

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, November 18, 2020
Central Library, Board Room

6:00 PM Meeting

AGENDA

1. Discussion Period

- 1.1 Land Acknowledgement - NV
- 1.2 Retirement of Karen Dennie - PT

2. Acceptance of Agenda

3. Minutes

- 3.1 Minutes of the Wednesday, October 21, 2020 Library Board Meeting -
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

8. Correspondence

- 8.1 Ontario Library Service - PT - Attachment #8.1

Suggested Action: Receive

9. Report

9.1 Chief Librarian Report - PT - Attachment #9.1

Suggested Action: Receive

9.2 Nominating Committee - PT/KD - Attachment #9.2

Suggested Action: Recommendation

9.3 Q3 Metrics Report - TD - Attachment #9.3

Suggested Action: Receive

10. New Business

10.1 2021 Library Board Meeting Dates - KD - Attachment #10.1

Suggested Action: Recommendation

10.2 Mobile Library Services - LW/TD - Attachment #10.2

Suggested Action: Receive

10.3 2021 Operating Budget (1st Review) - TD - Attachment #10.3

Suggested Action: Receive

10.4 Multi-Year Business Plan & 2021 Goals (1st Review) - TD/PT - Attachment #10.4

Suggested Action: Receive

10.5 Non-Union Compensation - Library Pages - LD - Attachment #10.5

Suggested Action: Recommendation

11. Policies

11.1 Statement on Service Continuity (2nd Review) - PT - Attachment #11.1

Suggested Action: Recommendation

11.2 Strategic Plan - 2021 Letter from the Board (1st Review) - PT/NV - Attachment #11.2

Suggested Action: Receive

11.3 Fines and Fees Policy (1st Review) - DW - Attachment #11.3

Suggested Action: Receive

12. Private and Confidential

12.1 Personal Matter about an Identifiable Individual

13. Date of Next Meeting

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

14. Adjournment

Date: November 18, 2020
To: Chair and Members of the Board
From: Karen Dennie, Administrative Assistant
Subject: **Minutes of the Wednesday, October 21, 2020 Library Board Meeting - KD - Attachment #3.1**

RECOMMENDATION:

THAT THE HAMILTON PUBLIC LIBRARY MINUTES OF WEDNESDAY, OCTOBER 21, 2020 BE ADOPTED AS PRESENTED.

ATTACHMENTS:

| Description | Upload Date | Type |
|--|-------------|------------|
| October 21, 2020 Library Board Minutes | 11/13/2020 | Cover Memo |

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HAMILTON PUBLIC LIBRARY BOARD

Regular Board Meeting
Wednesday, October 21, 2020
Central Library, Board Room

6:00 PM Meeting

MINUTES

VIDEO

PRESENT:

N. van Velzen, E. Bowen, R. Coruzzi, J. Kirkpatrick, C.A. Klassen,
S. Laurie, Councillor Pearson, L. Spence-Smith

STAFF:

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

REGRETS:

Councillor Partridge, Harjit Dhaliwal

Time to Order:

N. van Velzen called the meeting to order at 6:00 pm.

1. Discussion Period

1.1 Land Acknowledgement - NV

The Hamilton Public Library is situated upon the traditional territories of the Erie, Neutral, Huron-Wendat, Haudenosaunee(pronounced “Hau-dee-no-sho-nay”) and Mississaugas. This land is covered by the Dish With One Spoon Wampum Belt Covenant, which was an agreement

between the Haudenosaunee and Anishinaabek (pronounced “Ah-nish-ih-naw-bek”) to share and care for the resources around the Great Lakes. We further acknowledge that this land is covered by the Between the Lakes Purchase, 1792, between the Crown and the Mississaugas of the Credit First Nation. Today, Hamilton is home to many Indigenous people from across Turtle Island (North America) and we recognize that we must do more to learn about the rich history of this land so that we can better understand our roles as residents, neighbours, partners and caretakers.

1.2 2021 Letter from the Board - NV/PT

Board members discussed items to be included in the letter. Board members were requested to send N. van Velzen or P. Takala items to be included in the letter.

2. Acceptance of Agenda

MOVED by Lori-Anne Spence-Smith, seconded by C.A. Klassen,

THAT THE AGENDA BE ADOPTED AS PRESENTED.

MOTION Passed

3. Minutes

3.1 Minutes of the Wednesday, September 16, 2020 Library Board Meeting - Attachment #3.1

Add C.A. Klassen to being present.

MOVED by Robert Coruzzi, seconded by Elly Bowen,

THAT THE MINUTES OF THE SEPTEMBER 16, 2020 HAMILTON PUBLIC LIBRARY BOARD MEETING BE ADOPTED AS AMENDED.

MOTION Passed

4. Declaration of Conflict

No board members declared a conflict of interest.

5. Presentations

6. Consent Items

MOVED by Elly Bowen, seconded by C.A. Klassen,

THAT CONSENT ITEM 6.1 BE ADOPTED AS PRESENTED.

MOTION Passed

6.1 Upcoming & Outstanding Issues Report - PT - Attachment #6.1

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

7. Business Arising

8. Correspondence

9. Report

9.1 Chief Librarian Report - PT - Attachment #9.1

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

**THAT THE HAMILTON PUBLIC LIBRARY BOARD RECEIVE THE
OCTOBER 2020 CHIEF LIBRARIAN REPORT.**

MOTION Passed

9.2 COVID-19 Response & Planning Report - PT - Attachment #9.2

MOVED by Lori-Anne Spence-Smith, seconded by C.A. Klassen,

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

MOTION Passed

10. New Business

10.1 Legal Review - Working With Us Policy (1st Review) - PT - Attachment
#10.1

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

**THAT THE LIBRARY BOARD RECEIVE THIS DRAFT LEGAL
ADVICE ON THE WORKING WITH US POLICY FOR REVIEW AND
COMMENT.**

MOTION Passed

11. Policies

11.1 Statement on Sustainability (1st Review) - PT - Attachment #11.1

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

**THAT THE LIBRARY BOARD RECEIVE THIS POLICY FOR
REVIEW AND COMMENT.**

MOTION Passed

12. Private and Confidential

13. Date of Next Meeting

13.1 Wednesday, November 18, 2020, 6:00 pm Meeting

14. Adjournment

The meeting was adjourned at 7:09 pm.

MOVED by C.A. Klassen, seconded by Lori-Anne Spence-Smith,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF
WEDNESDAY, OCTOBER 21, 2020 BE ADJOURNED.**

MOTION Passed

Minutes recorded by Karen Hartog

Date: November 18, 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 | 11/12/2020 | Cover Memo |

Date: November 18, 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 | <ul style="list-style-type: none"> ✓ COVID-19 Response & Planning Report ✓ Legal Review – Working with Us Policy ✓ Library Board Statement on Sustainability |
| November 18 | <ul style="list-style-type: none"> ✓ Operating Budget Next Year ✓ Multi-Year Business Plan & 2020 Goals ✓ Meeting Dates for Following Year ✓ Nominating Committee ✓ Q3 Metrics Report ✓ Fines & Fees Policy |
| December 16 | <p>COVID-19 Response & Planning Report</p> <p>Final Report 2020 Goals</p> <p>Access to Information & Communication Technology</p> <p>Borrowing Policy</p> |

ITEMS TO RE-SCHEDULED

Policies

Access by Design & Privacy by Design
 Copyright & Intellectual Property Policy
 Displays & Exhibits Policy
 Donations & Sponsorship Policy
 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: November 18, 2020
To: Chair and Members of the Board
From: Paul Takala, Chief Librarian/CEO
Subject: **Ontario Library Service - PT - Attachment #8.1**

RECOMMENDATION:

That the Library Board receive this correspondence from the Southern Ontario Library Service (SOLS) and the Ontario Library Service North (OLS-N).

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

In 2021 HPL should amend our Bylaws to replace SOLS Representative with OLS Representative.

BACKGROUND:

Annually, HPL like other Boards selects a representative to the Southern Ontario Library Service (SOLS). SOLS is an Ontario government agency that assists with Board governance & advice, interlibrary loan, collections & collective purchases, and training. SOLS has been a constructive force in advancing best practices in libraries. In April 2021, SOLS will be formally merging with its sister agency that serves libraries in Northern Ontario OLS-N.

ATTACHMENTS:

| Description | Upload Date | Type |
|---|-------------|------------|
| Announcement of Ontario Library Service (OLS) Forming | 11/12/2020 | Cover Memo |

From: SOLS & OLS-N <helpdesk@sols.org>
Sent: October 26, 2020 10:59 AM
To: Paul Takala <ptakala@hpl.ca>
Subject: OLS - Announcement Regarding Board Governance



Ontario Library Service – North
Service des bibliothèques de l'Ontario – Nord



SOLS | SBOS

Southern Ontario Library Service
Service des bibliothèques de l'Ontario-Sud

Good Afternoon Colleagues,

As both SOLS and OLS-North continue to work toward the April 1, 2021 amalgamation date, we would like to take this opportunity to provide further information regarding the governance of the amalgamated corporation - the Ontario Library Service.

The Boards will continue to govern their respective corporation until March 31, 2021. On April 1, 2021, the Interim Board, made up of representatives from both the SOLS and OLS-North Boards, will begin to govern the Ontario Library Service. Marylaine Canavan will serve as the Interim Board Chair alongside Frances Ryan as Vice Chair. At the OLS June 2021 AGM, the first Election of the OLS Board will take place. The OLS elected Board will govern from June 2021 to June 2024.

The Ontario Library Service Board:

- Is composed of 13 people: 9 elected representatives and 4 Ministerial Appointees.
- A full term for the Board is four years, beginning at least one full year after Ontario municipal elections.
- Representatives will be elected from their corresponding Board Assembly.

Board Assemblies:

- 9 Board Assemblies, based on population served, will represent Ontario public libraries (see chart below).

- All public libraries in Ontario will be invited to appoint an official board representative to their respective Board Assembly.
- Board Assemblies will meet virtually three times per year. Representatives from public libraries will come together at these Assemblies for Board training, networking opportunities and to provide feedback to the OLS on services and needs.
- At the 2021 Spring Board Assembly meetings, each of the 9 Assemblies will be responsible for electing the best candidate to serve as a member of the OLS Board.

| Category | Number of Elected OLS Board Members |
|------------------|-------------------------------------|
| Under 2,500 | 2 |
| 2,500 - 4,999 | 1 |
| 5,000 – 9,999 | 1 |
| 10,000 – 19,999 | 1 |
| 20,000 – 39,999 | 1 |
| 40,000 – 74,999 | 1 |
| 75,000 – 149,999 | 1 |
| 150,000 + | 1 |

The inaugural Board Assembly meetings will be held in the Spring of 2021. It is at this Spring meeting that the elections for the OLS Board representatives will take place. Further information will be provided in the coming months. We look forward to working with all of you to elect the first Ontario Library Service Board to serve Public Libraries in the province of Ontario.

Should you have questions or comments, please contact Barbara Franchetto (bfranchetto@sols.org) or Mellissa D'Onofrio-Jones (mdonofrio.jones@olsn.ca).

Marylaine Canavan

Chair

Southern Ontario Library Service

Christopher Rous

Chair

Ontario Library Service - North

Date: November 18, 2020
To: Chair and Members of the Board
From: Paul Takala, Chief Librarian/CEO
Subject: **Chief Librarian Report - PT - Attachment #9.1**

RECOMMENDATION:

That the Library Board receive the November 2020 Chief Librarian Report.

ATTACHMENTS:

| Description | Upload Date | Type |
|--|-------------|------------|
| Chief Librarian Report - November 2020 | 11/13/2020 | Cover Memo |

Chief Librarian Report – November 2020

Monthly COVID-19 Response Updates

Since our first meeting in April after the pandemic emergency was declared staff have provided monthly update reports on our response and plans. Updates have also been provided as the circumstances have required our response to change between meetings. Recently, our work has been trending towards more stability as we have more time to plan for changes. Moving forward staff are proposing COVID-19 response updates at least quarterly while we also provide timely updates as circumstances change rapidly. Our goal is to continue to respond rapidly if circumstances warrant but at the same time moving toward following a more regular process where staff get Board input and approval before implementing major service decisions. We recommend we also spend more time focusing on the recovery and working with the Library Board to work together on helping focus our priorities that will ensure HPL can have a maximum positive impact on supporting recovering and renewal of the communities we serve.

New Hours

Both physical and virtual library services have been updated in November to support the community to access collections and services in branch and via phone, email and chat. Evening hours start to be phased in on October 19 and expanded on November 9th. Central, Dundas, Red Hill, Terryberry, Barton, Concession, Kenilworth and Sherwood are open from 6 – 9 pm Monday to Thursday. We are giving priority to large busy locations and branches located in areas that have higher access needs.

Educator and Learner's Page

The page will be updated monthly with new resources and activities. CBC Curio and Capstone, and the November Literacy Calendar are now available. Capstone has over 300 titles available in both ebook and eaudio formats for simultaneous use. We are providing daily virtual 1:1 tutoring through Brainfuse. Any library 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](https://www.hpl.ca/learning-at-hpl) under the HPL Online Menu.

<https://www.hpl.ca/learning-at-hpl>

Collections in Branches and Online

New physical items continue to be added to the collection for loans and holds. The virtual branch is open all day, every day and is updated with new audio, books, magazines, movies and newspapers daily. HPL's Lynda learning subscription will update to LinkedIn in learning in mid-January 2021. With the addition of Hoopla music the subscription to Freegal will end on December 31st, 2020. CBC Curio streaming content, Capstone and Teen Cloud simultaneous youth titles are now available.

Bookmobile

The bookmobile is back on the road. Members can access their holds via takeout services. Any member needing help placing holds is encouraged to contact the library. The bookmobile is now

travelling with a read/share collection as well so new members without holds can access titles and DVDs at any bookmobile stop.

Welcome Hamilton Babies

As of mid October new babies in the City of Hamilton's Welcome Baby and Prenatal Nutrition Program will be receiving a welcome tote filled with a board book, bookmark, reading list and an invitation to the library to register for a free card. This partnership will allow some of the 5000 new babies in the city to start their discovery with the library as soon as possible.

Flu Shots on Saturday Mornings at Central Library

The library was pleased to work with the City this year to provide free flu shots at the Central Library for eight Saturdays from 10-12 until December 12.

Market Display

The library was able to work with the Hamilton Market this Fall to include a Market display at Central Library and a Music City display at the Market.

COH Museums

COH Museums has asked HPL to partner on a new potential initiative to bring about an online museum that will bring together the best experiences and a variety of voices to ensure consistent, inclusive and diverse representation when it comes to our shared history and its preservation.

Haudenosaunee Development Institute

Working with the City Urban Indigenous Strategy Team the library has sent a proposal to the HDI for consideration of a five phased plan for a Treaty Recognition program series.

