**Mission Statement**
*Freedom to Discover*

**Strategic Priorities**
*A Community Beacon      Relevant and Responsive*
*A Creative and Changing Organization*

**HAMILTON PUBLIC LIBRARY BOARD**

**Regular Board Meeting**
**Wednesday, November 20, 2013**
**Central Library, Board Room**

5:30 p.m. Dinner
6:00 p.m. Meeting

**AGENDA**

**1.    Discussion Period**

1.1    Update on the New Integrated Library System (ILS) Virtua
1.2    Bus Tour – November 23
1.3    OLA Conference
1.4    SOLS Meeting – Report from Wenda Tulloch
1.5    Future Agenda Items: Local History and Archives Fee Schedule;
        Development Charges Follow-up

**2.    Acceptance of the Agenda**

**3.    Minutes of the Hamilton Public Library Board        Attachment #3**
**Meeting of Wednesday, October 16, 2013**

**4.    Presentations**

**5.    Consent Items**

5.1    2014 Library Board Meeting Dates – KH            Attachment #5.1
                                **Suggested Action: Recommendation**

**6.   Business Arising**

6.1   Space Study Report – PT                          Attachment #6.1
                                                       **Suggested Action: Receive**
6.2   2014 Operating Budget – RH                       Attachment #6.2
      **Suggested Action: Recommendation**

**7.   Correspondence**

**8.   Reports**

8.1   Chief Librarians Report                          Attachment #8.1
                                                       **Suggested Action: Receive**

**9.   New Business**

9.1   Nominating Committee – KH                        Attachment #9.1
                                                       **Suggested Action: Receive**
9.2   Website RFP – LB/MC                              Attachment #9.2
      **Suggested Action: Recommendation**
9.3   e-book Update - MC                               Oral Report

**10.   Private and Confidential**

10.1  Labour Issues

**11.   Date of Next Meeting**

Wednesday, December 18, 2013
**Central Library, Board Room, 5<sup>th</sup> Floor**
5:00 p.m. Dinner
6:00 p.m. Meeting

**12.   Adjournment**

**Mission Statement**
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A Community Beacon        Relevant and Responsive
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**HAMILTON PUBLIC LIBRARY BOARD**
Regular Board Meeting
Wednesday, October 16, 2013
Central Library, Board Room
5:30 p.m. Dinner
6:00 p.m. Meeting

**MINUTES**

**PRESENT**: Jennifer Gautrey, David Simpson, Nicolas van Velzen, Suzan Fawcett, Wenda Tulloch, Councillor Pearson, Clare Wagner, George Geczy, Richard Bagdonas, Councillor Jackson, Mary Ann Leach

**STAFF**:    Paul Takala, Lisa DuPelle, Robin Hewitt, Lita Barrie, Michael Ciccone, Karen Anderson, Karen Hartog

**GUESTS:**   Adam Smith, City of Hamilton

Ms Gautrey called the meeting to order at 6:15 p.m.

1.    **Discussion Period**

1.1    Hamilton Gallery of Distinction Awards Dinner

Library Board members were requested to contact Ms Hartog if interested in attending the Hamilton Gallery of Distinction awards dinner scheduled for November 12, 2013.

1.2    Board Tour of Library Branches – KH

Ms Hartog will send some additional date options for the month of November for the branch bus tour.

2. **Acceptance of the Agenda**

Item 6.1 to be moved to follow the approval of the minutes.

**MOVED** by Ms Fawcett, seconded by Ms Leach,

**THAT THE AGENDA BE ACCEPTED AS PRESENTED.**

**MOTION CARRIED.**

3. **Minutes of the Hamilton Public Library Board Meeting of Wednesday, September 18, 2013**

**MOVED** by Mr. vanVelzen, seconded by Ms Wagner,

**THAT THE MINUTES OF THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF WEDNESDAY, SEPTEMBER 18, 2013 BE ACCEPTED AS PRESENTED.**

**MOTION CARRIED.**

4. **Presentations**

4.1    eBook Demographics - MC

Mr. Ciccone presented "Applying ILS demographics to Overdrive Data" presentation prepared for the Digapalooza conference.

4.2    Overview of Library Technology – LB

Ms Barrie provided an overview of the services provided by the Library's Digital Technology Department.

4.3    Low Barrier/Customer Access Cards – LB

Ms Barrie and Ms Anderson reviewed the proposal of the new card and outlined the background information leading to this proposal.

## 5. Consent Items

**MOVED** by Ms Wagner, seconded by Mr. vanVelzen,

**THAT CONSENT ITEM 5.1 BE APPROVED AS PRESENTED.**

**MOTION CARRIED.**

5.1    Staff Day 2014

That the Hamilton Public Library Board authorize the one-day closure of the system on a date to be determined in 2014 by management in order that a staff professional development day be held.

## 6. Business Arising

6.1    Development Charges – RH/PT

Adam Smith, City Representative, was welcomed to the meeting. Board members had numerous questions regarding development charges and discussions will continue at future meetings.

**MOVED** by Ms Leach, seconded by Mr. Bagdonas,

**THAT THE ATTACHED DEVELOPMENT CHARGE UPDATE BE ACCEPTED FOR INFORMATION.**

**THAT STAFF PROVIDE THE LIBRARY BOARD WITH AN ANNUAL UPDATE ON THE STATUS OF DEVELOPMENT CHARGES COLLECTED FOR HPL AND THE RESERVE BALANCES.**

**MOTION CARRIED.**

6.2    Space Study – PT

Mr. Takala reported that the draft version of the report was only received on Friday afternoon and needs to be reviewed by staff. This item will be placed on the November agenda.

**7.    Correspondence**

No correspondence.

**8.    Reports**

8.1    Chief Librarians Report

**MOVED** by Ms Fawcett, seconded by Mr. vanVelzen,

**THAT THE CHIEF LIBRARIAN'S REPORT BE RECEIVED FOR INFORMATION.**

**MOTION CARRIED.**

**9.    New Business**

9.1    2014 Operating Budget - RH

**MOVED** by Mr. vanVelzen, seconded by Ms Leach,

**THAT THE ATTACHED 2014 DRAFT OPERATING BUDGET BE ACCEPTED FOR INFORMATION.**

**MOTION CARRIED.**

9.2    Waterdown Sorter – LB

**MOVED** by Ms Tulloch, seconded by Ms Leach,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD AUTHORIZE THE ISSUING OF A NEW PURCHASE ORDER FOR MK SORTING IN THE AMOUNT $210,000.00 TO ALLOW FOR THE ORDERING OF THE SORTER FOR THE NEW WATERDOWN BRANCH. THE PURCHASE COST OF THE UNIT, EXCLUDING TAXES, IS NOT TO EXCEED $210,000.**

**MOTION CARRIED.**

9.3    Digitization of Vernon's Hamilton City Directories

**MOVED** by Mr. Bagdonas, seconded by Mr. Simpson,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD APPROVES THE ALLOCATION OF $100,000 FROM THE GENERAL RESERVE FUNDS IN SUPPORT OF EFFORTS TO DIGITIZE COLLECTIONS AND IMPROVE ONLINE ACCESS TO THE RESOURCES HELD IN OUR LOCAL HISTORY & ARCHIVES DEPARTMENT (LHA).**

**THAT THE HAMILTON PUBLIC LIBRARY BOARD APPROVES THE EXPENDITURE OF UP TO $13,000 FROM THE DIGITIZATION RESERVES FOR THE DIGITIZATION OF THE HAMILTON CITY DIRECTORIES.**

**MOTION CARRIED.**

## 10.    Private and Confidential

No private and confidential items.

## 11.    Date of Next Meeting

Wednesday, November 20, 2013
**Central Library, Board Room, 5$^{th}$ Floor**
5:30 p.m. Dinner
6:00 p.m. Meeting

## 12.    Adjournment

**MOVED** by Ms Fawcett, seconded by Ms Leach,

**THAT THE HAMILTON PUBLIC LIBRARY BOAD MEETING OF WEDNESDAY, OCTOBER 16, 2013 BE ADJOURNED.**

**MOTION CARRIED.**

The meeting was adjourned at 847 p.m.

Minutes recorded by Karen Hartog.

# Hamilton
## Public Library

**Date:**       November 1, 2013

**To:**        Chair and Members of the Board

**c.c.**       Paul Takala, Chief Librarian

**From:**      Karen Hartog, Administrative Assistant

**Subject:**   **2014 Meeting Dates**

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## RECOMMENDATION:

**That the Hamilton Public Library schedule its 2014 Board meetings on the following dates.**
- **January 15th**
- **February 19th**
- **March 19th**
- **April 16th**
- **May 21th**
- **June 18th**
- **September 17th**
- **October 15th**
- **November 19th**
- **December 17th**

## FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

There are no financial implications.

## BACKGROUND:

The above-noted Board meeting schedule has been created based on the Library Board Bylaws (meeting third Wednesday of the month).

**Hamilton Public Library**

To:   Chair and Members of the Board

From:  Paul Takala, Chief Librarian; Robin Hewitt, Director Finance and Facilities

Re:   **HPL Space Study Report**

Date:  November 14, 2013

_____

**RECOMMENDATIONS**

THAT THE ATTACHED REPORT PREPARED BY MHPM CALLED *HAMILTON PUBLIC LIBRARY, FACILITIES MASTER PLAN IMPLEMENTATION STRATEGY* BE RECEIVED FOR INFORMATION.

THAT THE FOLLOWING RECOMMENDATIONS BE RECEIVED FOR COMMENT AND FEEDBACK. THAT STAFF BRING RECOMMENDATIONS TO THE DECEMBER LIBRARY BOARD MEETING.   DRAFT RECOMMENDATIONS FOR REVIEW AND COMMENT:

- THAT THE RECOMMENDED ACTIONS IDENTIFIED IN PHASE 3 AND PHASE 4 BE APPROVED IN PRINCIPLE;
- THAT STAFF PROCEED WITH DETAILED PLANNING FOR PHASE 3 PROJECTS.
- THAT THE HAMILTON WENTWORTH ROOM BE DESIGNATED OUR DONOR RECOGNITION ROOM.  THAT UP TO $650,000 FROM THE LIBRARY'S SPECIAL GIFT FUNDS BE ALLOCATED TO SUPPORT THE RENOVATION OF THE HAMILTON WENTWORTH ROOM AT THE CENTRAL LIBRARY.
- THAT UP TO $1,100,000 OF LIBRARY RESERVES, MAJOR LIBRARY CAPITAL PROJECTS, BE ALLOCATED TO FUND THE PHASE 3 PROJECTS.
- THAT STAFF ARE AUTHORIZED TO CONTINUE INVESTIGATING AND PLANNING FOR PHASE 4 PROJECTS; BUT THAT PHASE 4 PROJECTS BE BROUGHT BACK TO THE LIBRARY BOARD AT A FUTURE DATE FOR FUNDING CONSIDERATION;

**FINANCIAL/STAFFING/LEGAL IMPLICATIONS**

The Library's Special Gifts fund was established to "enable the Library to expand its present services, initiate new ones and enrich its resources for the community that are housed or headquartered in its Central Library".  The renovation of the Hamilton Wentworth Room is consistent with the mandate of that fund.  After allocating $650,000 for the renovation a balance of $2,074,523 would remain in the Special Gifts fund.

