

Mission Statement
Freedom to Discover

Strategic Priorities
A Community Beacon Relevant and Responsive
Learning and Innovative Organization

HAMILTON PUBLIC LIBRARY BOARD

Regular Board Meeting
Wednesday, September 16, 2020
Central Library, Board Room

6:00 PM Meeting

AGENDA

Guests: Alyssa Seul

1. Discussion Period

- 1.1 Land Acknowledgment - NV
- 1.2 Moment of Silence in memory of Vikki Cecchetto, former Library Board Trustee
- 1.3 Introduction of Alyssa Seul - DW

2. Acceptance of Agenda

3. Minutes

- 3.1 Minutes of the Hamilton Public Library Board Meeting of Wednesday, June 17, 2020 - KD - Attachment #3.1

4. Declaration of Conflict

5. Presentations

6. Consent Items

- 6.1 Upcoming and Outstanding Agenda Items - PT - Attachment #6.1

Suggested Action: Receive

7. Business Arising

7.1 2020 Operating Budget Variance Report - TD - Attachment #7.1

Suggested Action: Receive

7.2 COVID-19 Response and Planning Report - PT - Attachment #7.2

Suggested Action: Receive

7.3 Service Hours Strategy Report - PT - Attachment #7.3

Suggested Action: Recommendation

8. Correspondence

9. Report

9.1 Mid-year Progress Report - PT - Attachment #9.1

Suggested Action: Receive

9.2 Q2 Metrics Report - TD - Attachment #9.2

Suggested Action: Receive

9.3 Chief Librarian Report - PT - Attachment #9.3

Suggested Action: Receive

9.4 Capital Budget Variance Report - TD - Attachment #9.4

Suggested Action: Receive

9.5 Reserves and Trust Status Update - TD - Attachment #9.5

Suggested Action: Receive

10. New Business

10.1 Capital Budget Submission - TD - Attachment #10.1

Suggested Action: Recommendation

10.2 Printer Fleet Refresh and Central Sorter Expansion - SF/TD - Attachment #10.2

Suggested Action: Recommendation

10.3 Holiday Closures for Following Year - LD - Attachment #10.3

Suggested Action: Recommendation

11. Policies

12. Private and Confidential

12.1 Labour Relations - Contract Negotiations LD/PT

12.2 Personal Matter about an Identifiable Individual - LD

13. Date of Next Meeting

13.1 Wednesday, October 21, 2020, 6:00 pm Meeting

14. Adjournment

Date: September 16, 2020
To: Chair and Members of the Board
From: Karen Dennie, Administrative Assistant
Subject: **Minutes of the Hamilton Public Library Board Meeting of Wednesday, June 17, 2020 - KD - Attachment #3.1**

RECOMMENDATION:

THAT THE MINUTES OF THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF WEDNESDAY, JUNE 17, 2020 BE ADOPTED AS PRESENTED.

ATTACHMENTS:

| Description | Upload Date | Type |
|--|-------------|------------|
| Minutes of the June 17, 2020 Library Board Meeting | 9/11/2020 | Cover Memo |

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HAMILTON PUBLIC LIBRARY BOARD

Regular Board Meeting
Wednesday, June 17, 2020
Central Library, Board Room

6:00 PM Meeting

MINUTES

VIDEO

PRESENT:

N. van Velzen, E. Bowen, R. Coruzzi, J. Kirkpatrick, H. Dhaliwal, S. Laurie, Councillor Pearson, Councillor Partridge, Lori-Anne Spence-Smith

STAFF:

P. Takala, S. Fahim, L. Weaver, D. Wark, T. Del Monaco, L. DuPelle, K. Dennie, H. Mussa

REGRETS:

V. Cecchetto, C.A. Klassen

Guests: Haney Mussa, Branch Manager

Time to Order:

N. van Velzen called the meeting to order at 6:05 pm.

1. Discussion Period

1.1 Introduction of Haney Mussa

Library Board members welcomed Haney Mussa, Branch Manager, to the Hamilton Public Library.

2. Acceptance of Agenda

MOVED by Lori-Anne Spence-Smith, seconded by Maria Pearson,

THAT THE HAMILTON PUBLIC LIBRARY ADOPT THE AGENDA AS PRESENTED.

MOTION Passed

3. Minutes

3.1 Minutes of the Hamilton Public Library Board Meeting of Wednesday, May 20, 2020 - KD - Attachment #3.1

MOVED by Lori-Anne Spence-Smith, seconded by Elly Bowen,

THAT THE MINUTES OF THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF WEDNESDAY, MAY 20, 2020 BE ADOPTED AS PRESENTED.

MOTION Passed

4. Declaration of Conflict

No board members declared a conflict of interest.

5. Presentations

There were no presentations.

6. Consent Items

MOVED by Robert Coruzzi, seconded by John Kirkpatrick,

THAT CONSENT ITEM 6.1 BE ADOPTED AS PRESENTED.

MOTION Passed

6.1 Upcoming Agenda Items - PT - Attachment #6.1

That the Hamilton Public Library Board receive the upcoming and outstanding items report for information.

7. Business Arising

7.1 COVID-19 Response and Planning Report - PT - Attachment #7.1

MOVED by Lori-Anne Spence-Smith, seconded by John Kirkpatrick,

THAT THE LIBRARY BOARD RECEIVE THIS REPORT FOR INFORMATION AND COMMENT.

MOTION Passed

7.2 HPL's Phased Reopening Plan - PT - Attachment #7.2

MOVED by Stu Laurie, seconded by Maria Pearson,

THAT THE LIBRARY BOARD ENDORSE HPL'S PHASED REOPENING PLAN. THAT THE LIBRARY BOARD DIRECT STAFF TO WORK CLOSELY WITH THE CITY OF HAMILTON TO ENSURE HPL'S PHASED REOPENING CONTINUES TO ALIGN WITH THE CITY'S. THAT THE LIBRARY BOARD AUTHORIZES THE CHIEF LIBRARIAN/CEO TO EXECUTE ON THE REOPENING PLAN, PROVIDED IT IS IN COMPLIANCE WITH DIRECTION FROM PUBLIC HEALTH AND THE CITY OF HAMILTON AND IS CONSISTENT WITH LIBRARY BOARD DIRECTION. THAT THE LIBRARY BOARD AUTHORIZES STAFF TO IMPLEMENT TEMPORARY CHANGES INCLUDING SERVICE HOURS, CHANGES TO MATERIAL LOAN PERIODS AND OTHER OPERATIONAL CHANGES THAT SUPPORT A PHASED REOPENING THAT PROTECTS THE SAFETY OF STAFF AND THE PUBLIC WHILE ALSO MAXIMIZING OUR IMPACT AS WE PROCEED THROUGH THE NEXT PHASES OF THE PANDEMIC. FURTHER, THAT STAFF REPORT BACK ON STATUS AND IMPACTS OF THE TEMPORARY CHANGES AND IN PHASE 3 WORKS WITH THE LIBRARY BOARD TO IMPLEMENT MORE PERMANENT SERVICE STANDARDS AND RULES THAT SUPPORT THE COMMUNITY NEEDS GOING FORWARD.

MOTION Passed

7.3 Fines and Fees - DW/LW/TD - Attachment #7.3

MOVED by Lori-Anne Spence-Smith, seconded by Judi Partridge,

TO SUPPORT NEW AND LONG-TIME MEMBERS TO ACCESS COLLECTIONS AND SERVICES, TO BORROW AND RETURN RESOURCES WITHOUT THE FEAR OF FINES AND TO HELP BOTH YOUTH AND ADULTS IN THE COMMUNITY EXPERIENCE THE FREEDOM TO DISCOVER AT THE LIBRARY WHILE THE COMMUNITY LIVES THROUGH THE PANDEMIC AND PIVOTS TO THE POST-PANDEMIC RECOVERY. THAT THE BOARD APPROVE THE REMOVAL OF PHYSICAL COLLECTION RELATED FINES AND FEES FROM MARCH 15, 2020 UNTIL THE END OF DECEMBER 2021. THAT YOUTH MATERIAL FINES BE ELIMINATED PERMANENTLY. THAT STAFF OFFSET LOST REVENUE BY SAVINGS IN OPERATING COSTS AND THAT STAFF ARE ALSO INSTRUCTED TO DEVELOP A PAY-IT-FORWARD DONATION SYSTEM TO SUPPORT LIBRARY EFFORTS TO SUPPORT LITERACY. THAT STAFF DEVELOP A SYSTEM TO ENSURE THAT CUSTOMERS WITH 20 ITEMS OR

MORE THAT ARE OVERDUE, WILL HAVE THEIR BORROWING PRIVILEGES FOR PHYSICAL MATERIALS SUSPENDED UNTIL THEY CAN RESOLVE THE MATTER. THAT STAFF ARE INSTRUCTED IN Q4 2021 TO REPORT TO THE LIBRARY BOARD A REPORT ON THE IMPACT OF THIS COMMUNITY INITIATIVE RELATED TO MATERIALS LOST, OVERDUE, NEW MEMBERS AND STORIES FROM MEMBERS USING THE LIBRARY FOR THE FIRST TIME OR RETURNING TO THE LIBRARY AFTER MORE THAN TWO YEARS.

MOTION Passed

8. Correspondence

There was no library board correspondence.

9. Report

9.1 Chief Librarian Report - PT - Attachment #9.1

MOVED by Lori-Anne Spence-Smith, seconded by Stu Laurie,

THAT THE LIBRARY BOARD RECEIVE THE CHIEF LIBRARIAN REPORT FOR JUNE 2020.

MOTION Passed

9.2 Digital Usage Update Report - TD - Attachment #9.2

MOVED by Lori-Anne Spence-Smith, seconded by Elly Bowen,

THAT THE HAMILTON PUBLIC LIBRARY BOARD RECEIVE THE DIGITAL USAGE UPDATE REPORT FOR INFORMATION.

MOTION Passed

9.3 Report from the Audit Committee - EB/TD - Attachment #9.3

MOVED by Robert Coruzzi, seconded by Elly Bowen,

THAT THE HAMILTON PUBLIC LIBRARY BOARD APPROVE THE AUDIT COMMITTEE REPORT FROM ITS MEETING OF WEDNESDAY, JUNE 3, 2020.

MOTION Passed

10. New Business

10.1 CULC Statement on Race and Social Equity - PT - Attachment #10.1

MOVED by Stu Laurie, seconded by Lori-Anne Spence-Smith,

**THAT THE LIBRARY BOARD ENDORSE ITS ENDORSEMENT
OF THE CANADIAN URBAN LIBRARY COUNCIL'S STATEMENT
ON RACE AND SOCIAL EQUITY.**

MOTION Passed

11. Policies

11.1 NOTICE OF MOTION - Amendment to the Hamilton Public Library
Board By-Laws (2nd Review) - PT - Attachment #11.1

MOVED by Lori-Anne Spence-Smith, seconded by Robert Coruzzi,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD APPROVE THE
ATTACHED REVISED BY-LAW.**

MOTION Passed

11.2 Intellectual Freedom Policy (2nd Review) - PT - Attachment #11.2

MOVED by Lori-Anne Spence-Smith, seconded by Robert Coruzzi,

**THAT THE LIBRARY BOARD APPROVE THE INTELLECTUAL
FREEDOM POLICY.**

MOTION Passed

12. Private and Confidential

MOVED by Lori-Anne Spence-Smith, seconded by Elly Bowen,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD MOVE IN-
CAMERA TO DISCUSS A LABOUR RELATIONS ISSUE.**

MOTION Passed.

MOVED by Judi Partridge, seconded by John Kirkpatrick,

THAT THE IN-CAMERA SESSION BE ADJOURNED.

MOTION Passed

12.1 Labour Relations Issue - PT/LM

13. Date of Next Meeting

13.1 Wednesday, September 16, 2020, 6:00 pm Meeting

14. Adjournment

The meeting was adjourned at 8:20 pm.

MOVED by Lori-Anne Spence-Smith, seconded by Maria Pearson,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF
WEDNESDAY, JUNE 17, 2020 BE ADJOURNED.**

MOTION Passed

Minutes recorded by Karen Hartog

Date: September 16, 2020
To: Chair and Members of the Board
From: Paul Takala, Chief Librarian/CEO
Subject: Upcoming and Outstanding Agenda Items - PT - Attachment #6.1

RECOMMENDATION:

THAT THE HAMILTON PUBLIC LIBRARY BOARD RECEIVE THE UPCOMING AND OUTSTANDING ITEMS REPORT FOR INFORMATION.

ATTACHMENTS:

| Description | Upload Date | Type |
|------------------------|-------------|------------|
| Upcoming Agenda Report | 9/10/2020 | Cover Memo |

Date: September 16, 2020
To: Chair and Members of the Library Board
From: Paul Takala, Chief Librarian/CEO
Subject: **Upcoming Agenda Items**

2020 LIBRARY BOARD MEETING SCHEDULE

Note: Policies are listed for the month they are scheduled for 1st Review.

| Month | Agenda Items |
|--------------|---|
| January 15 | <ul style="list-style-type: none"> ✓ Election of Officers ✓ Operating Budget Presentation to Council ✓ Advocacy & Political Participation Policy |
| February 19 | <ul style="list-style-type: none"> ✓ 2019 Year-End Metrics Report ✓ Presentation – Consolidated Policy Partnership, Program & Rental Space ✓ Diversity & Inclusion Policy ✓ Audit Committee Report ✓ Report on Safety and Security |
| March 18 | MEETING CANCELLED DUE TO COVID-19 |
| April 15 | <ul style="list-style-type: none"> ✓ COVID-19 Response & Planning Reports ✓ Q1 Metrics Report ✓ Initial Report on Last Year Financials (Pre-Audit) ✓ Reserve Report Update |
| May 20 | <ul style="list-style-type: none"> ✓ COVID-19 Response & Planning Reports ✓ Library Board By-Laws ✓ Carlisle Renovation Scope of Work ✓ Reducing Barriers - Fines and Fees Report ✓ Working with Us Policy ✓ Intellectual Freedom Policy ✓ Digital Usage Report |
| June 17 | <ul style="list-style-type: none"> ✓ COVID-19 Response & Planning Report ✓ Report from the Audit Committee ✓ Board Bylaws ✓ Fines and Fees Report |
| July, August | No Meetings |
| September 16 | <ul style="list-style-type: none"> ✓ COVID-19 Response & Planning Report ✓ <i>Mid-Year Progress Report on 2020 Goals</i> ✓ Q2 Metrics Report ✓ Holiday Closures for Following Year ✓ Capital Budget Submission ✓ Update on Capital Projects |

| | |
|-------------|--|
| October 21 | COVID-19 Response & Planning Report Operating Budget Next Year – 1 st Review Multi-Year Business Plan & 2020 Goals – 1 st Review Legal Review – Working with Us Policy |
| November 18 | COVID-19 Response & Planning Report Meeting Dates for Following Year Nominating Committee Q3 Metrics Report Reserve Report |
| December 16 | COVID-19 Response & Planning Report Final Report 2020 Goals Access to Information & Communication Technology |

ITEMS TO RE-SCHEDULED

Policies

Access by Design & Privacy by Design
Copyright & Intellectual Property Policy
Displays & Exhibits Policy
Donations & Sponsorship Policy
Library Board Statement on Sustainability
Purchasing Policy
Rights of Children & Teens in the Public Library
Safety of Children in the Public Library

Reports

Annual Report on Partnerships
Annual Report on Revenue Generation
Library Service Hours
Municipal Benchmarking Report

Date: September 16, 2020
To: Chair and Members of the Board
From: Tony Del Monaco, Director of Finance & Facilities
Subject: 2020 Operating Budget Variance Report - TD - Attachment #7.1

RECOMMENDATION:

That the Hamilton Public Library Board receive the 2020 Operating Budget Variance Report for information.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The budget variance as at December 31, 2020 is projected to be \$879,124 Favourable.

Including the budgeted municipal contribution of \$31,768,840, total revenues in 2020 are projected to be \$33,552,180 and 2020 total expenses (including reserve transfers) are projected to be \$32,673,056.

Table 1 provides a summary breakdown of 2020 revenues, expenses, and corresponding surplus projections.

An explanation of the type of revenues and expenditures contained with each budget line of the Operating Budget Variance Report is provided below along with an explanation of significant variances.

BACKGROUND:

REVENUES

SENIOR GOV'T GRANTS AND SUBSIDIES

\$10,000 Unfavourable (2019 - \$43,104 Favourable)

This line includes the annual operating grant from the Province of Ontario which is received annually for \$949,450 and other funding by Provincial and Federal governments for specific grant programs such as the Newcomer Learning Centre (NLC, formerly LINC). The claims for funding of the NLC program are submitted quarterly to the federal government. The Canada Summer Jobs grant, which relates to the hiring of summer students, was not applied for this year and is the reason for the projected variance.

FEES, GENERAL, & OTHER GRANTS

\$267,260 Unfavourable (2019 - \$68,960 Favourable)

Major items contained in this line are revenues from library fines, photocopier & printer revenues and third-party grants and contributions.

The main factors in the variance are related to Fine revenues and Photocopier/ Printing revenues which are projected to be much lower than budgeted as a result of the physical shutdown of our branches due to the pandemic and the elimination/ suspension of fines. Fine revenue is projected to be \$250,000 under budget and Photocopy/ Print revenues are projected to be \$115,000 under budget.

We have however received several unbudgeted grants including the third and final instalment of the Grow with Google program (\$58,000). Ontario 211 and FindHelp funding to support the HPL Redbook totalling about \$60,000. This will help to offset the variance. Other factors such as decreased room rentals and merchandise sales are expected to bring the overall variance for this budget category to \$267,260 unfavourable.

RESERVE RECOVERIES

\$4,720 Favourable (2019 - \$15,830 Favourable)

The small variance is a result of funding from the City's Sick Leave Reserve to offset expenses in the Employee Related Costs budget line for unused sick bank payouts made to eligible employees at retirement.

EXPENSES

EMPLOYEE RELATED COSTS

\$1,716,063 Favourable (2019 - \$676,586 Favourable)

This line includes all the employee related costs such as salaries, wages, and government and employer benefits including medical, dental, OMERS, and WSIB.

About \$500,000 of the expected variance is attributable to savings as a result of the leave for Library pages which became effective May 4th. To date, some but not all pages have been recalled. A further \$200,000 relates to savings for library staff that have been redeployed in other areas of the City during the pandemic. Salary, wage and benefits expenses for redeployed staff are paid by the related City department. Another \$100,000 relates to the new Parkdale branch. Staffing expenses were budgeted for half of the year, but the Parkdale branch is not expected to be operational until the new year. The remainder of the variance is attributable to staffing vacancies that are expected to go unfilled for period of a time, and some cost reductions for training and travel-related expenses.

CAPITAL FINANCING

\$0 (2019 - \$192,067 Favourable)

This line reflects the repayment of debentures issued by the City of Hamilton to fund Library capital projects. Actual interest payments were lower than budgeted by

\$192,067 last year. Actual interest payments may vary this year as well. This does not contribute to the Library's surplus however, since any surplus is transferred to City Reserves.

FINANCIAL

\$22,025 Favourable (2019 - \$117,188 Favourable)

The main contributors to the favourable variance are expected to be related to collection materials processing fees (\$31,600) and savings in overdue collection fees (\$14,300) now that fines have been suspended. Savings in legal fees (\$10,000) are also projected. Those savings will be offset in part by City Real Estate cost recovery fees for their time & effort spent of Library leases in 2020 related to the Red Hill and Greenville branches (\$42,000).

More detail on Financial expenses follows at the end of this report in Table 2.

MATERIALS AND SUPPLIES

\$56,960 Unfavourable (2019 - \$172,127 Favourable)

Library materials and subscriptions make up the bulk of the budget for this area and are the primary reason for the unfavourable variance (\$107,430). Combined, the materials and subscriptions budget are \$3.1 million of the total \$3.7 million budget for the entire Materials & Supplies budget category. Digital collection purchases are expected to be higher than usual to support the increase in digital usage of library resources we've been experiencing during this physical shutdown period.

We expect to incur about \$45,000 in unbudgeted pandemic related costs for personal protective equipment (masks) and cleaning supplies (wipes, hand sanitizer) contributing to the unfavourable variance.

As for other pandemic related material & supplies costs, about \$20,000 worth of sneeze guards have been ordered. We also incurred \$10,000 in expenses for paper bags while we were in Takeout mode. A further \$10,000 was spent on hand sanitizing stations and other items such as signage and floor stickers. These costs are expected to be offset by savings in other areas such as fewer furniture purchases, savings in the purchase of day-to-day operating supplies while we were closed, less photocopy supplies expenses, and savings from not producing a paper copy of the "What's Happening" guide.

Savings in computer software expenses (\$38,000) and operating equipment (\$30,000) are also expected to offset the variance.

More detail on Materials & Supplies follows at the end of this report in Table 2.

VEHICLE EXPENSES

\$22,749 Favourable (2019 - \$23,989 Unfavourable)

This line includes vehicle expenses such as maintenance costs, fuel costs, and vehicle washing. Included are fleet related work orders done by the City to maintain our vehicles. With the Bookmobiles being out of service for a good part of the year

we are expecting to incur lower than usual maintenance costs. Associated fuel expenses should also be lower.

BUILDINGS AND GROUNDS

\$157,347 Favourable (2019 - \$42,420 Favourable)

This line includes facility related costs that are paid directly by the Library and not through a cost allocation from the City. It includes costs for security guards and utilities costs for buildings that are not shared with other City facilities such as heating, hydro, data, and external telephone lines.

We're currently forecasting that Security costs will come in \$57,000 under budget related to the pandemic shutdown of our branches. We're also expecting to have an \$85,000 surplus in the Capital Enhancement account. Any surplus in the Capital Enhancement account gets transferred to the Capital Enhancement Reserve at year end.

CONSULTING

\$50,000 Unfavourable (2019 - \$37,486 Unfavourable)

There is currently no budget for consulting, however consulting services of \$50,000 are currently estimated to be utilized in the year.

CONTRACTUAL

\$50,990 Unfavourable (2019 - \$29,246 Favourable)

This line includes expenditures for items such as computers, servers, photocopiers, advertising, service contracts, collection agency fees, access copyright fees, and programming.

We're currently forecasting a savings of \$112,000 in the Computers & Servers accounts. We are not expecting in-person programming to resume this year which is also contributing to \$60,000 savings in related programming expenses. Expenses relating to Lease & Service contracts for sorter, self-check, and RFID maintenance are expected to offset these savings by \$273,000 which is expected to result in a small overall unfavourable variance for this budget category.

RESERVES/RECOVERIES

\$608,570 Unfavourable (2019 - \$589,769 Unfavourable)

This line includes expenses for City cost recoveries as well as reserve transfers. This is to cover the cost of insurance, building repairs, contract cleaners, snow removal, landscaping, and utility allocations for heat and hydro in shared facilities. Also included are salary allocations for non-Library maintenance staff that work in-part for the Library.

We're expecting higher than normal cost recoveries this year related to additional expenses to prepare for and re-open our spaces for things like extra cleaning measures, associated expenses related to cleaning supplies (\$240,000). The Facilities allocation has been over budget the past couple years related to phase in of

the cost re-allocation related to the Central Utilities Plant and we have included a healthy provision of \$200,000 for potential unanticipated expenses.

A breakdown of the Reserves/Recoveries variance is provided in Table 3 to this report.

NET SURPLUS

\$879,124 Favourable (2019 - \$706,285 Favourable)

Overall, the 2020 net operating surplus is projected to be 879,124.

ATTACHMENTS:

| Description | Upload Date | Type |
|--|-------------|------------|
| Table 1 - BVR Forecast Summary | 9/8/2020 | Cover Memo |
| Table 2 - Financial, Materials & Supplies Detail | 9/8/2020 | Cover Memo |
| Table 3 - Reserves & Recoveries Breakdown | 9/8/2020 | Cover Memo |

| Table 1: Year End Variance Report | | | | |
|---|--------------------------|----------------------------|--|----------------|
| Forecast for Year Ending December 31, 2020 | | | | |
| | Annual Budget | Forecast Actual | Variance Favourable/ (Unfavourable) | % Spent |
| Revenues: | | | | |
| Municipal Contribution | 31,768,840 | 31,768,840 | - | 100.0% |
| Gov't Grants & Subsidies | 1,219,450 | 1,209,450 | (10,000) | 99.2% |
| Fees, General, & Other Grants | 554,940 | 287,680 | (267,260) | 51.8% |
| Reserves/Capital Recoveries | 281,490 | 286,210 | 4,720 | - |
| | 33,824,720 | 33,552,180 | (272,540) | 99.2% |
| | | | | |
| Expenditures: | | | | |
| Employee Related Costs | 22,484,340 | 20,768,277 | 1,716,063 | 92.4% |
| Capital Financing | 472,730 | 472,730 | - | - |
| Financial | 390,720 | 368,695 | 22,025 | 94.4% |
| Materials and Supplies | 3,751,280 | 3,808,240 | (56,960) | 101.5% |
| Vehicle Expenses | 85,640 | 62,891 | 22,749 | 73.4% |
| Building and Grounds | 2,524,640 | 2,367,293 | 157,347 | 93.8% |
| Consulting | - | 50,000 | (50,000) | - |
| Contractual | 1,529,710 | 1,580,700 | (50,990) | 103.3% |
| Reserves and Recoveries | 2,585,660 | 3,194,230 | (608,570) | 123.5% |
| | 33,824,720 | 32,673,056 | 1,151,664 | 96.6% |
| | | | | |
| Net Surplus | - | 879,124 | 879,124 | 97.4% |

| Table 2: Financial, Materials and Supplies Details | | | | |
|--|------------------|------------------|-----------------|--|
| Description | Budget | Forecast Actual | Variance | Explanation |
| Legal Fees | 40,000 | 30,000 | 10,000 | |
| Cash Over/Short | - | - | - | |
| Debit & Credit Card Processing Charges | 14,680 | 10,000 | 4,680 | Charges for customer use of eCommerce, credit, and debit cards. Fees declining as less fines incurred/paid. |
| Audit Fees | 7,220 | 7,215 | 5 | |
| Collections Fees | 15,300 | 1,000 | 14,300 | Fees charged by collection agency to recover overdue accounts. Fees declining with less fines being incurred. |
| Processing Fees | 300,000 | 268,400 | 31,600 | |
| Other Fees & Services | 13,520 | 52,080 | (38,560) | Variance primarily relates to City Real Estate cost recoveries for work on Sherwood & Greenville Lease renewals (\$42k) |
| FINANCIAL TOTAL | 390,720 | 368,695 | 22,025 | |
| | | | | |
| | | | | |
| Operating Supplies | 216,900 | 196,000 | 20,900 | Various small dollar items; includes \$10k for Takeout paper bags |
| Medical Supplies | - | 45,600 | (45,600) | Masks, Wipes, Hand Sanitizer, Gloves |
| Computer Software | 53,060 | 15,000 | 38,060 | |
| Operating Equipment | 135,020 | 105,000 | 30,020 | Various equipment and related costs such as audio visual equipment (tv display screens, projectors, boardroom sound, etc.) |
| Furniture & Fixtures | 50,000 | 48,000 | 2,000 | includes \$20k for sneeze guards |
| Merchandise | - | 5,000 | (5,000) | Branded Reusable Masks for Resale |
| Library Materials | 2,432,570 | 2,440,000 | (7,430) | |
| Subscriptions | 700,000 | 800,000 | (100,000) | |
| Repairs-Equipment | 4,440 | 4,000 | 440 | |
| Postage/ Freight/ Courier | 3,270 | 3,000 | 270 | |
| Printing and Reproduction | 82,000 | 80,000 | 2,000 | includes hand sanitizing stations, signage, and floor markings |
| Other Fees & Services | 74,020 | 66,640 | 7,380 | |
| MATERIAL & SUPPLIES TOTAL | 3,751,280 | 3,808,240 | (56,960) | |
| | | | | |
| Processing Fee | 300,000 | 268,400 | 31,600 | |
| Library Materials | 2,432,570 | 2,440,000 | (7,430) | |
| Subscriptions | 700,000 | 800,000 | (100,000) | |
| Total Collections | 3,432,570 | 3,508,400 | (75,830) | |

Table 3 - Breakout of Reserve/ Recoveries Variance

| | <u>Budget</u> | <u>Actual</u> | <u>Variance Favourable/ (Unfavourable)</u> | <u>Notes</u> |
|--------------------------------------|---------------------|---------------------|--|--|
| <u>City Cost Recoveries</u> | | | | |
| Direct Cost Recoveries | \$ 2,087,300 | \$ 2,623,360 | \$ (536,060) | Costs that City incurs and directly recovers from us based on actual related costs |
| Indirect Cost Recoveries | \$ 232,600 | \$ 232,600 | \$ - | Costs that City incurs and indirectly recovers from us based on cost allocation estimates. |
| Other Recoveries | \$ (38,100) | \$ (30,000) | \$ (8,100) | Recovery from Market for security |
| <u>Budgeted Reserve Transfers</u> | | | | |
| Transfers to Reserve | \$ 194,630 | \$ 259,040 | \$ (64,410) | See below for breakdown of actual transfers to reserve |
| Trsf To Veh/Equip Rsve | \$ 21,230 | \$ 21,230 | \$ - | Transfers to City Reserves for replacement of Library vehicles (excludes Bookmobiles) |
| Provision For Equipment | \$ 49,000 | \$ 49,000 | \$ - | Transfer to Library Collections Reserve (\$25k) and Computer Equipment Reserve (\$24k) |
| Replace Of Auto Equip | \$ 30,000 | \$ 30,000 | \$ - | Transfer to the Library Mobile Equipment Reserve (future Bookmobile replacements) |
| Provision-R & M Grounds | \$ 9,000 | \$ 9,000 | \$ - | Transfer to the Library Major Capital Reserve |
| Reserves/ Recoveries Variance | \$ 2,585,660 | \$ 3,194,230 | \$ (608,570) | |

Actual Transfers to Reserve

| | | |
|-------------------------------------|-------------------|---|
| Donations | \$ 12,000 | Revenue is recognized in the Fees, General & Other Grants line, contributing to that favourable variance. |
| Copier/Printer Revenues | \$ 50,000 | Revenue is recognized in the Fees, General & Other Grants line, contributing to that favourable variance. |
| Capital Enhancement Account Surplus | \$ 85,000 | Account surplus reflected in the Buildings & Grounds line |
| Computer/Servers Account Surplus | \$ 112,040 | Account surplus is reflected in the Contractual Services line. |
| | <u>\$ 259,040</u> | |

Date: September 16, 2020
To: Chair and Members of the Board
From: Paul Takala, Chief Librarian/CEO
Subject: **COVID-19 Response and Planning Report - PT - Attachment #7.2**

RECOMMENDATION:

That the Library Board receive this report for information and comment.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The COVID-19 Pandemic is a public health emergency. Our first responsibility in this crisis is to protect the health of staff and the public. As an organization, we then need to support the broader emergency response as we adapt our services to respond to challenges the pandemic poses. Finally, we need to play a positive, leadership role in helping residents and the communities we serve recover.