Print On-the-Go Launch

HPL is rolling out remote printing services in Nov 2020, giving members the power to submit print jobs from anywhere. hpl.ca/print is coming soon. Members simply login, upload their document(s). Then, print job(s) are released by scanning their library card at any library branch.

WiFi Improvements Initiative

HPL is working with Mohawk students on a CityLab project to assess existing HPL WiFi Coverage and quality of the service to provide a recommendation on new features like push notification, new items arrival, hold item notification, COVID 6 feet distancing alert, etc.

Two pilot initiatives are underway with HCE and HPL vendor of record to test two different WiFi solutions at Turner Park and Terryberry, respectively, covering internal and external areas.

In collaboration with the City of Hamilton's Chief Digital Officer, HPL is also investigating a solar-powered cellular WiFi solution to be implemented at the new Parkdale branch to increase the external WiFi coverage range. The solution could connect multiple devices and create a mesh of devices to provide a large network coverage area where possible.

These initiatives aim to improve free internet access and provide quality WiFi service to Hamilton residents in and around HPL branches while exploring broader opportunities to work with the City on a broader vision of connectivity.

Mohawk City School Challenge 2025

HPL is invited to participate as a member of the Stewardship Committee for City School Challenge 2025 initiative. The initiative is building demand-driven workforce development in Hamilton. It aims to bridge the gap between employers needs and people's education to support access to meaningful employment, reduce poverty, and enhance opportunity.

The Stewardship Committee is comprised of leaders from core partner organizations, responsible for developing and overseeing overall strategic direction and alignment across action areas. The committee champions the initiative to build momentum and advance collective priorities as well as recruiting people and ideas for insights and collaboration.

Upgrade Public Computers

Public computers are at the end of life, experiencing some breakdowns and can not be upgraded to windows 10. Having only half our inventory in use due to physical distancing provides an opportunity to stagger the replacement and cover the costs from operating budget over two years. Staff will issue an RFP for the replacement of 250 new devices including a monitor, privacy screen and updated software. Total cost estimated up to \$300,000 to be covered 2020 and 2021.

Youth Internship Opportunity

The library posted 8 youth Internship positions targeting minority groups in the community. The positions are made possible through a Government of Canada grant managed by Computers for Success Canada. The internship provides youth with technology skills to enhance their work experience and improve youth employment opportunities and position them for success. The positions focus on building and using digital literacy skills, community outreach and engagement and communication and marketing skills.

Google Certificate 2nd Cohort Graduation

It is time for our 2nd cohort graduation ceremony. This will take place virtually this year on Dec 7. This cohort started early 2020 and immediately switched to virtual learning soon after. This has been significantly more challenging for the learners as they pursued their new career path. With 18 graduates for 2020 and 42 in 2019, Hamilton now has a completion rate of 60% over two years. The remaining students can continue to complete the certificate until February 2022. Staff set appointments at Central for the learners to take pictures with their framed certificates and gift bags. A collage of short videos by learners is being assembled and congratulatory recordings are being prepared by HPL, COH Chief Digital Officer, and Google Canada to celebrate their success.

Paul Takala, Chief Librarian/CEO
November 2020

Date: November 18, 2020
To: Chair and Members of the Board
From: Paul Takala, Chief Librarian
Karen Dennie, Administrative Assistant
Subject: **Nominating Committee - PT/KD - Attachment #9.2**

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

There are no financial implications. The Library Board by-laws specify the rules for how officers are elected and the composition of the Nominating Committee.

BACKGROUND:

A Nominating Committee needs to be established in order to meet and review the completed forms submitted by library board members. The Nominating Committee recommends a slate of officers for 2021 who will be elected at the January Board meeting.

We need to appoint three Board members to the Nominations Committee. Appendix I of this report outlines the nominating committee process as outlined in the Library Board By-Laws. Under the rules approved in December 2016, Board members intending to stand for Chair or Vice Chair must withdraw from the committee. Members of the nominations committee may stand for other positions. The report of the Nominations Committee will be included in the January Board package. This means the Nominations Committee will need to meet in advance of the Board meeting.

Please complete the **Declaration of Interest** form and submit it to Paul Takala by the December meeting. Those Library Board Members not wishing to stand for any positions still are required to complete the form with your name on it.

Appendix I: By-laws Section 6.12.1 Nominating Committee

The **Nominating Committee** will be composed of four (4) members, - the Secretary of the Board plus three (3) elected Board Members. It shall be established annually by the Board at its November meeting to present the slate of officers for the ensuing year at the January Meeting. In a municipal election year, the outgoing Chair of the Board shall appoint the Nominating Committee from among the members of the new Board immediately following the appointment of the new Board by City Council.

In each year, the Nominating Committee shall meet before and report to the January Meeting following its appointment.

Duties of the Nominating Committee:

- 1) To select from the nominations received for each position or standing committees, the most appropriate candidate. In their selection across the whole slate, the Committee will endeavour to balance candidates with expertise and new Board Members with a view to succession planning over the term of the Board.

- 2) To recruit candidates for those positions where no nominations have been received.
- 3) If any member of the Nominating Committee intends to stand for election as Chair or Vice Chair, they shall inform the Nominating Committee and withdraw from it.
- 4) To ensure that their report indicating the full slate of candidates is ready to be included with the January Board meeting package.
- 5) To ensure that the right of any member to either self-nominate or nominate someone else for any of the positions from the floor during elections in January is clearly outlined in their report.

Declaration of Interest Form - November 2020

To assist the Nominating Committee in its appointment process, please indicate whether you are interested in any one or more of the following positions on the Library Board's slate of officers for 2021. Please return completed forms at the next Board Meeting (December 16, 2020).

NAME OF BOARD MEMBER:

| POSITION | PLEASE CHECK IF INTERESTED IN THIS POSITION |
|---|--|
| Chairperson | |
| Vice-Chairperson | |
| Southern Ontario Library Service (SOLS) Board Representative | |
| Audit Committee | |
| I do not wish to stand for a position. | |

Date: November 18, 2020
To: Chair and Members of the Board
From: Tony Del Monaco, Director of Finance & Facilities
Subject: **Q3 Metrics Report - TD - Attachment #9.3**

RECOMMENDATION:

That the Hamilton Public Library Board receive the 2020 3rd 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 3rd Quarter statistical report included as Appendix 1 provides the Library Board with 3rd 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

We started the third quarter of 2020 in Takeout only mode. Starting on July 28th, most locations opened up for in-person browsing and computer use. The following are some key observations:

New Registered Cardholders

- There were 4,069 new cardholder registrations in the 3rd quarter. That brought total new cardholders in 2020 to 13,704 as of the end of September.

Active Cardholders

- The number of Active Library Cardholders was down by 3.2% compared to Q3 last year and now stands at 160,507. "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 has slipped a bit and now stands at 27.7%. New initiatives to promote membership have helped us push this figure closer to 30% over the last couple years. The pandemic has affected in-person users the most and if a member does not use their card within two years, we do not count them as an active user.

Circulation

- Physical circulation is at about half of last year's levels, or down 59% as of the end of Q3 2020. That is to be expected considering we have been closed for about 4½ of the 9 months of the year.
- Starting in late Q2, HPL began offering Takeout only service whereby members could visit a branch to pick up their holds. Most branches reopened for browsing and computer use on July 28th. In total, there were 527,537 physical items circulated in Q3. That's about half of our typical Q3 physical circulations from the previous two third quarters.
- Our members are continuing to take advantage of the many digital offerings we have in record numbers. Digital circulation was up 27% in Q3 compared to Q3 last year. Year-to-date (YTD) digital circulation totaled 1,904,390 which represents a 36% increase compared to 2019.
- The increase in digital circulation has helped make up for the drop in physical circulation to a degree, however total circulation was down to 3,553,848 as of the end of Q3 vs 5,461,407 as of the end of Q3 2019. That represents a 35% decrease.
- eBook usage represented 41% of all digital usage in the first half of the year. eBook usage is up 52% YTD. There were 786,400 eBook checkouts up to the end of September.
- eMagazines and eNewspaper usage has seen an increase of 39% YTD with 433,161 uses.
- eAudio usage has also been very strong with 248,257 uses for a 26% increase.
- Digital video remains the fastest growing digital segment at a 124% increase or 65,806 uses.
- Digital Music was the only category that experienced a decline (7.5%). This is consistent with the downward trend of reduced streaming that we've been experiencing, however at 255,893, usage remains relatively high and still makes up 13% of all digital circulation.
- Education eResource uses was up by 114,873 uses which represents an 86% increase.
- Database usage was also up 52% to 182,618 uses YTD.

Visits

- In-person visits resumed at most locations on July 28th with a couple branches re-opening for in-person use shortly thereafter. For the roughly two months that we were back open in Q3, there were 106,261 in-person visits. That represents just over 11,000 visitors per week. Visits have been climbing since then however, and we are now averaging over 14,000 visits per week.

Other Key Metrics

- HPL.ca website visits have declined by 28% year-to-date but are increasing. 2020 Q3 website visits were up 43% compared to Q2.
- A total of 462 online programs were delivered in Q3 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 8,321 views.
- In person computer sessions resumed on July 28th after a 4½ month hiatus as well. As a result, there's been a 66% decline in computer usage up to the end of Q3 this year. Q3 usage has been rising since the service resumed and we're now averaging over 4,000 computer session per week system-wide.
- The impact on wireless network use has been similar. 188,299 hours of Wi-Fi usage were logged in Q3 with a data volume of 82,500 Gb.
- The pandemic did not deter our Social Media fans which continues to trend up. As of the end of Q3 we had 26,261 fans which is an increase of 21% YTD.
- Since the pandemic began AskHPL has been ready to answer questions from the public. The volume of questions received has been declining now that our physical spaces are back open and members can visit branches to have their questions answered, but we are still receiving over 5,000 questions per month.

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:

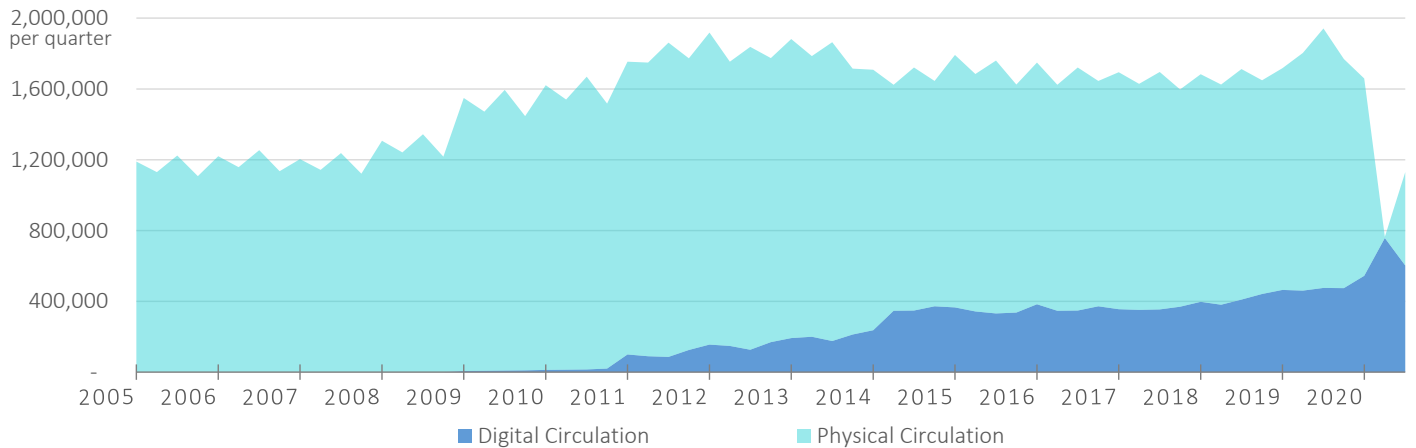
| Description | Upload Date | Type |
|-------------------------------------|-------------|------------|
| Appendix 1 - 2020 Q3 Metrics Report | 11/13/2020 | Cover Memo |



Q3 2020

Population Served: 579,000
Active Library Cardholders: 160,507
Active Cardholders per Pop.: 27.7%

| Borrower Statistics | 2020 YTD | 2019 YTD | % Change 2019 YTD | Q3, 2020 | Q3, 2019 | Q3, 2018 | Q3 % Change 2020 to 2019 |
|----------------------------|----------|----------|-------------------|----------|----------|----------|--------------------------|
| New Registered Cardholders | 13,704 | 25,040 | (45.3%) | 4,069 | 10,214 | 6,267 | (60.2%) |
| Active Library Cardholders | 160,507 | 165,745 | (3.2%) | 160,507 | 165,745 | 157,585 | (3.2%) |