There are sufficient funds in the Major Library Capital Projects fund to allocate to the renovation.  After allocating $1,100,000 a balance of $3,327,221 would remain uncommitted in Library reserves.

The recommendations do not have an immediate impact on staffing; however, the move of Technical Services to Central will help improve the Library's efficiency and will enable future staff savings or enhanced services.  Our goal is to continue the practice

of using attrition and retirements as the source of reductions to our staffing complement.


**BACKGROUND**

The attached Space Study report from MHPM was commissioned to provide us with a better and more informed understanding of the opportunities our spaces present and to give us cost estimates.  The report provides options for us to consider and has assisted us with identifying new opportunities that we had not previously considered. Receiving the report does not commit the Library Board to any specific action.  It is intended as a document that provides background information that will help us make informed decisions about how to best move forward.

We have been working with MHPM for the last several months to study the use of spaces at the Library. Our Facilities Master Plan and our current Strategic Priorities were used to identify the following three goals for this project:

1. Enhance public library service delivery
2. Enhance staff efficiency
3. Optimize building footprint


As part of the 2013 Capital Budget process, the City of Hamilton funded $2,735,000 of Library capital projects, including assuming $1,300,000 of the Library Board's commitment to additional funding for the Waterdown Branch.  At the time we were informed that funding for the next phase of the Central Library renovation would need to be funded from Library Reserves.

The projects recommended in this report represent high impact projects that could be done at modest cost.   They focus on our public service offering and the staff program delivery.  The proposed projects represent great opportunities for us to cost effectively meet the goals identified above.


**Central Library Phases**

**Phase 1**:  1$^{st}$ floor major renovation with Farmers Market.  This project was completed in late 2010.  The enhancements to the 1$^{st}$ floor have resulted in increased use of the Central Library and it becoming an important part of the renewal of downtown Hamilton.

**Phase 2**:  Renovations to the 2$^{nd}$ floor public area and the consolidation of Central information staff in the 2$^{nd}$ floor workroom.  This phase has also consisted of the full refurbishing of the elevators in the Central Library and the lighting retrofit.  Work is almost complete on Phase 2.  The final elevator is currently being worked on and the new information desk on the 2$^{nd}$ floor will be set-up shortly.  Some additional display cases will also be moved to the 2$^{nd}$ floor.  Phase 2 has brought features of the Phase 1 renovation to other parts of the building.  Consolidating staff on the 2$^{nd}$ floor have opened up additional opportunities for new uses of space on the 3$^{rd}$ and 4$^{th}$ floors.

## Proposed Phases

**Phase 3:** The recommendation is for the detailed designs for these projects to be developed and for them to proceed to implementation/construction.  Funding sources for these projects are proposed in the draft recommendations.

| Item | Brief Explanation |
|---|---|
| **1st Floor DVD Area** | The current holds pick-up and fiction DVD area on the 1st floor is currently too congested.  Non-fiction DVDs have already been moved to shelving outside of the area.  Creating a new area for fiction DVDs on shelving that fits into the aesthetic of the floor would resolve a significant customer service issue and improve the customer experience for both pick-up holds and DVDs.  As part of this project we would also look for other opportunities to better configure the shelving/display units on the 1st floor, including moving a few display units to the 2nd floor. |
| **Hamilton Wentworth Room Renovation** | The Hamilton Wentworth Room does not meet AODA standards and is very outdated in its look and not properly wired or equipped.  These rooms are great community assets that are currently underutilized because of their condition. They have the ability to generate revenue and attract non-library customers into events.  Renovating it to create a welcoming attractive space that recognizes our donors would support our ability to attract future support. |
| **Relocation of Technical Services to Central Basement** | Our Technical Services (TS) Department is responsible for acquiring, cataloguing and processing our collections (books, DVDs...)  Although a lot of material already arrive mostly shelf-ready, TS checks-in materials, troubleshoots problems and ensures vendors are paid appropriately for items received.  This project would create a new flexible staff workspace at Central for TS staff that will improve workflow, save on shipping, control facilities costs, and facilitate future shifts in duties to other areas as more physical circulation shifts to digital.  The project would also include moving the Central Maintenance staff workroom, expanding the shipping area and some reconfiguration of the Central Circulation Workroom. |
| **4th Floor Renovation** | Our 4th Floor is increasingly becoming a hub of activity.  To realize its potential as a community destination and to enhance our digital literacy training programs, renovations would include:  Maintaining an open community space that is welcoming and includes space for art and other community displays. Enhancing individual and group study spaces using appropriate furniture and white noise to mitigate sound. A new Technology Training Centre would be created to include a new Public Training Lab that would support computer training classes, including equipment to support creation of multi-media, digitization, public converting personal VHS to digital formats, a Maker Space Lab and a Sound Proof Audio/Video Recording Room. |

**Phase 4:** The recommendation is for more detailed planning for these projects to proceed where appropriate, but that these projects will be brought back to the Library Board for consideration and funding before moving to implementation/construction. These projects as well as other opportunities that may emerge will be evaluated and reassessed at the time based on current and future needs.

| Item | Brief Explanation |
|---|---|
| **Renovate/Expand Local History and Archives (LHA)** | This project remains a high priority; however, we need to ensure we have a more complete understanding of the future program and space needs of LHA before proceeding.  Some initial changes to the staff area are already happening that do not require additional funding.  The plan with LHA is to continue with more detailed planning in 2014 and report back to the Library Board at the appropriate time. |
| **New Staff Computer Training Lab** | To accommodate the proposed move of the Digital Technology Department to the 2$^{nd}$ Floor the current staff training room that is located in the Dundas Room would need to be moved.  The plan is to build this lab in the 5$^{th}$ floor area behind the hoarding in Phase 4.  Since the new Maintenance workroom would also be located in this area the plan is to proceed with doing more detailed planning for this project so we know how best to configure the space for both uses. |
| **Relocate Digital Technology Department** | Move Digital Technology to the 2nd Floor and release the 6th floor space to the City Information Technology Services (ITS) Department.  The TS move has been identified as a higher priority so this is being recommended for Phase 4. |
| **1$^{st}$ Floor Further Adjustments** | The MHPM Study identified a number of other changes to the 1$^{st}$ floor that could help improve the space.  Because our services are evolving so rapidly our plan is to address the most pressing challenge in Phase 3, moving the DVDs and renovating the Hamilton Wentworth Rooms, then determine the effects of those changes before proceeding to Phase 4. |
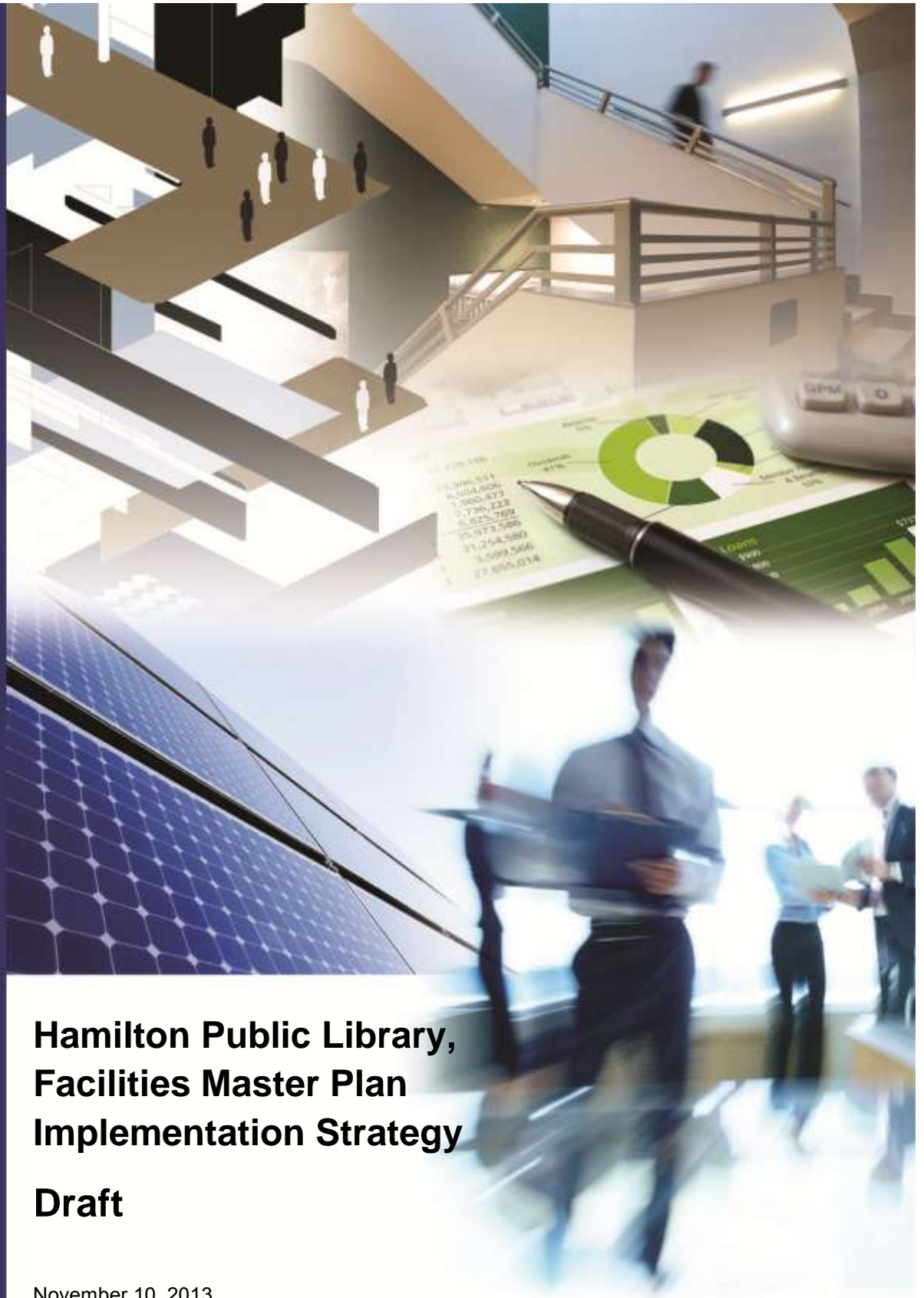
# Hamilton Public Library, Facilities Master Plan Implementation Strategy

# Draft

November 10, 2013

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Managing risk.    Maximizing opportunity.

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Hamilton Public Library
Facilities Master Plan Implementation Strategy
MHPM Doc 810362-0014(5.0)

## Acknowledgements

## Client:

Paul Takala, Chief Librarian
Julianna McCormick, Manager, Finance and Facilities
Hamilton Public Libraries Branch Managers

## Implementation Strategy:

MHPM Project Managers Inc.
Mark Strba, Principal
John Alley, Senior Advisor
Charles Dune, Advisor
Bonita Costigane, Advisor

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Facilities Master Plan Implementation Strategy
MHPM Doc 810362-0014(5.0)

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# 1. Executive Summary

## 1.1.   Background and Mandate

Recent changes in customer needs have resulted in uneven utilization of spaces across the library system. Today's customers expect their library branches to be more than a place to borrow and read books; they expect to find places to meet and collaborate, places for quiet study, and access to technology such as internet connected computers, scanners and other new technology as it emerges. In addition, technological advancements offer opportunities for libraries to reposition themselves. For example, the increasing affordability of e-reading devices has created growing demand for digital content. Further, the City of Hamilton (City) has expressed interest in some spaces within Hamilton Public Library (HPL) facilities. All these factors make it necessary for HPL to develop a strategy to implement the Facilities Master Plan.

