Replacement	213,924	6,544	5,962	60,000	166,430
TOTAL	332,070	6,544	10,329	60,000	288,943

Statement of Endowment Fund

	Balance 2017 Jan 1	New Deposits	Interest Income	Expenditures	Balance 2017 Dec 31
Baraká-Mansour Trust	20,419		872		21,291
Cox Trust	391,386		16,706		408,092
Nelson Trust	31,444	50	1,342		32,836
Perrot Trust	143,603	110	6,104	5,030	144,787
Picard Trust	101,355		4,322	750	104,927
Simnett Trust	42,871		1,827	500	44,198
Sundry Trust	231,636	21,045	10,284		262,965
TOTAL	962,714	21,205	41,457	6,280	1,019,096

STATISTICAL TRENDS - RESOURCES

YEAR	2017	2016	2015	2014	2013	2007
¹ Number of Employees	246	246	248	250	246	256
Number of staff (full-time equivalent)	138.79	135.90	135.74	134.89	134.43	123.13
Full-Time Staff	75	70	70	69	69	65
Temporary Full-Time Staff	0	0	0	0	0	3
² Part-Time Staff	63.36	65.28	65.26	65.4	64.72	37.2
² Auxiliary Staff	0.43	0.62	0.48	0.49	0.71	17.93
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Collections (selected categories)						
Catalogued books	528,869	526,221	520,561	502,506	502,002	489,103
Uncatalogued books	58,640	75,165	76,098	79,998	79,864	97,733
TOTAL	587,509	601,386	596,659	582,504	581,866	586,836
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Sound Recordings	32,765	32,670	30,828	22,100	21,369	25,886
DVD & VHS	49,966	50,564	48,934	38,159	37,156	33,409
Audiobooks	5,529	7,107	8,517	9,724	10,353	5,439
TOTAL	88,260	90,341	88,279	69,983	68,878	64,734
<hr/>						
³ E-books	7,207	7,208	nd	nd	nd	nd
E-audiobook	8,536	8,624	nd	nd	nd	nd
TOTAL	15,743	15,832				

¹ 7 vacancies at the end of 2017

² Increase for part-time and decrease in auxiliary staff in 2013 is due to Page status change from auxiliary to part-time.

³ E-book and E-audiobook collections were tracked from 2015 onward

STATISTICAL TRENDS - COSTS

YEAR	2017	2016	2015	2014	2013	2007
POPULATION	234,433	234,110	234,676	233,215	232,987	205,477
¹ Operating expenditure on library service	\$14,018,256	\$13,295,395	\$12,977,802	\$12,249,590	\$12,032,642	\$9,100,521
Per capita	\$59.80	\$56.79	\$55.30	\$52.52	\$51.65	\$44.29
Constant \$ (2002)	\$46.57	\$44.23	\$45.37	\$43.59	\$43.33	\$40.48
Percent of City expenditure	3.00%	3.00%	3.00%	2.94%	3.08%	3.11%
² Provision from general revenue (Actual)	\$12,444,778	\$11,754,216	\$11,264,728	\$10,722,747	\$10,397,509	\$7,179,173
Per capita	\$53.08	\$50.21	\$48.00	\$45.98	\$44.63	\$34.94
Constant \$ (2002)	\$41.34	\$39.10	\$39.38	\$38.16	\$37.44	\$31.61
³ Cost per user visit	\$7.81	\$7.40	\$7.12	\$6.90	\$6.71	\$4.88
Constant \$ (2002)	\$6.14	\$5.76	\$5.84	\$5.73	\$5.63	\$4.41
³ Cost per item loaned	\$4.55	\$4.29	\$3.97	\$3.73	\$3.54	\$2.47
Constant \$ (2002)	\$3.57	\$3.34	\$3.26	\$3.10	\$2.97	\$2.23
Consumer Price Index (Vancouver, 2002 = 100)	127.3	128.4	121.9	120.5	119.2	110.2

¹ Actual expenditures

² The City provides significant in-kind services such as payroll, human resources and IT that are not included in revenue and expenditure lines.

³ User visits reflects in-person visits; items loaned are physical items only for comparison with previous years.

STATISTICAL TRENDS - COSTS

YEAR	2017	2016	2015	2014	2013	2007
POPULATION	234,433	234,110	234,676	233,215	232,987	205,477
Materials Expenditure	\$1,632,318	\$1,621,537	\$1,496,134	\$1,498,070	\$1,383,564	\$1,465,503
Percent of operating cost	11.6%	12.1%	11.5%	12.2%	11.5%	16.1%
Per capita	\$6.96	\$6.93	\$6.39	\$6.40	\$5.90	\$7.13
Constant \$ (2002)	\$4.37	\$4.78	\$4.75	\$4.82	\$4.77	\$6.56
Consumer Price Index, BC Reading Material (2002 = 100)	159.4	144.8	134.5	132.8	123.6	108.6
Salaries/Benefits Expenditure	\$10,089,809	\$9,608,227	\$9,299,655	\$8,933,663	\$8,751,943	\$6,661,677
Percent of operating cost	71.1%	71.8%	71.6%	72.9%	72.7%	73.2%
Per capita	\$41.45	\$41.04	\$39.72	\$38.16	\$37.29	\$32.42
Constant \$ (2002)	\$32.56	\$31.96	\$32.59	\$31.67	\$31.29	\$29.42
Consumer Price Index (Vancouver, 2002 = 100))	127.3	128.4	121.9	120.5	119.2	110.2

STATISTICAL TRENDS - USAGE

YEAR	2017	2016	2015	2014	2013	2007
Population	234,433	234,110	234,676	233,215	232,987	205,477
¹ User visits	1,793,446	1,805,392	1,738,302	1,774,644	1,791,917	1,864,140
Website visits	1,167,061	1,227,987	1,222,150	1,265,533	1,419,814	780,324
² Catalogue visits	1,405,319	1,606,137	1,767,678	1,418,026	1,317,876	nd
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³ Loans by branch: (Physical items)						
Bob Prittie Metrotown	1,153,067	1,262,763	1,159,448	1,268,994	1,361,000	1,770,805
McGill	813,101	847,694	863,034	877,821	894,581	948,027
Cameron	452,763	392,419	459,553	484,545	488,924	474,136
Kingsway/Tommy Douglas	560,440	584,472	612,486	630,052	628,194	451,322
Home Library & Accessible Service	25,901	28,264	26,911	26,654	29,571	35,909
⁴ Pop-up Libraries	5,198	2,387	nd	nd	nd	nd
TOTAL	3,010,470	3,117,999	3,121,432	3,288,066	3,402,270	3,680,199
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Loans by selected category:						
Print Items	2,274,455	2,312,939	2,305,105	2,416,417	2,509,672	2,816,347
Music CDs	87,414	94,813	98,397	96,123	96,623	142,530
Video, DVD	596,334	632,944	659,917	717,601	821,591	653,628
E-book & Audiobook checkouts	71,251	68,746	71,010	73,477	57,921	nd
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Loans per staff member (FTE)	21,691	22,943	22,951	24,376	25,215	29,889
Loans per capita	12.8	13.3	13.3	14.1	14.6	17.9
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User enquiries	202,614	207,070	201,819	202,949	213,344	208,308
Public Computer logins	184,980	201,902	233,474	214,746	220,026	nd
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Interlibrary Loans						
Lent	4,994	5,068	5,390	5,810	5,347	6,108
Borrowed	2,158	2,394	1,716	1,758	2,243	1,894

¹ User visits involve estimates for Kingsway and Cameron branches until 2010 when all branches had visitor counters.