In the coming months we will continue to investigate and report to the Library Board the potential financial, staffing and legal implications of the pandemic and the accompanying public health and economic challenges that this brings. Currently, we are part way through the process of recalling Library Pages and Call-in staff. We have a number of vacant positions that we are being cautious about replacing because of the current restrictions we are under, the lack of clarity around the 2021 operating budget and the need to pay for COVID-19 related expenses.

BACKGROUND:

The attached report provides an update from our June 2020 report on our response to the pandemic and our plans.

ATTACHMENTS:

| Description | Upload Date | Type |
|---|-------------|------------|
| September Report on COVID-19 and Reopening Plan | 9/11/2020 | Cover Memo |

Date: September 16, 2020
From: Paul Takala, CEO/Chief Librarian
To: Library Board
Subject: **HPL Phased Reopening Plan – September Update**

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SEPTEMBER UPDATE

This report updates the Library Board on our COVID-19 response. Over the summer months, several public updates were issued to report on our progress.

Following Hamilton's moving to Stage 3 on July 24, HPL opened all its locations in late July except for Turner Park that opened in early August.

- Temporary Service Hours were established at all locations from Tuesday to Thursday 11 AM to 7 PM and Friday and Saturday 11 AM to 5 PM.
- FreshDesk (AskHPL) hours were reduced to enable more staff to return to work in person. AskHPL service hours are currently 9 AM to 7 PM Monday to Thursday and 9 AM to 5 PM Friday and Saturday.

NEXT STEPS SERVICE TO CHANGES

The accompanying report **Service Hours Strategy** proposes additional changes to service hours that aim to increase access to in-person library service, while keeping in mind the restrictions we have in place and is mindful of available staff resources. We will continue to evaluate and propose changes to service that enables us to maximize our positive impact.

HPL staff have led a focused and robust response to the community's rapidly evolving pandemic needs. Over the summer it became clear that the rapid rate of change was creating challenges for many staff. After opening all our locations and implementing new protocols to respond to the pandemic, the Senior Leadership Team (SLT) has committed to providing more notice and planning for future changes that are in our control. As the pandemic continues to evolve HPL will need to continue to respond quickly to developments and may require us to increase restrictions again, however, as we make changes to expand access, we will be more methodical in how we rollout those changes.

As our services are gradually restored, we are calling back staff who were put on job protected leaves and have more staff returning to workplace locations. We continue to balance the needs of the library system and community to ensure work is distributed fairly and that we have all the necessary precautions in place to ensuring we practice physical distancing in our workplaces.

WHAT WILL HAPPEN TO HPL SERVICES IF THE PANDEMIC WORSENS LOCALLY

If Hamilton moves back some of the opening that is happening, the positive news is we will likely be moving back to a situation that we have some experience with, unlike the uncertainty that we have faced in the first few months of the pandemic. Key things to expect, should the local situation see increased community spread:

- We will take a measured approach, consistent with Public Health and City of Hamilton direction.
- We will continue to share information with other Library systems to see what we can learn from each other's experiences.
- The mostly likely scenario we would face, is a return to reducing the presence of people in our spaces. If we had to go back to Phase 2 restrictions, we would not likely return to Take-out service the way we provided it. That is highly labour intensive and creates serious bottlenecks for customers trying to access physical materials. Instead we would do what some other libraries did in Phase 2, which was to allow people to have brief visits to the Library to pick-up items on hold and check them out using the self-checkout machines. It should be noted that staff have updated the shelf-checks, so they are currently touch-less. Members can scan their Library cards and check-out books without touching the screen.

Ultimately, we will follow the direction from Public Health authorities, but at this point of the pandemic, it appears that the evidence points to less surface spread of the virus and a greater risk of inhaling the virus through airborne particles. While we continue to quarantine returned physical library materials for 72 hours, this is likely less important than enforcing physical distancing and ensuring members and staff follow the face-mask bylaw.

SUPPORTING CONTACT TRACING

Since we moved to Phase 3 HPL has been supporting contact tracing by requiring library visitors to have a library card and identify who they are. This is really the only way we can ensure we enforce accountability. We are mindful that during the pandemic, reckless behaviour can result in serious health consequences for individuals and undermine our community success at controlling the virus.

Our plan called for us to stop contact tracing in Phase 3. With the colder weather approaching, the return to school and a modest increase in virus spread we are recommending we keep this in place for now and reassess towards the end of 2020. We are looking at ways to make the check-in process more streamlined and ensure we do not have members waiting outside to enter as the weather gets less welcoming. Our approach is to modify this process where it locally makes sense and are prepared to adjust back if necessary, to ensure we can continue to keep our spaces safe.

Here is how the contact tracing is currently working.

- In larger spaces a Greeter is stationed near the entrance, welcoming members into library spaces. In smaller branches, this happens at the service desk. The Greeters talk with customers, explain the new protocols, encouraging mask wearing and scan the individual's library card. If the person does not have a library card, they are encouraged to be given a library card or come back when they reconsider.
- Library cards will usually be issued by another staff inside the Library.
- We have a system that scans library barcodes electronically. That information is kept for one month and then deleted. It will only be used if needed to support contact tracing. Should a Library staff or a Library Member be confirmed to have COVID-19 that information will be given to Public Health, who will follow-up with the contact tracing. If we become aware of COVID-19 in the Library we will be aiming for as much transparency as we are legally allowed, although the risk of contracting the virus at HPL will be low because of the safety precautions we have in place.
- If people living in the same household have only one library card, they will all be allowed in on one card. Where appropriate we will encourage people to get their own card.
- For members that have challenges that might lead them to lose cards regularly, those could be kept at the desk and given to them when they enter.
- We encourage the use of issuing Inspire Cards to individuals with limited or no ID. If they refuse to give a name, they should be turned away and it will be recorded.
- If someone has a library card but does not bring it, we will look it up for them but encourage them to bring it next time.

We have worked for years on reducing barriers. We are doing contact tracing not to create a barrier but to support contact tracing and encourage accountability. To date this has not posed an issue for members and only a few people have left unwilling to identify who they are. We should be aware that some individuals may hear or see the check-in process and be deterred from identifying themselves. We will continue to track this closely. On a positive note, we have recently seen an increase in new library cards that is largely attributed to people visiting our locations and deciding to get a library card.

ENFORCING PPE RULES & PHYSICAL DISTANCING

We have all staff supplied with reusable facemasks and face shields. We also have supplies of disposable masks. We strongly encourage the public to wear facemasks and give them a disposable mask if they do not have one.

Enforcing the local mask mandate has been mostly successful, although a small number of members are not adhering to the rule. For individuals who repeatedly violate the mandate we are having managers talk to them and we will follow our progressive banning system should people not comply. We need to be aware that this mandate gives people the ability to identify as having a medical condition that allows them not to wear a mask. We will respect this mandate but are mainly concerned about individuals moving around in our spaces, not wearing a mask, while coming in close contact with others. We are tracking issues related to this and to date the most frequently reported complaint is members complaining that other members are not respecting the mandate.

We have made a lot of changes to support effective physical distancing. We will not be able to, nor should we, enforce members of the same household to practising physical distancing. The same is true for people in a social bubble that do not physically distance outside of our spaces. We need to be flexible, but our main goal is to prevent these groups from violating others space.

LIBRARY MATERIALS

We are continuing to keep returned materials in quarantine for 72 hrs. A few libraries have increased this to 96 hrs, although evidence of surface contact spread is less clear than spread between people. We will continue to monitor.

- **Newspapers** – For now, we are not putting newspapers out for in-library use.
- **Toys, Children's Equipment** – Have been put in storage and are not currently allowed.
- **Magazines** – If branches want to have in-house reading of magazines those are being quarantined after each use.

CAPACITY AND DURATION OF VISITS

Capacity – Each location has a maximum public capacity based on a formula of estimated square public footage/144 (12ft X 12ft per person). If there are areas that are blocked off to the public or other physical limitations that number will be revised down to create an Adjusted Capacity. Each location will be asked to keep an eye if that number is working and be prepared to revise the Adjusted Capacity up or down.

Monitoring Capacity – Some locations are tracking the number of people at the entrance, others are able to periodically scan their location to ensure they are not exceeding their capacity. If we reach capacity, we will not allow in additional members until someone leaves. We have been quite conservative in how we have set the Adjusted Capacity; the number is lower than what regulations and Public Health have advised.

Duration of Visits – We have not set a system-wide maximum duration of stay, that will be done locally if we are consistently exceeding capacity. Our goal is to provide the most service we can but also ensure it is reasonably distributed between members.

APPENDIX I: HPL PHASED REOPENING PLAN – APPROVED JUNE 2020

Introduction

This Appendix includes key parts of the **Phased Reopening Plan**. The full version is available here: <https://www.hpl.ca/sites/default/files/HPLReopeningPlanJune2020.pdf>

This plan is adapted from the *City of Hamilton's (CoH) COVID-19 Recovery Plan – A Road Map to our New Reality*ⁱ. Its development is also informed by Hamilton Public Library's *Working Assumptions and Phased Reopening Plan*ⁱⁱ and the *Canadian Urban Library Council's (CULC) Toolkit on Recovery & Reimagined Public Library Services Post COVID-19*ⁱⁱⁱ.

*Authors Note: This document takes significant text from the **Hamilton Reopens Plan** and adapts it for the Hamilton Public Library (HPL). The authors acknowledge the contribution of the individuals with the CoH who have strongly influenced this plan.*

HPL Reopens

Our community will be forever changed as a result of the COVID-19 pandemic and the impacts it has had on our families, our businesses, and our city. HPL Reopens is the Library's phased plan in responding to the COVID-19 emergency. This document outlines a gradual, safe and measured reopening of Library facilities and restart of HPL services and programs.

Since COVID-19 began to spread in Hamilton in March 2020, HPL has followed the City's lead. HPL has prioritized the health and safety of residents and employees. We closed library facilities and cancelled programming and events. We quickly pivoted to offer programming and services online and reached out to support the City and community's emergency response.

The COVID-19 pandemic is not over. This virus will continue in our community for many months to come. HPL Reopens will serve as the roadmap during our new reality – one where COVID-19 is present in our community. It outlines the steps HPL will take to keep our residents and employees safe and provides a plan for the safe reopening of facilities and the restart of services and programs.

Alignment with the Hamilton's and Ontario's Reopening Framework

HPL Reopens is meant to align with the Province's framework for Reopening Ontario after COVID-19. The City of Hamilton's framework also uses a phased approach, enabling both the Province and the City to ensure appropriate measures are in place to reopen safely and limit risks to public health. HPL will take guidance from the Province of Ontario as we move between phases. However, reopening in Hamilton will depend on the pandemic situation within our city, and may not align exactly with the Province's phases. We may choose to move through the phases of reopening at a different speed than the Province, based on the conditions in Hamilton and advice from our local Medical Officer of Health.

PRINCIPLES

Reopening of HPL's physical spaces will be gradual, safe and measured. This framework is guided by the following principles:

1. PROTECTION OF PUBLIC HEALTH

The health of residents and HPL staff continues to be our highest priority. We will provide opportunities to maintain safe physical distance from others and follow good public health and occupational safety practices when reopening Library facilities and restarting programs and services.

2. UNIVERSAL DESIGN AND FOCUS ON THE VULNERABLE SECTOR

The principles of *Universal Design*^{iv} will inform our approach to ensure our services are provided as barrier free as possible. We will prioritize providing access to technology and learning supports to those most in need.

3. MAINTENANCE OF HPL FACILITIES AND ASSETS

We will consider which facilities and assets require maintenance or other actions to support Library business and operations.

4. COMMUNITY PRIORITIES AND PARTNERSHIPS

We will prioritize the services most valued and needed by the community. We will work with trusted partners to ensure our services complement their efforts. We will strive to provide informed referrals to those seeking information or assistance.

5. ECONOMIC RECOVERY

We will prioritize Library services and activities that contribute to the economic recovery of the City and the community. We will focus on supporting small businesses, job seekers and community members seeking information about supports and services available for them to help with their recovery. We will provide free online learning opportunities and supports (including technical support) to advance educational and skills advancement.

6. HEALTH, WELL-BEING AND PRODUCTIVITY

We will consider the health, well-being and productivity of employees when determining the most suitable location for them to do their best work. Through all reopening stages, staff will work remotely to support Hamilton residents. We will use specialized teams to maximize productivity and minimize staff exposure to other HPL staff members as we rapidly adapt our service model in response to COVID-19.

7. LEGAL OR REGULATORY REQUIREMENTS

We will consider whether a municipal service or activity supports a legal or regulatory obligation of HPL or the City.

8. RESOURCE AVAILABILITY

We will consider the availability of resources such as staff, physical and financial resources, Personal Protective Equipment and more when making decisions. We assume a tight funding environment for 2020 and 2021 and beyond. Except for non-levy funding, any emergency expenditures we incur in response to COVID-19 will need to be self-funded by savings we accrue through service restrictions. Any loss in fee revenue will need to be offset by cost savings.

REOPENING PHASES

HPL Reopens plan includes three overarching phases, each aligning generally with the Province of Ontario's [Reopening Framework](#)^v.

Through each phase, the health and safety of residents and Library staff will be the primary focus, continuing to balance the needs of the community, City Council, municipal business and community partners. Our plans will follow Library Board directions and strategic priorities.

Reopening HPL's physical spaces and services will be gradual, safe and measured. **Each progressive step will include a continuation of the services provided in previous stages,**

however, some services and activities will be reduced to ensure approved services are adequately supported.

PHASE 1 – THE EARLY STAGES

Phase One of HPL Reopens is focused on delivering the highest priority Library services. Phase One, HPL operations include:

- All HPL facilities and offices remain closed to the public.
- In-person Library programs, events and room bookings remain cancelled.
- Limited return to the workplace for staff delivering high-priority services and prepare for future stages. Staff work in teams to limit exposure to multiple staff members. Many staff continue to work from home.
- Library staff redeployed to COVID-19 emergency response support efforts continue in their temporary positions.
- Restrictions on the number of people gathering to follow or surmount Provincial restrictions.
- Outdoor Wi-Fi service remains available at all HPL locations. We will monitor use to ensure this service does not encourage large gatherings in violation of physical distancing rules and provincial order.
- HPL's enhanced online services continue. Details of our services and emergency response are found in the [Report on HPL COVID-19 Response](#)^{vi}. Phone, email, chat and online support is provided through the Library's new member support system that enables staff to support member from home. Service hours during this phase: Monday to Friday: 8 AM to 10 PM, Saturday: 8 AM to 5 PM, Sunday: 1 PM to 5 PM.

PHASE 2 – GRADUAL REOPENING

Phase Two of HPL Reopens is focused on safely expanding Library services available to residents and returning more staff to work. Phase Two, HPL operations include:

- Library facilities and offices reopen to the public in stages to enable physical distancing measures and health screening upon entry.
- In-person Library programs and events remain cancelled.
- Where required, staff will return to the workplace under enhanced health and safety guidelines with strict adherence to physical distancing, health screening upon entry, and restrictions on gatherings. Many staff continue to work from home.
- Staff who were redeployed to support COVID-19 emergency response efforts will continue in their temporary positions.
- Restrictions on the number of people gathering to follow or surmount Provincial restrictions.
- Outdoor Wi-Fi service remains available at all HPL locations. We will monitor use to ensure this service does not create large gatherings in violation of physical distancing rules and provincial order. HPL's enhanced online services continue to be available online.
- In person service will be provided with enhanced health and safety measures in place for staff and residents accessing Library facilities and services.
- Giving priority to seniors and other vulnerable during the first hour or two of opening is a potential measure we are investigating.
- Throughout Phase Two, computers stations will be cleaned by staff between each session. We are exploring ways to do this, including allowing 50-minute sessions, then spending 10 minutes cleaning keyboards, mice and other touched surface before the next set of people can use them.
- Support contact tracing during all stages of Phase Two.

PHASE 3 – OUR NEW REALITY

Phase Three of HPL Reopens focuses on continuing to deliver Library services in a safe and responsible manner while the risk of COVID-19 infection remains in our community. Phase Three will continue until a COVID-19 vaccine or other treatments are available and in widespread use.

Phase Three, HPL operations include:

- Library facilities and offices reopen to the public with measures to enable physical distancing and health screening upon entry.
- Most library programs continue to be offered virtually. In-person programs and training that can be provided under enhanced health and safety guidelines will be gradually introduced.
- More staff may return to the workplace under enhanced health and safety guidelines. As much as possible we will schedule staff to work in cohorts of teams, working with the same individuals. The locations that people work at will try to accommodate staff preferences; this may not be their previous work location. Priority will be given to staff who require public transit to get to work. This staff will be assigned to locations safest for travel. Some staff continue to work from home.
- Staff redeployed to COVID-19 emergency response support efforts may continue in their temporary positions.
- Restrictions on the number of people gathering to follow or surmount Provincial Orders.
- Many Library services are available both online and in-person with health and safety measures in place for staff and residents accessing services.
- Giving priority to seniors and other vulnerable during the first hour or two of opening is a potential distancing measure.
- Contact tracing may be relaxed depending upon direction from Public Health.
- Sometime during Phase Three we will likely be able to provide Oxivir wipes to members to supplement periodic cleaning of shared computers.

REFERENCES

ⁱ City of Hamilton Recovery Roadmap - <https://www.hamilton.ca/reopens>

ⁱⁱ HPL's Working Assumptions and Phased Reopening Plan - <https://www.hpl.ca/sites/default/files/20-05-HPLWorkingAssumptionsfor2020.pdf>

ⁱⁱⁱ CULC Think Tank Tool Kit - <http://culc.ca/advocacy/thinktank/>

^{iv} Universal Design - https://en.wikipedia.org/wiki/Universal_design

^v Ontario Reopening Framework - <https://www.ontario.ca/page/reopening-ontario-after-covid-19>

^{vi} HPL May 2020 Report on COVID-19 Response: <https://www.hpl.ca/sites/default/files/20-05-HPLReportonCOVID-19Response.pdf>

Date: September 16, 2020
To: Chair and Members of the Board
From: Paul Takala, Chief Librarian/CEO
Subject: **Service Hours Strategy Report - PT - Attachment #7.3**

RECOMMENDATION:

That the Library Board endorse the *Service Hours Strategy Report*.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

There are significant financial, staffing and legal implications of the COVID-19 pandemic. In regards to the operating budget, we will continue to work closely with the City of Hamilton. For 2020, the primary source of funds for any needed expenditures to respond to the crisis will be redirecting funds that are saved because of restrictions to our operations. Staff will continue to ensure we prioritize protecting health and safety and we follow all rules and regulations that may emerge as the COVID-19 pandemic unfolds. Staff will work with the City of Hamilton, the Library Board and CUPE 932 to effectively manage changes in staffing required to respond to the crisis.

BACKGROUND:

In June the Library Board endorsed *HPL's Phased Reopening Plan*. This report on service hours, builds on that report and activity that took place over the summer. The Library Board passed several motions in June when it endorsed the *Reopening Plan*. These included:

- *That the Library Board direct staff to work closely with the City of Hamilton to ensure HPL's phased reopening continues to align with the City's.*
- *That the Library Board authorizes the Chief Librarian/CEO to execute on the reopening plan, provided it is in compliance with direction from Public Health and the City of Hamilton and is consistent with Library Board direction*
- *That the Library Board authorizes staff to implement temporary changes including service hours, changes to material loan periods and other operational changes that support a phased reopening that protects the safety of staff and the public while also maximizing our impact as we proceed through the next phases of the pandemic. Further, that staff report back on status and impacts of the temporary changes and in Phase 3 works with the Library Board to implement more permanent service standards and rules that support the community needs going forward.*

Staff continue to ask for some flexibility in the implementation of this plan and the Board should be aware that a deterioration of the local pandemic situation could impact the timing of implementation. Staff will continue to provide monthly reports to the Library Board on service, usage and propose gradual changes as we progress through the pandemic. Once we are in the

post-pandemic phase, staff will work with the Library Board on longer term plans, including a new Strategic Plan which will clarify priorities going forward.

ATTACHMENTS:

| Description | Upload Date | Type |
|-----------------------|-------------|------------|
| Service Hour Strategy | 9/11/2020 | Cover Memo |

Date: September 16, 2020
To: Library Board
From: Paul Takala, CEO/Chief Librarian
Subject: **Phase 3 Pandemic Service Hours Strategy**

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| Proposed Library Service Hours | 4 |
| Appendix I: Current Time of Day Usage Patterns | 5 |

INTRODUCTION TO THIS DOCUMENT

This document provides an overview of HPL service hours strategy for the rest of 2020. It proposes some changes to be made to service hours in October and then a Board review in November.

This document is focused on our moving forward strategy. While we continue to focus on expanding our impact while taking a gradual and measured approach, we remain ready to respond quickly to move to increased restrictions should circumstances and public health guidance advise us in that direction.

CURRENT CHALLENGES AND OPPORTUNITIES

As we move into this next phase of reopening our goal is to provide as much support to the community as possible while being mindful of resources and the fact that we can are still operating under restrictions. We have been monitoring usage patterns and operational issues over the last number of weeks, some preliminary things we have learned:

- **Time of Day Usage Patterns:** The current time of day patterns show we are busier in the morning with activity tapering off as we get into the late afternoon and evening. We will continue to monitor to see if this pattern changes. It is likely that the restrictions from the COVID-19 pandemic are giving some people more flexibility during the day. As more people return to work and school in person, we should expect this to change and will need to revise our service strategy as patterns change.

- **Increasing Demand for In-Person Service:** Although there are restrictions on the number of members we can serve at a time, we are starting to see an increase in usage in person in our spaces. The significant growth in digital usage since mid-March continues and we will continue to put appropriate resources to ensure members that using us digitally are adequately supported.
- **Supporting Learning and Access:** We know the pandemic has created multiple challenges to learning. This is especially present in households that lack access to adequate bandwidth, technology and other supports to advance educational achievement. This plan is being developed to ensure HPL can maximize our positive impact on learning. It is important that we support students enrolled in formal education, as well as, individuals trying to improve their skills or life prospects. We will look for strategic partnerships to provide free educational supports. Strategic partnerships will be given priority to add additional locations to this extended service model and address members needing additional supports.
- **Reviewing our Contact Tracing Process:** Our pandemic plan called for HPL to stop contact tracing in its current form in Phase 3 of our plan. Because we moved to Phase 3 more quickly than we anticipated, we delayed changing that process. While the role of Greeters and having contact tracing in place has helped us safely relaunch our in-person service, are reviewing how we are doing this. Some key things to understand about why we need to review this practice and how the next phase of contact tracing could work.
 - In our larger locations, the process takes up significant staff capacity. Our ability to meet service needs are constrained by this process.
 - With summer coming to an end, we need to ensure we do not have library members lined-up outside during inclement weather.
 - We are not required to do contact tracing and will be able to stop doing this at some point in the near future, however, we are currently in somewhat of a holding pattern at this point because the weather is changing, and school recently started. Should we make changes that make the check-in process less onerous and the situation regresses we need to be prepared to move to previous restrictions.
 - In October we are going to start implementing new process at a local level where it makes sense. For example, at our smaller branches members already get checked in at the service desk. Looking at expanding this practice to larger locations would create a more welcoming environment, reduce outside line-ups and take some pressure off staffing.
- **Staff Vacancies and Budget Constraints:** With restrictions to what services we can provide and the need to pay for pandemic related expenses, we have been saving money by reducing our staffing costs. After laying off Call-in staff and Library Pages we have recalled Call-in staff and are part way through the process of recalling Library Pages. We anticipate recalling more Library Pages in the coming weeks. We also have vacancies due to retirements and other staff that were in temporary positions. While we will need to fill some vacancies to support operations, we are waiting until we have a sense of our 2021 budget. It makes senses that while we still have pandemic related expenses and we are operating under restrictions that we leave some positions vacant until we are in the post pandemic period.

IMPLEMENTATION NOTES

- **Timelines** - The goal is to begin implementation of the revised hours starting on **October 5**. It will take some time to implement the *Self-Service & Quiet Study* at all the designated locations

so that will be phased in. This next phase of service will be monitored closely to see if adjustments need to be made.