MHPM was engaged to develop the required implementation strategy. The strategy must define specific facility changes that will address current customer desires while moving towards the objectives set out in the Facilities Master Plan. The implementation strategy will define how much of the HPL's current space will be required in the future, thereby informing decisions on what space might be given to the City's use or alternative uses. The implementation strategy will also define, and estimate the cost of, a set of projects that can be implemented over the next few years. This will allow the HPL to plan each of these projects with confidence that they will fit in with the longer term plans for the space.

## 1.2.   Recommendations

We recommend the following projects, which will help HPL relieve the pressure points and achieve its strategic objectives. Further, we recommend that these projects should be executed in two phases to achieve the most urgent priorities first, to achieve economies of scale by executing sever projects together, and to manage the disruption to customers that would be caused by executing all projects at the same time.

a)  **Conduct a Conceptual Design and Financial Feasibility Study** to define more detailed requirements for the projects that are not well-defined at this time. This will allow the development of a more robust cost estimate and may lead to a refinement of the project phasing.

b)  **Relocate Technical Services** from the Stoney Creek branch to the basement of Central to provide workspace on one level, reducing the need for multiple material handling. This will also allow synergies in the form of reduced facility footprint and operating costs, as well as increased cross-department skill sharing. This requires relocating Central Operations from its current space to the fifth floor, as well as converting the existing lunchroom in the basement to a workroom for Bookmobile staff.

c)  **Move DVDs** out of its current area to the Adult Collection and Fiction Display area to direct traffic away from the current DVD/Holds and thereby reduce the congestion in the Holds area.

d)  **Renovate the Hamilton and Wentworth rooms** to increase utilization. This project would include leveling the floors in these rooms, improving acoustic insulation between the two rooms,

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and building two meeting rooms within the Hamilton room. This would allow multiple events to take place simultaneously.

e) **Additional collaborative and quiet study spaces** would be created on the fourth floor of the Central branch to supplement the existing spaces. New furniture solutions would be selected to control noise while accommodating more customers than the current fourth floor configuration.

f) **A New 'Maker Space' and Audio-Visual Production area** would be constructed on the fourth floor to provide a variety of technology tools to customers such as scanners, printers and possibly a 3-D printer. A dedicated audio-visual (A/V) production area would be provided with some additional studio lighting and a green-screen backdrop.

g) **A New Public Computer Classroom** would be created on the fourth floor. The previous ground floor renovations included a computer classroom but the demand for walk-up computer access has been so high that the room has not been used for training. This new computer classroom would allow the library to offer the intended classes.

h) **Children's Area Renovations** include a number of related renovations. This project would include relocating the Reception desk towards the "main street" to improve visibility from both entrances to share the workload on the staff at the service point next to the current DVD/Holds area. It would also include: building a new program room for children in the empty area left behind by the Reception desk relocation; expanding the Pre-School area; and creating the second program room for children. Not only will there be more spaces for children and their parents, but also better-suited spaces for children's activities.

i) **Move Digital Technology** from the sixth floor to the second floor. The new workspace will provide better security, and proximity to the elevator; it will also be away from noise and traffic. These will improve staff efficiency. Another benefit is that the City's IS department can have the entire sixth floor of Central. This requires moving the existing HPL training lab to the fifth floor and relocating the City training lab to another City location.

j) **Expand Local History & Archives**, This includes expanding the public archival research space to improve visibility to the public and provide the much-needed space for customers. In addition, move the LH&A staff to the third floor workroom and convert the current workroom to storage to accommodate the materials currently stored at the Football Hall of Fame. This will reduce operating cost and building footprint.

k) **Enhance specific branches** that have potential for improvement including Ancaster, Concession, Red Hill, Saltfleet, Turner Park, and Westdale. Each branch has its own needs and constraints, but most of them can benefit from reallocation or reconfiguration of their spaces to provide more space such as quiet study area.

The table below lists the projects that are recommended for each phase with the estimated order of magnitude project cost (+/- 25%) for each individual project.

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| Project | Location | Cost Estimate ($ ± 25%) |
|---|---|---|
| Phase 3 | | |
| Conceptual Design and Financial Feasibility Study | | 80,000 – 90,000 |
| Technical Services Relocation | Central Basement | 270,000 – 300,000 |
| DVD Relocation | Central 1st Floor | 40,000 - 60,000 |
| Hamilton and Wentworth Room Renovation | Central 1st Floor | 350,000 - 600,000 |
| Collaborative and Study Spaces | Central 4th Floor | 240,000 - 310,000 |
| Maker Space / AV Production | Central 4th Floor | 220,000 - 240,000 |
| Public Computer Classroom | Central 4th Floor | 100,000 - 120,000 |
| Phase 3 Central Subtotal | | 1,300,000 – 1,720,000 |
| Network Closet Relocation (already approved) | Concession | 15,000 |
| Book Drop and Sorter | Red Hill | 15,000 |
| Study Space Expansion | Turner Park | 20,000 |
| Study Space Expansion, New 3-bin Sorter | Westdale | 20,000 |
| Phase 3 Branch Subtotal | | 70,000 |
| **Phase 3 Total** | | **1,370,000 – 1,790,000** |
| | | |
| Phase 4 | | |
| Children's Area Renovation | Central 1st Floor | 250,000 - 430,000 |
| Digital Technology Relocation | Central 2nd Floor | 340,000 - 440,000 |
| Local History and Archives (LH&A) | Central 3rd Floor | 200,000 - 300,000 |
| Phase 4 Central Subtotal | | 790,000 – 1,170,000 |
| Quiet S & Shelving Reconfiguration | Ancaster | 20,000 |
| Space Reallocation at Saltfleet | Saltfleet | 50,000 |
| Phase 4 Branch Subtotal | | 70,000 |
| **Phase 4 Total** | | **860,000 – 1,240,000** |
| **Total Phases 3 and 4** | | **2,230,000 – 3,030,000** |

The following next steps are recommended:

- Allocate $90,000 for the conceptual design and financial feasibility study.

- Engage a team consisting of a project manager and an architect to develop a conceptual design and financial feasibility study for  the following projects which require further analysis to allow for a more reliable cost estimate:

  o the Hamilton and Wentworth rooms

  o the Makers' Space and Technology Classroom

  o the scope of work at branches.

  o the children's area renovations

  o Local History and Archives

These projects currently have only been developed to a preliminary level and thus the scope is not clear and the cost estimate range is large. The selected team should develop conceptual design options for each project in consultation with HPL staff to define the scope of renovations and thus more narrowly define the project cost.

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■ Based on the refined information produced by the feasibility study, HPL should determine which projects should proceed and in which order, combining projects where possible to achieve the greatest possible economies of scale in project execution.

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# 2. Project Understanding

The current HPL Facilities Master Plan was approved in February 2011. Since then, there have been many changes to library facilities across the system including:

- recently completed renovations at several branch locations

- current branch renovations

- the closure of some branches

- approval for closure of others

- tremendous advances in the availability of digital media

- a growing need for collaboration spaces

- a contrasting need for quiet reading and working space

- borrowing patterns have changed for different types of media in certain locations, such as unexpected growth in DVD borrowing

These changes have left some portions of the library system strained while other portions of the system are less intensively used. Further, spaces within existing facilities that had been reserved for future expansion are now in demand for other City uses and there is pressure to use all available space efficiently. HPL requires an implementation strategy for the short and medium-term to address current pressures and opportunities while providing increased flexibility and a clear alignment with the future vision for the entire library system.

MHPM was retained to develop the necessary implementation strategy. MHPM set out to collect information on pressure points and their corresponding space requirements and explore ways to repurpose those spaces that offer the greatest potential for advancing HPL's strategic objectives:

- Creating excellent public spaces

- Improving operational efficiency

- Optimizing facility footprint

This report recommends a list of highest priority projects that can be undertaken independently or together, with corresponding order-of-magnitude cost estimates. These cost estimates will help HPL set priorities among these solution concepts and inform its effort in the next phase of the ongoing Master Plan implementation. This report also recommends the next steps to further define the scope of each project through a schematic design and to develop more detailed cost estimates and project schedules.

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# 3. Methodology

Since space requirements are driven by how a space is used, we began this project with a discovery workshop to gain a comprehensive understanding of how HPL's spaces are currently being used. Specifically, we were looking for space allocation, pressure points, staff workflows, and customers' needs.

All library manager and senior managers were invited to attend the discovery workshop. The workshop began with a brainstorming session to gain a big-picture understanding of what works, what does not work at the Central Library and all branches. We sought input on what the ideal scenarios will be for various space types and identified the pressure points and the ideal state for the space to achieve its purposes. The participants identified the top issues that have the greatest impact on achieving HPL's strategic objectives. We then led breakout sessions where attendees explored the top six issues and discussed the specific space requirements.

Following the workshop, we met with senior management to review larger, strategic opportunities, such as creating a 'maker's space', expanding the public work spaces in Local History and Archives, consolidating staff spaces and relocating Technical Services. Further meetings were held to conduct a needs assessment for specific functions.

As the study progressed, it became apparent that the Central Library provided the greatest opportunity for improvement. The issues that affected most branches, such as providing group collaboration space and better quiet reading space, also affected the Central Library. We focused on developing a solution in the context of the Central Library with the expectation that this could be applied to the branch libraries with equal effectiveness. There are several branches that appear to have an opportunity for enhancements; these should be explored in a follow-up study.

We analyzed the collected information to develop a number of options. We presented these options to the Steering Committee for feedback to verify that the solutions would address the issues. Through this iterative process, we refined and finalized a set of solution concepts.

- Finally, we presented a progress summary of the preferred options to the Library Board for feedback and comment, which are incorporated into our final analysis. We consolidated the preferred options into several discrete projects that could be undertaken independently and developed an order-of-magnitude cost estimate for each project. We have used the following assumptions for the cost estimates:

  - estimates include an allowance of 30% for soft costs such as design, permits and project management

  - projects are undertaken independently (there are likely to be some savings if they are grouped)

  - public renovations would be constructed to a level comparable to the recent renovations to the main floor but will use furniture solutions rather than built-in Corian millwork

  - back of house spaces would be constructed to a level of design comparable, or a bit lower than, the recent renovations to the staff work room on the second floor

  - taxes are not included

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# 4. Findings & Analysis

This section presents our findings at two levels—system-wide and the Central branch level. At the system-wide level, issues and suggestions are applicable to more than one branch, including the Central Library. The issues identified for the Central branch are specific to that location, but some of the solution concepts proposed for Central contain elements that can be applied to other branches.

## 4.1. System-Wide

More than 50 opportunities for improvement were identified during the brainstorming workshop held on July 11, 2013. Of these, 27 deal with creating excellent public spaces, 13 will improve operational efficiency, and 12 serve to optimize facility footprint, while some address multiple objectives. For a list of these ideas, please refer to Appendix B. Five system-wide themes emerged:

- Flexibility in space design

- Space for quiet study

- Space for collaborative work

- Better staff space and workstations that are more ergonomic and support departmental workflows (e.g. more efficient furniture layout, ample storage, mobile or shared workstations)

- Consolidate storage across the library system

Flexibility in space design is essential in future projects. Customers' needs are expected to keep changing and to change at a different pace at different branches. Therefore, it is important to ensure that a space can be repurposed to suit different customer activities in a cost-effective way. This can be achieved best through reconfigurable furniture solutions. For example, shelves on wheels can be moved around in a branch to provide more or less space as needed. Similarly, modular workstations can be configured to suit specific functional and space requirements. We recommend that any future projects should be designed for flexibility, using furniture solutions where possible, rather than millwork.