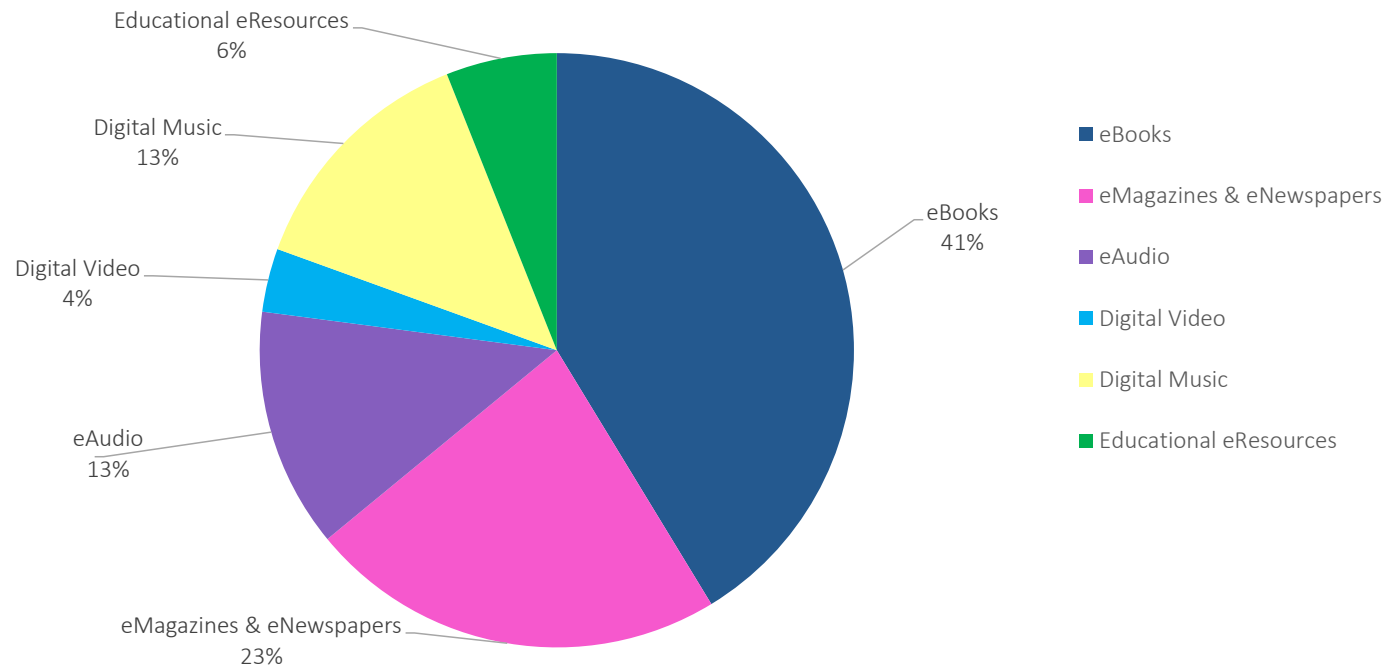
| Performance Statistics | 2020 YTD | 2019 YTD | % Change 2019 YTD | Q3, 2020 | Q3, 2019 | Q3, 2018 | Q3 % Change 2020 to 2019 |
|-----------------------------|-----------|-----------|-------------------|-----------|-----------|-----------|--------------------------|
| Circulated Items (Physical) | 1,649,458 | 4,060,906 | (59.4%) | 527,537 | 1,465,271 | 1,302,850 | (64.0%) |
| Circulated Items (Digital) | 1,904,390 | 1,391,884 | 36.8% | 602,463 | 476,096 | 409,754 | 26.5% |
| Circulated Items (Total) | 3,553,848 | 5,461,407 | (34.9%) | 1,130,000 | 1,941,367 | 1,712,604 | (41.8%) |
| In Person Visits | 877,834 | 2,732,322 | (67.9%) | 106,261 | 920,359 | 943,305 | (88.5%) |
| Website Visits | 1,356,690 | 1,876,117 | (27.7%) | 439,634 | 614,675 | 639,272 | (28.5%) |
| Catalogue Visits | 834,128 | 1,523,078 | (45.2%) | 137,487 | 495,531 | 501,886 | (72.3%) |
| Number of Programs | 3,103 | 7,251 | (57.2%) | 462 | 2,624 | 2,413 | (82.4%) |
| Program Attendance | 45,287 | 143,582 | (68.5%) | 8,321 | 52,901 | 52,438 | (84.3%) |
| Computer Sessions | 199,671 | 584,024 | (65.8%) | 32,517 | 201,865 | 199,994 | (83.9%) |
| Wireless Network Uses | 376,679 | 956,222 | (60.6%) | 62,558 | 311,896 | 293,798 | (79.9%) |
| Social Media Fans | 26,261 | 21,674 | 21.2% | 26,261 | 21,674 | 36,668 | 21.2% |

Last Updated: 11/11/2020

Q3 2020

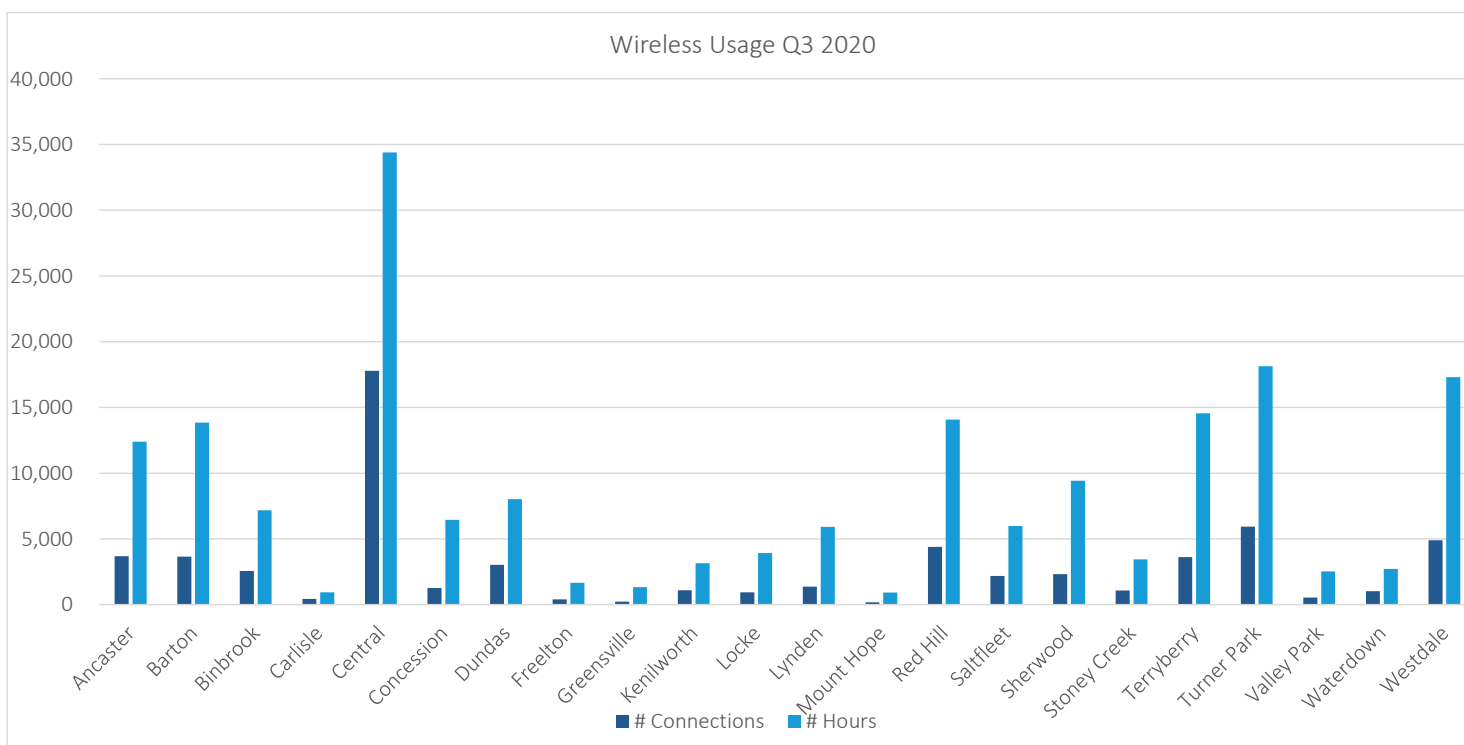
| Digital Circulation | 2020 YTD | YTD Difference | YTD % Change 2020 to 2019 | 2019 | 2018 | 2017 | 2016 | 2015 | 5-Yr Avg |
|----------------------------------|------------------|----------------|---------------------------|------------------|----------------|------------------|------------------|----------------|------------------|
| eBooks | 786,400 | 269,595 | 52.2% | 516,805 | 477,240 | 402,313 | 411,501 | 455,340 | 452,640 |
| eMagazines & eNewspapers | 433,161 | 122,399 | 39.4% | 310,762 | 152,091 | 139,553 | 132,614 | 71,202 | 161,244 |
| eAudio | 248,257 | 51,580 | 26.2% | 196,677 | 97,625 | 113,915 | 92,324 | 75,284 | 115,165 |
| Digital Video | 65,806 | 36,388 | 123.7% | 29,418 | 17,757 | 17,311 | 15,187 | 17,473 | 19,429 |
| Digital Music | 255,893 | (20,622) | (7.5%) | 276,515 | 149,006 | 326,573 | 382,636 | 355,612 | 298,068 |
| Educational eResources | 114,873 | 53,166 | 86.2% | 61,707 | 34,057 | 61,815 | 43,575 | 2,454 | 40,722 |
| Total Digital Circulation | 1,904,390 | 512,506 | 36.8% | 1,391,884 | 927,776 | 1,061,480 | 1,077,837 | 977,365 | 1,087,268 |
| Total Database Use | 182,618 | 62,795 | 52.4% | 119,823 | 67,511 | 15,488 | 9,903 | 7,772 | 44,099 |

Digital Circulation Q3 2020



Q3 2020

| Wireless Usage | # Connections | # Hours | Data Volume (GB) |
|----------------|---------------|---------|------------------|
| Ancaster | 3,688 | 12,398 | 4,206 |
| Barton | 3,650 | 13,851 | 6,257 |
| Binbrook | 2,559 | 7,172 | 3,261 |
| Carlisle | 435 | 937 | 228 |
| Central | 17,791 | 34,401 | 16,295 |
| Concession | 1,260 | 6,456 | 1,606 |
| Dundas | 3,036 | 8,029 | 3,064 |
| Freelton | 396 | 1,667 | 1,094 |
| Greensville | 230 | 1,332 | 775 |
| Kenilworth | 1,087 | 3,157 | 1,578 |
| Locke | 932 | 3,921 | 2,249 |
| Lynden | 1,369 | 5,909 | 5,053 |
| Mount Hope | 169 | 918 | 110 |
| Red Hill | 4,386 | 14,065 | 8,220 |
| Saltfleet | 2,186 | 5,987 | 2,657 |
| Sherwood | 2,320 | 9,416 | 2,250 |
| Stoney Creek | 1,069 | 3,444 | 3,095 |
| Terryberry | 3,608 | 14,557 | 5,188 |
| Turner Park | 5,932 | 18,127 | 5,681 |
| Valley Park | 533 | 2,528 | 1,092 |
| Waterdown | 1,032 | 2,720 | 2,029 |
| Westdale | 4,890 | 17,304 | 6,531 |
| Total | 62,558 | 188,299 | 82,517 |



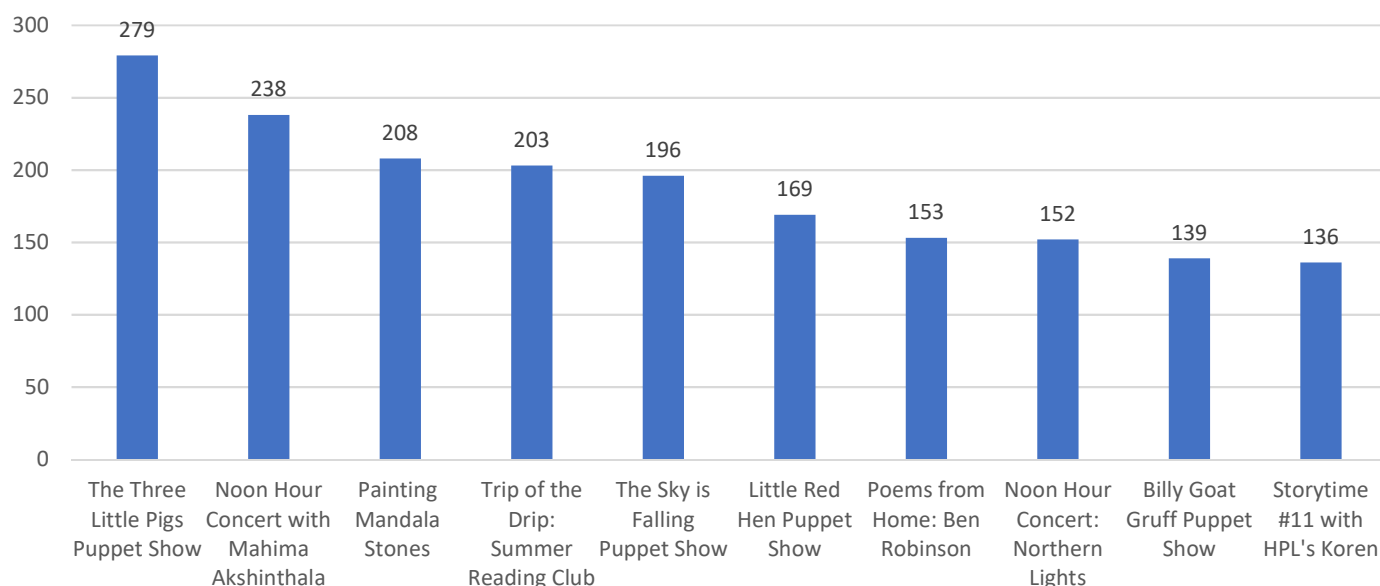
Q3 2020

| Programs | Q3 Programs |
|------------------|---------------|
| Adult | 202 |
| Children & Youth | 129 |
| Digital Literacy | 60 |
| Summer Reading | 71 |
| Total | 462 |
| Attendance | Q3 Attendance |
| Adult | 4,792 |
| Children & Youth | 1,627 |
| Digital Literacy | 177 |
| Summer Reading | 1,725 |
| Total | 8,321 |

Total attendance = Live + On-Demand Views

| Other | Q3 |
|---|----------------|
| Cable 14 - Reach: 150,000 homes; 30,000 viewers/day | 17 programs |
| Discover at Home | 565 page views |

Top 10 Most Viewed Videos
Q3 2020



Date: November 18, 2020
To: Chair and Members of the Board
From: Karen Dennie, Administrative Assistant
Subject: **2021 Library Board Meeting Dates - KD - Attachment #10.1**

RECOMMENDATION:

That the Hamilton Public Library Board approve the following meeting dates for 2021:

January 20th
February 17th
March 17th
April 21st
May 19th
June 16th
September 8th
October 20th
November 17th
December 15th

BACKGROUND:

The above-noted meeting date schedule has been created based on the Library Board Bylaws (meetings to be held on the third Wednesday of the month). There are no Library Board meetings held during the months of July and August.

According to City Council's schedule of meetings for 2021, there are two conflicts. It is being proposed to have the Library Board meeting scheduled for September 15th (3rd Wednesday) to be held on Wednesday, September 8th. There is another conflict for the December 15th meeting and it is being proposed to have the meeting on this day unless the Library Board would like to have its meeting either December 8th or December 22nd.

Date: November 18, 2020
To: Chair and Members of the Board
From: Lisa Radha Weaver, Director Collections and Program Development
Tony Del Monaco, Director Finance and Facilities Del Monaco
Subject: **Mobile Library Services - LW/TD - Attachment #10.2**

RECOMMENDATION:

That the Library Board endorse the direction outlined in this report.
That staff continue to investigate and consult on this direction and create a Request for Proposals (RFP) to further develop the business case for this direction.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The library's Permanent Endowment Fund (ie. Dowler fund) and/or Mobile Equipment Reserve existing Bookmobile budget would cover costs. Currently, the Permanent Endowment Fund has \$460,000 available for use and Mobile Equipment Reserve has \$583,000. At the appropriate time, when actual costs are clear, staff will bring a formal request to the Board to utilize the funds.

BACKGROUND:

As the current fleet of two (2) Hamilton Public Library Bookmobiles come to end of life, the return on investment to the community has been exemplary service wise but hard to justify financially. Further, this model would support a more rapid move to a vehicle powered by electricity.

2000 members visited the 2 bookmobiles in 2019 to checkout approximately 10,000 items monthly. In some cases members are third generation members. Bookmobile services have been modified in 2020 to support physical distancing. Going forward bookmobile service in Hamilton will remain a core part of operations and the recommendations below will outline how to expand services and improve the financial return on investment.