² Catalogue visits were not accurately tracked until Bibliocommons was introduced in 2012.

³ From March 12 to 16 in 2015, self checkout loans from Metrotown and McGill were inadvertently added to Tommy Douglas circulation.

⁴ Pop-up library circulation statistics started to be captured in 2016.

Note: Loans, user visits, and catalogue visits were affected by renovations at Bob Prittie Metrotown from January to March 2015.

ITEMS LOANED

ADULT

	2017	2016
Adult Chinese language materials	152,445	168,142
Adult DVD	403,326	460,665
Adult English as a Second Language	27,928	31,200
Adult general fiction	83,060	84,857
Adult adventure	16,741	18,489
Adult horror	2,616	2,765
Adult mystery	95,485	95,142
Adult romance	31,580	33,186
Adult science fiction	27,503	27,297
Adult western	695	846
Adult graphic novel	9,380	7,264
Adult literacy	2,051	1,967
Adult magazine	64,056	71,238
Adult non-fiction	423,604	429,710
Adult world language materials	824	1,113
Adult pamphlet	293	551
Adult paperback	90,698	98,405
¹ Adult Spoken word cassette	41	56
Adult Spoken word CD	17,969	18,663
Adult Language CD	2,735	2,813
¹ Adult video	13	46
Book club sets	173	189
Adult Music CD	70,164	75,208
French fiction	476	483
French non-fiction	97	31
Interlibrary loan	2,049	1,880
Italian language materials	240	231
Korean language materials	7,795	5,363
Large print	17,747	16,865
Persian language materials	322	195
Playaways	640	612
² Pop-up branch books	175	33
Spanish language materials	632	602
Speed reads	21,169	20,494
Speed views	44,423	19,986
TOTAL	1,422,277	1,508,459

¹ Collections in old formats being steadily reduced.

² Trade paperback collection used for pop-up branches.

TEEN

	2017	2016
Teen fiction	39,599	42,006
Teen graphic novel	35,132	33,554
Teen magazine	1,403	1,805
Teen non-fiction	2,843	2,688
Teen paperback	8,737	10,757
Teen spoken word	300	227
TOTAL	88,014	91,037

CHILDREN'S

	2017	2016
Children's board books	42,579	46,490
Children's CD music	16,372	18,520
Children's CD spoken word	24,122	26,134
Children's Chinese language materials	10,225	10,814
Children's DVD	148,079	172,022
Children's ESL item	317	450
Children's fiction	120,334	113,503
Children's first book	30,416	29,436
Children's first chapter book	65,615	59,637
Children's folk and fairytale	10,016	10,383
Children's French language materials	16,452	15,601
Children's graphic novel	109,965	100,415
Children's Korean language materials	1,492	1,497
Children's non-fiction	138,120	143,794
Children's paperback	166,073	167,309
Children's paperback reader	138,297	152,619
Children's picturebook	176,353	173,042
Children's reader	53,795	52,804
Children's seasonal book	10,314	9,556
Children's Spanish language materials	1,298	1,343
Children's storybook	5,694	4,680
Children's storytime kit	318	301
Children's world language materials	1,630	1,235
Parent-teacher resources	2,400	2,425
TOTAL	1,290,276	1,314,010

EQUIPMENT

	2017	2016
Energy Meter	14	6
E-Reader	20	16
Bibliotech lab equipment	24	50

PROGRAMS

YEAR	NUMBER HELD						TOTAL ATTENDANCE					
	2017	2016	2015	2014	2013	2007	2017	2016	2015	2014	2013	2007
<u>CHILDREN'S</u>												
Storytimes	573	555	596	476	482	400	23,474	23,126	21,858	19,911	20,558	16,349
Special programs	153	204	183	158	97	35	7,598	9,180	7,997	7,591	5,283	3,005
Summer Reading Club	4	4	4	4	4	4	5,250	6,180	5,492	5,426	6,025	6,214
Visits from outside groups	12	21	10	6	24	22	308	541	376	192	671	671
¹ Co-sponsored with external partners	80	69	86	129	134	nd	1,623	1,300	1,779	2,492	2,713	nd
Visits from schools, daycare centres, kindergartens	130	116	129	92	149	96	3,488	2,922	3,368	2,547	4,135	8,263
Visits to schools, daycare centres, kindergartens, outside groups	158	167	230	110	184	264	8,301	10,335	9,299	6,721	10,210	2,021
² Contests	24	23	38	24	34	nd	2,824	2,273	2,905	2,506	3,081	nd
SUBTOTAL	1,134	1,159	1,276	999	1,108	821	52,866	55,857	53,074	47,386	52,676	36,523
<u>TEENS</u>												
³ In-house programs	58	102	67	39	22	nd	642	1,155	798	457	537	nd
Outreach programs	70	75	36	23	6	nd	3,850	2,810	2,477	1,390	125	nd
Teen Reading Clubs	1	2	2	2	nd	nd	464	65	88	725	nd	nd
Contests	1	1	1	1	nd	nd	12	12	54	11	nd	nd
SUBTOTAL	130	180	106	62	28	nd	4,968	4,042	3,417	2,583	662	nd
<u>ADULT</u>												
⁴ In-house programs	536	547	397	445	453	160	7,977	9,862	6,934	7,833	8,463	2,021
⁵ Outreach programs	3	33	9	4	2	nd	32	773	55	185	46	nd
SUBTOTAL	539	580	406	449	455	160	8,009	10,635	6,989	8,018	8,509	2,021
TOTAL	1,803	1,919	1,788	1,510	1,591	981	65,843	70,534	63,480	57,987	61,847	38,544

¹ This figure tracked separately from 2010 on.

² Contests were not tracked until 2012

³ Teen events were not tracked until 2010

⁴ Attendance at Adult programs was affected by renovations at Metrotown in 2015 and by 2016 Birthday activities.

⁵ Attendance no longer kept for displays at festivals but is kept as "interactions" at pop-ups & outreach activities.

OUTREACH & SPECIAL EVENTS

As our approach to Outreach evolves, so does the way we keep statistics.
The statistics in the 2017 Performance Indicators will only reflect 2016 and 2017 for this reason.

Displays and Pop-up Libraries Promoting Library Services

At festivals, fairs and other external events

Branch	Number Held		¹ Total Attendance	
	2017	2016	2017	2016
Metrotown	23	2	889	nd
McGill	10	5	1,361	nd
Tommy Douglas	25	14	3,495	nd
Cameron	8	51	678	nd
System	39	39	3,659	nd
Total	105	111	10,082	nd

¹ Attendance was not tracked at Pop-ups in 2016.

Special Events

Celebrations, patron appreciation, etc.

Branch	Number Held	
	2017	2016
Metrotown	3	3
McGill	3	3
Tommy Douglas	2	1
Cameron	1	1
System	0	0
Total	9	8

HOME LIBRARY & ACCESSIBLE SERVICE

YEAR	2017	2016	2015	2014	2013	2007
Number of:						
¹ Printed books patrons registered	382	372	405	767	790	685
Audiobook patrons registered	128	125	132	138	120	152
Individual institutions served	34	38	38	36	47	46
Individual private homes served	77	68	78	86	127	152
² Patrons assisted	3,439	4,763	8,914	10,109	10,369	9,546
Stops visited	1,239	1,258	1,364	1,540	1,585	1,937
Items loaned	25,901	28,317	32,316	26,393	29,569	35,909

¹ This number was sourced from the average amount of patron interactions per month prior to 2015, which included the 'Group Listening' total, the number of residents recreational coordinators believe access the library material we leave each month on 'Group Loan cards' at various institutions. From 2015 on, the number of registered HLAS patrons in December is counted, excluding our Accessible Audiobook patrons, who are included elsewhere

² 'Group Listening' in institutions is no longer being collected and counted in this statistic as of 2016.