Dedicated space for quiet study was in high demand in almost every location. As library branches evolve to serve multiple community-oriented purposes, they become more active and noisy. This makes it even more important to create quiet spaces. The challenge is acoustic control from activities in adjacent spaces, especially for smaller branches. We have identified opportunities to use furniture solutions that will be effective in controlling noisy activities and in protecting quiet spaces while allowing a high degree of flexibility. Such flexible solutions should be explored and used where warranted.

In contrast to quiet study space, customers also seek space for collaborative work (e.g. meetings, discussions, etc.). This requirement can range from a meeting room completely enclosed to a carrel semi-enclosed by glass screens. Again, the challenge is to contain the noise from this space. Since each branch may have its own specific requirements and constraints, a more detailed study will shed light on a range of solutions appropriate for the different needs in each branch.

Internally, HPL staff productivity can benefit from space layouts and furniture designs that are suitable for each department's specific workflows. For example, Technical Services' workflow requires multiple

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handling of materials throughout the process; therefore, it could realize productivity gains by having a spacious staging area and a loading dock near the work area. In addition, the use of suitable workstation layout can help reduce the workspace needed and thus reduce the department's footprint. As projects are implemented to improve staff workspaces, the particular needs of the unit will be examined to determine the most suitable space layout and furniture selection.

Finally, some storage spaces across the library system are idle or under-used while some functions (such as summer reading) have materials stored in spaces scattered across the system. Space reduction and the accompanying cost savings may be achieved by consolidating materials from various storage locations. For example, archival materials stored at the Football Hall of Fame could be moved elsewhere in the system to eliminate the rent that HPL pays for that space. This will be a longer-term project, as it will take significant staff time to sort and evaluate stored materials to determine their optimal locations within the library system.

## 4.2.  Central

### 4.2.1.  Basement Current Space Allocation & Deficiencies

The basement spaces are under-utilized because the operations located there have changed over time. The Central Operations workroom was once required as a workshop when maintenance activities were managed in-house. Now this space is used mainly as storage for supplies and equipment that are not frequently used. Therefore, it can be reduced in size or even moved to a different floor to make room for other functions.

Similarly, the Bookmobile department and Visiting Library Services have sufficient space for its own stacks area but increasingly use material from the Central Library stacks. This space could be reduced. These departments do not need as many shelving units as currently in the room.

Finally, the sorter room that houses the automated book sorter is also under-utilized. There is space around the perimeter of the room that is used inefficiently and could be consolidated or allocated to other purposes. (It would be impractical to relocate the book sorter.)

We reviewed the potential to move the Technical Services department to this floor from the Stoney Creek branch. Technical Services handles much more volume than Bookmobile or Visiting Library Services, so gains in logistical efficiency can be achieved if it can be moved here. In our analysis of the operations of Technical Services, it became apparent that the current space layout at Stoney Creek Municipal Service Centre is inappropriate for the department's workflow. Staff must move materials between the two floors multiple times throughout the work process. Locating Technical Services in the Central Library, near the book sorter, would allow staff to use this automated device instead of manually sorting materials. Further, in the Stoney Creek facility, there are loading and material holding areas that duplicate spaces in the Central Library. Therefore, relocating Technical Services can help improve efficiency in logistics both across the library system and within the department (more information is in Section 5.1).

In contrast to the underutilization of many areas in the basement, the Shipping area (where materials are manually placed in bins that go out to other branches) is crowded. While this area could already benefit from more space, it will become essential to increase the space to accommodate the volume brought by Technical Services. Being tucked in the corridor between the sorter room and the loading dock, it could be expanded into the book sorter room.

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## 4.2.2. First Floor Current Space Allocation & Deficiencies

The first floor is predominantly allocated to public use. The organization of the floor, with its open layout and inviting 'main street', has been noted as an outstanding example of library design. The attractiveness of the space makes it well used, but it is over-crowded in some areas and other areas appear to have the potential to accommodate more users. In spite of the open design, there are some challenges with wayfinding (people seek directions from the security desk rather than the intended service desk). Each space and its opportunities are described below.

New DVDs and books on hold (mostly new acquisitions) are considered the materials most vulnerable to theft. In the recent renewal of the main floor, these materials were grouped in an area that could be monitored and controlled. The demand for these materials has risen beyond all expectation and now the DVD/Holds area is over-crowded (it sees 30% of total patron traffic on this floor).  It does not have sufficient capacity to accommodate the amount of foot traffic driven by demand for DVD borrowing. This unexpectedly high demand puts a strain on the staff person positioned there.

The Information Commons is another popular area for customers. With 30,000 computer sessions a month, it does not have excess capacity for computer classes that HPL had intended to offer to the public. A designated space for such classes is needed.

Immediately adjacent to the DVD/Holds area and Information Commons is a service point, intended to assist customers with DVD checkouts, public computer technical issues, as well as with wayfinding. It is a bottleneck for three high-demand services and it is challenging to cross-train staff to serve all three demands, particularly because of the technical expertise needed to support the Information Commons.

The Living Room (labeled as Reading Atrium on floor plan) has some challenges. It was intended to provide leisure-reading space that entices more people to come into the branch. Its location, away from staff and security supervision allows customers to display sub-optimal behavior in this area. This poses concerns for other customers, such as parents of the children in the adjacent School-Age area. HPL needs a strategy to engage these "challenging" customers.

The Children's space mainly consists of the Pre-School area and the School-Age area connected by the Play Area. The School-Age area has sufficient space, whereas the Pre-School area and the Play Area are under-sized. Parents like to bring strollers into the Pre-School area to keep an eye on their belongings and this blocks either the shelves or the activity area. In addition, the staff positioned here are isolated from others, making collaboration difficult. Finally, children need access to designated program rooms that are separated from the public, free of noise distractions and that can contain noise from the activities. They currently share the Hamilton and Wentworth rooms with other groups. These spaces are  not optimal because they are remote from the children's area and children must be led across the library to and from the programs. Further, nearby activities create distractions for children and sharing requires excessive staff time to reconfigure the rooms.

Finally, the Hamilton and Wentworth multi-purpose rooms are in an ideal location on the floor. Being at the corner of the building with independent entrance, these rooms can be rented out to the public to generate additional revenues for HPL while the library is closed. However, they were not part of the first floor renovations and they need improvements. The finishes are sub-optimal and need upgrading. Despite the presence of a movable partition, these rooms are larger than needed, leading to inefficient use of space. Finally, the multiple floor levels within each room do not meet accessibility standards and make it difficult to reconfigure to accommodate multiple user groups simultaneously.

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### 4.2.3.  Second Floor Current Space Allocation & Deficiencies

The staff areas of this floor have recently been renovated, except for the training rooms at the south-west corner of the building. This space is currently under-used and other functions could be located here.

The Training Lab (labeled as Boardroom on the floor plan) is under-utilized for staff training but is too isolated from the public areas of the library to host public training classes. The two rooms to the north-west (labeled as Computer Labs on the floor plan) are currently City training rooms. The City has indicated that it intends to relocate its training functions to another location, likely in City Hall. Such relocation would allow HPL to use this space for its own purposes.

### 4.2.4.  Third Floor Current Space Allocation & Deficiencies

The opportunities for space-use optimization on the third floor pertain mainly to the Local History and Archive department (LH&A).

The LH&A workroom is located in an archival storage area. To make it tolerable for staff, the temperature has been raised, making it less than ideal for the collection but still uncomfortable for staff. Moreover, there is insufficient space for staff tasks, and the day lighting is not ideal for digitization work, which requires dimmer lighting.

The space for archival research by customers is insufficient because archival materials tend to be large and require larger work surface for safe handling.

The High Density Files room is under-utilized. Unfortunately, this room is not climate controlled and thus the excess space cannot be reallocated to storing archival materials.

The staff workroom at the south end of the building is now mostly vacant because the staff formerly located there has been relocated to renovated space on the second floor. This space provides an excellent opportunity to relocate the LH&A workroom.

### 4.2.5.  Fourth Floor Current Space Allocation & Deficiencies

The stacks on the fourth floor were relocated to the second and third floors to realize staff savings by eliminating the fourth floor service desk. Quiet reading spaces have been created in about 7,000 sq. ft. of the fourth floor leaving it under-used. Therefore, this floor is a good candidate for special-purpose spaces that currently do not have a home. It is understood that the 3D Printer Lab (also referred to as the Maker Space) will be placed on this floor. Even with this facility, a large vacant space remains.

Besides public space, staff spaces are also under-utilized on this floor. The workroom will be over-sized for seven staff members from the Partnership and Outreach department and LINC. The high-density storage space is under-utilized. The Staff Lunch Room is not well-used by staff, in part because there are many other kitchen and gathering spaces elsewhere in the library and in part because it is  in the midst of upgrades in finishes.

### 4.2.6.  Fifth Floor Current Space Allocation & Deficiencies

The fifth floor is entirely used for staff space, accommodating more than 38 staff members from HPL and the City Facilities Department. While the office spaces seem to be fully utilized, there is room for improvement in quality of these spaces as follows:

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- the Communications Department needs a larger area for staging, but its storage room is used to store forms that can be printed on demand.

- the Human Resources Department lacks a staff training room

- there are no hoteling stations for part-time and temporary employees.

- the boardroom and two adjacent meeting rooms have inadequate acoustic insulation to allow confidential discussions.

- the room currently used for storage by the Children's department is too far from the staff elevator for convenient circulation.

- the unfinished space by the mechanical room was not completed due to earlier budget shortfall and  presents a great opportunity for other uses. It is currently used for storage of a variety of building materials and furniture. More intensive use of this space may be limited by the need for the space to provide return air flow to the mechanical room.[1]

- the Administration area suffers from too much foot traffic, which is distracting for the staff.

While improvements in space efficiency could be achieved in the staff area, it would be necessary to demolish most walls to reconfigure the space. Based on our preliminary assessment, the improvements in space efficiency will be minimal given the cost of reconstruction (expected to be in the order of $60 to $80/sq. ft.). Therefore, we have not considered any projects to revise the current office spaces but have considered some work to make use of the existing storage space.

## 4.2.7.  Sixth Floor Current Space Allocation & Deficiencies

The Digital Technology department is located on the sixth floor and suffers from the excessive traffic and noise caused by staff in the City Information Services (IS) department, which also has offices on the sixth floor. In addition to the distractions, the area has inadequate security for the equipment delivered to the department. However, the location does provide convenient proximity to the data centre, which houses computer equipment for the Library and the City

The City IS department has identified a need for expansion and that it would prefer to occupy the entire sixth floor. To date, HPL has been reluctant to offer this space without a clear understanding of where the Digital Technology department would be located. This report provides a long-term perspective and demonstrates that the Library can give up the sixth floor, provided it retains access to the data centre.

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[1] The mechanical systems (heating, ventilating and air conditioning) of the Central Library were designed for all floors to be in an open floor plan. Conditioned air is supplied via air ducts and diffusers throughout the space and return air flows through the space to grilles in the wall of the mechanical room. There are no return air ducts and the return air grilles are not positioned in a way that would allow for a return air plenum in the ceiling. The design of the mechanical systems makes it challenging to construct effective enclosed office spaces because openings must be provided for return air through the space.