- **November Board Review** – this plan will be re-accessed by the Library Board in November 2020. That assessment will include reviewing: Sunday service, service hours for 2021 and relaunching the Rural Extended Access program.

Note: Freelon and Lynden are currently equipped to support Extended Access. Carlisle, Greenville and Mount Hope to have extended access after construction projects.

SELF-SERVICE & QUIET STUDY

In addition to our normal service operations, we will have additional hours that enable Library members to use our spaces and technology based on a self-service model. During this time, branches will be open for quiet independent study and computer use. Key details:

- **Library Card Required** – As with the previous Study Hall model, members accessing the space will need to have an HPL Library card.
- **Security Support** – All locations will have a **Security Guard** present during this period.
- **Remote Support** – AskHPL, *FreshDesk* customer service and the *Digital Technology Service Desk* will be available to provide remote support to staff and members.
- **Other Services** – Library members will be able to checkout items using shelf-check and return materials to drop boxes. Computers, Wi-Fi and printers will be available for use.
- **Changes to the Study-Hall Model** – We have several years of experience operating Study-Hall service between 9 pm and midnight Mondays to Thursdays. This service has been offered at Terryberry and at Red-Hill with a Security Guard with very few problems. Some key details:
 - **Short-Term Goal** – Our immediate goal is to offer this kind of access to our spaces and technology more widely but starting with shorter hours.
 - **Adding Library Staff** – Depending on staff capacity, we will prioritize adding staff to larger locations and locations where extra support is needed. This will include an Information Clerk or another permanent staff member and a Library Page. Library Pages will only be present where a permanent staff member is also working. Larger locations will have more staff present depending on capacity.
 - **Accessing Impact and Challenges** – We will monitor and assess how this works to ensure we can direct the appropriate staff resources where needed and to come up with a sustainable plan to build on this in the coming months.

PROPOSED LIBRARY SERVICE HOURS

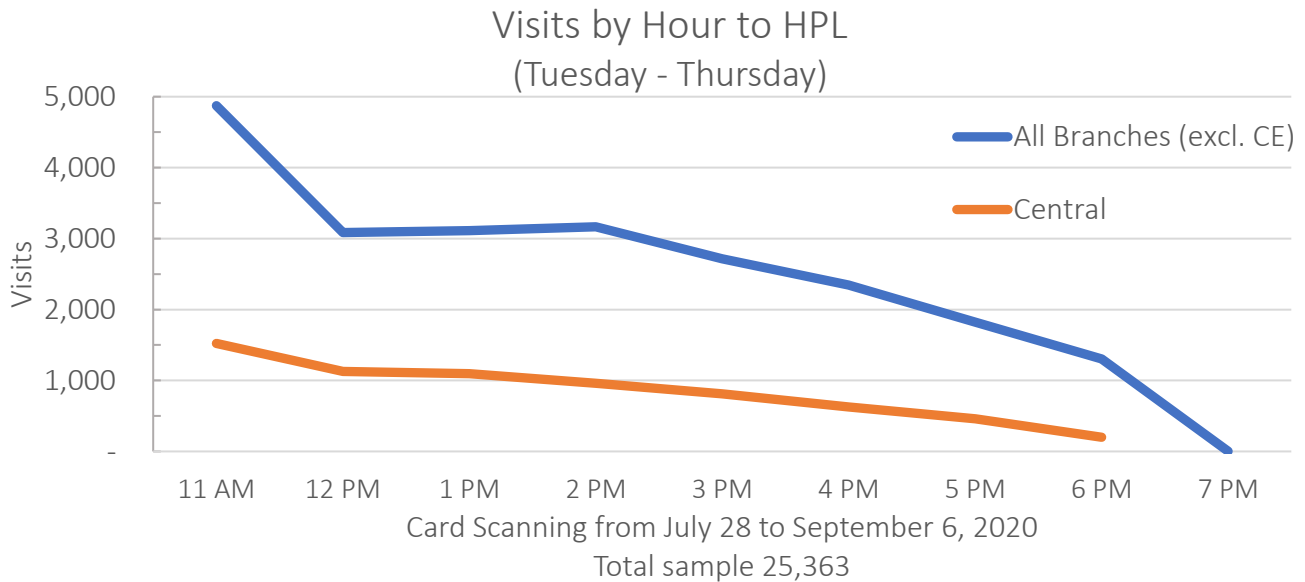
Standard Service Hours

Self-Service & Quiet Study Hours

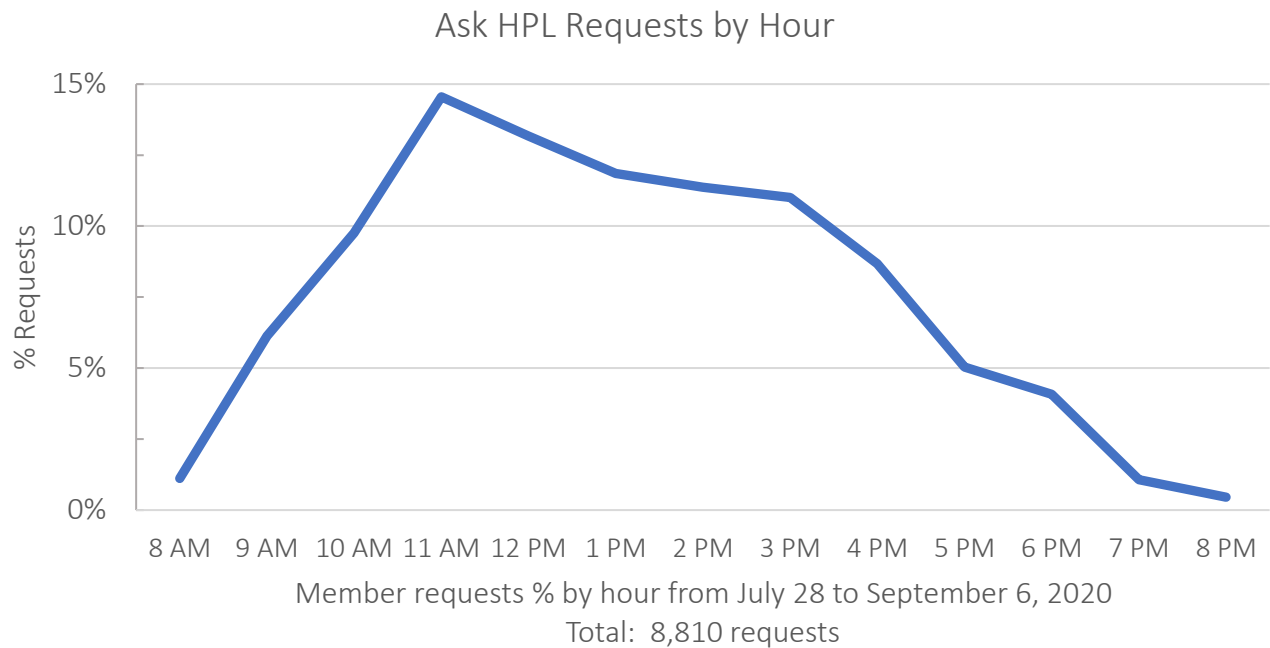
| Location Hrs/Wk. | M | T | W | T | F | S | S |
|---|-----------------|-----------------|-----------------|-----------------|--------|--------|---|
| GROUP 1 – LARGEST BRANCHES, PREVIOUSLY OFFERED SUNDAY SERVICE | | | | | | | |
| Central, Dundas, Red Hill, Terryberry, Turner Park, Waterdown | 10 - 6 6 - 9 | 10 - 6 6 - 9 | 10 - 6 6 - 9 | 10 - 6 6 - 9 | 10 - 6 | 10 - 5 | * |
| GROUP 2 – BRANCHES THAT SERVE COMMUNITIES WITH LESS TECHNOLOGY ACCESS. | | | | | | | |
| Barton, Concession, Kenilworth, Sherwood, Parkdale (opening 2021) | 10 - 6 6 - 9 | 10 - 6 6 - 9 | 10 - 6 6 - 9 | 10 - 6 6 - 9 | 10 - 6 | 10 - 5 | |
| GROUP 3 – OTHER URBAN, SUBURBAN BRANCHES | | | | | | | |
| Ancaster, Binbrook, Locke, Saltfleet, Stoney Creek, Valley Park, Westdale | 10 - 6 | 10 - 6 | 10 - 6 | 10 - 6 | 10 - 6 | 10 - 5 | |
| GROUP 4 – CURRENT AND FUTURE EXTENDED ACCESS RURAL BRANCHES | | | | | | | |
| Carlisle, Freelon, Greenville, Lynden, Mount Hope | | 10 - 6 | 10 - 6 | 10 - 6 | 10 - 6 | 10 - 5 | |

APPENDIX I: CURRENT TIME OF DAY USAGE PATTERNS

With our current system hours from 11am – 7pm we see a clear pattern of use. There is a concentration of use earlier in the day, which decreases as the day progresses.



Ask HPL (email, chat, phone), our member request portal, sees a similar pattern of use with most requests concentrated between 9am-4pm and a peak of requests between 10am-12pm. AskHPL begins active responses at 9am but members may submit requests 24/7.



Date: September 16, 2020
To: Chair and Members of the Board
From: Paul Takala, Chief Librarian/CEO
Subject: **Mid-year Progress Report - PT - Attachment #9.1**

RECOMMENDATION:

That the Library Board receive the Mid-Year Progress Report for review and comment.

ATTACHMENTS:

| Description | Upload Date | Type |
|-------------------------------|-------------|------------|
| Mid-Year Progress Report 2020 | 9/16/2020 | Cover Memo |

Date: September 16, 2020
To: Chair and Members of the Library Board
From: Paul Takala, Chief Librarian/CEO
Subject: **Hamilton Public Library Goals 2020 – Mid-Year Progress Report**

| | |
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INTRODUCTION

With the emergence of the COVID-19 Pandemic the focus of HPL shifted to respond to the public health emergency. Since the April Board meeting, staff have been providing updates on HPL's response to the COVID-19 pandemic, including our support to the City's and the community's response. Details about that response will continue to be reported to the Library Board in our monthly reports and will be included in our Year-End Report on goals. This Mid-Year Progress Report focuses on the original 2020 Goals and how we have continued to advance them or paused them to reassess while we are under the pandemic restrictions. For reference the text of the *2020 Goals* appear at the end of this document and the mid-year updates follow the order of the original report.

IMPLEMENTING THE STRATEGIC PLAN

COVID-19 has required HPL to rapidly shift the way it provides services. While we are in the middle of the pandemic, it is difficult to predict the circumstances we will be facing in a year or two. Although the current Strategic Plan is scheduled to end in 2021, because of the pandemic, we are proposing that we begin our strategic planning process in late 2021 and continue it well into 2022.

Staff will continue to report to the Board regularly about the impacts of adjustments to service changes. Due to uncertainty around post-pandemic recovery the Board should be open to accelerating strategic planning if the pandemic is resolved more quickly or delaying if circumstances have not stabilized. The annual letter from the Board will provide an opportunity to provide guidance to staff for 2021.

SERVICE PLANNING AND DEVELOPMENT

EXPANDING LIBRARY SERVICE HOURS

With the restrictions we are facing because of COVID-19 library operations have been disrupted. After an initial period supporting enhanced online service services and then Take-out, all HPL locations were opened mid-summer in response to the Province moving Hamilton into Phase 3. With re-opening we offer: in-branch browsing, self-check-out, computer usage, Wi-Fi and cooling/warming spaces.

Several factors have temporarily put constraints on Library service hours. These include:

- **COVID-19 Restrictions:** With HPL operating under pandemic restrictions and many people limiting their outside movement, the demand for and our ability to serve the normal volume of in-person visitors is limited. As we gradually move through the pandemic, we will continue to offer expanded service; as we regularly re-assess capacity, demand and impact.
- **Operating Budget:** Many public libraries have had their 2020 operating budgets reduced. HPL has not experienced this yet, however, we need to understand that the City, as with most other municipalities, is facing severe budget pressures, so we should not anticipate extra levy funding to support our COVID related expenses this year. The operating assumption, that the Board approved, is that we will need to self-fund through savings all required expenses.
- **Staffing:** Constraints to staff include: some Library Pages have not yet returned to work; several retirements and vacancies have not yet been filled; Library staff seconded to support the City's emergency response and staff accommodated to work remotely during the pandemic. We are in the process of gradually calling back Library Pages. Regarding vacancies, we are currently holding off filling most vacancies until we have more certainty around the 2021 operating budget.
- **Additional Work Requirements:** Implementing enhanced cleaning including regularly frequently touched surfaces and checking-in members as they enter our spaces have required additional staff resources.

Current Service Hours

- **Physical Locations:** TUES - THURS – 11 am to 7 pm; FRI., SAT. 11 am to 5 pm
- **AskHPL Service:** After an initial period of expanded hours because we had most of our staff working from home, Ask HPL hours have moved to:
MON - THURS – 9 am to 7 pm; FRI & SAT. 9 am to 5 pm

Service Hours Moving Forward

The goal is to build on these core hours already established. When we can restart Rural Extended Access in later Phase 3 we will be able to shift some staff to other locations without reducing the rural branch hours. More significantly, as the restrictions are gradually relaxed, some of the extra work staff are currently doing will be able to be reassigned to other activities.

ENHANCEMENTS TO PUBLIC SERVICE

While the closure of the library impacted servicing library members, it allowed for the adoption of software programs that have enhanced the service we are able to provide to our library members:

- MS Teams, allowed staff to hold virtual meetings for planning and conducting remote library business, including virtual programming with links from our website and YouTube channel
- FreshDesk, allowed for a unified communication channel for AskHPL to be established for library members to connect with us via telephone, email or chat with enhanced reporting capabilities to track busiest times of the day and preferred methods of communication. Initially this service was provided remotely and will continue to be used when we return to in-branch/department work.

RURAL SERVICE EXPANSION

Extended Access is currently suspended at Freelon and Lynden. The construction projects at Carlisle and Greenville will add two more Extended Access locations. Plans for Mount Hope which are not as advanced will later address that location, bringing all rural branches the Extended Access service. We hope to relaunch Extended Access later this year.

LOCAL HISTORY AND ARCHIVES (LHA)

LHA continues to move forward with a number of important initiatives, including:

- Internet Archive (IA) and Controlled Digital Lending (CDL) - National promotion and presentations of Legal Opinion and National Emergency Library
- Media responses to COVID related research and remote collection access
- Celebrating Local History through Social Media
- Digital Asset Management System (DAMS) research and preparations

LIBRARY MEMBERSHIP GROWTH

Online Card Registration was launched in 2019. There were over 30,000 new members using the library's OverDrive collection in part due to COVID and as part of our reciprocal online agreement with Mississauga and Burlington Public Libraries. At the end of Q2 2020 HPL had 164,490 active members.

EXPANDING ACCESS TO QUALITY LIBRARY COLLECTIONS

Digital usage has grown rapid during the pandemic. Collections staff continue to work on improving access to both digital and physical collections. Some highlights:

PHYSICAL COLLECTIONS

- Community Collections – expansion of collections to Food Banks and Community Housing
- Interlibrary Loan – resumed filling ILLO requests created during pandemic closure
- Initiated Reciprocal Agreement with Six Nations Public Library
- HPL was awarded the only public library collection of the Canadian Children's Book Center Collection

Digital Collections

- eExpress Collection – via OverDrive and increased loan limits
- Increased loan limits via Kanopy streaming

- Return of Hoopla – movies, music, books and audio
- Digital Magazines – expansion of the collection to include 3000 new titles
- Reciprocal Digital Collection Agreement with Burlington and Mississauga Public Library

ADVANCING COMMUNITY PRIORITIES THROUGH PARTNERSHIPS

Although much of our partnership activities are currently suspended due to COVID-19, HPL continues to explore partnerships to respond to COVID-19. Partnerships will play a critical role in HPL's actions supporting the post pandemic recovery. Important partnership priorities for 2020 include:

- **Indwell at Parkdale** – Funding for the project was approved in early 2020. Construction is proceeding well. The location will likely be open for business in early 2021. Parkdale will be HPL's 23rd branch. It will be located on Parkdale avenue between Barton & Melvin Avenues on the ground floor of Indwell's affordable housing community complex. Branch amenities will include a popular collection, public computers, free Wi-Fi, and community meeting rooms. We will also be able to take advantage of two on-site gardens to offer some fun outdoor programming.
- **Urban Indigenous Strategy** – Working with the Urban Indigenous Strategy the library was the host of local Indigenous Artists as part of Hamilton Reads. We look forward to continued work with UIS as we work towards the Calls to Action in both the UIS and Truth and Reconciliation Report.
- **Indigenous Programming** – HPL is dedicated to highlighting Indigenous voices through our programming. Our current Writer in Residence, Janet Rogers, is a Mohawk/Tuscarora writer from the Ontario Six Nations, and she launched her new book *Ego of a Nation* in celebration of National Indigenous People's Day at an author event, and she also produced a podcast that was aired on McMaster's podcast system in June. Our current Hamilton Reads title is *Moon of the Crusted Snow* by Waubgeshig Rice, who is an Anishinaabe writer and journalist from the Wasauksing First Nation. On HPL's YouTube Channel you'll discover studio tours with artists Tsēmā Igharas who is an award-winning, interdisciplinary artist of Tahltan descent, and Dani Jonathan, a crafter from Six Nations. Tsēmā and Dani, along with Nunavummiuq artist Jesse Tungilik created Achievement Badges as part of our Hamilton Reads Summer Reading Program.
- **Red Book** – A database resource of services provided by community and non-profit organizations to Hamiltonians, this key information source became part of HPL in December 2018 with the closure of Information Hamilton. Through strategic partnerships, Red Book provides essential data to the Ontario 211 service and to City of Hamilton departments for resources such as the Food Access Guide, which is managed with Public Health staff. HPL has grown this resource with a new public website design in 2019 and a new database platform being rolled out in Fall of 2020. Red Book data will be the key source of information about Hamilton services for those experiencing homelessness in the Chalmers app launching in the city on September 22, 2020.

- **McMaster University and McMaster Library** – HPL partners with McMaster in multiple ways, including in the annual Writer in Residence. HPL is a key partner in two national research initiatives led by McMaster Researchers, one explores the effectiveness of digital literacy programs and services in the public library and the other explores strategies to keep seniors socially engaged and developing. In collaboration with the Faculty of Social Sciences at McMaster University, HPL is developing a conceptual community research platform to support current and future Community-Based Participatory Research initiatives. The platform will formalize the partnership and support these initiatives, providing McMaster faculty and researchers with access to the community via the Library; in turn, the Library benefits from the scholarship to inform decision-making about our programs and services and to contribute to demonstrating the Library's social impact.
- **Continuing Education – Google IT Support Certificate Scholarship** – Working with Google, HPL provides free continuing education opportunities to 100 Hamiltonians, over two years, to obtain an IT support certificate to prepare them for an entry level technology career. 50 individuals participated in 2019 and recruiting is underway for the next 50 learners for the 2020 cohort.
- **McMaster Children & Youth University (MYCU)** – HPL had offered in-person programs, but they are now evolving to online clubs and on-demand delivery of these programs that bring the university right to kids in the community
- **Frontier College** – HPL is distributing 1000 booklets filled with learning activities from Frontier College. In the Fall, HPL and Frontier College will expand the partnership by offering online math tutoring and reading help for kids, and teen tutoring for a variety of high school subjects.
- **Virtual Branch Programs** launched in April through the Virtual Branch. One of our goals was to continue connecting with our members in the ways they know and love, as well as in new ways that would support members during this time. Our focus was on reducing social isolation, supporting reading and literacy for all ages, skills development, cultural activities, and providing opportunities to support our member well-being through interaction and engagement. Virtual Branch programs include a blend of interactive face-to-face online programs, on-demand learning programs, concerts, author events, and discovery activities that families can download and complete off screen at home.
- **Reading Programs** - The library continues to celebrate readers, reading and writing this year in many ways. We continue to host a Writer-In-Residence in partnership with McMaster and celebrate writers with the Power of the Pen and Short Works Prizes. HPL launched the annual Hamilton Reads program early this year in order to engage readers across Hamilton during the first weeks of the pandemic. With a successful launch in mid-April the ebook for our featured title *Moon of the Crusted Snow* by Waubgeshig Rice has been circulated 3000 times, we have hosted book clubs and featured artist and author events through our Virtual Branch, with more to come before the program draws to a close in November 2020 Our annual reading programs include hundreds of Hamilton readers with the TD Summer Reading Club, Top Teen and Junior Teen Novel, Hamilton Reads and Telling Tales festivals.

- **Supporting Authors** – As part of the promotion for the Short Works Prize, HPL has hosted a weekly program through the Virtual Branch called Poems from Home, which features local poets reading their work. A prose version of this program will be launching in the fall called Hamilton Writes. These programs offer opportunities for local writers to find an audience for their work during this unprecedented time. HPL has also hosted several live author events online.
- **Seniors Programs** – Supporting Seniors through programming to help reduce social isolation was a priority for programming the Virtual Branch. We continue to work with many of our partners including City of Hamilton Recreation, Metcalf Foundation, McMaster, Ontario Bar Association, and the Hamilton Council on Aging to offer both face-to-face programs online, as well as interactive live informational events. During the physical branch closure staff called thousands of isolated seniors and supported them with accessing library and community resources as well as a recreational/social check in.
- **Hamilton Pride 2020** - The library supported Hamilton 2020 Pride and inclusion by providing information and resources for Pride Hamilton to share and promote, including booklists containing reads by and about 2SLGBTQIA+ communities (Kids, Teen, Adult). Also shared were lists of books to support conversations about race, racism and resistance (Kids, Teen, Adult), titles by Indigenous authors (Indigenous Authors), and books about teen mental health (Teen Mental Health). HPL also supported Pride this year by promoting a curated list of 2SLGBTQIA+ community resources in the Red Book (Community Resources). In addition, a Pride-themed Discover At Home activity was created and posted in June to coincide with Hamilton Pride.
- **Gender Identity and Expression Protocol Training City of Hamilton** – In 2020 we continued the process of ensuring all permanent staff participate in this training. In 2021 library pages will be participating in a modified version of this training.
- **Ongoing local community partnerships with Farmer's Markets** – HPL strives to becoming a visible presence in the community at Farmer's Markets across the City promoting library services and programs along with food literacy. During the physical location closure the library donated print resources to Food Banks for sharing with customers.
- **Newcomer Learning Centre** – The Newcomer Learning Centre continues to support its 100 student and tutor pairs, both in person while the library was open to the public, as well as online since March 2020. The Seniors language classes have all transitioned online, and they continue to be running weekly. Two additional conversation circles have been added online while library locations are closed for entry. The online tutor pilot that was scheduled to begin this year has remained on track, with recruitment goals being met and reported to IRCC successfully.

Important Partnerships Impact by COVID-19

- **Mohawk College** – City School by Mohawk – Hamilton Public Library continues to grow its partnership with Mohawk College to offer a wider selection of free college credit programs. Before the pandemic, City School was delivering 4 programs twice a week at Hamilton Central Library covering topics about music, business plans and careers in Technology. Although more credit programs were planned for the Winter of 2020 at Central and Red Hill with a focus on

small business entrepreneurship and child development those programs have taken a pause. We will be exploring ways we can continue working with Mohawk on this important and growing initiative.

- **Xperience Annex** – Is a partnership initiative between HPL and the City of Hamilton located at Central Library Circuit 4.0 (4th floor, Central Library). Xperience Annex support youth in achieving their goals by connection and collaboration with education, health care and employment providers. With the help of youth navigators 6 days a week, Xperience Annex works with youth to understand their needs and create pathways to community services and employment. The program is currently paused, but we are looking to relaunch at the appropriate time.
- **Our Future Hamilton (OFH)** – OFH's positive vision for the future informs HPL activities to advance the key themes in our work. Normally, HPL actively supports OFH events, including their annual summit. HPL will look for ways work with the City and Library partners to advance the vision as we work on recovery.

FINANCIAL & OPERATIONAL ACCOUNTABILITY

- **Operating budget** – We will continue to ensure operating funds are effectively used to maximize our impact and relevance to the community. This will include ensuring we work within the 2020 operating budget while we plan for the 2021-2023 operating budgets that meet the City of Hamilton's budget targets as closely as possible.
- **Revenue Generation** – We will continue providing the Board with an annual report that highlights alternative sources of funding we received in the previous year. This includes fines, fees, donations and special grant funding. The first report on revenue generation was received in March 2017. We will continue to focus on ways we can supplement our funding in ways that are consistent with our vision and values as an organization.
- **Fundraising Strategy** – Pending Board approval, staff will undertake a study to develop potential revenue generation strategies and tactics. That report will provide the Board with options to consider for future directions. In 2020, the Board approved funds for a fundraising feasibility study to identify potential fundraising strategies.
- **Expanded Metrics Program** – Building on past work, we will continue to improve our metrics reporting. We will continue to monitor trends in usage at HPL while we also ensure we continue to report on how we compare to other libraries. We will continue to work with the broader library community to build rigorous and objective impact measures that help ensure our programs and services are directed towards positive results and outcomes. In March 2017 a new branch by branch report looking at 5-year trends and weekly usage patterns was received. As requested by the Library Board, staff are developing reports based on geographic usage. That work will continue as more census information gets released. In 2018, staff completed a return on investment (ROI) report for HPL that demonstrated our economic impact on the community. In addition to quantitative metrics, HPL has implemented qualitative methods to measure program outcomes: in 2019 participant surveys were implemented in the Memory Café and Summer Reading Club programs. A mixed methods approach provides HPL with numerical and customer narratives to demonstrate how HPL makes a positive social impact on

the people of Hamilton.

- **DC Charges** – In May 2019, the Ontario Government released the Housing Supply Action Plan. Bill 108 was tabled in the Ontario Legislature in May to give effect to many of the measures outlined in the Housing Supply Action Plan. Bill 108 proposes changes to many Acts including the Development Charges Act. The Province has not yet released regulations to clarify how the broad changes through the proposed Bill 108 would be implemented. The Library will work with the City on a cross-departmental approach in reviewing the impacts of the legislation as regulations are released to determine how to support the effective implementation and management of the changes arising through Bill 108. The Province of Ontario has released updated draft regulation related to the Development Charges Act and the new Community Benefits Charge. The new draft regulation allows public library services to continue within the Development Charges Act. The mandatory 10% deduction is also proposed to be removed for all services that remain eligible in the Development Charges Act. This would allow 100% of the portion of library growth-related projects to be collected from development charges vs a 90% capped maximum in the past. The new Community Benefits Charge would apply to services that are not included in the Development Charges Act, and therefore would not apply to public library services.

POLICY DEVELOPMENT

HPL will continue to update and refine our organizational policies. The review schedule as approved by the Library Board in the Policy Manual will continue. In 2020 we continue with that process as we also expedite our review of our Inclusion, Program, Space Rentals and Partnership policies to ensure we address current policy challenges facing libraries in other communities.

- **Fines and Fees Policy** – HPL began assessing the impact of our fines and fees in 2018 and have made significant inroads and passed the new Fines and Fees Policy in June 2020. Now everyone in Hamilton – kids, teens and adults – can have a fresh start by resolving and waiving library fines until December 31, 2021. All youth material fines have been eliminated permanently. Previously blocked members have borrowed 3.45% of 2020's circulation and 8,026 kid and teen members can now borrow materials.