Activity Snapshot		
Specialized formats	Borrowed	
	2017	2016
Large print	3,602	3,842
Accessible audiobooks - BPL & InterLINK	4,507	4,001
Spoken word CD	2,605	2,518
	Answered	
User enquiries	2017	2016
	3,303	4,051

ITEMS LOANED/BORROWED THROUGH INTERLINK

ITEMS LOANED TO INTERLINK RESIDENTS

YEAR	2017	2016	2015	2014	2013	2012	2007
Bowen Island	122	135	121	74	193	670	450
Coquitlam	144,043	151,836	157,825	160,907	166,909	174,892	167,725
Fraser Valley	29,539	29,368	30,140	42,765	39,249	41,236	48,727
Gibsons	776	632	946	896	1,042	1,058	904
Lillooet Area	41	127	45	101	46	175	7
New Westminster	98,182	97,532	97,074	99,224	99,456	94,177	87,408
North Vancouver City	5,086	5,648	4,649	5,351	7,054	6,576	7,942
North Vancouver District	8,635	8,707	9,351	8,597	10,482	10,182	11,741
Pemberton	50	60	43	34	36	71	36
Port Moody	32,532	31,752	31,443	30,815	32,365	32,315	29,905
Richmond	14,162	15,840	14,285	14,941	15,537	14,959	18,608
Sechelt	165	225	383	557	405	508	764
Squamish	449	308	192	577	331	379	309
Surrey	27,923	27,500	29,845	35,309	35,791	34,958	42,539
Vancouver	322,408	342,765	324,647	348,958	395,685	386,444	553,640
West Vancouver	1,895	2,303	2,568	3,079	3,131	2,990	2,962
Whistler	121	126	163	181	219	185	283
TOTAL	686,129	714,864	703,720	752,366	807,931	801,775	973,950

ITEMS BORROWED BY BURNABY RESIDENTS

YEAR	2017	2016	2015	2014	2013	2012	2007
Bowen Island	46	33	65	54	20	39	13
Coquitlam	18,811	21,257	20,779	20,756	22,264	20,108	16,134
Fraser Valley	5,602	6,704	6,540	7,064	6,778	5,981	4,446
Gibsons	17	40	24	15	32	150	489
Lillooet Area	-	-	-	-	-	-	1
New Westminster	64,209	69,104	68,932	67,437	70,754	74,871	98,056
North Vancouver City	3,263	4,187	5,184	5,826	8,263	8,259	5,520
North Vancouver District	9,941	8,615	8,815	11,639	11,929	11,798	8,024
Pemberton	26	16	5	-	10	-	0
Port Moody	4,453	5,043	6,676	7,252	5,948	6,192	4,963
Richmond	19,562	22,497	29,055	32,226	40,264	44,809	55,664
Sechelt	142	148	44	56	168	59	93
Squamish	145	141	89	269	197	151	306
Surrey	11,644	12,679	12,342	11,406	12,022	10,079	8,787
Vancouver	229,116	240,400	252,052	264,709	293,505	282,983	274,185
West Vancouver	4,157	3,634	4,836	6,009	6,124	5,894	6,958
Whistler	600	794	869	915	1,001	970	411
TOTAL	371,734	395,292	416,307	435,633	479,279	472,343	484,050



TO: CHAIR AND TRUSTEES
BURNABY PUBLIC LIBRARY BOARD

FROM: CHIEF LIBRARIAN
BURNABY PUBLIC LIBRARY

DATE: 2019 MAY 16

SUBJECT: LIBRARY BOARD MEETING TIME

RECOMMENDATION:

THAT the Board determine whether to change the start time of Library Board meetings to 6:00 pm to align with City Council practice, beginning in 2020.

REPORT

Library Board meetings are currently held at 7:00 pm. The Board Policy Manual, section 1.4.3 specifies that Library Board meetings shall adjourn by 21:30h but does not specify a start time.

In January 2019, City Council meetings changed from a start time of 7:00 pm to a start time of 6:00 pm, and in May 2019, Parks, Recreation & Culture Commission meeting start times will also change from 7:00 pm to 6:00 pm. There is no requirement that Library Board meetings align with City Council meetings.

Staff have no specific recommendation on preferred start time.

A handwritten signature in grey ink, appearing to read 'Beth Davies'.

Beth Davies
CHIEF LIBRARIAN
BURNABY PUBLIC LIBRARY



TO: CHAIR AND TRUSTEES
BURNABY PUBLIC LIBRARY BOARD

FROM: CHIEF LIBRARIAN
BURNABY PUBLIC LIBRARY

DATE: 2019 MAY 16

SUBJECT: MARKETING AND COMMUNICATIONS PLAN

RECOMMENDATION:

THAT the Board receive this report for information.

REPORT

Background

Burnaby Public Library's 2019-2022 Strategic Plan identifies **Promote Our Services** as a sub-goal under the goal of **Invigorate People and Culture**. In December 2019, BPL engaged Boldt Communications to prepare a Marketing and Communications Plan for the library "to develop and implement communications, marketing and public relations strategies that support Burnaby Public Library in communicating with patrons, reaching underserved communities and improving marketing of BPL services."

Summary of the Consultant's Key Recommendations

1. Create a marketing communications coordinator position for BPL.
2. Work with the City of Burnaby's Corporate Communications department to define roles and responsibilities and identify collaboration and resource sharing.
3. Develop core key messages for BPL that are shared and used by staff, identify stories and promotional campaigns
4. Develop a social media strategy to make best use of various social media channels
5. Designate the future marketing communications coordinator as the primary media contact for BPL, issue targeted press releases and pitching for major BPL initiatives, and offer basic media training to key staff
6. Establish a quarterly BPL e-newsletter, improve the library events web page, develop system-wide program marketing materials, include key library programs in the Recreation Guide and the City of Burnaby website, and

- explore promotional materials distribution beyond library branches and Rec Centres
7. Develop an annual communications calendar, a process/system for requesting marketing and communications support, review photo release processes
 8. Develop and expand a bank of professional quality photographs for use in media and publicity channels
 9. Develop short videos to highlight key services and staff expertise
 10. Review and refresh the BPL brand book
 11. Explore opportunities to promote BPL services to non-English speaking communities
 12. Establish a baseline marketing and communications budget and develop methods to evaluate the success of marketing activities

Next Steps

The Marketing and Communications Plan is an ambitious plan that requires significant resources to effectively implement its recommendations. In particular, the plan is not achievable without first identifying additional or redirected staffing resources. BPL staff are currently examining preferred staffing options, paying particular attention to the relationship between marketing activities, outreach and pop-up libraries, and the work of the community outreach librarian and community librarians. Once these options have been assessed and costed, the Chief Librarian will work with City of Burnaby staff to define roles and responsibilities and identify opportunities for collaboration and resource sharing.



Beth Davies
CHIEF LIBRARIAN
BURNABY PUBLIC LIBRARY

Marketing and Communications Plan
Burnaby Public Library

Lesli Boldt, Boldt Communications Inc.
April 2019

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Purpose

To develop and implement communications, marketing and public relations strategies that support Burnaby Public Library (BPL) in communicating with patrons, reaching underserved communities and improving marketing of BPL services and programs.