# 5. Recommendations

Based on the findings in Section 4, we analyzed the space requirements for various space types and functional purposes. Specifically, considerations were given to:

- the amount of space needed for each function

- technical requirements such as acoustic isolation

- cost-effective design solutions, such as using cable drops to provide power instead of installing power outlets in the concrete floor slab

- need for proximity to elevators

- visibility to customers

- and similar space use factors

From our assessment of the short and medium-term needs, it is clear that there is only limited surplus space within the Central Library and no significant surplus space elsewhere in library system. This makes it more important that any renovations should be designed for flexibility in space design and furniture selection as described in Section 4.1.

This section describes high-level solution projects that will alleviate the most pressing space constraints and help HPL create excellent public space, further improve staff efficiency, and reduce its building footprint. The projects are grouped into two phases according to our understanding of the relative priority of the projects. These phases are identified as Phases 3 and 4 to avoid confusion in the context of the two previous phases of work that have been completed to renew the library spaces. Within each phase, the projects are listed by location.

An order-of-magnitude cost estimate is provided for each project. These cost estimates include contingencies and soft costs such as project management fees, building permit application fees. The estimates are for projects undertaken independently and it is likely that savings could be achieved if multiple projects are implemented concurrently.

Please refer to Appendix C for graphical illustrations of projects recommended for Central and Appendix D for work items included in the cost estimates for Central.

## PHASE 3

## 5.1.   Schematic Design Development

Cost Estimate: $80,000 to $90,000

Several of the projects described below are defined at a very high level and thus the scope is not clear and the cost estimates have a large range of uncertainty. Further analysis is required to develop schematic design options for the following projects to improve the accuracy of the cost estimates:

- o    the Hamilton and Wentworth rooms

- o    the Makers' Space and Technology Classroom

- o    the scope of work at branches.

- o    the children's area renovations

- o    Local History and Archives

On the basis of updated cost estimates, it may be necessary, or beneficial, to adjust the portfolio of projects in each phase.

## 5.2.    Technical Services Relocation (Central Basement)

Cost Estimate: $270,000 to $300,000 ± 25%

This project includes:

- ■    move Central Operations out of the current workroom to the 5th floor

- ■    move Bookmobile department to the existing staff lunch room in the Circulation area (the automated sorter room), at the same time, eliminating the Bookmobile department stacks

- ■    demolish the walls in the area currently occupied by Central Operations and the Bookmobile department and refinish the area to suit the needs of Technical Services

- ■    expand the current shipping area (where materials are placed in bins that are ready to go out to branches)

- ■    relocate the Technical Services team to the new space

This project will create synergies by allowing Technical Services to use the automated sorter, to share use of the shipping area and to increase collaboration with Local History & Archives (LH&A) at Central, while at the same time reducing operating costs by eliminating the rent for the space at Stoney Creek Municipal Building.

## 5.3.    DVD Relocation (Central Main Floor)

Cost Estimate: $40,000 to 60,000 ± 25%

The scope of this project includes moving the DVDs to the current Adult Collection and Fiction Display area (referred to as the Market Place) except for new releases, which should stay in the Holds section because they are at greatest risk of theft. Existing shelves and furniture in the Market Place will be moved to other locations on the first floor or second floor. The current "open space" feel will be preserved with the use of low-height shelving to enclose the DVD collections in this area. Furniture for the display of DVDs will be selected from vendor catlogues as opposed to the fabrication of custom Corian furniture as used in the previous main floor renovation. Staff supervision will be managed through a shelving arrangement that allows access to be controlled from the new DVD checkout area.

This project will relieve the pressure point at the current DVD/Holds area while improving customers' DVD-borrowing experience.

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## 5.4.    Hamilton and Wentworth Room Renovation (Central Main Floor)

Cost Estimate: $350,000 to $600,000 ± 25%

This project will include the following scope:

- replace the existing partition wall with one that has a higher acoustic insulation rating or consider eliminating the folding partition

- level  the floors throughout the two rooms

- possible creation of two small meeting rooms enclosed by glass walls

- renew all finishes throughout the rooms

- upgrade lighting and provide additional lighting controls

Further analysis will be required to confirm the scope of this project. This project will improve the utilization of these rooms and will allow multiple activities to take place simultaneously.

## 5.5.    Collaborative and Study Spaces (Central 4th Floor)

Cost Estimate: $240,000 to $310,000 ± 25%

The existing collaborative spaces next to Stair 1 and next to Stair 3 will be expanded by installing additional furniture and flexible partitions to create space for group discussions and presentations. It also involves installing technology such as computers, monitors, projectors and screens, strong Wi-Fi connectivity, etc.

Approximately 3,500 square feet of space along the northeast elevation will be allocated to quiet study space, which should accommodate up to 70 customers at a rate of 50 usable square feet per person. To ensure acoustic control, the space will be separated from noisier areas using glass walls and carpet will be installed to absorb additional sound.

This project is to enhance HPL's service delivery by formalizing the collaborative and quiet study spaces and reducing the interference between the two activities.

## 5.6.    Maker Space and AV Production (Central 4th Floor)

Cost Estimate: $220,000 to $240,000 ± 25%

This project entails creating rooms devoted to technology equipment for use by customers. One room will be enclosed by glass walls (approximately 900 square feet), installing workstations and digital equipment, including desktop computers, monitors, scanners and digital media equipment. Depending on the equipment specifications, this cost estimate may be increased or lowered. For example, 3D printers and audio/video editing equipment are not included in our cost estimate due to wide price ranges for these pieces of equipment.

Another room is required to provide a sound-proof recording booth of about 225 square feet. This would require solid walls and would likely have one wall treated as a green screen for video recording. We expect that there would be a need for some studio lights and thus a higher than normal requirement for air conditioning.

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Further analysis is needed in the next phase of study to determine the appropriate configuration and equipment for these spaces and the cost estimate should be refined at that time.

This project will provide customers with technology and space for digitization activities to which some of them would otherwise have no access.

## 5.7. Public Computer Classroom (Central 4th Floor)
Cost Estimate: $100,000 to $120,000 ± 25%

This project will enhance service delivery by creating a dedicated space for computer classes that HPL offers to the public (the current space does not have enough capacity). This entails creating a room of approximately 800 square feet with computers, a digital projection system and/or smart board, plenty of electrical outlets, a strong network connection and suitable furniture. The estimated cost includes furniture and computers sufficient for a class of 15 but the room is sized to accommodate up to 9 additional work stations to allow for expanded classes.

## 5.8. Other Branches
As identified in the Discovery Workshop, some branches have opportunities for improvements in service delivery or staff efficiency. Each branch with such opportunities is discussed below.

### 5.8.1. Concession – Network Closet Relocation
Cost Estimate: $15,000 ± 25%

Concession needs a new location for its network closet. The estimated cost includes the creation of a new network closet and making the existing closet part of the adjoining space. The estimate assumes that Digital Technology will be responsible for all cabling and relocation of equipment.

### 5.8.2. Red Hill – Space for Book Drop and Sorter
Cost Estimate: $15,000 ± 25%

Red Hill needs more space for an automated book return system to improve staff efficiency. The estimated cost assumes that existing shelves and walls will be reconfigured to provide the required space but does not include the sorter equipment.

### 5.8.3. Turner Park - Study Space Expansion
Cost Estimate: $16,000 ± 25%

The focus at this branch is to provide more study spaces. This can be achieved by formalizing the study area or re-doing the layout to maximize the utilization of existing study spaces and adding new furniture

### 5.8.4. Westdale – Study Space Expansion
Cost Estimate: $20,000 ± 25%

The focus at this branch is to increase the space and locations of study areas. This can be achieved by adding study tables with accompanying electrical outlets at suitable locations throughout the branch.

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### 5.8.5. Other Potential System-Wide Initiatives

A pilot project was implemented at the Terryberry branch to examine the effectiveness of installing white noise equipment to facilitate quiet study areas. If this pilot project is well-received, it could be deployed in most branches and in the Central Library to reduce noise concerns.

As improvements are explored at each branch, opportunities to improve the customer experience should be explored including:

- Provide more tables and spaces for customers where possible

- Provide laptop/netbook in-library loans to reduce the need for dedicated public computer space

- Provide more electrical outlets for customers to power their own devices

## PHASE 4

### 5.9. Children's Area/Service Point Renovation (Central Main Floor)

Cost Estimate: $250,000 to $430,000 ± 25%

The scope of this project includes the following elements:

- remove and modify the existing shelving units in the children's area and add new units as required to expand this area towards the automated book drop

- orient shelving to keep the sense of enclosure

- move the work area for the six staff members to the fourth floor high density storage room or the fourth floor staff room, where space is available

- convert the current staff workroom to a children's program room

- add new millwork or furniture to create a new service point west of the current service point and abutting the Main Street adjacent the entrance to Jackson Square

- convert the current service point to a children's program room (this will require removing the existing millwork and erecting walls to enclose the space).

This project will add space for the children's activities and at the same time improving the visibility of the Reception desk, which will in turn improve wayfinding on this floor.

### 5.10. Digital Technology Relocation (Central 2nd Floor)

Cost Estimate: $340,000 to $440,000 ± 25%

Subject to the City's relocating their staff training out of Central, this project includes the following scope

- construct a new training room for HPL staff on the fifth floor

- demolish the interior partitions in the second floor area currently occupied by the both the City's and HPL's training labs

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- renovate the area and provide new furniture to accommodate the Digital Technology department

- relocate Digital Technology from the sixth floor

- ensure that City renovations to the sixth floor preserve access to the server room.

This project will improve the work environment for Digital Technology staff by providing a more secured and distraction-free space with easy access to the elevator.

## 5.11. Local History and Archives (LH&A) (Central 3rd Floor)

Cost Estimate: $200,000 to $300,000 ± 25%

This project will relocate some portions of the existing LH&A area and provide additional space in the following scope of work:

- move the LH&A staff into the existing workroom on the south side of the building that has been vacated by the relocation of staff to the second floor

- construct glass walls to enclose the existing corridor on the south side of the men's washroom and the janitor's closet, as well as the large area around Stair 3

- reconfigure the existing work room as needed, and install new furniture for customers to conduct archival research in the newly created area

- relocate archival materials from the Canadian Football Hall of Fame to the current LH&A workroom

This project will provide more space to customers for their archival research, provide better work environment for the staff, reallocate the current workroom to storing materials that need climate control, and reduce HPL's footprint and operating costs.

## 5.12. Other Branches

As identified in the Discovery Workshop, some branches have opportunities for improvements in service delivery or staff efficiency. Each branch with such opportunities is discussed below.

### 5.12.1. Ancaster – Quiet Study & Shelving Reconfiguration

Cost Estimate: $16,000 ± 25%

Ancaster needs to provide more quiet study space and to reconfigure its shelving units to suit the needs of their senior customers. This involves installing study tables and reconfigure shelving to improve material accessibility for the senior customers. The estimated cost assumes that existing shelving will be reconfigured rather than replaced.

### 5.12.2. Saltfleet – Space Reallocation

Cost Estimate: $48,000 ± 25%

The focus at Saltfleet is public space. It needs a designated space for quiet study, more space for self-checkout, and more space in the program room. Potential solutions could include:

- installing study carrel in the designated quiet study area

- replacing offices with modular staff work areas to open space up and allow flexible configurations

- creating secure storage within the program room.