Poor financial return on the current fleet has come from high repair costs and an average of 1.6 work orders weekly for the 2 buses. Between Ministry mandated, generator and other general maintenance & repair costs for both buses, costs have exceeded over \$300k over five years based on chargebacks from City of Hamilton Fleet services.

When the buses are operational and able to service scheduled stops members are always grateful for access to resources at their branch on wheels. When buses need repair an average of two scheduled stops are cancelled.

Extension Services modified services currently include mail and bookmobile and the library is looking to transition to kiosks, expanded accessible extension services and remote extended

access via an alternative service model outlined below.

Recommendations for the next fleet of vehicles for Mobile Book Services

To expand services, improve financial return on investment and ensure consistent services the Library met with Fleet services who also agreed a different service model would be best.

1. To ensure library materials are always “on the road” move the collection to a model that is not linked to materials and mechanics being on the vehicle.
 - Moving to large customer trailer would cost approximately \$50k and would be towable
 - Even when the main towing vehicle is out of service another vehicle could be rented to ensure stops are not cancelled
 - In the future mobile book services could be used as “open access” branches and refreshed during a weekly staff visit
 - The lower cost of modified mobile services versus a bus would allow for expanded services to high use areas, new areas and allow the Library to be present at future community festivals and events
 - Once mobile book services are established, trailers could also be used as remote makerspaces, nutritional cooking program spaces and roaming incubators for job and other expanded community collections and programs
2. To support financial accountability purchase via City of Hamilton Fleet an approved towing vehicle
 - City of Hamilton Fleet Services have provided examples of approved vehicles and will likely have electric/hybrid options available in the coming years as the library transitions to a sustainable model for mobile book services. Staff will give high priority to selecting the most sustainable option available
 - Fleet has also suggested a van which could be used to support Senior and smaller stops where space for a trailer may not be viable such as a Sprinter Van

Considering differentiated services for Mobile Book Services would ensure HPL is able to:

1. Consistently provide outreach services to new library members
2. More regularly participate in City and Community events as an outreach initiative to create awareness of the variety of services the library offers
3. Expand services and respond to opportunities for increased services
4. Provide members services in the most fiscally accountable way
5. Reduce its carbon footprint while providing mobile services
6. Provide safe and healthy mobile services outside during COVID-19 restrictions and beyond

With Board approval for this direction the Library would work towards an RFP in 2021 and rollout of new service models in 2022.

Date: November 18, 2020
To: Chair and Members of the Board
From: Tony Del Monaco, Director of Finance & Facilities
Subject: **2021 Operating Budget (1st Review) - TD - Attachment #10.3**

RECOMMENDATION:

That the Hamilton Public Library Board receive the preliminary report on the 2021 Operating Budget for information and comment.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

HPL has received direction from City Council for a 2.0% increase with respect to the 2021 Operating Budget.

The 2021 Preliminary Operating Budget is currently at a 1.5% increase which would result in a \$459,000 increase. The net levy municipal contribution would be \$32,030,050.

The Maintenance budget increase is 1.0%. An additional 0.5% increase (\$144,000) represents a budget enhancement request for the new Parkdale branch that will be operating out of leased space on the ground floor of Indwell Community Housing's new project on the corner of Parkdale and Melvin Avenues. As part of last year's 2020 budget, the Library brought forward an operating budget enhancement request of \$289,000 split between the 2020 and 2021 budget years. The \$144,000 represents part 2 of 2 of the budget enhancement request.

The Board passed a Statement on Service Continuity, committing the library to maintaining investment in five key areas. Those key areas are: Collections; Facilities; Technology; Staff; and Programs and Services. A 1.0% maintenance budget increase with a 0.5% budget enhancement for the new Parkdale branch allows the Library to achieve these priorities and meet customer service demands.

Staff are continuing to work on and refine the budget for final submission in December.

BACKGROUND:

Over the last several years, the following direction has been received by Council and subsequent submissions by the Library Board:

| | <u>Direction</u> | <u>Library</u> |
|------|------------------|----------------|
| 2011 | 2.0% | 0.7% |
| 2012 | 0.0% | 1.0% |
| 2013 | 0.0% | 0.0% |
| 2014 | 0.0% | 0.2% |
| 2015 | ---- | 1.5% |

| | | |
|------|------|-------|
| 2016 | 1.0% | 1.0% |
| 2017 | 1.8% | 1.8% |
| 2018 | 1.5% | 1.8% |
| 2019 | ---- | 2.4% |
| 2020 | 2.0% | 2.5%* |
| 2021 | 2.0% | 1.5%* |

** includes a 0.5% budget enhancement in 2020 and 2021 related to the new Parkdale library branch.*

As can be seen from past operating budget submissions, the Library has a strong track record of meeting or exceeding City Council's budget guidelines. Over the past decade, the average annual increase in HPL's operating budget has been limited to 1.2% per year.

HPL's preliminary 2021 budget is at 1.5%, representing a 1.0% Maintenance budget plus a 0.5% Budget Enhancement request.

2021 Budget Outlook:

The 2021 Operating Budget is currently at a requested municipal contribution of \$32,030,050 which is an increase of \$459,000 or 1.5% over the 2020 Operating Budget of \$31,571,050.

Attached as Table 1 to this report is a 2021 Budget Outlook summarizing the changes by cost category.

Employee related expenses are currently budgeted to decrease by \$59,390. That is made up of a gross increase of \$390,610 for salaries, wages, & benefits which is being offset by the inclusion of a gapping budget of \$450,000. The salary and wage increase includes a 1.6% cost of living adjustment. Increases in employee benefit costs such as vacation pay, OMERS pension contributions, and health benefits are also included.

This year, we have added a gapping provision of \$450,000 to the staffing budget which is offsetting the salary, wage, and benefits increases and resulting in a \$59,390 decrease to our employee related expenses overall. The gapping represents staffing vacancies that are expected to go unfilled for a period of time. This may occur as employees retire, leave the organization, change positions, or take temporary leaves of absences.

As part of last year's budget process, City Council approved a living wage for Library Pages. A budget enhancement of 50% of the impact was provided to the Library. To offset the impact and cover the remaining 50%, budgeted page hours have been reduced but still remain in-line with actual Page hours utilized the last several years.

With our new Greensville branch nearing completion and expected to open in 2021, we will realize lease savings that has allowed us to remove \$39,000 from our lease budget.

The Contractual Services budget has been increased by \$143,000. This mainly relates to a \$150,000 right-sizing of the budget related to service and maintenance contracts for various equipment across the system such as RFID gates, self check-out units, and sorters.

The Reserve/Recoveries budget is increasing by \$144,080. This is primarily related to a new dedicated reserve transfer of \$85,000 annually to the Library's Capital Enhancement Reserve. Now that many facilities have been recently updated, we now need to ensure we have dedicated funding to keep our spaces fresh and inviting. This new budget item would provide us with dedicated dollars on an annual basis to build up our reserves for future branch refreshes. Also, part of the increase (\$39,000) is related to our share of the City's property insurance recovery allocation.

On the Revenue side, our Fees, General, & Other Grants budget has decreased by \$172,700. This is a result of several factors. First, our Fines budget has been eliminated and reduced by \$280,000. This is to reflect the permanent removal of youth fines and the suspension of all fines to the end of 2021. Second, to reflect various grants we have been receiving on a consistent basis

the last several years, \$95,000 has been added to this budget line. This includes \$60,000 related to Ontario 211 funding to support our Redbook initiative and \$35,000 in various Young Canada Works grants to support youth employment. Third, lease payments for the automated teller machine at the new Carlisle branch that we have started receiving from TD Bank have also been added to the budget (\$12,300).

Our Government Grants & Subsidies budget has increased by \$47,000 which includes grant increases related to the Newcomer Learning Centre grant of \$22,000 and a \$25,000 provision for the New Horizons Grant that we have been receiving in recent years to support Seniors programming.

Attached to this report as Table 2 is a line by line detail of the 2021 preliminary operating budget changes.

Impact of Covid-19

We are expecting that Covid will have an impact on operations for most if not all of 2021. We are expecting Covid-related expenses to be about \$80,000 for the year, related to supplies for staff and the public such as hand sanitizer, gloves, sanitizing wipes & spray. We are also expecting revenues related to printer and photocopier usage to be below budget. We have not adjusted the 2021 budget for these items because we expect to be able to cover these costs with expected savings in other budget areas such as staff vacancies and programming expenses.

Parkdale Budget Enhancement

As part of last year's budget process, we submitted and were approved for a budget enhancement request for 50% of the operating costs of the new Parkdale branch. We were also approved for a \$250,000 capital budget to fit up and equip the new leased space from which we will be operating. Because the Parkdale branch was not expected to be fully operational in 2020, the operating budget enhancement request was split 50/50% between the 2020 and 2021 budget years. The remaining budget enhancement request of \$144,000 forms part of our 2021 budget submission. The budget enhancement is to fund the operating costs of the new Parkdale branch. This mainly relates to staffing and security to allow the branch to be open to the public for 59 hours per week. This would also be used to cover annual lease payments. Facility operating, supplies and programming costs are also included in the enhancement request. Indwell has designed the space to Passive House standards which will keep costs for heating, hydro and cooling low compared to other sites.

We expect to be operating out of the new location in Q1/Q2 2021.

Further details on the new mini-branch include:

- Approximately 1,500 square feet
- Passive House design will be energy efficient to help keep operating costs low
- Meets space specifications as per our Library Facilities Master Plan including:
 - o One-storey that meets accessibility standards.
 - o Designed with energy efficiency and environmental sensitivity in mind.
 - o Flexible space that allows for easy adaptation for future library services.
- The location of the branch is consistent with our Facilities Master Plan:
 - o Located on main thoroughfare with a clearly visible entrance and street presence.
 - o Located in a community with a high population cluster.
 - o A walkable location for many in the community.
 - o Located along and near two major bus routes (2 – Barton; 11 – Parkdale)
- Branch amenities would include:
 - o Popular collection
 - o Public computers

- o Free WiFi
- o Programming
- o Staffing complement to be open 59 hours per week
- o On-site security
- The branch will compliment other existing community supports and help to foster community engagement, enhance social inclusion, advance early literacy, and promote lifelong learning.

Three Year Outlook

The Library participates in the City's multi-year budgeting initiative. Operating budgets are still approved on an annual basis, however a three year forecast – in addition to the current budget year - now accompanies the annual budget. The three year forecast is for information purposes only. We are forecasting a 2.1% to 2.3% operating budget increase in each of the next three years to maintain current levels of service and address the following key budget drivers:

- A 2.2% percent increase in employee related costs has been assumed over the three year period to cover estimated cost of living increases as well as potential increases in employee benefit costs. Starting in 2022 and in each year subsequent to that, we have included a provision for a \$50,000 to \$100,000 reduction to the level of gapping for which we are budgeting as vacancies are filled on a more regular basis.
- The Materials & Supply budget includes a modest increase to our furniture budget to allow us to better update our spaces and the furnishings within.
- Vehicle expenses includes a modest budget reduction for the anticipated purchase of new bookmobiles that would require less maintenance & repairs.
- Building and Ground shows an increase for inflationary lease costs and security contract costs.
- Small provision for Consulting services added in 2023.
- Continued increases to the equipment service & maintenance budget has been included as part of Contractual Services at \$25,000 to \$50,000 per year.
- An increased provision for reserve recoveries of between \$25,000 and \$50,000 to allow us to build reserves for future needs such as branch refreshes, digital equipment purchases & replacements. Now that many facilities have been recently updated and planning is underway for our Carlisle and Mount Hope locations, no other branches remain unsustainable in their current condition. We now need to shift our focus to ensuring our spaces remain fresh and welcoming. To do this we would like to start building in budget increases over the near term that would provide us with dedicated dollars on an annual basis to build up our reserves for minor branch refreshes so we can continue to meet our member expectations.
- City Recoveries increases relate to estimated increases in direct cost allocation changes from City and have been assumed at \$25,000 to \$50,000 per year.
- Indirect City Cost allocations have been estimated to increase by 2% inflation.
- Fees, General, & Other Grant revenues are projected to increase moderately with respect to

photocopy & print revenues.

Service Hours Enhancements

Over the last several years, the Library has been addressing gaps in service hours, which was identified as a priority from our recent customer survey. Using existing budget capacity we have been able to add over 150 open hours per week. Gaps remain but cannot be addressed without an increase in budget resources. We are proposing a series of small increases above the maintenance budget. Additional increases of 1.5% and 0.4% in 2023 to 2024 respectively are currently proposed as part of the three-year forecast. Timing and cost of the service hours budget enhancements will be re-assessed post-Covid.

Attached as Table 3 to this report is the preliminary 2021 Budget summary plus a three year forecast for the 2022-2024 period.

ATTACHMENTS:

| Description | Upload Date | Type |
|---|-------------|------------|
| Table 1 - 2021 Budget Summary | 11/13/2020 | Cover Memo |
| Table 2 - 2021 Operating Budget Changes | 11/13/2020 | Cover Memo |
| Table 3 - Three Year Forecast | 11/13/2020 | Cover Memo |

Table 1 - 2021 Budget Summary

| | 2020 | 2021 | 2021-2020 | 2021-2020 |
|---|--------------------|--------------------|----------------|---------------|
| | Budget | Budget | Change | Change |
| | | | \$ | % |
| Net Levy (Mainenance) | 31,571,050 | 31,886,050 | 315,000 | 1.0% |
| EMPLOYEE RELATED COST | 22,480,920 | 22,421,530 | (59,390) | (0.3%) |
| MATERIAL AND SUPPLY | 3,751,280 | 3,751,280 | - | - |
| VEHICLE EXPENSES | 85,640 | 101,360 | 15,720 | 18.4% |
| BUILDING AND GROUND | 2,524,640 | 2,490,660 | (33,980) | (1.3%) |
| CONSULTING | - | - | - | - |
| CONTRACTUAL | 1,529,710 | 1,672,710 | 143,000 | 9.3% |
| RESERVES / RECOVERIES | 2,341,330 | 2,485,410 | 144,080 | 6.2% |
| COST ALLOCATIONS | 241,200 | 236,370 | (4,830) | (2.0%) |
| FINANCIAL | 390,720 | 375,420 | (15,300) | (3.9%) |
| Total Expenses | 33,345,440 | 33,534,740 | 189,300 | 0.6% |
| FEES, GENERAL, & OTHER GRANTS | (554,940) | (382,240) | 172,700 | (31.1%) |
| GOVERNMENT GRANTS AND SUBSIDIES | (1,219,450) | (1,266,450) | (47,000) | 3.9% |
| Total Revenue | (1,774,390) | (1,648,690) | 125,700 | (7.1%) |
| PARKDALE BUDGET ENHANCEMENT | | 144,000 | 144,000 | 0.5% |
| Total Net Levy (Maintenance + Enhancement) | | 32,030,050 | 459,000 | 1.5% |