Background

BPL has a successful, four-branch library system that provides services to thousands of Burnaby residents every year.

While many Burnaby residents are well-served by BPL, the organization learned during its public engagement process for the development of its strategic plan (2019-2022) that many Burnaby residents are unaware of the depth and breadth of what BPL has to offer. What's more, BPL knows that there are many Burnaby citizens (and people who work in Burnaby) who don't use the library at all, for a broad range of reasons. BPL has concluded that it needs to both do a better job of marketing to its current users, so that they know all that BPL has to offer, and of communicating with and engaging those audiences who are being underserved by the library, or don't think BPL is for them.

BPL has identified library "non-users" – and people who only use the library in a very limited way (e.g. to borrow books, or attend storytimes, or borrow movies) – as a key target audiences for communications and marketing of the library in the years to come, to meet its strategic accessibility, inclusion and service goals. With that in mind, this marketing communications plan focuses on and provides recommendations for reaching under-represented and/or underserved audiences.

BPL currently has a talented team of staff, including a web coordinator and a graphics technician, and various other BPL librarians and staff, who work together to market BPL and communicate its services to the public, within time and resources available to them. However, staff resources necessary to improve and expand BPL's marketing and communications capacity do not currently exist.

This marketing and communications plan recommends a range of strategies and tactics to support BPL in achieving its community engagement, inclusion and service provision goals. Successful implementation of this plan will require the addition of a new, in-house BPL marketing communications staff resource.

Communications and marketing goals

- To inform a broader range of Burnaby residents and visitors about the services BPL has to offer, and encourage people to participate in those opportunities for learning and exploration
- To reach people who are not current regular library users, and make them aware of

BPL and what it has to offer them

- To better understand and respond to the needs of the diverse communities BPL serves

Objectives

Public-facing objectives

- To increase library usage and patron traffic by 20% over the next three years, through the execution of marketing activities
- To increase the number of BPL followers on Facebook (2,608 in early March 2019) and Twitter (1,838 in early March 2019) by 20% per year of the strategic plan.
- To develop key messages that are used in all marketing and communications channels, and that present an invitation to the public to participate in all the BPL has to offer
- To create coordinated marketing information and materials (online and in print) for key programs and services that are consistently offered to patrons at all four BPL branches
- To create and expand marketing communications channels (see plan for details) to better promote library programs and services in Burnaby and beyond, and reach new library audiences
- To raise the profile of Burnaby, and of BPL's programs, services and approach to community services, in Burnaby and neighbouring communities in Metro Vancouver

Organizational/resourcing objectives

- To increase staff resources for marketing communications, including creation of a new marketing communications coordinator position
- To work with the City of Burnaby Corporate Communications department to clearly define roles and responsibilities, and identify potential areas for cooperation and collaboration
- To create materials and provide training or information sessions to BPL staff on use of key messages and how to use them in BPL marketing activities

Key audiences

- Non-library users - Burnaby residents and/or people who work in Burnaby
- Marginalized/vulnerable populations in Burnaby – people who have barriers or who have been negatively impacted by libraries in the past
- Current BPL patrons who use BPL in a limited or very particular way, but are unaware of what else their library has to offer them
- Newcomers (to Burnaby and to Canada), particularly those with language or other barriers that may be keeping them from using the library more
- Community partners that also serve BPL's target audiences

Vulnerabilities

General

- **The public lacks clear knowledge about the services BPL offers, or has dated or more traditional notions about what services and resources are available at BPL branches or online.** Significant elements of BPL's key target audiences think that the library doesn't have anything to offer them (because of perceived barriers like "libraries are only for smart people" "my English isn't good enough to use the library" or actual barriers like poor patron service).

ACTION: Marketing strategies and tactics that better communicate the range of services BPL has to offer; addition/expansion of marketing communications channels at BPL; additional staff resource for BPL's marketing communications function.

- **BPL does not currently have a staff position dedicated to providing communications and marketing support (e.g. social media, media relations and events, message development and editorial support, library newsletter production, etc.) system wide.** BPL has a robust branch network and outreach program – each with its own significant and specific marketing and communications needs. Marketing communications at BPL are under resourced, requiring the Chief Librarian, the graphics technician and the web coordinator to improvise and share these and other marketing communications responsibilities (e.g. editorial on program descriptions, social media posting, writing and editing), often off the sides of their desks. Most other library systems in larger municipalities in the Metro Vancouver region have an in-house marketing communications coordinator, in addition to in-house graphics and web staff, to meet these needs.

Within the past year, the City of Burnaby has consolidated its various decentralized communications and marketing functions (e.g. Parks and Recreation, Engineering, Housing etc.) into a single department (called Corporate Communications). While BPL has not been part of this consolidation to date, the City has expressed an interest in greater integration and collaboration.

However, Corporate Communications has acknowledged that, while they can provide support and advisory services to BPL and partner with BPL on projects, the department does not currently have the capacity to take on coordination and implementation of BPL's current marketing communications activities, nor can it play a lead role in expanding BPL's marketing communications activities to reach underserved communities.

ACTION: Create a marketing communications coordinator position with BPL (with a job description informed by similar roles at other public libraries in Metro Vancouver) to support and work cooperatively with the graphics technician, the web coordinator, and the many other BPL staff involved in various elements of library marketing; work with the City of Burnaby's Corporate Communications department to identify opportunities for marketing and communications support and cooperation.

- **BPL's current marketing communications approach is focused on meeting the service needs of people who already use the library, with a small but growing emphasis on community outreach and increasing library use in underserved communities.** This conservative approach to marketing and promotion may be effective for maintaining BPL's current patron base, but will not support the expansion of library services, nor reach people who do not currently have access to library services in Burnaby. This approach, if continued, will also hinder the ability of BPL to achieve the long-term objectives around community service and engagement as set out in its strategic plan.

ACTION: Introduce new marketing communications channels (e.g. e-newsletter, news releases and/or media pitching) to increase general outreach capacity and reach beyond current BPL audiences.

- **BPL employees do not reflect the diversity of the people they serve.** This, in turn, makes it challenging for BPL to understand, serve and communicate/market to Burnaby's diverse audiences. This challenge is not insurmountable, but will require intentional outreach to communities, neighbourhoods and demographics that have not previously been connected with the library.

ACTION: Identify multilingual staff who may be able to act as spokespeople with non-English media and in other promotions for key projects and programs; external and wayfinding signage with basic information in a range of Burnaby's most-used languages (other than English); highlight BPL's multilingual collections and other services in marketing; partner with community organizations with complementary language skills; increasing diversity in all its forms in BPL recruitment practices to better reflect community make up.

- **There is a lack of consistency in messaging in marketing in all channels, a need for an in-house editorial function to ensure greater messaging consistency in library communications and marketing,** across branches and programs, and with the outside world. As one librarian put it in our interview: "We know what we're doing but we don't know how to articulate it very well."

ACTION: Develop and use a consistent set of key messages to talk and write about BPL that are used by all staff and in all marketing and promotional channels, where relevant; staff training/information sessions on how to use key messages in communications, content development and materials development.

- **Complacency and resistance to change around what a library is supposed to be are present among some staff at BPL.** Changes in how things are done (e.g. how programs are described or promoted; participating more actively in community outreach activities) may be challenging for some staff, and could slow down or impede progress in meeting BPL's goals.

ACTION: Leadership communications around process and workflow changes (e.g. editorial review of program names and descriptions; community outreach event guidelines, etc.) and why they are being made.