### 5.12.3. Dundas

Several suggestions were made for improvements to the Dundas branch to provide more space for customers and to improve flexibility. A separate feasibility study is being undertaken to investigate and recommend specific options for Dundas with construction planned in 2015. Therefore, this study does not include changes to the Dundas branch.

## 5.13. Conclusion

The projects recommended above will help HPL enhance public service delivery, improve staff efficiency, and optimize building footprint. We have structured these projects so that they can be implemented independently of one another. The cost estimate for all of the projects is between $2.4 to $3.1 million ± 25%. The table below summarizes the projects and the corresponding cost estimates.

| Project | Location | Cost Estimate ($ ± 25%) |
|---|---|---|
| Phase 3 | | |
| Conceptual Design and Financial Feasibility Study | | 80,000 – 90,000 |
| Technical Services Relocation | Central Basement | 270,000 – 300,000 |
| DVD Relocation | Central 1st Floor | 40,000 - 60,000 |
| Hamilton and Wentworth Room Renovation | Central 1st Floor | 350,000 - 600,000 |
| Collaborative and Study Spaces | Central 4th Floor | 240,000 - 310,000 |
| Maker Space / AV Production | Central 4th Floor | 220,000 - 240,000 |
| Public Computer Classroom | Central 4th Floor | 100,000 - 120,000 |
| Phase 3 Central Subtotal | | 1,300,000 – 1,720,000 |
| Network Closet Relocation (already approved) | Concession | 15,000 |
| Book Drop and Sorter | Red Hill | 15,000 |
| Study Space Expansion | Turner Park | 20,000 |
| Study Space Expansion, New 3-bin Sorter | Westdale | 20,000 |
| Phase 3 Branch Subtotal | | 70,000 |
| **Phase 3 Total** | | **1,370,000 – 1,790,000** |
| | | |
| Phase 4 | | |
| Children's Area Renovation | Central 1st Floor | 250,000 - 430,000 |
| Digital Technology Relocation | Central 2nd Floor | 340,000 - 440,000 |
| Local History and Archives (LH&A) | Central 3rd Floor | 200,000 - 300,000 |
| Phase 4 Central Subtotal | | 790,000 – 1,170,000 |
| Quiet S & Shelving Reconfiguration | Ancaster | 20,000 |
| Space Reallocation at Saltfleet | Saltfleet | 50,000 |
| Phase 4 Branch Subtotal | | 70,000 |
| **Phase 4 Total** | | **860,000 – 1,240,000** |
| **Total Phases 3 and 4** | | **2,230,000 – 3,030,000** |

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# 6. Next Steps

To implement the HPL Facilities Master Plan through these projects, the following next steps are recommended:

■ Allocate $90,000 for the conceptual design and financial feasibility study described above.

■ Engage a team consisting of a project manager and an architect to assess the feasibility (scope and cost) of the following projects which are insufficiently defined to allow a reliable cost estimate:

- o the Hamilton and Wentworth rooms

- o the Makers' Space and Technology Classroom

- o the scope of work at branches.

- o the children's area renovations

- o Local History and Archives

These projects currently have only been developed to a conceptual level and thus the scope is not clear and the cost estimate range is large. The selected team should develop schematic design options for each project to define the scope of renovations and thus more narrowly define the project cost.

■ Based on the refined information produces by the feasibility study, HPL should determine which projects should proceed and in which order, combining projects where possible to achieve the greatest possible economies of scale in project execution.

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# 7. Appendices

## 7.1.  Appendix A – Project-HPL Objective Matrix

| Location | Project | Creating Excellent Public Space | Improving Operational Efficiency | Optimizing Building Footprint |
|---|---|---|---|---|
| **Phase 3** | | | | |
| Central | Conceptual design and financial feasibility study | * | * | * |
| Central | Technical Services Relocation | | * | * |
| Central | DVD Relocation | * | * | |
| Central | Hamilton and Wentworth Room Renovation | * | | |
| Central | Collaborative and Study Spaces | * | | * |
| Central | Maker Space / AV Production | * | | * |
| Central | Public Computer Classroom | * | | * |
| Concession | Network Closet Relocation | | * | |
| Red Hill | Book Drop and Sorter | | * | |
| Turner Park | Study Space expansion | * | | |
| Westdale | Study Space expansion | * | | |
| **Phase 4** | | | | |
| Central | Children's Area Renovation | * | | |
| Central | Digital Technology Relocation | | * | * |
| Central | Local History and Archives (LH&A) | * | * | * |
| Ancaster | Quiet Study & Shelving Reconfiguration | * | | |
| Saltfleet | Space Reallocation | * | | |

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## 7.2. Appendix B – Suggestions from HPL Staff

| Branch | Dots (Votes) | Ideas |
|---|---|---|
| All branches | 3 | Install more outlets for laptop |
| All branches | 1 | Computers in both quiet and noisy areas |
| All branches | 1 | Find storage spaces elsewhere so as not to take up space at Central |
| All branches | 3 | Need better acoustic control (insulation) |
| All branches | 12 | Create flexible spaces for collaboration and computers |
| All branches | 3 | Find at least one (ideally 2) homes for staff training |
| All branches | 8 | Use modular shelving to ehnace accessibility |
| All branches | 4 | Replace computers with laptopos that customers can borrow |
| All branches | 4 | Reconfigure service desks to allow fleixibility and reduce barrier (more welcoming) for customers |
| All branches | 1 | Provide accessible washrooms |
| All branches | 2 | Archive or move offsite physical collections (for holds only) to save space in branches |
| All branches | 1 | Provide climate control and allow room for growth for local history archive |
| All branches | 1 | Provide spaces with digital technology for public (e.g. digital media lab) |
| All branches | 0 | Provide unprogrammed spaces for ad-hoc actiivites |
| All branches | 1 | Integrate community services at branches (e.g. breastfeeding, seniors' actiivities, etc.) |
| All branches | 0 | Create parking spaces for book trucks |
| All branches | 1 | Secure various storage areas so more spaces can be offered to the public |
| All branches | 5 | Provide flexible locations for technologies (computers, monitors, screens, etc.) |
| All branches | 2 | Develop standards for best practices for setting up screens |
| All branches | 10 | Make staff space more ergonomic, effective and appealing |
| Ancaster | 1 | Designate more study space (private study carrels) |
| Ancaster | 0 | Find more parking spots for customers (over demanded when the room is booked) |
| Ancaster | 0 | Reconfigure or find more shelving (bottom shelves are bad for seniors) |
| Ancaster | 1 | Need more space for City's promotional materials (in paper form) |
| Barton | | |
| Bookmobile | | |
| Central | 2 | Sight lines in children's area are poor |
| Central | 0 | Block off public access to the fifth (5th) floor |
| Central | 5 | Fourth (4th) floor space use in inefficient |
| Central | 5 | Create more community meeting space for booking |
| Central | 6 | Find a home for Technical Services that accommodates future needs |
| Central | 0 | Have secondary classification (not DD) that is topical |
| Central | 0 | Reduce long-term storage |
| Central | 1 | Consolidate storage for Technical Services |
| Central | 3 | Make staff workstations adjustable or easily configurable |
| Central | 1 | Create collaboration area(s) for staff on the sixth (6th) floor |
| Central | 3 | Need more space for DVD area |
| Central | 0 | Provide stand-up express computer stations |

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| Branch | Dots (Votes) | Ideas |
|---|---|---|
| Central | 10 | Improve wayfinding for customers and provide multiple service desks |
| Central | 0 | Reconfigure archives and local hisotry for digital equipment |
| Central | 4 | Designate spaces for interactive digital galleries (pop-up, unprogrammed space) |
| Central | 0 | Improve accoustic in the 5th floor boardroom or find a bigger meeting room |
| Central | 6 | Hamilton and Weatwortk rooms need renovations |
| Central | 1 | Need a staff space for confidential conversations with customers and a record keeping space |
| Central | 2 | Need space for children's programming (currently sharing) |
| Central | 1 | Find parking spots for book trucks (carts) |
| Central | 3 | Find a way to deal with City's promotional material |
| Central | n/a* | Designate permanent public lab space; current temp space too small for public comp classes |
| Central | n/a* | Find a distraction-free space for Digital Technology; work requires concentration and collaboration |
| Central | n/a* | 3rd and 4th floors may yield additional spaces as some staff move to 2nd floor |
| Central - Childrens Area | n/a* | Noise from the Hamilton room distract kids in the Wentworth room from their activiities |
| Central - Childrens Area | n/a* | Chairs in both Hamilton and Wentworth rooms are too heavy for staff to move or rearrange between the two rooms on a regular basis |
| Central - Childrens Area | n/a* | Morning and afternoon activities sometimes require more space and chairs, displacing other customers in the area |
| Central - LH&A | n/a* | Current LH&A staff space undercapacity; would like to move to the workroom once it is vacated; the current LH&A workroom to store archival materials |
| Central - LH&A | n/a* | Jennifer Gal'd like to move her office to the current Disability Info Services office once vacated |
| Central - LH&A | n/a* | Need more public space for archival research (which takes up a lot of space); once more space created, need public computers for archival/genealogical research, as well as more microfilm readers |
| Central - LH&A | n/a* | Find additional storage space at CE to move collections from Football Hall of Fame (where climate control and security are not ideal); consider fire suppression for any new archive storage |
| Central - LH&A | n/a* | Need a computer lab close to LH&A for classes on archival research that are  offered to the public |
| Central - LH&A | n/a* | Be great to have access to the proposed media lab, to help customers who digitize their own materials |
| Central - LH&A | n/a* | Need a separate, windowless room for digitization (Writer in Residence's office is a good option) |
| Concession | 2 | Find a new location for network closet |
| Dundas | 5 | Need more space for sorters and book drops (material returns and handling) |
| Dundas | 0 | Reduce staff space |
| Dundas | n/a* | In basement, relocate manager's office to allow for washroom expansion (to include baby change table) |
| Dundas | n/a* | Reallocate some staff space in basement for public use |
| Dundas | n/a* | Need accessiblity for 1st floor washrooms |
| Dundas | n/a* | Reduce the size of the basement staff room and turn storage (the big room next to pump room) into enclosed (quiet) staff workroom; this will |