Table 2 - 2021 Operating Budget Changes

| Category | Budget Change \$ | Drivers |
|--|------------------|---|
| EMPLOYEE RELATED COST | (59,390) | |
| Salaries & Wages | 202,510 | 1.6% COLA adjustment, step increases |
| Benefits | 188,100 | OMERS, Vacation Pay, Health Benefits |
| Gapping | (450,000) | Budget line added for vacancies |
| MATERIAL AND SUPPLY | - | |
| VEHICLE EXPENSES | 15,720 | |
| Central Fleet Charges | 15,780 | Charges from City for vehicle maintenance |
| Licenses | (60) | Charges from City |
| BUILDING AND GROUND | (33,980) | |
| Rent-Offices & Buildings | (39,000) | Removal of Greensville Lease |
| IP Telephony Charges | 5,020 | City driven change |
| CONTRACTUAL SERVICES | 143,000 | |
| Equipment Service & Maintenance | 150,000 | For RFID, Self-Check Units, Sorters, & Other Equipment |
| Overdue Placement Fees | (7,000) | Fines & Overdue Fees eliminated |
| RESERVES / RECOVERIES | 144,080 | |
| Transfer to Vehicle/ Equipment Reserve | 1,410 | City charge for future replacement of vehicles |
| City Direct Vehicle Insurance Recovery | 4,610 | Charges from City |
| City Direct Insurance Recovery | 38,920 | Charges from City |
| City Direct Facilities Recovery | 14,140 | Charges from City |
| Transfer to Capital Enhancement Reserve | 85,000 | Dedicated transfer to Capital Enhancement Reserve |
| COST ALLOCATIONS | (4,830) | |
| Driver Training Recovery | 340 | City driven cost |
| City Indirect Accounting Services Recovery | 1,170 | City driven cost |
| City Indirect Financial Applications Recovery | 2,370 | City driven cost |
| City Indirect Payroll Recovery | 4,350 | City driven cost |
| City Indirect Accounts Payable Recovery | 160 | City driven cost |
| City Indirect Procurement Recovery | (10,430) | City driven cost |
| City Indirect Budgets Recovery | (3,110) | City driven cost |
| City Legal Services Recovery | 320 | City driven cost |
| FINANCIAL EXPENSES | (15,300) | |
| Overdue Collection Fees | (15,300) | Fines & Overdue Fees eliminated |
| EXPENSES | 189,300 | |
| FEES, GENERAL, & OTHER GRANTS | 172,700 | |
| Fines | 280,000 | Youth Fines permanently eliminated; All fines currently suspended |
| Administration Fees | (12,300) | Lease revenue related to new Carlisle branch ATM |
| Third Party Contributions/ Grants | (95,000) | Young Canada Works, Ontario211 Funding |
| GOVERNMENT GRANTS & SUBSIDIES | (47,000) | |
| Federal Grants | (47,000) | Newcomer Learning Centre grant; New Horizons Grant |
| REVENUES | 125,700 | |
| NET LEVY (Maintenance) | 315,000 | |
| Parkdale Mini-Branch Budget Enhancement | 144,000 | Budget Enhancement was split 50/50 between 2020 & 2021 |
| Staffing | 81,000 | |
| Security | 31,000 | |
| Lease Costs | 18,750 | |
| Facility & Other Operating Costs | 13,250 | |
| NET LEVY (Maintenance + Enhancement) | 459,000 | |

Table 3 - Three Year Forecast

| | 2020 | 2021 | 2021 | 2022 | 2023 | 2024 |
|--------------------------------------|--------------------|--------------------|----------------|-----------------|------------------|-----------------|
| | Budget | Budget | Change | Change | Change | Change |
| Maintenance Budget | | | | | | |
| \$ Net Levy | 31,571,050 | 31,886,050 | 315,000 | 709,028 | 737,230 | 731,002 |
| % increase | | | 1.0% | 2.2% | 2.3% | 2.1% |
| EMPLOYEE RELATED COST | 22,480,920 | 22,421,530 | (59,390) | 543,274 | 585,226 | 618,101 |
| MATERIAL AND SUPPLY | 3,751,280 | 3,751,280 | - | 5,000 | 5,000 | 10,000 |
| VEHICLE EXPENSES | 85,640 | 101,360 | 15,720 | 2,027 | (20,000) | 1,668 |
| BUILDING AND GROUND | 2,524,640 | 2,490,660 | (33,980) | 14,000 | 14,682 | 13,816 |
| CONSULTING | - | - | - | | 15,000 | |
| CONTRACTUAL | 1,529,710 | 1,672,710 | 143,000 | 50,000 | 50,000 | 25,000 |
| RESERVES / RECOVERIES | 2,341,330 | 2,485,410 | 144,080 | 100,000 | 100,000 | 75,000 |
| COST ALLOCATIONS | 241,200 | 236,370 | (4,830) | 4,727 | 4,822 | 4,918 |
| FINANCIAL | 390,720 | 375,420 | (15,300) | - | 2,500 | 2,500 |
| Total Expenses | 33,345,440 | 33,534,740 | 189,300 | 719,028 | 757,230 | 751,002 |
| | | | | | | |
| FEES, GENERAL, & OTHER GRANTS | (554,940) | (382,240) | 172,700 | - | (10,000) | (10,000) |
| GOVERNMENT GRANTS AND SUBSIDIES | (1,219,450) | (1,266,450) | (47,000) | (10,000) | (10,000) | (10,000) |
| Total Revenue | (1,774,390) | (1,648,690) | 125,700 | (10,000) | (20,000) | (20,000) |
| | | | | | | |
| Budget Enhancements | | | | | | |
| PARKDALE NEIGHBOURHOOD BRANCH | | 144,000 | 144,000 | | | |
| SERVICE HOURS** | | | | | 476,000 | 143,000 |
| % increase | | | 0.5% | | 1.5% | 0.4% |
| | | | | | | |
| Total Budget Impact | | 32,030,050 | 459,000 | 709,028 | 1,213,230 | 874,002 |
| % increase | | | 1.5% | 2.2% | 3.7% | 2.6% |

**Timing & Cost of Service Hours Budget Enhancement to be re-assessed post-Covid.

Date: November 18, 2020
To: Chair and Members of the Board
From: Paul Takala, Chief Librarian/CEO
Tony Del Monaco, Director Finance and Facilities
Subject: **Multi-Year Business Plan & 2021 Goals (1st Review) - TD/PT - Attachment #10.4**

RECOMMENDATION:

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

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

As our primary funder, the Hamilton Public Library works closely with the City on preparing our annual budget request. The Multi-Year Business Plan is one requirement of that process.

BACKGROUND:

This document will be brought back to the Board in December for final approval. Please review it and advise if you think anything is missing, unclear or you have concerns about something in it. A reminder that this plan is part of the City process. The Library Board has its internal annual goal setting and performance review process that could build additional detail into our plans for 2021.

ATTACHMENTS:

| Description | Upload Date | Type |
|-------------------------------|-------------|------------|
| 2021 Multi-Year Business Plan | 11/13/2020 | Cover Memo |

Date: November 18, 2020
To: Chair and Members of the Library Board
From: Paul Takala, Chief Librarian/CEO
 Tony Del Monaco, Director of Finance & Facilities
Subject: **Hamilton Public Library 2021 Multiyear Business Plan (1st Review)**

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PURPOSE STATEMENT

The Hamilton Public Library (HPL) provides public library service to the residents of Hamilton. Our mission statement “*Freedom to Discover*” expresses our goal as an organization creating places and services where everyone is welcome regardless of background. In the execution of our mission the Library Board has adopted the following core values to shape both how we conduct our business and what services we provide:

- **Intellectual Freedom** – Provide equitable access to and support for knowledge and creativity.
- **Inclusiveness** – Support inclusion by creating trusted services and spaces that welcome everyone.
- **Innovation** – Anticipate and respond to changing needs and technology.
- **Respect** – Support the value and dignity of all individuals.
- **Accountability** – Ensure that library services remain relevant and vital and that resources are managed effectively and ethically.

OUTCOME/MANDATE(S)

In February 2018 the Library Board adopted three strategic priorities that provides direction for the period 2018-2021. Those priorities are:

- **A Community Beacon** - The Hamilton Public Library will be a source of pride in the community. The library system will act as a unifying force by welcoming everyone. Our physical and digital spaces will be inviting and accommodating. We will be a leader in fostering community engagement and participation.
- **Relevant and Responsive** - The Hamilton Public Library will continue to advance core library values as we embrace our evolving role in supporting access and literacy. We will support people in their lifelong learning journey by helping them thrive today as they prepare for tomorrow. We will maintain strong physical collections as we grow digital services. We will be a national library leader, working collaboratively to create policies and agreements that ensure access to intellectual property in all formats.
- **A Learning and Innovative Organization** - The Hamilton Public Library will continuously seek new ways to assist the learning and growth of all individuals. The library will support staff to be engaged in their roles and in the library profession. We will provide staff with opportunities to continually enhance their skills and develop new competencies, so they can meet changing technology and information needs. We will focus on ensuring we reduce barriers to using our services as we promote awareness of the Library in the communities we serve.

As we strive toward increasing our positive impact, the Library Board expects that we will continually work towards measuring our value and basing service decisions on evidence and collective impact. We will meet new priorities by shifting current resources and using technology and process changes to improve how we do our work. The Board is proud that HPL is an internationally recognized innovative leader. HPL will continue to adopt new technologies and seek out new services and partnerships to more effectively serve our communities.

Although the way public library service is delivered continues to evolve, the core values and mission of the public library remains highly relevant. Nurturing the love of reading, advancing literacy, preserving the past, supporting lifelong learning, reducing social isolation, advancing intellectual freedom, providing equitable access to information, ideas and technology remain core to the mission of the public library.

RESPONDING TO THE COVID-19 PANDEMIC

The onset of the public health emergency in March 2020 has resulted in an organization wide effort to ensure that HPL responds effectively to support residents and public health. In the first weeks of the pandemic, staff worked with the Library Board to identify **Working Assumptions for the Rest of 2020**. Those assumptions were first reviewed by the Library Board at the April 15, 2020 meetingⁱ.

CURRENT WORKING ASSUMPTIONS

In the first weeks of the pandemic, HPL staff and the Library Board developed a number of working assumptions for 2020, to inform our decision making and to communicate to staff and residents how HPL would operate during the pandemic.

1. 1ST PRIORITY SUPPORTING THE EMERGENCY RESPONSE

HPL's highest priority during the emergency needs to be supporting the City's and Public Health's response, assisting with relief efforts and preparing to assist with the recovery.

2. SOLIDARITY WITH THE CITY OF HAMILTON

We will follow direction and advice from Public Health and ensure our decisions align with the City of Hamilton's. Doing otherwise would cause confusion and would not support public safety.

3. PANDEMIC WILL NOT BE A BRIEF DISRUPTION, PHASED REOPENING

When we can reopen will depend on how effective mitigation efforts are, the amount of testing that happens and the state of the pandemic in Hamilton and other places. The likely timeline we will be following is a carefully phased reopening from June to September 2020, with enhanced restrictions in place well into 2021. The Ontario Government has released a *Framework for Reopening our Province*ⁱⁱ. The restart of the economy will be gradual, the restart phases will be accessed every two (2) to four weeks (4). After each phase, depending on progress being made, we need to be prepared for a continuation of the existing measures, further relaxing of restrictions, or step back to more restrictions. HPL will follow a similar approach, aligned with steps taken by the City of Hamilton.

4. NEW MEASURES IN PLACE FOR REOPENING

When we do reopen, we will need to have in place physical distancing and enhanced cleaning and other measures to ensure we minimize the risk that our spaces become a vector of virus spread. These measures will need to remain in place until well in 2021. Some measures, such as enhanced cleaning, will likely be beneficial to continue after the pandemic threat has passed. With a limited ability to do in person programming we will need to re-direct some staffing resources.

5. RAPID SHIFT TO ONLINE

After supporting the response to COVID-19, HPL needs to focus on enhancing online services, support and staff development.

6. TAKING CARE OF STAFF AND PROACTIVELY HELPING THE COMMUNITY

Our intention is to minimize staff layoffs during the emergency. We are focused on keeping staff working productively so we can maintain our dedicated staff and ensure as an organization we can stay focused on being a positive force in the emergency response and the recovery. Depending on the duration and other changing circumstances HPL will adjust as needed. We will continue to

work closely with the City of Hamilton and CUPE 932 to ensure we minimize negative personal and organizational effects of laying off staff.

7. PIVOTING TO A NEW NORMAL

HPL needs to look at the COVID-19 crisis as a turning pointⁱⁱⁱ. As an organization, our ability to adapt to changes brought on by the pandemic will be critical to maintaining our support after the public health emergency passes. HPL will need to work with the City and other partners to support the economic recovery process.

HPL REOPENS - PRINCIPLES

During the spring the Library Board approved HPL's phased reopening plan that was closely shaped after the City of Hamilton's plan but carefully adapted to apply to HPL's context. The 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.

LONG-TERM TRENDS

While developing the 2018-2021 Strategic Plan the Library Board adopted [Meeting User Needs IV](#) which identified **five major trends** that need to be factored into long term planning .

1. DISRUPTIVE CHANGE & RESILIENCE

With future disruptive changes ahead, libraries will need to continue to focus on enhancing our ability to adapt. The health of our organization will be dependent upon us remaining relevant and vital to the lives of residents and to communities we serve.

2. FUNDING CONSTRAINTS

There will be significant competition for funding. Operating budgets will continue to be constrained and accessing sufficient capital funding to maintain all our facilities will be an ongoing challenge.

3. ROLE OF PUBLIC LIBRARY AND THE IMPORTANCE OF PARTNERSHIPS

Public libraries are uniquely positioned to contribute to the health, education and prosperity of the communities we serve. To accomplish this, we must continue to develop successful partnerships and actively participate in broader community initiatives.

4. INCREASING IMPORTANCE OF DIGITAL CONTENT

The trends toward the increasing importance of digital content and growing competition from the private sector to provide access to it will continue. The circulation of physical books will remain a core service and the unique local content held and made accessible by HPL will become increasingly important.

5. CHALLENGE OF NETWORK SECURITY & COMPLEX INTELLECTUAL PROPERTY LANDSCAPE

Network security, privacy and intellectual property issues will become more challenging. With content we control, we have an opportunity to model best practices that facilitate effective sharing that creates the maximum benefit to society.

INITIATIVES IN 2021

NEW STRATEGIC PLAN – TO SUPPORT THE RECOVERY

In 2018 the Library Board adopted its current [Strategic Plan](#). That plan was built on the success of previous plans. During the pandemic, HPL has had to rapidly adapt its service model to current circumstances. In 2021 we will commence the development of our next plan, which will focus on increasing HPL's relevance and positive impact in the years ahead. The pandemic has highlighted the obstacles and challenges many people face in our community.