- **BPL currently has no set or dedicated communications budget.** Marketing communications expenditures are included in a broad public relations budget line that also includes community outreach, library programs, and pop-up libraries. This approach to marketing communications funding – while currently sustainable from a financial perspective – creates a lack of predictability and capacity for planning new and different marketing communications approaches. Designating a marketing communications budget would play a role in prioritizing various kinds and channels of communication.

ACTION: Review past BPL marketing and communications expenditures year over year to establish a baseline budget, and assess funds that may be available for marketing communications in future years, based on marketing communications objectives and key deliverables.

- **BPL has limited space in its four branches, limiting the organization's capacity to offer as broad a range of programming and services (e.g. technology labs, meeting room space) as it would like to.** This limited capacity also places limits on the amount of promotion some programs and services should receive.

ACTION: Ensure marketing and promotion of programs and services is proportionate to space capacity, resources and staffing available at its branches; continue practice of requiring registration for programs; earned media promotion of more significant or unique programs only; proactive communications on BPL's plans for a new, larger Cameron Branch as plans for the branch's redevelopment evolve.

Program marketing

- **There are inconsistencies in program design, descriptions and promotion, and a lack of coordination between programming librarians that is leading to duplication, inconsistent program promotion, and internal confusion around program offerings.** Progress is already being made on the development of program standards, templates

for program descriptions, and a more intentional operational approach to program coordination between branches. However, a gap continues to exist in terms of a proofing/editorial function before the publishing of marketing materials.

ACTION: Introduce an editorial function (to be led by the marketing communications coordinator); complete and communicate to program staff firmer guidelines for program lead times for marketing and promotion; collaboration with programming leads to ensure coordination of programs/consistency across all branches; improved system-wide program marketing and coordination, supported by the new marketing communications coordinator.

- **There is no centralized program guide (either on the website or in print) that makes it easy for patrons to get a bird's eye view of what programs are on offer across the BPL system.** To know what children's programs are offered at BPL libraries, for example, patrons must look up, or pick up a flyer or brochure, for each specific branch. This also creates barriers to internal communication or awareness of what programs are being offered throughout the system.

ACTION: Develop web tools (e.g. event calendar search tools) as part of the website redesign, integrated with program registration tools, to improve program searchability (already underway as part of the website redesign); create system-wide storytime and children's programming guide (both online and in print); consider future system-wide program guide.

Social media

- **Social media is currently under-resourced at BPL, limiting how much social media can be leveraged to market and communicate BPL's collections and services.** While BPL has a strong and engaging social media voice, and uses existing Twitter and Facebook channels capably, the inadequacy of staff resources for social media means that BPL doesn't have a clear social media channel strategy, and is not using these channels to their full potential. BPL also does not have an Instagram account, one of the most favoured channels for younger social media users that could support increased engagement with this demographic.

ACTION: Create a social media posting calendar that is aligned with upcoming marketing priorities and promotional needs; use Hootsuite or Tweetdeck to provide a central social media posting tool that can be shared by several (qualified/trained) BPL social media editors to schedule posts on social in advance, for planned marketing activities; assign social media channel strategy management to new marketing communications coordinator; consider creation of an Instagram account for BPL.

Branding and visual identity

- **BPL's current brand look and feel (other than the logo) is based on a PowerPoint template, which presents both design and branding challenges and a potential**

copyright risk. BPL is also no longer following the font standard set out in the “brand book” (i.e. use of Helvetica) for practical (font availability) and readability reasons, which suggests that the brand guidelines should be revisited.

ACTION: Settle on a limited range of 2-3 fonts for use in all BPL materials (including correspondence) to create a more consistent brand look; create a refreshed brand “blueprint” or guidelines document that provides advice on using both “look and feel” visual identity issue an editorial guidelines/key messages; work with Burnaby’s Corporate Communications department on opportunities to refresh the BPL brand, and facilitate closer relationship between City and BPL brand.

- **BPL is reliant on stock images for the web and marketing materials.**

ACTION: Share Corporate Communications’ image bank (and share BPL images with the City, when available); allocate annual budget to hire a professional photographer to develop BPL-specific images.

- **BPL’s branches lack visible or obvious signage, making it challenging for its branches to visually attract patrons from the street level.**

ACTION: Review external signage at all BPL locations, and current signage standards at all locations; explore options for multilingual welcome signage on the entrance/exit doors of all physical branches.

Opportunities

- **BPL’s in-person service approach positively differentiates the library from other public libraries in the region,** and helps to highly the BPL and Burnaby “difference,” as a welcoming and approachable place.
- **BPL has a strong foundation in graphics and website communication, and a strong and engaging social media voice.** This foundation can be leveraged and built upon – with additional resources for the marketing communications function – to improve and bolster BPL’s marketing and communications reach beyond traditional audiences.
- **BPL staff are passionate about public service and dedicated to serving the community.** BPL can bring the conversations that staff have with patrons about collections and other things into the broader realm (e.g. through staff videos), to help illustrate to community members how they can use the library in new ways.
- **BPL’s increased focus on community outreach will help the library to open up new connections with new communities.** Outreach services offer BPL some of its best opportunities to reach its target audiences.

- **The process of building a new Cameron branch** will create an opportunity to engage with the community and to highlight existing library services, and discuss potential new services.
- **Burnaby is the most culturally and linguistically diverse municipality in Canada.** This is a strength that BPL can leverage to highlight its multilingual collection and its role in the community as a community gathering place and convener for the city's diverse communities.

Strategies

General

- **Create a marketing communications coordinator position for BPL.** This new position is necessary for the successful achievement of BPL's strategic marketing, accessibility and inclusion objectives, and for the full implementation of this plan.
- **Develop core key messages for BPL that are shared and used by communicators and externally facing staff throughout the organization.** This will include key messages for management about the need to adapt and improve how BPL promotes and markets itself to Burnaby citizens, including new communications channels, expanded digital communications tools, and new program marketing standards and guidelines.

Key messages:

- Be curious at BPL. Come to your local BPL, or visit us online, and explore your city – and your library – in new ways.
- At BPL, we work with you to share the stories, ideas and information you can use in your daily life - to find a job, learn or study, or to meet community members just like you.
- At BPL, our knowledgeable staff takes time with you to connect you with the information and answers you're looking for. We always have time for you.
- You're always welcome at Burnaby Public Library, a place where everyone belongs – whether you've lived in Burnaby all your life, or are a newcomer to our incredible city.
- At BPL's four branches – located in neighbourhoods throughout the city, and all easily accessible by transit – you can explore, learn and connect with your neighbours, and learn more about the Burnaby you thought you knew.
- We'll always be there to help, you, every step of the way.

- Discover the Burnaby you thought you knew at BPL.
- At BPL, we listen to what you need, and help you find what you want.
- Be surprised at all the things your local BPL branch has to offer – courses and programs, music, movies, Internet access, fun new technologies, and so much more.

Key words and phrases:

- Accessible
 - Be Curious – explore your city and your library in new ways
 - BPL – Full of Weirdos
 - Burnaby is still finding its own voice
 - Collaborative – working with the community
 - Community
 - Curious
 - Discover the Burnaby you thought you knew at BPL
 - Free
 - Friendly/approachable/light and easy
 - Get to know Burnaby. Get to know your library.
 - Helpful
 - In the era of “fake news” and social media echo chambers, libraries can help you find truth in the real world
 - In-person service - the personal touch
 - Inclusive
 - Informative
 - Knowledgeable
 - Not transactional; much deeper than that
 - Real commitment to give people what they’re looking for
 - Useful
 - We help you get what you want – we listen to what you need
 - We take time with people
 - We’re connectors and we bring people together
 - Welcoming
- **Work with the City of Burnaby’s Corporate Communications department to define roles and responsibilities and identify opportunities for collaboration and resource sharing.**
 - **Identify stories (created for in-house use in a new BPL newsletter, featured in the annual report or pitched to local media) on BPL’s in-house experts** (e.g. children’s, adult programs, popular collection items, special collections) that help to highlight how BPL is doing things like no one else.