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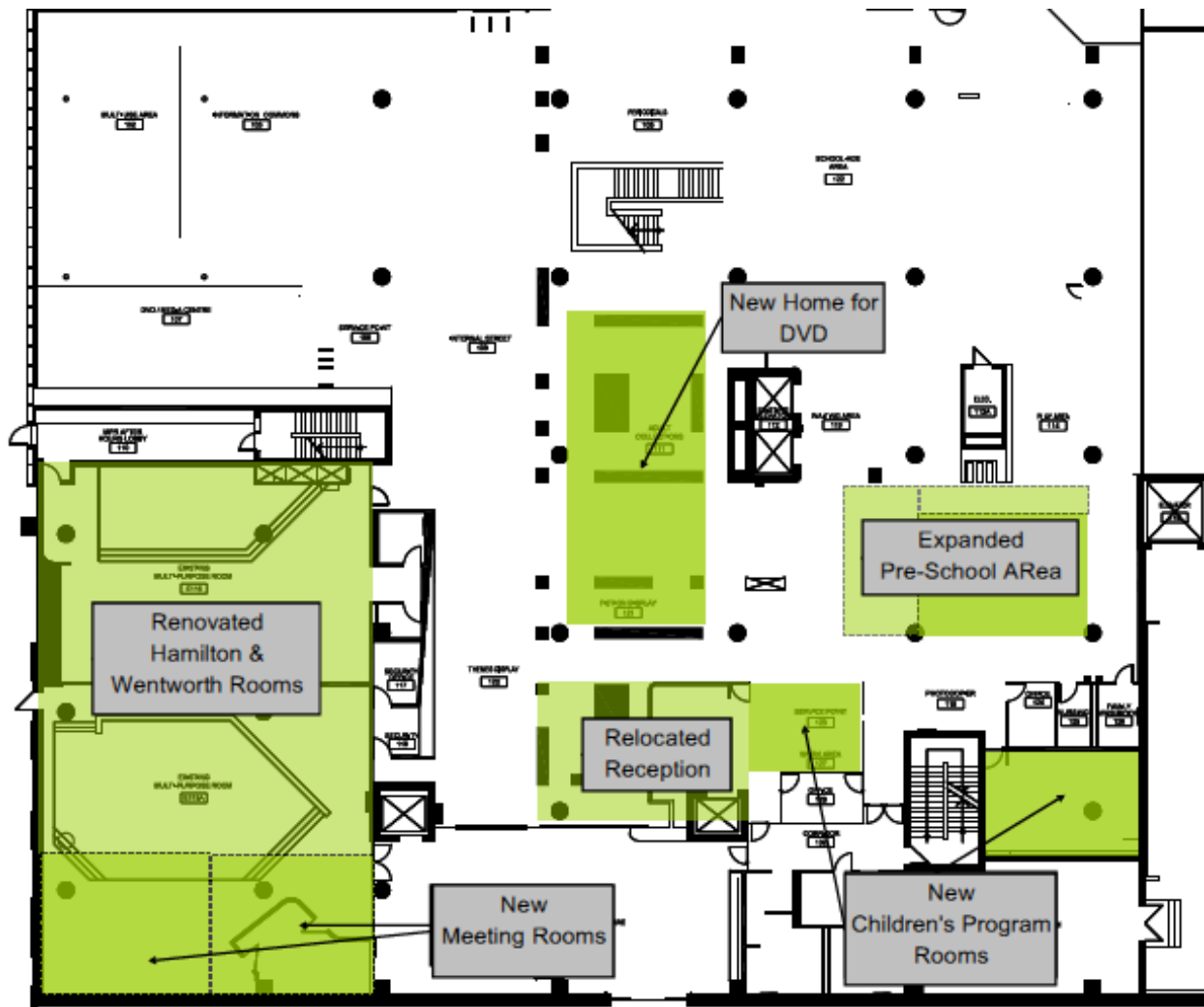| Branch | Dots (Votes) | Ideas |
|---|---|---|
| | | free up the 2 staff areas (around children's books) for the public |
| Dundas | n/a* | Secure the storage in the program room (by the stairs) in basement to sllow public access |
| Dundas | n/a* | Need quiet space with electrical outlets for customers; need outlets throughout branch |
| Dundas | n/a* | Need small, flexible meeting rooms that can be shared between staff and public |
| Dundas | n/a* | Be great to have a material sorter (with exterior book drop) at circ to reduce staff workload |
| Dundas | n/a* | Improve air ciruculation |
| Dundas | n/a* | Need flexible and accessibility-friendly shelving |
| Dundas | n/a* | Need flexible public service workstations |
| Kenilworth | n/a | None |
| Red Hill | 0 | Need more space for sorters and book drops (material returns and handling) |
| Saltfleet | 1 | Need more space for self-checkout |
| Saltfleet | 0 | Need more modular staff work areas (fewler closed offices) |
| Saltfleet | 2 | Designate quiet space and control noise |
| Saltfleet | 0 | Need a door for storage area in the programming room so space can be opend up for customers |
| Sherwood | 0 | Need supervision for basement space (space is available but no supervision) |
| Stoney Creek | | |
| Terryberry | | |
| Turner Park | 2 | Optimize use of study space (density) |
| Westdale | 5 | Need more study space/carrols (more locations) |
| Westdale | 0 | Need more charge points (electrical outlets) |

*These suggestions came in after the brainstorming workshop.

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## 7.3.  Appendix C – Proposed Space Allocation at Central

Basement

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First Floor



New Home for DVD

Renovated Hamilton & Wentworth Rooms

Expanded Pre-School ARea

Relocated Reception

New Meeting Rooms

New Children's Program Rooms

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Second Floor



New Home for
Digital Technology

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Third Floor

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Fourth Floor

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Fifth Floor

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## 7.4.  Appendix D – Central work Items Included in Cost Estimates

| Project | Work Items Included in Cost Estimates |
|---|---|
| Technical Services Relocation | ■ Demolishing the walls in the existing Central Operations and Bookmobiles workrooms <br><br> ■ Building a new Central Operations workroom on the 5<sup>th</sup> floor <br><br> ■ Installing new workstations for Technical Services as needed <br><br> ■ Allows for additional electrical work needed |
| DVD Relocation | ■ Additional shelving units required to enclose the new DVD area |
| Hamilton and Wentworth Room Renovation | ■ Demolishing the elevated portion of the existing floor in the Wentworth room (assuming wood or steel-framed floor) <br><br> ■ Filling in concrete in the lower portion of the Hamilton room (assuming 1 foot deep) <br><br> ■ Reinstating floors as necessary <br><br> ■ Installing glass walls for the two new meeting rooms <br><br> ■ Replacing the existing partition wall with one that has higher acoustic insulation properties |
| Collaborative and Study Spaces | ■ Glass walls, electrical outlets, <br><br> ■ 10 computers (with monitors, keyboards, mouse, and headphones), <br><br> ■ new carpet, <br><br> ■ new quiet study stations |
| Maker Space / AV Production | ■ Maker Space <br>     o construct glass walls <br>     o new workstations <br>     o new equipment (scanner, computers, screens) <br><br> ■ AV production <br>     o Build insulated drywall walls <br>     o Install suspended ceiling <br>     o Isolated mechanical systems <br>     o Studio lighting |
| Public Computer Classroom | ■ Drywalls, cable drops (for power supply), <br><br> ■ new workstations and chairs, <br><br> ■ new computers |

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| Project | Work Items Included in Cost Estimates |
|---|---|
| Children's Area Renovation | ■ Replacing the existing counter with a new one<br><br>■ Building walls for the new Children's program room<br><br>■ Furniture and carpet for the newly converted program room<br><br>■ New workstations for the staff that will be moved to the 4th Floor High Density storage room<br><br>■ Moving and modifying the existing shelving units, adding additional units to match the exiting<br><br>■ Re-instating floors as needed |
| Digital Technology Relocation | ■ Building a training lab on the 5th floor (an acoustically controlled space with room for 20 people, 15 computers, necessary AV equipment, and ample storage)<br><br>■ Demolishing the existing training lab walls<br><br>■ Building new walls in the existing corridor<br><br>■ Replacing ceiling tiles as needed<br><br>■ Installing new carpet,<br><br>■ new workstations (assuming the use of cable drops to provide power to these workstations) and security access equipment as needed. |
| Local History and Archives (LH&A) | ■ Minor electrical work and furniture reconfiguration as needed (assuming the current workroom has climate control) |

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# Hamilton Public Library

**Date:** November 20th, 2013

**To:** Chair and Members of the Board

**c.c.** Paul Takala, Chief Librarian

**From:** Robin Hewitt, Director, Finance and Facilities

**Subject:** **2014 Operating Budget**

---

**RECOMMENDATION:**

**THAT THE 2014 OPERATING BUDGET, AT AN INCREASE OF $43,860 OR 0.2%, BE APPROVED FOR SUBMISSION TO THE CITY OF HAMILTON.**

**BACKGROUND:**

The following resolutions were presented to and approved by the General Issues Committee for the City of Hamilton at its meeting on June 19th, 2013.

**14.    2014 Tax Budget Guideline and Preliminary Outlook (FCS16048) (City Wide)**

(a) That 2014 user fees (excluding golf, transit, ice rental fees and web transaction or convenience fees) be increased by a rate of 2.0% and that any user fee adjustments, other than this rate, include an appropriate explanation when submitted;

**(b) That Boards & Agencies be requested to submit a 2014 budget based on a guideline of 0% increase and that any increase be forwarded for consideration with appropriate explanation;**

(c) That, consistent with Council direction at the beginning of this term, in an effort to achieve the goal of an overall tax impact of zero per cent for City Services, all City departments target a 2014 budget guideline of 0% increase and in order to consider ways to achieve this target that the following be considered as part of the 2014 budget process:

> (i) Increases required to maintain current service levels be forwarded for consideration with appropriate explanation;
> (ii) Options to modify service levels or reduce services be brought forward based on the Service Delivery Review opportunities and emerging initiatives;
> (iii) Service enhancements, either Council directed or staff initiated, be limited or not considered for 2014.

The Hamilton Public Library is legislated under the Ontario Public Libraries Act.

Previous Budget Submissions

The attached budget was prepared by staff with a view to follow this guideline without a reduction in the level of service.  The Council direction for Boards and Agencies in 2013 was 0%, and the Library submitted a budget of 0%.

|      | Direction | Library |
|------|-----------|---------|
| 2010 | 2.0%      | 2.1%    |
| 2011 | 2.0%      | 0.7%    |
| 2012 | 0.0%      | 1.0%    |
| 2013 | 0.0%      | 0.0%    |
| 2014 | 0.0%      | 0.2%    |

2013 Budget Presentation to Council

At the 2013 budget presentation to Council, the Library identified budget pressures for 2014 related to the following:

1. Employee related costs due to the opening of the new Waterdown Library branch
2. E-books and digital collections - maintaining the physical while growing the digital
3. Improved safety and security measures

The Library has made every effort to plan for staffing of the new Waterdown library within the current library complement. There has been no impact on the 2014 budget for this planning.

The growth in digital collections has been included in the existing collections budget.

An increase in Security has been included in the budget pressures for 2014.

What would 0% look like?

The Board passed a Statement on Sustainability, committing the library to maintaining investment in 5 key areas.  We would therefore look to take a balanced approach to cuts if we were given a budget that was below maintenance.  Those 5 areas are: Collections, Facilities, Technology, Staff, Programs and Services.