FACILITY RENEWAL

In 2011 HPL had 6 locations that could not be brought up to current standards and provide accessible services into the future. By 2019 only one facility remained without a plan, Mount Hope. A feasibility study will soon be underway. In 2018 the Library Board completed an independent assessment of our facilities to evaluate how HPL services and physical locations will align with the expected demographic patterns throughout the City. In addition to identifying potential gaps in library service, we will continue to incorporate future capital maintenance costs into our Facilities Master Plan and long-term planning. As we work to build our service, we will need to ensure we have a plan to effectively manage existing facilities over the long term. In early 2019 the 5th version of the Facilities Master Plan was approved by the Library Board.

PRIORITIES FOR MAJOR CAPITAL PROJECTS 2020:

Carlisle – Advance the redevelopment of a new Carlisle branch. We appreciate the generous donation of the TD Bank building in Carlisle. A 2020 capital budget submission has been approved by the Board for submission to the City for a \$1.75m capital project. In 2020 staff work with the

Library Board on finalizing the scope of the work to be done and commence construction. A detailed design has been drafted and we are awaiting updated costing estimates. An analysis of the state of the existing roof was recommended by the design consultant. A roof replacement was originally out of scope. Pending the outcome of the roof review it may need to be added to scope and budget.

Greensville Branch – We will continue to work in partnership with the HWDSB and the City of Hamilton to advance the project. In 2020 staff were instructed to advance construction of the new library and work with the City to identify additional funds for the project. Options for value engineering were considered and approved for redesign to bring the budget down without compromising the functionality of the space. Additional reserve funding was approved by the Board in April 2020. The Joint Development Agreement between the City and the School Board was then updated and executed. Our scope of work has been added to the project and construction work is underway.

Mount Hope – In September 2019 the Library Board approved use of \$75,000 from Library Reserves to undertake a feasibility study for a new or renovated branch that would address accessibility issues and provide for long-term sustainability at that location. In 2020 staff will report back on the results of the feasibility study and work with the Board to determine next steps. The City's Recreation Department has been exploring other options which could have an impact on plans for the site. The feasibility study has been temporarily paused until we have some more clarity on their plans for the site. Work on the study should resume later this year.

Valley Park Branch – Continue to advance the Valley Park project in 2020. Open the temporary location in Q1. Temporary location opened earlier this year at nearby 1050 Paramount Drive. Requests for tenders for the Library portion of the work related to the new branch came in over budget. Additional reserve funding was approved by the Board in April 2020 with additional Development Charge funding to be submitted as part of the 2021 Capital Budget Process. Construction work now underway.

A LEARNING & INNOVATIVE ORGANIZATION: SETTING UP OUR STAFF FOR SUCCESS

HPL's current strategic priorities are relevant to supporting staff to be equipped to meet current and future needs, and our being a **Learning and Innovative Organization** stresses this. Serving communities that are facing rapidly changing technology, with their needs evolving and changing, means equipping our committed staff to meet this challenge must be a major area of focus.

2020 GOALS – APPROVED JANUARY 15, 2020

IMPLEMENTING THE STRATEGIC PLAN

2018-2021 Strategic Plan - The Library Board adopted a new strategic plan in 2018. The plan builds on the success of the previous plan. In preparation for developing the 2018-2021 Strategic Plan the Library Board sought to understand broad trends impacting society and public libraries, as well as, specific challenges and aspirations of the communities we serve. The Board looked at the Our Future Hamilton Community Vision and conducted a community survey that received over 7,000 responses. That process has informed the new Strategic Plan and the annual business plans that will follow.

The 2017 Community Survey highlighted several areas in which many residents feel we are meeting or exceeding their needs. This includes the quality of our service, the helpfulness of our staff and the knowledge of our staff. What we learned about the non-library user from that survey is that they value the community connections the library offers along with our materials and services, but they have had more negative library service experiences. The non-user group had significantly lower satisfaction scores regarding our personal services and had a positive reaction to fine reduction.

The new Strategic Plan and results of the survey challenge us to do a better job of **informing people about our services** and that there are groups that we could better serve. As we continue to improve our service hours, programs and spaces, we will **focus on breaking down barriers to use**. We will also focus on improving access to collections, in particular our selection of eBooks.

COVID-19 has required HPL to rapidly shift the way it provides services. While we are in the middle of the pandemic, it is very difficult to predict the circumstances we will be facing in a year or two. Although the current Strategic Plan is scheduled to end in 2021, because of the pandemic, we are proposing that we begin our strategic planning process in late 2021 and continue it well into 2022. Because it is not clear when we will be in a post-pandemic recovery period the Board should be open to accelerating that process if the pandemic is resolved quickly or delaying it if circumstances have not stabilized. The annual letter from the Board will provide an opportunity to provide guidance to staff for 2021.

SERVICE PLANNING AND DEVELOPMENT

Expanding Library Service Hours - Since 2015, 151 hours of service has been added per week without an increase in staffing. In December 2018 the Library Board received the 4th report on service hours in 2 years. In September 2019 the Library Board approved opening 3 locations at 9 am instead of 10 am (Ancaster, Saltfleet and Sherwood). In 2020 we will continue to build on the work that has already been done and staff will provide to the Board more information and analysis on usage patterns to make informed decisions about future changes. Likely next steps that we will be recommending include adding additional locations opening at 9 am and geographically placing another study hall.

Rural Service Expansion - In 2017, HPL pilot tested a new rural service model at the Freelon branch. In 2018, this pilot was deemed a success and expanded to Lynden. This model expands library hours by supplementing the hours the branch is staffed with extended service hours supported remotely by HPL staff in other branches. The extended access model continues to yield positive results at Freelon and Lynden. This model is planned for the Carlisle, Greenville and Mount Hope branches. The implementation is currently planned to happen in conjunction with renovations at Mount Hope and the planned new buildings for Carlisle and Greenville. Should any of those projects experience extended delays the timing will be brought back to the Library Board for reconsideration.

Local History and Archives (LHA) - Working with the Internet Archive (IA) and continuing to review a Digital Asset Management Plan we are working to develop a strategy to support an acceleration of the digitization of key collections. The roadmap will outline how we increase access to high-interest LHA collections in a variety of formats including images, text, audio, and video. This initiative will be informed by the Library Board's endorsement of Access by Design.

- **Internet Archive (IA) and Controlled Digital Lending (CDL)** – Building on the legal opinion received by the Library Board in December on CDL, the Board encourages staff to continue to work with the IA to build on a

strong partnership that ensures HPL's digitization efforts result in a maximum access to all. Participating in the Open Library and making content from the LHA available through the IA should be given high priority. This should include participating in CDL and making available in the Internet Archive content we control, not in copyright, to be freely accessible.

- **2SLGBTQ+ Archives** - Serving as a self-appointed archivist for residents who have long been marginalized, Michael Johnstone lovingly captured more than 50 years of Hamilton's LGBT2SQ+ community history. Prior to his passing in 2018, Michael donated his collection to the Hamilton Public Library which will become the foundation of the 2SLGBTQ+ Community Archive.
- **Celebrating Local History** - Staff are currently developing a plan to display artifacts from the Terryberry family, including family tombstones that were donated to us. The intention is to do this as part of Terryberry Library's 50th birthday that will happen in 2020. At Westdale branch, staff worked with the family of Anne Jones to honour local resident and long-time Westdale customer. We are exploring ways we can celebrate local landmarks and residents who helped shape their communities. In doing this we are aiming to focus on recognizing individuals that made a local impact. Our strategic plan calls us to be "A Community Beacon" and a unifying force in the communities we serve. Staff are excited about developing a plan that intentionally celebrates residents from all walks of life and diverse backgrounds as a way of enhancing understanding and appreciation for all our rich histories.

Library Membership Growth – Staff will continue to look for ways to ensure that we are able to increase the number of residents that benefit from our services. Currently we have over 167,000 active customers (people who have a library card and have used the library in the last 2 years). That represents about 29% of the City's population. Our goal is to reach 30% in 2020 and 35% by 2025. In 2019 new registration was up 48.8%. One area of emphasis is ensuring students have active cards and are using HPL to advance their studies. All we know is that many people use our free wi-fi and spaces but do not have a library card. Strengthening our relationships with those customers and getting them registered will be explored.

- **Online Card Registration** – With digital circulation now representing so much of our circulation and rising every quarter, staff implemented an online registration system in April 2019 and in the Fall of 2019 the Six Nations community was added to online registration eligibility as part of First Nations Public Library week with the launch of our partnership with Six Nations Public Library.

Expanding Access to Quality Library Collection –

- **Community Collections** - Some of HPL's good quality discarded materials are now going to community service centers across the city. (e.g. youth residences, assisted living facilities, community centres, etc.) These items will include stickers on the back that indicates the item is for reading and sharing and is a sample of what can be borrowed from HPL with a free library card.
- **eExpress Collection** – the library has launched a new eExpress Collection in OverDrive in 2019. In 2020 we will continue to build on the success of that collection.
- **Digital Magazines**: In 2020 RB Digital is going unlimited with its titles in Magazines and Comics. The Library looks forward to sharing even more magazines for reading online, anywhere, any time.
- **Internet Archives: Open Library** - Working with the Internet Archives (IA) the library has launched its Open Library collection. Future projects include providing access to a low vision collection and growing our archival content on IA.
- **Interlibrary Loan** - The library has resumed print only Interlibrary Loan via Canada Post with other Ontario Libraries and via a local courier service with the Six Nations, Brant, Brantford, Haldimand, Norfolk, Oxford County Libraries. In 2020 the plan is to add microfilm to the loan process.

ADVANCING COMMUNITY PRIORITIES THROUGH PARTNERSHIPS

The Hamilton Public Library **Partnership Policy** articulates 4 core reasons we engage in partnerships:

1. Extend and enhance Library services and programs in a sustainable way
2. Increase awareness of Library services and programs
3. Support the City of Hamilton and broad-based community initiatives that advance Hamilton's economic, social and cultural richness
4. Enhance coordination and reduce overlap in efforts between agencies serving Hamilton

Important partnership priorities for 2020 include:

Indwell at Parkdale – Staff are working with the Library Board to receive operating funds to open a small neighbour branch in Parkdale. The branch would have good street presence on Parkdale and provide core library services to the community.

Our Future Hamilton (OFH) – OFH's positive vision for the future informs HPL activities to advance the key themes in our work. As well, we actively support OFH events, including their annual summit.

Urban Indigenous Strategy – Working with the Urban Indigenous Strategy the library was the host of two movies this Fall. We look forward to continued work with UIS as we work towards the Calls to Action in both the UIS and Truth and Reconciliation Report.

Civic Museums – In addition to working with the Museum teams at the City on the Library Card partnership, the library actively promoted the Museum revisioning survey this summer and is meeting with a group of citizens who wish to support the city as they plan for the future of the City's Culture and Tourism Division regarding a City of Hamilton Museum as directed by City Council.

CityLAB – HPL is collaborating with Hamilton-area post-secondary faculty and students on six projects through the CityLAB initiative. The projects range widely, including improving on the use of library space, welcoming new users from partnership with EarlyON, promoting food literacy, enhancing Wi-Fi connectivity in the library, cultivating cultural humility and rethinking how we name collections acknowledging Indigenous cultures.

City Parks and Recreation – Working with Parks and Recreation the library will be hosting free trail classes and information sessions on being active in the community with Parks and Recreation in March 2020.

Red Book - Hamilton Public Library has taken ownership of the Red Book, a Hamilton community resource database, since the closure of Information Hamilton in December 2018. HPL is committed to maintaining the valuable information it contains, the partnership with local community organizations and enhance navigation and search features to ensure this information is readily available to the community.

Mohawk College – City School by Mohawk – Hamilton Public Library continues to grow its partnership with Mohawk College to offer a wider selection of free college credit programs. City School is delivering 4 programs twice a week at Hamilton Central Library covering topics about music, business plans and careers in Technology. 3 more credit programs are planned for Winter of 2020 at Central and Red Hill branch with a focus on small business entrepreneurship and child development.

Xperience Annex. Is a partnership initiative between HPL and the City of Hamilton located at Central Library Circuit 4.0 (4th floor, Central Library). Xperience Annex support youth in achieving their goals by connection and collaboration with education, health care and employment providers. With the help of youth navigators 6 days a week, Xperience Annex works with youth to understand their needs and create pathways to community services and employment.

McMaster University and McMaster Library – HPL partners with McMaster in multiple ways, including in the annual Writer in Residence. HPL is a key partner in two national research initiatives led by McMaster Researchers, one explores the effectiveness of digital literacy programs and services in the public library and the other explores strategies to keep seniors socially engaged and developing.

Continuing Education – Google IT Support Certificate Scholarship – Working with Google, HPL provides free continuing education opportunities to 100 Hamiltonians, over two years, to obtain an IT support certificate to prepare them for an entry level technology career. 50 individuals participated in 2019 and recruiting is underway for the next 50 learners for the 2020 cohort.

New Bookmobile Schedule – In 2019 a new Bookmobile Schedule was launched with new services and stops, including one at Eva Rothwell in Ward 3. In 2020 staff will continue to ensure the schedule of stops is delivering effective service and will also use the Bookmobiles to participate in important community celebrations.

Project Management – The Library recognizes that project management is a key discipline to enable the library to achieve its innovative agenda and implement projects effectively, efficiently and in a timely manner. In addition to adopting key project management frameworks, the library made sure key staff involved on projects are trained. The Library will be cooperating and working with the City of Hamilton in developing and building the project management community of practice across the City.

Reading Programs - The library continues to celebrate readers, reading and writing this year in many ways. We continue to host a Writer-In-Residence in partnership with McMaster and celebrate writers with the Power of the Pen and Short Works Prizes. With local School Boards we host thousands of students each Spring for the annual Forest of Reading celebration and look forward to celebrating more Canadian books in 2020 as we expand the program to include families with an evening program. Our annual reading programs include hundreds of Hamilton readers with the TD Summer Reading Club, Hamilton Reads and Telling Tales festivals.

Winterfest – The library worked with Winterfest 2019 and will do so again in 2020. Our 2019 program included the Bookmobile visiting 6 different sites last February on weekends, to join families and the outdoor festivities. In 2020 we will be working with organizers to provide a Winterfest reads list.

HWDSB - Digital Literacy programs – System-wide digital literacy programs continue to gain interest. HPL continues to add fun and engaging digital learning opportunities for all ages and develop new partnership ideas with the HWDSB related to technology and the school curriculum. Examples of these special programs include: HWDSB High school students in the Specialist High Skills Major Program (SHSM) obtaining a certificate of completion after exploring video and audio recording and completing a digital project at HPL Makerspace, or working with HWDSB Gifted students who learned how to use Photoshop to beautify buildings they photographed on their way to the library and integrated the learning with Local History and Archives content to learn about the history of their selected buildings to create a collage using their newly acquired skills.

Community Research Platform—In collaboration with the Faculty of Social Sciences at McMaster University, HPL is developing a conceptual community research platform to support current and future Community-Based Participatory Research initiatives. The platform will formalize the partnership and support these initiatives, providing McMaster faculty and researchers with access to the community via the Library; in turn, the Library benefits from the scholarship to inform decision-making about our programs and services and to contribute to demonstrating the Library's social impact.

Gender Identity and Expression Protocol Training City of Hamilton – In 2020 we will continue to ensure all permanent staff participate in this training. In 2020 library pages will be participating in a modified version of this training.

Ongoing local community partnerships with BIAs and Farmer's Markets – The Concession Branch working together with its local BIA will install a historic graphic obtained from our LH&A photo collection to enhance the exterior of the Concession location. We strive to becoming a visible presence in the community at Farmer's Markets across the City promoting library services and programs along with food literacy.

FINANCIAL & OPERATIONAL ACCOUNTABILITY

Operating budget - We will continue to ensure operating funds are effectively used to maximize our impact and relevance to the community. This will include ensuring we work within the 2020 operating budget while we plan for the 2021-2023 operating budgets that meet the City of Hamilton's budget targets as closely as possible. As we continue to strive to expand our impact by using existing resources, we will identify cost effective, high-impact programs for City Council to consider.

- In 2020 we will include as part of our budget submission to Council a report on the balance of part-time and full-time staff. We encourage Library Management to maintain a balance between part-time and full-time staff and we encourage Management to look for opportunities to create new full-time positions, when funding is

available and circumstances warrant.

Revenue Generation - We will continue providing the Board with an annual report that highlights alternative sources of funding we received in the previous year. This will include: fines, fees, donations and special grant funding. The first report on revenue generation was received in March 2017. We will continue to focus on ways we can supplement our funding in ways that are consistent with our vision and values as an organization.

- **Fundraising Strategy** – Pending Board approval, staff will undertake a study to develop potential revenue generation strategies and tactics. That report will provide the Board with options to consider for future directions.

Expanded Metrics Program - Building on past work, we will continue to improve our metrics reporting. We will continue to monitor trends in usage at HPL while we also ensure we continue to report on how we compare to other libraries. We will continue to work with the broader library community to build rigorous and objective impact measures that help ensure our programs and services are directed towards positive results and outcomes. In March 2017 a new branch by branch report looking at 5 year trends and weekly usage patterns was received. As requested by the Library Board, staff are developing reports based on geographic usage. That work will continue as more census information gets released. In 2018, staff completed a return on investment (ROI) report for HPL that demonstrated our economic impact on the community. In addition to quantitative metrics, HPL has implemented qualitative methods to measure program outcomes: in 2019 participant surveys were implemented in the Memory Café and Summer Reading Club programs. A mixed methods approach provides HPL with numerical and customer narratives to demonstrate how HPL makes a positive social impact on the people of Hamilton.

Technology Innovation and Lean Assessments - Lean is built around the concept that work should focus on maximizing customer value while minimizing waste. Adding value to our customers while we remove/reduce low impact work is an important source of generating capacity. Building on the work that the City of Hamilton and other libraries are doing, HPL will continue to work towards using Lean processes to review our work. In 2017 staff revamped our shipping process with respect to how we handle intra-branch traffic. In 2018 we began the process to look at our event management, room bookings and related planning process with implementation taking place in 2019/20.

DC Charges - In May 2019, the Ontario Government released the Housing Supply Action Plan. Bill 108 was tabled in the Ontario Legislature in May to give effect to many of the measures outlined in the Housing Supply Action Plan. Bill 108 proposes changes to many Acts including the Development Charges Act. The Province has not yet released regulations to clarify how the broad changes through the proposed Bill 108 would be implemented. The Library will work with the City on a cross-departmental approach in reviewing the impacts of the legislation as regulations are released to determine how to support the effective implementation and management of the changes arising through Bill 108.

POLICY DEVELOPMENT

HPL will continue to update and refine our organizational policies. The review schedule as approved by the Library Board in the Policy Manual will continue. In 2020 we continue with that process as we also expedite our review of our Inclusion, Program, Space Rentals and Partnership policies to ensure we address current policy challenges facing libraries in other communities.

FACILITY RENEWAL

In 2011 HPL had 6 locations that could not be brought up to current standards and provide accessible services into the future. By 2019 only 1 facility remained without a plan, Mount Hope. A feasibility study is now underway. In 2018 the Library Board completed an independent assessment of our facilities to evaluate how HPL services and physical locations will align with the expected demographic patterns throughout the City. In addition to identifying potential gaps in library service, we will continue to incorporate future capital maintenance costs into our Facilities Master Plan and long-term planning. As we work to build our service, we will need to ensure we have a plan to effectively manage existing facilities over the long term. In early 2019 the 5th version of the Facilities Master Plan was approved by the Library Board. Here are 2020 priorities for major capital projects.

Carlisle – Advance the redevelopment of a new Carlisle branch. We appreciate the generous donation of the TD Bank building in Carlisle. A 2020 capital budget submission has been approved by the Board for submission to the City for a \$1.75m capital project. In 2020 staff work with the Library Board on finalizing the scope of the work to be done and commence construction.

Greensville Branch – We will continue to work in partnership with the HWDSB and the City of Hamilton to advance the project. In 2020 staff are instructed to advance construction of the new library and work with the City to identify additional funds for the project. That will likely happen as part of the 2021 Capital Budget cycle.

Mount Hope – In September 2019 the Library Board approved use of \$75,000 from Library Reserves to undertake a feasibility study for a new or renovated branch that would address accessibility issues and provide for long-term sustainability at that location. In 2020 staff will report back on the results of the feasibility study and work with the Board to determine next steps.

Valley Park Branch – Continue to advance the Valley Park project in 2020. Open the temporary location in Q1.

A LEARNING & INNOVATIVE ORGANIZATION: SETTING UP OUR STAFF FOR SUCCESS

HPL's current strategic priorities are relevant to supporting staff to be equipped to meet current and future needs, however, the priority a **Learning and Innovative Organization** stresses this. Serving communities that are facing rapidly changing technology, with their needs evolving and changing, means equipping our committed staff to meet this challenge must be a major area of focus.

To address this challenge, HPL's management and staff have been working on building on our internal staff development programs to create several Learning Institutes (LI). The LI are designed to proactively equip existing staff with the skills they need today and will need in the future. Some LI programs are continuous with content that is regularly updated to reflect current key messages and initiatives within the basic program. Other LI programs are developed specifically to target trends and issues described in the current Multi-Year Business Plan (MYBP) or in response to the introduction of new services or new or evolving technologies and applications. The latter programs are later incorporated in onboarding and other continuous programs. In 2020 staff will continue to support staff in their roles through these Learning Institutes:

1. Library Collections Institute
2. Customer Service and Inclusion Institute
3. Digital Literacy and Technology Skills Institute
4. Financial and Human Resources Institute
5. Health and Safety Institute
6. Learning Program Institute
7. Leadership Development Institute
8. Programming Experiential Learning Program

Date: September 16, 2020
To: Chair and Members of the Board
From: Tony Del Monaco, Director of Finance & Facilities
Subject: **Q2 Metrics Report - TD - Attachment #9.2**

RECOMMENDATION:

That the Hamilton Public Library Board receive the 2020 2nd Quarter Metrics Report for information.

BACKGROUND:

Ensuring that HPL is relevant and responsive is one of the Library's strategic priorities. A key element in advancing this strategic priority is to gather, analyze and interpret our quantitative data.

The 2nd Quarter statistical report included as Appendix 1 provides the Library Board with 2nd quarter figures of key metrics along with comparable figures from the same time period in each of the last two years. Year-to-date figures are also shown along with comparable 2019 year-to-date figures and corresponding percentage changes. These indicators help to demonstrate the nature of customer usage of the Library's collections, programs and services.

Report

HPL's physical locations were closed for the nearly entire 2nd quarter of 2020 as a result of the pandemic. HPL continued to provide service using online and virtual branch services. Late in the quarter, on June 23rd, 4 branches re-opened for Takeout service only.

Staff have reviewed the figures and have the following observations and comments:

New Registered Cardholders

- There were 2,526 online cardholder registrations in the 2nd quarter. That brought total new cardholders in 2020 to 7,279 as of the end of June.

Active Cardholders

- Despite the physical closure, the number of Active Library Cardholders has improved by 1.6% compared to Q2 last year and now stands at 164,490. "Active cardholders" refers to the number of cardholders that have used their library card within the previous 2-year period.
- The ratio of active cardholders to the population of Hamilton now stands at 28.7%. New initiatives to promote membership have helped push this figure closer to the 30% threshold.

Circulation

- The year was off to a promising start, with overall circulation up by 10.6% in Jan/Feb, but the pandemic closure obviously had a negative impact on physical circulation. Physical circulation was down 56.8% as of the end of Q2 2020 compared to the same time last year.
- With the branches closed there was no physical circulation in Q2 with the exception of the six days we were open for Takeout service at the end of June. That service began on June 23rd at four branches – Central, Dundas, Red Hill, and Terryberry. During that time, 6,930 physical checkouts were made.
- During the time physical materials were unavailable, our members took advantage of the many digital offerings we have in record numbers. Digital circulation was up 64.6% in Q2 compared to Q2 last year. Year to date (as of end of Q2) digital circulation totaled 1,301,927 which was a 40.8% increase compared to year-to-date 2019.
- The increase in digital circulation helped to make up for the lack of physical circulation, however total circulation was down to 2,423,848 vs 3,520,040 as of the end of Q2 2020 vs end of Q2 2019. That represents a 31.1% decrease.
- eBook usage represented 40% of all digital usage in the first half of the year. eBook usage was up 51.4% YTD. There were 526,827 eBook checkouts up to the end of June.
- eMagazines and eNewspaper usage saw a similar increase (47% YTD) with nearly 300,000 uses.
- eAudio usage has also been very strong with 162,685 uses for a 28.8% increase.
- Digital video was the fastest growing digital segment at 145% increase or 45,457 uses.
- Digital Music was the only category that experienced a decline (5%). This is consistent with the downward trend of reduced streaming that we've been experiencing, however at 179,955, usage remains relatively high.
- Education eResource usage was up by 50,148 uses which represents a 124% increase.
- Database usage was also up 65% to 120,404 uses YTD.

Visits

- Similar to physical circulation, visits were up before the pandemic hit but since the branches shut down, there were no in-person visits in the quarter. As a result, year-to-date visits were down 57.4% as of the end of Q2 compared to last year.

Other Key Metrics

- HPL.ca website visits declined by almost half in Q2 2020 compared to Q2 2019. Overall for the year to date, website visits are down 27.3%. The numbers are similar for catalogue visits.
- In-person programming has been suspended and was not offered during Q2. This has resulted in a year to date decline of 42.9% in in-person programs and a 59.2% decline in in-person program attendance respectively.
- With in-person programming restrictions in place, we shifted to online programming. A total of 416 new online programs were delivered in Q2 related to a wide variety of topics ranging from child & youth programming, digital literacy, programs targeted to newcomers, literary, general interest programming, among others. Those programs had a total of 4,378 live views and 6,477 total views.
- Computer Sessions were also completely affected in Q2 as a result of the pandemic. Public computer use did not start up again until Q3. As a result, there's been a 56.3% decline in computer usage up to the end of Q2 this year.
- Wireless network use was also affected by the shutdown but has continued to some degree with over 71,000 hrs of usage and 24,000 Gb of data downloaded in Q2 alone.
- The pandemic did not deter our Social Media fans which continues to trend up. As of the end of Q2 we had 25,658 fans which is an increase of 22.1% vs the end of Q2 2019.

AskHPL

- Since the physical shutdown AskHPL has been ready to answer questions from the public. Up to and including June 30th, AskHPL has received a total of 11,177 questions. The volume of questions received has been increasing week to week up until the end of July. However, once we reopened our branches for general use allowing the public to come and ask questions, the volume has been decreasing.

Friendly Calling

- During Q2 HPL staff called seniors over the age of 75 to say hello and to offer help with online resources, book an appointment with library staff, or call back the following week to check in.
- The service started the week of April 13th and continued until mid July. Over 8,600 calls were made in Q2 alone.
- Most were appreciative of the check in and many welcomed a weekly call that was

offered.

- Many of the calls resulted in a Book-An-Appointment referral and many others resulted in customers getting help with our online resources.

The Library Board will continue to be provided with quarterly updates of key performance indicators. It is a means to monitor trends in the use of Library facilities, collections, programs and services and plan for future strategic opportunities and developments. These performance indicators will continue to evolve as library service evolves.