Key community challenges which impact the Library's mission and service delivery are:

- Inadequate literacy skills in all age groups but especially youth
- The digital divide, access to technology, connectivity and the skills to function safely and successfully online
- Quality of life for all and challenges with food and housing insecurity
- Social isolation and individual alienation, particularly with older adults
- Increasing welcome and support for newcomers in our community
- Creating an inclusive community that is enriched by mutual understanding and empathy
- Lack of knowledge in local history and especially an understanding of our Indigenous communities

As HPL develops a forward-thinking vision for Library service in the future, we will work with other groups and organizations serving Hamilton. HPL is committed to complementary programs and services so that the library is a positive force in better coordination and navigation of services in our community.

RESPONDING TO THE COVID-19 PANDEMIC

Since March 2020, HPL focused its organizational assets to position the Library as a constructive force during the public health emergency by helping individuals and the community get through this crisis successfully. As HPL focuses on our emergency response we are laying the foundation for our organization's role in the post-COVID recovery period. After only offering online services in Phase 1, HPL has gradually restored most core services safely with public health precautions in place. In person learning programs and other events have moved to being offered online. In 2021 we will build on this solid foundation to provide as much support we can to the community, provided we can do it safely, being mindful of available resources.

PROGRESSIVE STEPS IF THE PANDEMIC WORSENS LOCALLY

Should the pandemic worsen locally, HPL has identified six (6) progressively restrictive steps from A – F that we are ready to activate should it be necessary. We are aware we may need to move between the Steps repeatedly.

Note – as the understanding of COVID-19 improves and other changes happen, our plan will be updated based on guidance from the City and Public Health.

PHASE 3 STEPS

In all Steps the COVID-19 precautions are in place including reduced capacity, enforcing PPE and physical distancing, enhanced cleaning and HVAC modifications.

A. Restrictions Based on Local Capacity only

Branch specific length of stay restrictions based on local computer capacity.

B. System-wide Two (2) Hours Daily Recommended Time Limit

2-hour recommended maximum daily duration of visits. This is a guideline, except where capacity is locally exceeded, then it will be enforced. Discourage eating and drinking in the library.

C. System-wide One (1) Hour Daily Time Limit

Time-limit is enforced system-wide. No food or drink.

D. System-wide 20-minute Daily Time Limit**E. System-wide 5-minute Daily Time Limit**

No in-branch use of computers and spaces.

F. Online Service Exclusively – Closure of Physical Spaces**FINANCIAL & OPERATIONAL ACCOUNTABILITY****Operating budget**

We will continue to ensure operating funds are used effectively to maximize our impact and relevance to the community. We will work within the 2021 operating budget while we plan for the 2022-2024 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. While we have restrictions in place, due to the COVID-19 Pandemic, HPL will use the gapping of vacant library positions and other cost saving measures to ensure we play our part in helping the City of Hamilton overcome fiscal challenges facing all levels of government during the pandemic.

Revenue Diversification

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 fees, donations and special grant funding. We will continue to focus on ways we can supplement our funding consistent with our vision and values as an organization. In the medium-term HPL will be focused on contributing to the economic recovery of residents and the City and helping create a more inclusive prosperity. We will work with the broader Canadian library community and allies to advocate for a fairer and more sustainable funding systems in Canada and Ontario for municipalities like the City of Hamilton.

Metrics and Business Intelligence

HPL's robust metrics reporting system continues to inform the Library's decision making. In 2020 as HPL began its phased reopening, it shifted to a weekly dashboard from a monthly. This has helped HPL management confirm effective resource deployment and is looking at patterns of usage on a frequent basis. As 2021 unfolds the weekly dashboard will be monitored closely. In 2020 HPL rapidly shifted to a cloud-based customer support system called FreshDesk to provide support for AskHPL. With new visibility, AskHPL Information Services allowed us to better understand, plan and improve the service. In 2021 we will be building on FreshDesk by implementing a Customer Relationship Management (CRM) System to better manage our partnerships and program development effectively.

FACILITY RENEWAL

In early 2019 the 5th version of the *Facilities Master Plan*^v was approved by the Library Board. HPL has made great progress at bringing all facilities up to current library and accessibility standard. We will continue to incorporate future capital maintenance costs into our Facilities Master Plan and long-term planning. Here is a list of 2021 major capital projects:

Carlisle

We appreciate the generous donation of the TD Bank building in Carlisle. In 2020 a capital budget was approved by the Board and designs for the renovation have now been completed. The renovation is expected to be tendered later this year after a pre-qualification screening for prospective bidders. An expected opening of the new location is mid-2021.

Greensville

Work on the much-anticipated project is now well underway and the new library is taking shape. Construction is expected to last the rest of this year and we are anticipating that we will be able to move into our new space in Q1/2 2021.

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. The original plan to undertake the feasibility study in conjunction with the City may need to be revised as City plans for the site may change.

Parkdale

Construction of the new Parkdale branch by Indwell is nearing completion. The branch will have good street presence on Parkdale and provide core library services to the community. The partnership enables HPL to offer service in the Parkdale neighbourhood while avoiding a large capital cost. In 2020, capital budget funding of \$250,000 was approved and 50% of the operating budget enhancement was also approved (\$145,000) with the remaining 50% (\$144,000) identified as an operating budget enhancement in 2021. The branch will open in Q1/Q2 2021.

Valley Park

Construction is on track at Valley Park. This major project includes a new 11,500 sq. ft. library and renovations to City Recreation space. In the interim, we are operating out of a nearby temporary location at 1050 Paramount Dr while construction takes place. Construction is expected to last well into 2021 and we may be in a position to move in late in the year provided we stay on track. We would like to thank the Heritage Green Community Trust for their generous contribution of \$1.25 million to the project that has allowed us to incorporate two (2) 1,500 sq. ft. community rooms that can be combined together into one large space.

EXPANDING LIBRARY SERVICE HOURS

Providing residents, in all parts of the City, with a strong base of consistent service will be built on in 2021.

END OF 2020 SERVICE HOURS

| Location | | M | T | W | T | F | S | S |
|----------------|--------------|--------|--------|--------|--------|--------|---------|---|
| Group 1 | | | | | | | | |
| Central | Red Hill | | | | | | | |
| Barton | Sherwood | 10 am | 10 am | 10 am | 10 am | 10 am | 10 am – | - |
| Concession | Terryberry | – 9 pm | – 9 pm | – 9 pm | – 9 pm | – 6 pm | 5 pm | |
| Dundas | Turner Park | | | | | | | |
| Kenilworth | Waterdown | | | | | | | |
| Group 2 | | | | | | | | |
| Ancaster | Stoney Creek | 10 am | 10 am | 10 am | 10 am | 10 am | 10 am – | - |
| Binbrook | Valley Park | – 6 pm | – 6 pm | – 6 pm | – 6 pm | – 6 pm | 5 pm | |
| Locke | Westdale | | | | | | | |
| Saltfleet | | | | | | | | |
| Group 3 | | | | | | | | |
| Bookmobile | Greensville | - | 10 am | 10 am | 10 am | 10 am | 10 am – | - |
| Carlisle | Lynden | | – 6 pm | – 6 pm | – 6 pm | – 6 pm | 5 pm | |
| Freelton | Mount Hope | | | | | | | |

Building on the end of 2020 Library Service hours in 2021 we will do the following:

- Closely monitor capacity, feedback, and usage patterns
- Prioritize consistency and simplicity to avoid confusion
- The new Parkdale branch will open with Group 1 hours
- Investigate the restoration of Sunday service
- Expand evening hours in Group 2 locations
- Restore *Rural Extended Access* at Freelton, Lynden and expand to Carlisle and Greensville after construction projects are complete
- Respond to other critical needs as they emerge

EXPANDING ACCESS TO QUALITY LIBRARY COLLECTIONS, RESOURCES AND PROGRAMS

Community Collections via Extension Services

Some of HPL's good quality discarded materials are now available in local Little Free Libraries, Food Banks and on the Bookmobile. These items include stickers which indicate the item is for reading and sharing and is a sample of what can be borrowed from HPL with a free library card.

Borrow by Mail

The library is working on a pilot for senior members to be able to access holds through the postal service.

eContent Advocacy

Thank you to the community and council for continued support and advocacy on behalf of Canadian Libraries with the national eContent access campaign. The next One eRead Canada / Un livre Canada-wide title for January 2021 is *Vi* available in English and French.

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.

Local History and Archives (LHA)

Working with the Internet Archives and reviewing a Digital Asset Management Plan we are working to develop a strategy to support an acceleration of the digitization of key collections. Staff are currently developing a plan to display artifacts from the Terryberry family, including family tombstones that were donated to us. We continue to explore how to celebrate local landmarks and residents, by recognizing individuals that have made a local impact in our collection, branches and online.

Learning at HPL

The library has launched daily 1:1 tutoring via Brainfuse in English and French. This service includes job seeker support with 1:1 resume and cover letter reviews and job and interview coaching.

Discover at Home

We provide offline options for learners of all ages and educators to use in the classroom and at home, with activities, practice tests and flashcards are available.

Reading Programs

The library continued 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. Annual reading program celebrations virtually will include Summer Reading Club, Hamilton Reads and Telling Tales festivals.

Digital Literacy

Navigating the digital landscape is even more important as people's lives moved online during the pandemic. The library has launched several technology certificates and learning opportunities including: Cisco Learning Academy, TEDx and coding workshops which will continue to develop into 2021.

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. 100 individuals participated in 2019- 2020 with 60 graduates to-date. Talks are underway with Google about the potential of continuing to offer the program in 2021.

Computers for Success Canada

Eight minority targeting internship positions were made possible through a Government of Canada grant managed by Computers for Success Canada. The internship will provide youth graduates of the Google IT support certificate the opportunity to apply their acquired experience.

City School by Mohawk

HPL continues to grow its partnership with Mohawk College to offer a wider selection of free college credit programs. City School was delivering programs at Hamilton Central Library and Red Hill Branch but has moved to virtual programming in 2020. For 2021, the library and City School will continue to provide other wrap around services to students such as device and internet access, in-person help with technology and basic technology training to assist students making a smooth transition to online learning. HPL is also participating on the Stewardship Committee for City School Challenge 2025 initiative. The initiative is building demand-driven workforce development in Hamilton. It aims to bridge the gap between employers' needs and people's education to support

access to meaningful employment, reduce poverty, and enhance opportunity. The committee champions the initiative to build momentum and advance collective priorities as well as recruiting people and ideas for insights and collaboration.

EXPANDING OUR REACH AND REDUCING BARRIERS

Virtual Branch

HPL's virtual branch continues to be updated with new content daily. Members have access to newspapers and magazines from around the world in various languages. Movies, ebook and eaudio content as well as research databases to support learning and pleasure reading, watching and listening for all ages. Content is accessible both online and for download.

The virtual branch now also offers a chat service for members during the library's open hours. Members can connect directly with a team member who can help access the services, collections, provide research support and with community connections.

Fine Free

The library removed all fines and fees for youth materials permanently and adult fines and fees until December 2021. The library will continue to explore ways to continue to remove barriers for members to access services and collections at the library.

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 160,000 active customers (people who have a library card and have used the library in the last 2 years). That represents 27.7% of the City's population. Our goal is to reach 35% by 2025. One area of emphasis is ensuring students have active cards and are using HPL to advance their studies.

Lending Devices and Data

Access to the internet and basic technology represents a challenge to a lot of people and families especially as more services and learning moves online. The library continues to prioritize efforts to provide access to computers and the internet by updating technology and expanding the number of devices and length of time available to members to access technology. The library is also looking at lending out devices with free internet to members in need. Working with partners such as City School by Mohawk, Boys and Girls Club and other local organizations, the library will ensure that these devices and services reach the most people in need.

Wi-Fi Improvements

HPL is reviewing existing HPL Wi-Fi coverage and quality of the service to improve the service and add new features like push notification, new items arrival, hold item notification, COVID 6 feet distancing alert, etc. The library is undertaking a few pilot initiatives to test numerous Wi-Fi solutions to improve free internet access and provide quality Wi-Fi service to Hamilton residents in and around HPL branches. The library is also working in collaboration with the City of Hamilton's Chief Digital Officer to investigate solar-powered cellular solutions to increase the external Wi-Fi coverage range while exploring broader opportunities for connectivity.

Public Computers

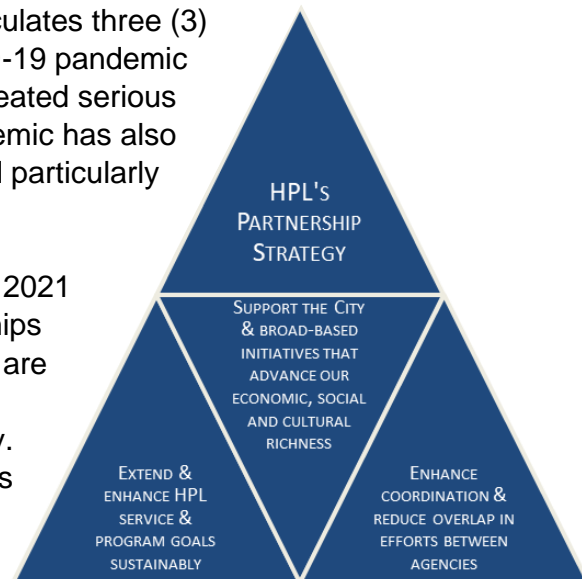
The library is upgrading all public computers, including monitors, privacy screens and updated windows 10 and office software. With half the public computer inventory in use due to physical distancing, it provides an opportunity for the library to stagger the replacement over a few years starting with 250 new devices in 2020 and 2021 and the rest of the 400+ devices in 2022.

ADVANCING COMMUNITY PRIORITIES THROUGH PARTNERSHIPS

The Hamilton Public Library [Partnership Policy](#) articulates three (3) core reasons we engage in partnerships. The COVID-19 pandemic has been both a public health emergency and has created serious disruptions to many parts of our economy. The pandemic has also brought major challenges to education in general and particularly affected already vulnerable families.

HPL has a long history of successful partnerships. In 2021 and beyond we will be looking to engage in partnerships that help people get through these difficult times. We are looking to work with others to support educational success, personal wellbeing and economic prosperity. With such great need and serious financial challenges facing governments at all level, HPL wants to work with other organizations that are focused on work together to make meaningful impacts. A key part of

our strategy is our work on the **Red Book Hamilton**^{vi}. The Hamilton Public Library now manages the Red Book, a Hamilton community resource database. HPL has taken on this commitment because we want to ensure there is a comprehensive and up-to-date source of information about services and supports available to residents of Hamilton. The site includes both governmental and non-governmental information. To further the impact of this work, HPL is making the data in the Red Book available for free to support things like: Specialized resource lists for target groups, providing the underlying data for the *Chalmers App*^{vii} to support people experiencing homelessness.