Marketing campaigns

- **Develop 2-3 “marquee” programs or series with high-profile authors or thinkers, or high profile/celebrity Burnaby residents, to raise the profile of BPL programming overall.** These could feature BPL’s unique programming (e.g. American sign language storytimes) by featuring them in promotions in all channels, or in earned media pitches.

These unique programs act as differentiators that help to separate BPL's programming both from other Burnaby organizations, and other public libraries in the Metro Vancouver region. These programs would be supported with their own mini-communications plans (as noted below).

E-mail newsletter

- **Establish a quarterly BPL e-newsletter.** Work with City of Burnaby Corporate Communications on identifying options for establishing an email newsletter using a shared platform tool. An achievable and sustainable publication schedule should be chosen for the newsletter (as content collection for newsletters can be a lot of work) – this plan recommends starting with a quarterly newsletter, with options to increase frequency based on organizational capacity in the future.

The email newsletter could also be leveraged to market major programs that BPL wants to highlight, given that a quarterly program guide may not be timely or practicable for programming librarians and marketing staff.

Program marketing

- **Develop a process for program marketing (strategy and messaging) coordination between adult programming leads, with support provided by the marketing communications coordinator.** The process should include:
 - Communicate the criteria and program standards that are required to be met for program approval
 - Use of consistent messaging and editorial support for program names descriptions
 - Work with adult and children's programming librarians on consistent templates and processes for submitting programs for approval, and for requesting program marketing support from the graphics technician (e.g. print materials and graphic design, program guide, branding, etc.), the web coordinator (e.g. website promotion, social media promotion, online event calendar management), and the marketing communications coordinator (e.g. earned or social media promotion of the programs, press releases, etc.)
 - From a process point of view, the marketing communications coordinator, the web coordinator and the graphics technician should be looped in immediately after the programs have been approved.

This strategy should be supported with a communication from BPL management to all programming librarians that all marketing and communications copy (including program names and descriptions) needs to be vetted by the marketing communications coordinator before programs are published in the events calendar or marketing materials for the program are produced.

- **Related to the strategy above, establish a more formalized workflow system for requesting marketing and communications support that includes deadlines and**

criteria for exceptions. A more formal marketing/communications request system will also give the communications coordinator, web coordinator and graphics technician time to evaluate publicity and social media opportunities for the program. For example:

- The graphics technician, the web coordinator and the future marketing communications coordinator must receive marketing requests for their programs (including copy) at least six weeks before the program.
- The marketing coordinator must receive the copy for program marketing at least one week before the program is published on the BPL website, or marketing materials are requested.
- Those requests that are received after the deadline (or more than eight weeks prior to the program) will not be considered. Exceptions will be made on a case-by-case basis only, with a strong rationale presented for the exception to be considered.

A more formalized workflow could be facilitated through an online marketing communications request form. Having said that, program staff should not choose for themselves what marketing tactics to use or what levels of marketing support their program should receive (e.g. “I want the BPL homepage!”); this should be left to the strategic judgment of the marketing coordinator, in coordination with the adult, teen and children’s programming teams.

- **Develop mini-communications plans for select children’s programming, adult programming and outreach activities each year,** to proactive identify opportunities with program leads and take a more strategic approach for the coming year for marketing and outreach through all channels. This is not something that BPL is accustomed to doing – or that it does on an ad hoc basis. Creating specific plans – with specific audiences, messages, strategies and tactics – will help BPL better target its marketing and communications to its audiences, rather than using the most general and non-targeted of channels (e.g. posters in branches).
- **Explore program promotional materials distribution options beyond BPL branches and Burnaby community centres.** In order to reach its primary target audience (people who do not currently use the library), BPL needs to explore promotional channels (both online and in print) that reach beyond BPL’s existing network. Options could include:
 - Distributing children’s materials in schools or to parents, in partnership with school districts
 - Distributing marketing posters, flyers and brochures in coffee shops, community centres, seniors’ centres and more
 - Partnering with SFU to distribute relevant materials on SFU campus
 - Explore a marketing partnership or sponsorship from large commercial ventures such as the Metrotown Centre

This kind of distribution has happened in the past, but has not been systematic or consistent, or has been ad hoc and driven by individual BPL staff members.

- **Work with City of Burnaby Corporate Communications department on obtaining marketing space in the current recreation guide for major events, library news or marquee programs.** Establishment of BPL's own programming guide could be considered for production in future years, as well.
- **Work with adult and children's programming librarians on developing system wide program marketing materials (in print and on the website for all branches (vs. for individual branches).** This will help branches to market their programs beyond their neighbourhoods and attract additional citizens to their programs.

Marketing communications calendar

- **Develop an annual communications calendar at BPL, with priority themes over the course of the year, to help guide marketing, promotional and external relations planning,** help manage marketing and communications workflows, and guide allocation of budget for marketing communications activities.

Earned media

- **Issue media releases and/or execute targeted pitching on major BPL initiatives, interesting programs or interesting stories of impact or collection highlights.** Work with Corporate Communications on options for issuing media releases on major BPL initiatives or pitching interesting/innovative programs that could attract media attention. This could also be included in the new marketing communications coordinator's scope of work.
- **Designate the future marketing and communications coordinator as the primary media contact for BPL.** This person will triage media calls, prepare staff for interviews, and involve Corporate Communications as required. Contact information for this person should be put in the contact section of the website.
- **Basic media training for those BPL staff that are selected/assigned to media interviews.** The Chief Librarian or Board Chair should be the lead spokesperson(s) for the organization, but this role can also be delegated to other staff. However, assignment for spokesperson roles should be strategic and include personality, extroversion, expertise and other factors.
- **Explore options for promoting BPL branches and services to non-English speaking communities.** This could include identification of multilingual spokespeople for key programs for immigrants and newcomers.

Social media

- **Assign BPL marketing communications coordinator to be the social media coordination lead for BPL.** The coordinator would be responsible for: developing social media content strategy (in consultation with the web coordinator and graphics technician, who

currently share responsibilities); sourcing content from both within BPL (e.g. photos and graphics) and externally (relevant articles and posts from Burnaby citizens, the City of Burnaby, other libraries, upcoming speakers, etc.). This role would require a staff person with experience on social media (more than just being “a millennial”).

- **Develop a social media content strategy to make best use of the various characteristics of each channel.** At present, BPL shares the same content on both Twitter and Facebook. While this is a good approach some of the time, there will be opportunities to plan a range of content tactics tailored to each channel (e.g. longer posts or blogs on Facebook; short engagements with followers and responses to folks you follow on Twitter; photo and video content on Instagram).
- **Align social media content scheduling with the marketing communications calendar and BPL’s overall communications priorities.** Content priorities will need to be consistent with overall organizational communications priorities. While every post and tweet need not be programmed into the communications calendar, the social media components of all major campaigns should be included.

Design, branding and collateral materials

- **Review and refresh BPL “brand book”/blueprint.** This review should include both the core BPL template, and the family of fonts that should be used by BPL in communications, to ensure a unified brand look across all channels.
- **Create and promote an “orientation” for new library users – Library 101 – as a fun and approachable opportunity for new users to get to know their local library and how to use it (e.g. tour of their local branch, how to use the catalogue, where to find information about programs, find new books and films, place a hold and more).** BPL could begin by offering this service to university and college students and newcomers, and work with outreach librarians to identify other audiences who could benefit from an orientation program.