ATTACHMENTS:

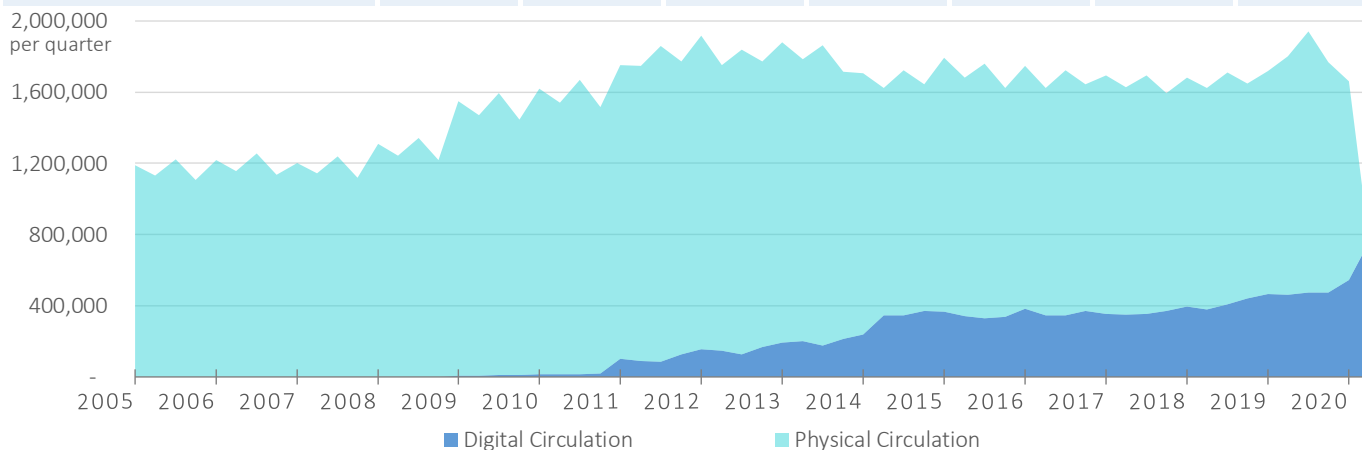
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|-------------------------------|-------------|------------|
| Appendix to Q2 Metrics Report | 9/10/2020 | Cover Memo |



Q2 2020

Population Served: 572,575
Active Library Cardholders: 164,490
Active Cardholders per Pop.: 28.7%

| Borrower Statistics | 2020 YTD | 2019 YTD | YTD % Change 2020 to 2019 | Q2, 2020 | Q2, 2019 | Q2, 2018 | Q2 % Change 2020 to 2019 |
|----------------------------|----------|----------|---------------------------|----------|----------|----------|--------------------------|
| New Registered Cardholders | 7,279 | 14,826 | -50.9% | 2,526 | 7,471 | 5,016 | -66.2% |
| Active Library Cardholders | 164,490 | 161,923 | 1.6% | 164,490 | 161,923 | 158,356 | 1.6% |



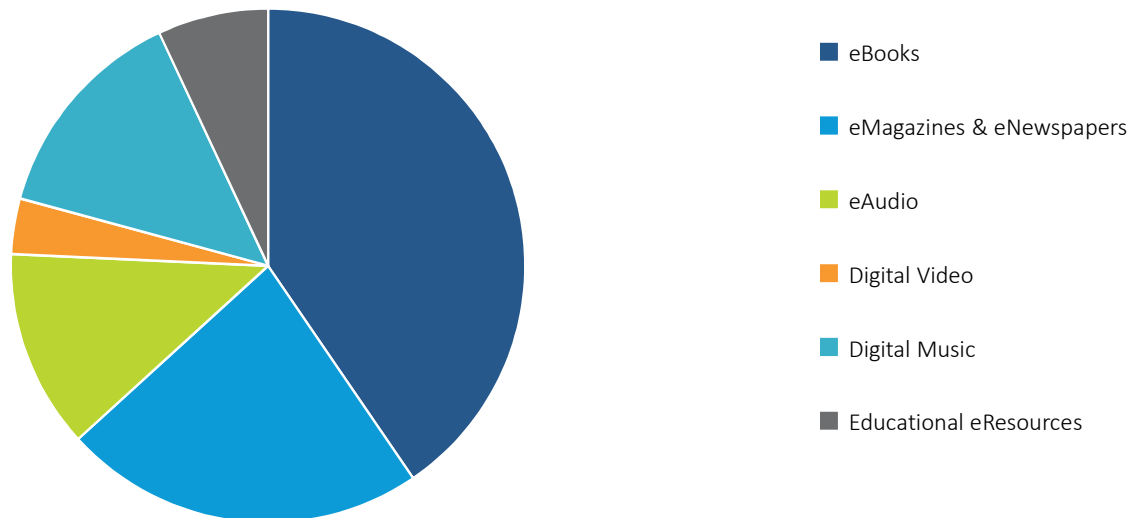
| Performance Statistics | 2020 YTD | 2019 YTD | YTD % Change 2020 to 2019 | Q2, 2020 | Q2, 2019 | Q2, 2018 | Q2 % Change 2020 to 2019 |
|-----------------------------|-----------|-----------|---------------------------|----------|-----------|-----------|--------------------------|
| Circulated Items (Physical) | 1,121,921 | 2,595,635 | -56.8% | 6,930 | 1,342,669 | 1,244,492 | -99.5% |
| Circulated Items (Digital) | 1,301,927 | 924,405 | 40.8% | 757,487 | 460,190 | 380,469 | 64.6% |
| Circulated Items (Total) | 2,423,848 | 3,520,040 | -31.1% | 764,417 | 1,802,859 | 1,624,961 | -57.6% |
| In Person Visits | 771,573 | 1,811,963 | -57.4% | 0 | 866,837 | 928,271 | -100.0% |
| Website Visits | 917,056 | 1,261,442 | -27.3% | 307,192 | 592,227 | 634,744 | -48.1% |
| Catalogue Visits | 696,641 | 1,027,547 | -32.2% | 234,085 | 481,186 | 484,691 | -51.4% |
| Number of Programs | 2,641 | 4,627 | -42.9% | 416 | 2,259 | 2,241 | -81.6% |
| Program Attendance | 36,966 | 90,681 | -59.2% | 4,378 | 50,531 | 53,223 | -91.3% |
| Computer Sessions | 167,154 | 382,159 | -56.3% | 0 | 188,966 | 195,220 | -100.0% |
| Wireless Network Uses | 314,121 | 644,326 | -51.2% | 20,845 | 312,745 | 290,560 | -93.3% |
| Social Media Fans | 25,658 | 21,021 | 22.1% | 25,658 | 21,021 | 17,828 | 22.1% |

Last Updated: 8/27/2020

Q2 2020

| Digital Circulation | 2020 YTD | YTD Difference | YTD % Change 2020 to 2019 | 2019 | 2018 | 2017 | 2016 | 2015 | 5-Yr Avg |
|----------------------------------|------------------|----------------|------------------------------|------------------|------------------|------------------|------------------|----------------|------------------|
| eBooks | 526,827 | 178,814 | 51.4% | 700,139 | 647,984 | 538,061 | 551,427 | 595,384 | 606,599 |
| eMagazines & eNewspapers | 296,447 | 94,783 | 47.0% | 424,063 | 299,871 | 193,848 | 182,633 | 169,591 | 254,001 |
| eAudio | 162,685 | 36,354 | 28.8% | 269,379 | 210,030 | 155,880 | 124,178 | 102,561 | 172,406 |
| Digital Video | 45,457 | 26,937 | 145.4% | 40,785 | 41,088 | 24,941 | 21,075 | 22,012 | 29,980 |
| Digital Music | 179,955 | (9,514) | -5.0% | 359,188 | 349,814 | 434,214 | 513,193 | 98,962 | 351,074 |
| Educational eResources | 90,556 | 50,148 | 124.1% | 81,210 | 79,930 | 83,784 | 57,403 | 3,291 | 61,124 |
| Total Digital Circulation | 1,301,927 | 377,522 | 40.8% | 1,874,764 | 1,628,717 | 1,430,728 | 1,449,909 | 991,801 | 1,475,184 |
| Total Database Use | 120,404 | 47,570 | 65.3% | 154,847 | 102,282 | 15,488 | 13,466 | 4,708 | 58,158 |

Digital Circulation YTD 2020



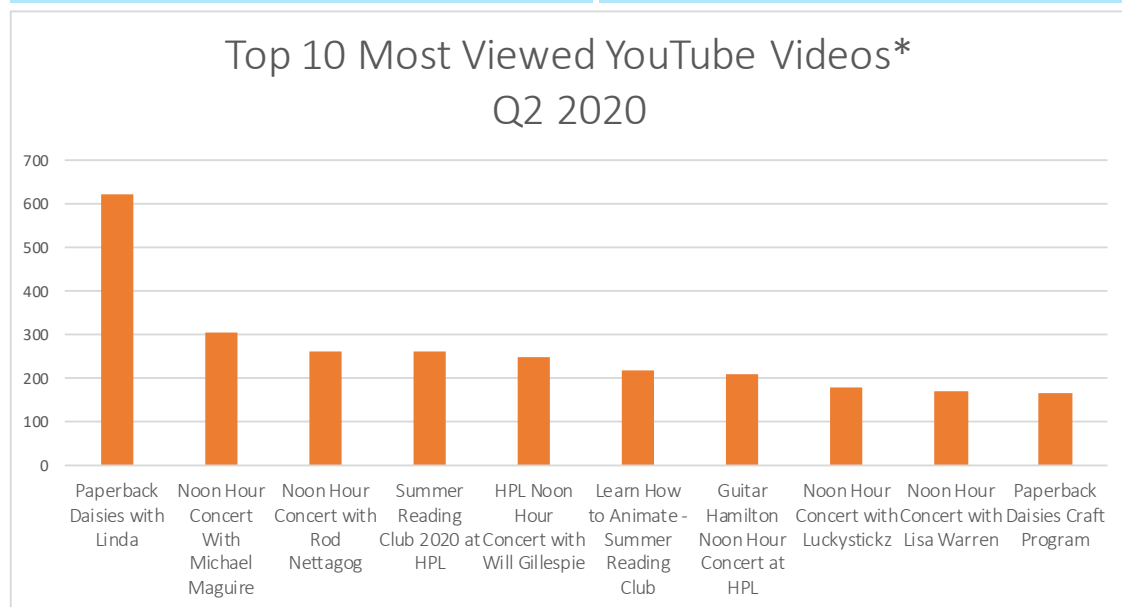
Q2 2020

| Online Programs | # Programs | # Live Views |
|-----------------|------------|--------------|
| April | 41 | 439 |
| May | 167 | 1,805 |
| June | 208 | 2,134 |
| Total | 416 | 4,378 |

| Programs by Type | # Programs | # Live Views |
|---------------------|------------|--------------|
| Arts & Culture | 71 | 986 |
| Child & Youth | 65 | N/A* |
| Digital Literacy | 24 | 109 |
| Finance | 4 | 45 |
| Games | 7 | 53 |
| General Interest | 20 | 59 |
| Hobbies | 46 | 394 |
| Literary | 86 | 1,013 |
| Newcomers | 61 | 944 |
| Small Business | 4 | 6 |
| Storytime | 22 | N/A* |
| Summer Reading Club | 6 | 769 |
| Total | 416 | 4,378 |

*Child & Youth and Storytime programs are pre-recorded and not viewed live.

| YouTube Videos | |
|---|--------|
| # Videos Published in Q2 | 62 |
| Total # Views of Videos Published in Q2 | 6,477 |
| Total # Views of all HPL Videos | 14,129 |

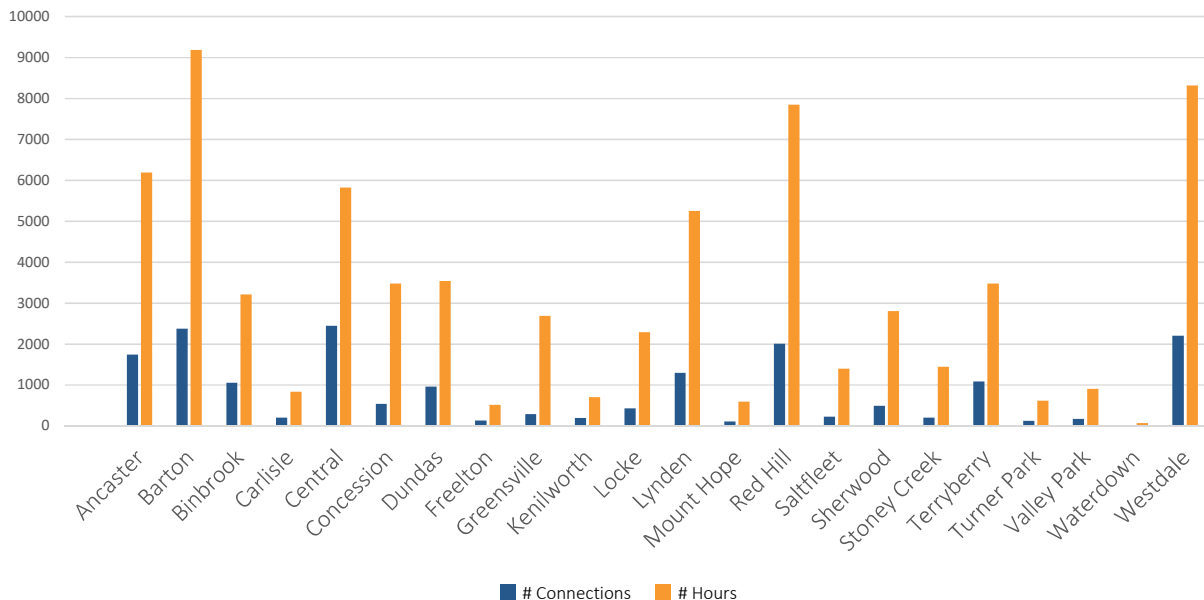


*Top 10 Most Viewed of HPL videos published in Q2. HPL began publishing videos to YouTube in 2012.

Q2 2020

| Wireless Usage | # Connections | # Hours | Data Volume (GB) |
|----------------|---------------|---------|------------------|
| Ancaster | 1,744 | 6,192 | 56 |
| Barton | 2,383 | 9,182 | 2,613 |
| Binbrook | 1,061 | 3,216 | 3,186 |
| Carlisle | 208 | 838 | 158 |
| Central | 2,447 | 5,822 | 1,619 |
| Concession | 548 | 3,477 | 957 |
| Dundas | 963 | 3,546 | 1,490 |
| Freelton | 137 | 523 | 346 |
| Greensville | 297 | 2,694 | - |
| Kenilworth | 199 | 710 | 84 |
| Locke | 433 | 2,293 | - |
| Lynden | 1,303 | 5,259 | 6,198 |
| Mount Hope | 113 | 602 | 25 |
| Red Hill | 2,014 | 7,845 | 4,953 |
| Saltfleet | 234 | 1,402 | 34 |
| Sherwood | 498 | 2,814 | 10 |
| Stoney Creek | 205 | 1,449 | 374 |
| Terryberry | 1,089 | 3,477 | 474 |
| Turner Park | 134 | 622 | 17 |
| Valley Park | 183 | 906 | 314 |
| Waterdown | 24 | 74 | 31 |
| Westdale | 2,213 | 8,318 | 1,019 |
| Total | 18,430 | 71,263 | 23,958 |

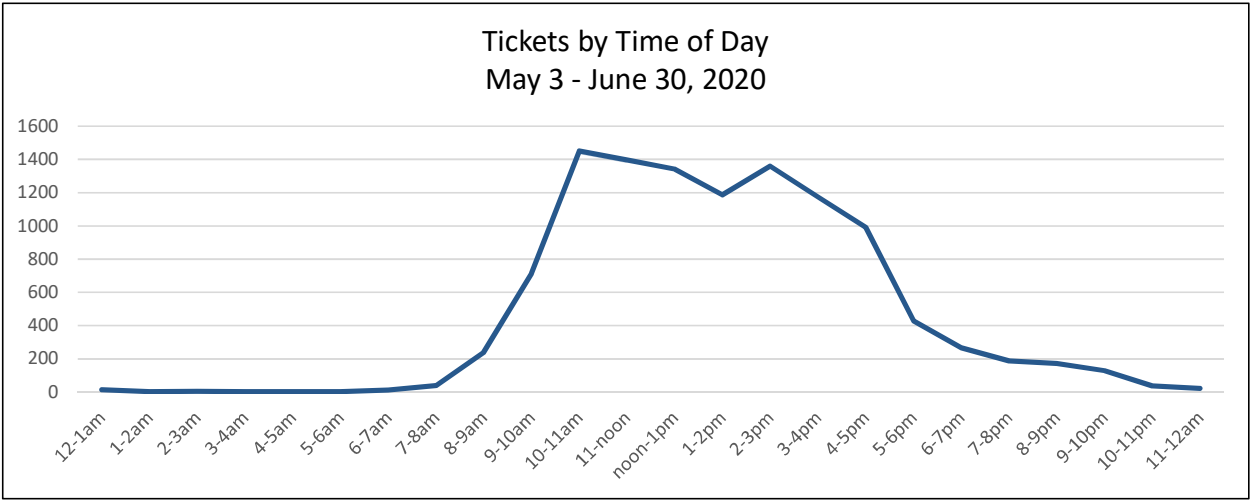
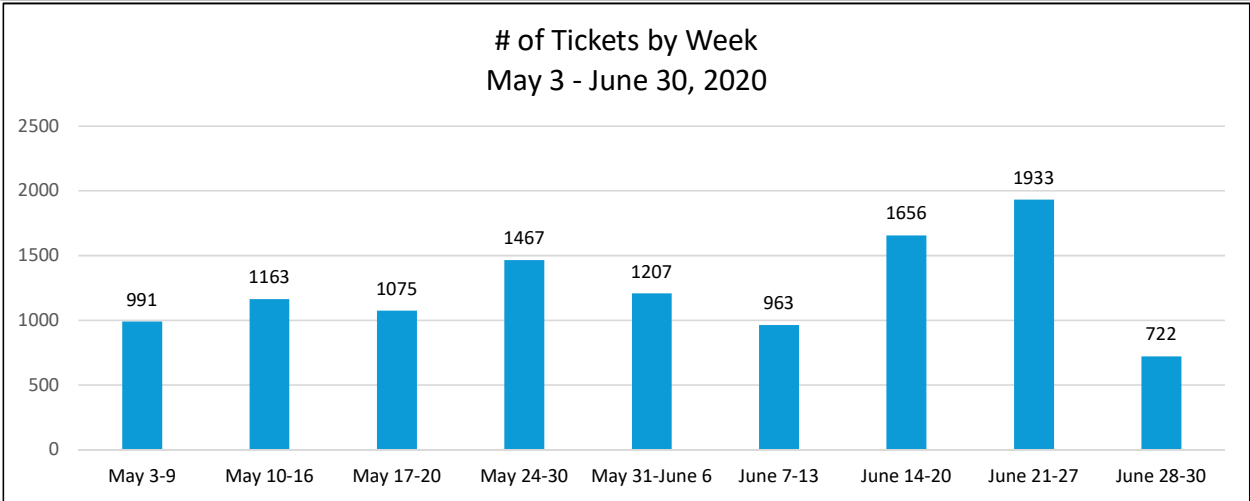
Wireless Usage Q2 2020



May 3 - June 30, 2020

AskHPL

A FreshDesk ticket is created when a member contacts AskHPL by phone, email or chat. Ticket volume indicates the demand for the AskHPL service.

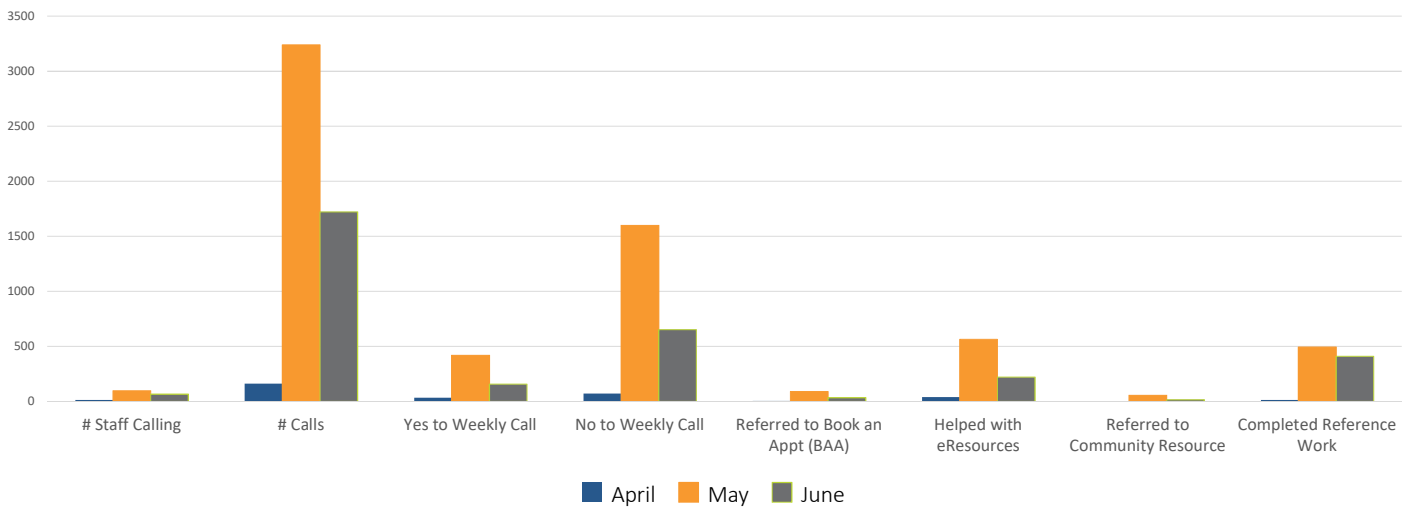


Q2 2020

| AskHPL Friendly Calling | # Staff Calling | # Calls | Yes to Weekly Call | No to Weekly Call | Referred to Book an Appt (BAA) | Helped with eResources | Referred to Community Resource | Completed Reference Work |
|-------------------------|-----------------|---------|--------------------|-------------------|--------------------------------|------------------------|--------------------------------|--------------------------|
| April | 13 | 161 | 34 | 73 | 6 | 40 | 1 | 14 |
| May | 97 | 3,239 | 420 | 1,599 | 90 | 564 | 57 | 493 |
| June | 66 | 1,722 | 157 | 652 | 33 | 220 | 15 | 409 |
| Total | 176 | 5,122 | 611 | 2,324 | 129 | 824 | 73 | 916 |

The Friendly Calling service was implemented to reduce social isolation among seniors during the State of Emergency declared due to the COVID-19 pandemic. Between May 24 and July 14, 2020, HPL staff called customers aged 75+ to say hello, offer help with online resources, book an appointment with library staff, or call back the following week to check in.

AskHPL Friendly Calling Q2 2020



Date: September 16, 2020
To: Chair and Members of the Board
From: Paul Takala, Chief Librarian/CEO
Subject: **Chief Librarian Report - PT - Attachment #9.3**

RECOMMENDATION:

That the Library Board receive the Chief Librarian Report for September 2020.

ATTACHMENTS:

| Description | Upload Date | Type |
|---|-------------|------------|
| Chief Librarian Report - September 2020 | 9/11/2020 | Cover Memo |

Chief Librarian Report – September 2020

Remembering Vikki Cecchetto

Long standing Library Board member Vikki Cecchetto passed away on September 3rd, 2020. Vikki was a passionate library advocate for a diversity of materials, programs and Scout's biggest fan. Vikki was a well published linguistics professor who always shared her passion, knowledge and stories with a smile, generous heart and kindness. Hamilton Public Library is a better organization because of Vikki and all Board Members and Administration who had the pleasure of working with her will miss her.

Welcome Back to Staff Secondments to the City of Hamilton

The library welcomed back all seconded staff as of September 14th, 2020. HPL staff have supported CoH Emergency Operations at Public Health, Horticulture and Emergency Medical Services. Thank you to Jodi Koch who arranged the onboarding of staff and to each of the 18 HPL staff who represented the library and supported the City at the height of the pandemic. Secondments ranged from 6 months to a few weeks and each HPL staff members has brought back a greater understanding and appreciation of the library's role and relationship within the City and the many ways we work together to support Hamiltonians.

Legal Opinion on the *Working with Us Policy*

After first review in May of the *Working with Us Policy: HPL'S Policy on Partnerships, Programs & Space* staff were instructed to get a legal opinion on the draft policy. We have engaged a local lawyer, Wade Poziomka, to provide that review. We were advised that it is important we get advice from someone with experience in Human Rights and the Charter. Among other qualifications Wade is the Chair of the Constitutional, Civil Liberties & Human Rights Section Executive of the *Ontario Bar Association*, is an Executive Member on the Constitutional and Human Rights Section for the *Canadian Bar Association* and is an Applicant-side Representative to the Tribunal's Practice Advisory Committee for the *Human Rights Tribunal of Ontario*. We are asking Wade to provide the Board with a legal opinion that we will be apart of the public record. We expect to have the opinion for the October Board meeting. <https://www.rossmcbride.com/Lawyers/Wade-Poziomka>

Virtual Member Support

Hamilton Public Library now offers online chat in addition to ask@hpl.ca and phone services for members. During service hours members can connect with staff for help with holds, accessing resources, booking a 1:1 appointment with library staff for guided assistance and general reference.

Book Club Kits

Member book club kits are transitioning to the library catalogue. All members will now have access to book club kits and new "off the shelf" book club titles. Watch HPL.ca for more information.

Bookmobiles

Modified takeout via some Bookmobile stops will start late September. Members from stops not resuming at this time are encouraged to visit another stop or location and we continue to investigate alternative services for all members.

Visiting Library

Visiting Library Services will be restarting in a few modified ways this Fall. Residences that are able to accept deliveries will begin bulk deliveries in October. Members living independently will be contacted regarding mail and other possible options for restarting their services.

Educator Page

Youth Services and Digital Technology staff have launched a new educators support page for anyone who supports learning in Hamilton. The page includes links to HPL and other online curated resources and lists for educators and learners to access learning resources. The page will be updated monthly with new resources and activities.

Tutoring for Students in Grades 2-12 with Frontier College Online

Frontier College staff will be providing online 1:1 tutoring to students during the week – watch HPL.ca events for more information.

Live Online Tutoring for all Members

Provided by Brainfuse any member can access online live tutoring in English and French linked to the Ontario Curriculum. English Language Learning, writing, career pathways, GED, SAT, GMAT, TOEFL study/test guides and supports via hpl.ca under the HPL Online Menu.

Brainfuse tutors are screened, trained, and managed directly by Brainfuse. Their tutors are recruited from a diverse tutoring pool and include a mix of professional tutors, retired instructors, graduate students and college faculty members. Only tutors with proven backgrounds in tutoring/teaching in their respective fields are hired by Brainfuse. Over 80% of tutors have a Master's degree or a Ph.D. in their field.

New Service Hours

HPL is looking to transition to expanded service hours later this Fall, including appointments in the Local History and Archives department. We look forward to continuing welcoming back all members in branch as we expand services hours in a safe and sustainable way.

New Collections in Branches

Spring, Summer and Fall new books, magazines and movies are hitting branch shelves now and are available for holds and browsing. HPL will continue to loan all items for 28 days for the coming months. Titles continued to be quarantined after return and the number of holds members place have tripled since the pandemic started. Remember the virtual branch is open all day, everyday and is updated with new audio, books, magazines and newspapers daily.

New Collections Online

Over 10,000 new members joined the virtual branch since March. Almost ½ of these were from our new OverDrive Partner Libraries in Burlington and Mississauga. Visit HPL's OverDrive Collection online to access the Burlington and Mississauga OverDrive collections.

Road to the International English Language Testing System (IELTS) and Study Skills Success are now available online for members learning English.

Hoopla is back with always available movies, books, audio, music and comics.

Hamilton Reads

Since the launch of the Hamilton Reads title *Moon of the Crusted Snow* over 3000 members have accessed the title online and 100s more in print at locations this summer. We look forward to hosting the author Waubgeshig Rice later this Fall. There is still time to read the timely title and participate in an online book club!