The *Our Future Hamilton (OFH)*^{viii} initiative articulated a positive long-term community vision for our City. The six (6) core themes identified in that vision resonate with HPL's vision and program. In the last several years HPL has participated in OFH events. With the cancellation of the annual summit due to COVID-19, HPL looks forward to advancing this initiative post pandemic. For the past several years HPL has had a successful partnership with the City's Experience Annex. Xperience Annex works with youth to understand their needs and create pathways to community services and employment. Due to COVID there is a pause in the Youth Navigator being onsite at Central.

ADVANCING CULTURE AND INCLUSION

Urban Indigenous Strategy

We look forward to continued work with UIS as we work towards the Calls to Action in both the UIS and Truth and Reconciliation. The library has submitted a 5-year work plan to the UIS and Haudenosaunee Development Institute for their consideration and recommendations.

Civic Museums

In addition to working with the Museum teams at the City on the Library Card partnership, the library is actively work with the Museum to plan for the City's 175 celebrations. The library also continues to work with a group of citizens who 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 a CityLAB initiative to consider how to engage members who choose or do not have access to programs online.

City Parks and Recreation

Working with Parks and Recreation the library will be promoting 175 Things to Do in Hamilton in 2021.

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 is exploring strategies to keep seniors socially engaged and developing.

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.

Ongoing local community partnerships with BIAs and Farmer's Markets

We strive to become a visible presence in the community at Farmer's Markets across the City promoting library services and programs along with food literacy and are actively engaging with BIAs for opportunities to celebrate Hamilton's 175.

SETTING UP OUR STAFF FOR SUCCESS

Serving communities that are facing rapid change requires that we develop responsive staff training. Our committed staff will be equipped to meet this challenge because we will continue into 2021 to create adaptable training to meet theirs and the community's needs.

HPL's management and staff have been continuing the work on our internal staff development programs and added several to address specific pandemic challenges:

- Roll-out of MS Teams for collaborative and remote work, and supporting online programs
- Adoption of FreshDesk and FreshCaller for AskHPL Information Services

As we continue to respond to meet the needs of the "new normal" our staff development will have to respond. HPL will continue to employ new technology and process improvements to meet community needs and increase our internal capacity without expanding our overall staffing complement.

Gender Identity and Expression Protocol Training City of Hamilton

We are hoping to have half of the system trained by the end of 2021 (excluding library pages who will be participating in a modified version of this training in 2022).

Workplace Mental Health Leadership Certificate

HPL is certifying managers and coordinators with the goal to have all staff at those job levels certified by the end of 2022.

MAJOR INITIATIVES FOR 2022 TO 2024

Translating the vision articulated in our new strategic plan into operational activities will be a major focus of the years 2022 to 2024. Ensuring we maximize our impact by shifting existing resources to areas of new demand will remain our focus. Specific initiatives that we anticipate from 2022 to 2024 include the following:

Supporting the Recovery

As our community gets to the other side of the COVID-19 pandemic, HPL will work with trusted partners to support residents, students, small businesses and job seekers to move forward in their learning and economic prospects.

Expanding Service in a Sustainable Way

Library service hours following the pandemic closure, were standardized system wide with branches being open Monday to Friday, 10 am- 6 pm and Saturday 10 am - 5pm. Limited evening service hours were introduced at our largest locations (Central, Dundas, Red Hill, Terryberry and Turner Park) and at locations identified as needing increased access to technology, Wifi and space (Barton, Concession, Kenilworth, Sherwood, and Waterdown).

As the pandemic restrictions relax because of public health guidance that the risk of the pandemic is receding, HPL will look to provide as much support to the community as we sustainably can do. We will align with funding available and work towards relatively consistent expanded service hours system wide. If *Evening Study Hours* from 9 pm to 11 pm at selected locations are unable to restart in 2021 we will also investigate this in 2022. We will look for opportunities to work with strategic partners to support learning in the evening hours.

New Collective Agreement

In February 2017 a four-year collective agreement for the period 2017-2020 was approved by the Library Board. A new Collective Agreement will need to be in place for 2021 that is fair to staff while the organization remains focused on realizing our mission. We will continue to use innovation to create capacity while at the same time ensuring we empower staff to make a difference. We will continue to focus on retraining existing staff to meet new service needs while we make every effort to use attrition to contain staffing costs as required by budgets.

Central Library – Local History & Archives

The final phase of Central Renovations is the 3rd Floor that includes making Local History & Archives more visible. Planning the scope of that project and its relationship to a potential City of Hamilton Museum will require significant planning and consultations. The planning process for the LHA renovations will be an ongoing effort.

Bookmobile Replacement

HPL has 2 bookmobiles. A replacement program and forecast needs to be put in place. Consideration should be given to requirements and need for an additional vehicle or potentially other forms of service delivery (i.e. electric vehicles, smaller vehicle, alternative service models).

Digital Technology Initiatives

We will continue to pursue digital technology improvements to streamline our services and enhance service offerings. We will continue to add new and emerging technologies to our services.

Planning for Future Facilities

As HPL begins to finish the major facility renewal that began over 10 years ago, the Library Board will work with the City on longer term plans to address services in areas lacking resources and

areas with increasing population growth. We will look for opportunities to expand our services in areas where residents need more support.

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- i <https://hpl.novusagenda.com/agendapublic/MeetingView.aspx?MeetingID=84&MinutesMeetingID=109&doctype=Agenda>
 - ii <https://files.ontario.ca/mof-framework-for-reopening-our-province-en-2020-04-27.pdf>
 - iii <https://blog.hypeinnovation.com/how-crisis-driven-innovation-can-help-your-organization>
 - iv Universal Design - https://en.wikipedia.org/wiki/Universal_design
 - v <https://www.hpl.ca/sites/default/files/19-01-FMP.pdf>
 - vi <https://redbook.hpl.ca/redbook>
 - vii <https://www.cbc.ca/news/canada/hamilton/chalmers-1.5734230>
 - viii <https://www.hamilton.ca/city-initiatives/priority-projects/our-future-hamilton-community-vision>

Date: November 18, 2020
To: Chair and Members of the Board
From: Lisa DuPelle, Director of Human Resources & Information Services
Paul Takala, Chief Librarian/CEO
Subject: **Non-Union Compensation - Library Pages - LD - Attachment #10.5**

RECOMMENDATION:

Whereas, following Council direction, the Hamilton Public Library Board approved the Living Wage for the Library Page position in 2020 and now requesting that the Living Wage also be applied to student positions (ex. Summer Reading Workers and/or other applicable student positions).

Whereas the Hamilton Public Library Board's Non-Union Pay Equity Agreement requires the Board to match cost of living increases given by the City of Hamilton, the Board approves cost-of-living increases for Library Pages and Student positions (ex. Summer Reading Students etc) employees to match increases that were approved by City Council and City of Hamilton for the Non-Union Management and Professional Exempt Employees in 2021.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The proposed increases have been budgeted for in 2021 and will already be applied to the Non-Union Management and Professional Exempt staff. That increase was previously approved by the Board.

BACKGROUND:

The Hamilton Public Library Board has a province-approved non-union pay equity plan that requires the Library Board to use City of Hamilton salaries as their comparator.

The library's non-union employees includes the Chief Librarian, all other senior administration, all branch and department managers, several professional and administrative staff positions in Human Resources and other departments whose positions are non-union because of the nature of their work and the administrative assistant for the Chief Librarian and the Board.

The Library Page staff (also referred to as shelf-readers and student pages) are non-unionized and their wage rate was set to increase to match minimum wage January 1, 2019. The introduction, in 2018, of Bill 47, Making Ontario Open for Business Act, 2018 reversed that decision. Historically, HPL has applied the Cost of Living Adjustments (COLA) for this group unless the provincially mandated increase has surpassed the approved increases for non-union staff. We have confirmed

with the City that the comparator positions will receive the same COLA approved for Non-Union Management and Professional Exempt Employees in 2021. The rationale is to maintain the Living Wage in future so we will likely need to continue this in future and it seems we shall resume the matching of COLA for all Non-Union positions.

Date: November 18, 2020
To: Chair and Members of the Board
From: Paull Takala, Chief Librarian/CEO
Subject: **Statement on Service Continuity (2nd Review) - PT - Attachment #11.1**

RECOMMENDATION:

That the Library Board approve the Statement on Service Continuity.

BACKGROUND:

In 2010, following the financial crisis, the Library Board saw some library systems, mainly in other countries, face severe budget pressures. Some of the strategies libraries adopted included severe cuts in certain areas, leading to a decline in Library service, usage and support. At the time the Library Board decided to pass this policy on sustainability should HPL ever face severe budget pressures. This policy was previously scheduled for review this year. Since its adoption, the policy has helped us answer questions from Council about potential impacts of budget reductions.

Some changes have been made to address feedback from Board members at the October meeting. The name of the policy has been changed to "Library Board Statement on Service Continuity". The revisions are highlighted in the attached 2nd draft.

ATTACHMENTS:

| Description | Upload Date | Type |
|---|-------------|------------|
| Library Board Statement on Service Continuity | 11/12/2020 | Cover Memo |

LIBRARY BOARD STATEMENT ON SUSTAINABILITY SERVICE CONTINUITY

Policy Level: Library Board

Author: Chief Librarian/CEO

Review Period: 4 Years

Approval Date: November 2020 Draft (2nd Review)

POLICY STATEMENT

It is the responsibility of the Hamilton Public Library Board to ensure that the funding it receives provides the best possible library service to Hamilton residents. It is the responsibility of the library to ensure that all residents have access to the information and the resources required to enhance their lives. Libraries thrive when five core elements are present. These elements are:

1. Collections that are relevant and that are available when people need them;
2. Facilities that are busy, attractive, accessible and open sufficient hours to **maximize community benefit** ~~to justify their costs~~;
3. Technological infrastructure that is robust and capable of adapting to changing customer demands and expectations;
4. Staff that are knowledgeable, trained and who perform work that provides relevant value to those they serve.
5. Services and programs that remain relevant to those they serve and that are modified, added or eliminated to reflect changing customer needs.

When too much or too little of the available funding is disproportionately spent on any single element or elements, a library system cannot operate effectively or provide relevant on-going service to the municipality it serves.

The Hamilton Public Library Board is committed to seeking a delicate balance between these elements when it sets budgets and when it reviews the operations of the library system.

Approval History: September 2010

Date: November 18, 2020
To: Chair and Members of the Board
From: Paul Takala, Chief Librarian/CEO
Subject: **Strategic Plan - 2021 Letter from the Board (1st Review) - PT/NV - Attachment #11.2**

RECOMMENDATION:

That the Library Board receive the 2021 Letter from the Board for review and comment.

BACKGROUND:

Since 2018 the Board has approved an annual letter from the Library Board to provide guidance to staff for the coming year. This enables the Library Board to update the strategic direction that staff should focus on in the coming year. In the final year of the Board's term, the letter provides a legacy document for the Board to provide consensus advice for the incoming Library Board to consider.

The feedback from the October meeting has been incorporated into the letter but we are looking for further feedback and suggestions. This will be returned for approval in December.

Strategic Plan 2022-2025

As we have discussed and is referenced in the Multi-Year Business Plan report we are recommending we commence work on the new plan. Because of the ongoing pandemic and all the changes it has brought, and could still bring, we are recommending some flexibility in the timing so we can continue to address immediate issues when needed. Also, with a lot of things still unclear about what we may be facing in a couple years, it would be a good idea to develop the plan but review it earlier than we normally would. For example, if we complete the plan in Q3 or Q4 of 2021, we may want to see if it needs any adjustments in late 2022 or early 2023.

To see the documentation from the last plan, including notes from the special meetings the Board held, they are all on this page: <https://www.hpl.ca/articles/strategic-priorities-2018-2021>.

The process worked well last time and we will review and confirm with the Board the process we will follow early in 2021. There were four (4) exercises that commenced the process in 2016/17:

1. **Key Background Readings** - We spent a few months asking for Board members, Management and staff to suggest reports, strategic plans, metrics and key frameworks to recommend for consideration. We looked for things that would be highly relevant to our discussion but it was not limited to only insights specific to public libraries. Out of that process we selected 14 documents and extracted the most relevant information into a 145

page document. This document provided a useful environmental scan that informed our discussions. We are asking Board members to begin suggesting things they think could be useful by emailing myself and the Board Chair. We will be collecting until the end of January 2021.

2. **Longer Term Metrics** - Looking at longer term trends and comparative metrics from our peers helped provide insights into trends. This will be especially important this time as so much has changed since the pandemic started. In the months and next couple years we are going to have to discern between temporary changes caused by the pandemic, with more lasting changes. Any inferences we draw from the data will need to be reviewed and confirmed on a periodic basis during the life of the next strategic plan.
3. **Accomplishments of the Current Plan** - In Q1 of 2021 staff will work on a report that looks at what has been accomplished since the last plan was adopted. As we look ahead, it is important that we also look back to appreciate some of the accomplishments of the last few years.
4. **Meeting User Needs IV** - This document articulated five (5) core assumptions about the our planning context for the next decade. Reviewing and updating this document would be advisable as we focus our attention on setting HPL's future direction in the new strategic plan.

ATTACHMENTS:

| Description | Upload Date | Type |
|---|-------------|------------|
| 2021 Letter from the Board and Strategic Plan | 11/13/2020 | Cover Memo |

Hamilton Public Library Board
Strategic Plan 2018-2021
Draft November 2020

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| Mission | 2 |
| Values | 2 |
| Strategic Priorities | 2 |
| Note about “Letters from the Board” | 2 |
| 2021 Letter from the Board | 3 |
| 2020 Letter from the Board | 5 |
| 2019 Letter from the Board | 6 |
| 2018 Letter from the Board | 7 |

MISSION

“Freedom to Discover”

VALUES

Intellectual Freedom – Provide equitable access to and support for knowledge and creativity.

Inclusiveness – Support inclusion by creating trusted services and spaces that welcome everyone.

Innovation – Anticipate and respond to changing needs and technology.

Respect – Support the value and dignity of all individuals.

Accountability – Ensure that library services remain relevant and vital and that resources are managed effectively and ethically.

STRATEGIC PRIORITIES

Community Beacon

The Hamilton Public Library will be a source of pride in the community. The library system will act as a unifying force by welcoming everyone. Our physical and digital spaces will be inviting and accommodating. We will be a leader in fostering community engagement and participation.

Relevant and Responsive

The Hamilton Public Library will continue to advance core library values as we embrace our evolving role in supporting access and literacy. We will support people in their lifelong learning journey by helping them thrive today as they prepare for tomorrow. We will maintain strong physical collections as we grow digital services. We will be a national library leader, working collaboratively to create policies and agreements that ensure access to intellectual property in all formats.

Learning and Innovative Organization

The Hamilton Public Library will continuously seek new ways to assist the learning and growth of all individuals. The library will support staff to be engaged in their roles and in the library profession. We will provide staff with opportunities to continually enhance their skills and develop new competencies, so they can meet changing technology and information needs. We will focus on ensuring we reduce barriers to using our services as we promote awareness of the Library in the communities we serve.