Tactics

Marketing campaigns

- **Develop a “Be Curious...about Burnaby” BPL promotional campaign to build awareness of the library with users, that includes endorsements of BPL and public libraries from some of its most famous citizens.** This campaign could have marketing, social media and earned media elements, and could include the City of Burnaby as part of a larger promotional campaign for the city itself. Local celebrities could be asked to provide endorsements and could even be invited to attend events, to talk about the role BPL played in their lives as kids and as adults. Ideas include:
 - soccer player Christine Sinclair
 - singer Michael Buble

- hockey player Joe Sakic
- federal NDP Leader Jagmeet Singh
- former BC Premier Christy Clark
- City Councillor Joe Keithley
- Actress Carrie-Ann Moss
- Wrestlers Guv and Harv Sihra

- **Own nerdiness as a differentiator and marketing tactic.** BPL could use the “nerdy” reputation of libraries (nerdiness is “cool”!) to market the library to Burnaby’s large student and tech sector audience. “BPL – Full of Weirdos” could be a fun tagline (like the “Keep Portland Weird” tagline). This could also include a fun campaign to take on some of the common myths and beliefs people have about libraries (e.g. you’re not allowed to talk, librarians all have glasses and hair buns, libraries are all about books) and turn those assumptions on their heads, in a comic and entertaining way, to let people know about less well-known things about BPL.
- **Work with City of Burnaby to understand what kind of marketing and communications campaigns they want to collaborate with BPL on.**
- **Discuss with Corporate Communications getting major BPL programs into the City of Burnaby calendar,** with set criteria for which programs BPL would wish to promote this way.

Earned media

- **Pitch CBC Radio to record on location at the Metrotown branch for a live broadcast of CBC Early Edition, BC Today or On the Coast, with Justin McElroy or Stephen Quinn, on “What Makes Burnaby Great” or “Make Burnaby Great Again” [tongue firmly planted in cheek] series that highlights the people, community services, celebrities and community/business leaders that make Burnaby such a great place to live and work.** Corporate Communications could collaborate with BPL on the event, which would highlight different parts of Burnaby and the many things that it has to offer (with BPL being one of those segments, showing off what makes you special).

Note: This idea is a fun play on the fun CBC Radio’s municipal affairs reporter Justin McElroy and the Early Edition’s Stephen Quinn had in their stories about Burnaby in February 2018, on [Burnaby’s “overall lack of brand”](#). City Councillor Joe Keithley went on the Early Edition to brag about Burnaby as a result.

- **Annual release of top 10 reads list(s) at Burnaby Public Library.** Media and the public love top-ten, “year in review” lists, and they are not a lot of work to put together. An early December release is good for the holidays, and can be easily adapted for social media graphics. Niche lists could also be created: fiction, non-fiction, children’s, multilingual titles, etc. These recommended reads could feature librarians at BPL with specific expertise or specialization in these areas, and could be rolled out using other BPL communications and marketing channels.

Social media

- **Consider creating an Instagram channel for BPL.** Any introduction of a new social media channel should be preceded by a content strategy for the channel. Having said that, BPL has an opportunity to share substantial visual content (e.g. book, film or other content reviews) that is easy to create, with targeted content for younger library users.

- **Explore the concept of an “outreach/teen/children’s librarian takeover” or “A Day in the Life of an Outreach/Children’s/Teen Librarian”** of Twitter or Facebook (or Insta, if we have it) where publishing on one or more social channels is handed over to a librarian for the day, to document how they’re getting out of the library branches and into the community. For the librarians, this day would be all about communicating what they do (versus their regular work and meetings). Having staff create and capture content in the community may help BPL increase the visibility of its work with target audiences. Staff should be evaluated for social media aptitude/experience before taking on this role.
- **Encourage partner organizations (e.g. program partners, those that outreach/children’s librarians interact with) to tag BPL in their social media.** This strategy will be effective in raising BPL’s profile on social, particularly if you decided not to start an Instagram account in the short term.
- **Book recommendations and reviews on social media (Instagram, Facebook, YouTube).** These could be photos or videos. This approach has been very popular with other libraries, is a great way to highlight BPL staff’s collection knowledge (and their personality), and also, helps BPL get around some of the barriers presented by photo release requirements that prevent the library from doing more photography for social media channels.

Website

Note: Planning is currently underway for the redesign of the BPL website and as such, significant review of BPL’s web presence has not taking place for the purposes of this plan. However, recommendations have been made here where they are relevant to other marketing and communications strategies in this plan.

- **Reformat/redesign and/or custom code a website events calendar for the BPL website that makes it easier for patrons to search for programs and events across all four BPL branches,** so that Burnaby citizens and visitors can search and register for programs and services with greater ease. *Note: This is in progress as part of the website redesign project.*

E-mail newsletter

- **Run an initial launch contest (or annual contest) in March of each year, promoted online and in-branch, to establish and grow the number of email subscribers for the newsletter.** Many BPL patrons have been asking for an email newsletter for library information, and this will be valuable channel for pushing out information to the community. An initial launch contest – advertised in all channels (including social media, in-branch posters, bus shelters and at circulation and/or check-out desks) – will help BPL to quickly build a newsletter email list. An option for subscribing should also be promoted on the BPL home page and included in the redesigned BPL website.

Photography and video

- **Review BPL photo release and explore options to streamline and make it easier and less onerous to obtain releases from parents and families, and increase the number of high-quality BPL photos** for use on the website, in print materials and on BPL social media.
- **Allocate annual budget to allow for the hiring of a professional photographer to take photos of key BPL activities and events and obtain photo releases as necessary to increase BPL's stock of library based professional photographs for use by the graphics technician and other BPL and City staff.** Relevant events could include a major program event, Summer Reading Club events, major BPL announcements, and other special events with good visuals and photo opportunities.
- **Expand use of Corporate Communications images from their photo bank to find images, and – in exchange – offer BPL photos for City use.** Corporate Communications may also offer photography support to select BPL events, particularly if Mayor and Council are involved.
- **Develop short videos on phones created by staff and coordinated by the marketing communications coordinator, with librarian and staff picks for books, collections and programs at BPL, for sharing on social media channels.** This is a low-tech, low-cost way to create timely video content for patrons and share easily on social media.

Measurement and evaluation

- **Assess total BPL expenditures on marketing and communications activities, including those allocated by the Chief Librarian and spent by other departments, to establish a baseline budget for BPL marketing and communications.** In order to allocate sufficient marketing communications resources to meet BPL's needs, the organization first needs an accurate assessment of resources currently being spent, so that appropriate allocations can be made for staffing, equipment and materials, advertising, and consultants/contractors (when required).
- **Patron survey(s) to measure effectiveness of marketing and communications strategies.** A benchmark survey of core content about current/future needs – along with specific questions about how people prefer to receive information – should be issued in 2019, along with follow-up surveys every one to two years. Information should be collected. Completion of the survey can be incented with a prize draw to increase the numbers of responses. BPL could approach the City of Burnaby to identify any survey tools the City is currently using to obtain citizen feedback, and explore options for leveraging those tools for this survey.