Online Programming

Visit HPL.ca – Events menu to browse the variety of Community Programs available via the library and partners. Many programs continue to be accessible via the library's YouTube channel if you are not available for the time listed. Story times, puppet shows, book clubs, Discover at Home activities, Hamilton's Covid Archive, Digital Learning and Courses, English Conversation Circles, Sit to be Fit, Concerts and more.

Writer in Residence – Janet Rogers

Hamilton Public Library and McMaster University welcome back Writer in Residence Janet Rogers. Janet will be offering some programming as well as 1:1 review of local writer submission this Fall and Winter.

Cisco Learning Academy at the Library

The library is offering 7 courses via Cisco Learning Academy from August to mid-November. Internet of Things, Introduction to Cybersecurity, Cybersecurity Essentials, Linux Unhatched, Linux Essentials and Python Essentials courses will support members looking to improve their technology related skills, learn a new skill or introduce themselves to the world of Information Technology.

No Fines and Fees and Pay it Forward

The library has cleared all outstanding fines and fees on all library member accounts. No fines or fees will accumulate on member accounts when borrowing material until December 31, 2021. Youth materials fines and fees are permanently eliminated. Members can continue to support the library through a Pay it Forward donation online or in branch.

Staff Communications

The DT Teams with the support of all staff has led the way to improve communications between staff in all aspects of work at HPL. Staff radios have been rolled out to support all staff while providing member services. The radio rollout also includes member help buttons that will page

staff when a member has a question and staff may not be at a service point. The DT team has also rolled out a new internal communications channel on teams called Newsroom with work related and info and Chit Chat as a forum for staff to share celebrations and general personal news.

Intelligent Community Presentation

The library participated with the city in this summer's presentation to the international intelligent communities' panel.

Member Self Service Options

In the coming months members will find a money loading machine available at Central to support printing. All locations will soon have Wifi printing for members to use their own machines to send print requests to library printers including scan to email options as well. Online account management will follow to allow debit payments for printing, purchases and donations.

Youth Skills Internships

The library will be hosting paid internships to BIPOC members aged 15-30 to gain experience with technology, marketing, digital videography and social outreach and engagement.

Paul Takala, Chief Librarian/CEO
September 2020

Date: September 16, 2020
To: Chair and Members of the Board
From: Tony Del Monaco, Director of Finance & Facilities
Subject: **Capital Budget Variance Report - TD - Attachent #9.4**

RECOMMENDATION:

That the Hamilton Public Library Board receive the Capital Variance Report for information.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

See Appendix 1 for a summary listing of projects and budget variances.

BACKGROUND:

Parkdale Branch – 7502041200

The new Parkdale branch is being completed in partnership with Indwell. We will be entering into a 10-year lease to operate out of the ground floor (approximately 1,500 sq ft) of the new space under construction at the corner of Parkdale and Melvin avenues which is part of Indwell's Parkdale Landing Phase 2 development.

Construction is progressing and Indwell is now targeting December 2020 for construction completion. Design and layout of the library space has been completed and base building construction work is progressing on schedule. Shelving and furniture finishes are being selected so that ordering can take place. Library operations are expected to begin in Q1 2021.

Mount Hope - 7501941800

Last year, the Board approved funds for a feasibility study to look at potential options for a new or renovated Mount Hope Library.

At the time, the plan was to work with the City and their consultant to have the library added to the scope of work for a feasibility study the City was planning for other on-site renovations. That feasibility study may not be proceeding as planned so the library feasibility study may be moving forward as a stand-alone project.

Scheduling Software – 7501857202

New software to provide a flexible solution to manage scheduling consistent across all branches and departments. The software has built-in Collective Agreement and Ministry of Labour rules and template-based schedules with automated procedures, and online and mobile access. The system integrates with email and the employee payroll system.

Project testing has been completed and a pilot rolled out to the Digital Technology Department late 2019. Several issues that were identified during the pilot have mostly been resolved as of today. The pandemic halted project progress and presented a new challenge which highlighted the solutions' lack of flexibility. These continued issues with the solution require re-evaluation before further deployment.

Events Management Software – 7501857201

Software provides an integrated Events Management, Room Booking and Digital Signage broadcasting system. The modules are flexible, easy to use for staff and customers, and has a proven track record in libraries across North America. The solution provides library customers with improved online access to HPL events, programs, spaces, and equipment. It enables customers to use multiple search features to find resources, register online for programs and receive automatic notification. At the same time, the system eliminates duplicate entries and information, automates back office processes and creates efficiencies for staff by utilizing a centralized application with consistent events definition system-wide.

Phase 1 for event management is complete. Events management has now gone live, allowing staff to streamline the Events and Programs Management process, and provide customers online access to programs offered and to online registration. Events management was adapted for virtual program scheduling and delivery, and later re-designed to allow members to schedule take-out service.

Phase 2 for room reservations is now live for internal use by staff to reserve rooms for programs and room booking at branches. Public access to online room booking for branches is underway, followed by booking for central rooms. The go live date was planned for mid-April, however room reservations implementation has been halted since it has become a lower priority due to COVID restrictions.

Phase 3 for broadcasting events on library displays has been rolled out at Central, Red Hill and Turner Park. A phased roll out is planned for all branches by end 2020.

Printing Solutions Project – 7501851303

Project includes a refresh of our print services over 3 years until 2020. Covers the cost of replacing 14 aging printers over that time. Printer replacement for the first 3-year term is now complete.

In addition, the project will look at updating our printing services to make printing more accessible, flexible and reliable to improve customer service and efficiency. Printing, scanning and photocopying services continue to experience high customer demand and are trending up. While we currently have a robust service offering across the system, the current environment has some limitations that the new solution should address including wireless printing and more user-friendly payment options.

Most of the modules and features of the print management solution have been tested successfully however the payment module which required rework from the vendor to run smoothly in our virtual environment and to meet our needs has not proved successful. An alternative to the payment module has been identified and is currently being developed to allow us to proceed with the rest of the print solution implementation in 2020. The backend to allow remote printing, from home or any device, as well as scanning to email is complete. Staff training and communication plans are underway. Two self-serve money loading devices are being installed at Central. Rollout of these features is targeted for October. The rest of the services will be complete Q1 2021.

Carlisle Branch Library – 7501841700

TD Bank's donation of their building and property located at 277 Carlisle Road to the Library for use as the new Carlisle library branch has now been finalized. As part of the 2020 Capital budget process, an additional \$750,000 in project funding was approved, bringing the total project budget to \$1,750,000.

The new branch will operate with the Rural Extended Hours Access model that has been popular and working well in Freelon and Lynden. As part of the agreement with TD Bank, the automated teller machine (ATM) will remain active and in use at the branch. The ATM space is being leased back from us for \$12,000 annually.

We are currently nearing completion of the design phase and we expect to go out for tender later this year with construction starting in the spring of 2021. Interior and exterior design and concepts are shown as Appendix 2 to this report. Design upgrades from the feasibility study have included a new covered canopy area around much of the building along with updated landscaping. A more detailed review of the existing roof has recommended that we replace the existing roof as part of the renovations.

A Class B costing estimate was recently received which shows that, with the additions in scope, we may need to add some more library reserve funding to the project (about \$200,000) unless we scale back on some of the scope changes. There is roughly a 20% variance for a Class B costing. This means that actual costs may be about 20% higher or lower than estimated so if costs are lower we may still be within budget, but if costs are higher we may need more than \$200,000.

We want to ensure the renovation is of sufficient scope to create a space that the

Carlisle Community will be proud of for years to come. The Board will be kept apprised as we progress on the final design and any additional funding request would be brought to the Board for approval.

Westdale Library Improvements – 4241709108

This project was funded via a participatory ward budgeting process. Remaining project funds are planned to be spent on a program room flooring refresh later this year.

Renovations completed include an installation of an electronic fireplace feature, new window coverings, interior painting, new outside benches, installation of a new projector and some storage units in the program room. The old service desk was removed and replaced with a new one. Installation of a barrier-free public washroom door operator and installation of a new privacy wall outside the bathroom were also completed.

A flooring replacement in the main part of the branch was also completed as part of the renovations (done outside the scope of this budget).

Library Furniture Updates – 7501751701

Board approved funds for use in the refresh and updating of public space furniture. Expenses to date relate to furniture for the renovated Dundas branch and a Saltfleet furniture refresh.

Greensville Library – 7501741610

Plans call for a 3,400 square foot library as part of a community hub featuring a new elementary school and daycare centre.

The City and Library have come to an agreement with the Public School Board and their contractor to have our portion of the project added to the scope of work. In December, the Library Board approved up to an additional \$600,000 in funding from library reserves to allow the library portion of the work to proceed. Since then, City Recreation funding has been formally approved as well.

Currently the school construction is well underway with the majority of the superstructure complete and finishing of interior spaces started. The library and recreation community room work has started with the subsurface site servicing and foundation walls and concrete slab complete.

The contractor is projecting a spring 2021 date for the completion of the library and program rooms.

Central Windows Replacement – 3541741603

Project was led by City Public Works Department. Windows from the 2nd floor up to and including the 6th floor along with mechanical tower were replaced as part of a lifecycle renewal.

Work commenced in Q3 2017. Phase 2 of 3 was completed in July 2018. The third and final phase began in Spring 2019 and ran through the summer.

Project has now been completed.

Valley Park Library Expansion – 7501741601

Construction of our new LEED certified branch is underway. Included are two 1500 sq ft multi-purpose rooms funded by a contribution from the Heritage Green Community Trust of \$1,250,000, a state-of-the-art Makerspace, and an open-to-above interior courtyard.

The contractor has mobilized, and demolition is complete and interior renovations have started in the existing recreation complex. Foundations of the new library addition are complete with structural steel work well underway.

During construction we are operating out of a temporary location at 1050 Paramount Drive. The temporary location is nearby, about a ten-minute walk from our home location. The temporary location is now open.

We are expecting an 18 to 24 month construction period before we move back to the new Valley Park Library which brings us to about Q4 2021.

Locke Renovations – 4241609105

Project has been completed. Work included a new vestibule, covered side patio area, along with interior renovations including a new service desk, and accessible washroom.

York Entrance Door Replacement- 7501651601

Work Complete. Public Works contributing funds to cover cost overruns. Project to be closed.

Logo & Brand Implementation - 7501451402

Branches have been outfitted with new signs and materials updated with the new logo.

Up to \$29,000 has been approved by the Board to be funded from this project for the Terryberry tombstone display which was originally to be completed in 2020 but has since been delayed as a result of COVID-19.

Security Camera Installation - 3501351303

Installation of new high resolution cameras at select locations. Camera installs at Saltfleet and Stoney Creek planned before closing this project.

Dundas Library Renovation - 7501341301

Project in post-completion phase. Construction completed and branch re-opened in March 2018. Budget was increased in 2017 as a result of cost overruns due to asbestos abatement issues. Out of scope Roof & HVAC replacement also required an increase in the budget. Various deficiency items have been addressed. Security camera installation took place in 2019. Project now expected to finish on budget.

Binbrook Library Branch - 7501241200

Project in post-completion phase. Construction completed and branch re-opened in January 2018. Project expected to finish in a surplus position.

Waterdown Branch Library - 7500641101

Project in post-completion phase. Project expected to finish in a surplus position.

Projects closed since last report:

RFID Project - 7500841800**ATTACHMENTS:**

| Description | Upload Date | Type |
|---------------------------------------|-------------|------------|
| Appendix 1 - Capital Variance Summary | 9/9/2020 | Cover Memo |
| Carlisle Drawings | 9/11/2020 | Cover Memo |

| PROJECT ID | DESCRIPTION | APPROVED BUDGET | ACTUAL REVENUES | ACTUAL EXPENDITURES LTD | COMMITMENTS | BUDGET VARIANCE INCLUDING COMMITMENTS | % COMPLETE | COMMENTS |
|-------------|------------------------------------|-----------------|-----------------|-------------------------|-------------|---------------------------------------|------------|--|
| 2020 | | | | | | | | |
| 7502041200 | Parkdale Landing | \$ 250,000 | 25,000 | - | - | 250,000 | 0.00% | Indwell construction is progressing and they are targeting Dec 2020 for project completion. Based on that, Library operations could begin Q1 2021. |
| 2019 | | | | | | | | |
| 7501941800 | Mount Hope Library | \$ 75,000 | 75,000 | 8,115 | 61,140 | 5,745 | 92.34% | Feasibility study to investigate a new or renovated library on the site of the existing branch. Study in the planning stages. May be co-ordinated with City Public Works. |
| 2018 | | | | | | | | |
| 7501857202 | Scheduling Software | \$ 65,000 | 65,000 | 51,081 | - | 13,919 | 78.59% | Pilot rolled out to DT department in 2019. Some challenges have emerged that require resolution before further deployment. |
| 7501857201 | Events Management Software | \$ 65,000 | 65,000 | 62,779 | 1,000 | 1,221 | 98.12% | Phase 1 for events management is complete. Phase 2 for room reservations is now live for internal use by staff. Public access to online room booking for branches has been delayed as a result of room booking restrictions in place due to COVID. Phase 3 for broadcasting events on library displays has been rolled out at Central, Red Hill and Turner Park. A phased roll out is planned for all branches by end 2020. |
| 7501851303 | Printing Solutions Project | \$ 170,000 | 170,000 | 115,697 | 48,630 | 5,673 | 96.66% | Printer replacement for the first 3-year term is complete. The project will also make printing more accessible, flexible and reliable for customers. Most of the modules and features have been tested successfully however the payment module has not proved successful. An alternative has been identified and is currently being developed to allow us to proceed with the rest of the print solution implementation in 2020. |
| 7501841700 | Carlisle Branch Library | \$ 1,750,000 | 1,550,000 | 142,985 | 114,579 | 1,492,436 | 14.72% | Project to convert TD Bank donation into the new Carlisle branch library. Design nearing completion. Updated costing estimate that includes scope additions shows we may need to add funds to the project budget to continue with existing scope of work. |
| 2017 | | | | | | | | |
| 4241709108 | Westdale Library Improvements | \$ 100,000 | 100,000 | 79,013 | - | 20,987 | 79.01% | Project funded via participatory budgeting process. Project was co-ordinated with a flooring replacement. Flooring was replaced, new service desk installed, barrier-free washroom door modifications done including installation of a privacy wall. Flooring replacement in the Program Room is planned with the remaining funds. |
| 7501751701 | Library Furniture Updates | \$ 250,000 | 250,000 | 130,892 | 3,773 | 115,335 | 53.87% | Expenses to date relate to furniture for renovated Dundas branch and a Saltfleet furniture refresh. |
| 7501741610 | New Library - Greensville | \$ 3,675,000 | 704,113 | 14,921 | 3,153,877 | 506,202 | 86.23% | Work in progress. Construction is expected to continue until Spring 2021. |
| 3541741603 | Central Library Window Replacement | \$ 3,776,000 | 3,776,000 | 3,526,078 | 19,896 | 230,026 | 93.91% | Lifecycle window replacement. Project led by City Public Works Dept. Project is now complete. |
| 7501741601 | Valley Park Library Expansion | \$ 9,699,000 | 2,072,000 | 1,568,848 | 7,307,907 | 822,245 | 91.52% | Heritage Green Community Trust is contributing \$1.25M towards the construction of 2 multi-purpose rooms of 1500 sq ft each. Construction now underway. A temporary leased location is now in operation at 1050 Paramount Dr. Construction expected to last until Q4 2021. |

| PROJECT ID | DESCRIPTION | APPROVED BUDGET | ACTUAL REVENUES | ACTUAL EXPENDITURES LTD | COMMITMENTS | BUDGET VARIANCE INCLUDING COMMITMENTS | % COMPLETE | COMMENTS |
|--------------------|--------------------------------|-----------------|-----------------|-------------------------|-------------|---------------------------------------|------------|--|
| <u>2016</u> | | | | | | | | |
| 4241609105 | Locke Renovations | \$ 597,071 | 597,071 | 595,430 | | 1,641 | 99.73% | Project complete. Renovations included a new vestibule, covered side patio area, interior renovations including a new service desk, barrier-free washroom, new security cameras, outdoor benches, and exterior painting. |
| 7501651601 | York Entrance Door Replacement | \$ 100,000 | 100,000 | 117,746 | - | (17,746) | 117.75% | Work Complete. Public Works contributing funds to cover cost overruns. Project to be closed. |
| <u>2014</u> | | | | | | | | |
| 7501451402 | Logo & Brand Implementation | \$ 135,000 | 40,000 | 84,408 | - | 50,592 | 62.52% | Up to \$29,000 has been approved by the Board to be funded from this project for the Terryberry tombstone display. |
| <u>2013</u> | | | | | | | | |
| 3501351303 | Security Camera Installation | \$ 325,000 | 325,000 | 285,773 | 14,375 | 24,852 | 92.35% | Camera installs remaining for Saltfleet and Stoney Creek. Project expected to finish on budget. |
| 7501341301 | Dundas Library Expansion | \$ 2,889,500 | 1,764,500 | 2,809,439 | 76,381 | 3,680 | 99.87% | Project in the post-completion phase and now expected to finish on budget. |
| <u>2012</u> | | | | | | | | |
| 7501241200 | Binbrook Library Branch Renos | \$ 3,639,000 | 1,171,990 | 3,558,518 | 28,213 | 52,270 | 98.56% | Construction completed and branch re-opened in January 2018. Project now in post-completion phase. Project expected to finish in a surplus position. |
| <u>2006</u> | | | | | | | | |
| 7500641101 | Waterdown Branch Library | \$ 7,905,627 | 7,905,627 | 7,836,248 | 45,711 | 23,668 | 99.70% | Project in post-completion phase. Project expected to close in a surplus position. |

CARLISLE ROAD

EX. 1 STOREY
BUILDING (SERVICE GARAGE)

EX. ASPHALT

6465 4900

NEW EXTENDED
BOARD FENCE

EX. HP

3005

EX. TREE

EX. WOOD PRIVACY FENCE

PROPERTY LINE

EX. SOD

3000

SETBACK

EX. GAS METER

EX. HP

EX. TREE

EX. TREE

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3000

SETBACK

NEW CONC. WALK

14075

EX. TREE

EX. PYLON
SIGNAGE

PROPERTY LINE

EX. HYD

EX. SOD

15750

EXISTING
ONE STOREY BUILDING
(EX. BANK RENOVATED TO NEW LIBRARY)

NEW CONC. WALK

NEW BIKE RACKS

BIKE FIXIT
STATION

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EX. UNDERGROUND
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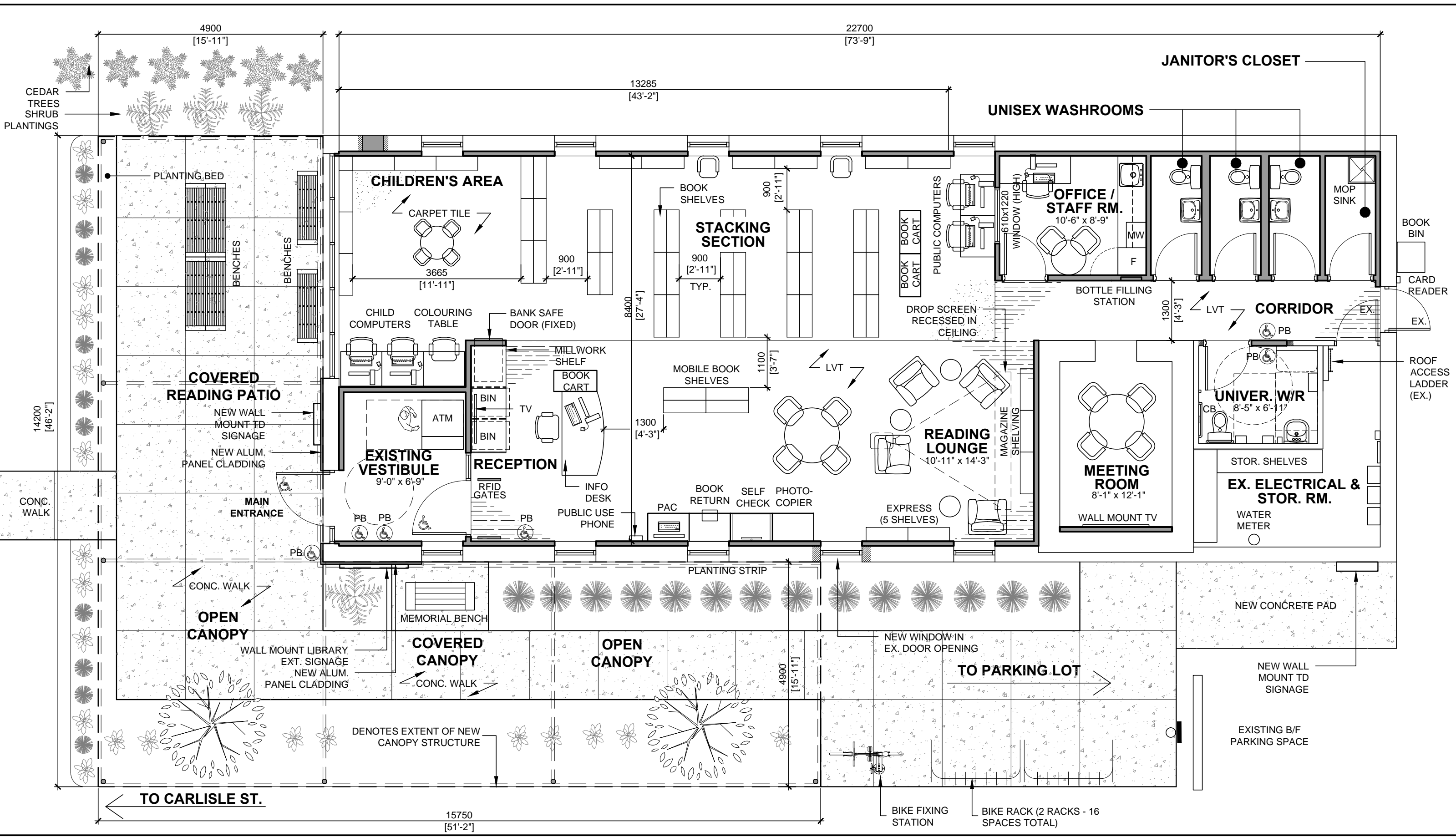
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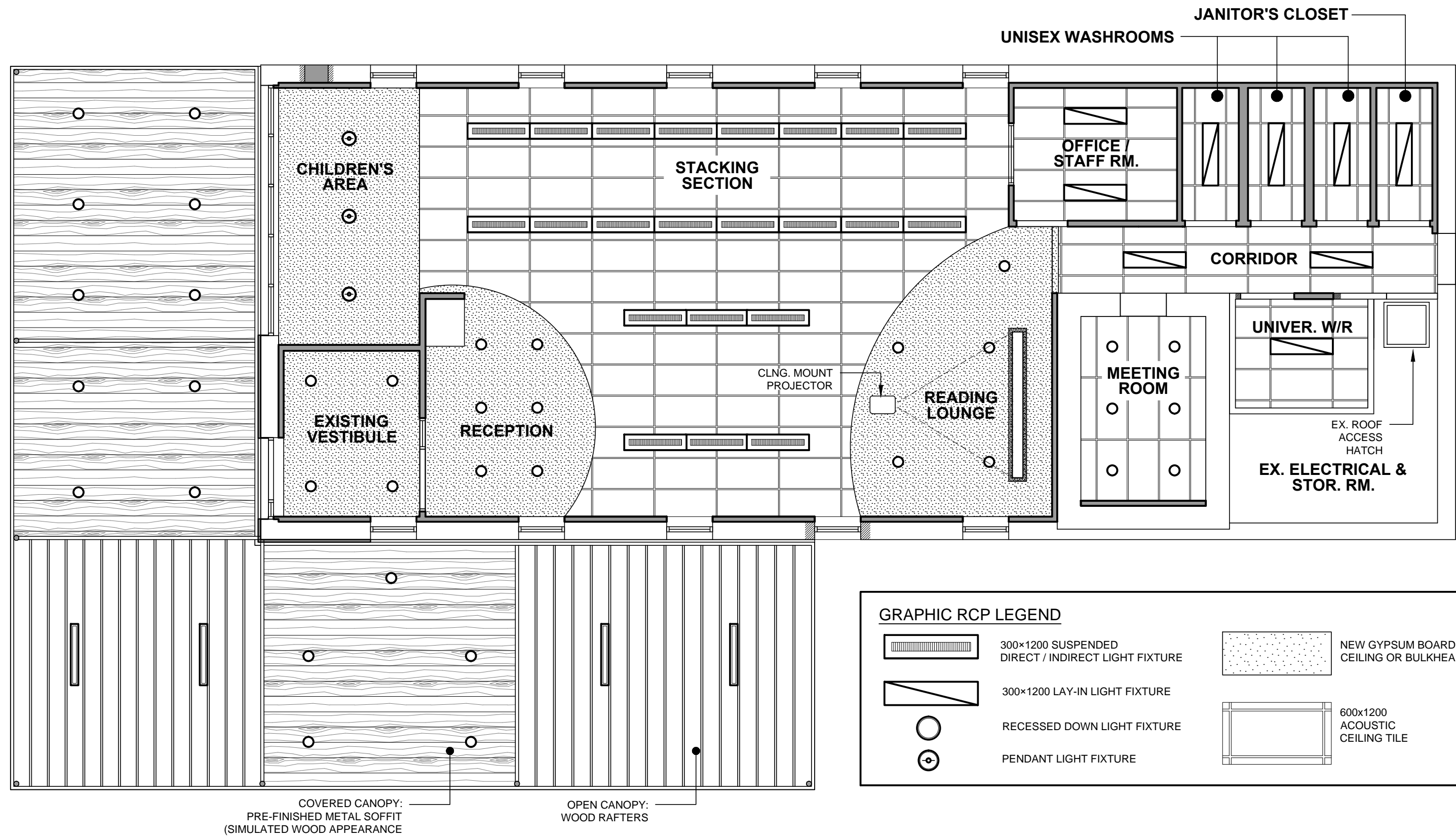
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CLIENT APPROVAL:

Signature _____

Date _____

NEW CARLISLE LIBRARY
PROPOSED EXTERIOR PERSPECTIVE
277 CARLISLE ROAD, CARLISLE, ON L0R 1H2

PROJECT NO. 2020-17
DATE: 2020-06-09





CLIENT APPROVAL:

Signature _____

Date _____

**NEW CARLISLE LIBRARY
PROPOSED INTERIOR PERSPECTIVE 2**

277 CARLISLE ROAD, CARLISLE, ON L0R 1H2

PROJECT NO. 2020-17
DATE: 2020-06-09

Date: September 16, 2020
To: Chair and Members of the Board
From: Tony Del Monaco, Director of Finance & Facilities
Subject: **Reserves and Trust Status Update - TD - Attachment #9.5**

RECOMMENDATION:

That the Hamilton Public Library Board receive the Library Reserves & Trusts Status Update report for information.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The January 2020 opening balance of library reserves was \$7,145,551. Transfers in to the reserves are projected to be \$1,311,281 made up of budgeted reserve transfers; transfers for account surpluses; projected reserve interest; and the projected operating surplus for the year.

So far in 2020, a total of \$775,000 has been transferred out of reserves. There's a further \$3,052,500 in previously approved Board commitments along with another \$1,244,628 in earmarked funds.

The projected available and unallocated balance in the reserves is estimated to be \$3,384,705 as of the end of the year.

In addition to reserves, the library had \$2,936,875 in trust funds with a market value of \$3,472,553 as of the beginning of 2020. Once Board approved commitments and fees are netted off expected investment returns, the projected market value of the trust funds is estimated to be \$3,567,451 as of the end of the year.