NOTE ABOUT “LETTERS FROM THE BOARD”

When the Library Board approved the Strategic Plan in February 2018, it was decided that annually the Board would approve a “Letter from the Board”, to provide updated context on the Strategic Plan. This letter instructs staff and in years when a new Board is appointed by Council, the letter serves as a legacy document, allowing the outgoing Board to collectively provide advice for the new Board to consider.

Paul Takala, Chief Librarian/CEO

2021 LETTER FROM THE BOARD

Draft November 2020

The onset of the COVID-19 pandemic in early 2020 has brought a level of disruption to our community that is without precedent. Since the beginning of the pandemic Library staff and the Library Board have been focused on ensuring HPL keeps staff and Library members safe while ensuring we play a positive role in helping Hamilton respond. We are proud of the leadership and innovation that HPL has demonstrated during the crisis. We extend our deep appreciation to Library staff for your resilience during the pandemic. We encourage you to continue to respond effectively to changing circumstances and to work closely with the Library Board to ensure we use the coming year to lay the foundation for a future where HPL's relevance and impact are assured for years to come.

HPL has adapted well to the challenges of the pandemic. We encourage staff to utilize the new resources and technology that are now available to build and refine services and programs. We congratulate staff for a year of tremendous growth in usage of digital content. We encourage you to continue to monitor usage to ensure we are getting value and look for ways to improve member's experiences with these resources. The pandemic will have likely changed some usage patterns that will be lasting in nature. Staff should be proactively looking for these trends and shifting collections budgets allocations where appropriate.

The COVID-19 pandemic has created a public health and economic crisis that will require HPL to work in partnership with other allied groups and organizations to ensure the recovery creates a more inclusive and sustainable prosperity. A recent report from the *Canadian Urban Institute (CUI)*ⁱ 200 days into the pandemic identified several core challenges facing Canadian cities. These include:

- First, our main streets, local economies and downtowns are severely threatened.
- Second, systemic urban inequality is continuing to deepen.
- Third, the finance and governance arrangements for local governments are broken.

Helping people and the community get through the pandemic will be a critical focus of the coming year. As we get closer to the final stages of the pandemic, HPL will be shifting its focus to supporting the recovery. Challenges to learning, digital access and social isolation are some of the core community challenges that HPL has an important role to play in addressing.

HPL has a long history of successful partnerships. That experience should be utilized to build new strategic partnerships to ensure our programs and services complement the efforts of other trusted partners. We commend staff for the progress they have made with the **Hamilton Red Book**ⁱⁱ. HPL has taken on this commitment because we want to ensure there is a comprehensive and up-to-date source of information about services and supports available to residents of Hamilton. Connecting people with resources and supports is a core role of a public library. Actively embracing that role will be important as residents experience challenges during the pandemic and post pandemic recovery period. We also look forward to working with staff to advance important partnerships advancing reconciliation with Indigenous communities and bringing access to cultural and learning experiences for all Hamiltonians.

The generous and consistent support from the City of Hamilton enables us to realize our mission. We appreciate that support and are mindful that the City of Hamilton, like other municipalities, is facing serious burdens that will strain its ability to provide enough funding. We encourage HPL to

continue to work with the broader library community to advocate for increased permanent funding from higher levels of government to offset the burden on local tax payers. The Board will also continue our ongoing practice of working with staff to ensure that the funding we receive is diligently managed and leads to services and programs that have the maximum positive impact on our members.

As HPL strives toward increasing its positive impact we encourage staff to work with each other and management on applying past successful strategies to new opportunities and challenges. This includes continually working towards measuring the value of work and basing service decisions on research and collective impact. It means meeting new priorities by shifting current resources and using technology and process changes to improve how the work is done. It also includes working with academic partners committed to helping us better understand what factors lead to meaningful impacts. We look forward to learning more about the research that HPL is involved with in advancing youth literacy, digital literacy and helping seniors stay socially engaged and healthy. We encourage HPL to continue to support innovative programs like City Labs.

2021 promises to be an exciting year for facility renewal. We look forward to the completion of the Greenville and Parkdale branches in Q1. That will be followed by the Carlisle TD Bank renovation and by the new Valley Park branch later in the year. We also look forward to receiving the Mount Hope feasibility study and finding a path forward for that location.

The Board is proud that HPL is an internationally recognized innovative leader in public library service. We are proud of the work staff have done during current challenges. We encourage you to continue to work together and to support each other. Please continue to follow public health guidance to reduce the risk of COVID-19 spread and keep everyone safe, as you also provide as much assistance and service to community members as you safely can. Remember, the work we do during the pandemic will impact our post-pandemic relevance and support.

2020 LETTER FROM THE BOARD

January 2020

On February 21, 2018, the Library Board adopted a new Strategic Plan for the period 2018-2021. That plan was built on a strong foundation of research and community engagement. We encourage the new Library Board to take time to understand the context with which that plan was developed and understand some of the longer-term opportunities and challenges that face public libraries in the 21st Century.

Much was accomplished during the previous strategic plan and we anticipate the new Library Board will ensure that HPL continues to remain relevant to the communities we serve. During this term, 2015-2018, the Library Board has enhanced its annual business planning process. That process aligns with the City of Hamilton multi-year business plan process and will be an important tool for the Library Board to direct the discretionary efforts of the organization.

From our extensive community outreach to develop the Strategic Plan, we learned that there is a high level of satisfaction with HPL and that there is strong community alignment with the values we are committed to as a public library. We hope the new Board will continue to build on the work we have done to improve library service hours, programs and spaces.

We see that more work needs to happen around improving awareness of library services and breaking down barriers to using HPL. One issue that was a point of discussion of this Board was how the Library Board should address issues like library fines that in some cases cause barriers to residents. We were unable to reach consensus on this issue and advise the new Board to carefully examine the implications of changes to the fines structure and take a step-by-step approach, ensuring that the implications of changes are understood.

As HPL strives toward increasing its positive impact we hope the new Board will ensure that past successful strategies will be applied to new opportunities and challenges. This includes continually working towards measuring the value of work and basing service decisions on research and collective impact. It means meeting new priorities by shifting current resources and using technology and process changes to improve how the work is done.

The Board is proud that HPL is an internationally recognized innovative leader. HPL will continue to adopt new technologies and seek out new services and partnerships to more effectively serve our communities. Through these priorities we will continue to be forward-looking, responsive, and accountable. We wish the new Library Board every success!

2019 LETTER FROM THE BOARD

January 2019

On February 21, 2018, the Library Board adopted a new Strategic Plan for the period 2018-2021. That plan was built on a strong foundation of research and community engagement. We encourage the new Library Board to take time to understand the context with which that plan was developed and understand some of the longer-term opportunities and challenges that face public libraries in the 21st Century.

Much was accomplished during the previous strategic plan and we anticipate the new Library Board will ensure that HPL continues to remain relevant to the communities we serve. During this term, 2015-2018, the Library Board has enhanced its annual business planning process. That process aligns with the City of Hamilton multi-year business plan process and will be an important tool for the Library Board to direct the discretionary efforts of the organization. From our extensive community outreach to develop the Strategic Plan, we learned that there is a high level of satisfaction with HPL and that there is strong community alignment with the values we are committed to as a public library. We hope the new Board will continue to build on the work we have done to improve library service hours, programs and spaces.

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As HPL strives toward increasing its positive impact we hope the new Board will ensure that past successful strategies will be applied to new opportunities and challenges. This includes continually working towards measuring the value of work and basing service decisions on research and collective impact. It means meeting new priorities by shifting current resources and using technology and process changes to improve how the work is done.

The Board is proud that HPL is an internationally recognized innovative leader. HPL will continue to adopt new technologies and seek out new services and partnerships to more effectively serve our communities. Through these priorities we will continue to be forward-looking, responsive, and accountable. We wish the new Library Board every success!

2018 LETTER FROM THE BOARD

February 2018

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 community has told us that there is a high level of satisfaction with HPL and that there is strong alignment with the values we are committed to as a public library. We also learned that we could 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.

As we strive toward increasing our positive impact, the Library Board expects that we will continually work towards measuring our value and basing service decisions on research and collective impact. We will meet new priorities by shifting current resources and using technology and process changes to improve how we do our work. Staff will use the annual business planning process as a way to identify new opportunities to meet the Board's priorities.

The Board is proud that HPL is an internationally recognized innovative leader. HPL will continue to adopt new technologies and seek out new services and partnerships to more effectively serve our communities. Through these priorities we will continue to be forward-looking, responsive, and accountable.

i i <https://canurb.org/wp-content/uploads/FINAL-Signpost-200-Sept-28-2020.pdf>

ii <https://redbook.hpl.ca/redbook>

Date: November 18, 2020
To: Chair and Members of the Board
From: Dawna Wark, Director - Public Service
Subject: **Fines and Fees Policy (1st Review) - DW - Attachment #11.3**

RECOMMENDATION:

That the Library Board receive this policy for review and comment.

BACKGROUND:

As a result of Board directive on fines and fees received at the June 17, 2020 Board Meeting, changes have been made to the HPL Fines and Fees Policy to align with Board direction.

ATTACHMENTS:

| Description | Upload Date | Type |
|------------------------------------|-------------|------------|
| Fines and Fees Policy (1st Review) | 11/13/2020 | Cover Memo |

Fines and Fees Policy (1st Review)

Policy Level: Library Board

Author: Director of Public Service

Review Period: 4 Years

Approved: March 2019; December 2019; June 2020 draft

Policy Purpose:

To ensure that staff and the public are aware and can easily access the parameters regarding fines and fees for a variety of services.

Key Point Summary:

- Fees are charged for services such as printing.
- Borrowing privileges for physical materials are suspended when an overdue limit is reached.
- Customers are notified of long overdue materials. The Library uses a collection agency to collect overdue accounts that exceed the established threshold. Accounts are not reported to credit firms.
- A summary of fines and fees is provided for the following categories:
 - Non-resident fees
 - Printing, photocopying and Makerspace fees
 - Local History & Archives image reproduction fees
 - Program room & space rental fees
 - Fines and fees are set by the Library Board as stipulated by the Public Library Act.

Definitions:

Fees are collected for some services or room rentals.

Library Materials are items that can be borrowed from the Library, such as books, DVDs, magazines or video games.

Services are resources or programs that the Library offers, such as Local History & Archives image reproduction.

Makerspace refers to the media studios and sound and photo studios that are available at many Library locations.

Policy Details:

Hamilton Public Library will not charge fines on overdue or fees on lost materials until January 1, 2022.

Customers will be notified of overdue materials via phone or email. The Library does pursue blocked overdue accounts with a collection agency. Accounts are not reported to credit firms. All fines and fees were cleared in July 2020.

Staff are encouraged to use their discretion when marking overdue items as lost and returned. Staff will refer to their Manager for extenuating and complex situations.

How to pay forward fines:

Customers can pay waived fines or fees at a service desk at any location or online. Customers can pay fines or fees on accounts, other than their own, without the card being present. However, staff may not be able to issue a receipt.

Suspension of Borrowing Privileges

Library Member accounts will be blocked from further loans when half of their loan limit is overdue. Due dates are determined by the open hours at the location where the item is checked out. If a location is open on Sundays, items checked out at that location may be due back on a Sunday. Suspensions only apply to physical borrowing. Digital collections and resources remain accessible. See [Borrowing Policy](#).

- Discovery Cards - 20 items overdue
- Inspire Cards - 3 items overdue
- Community Cards - 100 items overdue
- Reciprocal Cards - \$10 suspension limit (\$5 for Juvenile Reciprocal cards)
- Non-Resident Cards - \$50 suspension limit

Lost / Damaged Materials

Customers who book the Makerspace equipment and supplies are responsible for loss or damage and will be charged associated lost/ damaged fees.

Substitutes - Hamilton Public Library does not accept substitutes for lost or damaged material in lieu of fees for lost costs.

Interlibrary Loans - The Interlibrary Loan rate listed is the rate assigned at the time the item is determined lost or missing. Customers are responsible for the full rate charged by the lending institutions and rates are adjusted as the customer is invoiced.

The fines, fees and lost cost for items is outlined below:

Cards and other Fees

- Non-resident Card - Annual – in 2020 - \$60; 2021 - \$80; 2022 - \$100

Exceptions to Standard Fines

- Interlibrary Loan items (ILLO) - Some libraries charge for late items and customers are asked to cover the late fines.

Library Material Lost/Damaged Fees

- Interlibrary Loan* - \$25

Printing and Makerspace Fees

Printing & Photocopying:

- 3D Printing - \$0.10 per gram for filament
- Black & white - \$0.10 per page (first two copies are free with library card)
- Colour - \$0.25 per page

Vinyl Cutting

- Vinyl Cutting - \$1 per foot for vinyl
- Vinyl Printing & Cutting – cost of ink per ml + cost of material per foot
- \$0.50 per ml of ink
- \$1.50 per foot for standard vinyl
- \$3.00 per foot for premium vinyl

Cricut – cost of material per foot

- \$1.00 per foot for vinyl
- \$0.50 per sheet (cardstock)

Embroidery

- \$2 per 10,000 stitches (\$2 minimum) – thread
- \$0.50 per foot (1-foot minimum) – backing material
- Large Format Printing – cost of ink per ml + cost of material per foot
- \$0.50 per ml of ink
- \$1 per foot for Matte paper
- \$1.50 per foot for premium and photo paper

Customers are required to use Library-supplied materials for print and Makerspace services, to reduce damage to equipment. Exceptions are allowed for some items i.e. fabric for embroidery and vinyl/veneer and paper for Cricut.

New makerspace services are added from time to time. Fees for new additions will be consistent with other rates in this policy, where possible, and must cover Library costs.

Makerspace Equipment Lost/Damaged Fees

- Auxiliary items: Cables, Drumsticks, Microphone stands/SD Card - \$25
- Tripod, Video Camera/Elgato, etc. - \$90
- Speakers, BluRay Burner, USB Microphone, etc. - \$130
- Wacom tablet/Scanner, etc. - \$225
- Camera, GoPro, Drum Kit, Keyboard, Guitars, Cricut - \$500
- iMac - \$2000

Fees for loss or damage of newer equipment that is added to the Makerspace from time to time will be consistent with other rates in this policy, where possible, and must cover the cost of repair or replacement of the items.

Local History & Archives – Image Reproduction Fees

- Non-Commercial Use - \$20/image (300 DPI JPEG); \$30/image (600 DPI TIFF)
- Commercial Use - \$40/image (300 DPI JPEG); \$50/image (600 DPI TIFF)

Local History & Archives - Additional Fees

- New Digital Image - \$20 per scanned image
- Rush Orders (2 business days)
- 1-5 images: \$20/per order
- 6-20 images: \$50/order
- 21+ images: \$100/order

Local History & Archives – Shipping Fees

- Within Canada - \$5/order
- International - \$15/order