Other measurement/evaluation tools

- Program registration and/or attendance numbers for marketing communications supported programs (versus other programs)
- Bi-annual (every two years) online patron survey (benchmark survey: Fall 2016)
- Employee surveys (once every two years) to measure understanding and/or needs around marketing and communications strategies
- Social media follower metrics (Facebook, Twitter, Instagram)

- Increases in media coverage year over year

Budget

- Marketing communications coordinator position as per City of Burnaby salary band levels
- Marketing budget to be determined

Action Plan

Action	Responsibility/project lead	Deadline
Media training for all BPL staff	City of Burnaby Corporate Communications	Ongoing and as new spokespeople are selected
Complete communications strategy and key messages	Boldt Communications	March 31, 2019
Discuss plan and opportunities for collaboration with City of Burnaby Corporate Communications department	Chief Librarian or Director	May 15, 2019
Leadership communications around planned changes/improvements to BPL marketing communications process and staffing	Chief Librarian with directors and senior coordinators	May 31, 2019
Identify multilingual staff at BPL with communications skills or potential	Chief Librarian with directors and senior coordinators	May 31, 2019
Hire marketing communications coordinator	Chief Librarian	June 30, 2019
Earned media promotion of marquee programs	Marketing communications coordinator with Corporate Communications	Q3/Q4 2019 and ongoing
Streamline photo release	Marketing communications coordinator	July 2019
Develop social media content strategy for BPL	Marketing communications coordinator	July/August 2019
Social media calendar development	Marketing communications coordinator	August 31, 2019
Create Instagram account for BPL	Marketing communications coordinator	August 31, 2019
Develop system wide marketing materials (all branches) for children's programs	Marketing team with directors	August 31, 2019
BPL story identification and development	Marketing communications coordinator	August 31, 2019 and ongoing
Video projects	Marketing team with librarians	Launching September 2019 and ongoing
CBC Live pitch (Early Edition)	Marketing communications coordinator with Corporate Communications	September 2019
Establish formal workflow system for marketing requests	Marketing team with directors	September 30, 2019
Brand book/blueprint refresh	Marketing team (graphics technician, marketing communications coordinator, web coordinator) with advice from Corporate Communications	September 30, 2019
Develop e-mail newsletter for BPL	Marketing communications coordinator	September 2019 (launch following summer school break)

Determine two to three marquee programs to showcase and develop mini-marketing campaigns/plans for	Marketing team with directors	October 2019 and annually
BPL marketing communications budget review and recommendations	Chief Librarian with marketing team (graphics technician, marketing communications coordinator, web coordinator) support	October 15, 2019
Top ten reads at VPL (multiple channels)	Marketing communications coordinator	December 1, 2019
Be Curious about Burnaby promotional campaign	Marketing team with Corporate Communications	Launching January 2020
Review and updates to external library signage	CoB/BPL Facilities team with direction from BPL management team and marketing team (graphic technician and marketing communications coordinator) support	March 31, 2020
Patron survey	Chief Librarian or Director	Spring 2020

Date:

March 7, 2019

Revised:

March 22, 2019

April 2, 2019

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TO: CHAIR AND TRUSTEES
BURNABY PUBLIC LIBRARY BOARD

FROM: CHIEF LIBRARIAN
BURNABY PUBLIC LIBRARY

DATE: 2019 MAY 16

SUBJECT: LIBRARY BOARD SELF-EVALUATION RESULT

RECOMMENDATION:

THAT the Board receive this report for information.

REPORT

In March 2019, trustees approved a self-evaluation survey to help the Board identify strengths and skills gaps, and improve our processes and our work. All 9 trustees completed the survey. This report highlights key results and suggests potential areas to explore further.

Results Summary

In general, trustees are confident or very confident in their knowledge and skills, and agree or strongly agree that they operate effectively, efficiently and respectfully. There were some areas where the board as a whole or individual trustees were less confident, in particular:

- Some trustees did not agree with the statement that “Trustees understand the relationship between the Library Board and the City of Burnaby”
- Some trustees did not agree with the statement that “The Board reviews its policies on a regular basis”
- Most trustees did not agree with the statement that “Trustees are familiar with library issues at the local, regional, provincial and national levels”

Specific suggestions/comments from trustees included:

- Small group education sessions with a focus on financial issues or performance review/HR practices might be helpful
- Policy update/review could be handled by ad hoc committee on a bi-annual basis
- Support from library staff is very much appreciated

Suggested Next Steps

- That Board members dedicate time at an upcoming Board meeting to discuss the relationship between the Library Board and the City of Burnaby
- That the Board form an ad hoc committee to review board policies every two years
- That the Chief Librarian brings information about library issues to future board meetings
- That the Chief Librarian and Board Chair work with other trustees to develop future priorities for professional development

Full survey results are included at the end of this report.

A handwritten signature in grey ink, appearing to read 'Beth Davies', is positioned above the printed name.

Beth Davies
CHIEF LIBRARIAN
BURNABY PUBLIC LIBRARY

Burnaby Public Library Board Self-Evaluation 2019 – Results

A. Board Roles and Responsibilities

Strongly Disagree (1) | Disagree (2) | Maybe (3) | Agree (4) | Strongly Agree (5)

	mean rating	median rating
1. New trustees are given an orientation on their roles and responsibilities	4.56	5
2. Trustees understand their roles and responsibilities as a Board	4.11	4
3. Trustees understand the role and responsibilities of the Chief Librarian	4.22	4
4. Trustees understand the relationship between the Library Board and the City of Burnaby	3.56	4
5. Trustees are given opportunities to increase their learning through training and conferences	4.22	4

B. Board Knowledge

Strongly Disagree (1) | Disagree (2) | Maybe (3) | Agree (4) | Strongly Agree (5)

	mean rating	median rating
1. Trustees are familiar with BPL's vision, mission, values and strategic goals.	4.67	5
2. BPL's strategic plan clearly communicates what the Board wants to achieve	4.78	5
3. The Board reviews progress of the strategic plan on a regular basis	4.67	5
4. The Board reviews its policies on a regular basis	3.44	4
5. BPL's operating and capital budgets are aligned with the strategic plan.	4.33	4
6. The Board is provided with full and accurate information regarding the library's budget and finances throughout the year	4.67	5
7. Trustees are familiar with library issues at the local, regional, provincial and national levels.	3.44	3

C. Board Working Relationships and Operations

Strongly Disagree (1) | Disagree (2) | Maybe (3) | Agree (4) | Strongly Agree (5)

	mean rating	median rating
1. The Board's working environment is one of mutual respect	4.89	5
2. Trustees regularly attend board meetings	4.56	5
3. Trustees are provided with a clear agenda, and accurate and up-to-date information in advance of meetings	5.00	5
4. Trustees seem to come to meetings well-prepared	4.56	5
5. Trustees analyze issues and consider options before making a decision	4.56	5
6. Trustees are encouraged to express their opinions at board meetings	4.89	5
7. Trustees support board decisions once they are made	5.00	5
8. Trustees maintain confidentiality of board decisions	5.00	5

D. My knowledge and performance

Trustees were also asked to comment on their own knowledge and performance under the categories below. These results were not to be shared with the board.

1. I understand my roles and responsibilities as a trustee
2. I understand the roles and responsibilities of the Chief Librarian
3. I am familiar with BPL's vision, mission, values and strategic goals
4. I am familiar with Board policies
5. I understand my financial responsibilities as a Board member and can understand budget and financial reports that are presented to the Board
6. I understand the Board's role in appointing, supporting and evaluating the Chief Librarian
7. I regularly attend board meetings
8. I review the agenda prior to the board meeting and come to meetings prepared
9. I express my opinion at board meetings
10. I maintain confidentiality of board decisions