A summary overview of each reserve and trust fund follows. A projection for each reserve and trust is included as Appendix 1 to this report.

BACKGROUND:

RESERVES

Mobile Equipment Reserve 106005

The purpose of this reserve is fund new and replacement mobile equipment

purchases such as bookmobiles.

The 2020 opening balance in the Mobile Equipment reserve was \$583,559. Transfers to reserve in the year include the annual budgeted provision to the reserve of \$30,000.

Along with estimated interest, the projected year-end balance of the reserve is \$622,628.

There are no commitments against the reserve at this time.

Library Collections 106006

The purpose of this reserve is to smooth out operating budget impacts of collection materials purchases. The opening balance in the Library Collections reserve was \$994,204.

Transfers to reserve in the year include the annual budgeted provision to the reserve of \$25,000.

There are previous Board approved commitments related to the Valley Park and Greenville branch projects that have yet to be transferred out to the respective capital projects. Those amount to \$154,500 and \$50,000 respectively and are expected to be transferred out later this year or next year.

Once expected reserve interest is factored in, the reserve has a projected unallocated and available balance of \$828,833 for the end of this year.

Library General Development 106007

The purpose of this reserve is to fund initiatives that further the development of library services.

The opening balance in the General Development reserve was \$1,674,491.

No transfers out have taken place in 2020 but there are a few planned for later this year. They relate to previously approved Board commitments relating to the Greenville and Valley Park capital projects as well as the Logo & Branding project. Those transfers amount to \$400,000, \$160,000, and \$80,000 respectively.

Proceeds received from the sale of the 2nd floor of the Saltfleet Library back to the School Board were deposited to this reserve and are still earmarked for future use at the Saltfleet branch (\$530,000). A further \$528,628 is earmarked for future replacement of printers/ photocopiers.

The projected available balance net of approved commitments is \$46,903 for the end of this year.

Library Major Capital Projects Reserve 106008

The purpose of this reserve is help fund major library capital projects.

The 2020 opening balance in this reserve was \$1,412,281.

Transfers to reserve in the year include the annual budgeted provision of \$9,000.

There have been two transfers out from reserve in the year. A transfer of \$750,000 related to the new Carlisle branch project and a transfer of \$25,000 related to the new Parkdale branch project.

There are also outstanding Board approved commitments that are to be transferred from reserve to various capital projects later this year or next year as follows – Valley Park \$400,000; Greenville \$250,000; and Carlisle \$200,000.

There is also \$186,000 that has been earmarked for the Sherwood branch.

The 2020 projected operating budget surplus of \$879,000 has been included as transferred to this reserve which would bring the projected total available and unallocated balance to \$499,560. Any surplus distribution to reserves would be brought to the Board for approval.

Youth Literacy Reserve 106009

The purpose of this reserve is to fund initiatives related to Youth Programming and Services.

The opening balance in this reserve was \$522,688.

There is no dedicated annual funding source.

There have been no transfers out of the reserve in 2020 and the only Board commitment that has yet to be transferred out is \$60,000 related to the Emergent Readers project.

The projected net available funds as of the end of the year are expected to be \$470,314.

Redeployment, Training, & Restructuring Reserve 106011

The purpose of this reserve is to fund the costs of redeployment, training, and restructuring. There is no annual dedicated funding source. The fund was set up using monies saved through OMERS pension contribution holidays.

The 2020 opening balance in this reserve was \$405,037.

There is one Board commitment in the amount of \$178,000 that has yet to be transferred out related to funds approved for use as part of HPL's RedBook transition.

Net available funds are projected to be \$231,862 as of the end of the year.

Youth Programming Reserve 106012

The purpose of this reserve is to fund Youth Programming initiatives. There is no dedicated funding source.

The 2020 opening balance in this reserve was \$70,550.

There are no Board approved commitments and the net available balance in the reserve is expected to be \$71,620 as of the end of this year which includes an estimate for reserve interest.

Capital Enhancement Reserve 106013

The purpose of this reserve is to fund capital enhancements to facilities including accessibility, health, and safety issues. The reserve is funded from any annual surplus in the operating budget capital enhancement account.

The 2020 opening balance in this reserve was \$1,018,624.

Transfers in to the reserve are expected to include the projected 2020 surplus in the Capital Enhancement operating account of \$85,000 plus annual interest.

There are Board approved transfers related to Valley Park and Greenville that will occur later in 2020 and 2021. Those amount to \$725,000 and \$295,000 respectively.

The unallocated and available balance is projected to be \$92,637 as of the end of this year.

Computers & Servers Reserve 106014

The purpose of this reserve is to fund new and replacement computers and related equipment. As of 2020 a new dedicated reserve transfer of \$24,000 is now budgeted annually. The reserve is also funded from any annual surpluses in the Computers and Servers operating budget accounts.

The opening balance in this reserve was \$436,836.

Transfers in to the reserve in the year include the new budgeted reserve transfer of \$24,000. We are also forecasting a surplus of \$112,040 will be transferred from the Computer and Servers operating accounts.

There are two Board approved transfers out from the reserve expected in 2020 and 2021 related to the Valley Park and Greenville projects in the amount of \$50,000 each.

The net available balance as of the end of the year is projected to be \$480,607.

Donations Reserve 106015

The purpose of the donations reserve is for any use as approved by the Board. The donations reserve is funded by undirected donations received from donors in the year.

The opening balance in this reserve was \$27,282.

Transfers in to the reserve in the year are estimated to be \$12,000.

There are currently no commitments against this reserve. The projected unallocated and available balance as of the end of the year is expected to be \$39,741 once interest is added.

TRUSTS

Special Gifts Fund 106110

The purpose of the special gifts fund is to fund special improvements. The special gifts fund is primarily made up of funds held and invested for us by the Hamilton Community Foundation. Funds are also held in an interest bearing bank account.

The opening balance in the Special Gifts Fund was \$2,388,231 (market value) which includes \$499,973 in unrealized investment gains. The special gifts fund had an opening book value of \$1,888,259.

The Special Gifts Fund is held and invested for us by the Hamilton Community Foundation (market value of \$1,828,625 as of beginning of the year) and in an RBC bank account (\$559,606 as of beginning of the year).

There is one commitment against the fund at this time. Earlier in 2020, the Board approved the use of \$30,000 from the Special Gifts fund for consulting services to complete a fundraising feasibility study that identifies potential fundraising strategies.

Expected additions to the fund will be dependent on interest rates and investment returns.

Ketha McLaren Fund 106130

The purpose of the Ketha McLaren fund is to fund staff development out of the interest earned on the fund.

The year-end balance in the Ketha McLaren Fund was \$53,745 (market value) which includes \$10,039 in unrealized investment gains for a book value of \$43,706. Funds are held and invested for us by the Hamilton Community Foundation.

Expected additions to the funds in 2020 will be dependent on investment returns.

There are currently no commitments leaving the entire \$53,745 (market value) available and uncommitted.

Waterdown Library Fundraising 106152

The purpose of this fund is for use at the Waterdown branch.

The year-end balance in the Waterdown Library Fundraising Fund was \$49,941. Funds are held for us by the City of Hamilton.

There are currently no commitments and the entire \$49,941 is available and uncommitted.

M Waldon Thompson Fund 23161

The purpose of the M Waldon Thompson fund is to promote the study of local history, sociology or ecology.

The opening balance in the M Waldon Thompson Fund was \$23,558. Funds are held in a bank account.

In April 2020, the Board approved using the all remaining funds in the M Waldon Thompson fund for the Internet Archives project.

Permanent Endowment Fund (aka Library Legacy Fund) 23162

The opening balance in the fund was \$943,493 (market value) which includes \$81,666 in unrealized investment gains. The book value of the fund at the beginning of the year was \$861,827. Funds are held and invested for us by the Hamilton Community Foundation.

Additions to the fund will be dependent on investment returns. There is currently one outstanding commitment related to the logo and branding project for \$15,000.

Because the fund is a permanent endowment fund, \$481,437 in inflation adjusted capital cannot be distributed for use. \$462,056 was available for use as of the beginning of the year. This becomes \$447,056 unallocated and available for use once the \$15,000 commitment is factored in.

F Waldon Estate Fund 23163

The opening balance in the F Waldon Estate Fund was \$69,585. Funds are held in a bank account.

In April 2020 the Board approved using the funds for the Internet Archives project. Any funds not covered by the M Waldon fund would be covered by the F Waldon Estate fund. The 2020 year end balance is projected to be \$53,309.

ATTACHMENTS:

| Description | Upload Date | Type |
|---|-------------|------------|
| Appendix 1 - Reserves and Trusts Summary & Forecast | 9/8/2020 | Cover Memo |

APPENDIX 1 - HAMILTON PUBLIC LIBRARY RESERVES

As of August, 2020

| | | | 106005 | 106006 | 106007 | 106008 | 106009 | 106011 | 106012 | 106013 | 106014 | 106015 | |
|--|--|------------------|---------------------|------------------------|--------------------------------|-----------------------------------|-------------------|---|----------------------|------------------------|------------------------|-----------|----------|
| | | Total | Mobile Equipment | Library Collections | Library General Development | Library Major Capital Projects | Youth Literacy | Redeployment Training Restructuring | Youth Programming | Capital Enhancement | Computers & Servers | Donations | |
| | | | | | | | | | | | | | |
| Balance at January 1, 2020 | | (7,145,551) | (583,559) | (994,204) | (1,674,491) | (1,412,281) | (522,688) | (405,037) | (70,550) | (1,018,624) | (436,836) | (27,282) | |
| | | | | | | | | | | | | | |
| Transfers to Reserve in 2020 | | | | | | | | | | | | | |
| Budgeted Provisions for R&M Grounds | | (9,000) | | | | (9,000) | | | | | | | |
| Budgeted Provisions for Auto Equipment | | (30,000) | (30,000) | | | | | | | | | | |
| Budgeted Provisions for Equipment | | (25,000) | | (25,000) | | | | | | | | | |
| Budgeted Provision for Comp & Servers | | (24,000) | | | | | | | | | (24,000) | | |
| Donations (estimated) | | (12,000) | | | | | | | | | | (12,000) | |
| Printer Revenues (estimated) | | (50,000) | | | (50,000) | | | | | | | | |
| Capital Enhancement Account Surplus (est.) | | (85,000) | | | | | | | | (85,000) | | | |
| Computer & Server Surplus (estimated) | | (112,040) | | | | | | | | | (112,040) | | |
| Reserve Interest (estimated) | | (85,076) | (9,069) | (14,129) | (21,040) | (10,279) | (7,486) | (4,825) | (1,070) | (9,013) | (7,706) | (459) | |
| Project Closing Surplus | | (166) | | | | | (140) | | | | (26) | | |
| Final Year End Surplus (estimated) | | (879,000) | | | | (879,000) | | | | | | | |
| Sub-total | | (1,311,281) | (39,069) | (39,129) | (71,040) | (898,279) | (7,626) | (4,825) | (1,070) | (94,013) | (143,772) | (12,459) | |
| | | | | | | | | | | | | | |
| Transfers from Reserve in 2020 | | Date Approved | | | | | | | | | | | |
| New Carlisle Branch | | Sep-19 | 750,000 | | | 750,000 | | | | | | | |
| Parkdale Landing | | Nov-19 | 25,000 | | | 25,000 | | | | | | | |
| Sub-total | | | 775,000 | - | - | 775,000 | - | - | - | - | - | - | |
| Projected Balance | | | (7,681,832) | (622,628) | (1,033,333) | (1,745,531) | (1,535,560) | (530,314) | (409,862) | (71,620) | (1,112,637) | (580,607) | (39,741) |
| | | Date Approved | | | | | | | | | | | |
| Board Approved but not yet transferred | | | | | | | | | | | | | |
| Logo Brand Implementation | | Jun-14 | 80,000 | | 80,000 | | | | | | | | |
| Greensville-New Branch | | Sep-16 | 150,000 | | | 150,000 | | | | | | | |
| Greensville-New Branch | | Sep-18 | 95,000 | | | | | | | 95,000 | | | |
| VP Construction | | Sep-16 | 565,000 | | | | | | | 565,000 | | | |
| VP Materials | | Sep-16 | 104,500 | 104,500 | | | | | | | | | |
| VP Construction | | Sep-18 | 160,000 | | 160,000 | | | | | | | | |
| VP Construction | | Oct-18 | 60,000 | | | | | | | 60,000 | | | |
| Emergent Readers Project | | May-18 | 60,000 | | | | 60,000 | | | | | | |
| New Carlisle Branch | | Mar-18 | 200,000 | | | 200,000 | | | | | | | |
| RedBook HPL Transition | | Feb-19 | 178,000 | | | | | 178,000 | | | | | |
| Greensville Additional | | Apr-20 | 800,000 | 50,000 | 400,000 | 100,000 | | | | 200,000 | 50,000 | | |
| Valley Park Additional | | Apr-20 | 600,000 | 50,000 | - | 400,000 | | | | 100,000 | 50,000 | | |
| Sub-total | | | 3,052,500 | - | 204,500 | 640,000 | 850,000 | 60,000 | 178,000 | - | 1,020,000 | 100,000 | - |
| Balance net of Board Approved | | | | | | | | | | | | | |
| Commitments | | | (4,629,332) | (622,628) | (828,833) | (1,105,531) | (685,560) | (470,314) | (231,862) | (71,620) | (92,637) | (480,607) | (39,741) |
| | | | | | | | | | | | | | |
| Funds Earmarked for Specific Purposes | | | | | | | | | | | | | |
| Saltfleet Library (funds from sale of 2nd floor) | | | 530,000 | | 530,000 | | | | | | | | |
| Sherwood tenant allowance | | | 186,000 | | | 186,000 | | | | | | | |
| Printer Revenue for future Replacements | | | 528,628 | | 528,628 | - | | | | | | | |
| Sub-total | | | 1,244,628 | - | - | 1,058,628 | 186,000 | - | - | - | - | - | |
| | | | | | | | | | | | | | |
| Projected Available Balance as of end of Year | | | (3,384,705) | (622,628) | (828,833) | (46,903) | (499,560) | (470,314) | (231,862) | (71,620) | (92,637) | (480,607) | (39,741) |

APPENDIX 2 - HAMILTON PUBLIC LIBRARY TRUSTS

As of August, 2020

| | | Total | 106110 Special Gifts Reserve | 106130 Ketha McLaren Reserve | 106152 Waterdown Library Fundraising | 23161 M Waldon Thompson Fund | 23162 Permanent Endowment Fund | 23163 F Waldon Estate Fund |
|--|--------|--------------------|---------------------------------------|---------------------------------------|---|---------------------------------------|---|-------------------------------------|
| Balance at January 1, 2020 (Book Value) | | (2,936,875) | (1,888,259) | (43,706) | (49,941) | (23,558) | (861,827) | (69,585) |
| Transfers to Trusts in 2020 | | | | | | | | |
| HCF Investment Earnings (estimated) | | (123,310) | (70,000) | (1,600) | | | (51,710) | |
| Other Interest Earnings (estimated) | | (10,316) | (8,000) | | (1,149) | (471) | | (696) |
| Sub-total | | (133,625) | (78,000) | (1,600) | (1,149) | (471) | (51,710) | (696) |
| Transfers from Trusts in 2020 | | | | | | | | |
| HCF Admin Fees (estimated) | | 38,727 | 25,000 | 800 | | | 12,927 | |
| Sub-total | | 38,727 | 25,000 | 800 | - | - | 12,927 | - |
| Projected Book Value Balance at Dec 31, 2020 | | (3,031,773) | (1,941,259) | (44,506) | (51,089) | (24,029) | (900,609) | (70,280) |
| Proj. Unrealized Investment (Gains)/Losses as of end of 2020 | | (591,678) | (499,973) | (10,039) | | | (81,666) | |
| Projected Market Value of Trusts at Dec 31, 2020 | | (3,623,451) | (2,441,232) | (54,545) | (51,089) | (24,029) | (982,275) | (70,280) |
| Board Approved but not yet transferred | | | | | | | | |
| Logo Brand Implementation (Bookmobile Skins) | Jun-14 | 15,000 | | | | | 15,000 | |
| Fundraising Strategy | Jan-20 | | 30,000 | | | | | |
| Internet Archives | Apr-20 | 41,000 | | | | 24,029 | | 16,971 |
| Sub-total | | 56,000 | 30,000 | - | - | 24,029 | 15,000 | 16,971 |
| Balance net of Board Approved Commitments (Mkt Value) | | (3,567,451) | (2,411,232) | (54,545) | (51,089) | (0) | (967,275) | (53,309) |

Reserve Number: 106005
Reserve Name: Reserve For Mobile Equipment
Purpose: To fund new and replacement mobile equipment such as bookmobiles
Funding Source: \$30,000 annual budgeted transfer to reserve from operating

| | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> |
|----------------------------------|------------------|------------------|------------------|------------------|------------------|
| Opening Balance | (583,559) | (622,628) | (665,466) | (709,123) | (753,601) |
| Add: | | | | | |
| Estimated Interest Earned | (9,069) | (12,838) | (13,658) | (14,478) | (15,431) |
| Provision for Mobile Equipment | (30,000) | (30,000) | (30,000) | (30,000) | (30,000) |
| Sub-Total - To Reserves | <u>(39,069)</u> | <u>(42,838)</u> | <u>(43,658)</u> | <u>(44,478)</u> | <u>(45,431)</u> |
| Less: | | | | | |
| Sub-Total - From Reserves | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Ending Balance - Dec 31 | <u>(622,628)</u> | <u>(665,466)</u> | <u>(709,123)</u> | <u>(753,601)</u> | <u>(799,032)</u> |

Reserve Number: 106006
Reserve Name: Library Collections
Purpose: To smooth out operating budget impacts of collection materials purchases
Funding Source: \$25,000 annual budgeted transfer to reserve from operating

| | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> |
|---|------------------|------------------|------------------|------------------|------------------|
| Opening Balance | (994,204) | (878,833) | (874,909) | (920,319) | (966,774) |
| Add: | | | | | |
| Interest Earned | (14,129) | (21,076) | (20,410) | (21,455) | (21,948) |
| Provision for Equipment | (25,000) | (25,000) | (25,000) | (25,000) | 25,000 |
| Sub-Total - To Reserves | <u>(39,129)</u> | <u>(46,076)</u> | <u>(45,410)</u> | <u>(46,455)</u> | <u>3,052</u> |
| Less: | | | | | |
| Greensville Additional Board April 2020 | 50,000 | | | | |
| Valley Park Additional Board April 2020 | | 50,000 | | | |
| Valley Park Materials Board Sept 2016 | 104,500 | | | | |
| Sub-Total - From Reserves | <u>154,500</u> | <u>50,000</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Ending Balance - Dec 31 | <u>(878,833)</u> | <u>(874,909)</u> | <u>(920,319)</u> | <u>(966,774)</u> | <u>(963,722)</u> |

Reserve Number: 106007
Reserve Name: Library General Development
Purpose: To fund initiatives that further the general development and provision of library services
Funding Source: No dedicated funding source
 Printer & Copier revenues up to \$50,000 transferred annually to fund future replacements

| | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> |
|---|--------------------|--------------------|--------------------|--------------------|------------------|
| Opening Balance | (1,674,491) | (1,105,531) | (1,181,533) | (1,259,283) | (1,338,822) |
| Add: | | | | | |
| Interest Earned | (21,040) | (26,002) | (27,750) | (29,539) | (45,267) |
| Year End Surplus | | | | | |
| Printer & Copier Revenue | (50,000) | (50,000) | (50,000) | (50,000) | (50,000) |
| Sub-Total - To Reserves | <u>(71,040)</u> | <u>(76,002)</u> | <u>(77,750)</u> | <u>(79,539)</u> | <u>(95,267)</u> |
| Less: | | | | | |
| Greensville Additional Board April 2020 | 400,000 | | | | |
| Valley Park Construction Board Sept 2016 | 160,000 | | | | |
| Logo Brand Implement Board June 2014 | 80,000 | | | | |
| Digitize Project Equipment Board Oct 2013 | | | | | |
| Dundas Renovation Board Sept 2017 | | | | | |
| Funds Earmarked for Printers | | | | | 678,628 |
| Funds Earmarked for Saltfleet | | | | | 530,000 |
| Sub-Total - From Reserves | <u>640,000</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>1,208,628</u> |
| Ending Balance - Dec 31 | <u>(1,105,531)</u> | <u>(1,181,533)</u> | <u>(1,259,283)</u> | <u>(1,338,822)</u> | <u>(225,461)</u> |

Reserve Number: 106008
Reserve Name: Library Major Capital Projects
Purpose: To fund major capital projects
Funding Source: \$9,000 annual budgeted transfer to reserve from operating

| | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> |
|----------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
| Opening Balance | | (1,412,281) | (1,085,560) | (724,232) | (749,993) | (776,346) |
| Add: | | | | | | |
| Interest Earned | | (10,279) | (29,671) | (16,761) | (17,353) | (20,098) |
| Year End Surplus | | (879,000) | - | | | |
| Provision to Reserve | | (9,000) | (9,000) | (9,000) | (9,000) | (9,000) |
| Sub-Total - To Reserves | | <u>(898,279)</u> | <u>(38,671)</u> | <u>(25,761)</u> | <u>(26,353)</u> | <u>(29,098)</u> |
| Less: | | | | | | |
| New Library Greenville | Board Sept 2016 | 150,000 | | | | |
| Greenville Extra | Board April 2020 | 100,000 | - | | | |
| Valley Park Extra | Board April 2020 | | 400,000 | | | |
| Funds Earmarked for Sherwood | | | | | | 186,000 |
| New Carlisle Branch | Board Mar 2018 | 200,000 | | | | |
| New Carlisle Branch | Board Sept 2019 | 750,000 | | | | |
| Parkdale Landing | Board Nov 2019 | 25,000 | | | | |
| Sub-Total - From Reserves | | <u>1,225,000</u> | <u>400,000</u> | <u>-</u> | <u>-</u> | <u>186,000</u> |
| Ending Balance - Dec 31 | | <u>(1,085,560)</u> | <u>(724,232)</u> | <u>(749,993)</u> | <u>(776,346)</u> | <u>(619,444)</u> |

Reserve Number: 106009
Reserve Name: Youth Literacy Program
Purpose: To fund initiatives related to Youth Programming & Services
Funding Source: No dedicated funding source

| | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> |
|--|------------------|------------------|------------------|------------------|------------------|
| Opening Balance | (522,688) | (470,314) | (481,131) | (492,197) | (503,517) |
| Add: | | | | | |
| Interest Earned | (7,486) | (10,817) | (11,066) | (11,321) | (11,581) |
| Project Closing Surplus | (140) | | | | |
| Sub-Total - To Reserves | <u>(7,626)</u> | <u>(10,817)</u> | <u>(11,066)</u> | <u>(11,321)</u> | <u>(11,581)</u> |
| Less: | | | | | |
| Emergent Readers Project Board May 2018 | 60,000 | | | | |
| Sub-Total - From Reserves | <u>60,000</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Ending Balance - Dec 31 | <u>(470,314)</u> | <u>(481,131)</u> | <u>(492,197)</u> | <u>(503,517)</u> | <u>(515,098)</u> |

Reserve Number: 106011
Reserve Name: Library Redeployment, Training, & Restructuring
Purpose: This reserve was set up to fund costs of redeployment, training, restructuring
Funding Source: None. Was funded from monies saved through the OMERS contribution holiday.

| | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> |
|--|------------------|------------------|------------------|------------------|------------------|
| Opening Balance | (405,037) | (409,862) | (243,335) | (248,932) | (254,658) |
| Add: | | | | | |
| Interest Earned | (4,825) | (11,474) | (5,597) | (5,725) | (5,857) |
| Sub-Total - To Reserves | <u>(4,825)</u> | <u>(11,474)</u> | <u>(5,597)</u> | <u>(5,725)</u> | <u>(5,857)</u> |
| Less: | | | | | |
| RedBook HPL Transition Board Feb 2019 | | 178,000 | | | |
| Sub-Total - From Reserves | <u>-</u> | <u>178,000</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Ending Balance - Dec 31 | <u>(409,862)</u> | <u>(243,335)</u> | <u>(248,932)</u> | <u>(254,658)</u> | <u>(260,515)</u> |

Reserve Number: 106012
Reserve Name: Youth Programming Reserve
Purpose: Youth Programming
Funding Source: No dedicated funding source

| | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> |
|---------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Opening Balance | (70,550) | (71,620) | (73,268) | (74,953) | (76,677) |
| Add: | | | | | |
| Interest Earned | (1,070) | (1,647) | (1,685) | (1,724) | (1,764) |
| Sub-Total - To Reserves | <u>(1,070)</u> | <u>(1,647)</u> | <u>(1,685)</u> | <u>(1,724)</u> | <u>(1,764)</u> |
| Less: | | | | | |
| Sub-Total - From Reserves | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Ending Balance - Dec 31 | <u>(71,620)</u> | <u>(73,268)</u> | <u>(74,953)</u> | <u>(76,677)</u> | <u>(78,440)</u> |

| | |
|------------------------|--|
| Reserve Number: | 106013 |
| Reserve Name: | Capital Enhancement Reserve |
| Purpose: | To fund capital enhancements to facilities including accessibility, health, and safety issues |
| Funding Source: | Supluses in the \$100,000 annual capital enhancement budget account |

| | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Opening Balance | | (1,018,624) | (192,637) | (163,793) | (75,435) | (133,895) |
| Add: | | | | | | |
| Interest Earned | | (9,013) | (6,156) | (6,642) | (3,460) | (3,655) |
| New Provision for Building Refreshes | | | (15,000) | (55,000) | (105,000) | (105,000) |
| Capital Enhancement Account Surpluses | | (85,000) | (50,000) | (50,000) | (50,000) | (50,000) |
| Sub-Total - To Reserves | | <u>(94,013)</u> | <u>(71,156)</u> | <u>(111,642)</u> | <u>(158,460)</u> | <u>(158,655)</u> |
| Less: | | | | | | |
| Valley Park Construction | Board Sept 2016 | 565,000 | | | | |
| Greensville Additional | Board April 2020 | 200,000 | | | | |
| Valley Park Additional | Board April 2020 | - | 100,000 | | | |
| Valley Park Construction | Board Oct 2018 | 60,000 | | | | |
| Greensville | Board Sept 2018 | 95,000 | | | | |
| Mount Hope Construction | | | | 200,000 | 100,000 | |
| Sub-Total - From Reserves | | <u>920,000</u> | <u>100,000</u> | <u>200,000</u> | <u>100,000</u> | <u>-</u> |
| Ending Balance - Dec 31 | | <u>(192,637)</u> | <u>(163,793)</u> | <u>(75,435)</u> | <u>(133,895)</u> | <u>(292,549)</u> |

Reserve Number: 106014
Reserve Name: Computer Equipment & Servers Replacement Reserve
Purpose: To fund new and replacement computers and related equipment
Funding Source: Annual surpluses in the Computer and Servers operating budget accounts
 New budgeted reserve transfer of \$24,000 starting in 2020.

| | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> |
|---|------------------|------------------|------------------|--------------------|--------------------|
| Opening Balance | (436,836) | (530,607) | (664,330) | (891,013) | (1,173,485) |
| Add: | | | | | |
| Interest Earned | (7,706) | (14,722) | (17,683) | (23,472) | (29,969) |
| Computer & Servers Surplus | (112,040) | (145,000) | (145,000) | (145,000) | (145,000) |
| New Budgeted Transfer | (24,000) | (24,000) | (64,000) | (114,000) | (114,000) |
| Project Closing Surplus | (26) | | | | |
| Sub-Total - To Reserves | <u>(143,772)</u> | <u>(183,722)</u> | <u>(226,683)</u> | <u>(282,472)</u> | <u>(288,969)</u> |
| Less: | | | | | |
| Digitization-Online Access Board Oct 2013 | - | | | | |
| Greenville Extra Board April 2020 | 50,000 | | | | |
| Valley Park Extra Board April 2020 | - | 50,000 | | | |
| Sub-Total - From Reserves | <u>50,000</u> | <u>50,000</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Ending Balance - Dec 31 | <u>(530,607)</u> | <u>(664,330)</u> | <u>(891,013)</u> | <u>(1,173,485)</u> | <u>(1,462,453)</u> |

Reserve Number: 106015
Reserve Name: Library Unallocated Donations Reserve
Purpose: For general use. Distinct reserve so donors can see where their funds are spent.
Funding Source: Undirected donations that are received through the year.

| | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Opening Balance | (27,282) | (39,741) | (50,770) | (62,052) | (73,594) |
| Add: | | | | | |
| Interest Earned | (459) | (1,029) | (1,283) | (1,542) | (1,923) |
| Donations | (12,000) | (10,000) | (10,000) | (10,000) | (20,000) |
| Sub-Total - To Reserves | <u>(12,459)</u> | <u>(11,029)</u> | <u>(11,283)</u> | <u>(11,542)</u> | <u>(21,923)</u> |
| Less: | | | | | |
| Sub-Total - From Reserves | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Ending Balance - Dec 31 | <u>(39,741)</u> | <u>(50,770)</u> | <u>(62,052)</u> | <u>(73,594)</u> | <u>(95,517)</u> |

Reserve Number: 106110
Reserve Name: Special Gift Fund
Purpose: Special Improvements
Funding Source: Various Past Donations

| | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| Opening Balance (Book Value) | (1,888,259) | (1,911,259) | (1,969,259) | (2,032,259) | (2,100,259) |
| Add: | | | | | |
| HCF Investment Earnings | (70,000) | (75,000) | (80,000) | (85,000) | (85,000) |
| Bank Interest | (8,000) | (8,000) | (8,000) | (8,000) | (8,000) |
| Sub-Total | <u>(78,000)</u> | <u>(83,000)</u> | <u>(88,000)</u> | <u>(93,000)</u> | <u>(93,000)</u> |
| Less: | | | | | |
| HCF Administration Fees | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Fundraising Strategy Board Jan 2020 | 30,000 | | | | |
| Sub-Total | <u>55,000</u> | <u>25,000</u> | <u>25,000</u> | <u>25,000</u> | <u>25,000</u> |
| Ending Balance at Book Value - Dec 31 | <u>(1,911,259)</u> | <u>(1,969,259)</u> | <u>(2,032,259)</u> | <u>(2,100,259)</u> | <u>(2,168,259)</u> |
| Unrealized Gains | (499,973) | (499,973) | (499,973) | (499,973) | (499,973) |
| Ending Balance at Market Value - Dec 31 | (2,411,232) | (2,469,232) | (2,532,232) | (2,600,232) | (2,668,232) |

Reserve Number: 106130
Reserve Name: K McClaren Memorial Fund
Purpose: To fund staff development out of interest earned on the fund
Funding Source: Past Donation

| | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|
| Opening Balance (Book Value) | (43,706) | (44,506) | (35,406) | (36,406) | (37,506) |
| Add: | | | | | |
| HCF Investment Earnings | (1,600) | (1,700) | (1,800) | (1,900) | (1,900) |
| Sub-Total | <u>(1,600)</u> | <u>(1,700)</u> | <u>(1,800)</u> | <u>(1,900)</u> | <u>(1,900)</u> |
| Less: | | | | | |
| HCF Admin Fees | 800 | 800 | 800 | 800 | 800 |
| Staff Development | | 10,000 | | | |
| Sub-Total | <u>800</u> | <u>10,800</u> | <u>800</u> | <u>800</u> | <u>-</u> |
| Ending Balance - Dec 31 | <u>(44,506)</u> | <u>(35,406)</u> | <u>(36,406)</u> | <u>(37,506)</u> | <u>(39,406)</u> |
| Unrealized Gains | (10,039) | (10,039) | (10,039) | (10,039) | (10,039) |
| Ending Balance at Market Value - Dec 31 | (54,545) | (45,445) | (46,445) | (47,545) | (49,445) |

Reserve Number: 106152
Reserve Name: Waterdown Library Fund
Purpose: To hold funds raised by Wentworth Library for the Waterdown Branch Library
Funding Source: Past Donations

| | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> |
|-------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Opening Balance | (49,941) | (51,089) | (52,264) | (53,466) | (54,696) |
| Add: | | | | | |
| Interest Earned | (1,149) | (1,175) | (1,202) | (1,230) | (1,258) |
| Sub-Total | <u>(1,149)</u> | <u>(1,175)</u> | <u>(1,202)</u> | <u>(1,230)</u> | <u>(1,258)</u> |
| Less: | | | | | |
| Sub-Total | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Ending Balance - Dec 31 | <u>(51,089)</u> | <u>(52,264)</u> | <u>(53,466)</u> | <u>(54,696)</u> | <u>(55,954)</u> |

Account Number: 23161
Account Name: M Waldon Thompson Estate
Purpose: For any purpose which will promote the study of local history, sociology or ecology
Funding Source: Past Donation

| | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> |
|--------------------------------|---------------|-------------|-------------|-------------|-------------|
| Opening Balance | (23,558) | (0) | (0) | (0) | 0 |
| Add: | | | | | |
| Interest Earned | (471) | (0) | (0) | (0) | 0 |
| Sub-Total | <u>(471)</u> | <u>(0)</u> | <u>(0)</u> | <u>(0)</u> | <u>0</u> |
| Less: | | | | | |
| Internet Archives | 24,029 | | | | |
| April 2020 | | | | | |
| Sub-Total | <u>24,029</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Ending Balance - Dec 31 | <u>(0)</u> | <u>(0)</u> | <u>(0)</u> | <u>0</u> | <u>(0)</u> |

Account Number: 23162
Account Name: Permanent Endowment Fund
Purpose: The Bookmobile Service of the Hamilton Public Library
Funding Source: Past Donations

| | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> |
|--|------------------|------------------|------------------|--------------------|--------------------|
| Opening Balance (Book Value) | (861,827) | (885,609) | (925,462) | (967,107) | (1,010,627) |
| Add: | | | | | |
| HCF Investment Gains - Realized | (51,710) | (53,137) | (55,528) | (58,026) | (60,638) |
| Sub-Total | <u>(51,710)</u> | <u>(53,137)</u> | <u>(55,528)</u> | <u>(58,026)</u> | <u>(60,638)</u> |
| Less: | | | | | |
| HCF Admin Fees | 12,927 | 13,284 | 13,882 | 14,507 | 15,159 |
| Logo & Branding (Bookmobile) Board June 2014 | 15,000 | | | | |
| Sub-Total | <u>27,927</u> | <u>13,284</u> | <u>13,882</u> | <u>14,507</u> | <u>15,159</u> |
| Ending Balance at Cost - Dec 31 | <u>(885,609)</u> | <u>(925,462)</u> | <u>(967,107)</u> | <u>(1,010,627)</u> | <u>(1,056,105)</u> |
| Unrealized Gains | (81,666) | (81,666) | (81,666) | (81,666) | (81,666) |
| Ending Balance at Market Value - Dec 31 | (967,275) | (1,007,128) | (1,048,773) | (1,092,293) | (1,137,771) |

Account Number: 23163
Account Name: F Walden Estate
Purpose: Promote the study & research of local history, sociology, or ecology
Funding Source: Past Donation

| | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> |
|-------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Opening Balance | (69,585) | (53,309) | (53,843) | (54,381) | (54,925) |
| Add: | | | | | |
| Interest | (696) | (533) | (538) | (544) | (549) |
| Sub-Total | <u>(696)</u> | <u>(533)</u> | <u>(538)</u> | <u>(544)</u> | <u>(549)</u> |
| Less: | | | | | |
| Internet Archives | 16,971 | | | | |
| April 2020 | | | | | |
| Sub-Total | <u>16,971</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Ending Balance - Dec 31 | <u>(53,309)</u> | <u>(53,843)</u> | <u>(54,381)</u> | <u>(54,925)</u> | <u>(55,474)</u> |

Date: September 16, 2020
To: Chair and Members of the Board
From: Tony Del Monaco, Director of Finance & Facilities
Subject: **Capital Budget Submission - TD - Attachment #10.1**

RECOMMENDATION:

That the Hamilton Public Library Board approve a 2021 capital budget submission to the City of Hamilton for \$1,000,000 in development charge funding for the Valley Park Library expansion project 7501741601.

That the future 10-year capital budget projection attached to this report be submitted to the City of Hamilton for inclusion in the 2021 capital budget 10-year plan.

BACKGROUND:

Valley Park Library Expansion 7501741601

The Request for Tender for the new Valley Park Library and renovations to the adjoining Community Centre was issued and closed in late 2019. Overall, the tender was within budget, however the Library portion of the work was quoted over budget.

In December 2019, to keep the project on track, the Board approved using reserve funding with the expectation that staff report back on actual funding required and sources of funding.

Since then, the project budget was updated and refined. In April, the Board approved adding \$1,600,000 to the Valley Park project budget to accommodate the scope of work and have an adequate contingency. The funding approved included \$600,000 from Library Reserves and \$1,000,000 to be funded by development charges as part of the 2021 capital budget process. The purpose of this report is to formally submit the \$1,000,000 in development charge funding request to the City.

Below is an updated budget breakdown for the Valley Park Library project.

| Description | Budget |
|-------------|-----------|
| Consultants | \$899,235 |

| | |
|----------------------------------|--------------------|
| Permits & Approvals | \$55,769 |
| Furniture & Equipment | \$836,246 |
| Temp Location | \$100,000 |
| Construction | \$7,000,000 |
| Contingency | \$640,000 |
| Net Taxes | \$167,750 |
| TOTAL BUDGET | \$9,699,000 |

City of Hamilton Finance has been consulted and an additional \$1,000,000 in development charge funding is eligible to be applied to this project. No new net City funding is being asked for as part of this capital budget submission.

The updated capital budget allocation for the Valley Park Library would be as follows:

| Project | Library Reserves | DCs | City Funding | Heritage Green Trust | Total |
|--------------------|-------------------------|-------------|---------------------|-----------------------------|--------------|
| Valley Park Budget | \$1,900,000 | \$3,712,000 | \$2,838,000 | \$1,250,000 | \$9,699,000 |

Work on the site has begun. Demolition is complete and interior renovations have started in the existing recreation complex. Foundations of the new library addition are complete with structural steel work well underway. We are expecting construction to continue until Q4 2021.

10-Year Major Capital Facilities Project Forecast

A forecast of the Library's major capital facilities projects over the next 10 years is attached and will be included in the City's 10-year capital budget forecast. These are for Library initiated facilities projects for which a City or Development Charge contribution will be required.

These forecasts help to project the Library and the City's capital needs over the next ten years. The City currently budgets on a one-year basis, so inclusion in the 10-year capital forecast does not mean that the projects have been approved or that they will move forward at all. Projects will need to be brought forward for approval when the time comes.

Costs are order of magnitude estimates. Actual projects, estimated budget costs, and timing of projects are all subject to change.

ATTACHMENTS:

| Description |
|------------------------------|
| HPL 10 Year Capital Forecast |

| Upload Date | Type |
|-------------|------------|
| 9/9/2020 | Cover Memo |

10-year Forecast of Major Library Capital Facilities Projects

[illegible]

10-year Forecast of Major Library Capital Facilities Projects

[illegible]

Date: September 16, 2020
To: Chair and Members of the Board
From: Sherry Fahim, Director Digital Technology and Creation
Tony Del Monaco, Director Finance and Facilities
Subject: **Printer Fleet Refresh and Central Sorter Expansion - SF/TD - Attachment #10.2**

RECOMMENDATION:

That the Hamilton Public Library Board approves:

1. the replacement of 29 printers in the second wave of the Printer Fleet Refresh cycle for a total cost not to exceed \$97,000 to be funded from the Library's General Development Reserve #106007.
2. the expansion of the sorter at Central to a 25 Bin-sorter, automatic hold-slip applicator, related enhancements and facilities changes to enable the safe and efficient movement of materials across the Library system for a total cost not to exceed \$500,000 to be funded from the Library's Collections Reserve #106006.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The Hamilton Public Library Board approves:

- the allocation of up to \$97,000 from the Library General Development Reserve #106007 to transfer to capital project #7501851303 Printing Solution Project to cover the cost of replacing 29 printers in the second wave of the Printer Fleet Refresh over 2 years.
- the allocation of up to \$500,000 from the Library Collections Reserve #106006 to transfer to a new capital project for the Central Sorter Expansion Project to cover the cost to replace the sorter, and make needed facility modifications.

BACKGROUND:

Print Refresh Project

Hamilton Public Library reviewed its inventory of 64 stand alone and all-in-one printers for life, usage, and maintenance history to determine a replacement plan.

Staff already completed replacement of 14 printers approved by the Library Board at its meeting on April 2018. Staff are requesting Board's approval for the 2nd wave of printer refresh plan for

2020-2021. Staff has determined that 29 printers require replacement. \$39,000 is needed to replace 13 public printers in 2020 and \$58,000 to replace 16 staff printers in 2021 as part of the second wave of the Printer Fleet Refresh cycle. The remaining fleet of printers will be reviewed next year to determine the final wave of replacement cycle.

This refresh plan includes relocating, where possible, public printers to staff to extend its life. The majority of the printers proposed for replacement are 9 years old, have large print volumes, and a history of issues causing repeated service disruption. Additionally, older printers do not offer a good and consistent user experience to the public. Of note: 4 of these 13 printers were replaced in August because they were not compatible with the card scanners being deployed with the print solution.

Central Sorter Expansion Project

The sorters at Central and at branches across the system, has served Hamilton Public Library (HPL) very well over the years. It streamlined operations and became a showcase for successful automation for libraries across the nation. Introducing RFID and using automated sorting enabled HPL to re-allocate staff capacity from repetitive work towards more value-added work.

In our continued journey of improvements, we have been researching options and advancements in this technology. Staff visited large library systems, worked through different designs and negotiated options with HPL's vendor of record since late 2018 and into early 2020. With some delay caused by the pandemic, we are now in a position to move these ideas into a project plan to implement in 2020-2021.

The current proposal doubles the sorter capacity from an 11 bin sorter to 25 bins. Central library will act as the hub for all movement of materials. A holds-slip applicator will be installed to automatically apply the hold slips to each material item moving through the system with minimum to no staff intervention. The bins will be configured to handle each branch separately. Some small branches will be combined, and Central library will be designated multiple sort bins. To accommodate space for the expanded sorter, a lift will be added after the conveyor on the ground floor breaks into the floor to the foundation. Materials will move in their bins-with-wheels around the foundation level, onto the trucks and to all branches throughout the system. These bins also have springs that adjust automatically by the weight of materials. These special bins will reduce strain on staff to retrieve materials from the bins or to move them around during transportation or at a branch.

The new sorter solution will improve efficiency through increased automation. It will make material handling easier and move quicker resulting in a reduced time to fulfilment. Less staff will be needed to run the sorter, allowing for reallocation of capacity where it is most needed. Most importantly, the new solution will be safer to operate. It reduces back strain, injury hazards and overall is safer for all staff that interact with movement of materials across our branches.

The cost to dismantle existing and install the new sorter expansion including the new bins is quoted at \$361,000 US (\$470,000 CAD). The vendor offered a two-year warranty which saves \$50,000, our current annual maintenance cost for 2 years.

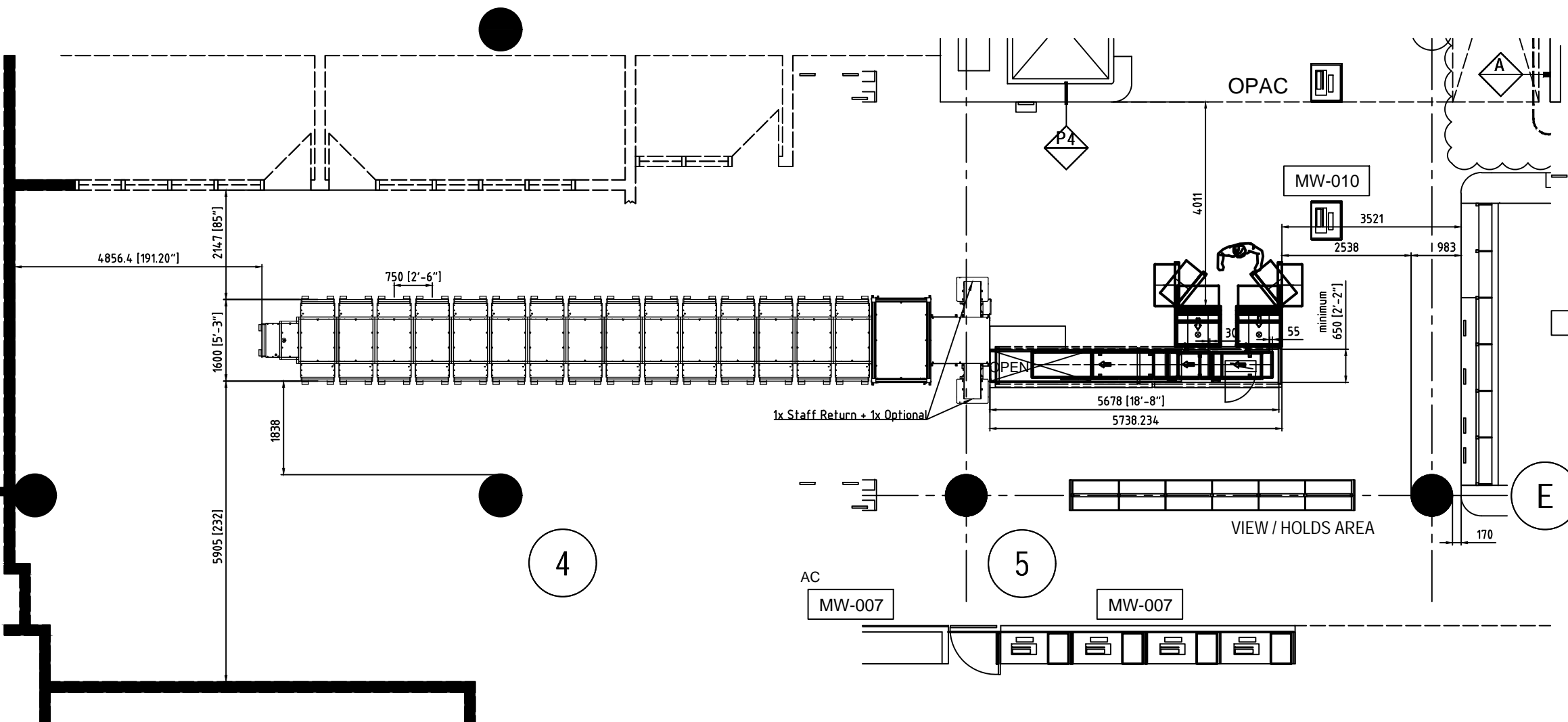
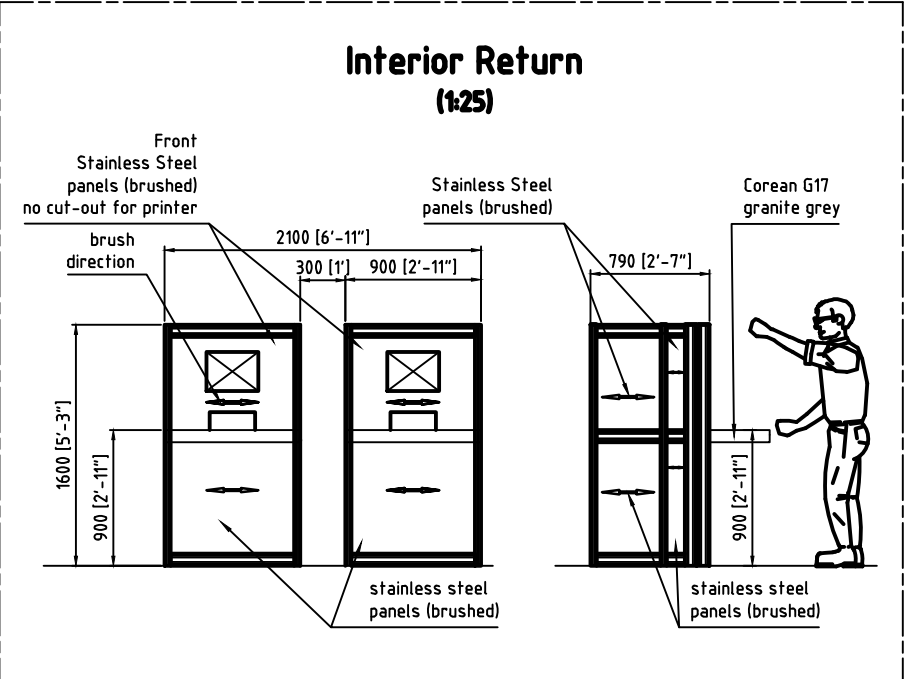
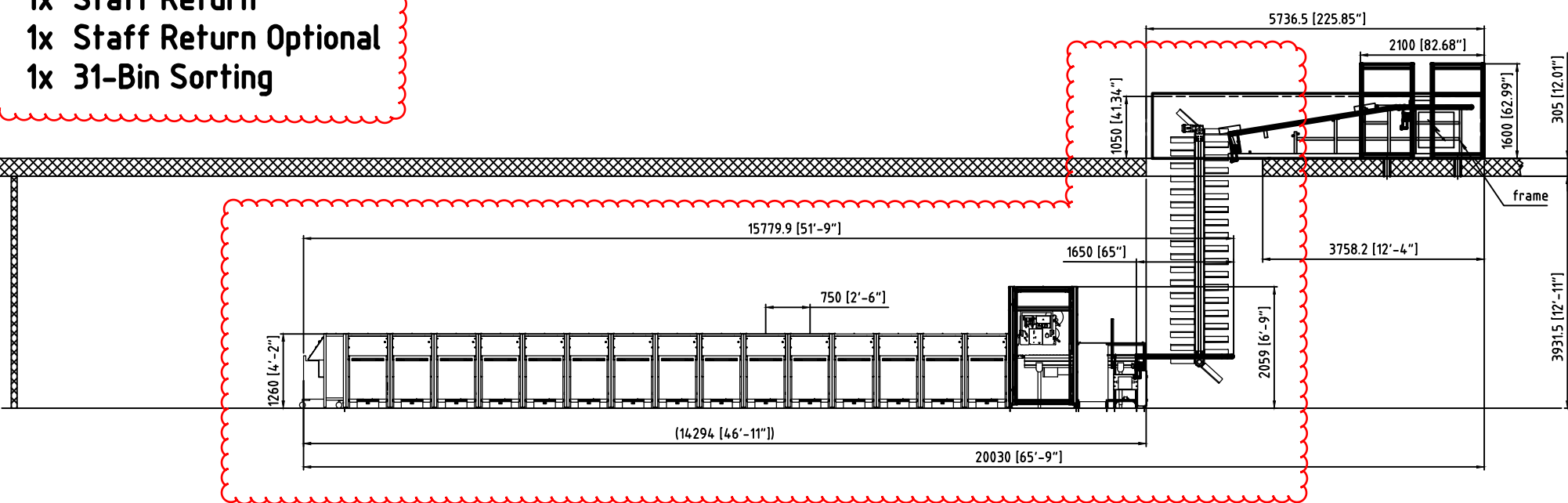
An additional \$30,000 CAD is requested to cover facility modifications such as loading docks, patching after installation and/or changes to the truck. As such, staff are estimating the project total cost not to exceed \$500,000.


ATTACHMENTS:

| Description | Upload Date | Type |
|------------------------|-------------|------------|
| Central Sorter Diagram | 9/10/2020 | Cover Memo |

First Floor / Basement

- 1x Lift
- 1x Conveyor
- 1x Labeler
- 1x Staff Return
- 1x Staff Return Optional
- 1x 31-Bin Sorting



| Revision only on CAD | | | | DIN ISO 1302 | | DIN ISO 2768-M | | A PART | B PART | C PART |
|---|--|------------------|--|---|----------------|----------------|--|-----------|--------|--------------------|
| | | | | | up to 3000±1.6 | | | | | |
| | | | | | up to 1000±0.8 | | | | | |
| | | | | | up to 100±0.3 | | | | | |
| | | | | | up to 30±0.2 | | | | | |
| | | | | | up to 6±0.1 | | | | | |
| INDEX | | REVISION | | DATE | | NAME | | TOLERANCE | | |
| DRAWN BY | | 15.04.2020 Marx | | all Solutions GmbH reserves the copyright of this drawing. Without permission, this drawing may not be copied nor submitted nor handed over to third firms and/or third parties | | | | | | |
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| SCALE | | 1:50 | | PART NAME | | | | QTY. | | MATERIAL |
|  | | Hamilton Central | | | | DRAWING NO. | | | | |
| | | | | | | 1-000XXX | | | | |

Date: September 16, 2020
To: Chair and Members of the Board
From: Lisa DuPelle, Director of Human Resources
Subject: **Holiday Closures for Following Year - LD - Attachment #10.3**

RECOMMENDATION:

RECOMMENDATIONS:

That the Hamilton Public Library Board approves the following Christmas/New Years closure periods for 2021:

All locations of the Hamilton Public Library will close on December 24th and will remain closed through to December 27th and that the Library reopen on December 28th.

All locations of the Hamilton Public Library will be closed December 31, 2021 at 1 pm and will reopen January 4, 2022.

BACKGROUND:

This closure schedule is different than other years as we will return to the Board if hours during this holiday period need to be changed. We continue to be in a global pandemic which may impact operational hours several times over the next year. At the current time, the intention is to maintain current hours during the holidays for 2021 but will have to reassess closer to the holidays.

Christmas 2021 Closure Information

All locations of the Hamilton Public Library will close Sunday December 19th, 2021. All locations will reopen on Monday December 20th, 2021 for regular hours. All operations will close on December 24th to December 27, 2021 to recognize Christmas Day and Boxing Day. The Library will reopen on Tuesday December 28th. All locations will be closed December 31st at 1 pm until January 3, 2022 in recognition of New Years. Normal operations will resume January 4, 2022.

ATTACHMENTS:

| Description | Upload Date | Type |
|-----------------------|-------------|------------|
| 2021 Holiday Closures | 9/11/2020 | Cover Memo |

Library recognized Public Holidays for the year 2021

| | |
|-------------------------|---|
| New Year's Day | Friday January 1, 2021 |
| Family Day - 3rd Monday | Monday February 15, 2021 |
| Good Friday | Friday April 2, 2021 |
| Easter Monday | Monday April 5, 2021 |
| Victoria Day | Monday May 24, 2021 |
| Canada Day | Thursday July 1, 2021 |
| Civic Holiday | Monday August 2, 2021 |
| Labour Day | Monday September 6, 2021 |
| Thanksgiving Day | Monday October 11, 2021 |
| Christmas Day | Recognizing it on Friday December 24, 2021 |
| Boxing Day | Recognizing it on Monday December 27, 2021 |
| New Year's Day | Recognizing it on Monday January 3, 2022 |

Terms and conditions of the applicable collective agreement and/or policy and/or Employment Standards govern the entitlement to the holidays. * Part-time, Call In, students, temporary staff and Library Page staff will receive payment for the holiday in accordance with the Employment Standards Act.