2014 Operating Budget Submission

The  2014 Operating Budget is currently at a requested municipal contribution of $28,082,460 which is an increase of $43,860 or 0.2% over the 2013 Restated Operating Budget of $28,038,600.

| Cost Category | 2013 Budget Council Approved | 2014 Budget Draft | 2014 Draft/Requested vs. CY RestatedBudget | |
|---|---|---|---|---|
| | | | $ | % |
| **NET LEVY** | **28,038,600** | **28,355,530** | **43,860** | **0.2%** |
| EXPENSE | 29,810,460 | 29,661,230 | 98,970 | 0.3% |
| Employee Related | 20,084,480 | 20,288,590 | 204,110 | 1.0% |
| Material and Supply | 4,010,600 | 3,681,240 | (411,360) | -10.3% |
| Vehicle Expenses | 64,890 | 67,490 | 2,600 | 4.0% |
| Building and Ground | 2,313,140 | 2,304,800 | 31,660 | 1.4% |
| Contractural | 1,337,150 | 1,348,150 | (106,500) | -8.0% |
| Reserves/Recoveries | 1,675,000 | 1,641,160 | (33,840) | -2.0% |
| Cost Allocations | 237,430 | 242,030 | 2,300 | 1.0% |
| Financial | 87,770 | 87,770 | 410,000 | 467.1% |
| REVENUE | (1,771,860) | (1,826,970) | (55,110) | 3.1% |
| Fees and General | (605,550) | (660,660) | (55,110) | 9.1% |
| Grants and Subsidies | (1,166,310) | (1,166,310) | - | 0.0% |

## Budget Drivers

| **EXPENSES** | | |
|---|---|---|
| Employee Related | 204,110 | 1.9% salary and wage increases plus increase in benefits (2%), WSIB (2%), EI (2%). The Omers rate remained unchanged. FTE's reduced from 309.17 to 308.99 |
| Material and Supply | (411,360) | $400,000 of library materials budget allocated to processing fees in the Financial cost category (see below). Elimination of unused miscellaneous expense budget and employee commuter pass budget |
| Vehicle Expenses | 2,600 | Increase in recovery from the City for vehicle maintenance |
| Building & Ground | 31,660 | Increase in security costs with new RFP ($40K) offset by a reduction in data and phone line costs |
| Contractual | (106,500) | Reduction in server costs ($20K), pest control ($25K), lease and service contracts ($27.5K)and courier services ($20K). Increase in cell phone costs ($11K) |
| Reserves/Recoveries | (33,840) | Reduction in Insurance and Facilities costs recovered by the City |
| Cost Allocations | 2,300 | An increase in all City related cost allocations, including I/P Telephony, legal services, and financial services recoveries |
| Financial | 410,000 | $400,000 allocated to processing fees for collections from the Material and Supply cost category. $10,000 increase in credit card charges |
| Sub-total | 98,970 | |
| **REVENUES** | | |
| Fees and General | (55,110) | Increase in merchandise sales, non-resident user fees, photocopy revenue, miscellaneous revenues (ie digitization fees) etc. to reflect actual historical values. |
| **NET** | **43,860** | |

Collections Budget Breakdown

Because library materials are capitalized at the end of the fiscal year, it is necessary to break down the costs into library materials, subscriptions and processing fees.  Only the library materials are capitalized.  As a result, the budget has been reallocated as applicable.

| Cost Category | Item        Description | 2013 Budget | 2014 Budget | Increase or Decrease |
|---------------|-------------------------|-------------|-------------|----------------------|
| *Materials and Supplies* | | | | |
| | Library Materials | 3,532,570 | 2,632,570 | (900,000) |
| | Subscriptions | - | 500,000 | 500,000 |
| *Financial* | | | | |
| | Processing Fees | - | 400,000 | 400,000 |
| **Total** | | **3,532,570** | **3,532,570** | **-** |

# Chief Librarian's Report – November 2013

## Management Assignment Update

Last month we reassigned some managers to accommodate a temporary vacancy.  Since amalgamation HPL has followed the practice of shifting managers periodically.  Management moves are made to ensure strategic and operational priorities are addressed.  We consult managers in the process and ensure the ongoing development of our manager team is enhanced.  This practice has supported a strong sense of a unified system.  The following are the list of managers that have moved and their new assignments.

| Location | Manager |
| --- | --- |
| Barton /Kenilworth | Caitlin Fralick |
| Digital Technology Services | Jen Gal |
| Local History and Archives | Karen Milligan Thurston |
| Red Hill | Darcy Glidden |
| Westdale/Locke | Dijia Qin |
| Waterdown Cluster | Meg Uttangi Matsos |

## New Waterdown Library

Construction of the new Waterdown library is well underway and on schedule and work is expected to continue through the winter with no interruptions.    A project sign for the entire complex, Waterdown Library and Flamborough Seniors' Recreation Centre, has been erected on Dundas St E.  Photos are being posted to the library's website and will be updated regularly.

## Update on Zinio

Zinio, the library's digital magazine service, has now been available for a year and it has been a great success…probably our most successful digital launch to date. Unfortunately, as we have seen with eBooks, success of digital collections in libraries often draws attention from publishers who worry about libraries cannibalizing sales to the detriment of consumer sales. They then institute what they deem as suitable action to create "friction" in the library borrowing process. In some cases, subscription prices have been raised and in others, publications have been removed. Rogers recently removed popular titles such as MacLean's and Chatelaine.  The titles removed encompassed 22% of circulation in the first year.  Despite the removal of content, we still believe Zinio will see growth in the upcoming year.  New titles have been added and the vendor is working with publishers throughout North America in an effort to add more content.

## Text Reference Pilot

As the way customers look for information has changed, HPL and other libraries have developed new methods of offering information service beyond in person and telephone service.  So far the most successful alternative method has been askhpl@hpl.ca email service.  We also work with Ask Ontario to partner with

other libraries to provide online chat service and this fall we are participating in pilot SMS text reference service.  Customers are able to text questions to 289-272-0011.  The current pilot is running until December 15, 2013.   We are using the pilot to evaluate how viable text reference is.

**Looking Ahead to the 2015 Operating Budget**
Although our focus this month is on finalizing our operating budget submission for 2014 we have also been looking ahead to 2015.  For the last several years we have been able to meet increasing demands for our programs and services while still meeting budget targets by improving our overall effectiveness.   While we cannot be certain of all the pressures we will face a year from now, it seems pretty clear that demand will continue to grow for: increased access to digital library materials, training and library programs for people of all ages and access to our spaces including the new Waterdown Library.  Given that the City of Hamilton will likely continue to face budget pressures, we need to ensure we make targeted investments to create the capacity for the Library to continue providing relevant services without major increases in our operating budgets.  Over the next couple of months we will be working with the Board on a couple important initiatives that will not have an impact on the 2014 operating budget but will better position us for 2015 and beyond.   These include:

- Moving Technical Services from Stoney Creek to the Central Library.  This is part of our space planning recommendations and will have several benefits including:  improving workflow, saving on shipping, controlling facilities costs, and facilitating future shifts in duties to other areas as more physical circulation shifts to digital.
- Implement Sorters at Dundas, Red Hill and expand the Westdale Mini-Sorter.  A recommendation is being developed for the December Board meeting that will seek to strategically expand our use of sorters at key busy locations.  Sorters have been a key enabler at assisting us with expanding our circulation significantly without increasing the staff complement. They have also supported our shift to higher value activities like programming, training and outreach.

A trend is emerging where our physical circulation is no longer growing and has started to decline in some areas while the growth in digital is expanding rapidly.  Consistent with our Strategic Plan we will continue to support excellent physical collections as we grow the digital.  It is important to note that the purpose of these proposed investments are to assist us with continuing to transition staff to higher value activities.  We know that some jobs will change in the future and if we face future funding challenges we will continue our practice of relying on attrition as much as possible to meet those constraints.  We will be working with the Library Board in 2014 on reviewing our hours around the system and more efficient operations could help create the capacity for strategically increasing our

hours in the coming years within our existing funding levels.  Accomplishing that will require a lot of work and we need to ensure we implement changes in a sustainable way.

**Keeping Up With Library Technology Workshop**
On November 1 the Library hosted the *Keeping Up With Library Technology Workshop* at the Central Library. Over 110 Library staff from public, school and academic libraries across Ontario attended the one day workshop. Lita Barrie was a member of the workshop planning team and Michael Ciccone was one of the day's presenters. He provided on overview of the Library's Hoopla pilot and his Overdrive borrower study. The workshop is designed as a way for Library's to keep up to date with new trends and best practices.

**Gallery of Distinction**
The Hamilton Gallery of Distinction was founded in 1984 for the purpose of permanently recognizing outstanding Hamilton citizens, past and present, who have made significant contributions towards the betterment of our community. This year the dinner took place on November 12th. The Hamilton Public Library was recognized several times at the dinner for our contributions to the success of the event. The work provided by the Local History and Archives Department, Margaret Houghton, Karen Anderson and Karen Hartog continue to provide significant contributions to this annual event.

**Counting Opinions**
In May of this year the Library Board approved funding for the implementation of Counting Opinions.  This project was established to expand our methods of capturing customer feedback and integrating performance measures from multiple systems and programs. The Counting Opinions project team has been working on our implementation. The team has been reviewing the best practices of other libraries using the software as well as the Library's current data collection streams and performance indicators. We want to ensure that the set up of the Library's Counting Opinions platform will maximize the potential of our data collection and analysis. Over the course of the next month, we will be importing several years of our existing data into the platform to provide a benchmark and preparing for the 2014 intake of new data. The team is also preparing for soft launch of the Library Customer Satisfaction Survey in January 2014.  We will be reporting back to the Library Board as this project progresses.

Paul Takala
Chief Librarian

# Hamilton
## Public Library

**DATE:**        November 1, 2013

**REPORT TO:**   Chair and Members of the Board

**C.C.:**        Paul Takala, Chief Librarian

**FROM:**        Karen Hartog, Administrative Assistant

**SUBJECT:**     Nominating Committee

---

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 2014 at the inaugural meeting scheduled in January.

The library board bylaws state "**A Nominating Committee** composed of four members, one of whom shall be the Chair of the Board, shall be appointed by the Board annually at its November meeting to present the slate of officers for the ensuing year at the next Inaugural 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 next Inaugural Meeting following its appointment"

Please complete the attached form and submit it to me no later than the December 18th meeting in order that the completed forms can be provided to the Chair in preparation for the Nominating Committee meeting.  Please submit the attached form with your name on it even if you do not intend on standing for any positions.

November 2013

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 2014.  Please return completed forms at the next Board Meeting (December 18, 2013).

**NAME OF BOARD MEMBER:** _____

| POSITION | PLEASE CHECK IF INTERESTED IN THIS POSITION |
| --- | --- |
| **Chairperson** | |
| **Vice-Chairperson** | |
| **Executive Committee Member** | |
| **Southern Ontario Library Service Board Representative** | |
| **Audit Committee** | |

**Hamilton Public Library**

| | |
|---|---|
| **DATE:** | November 11, 2013 |
| **REPORT TO:** | Chair and Members of the Board |
| **C.C.:** | Paul Takala, Chief Librarian |
| **FROM:** | Michael Ciccone, Director, Collections<br>Lita Barrie, Director, Digital Technology |
| **SUBJECT:** | Website Renewal and Logo Refresh |

### RECOMMENDATIONS

The Hamilton Public Library Board approves awarding the contract (#C8-02-13) for the website design and development to Factor[e].

That the Chief Librarian be authorized to negotiate and enter into a suitable agreement with Factor[e].

That up to $110,642 from Library Reserves be allocated to cover the cost of the new website design and implementation.

### FINANCIAL/STAFFING/LEGAL IMPLICATIONS

- Library staff have worked with the City Procurement Department on an Request for Proposals (RFP) for the *Creation of a New Website Design Including a New Logo and Three Micro-Sites for the Hamilton Public Library* (#C8-02-13). This recommendation is the result of the conclusion of the technical evaluation and costing review.
- Staff followed City procurement policy for this RFP. We utilized the cost per point system for determining the contract winner. The successful proponent's costing was the lowest of the responses that passed the technical evaluation.
- Implementation of a new website platform is necessary to for HPL to comply with the Accessibility for Ontarians with Disabilities Act (AODA).

### BACKGROUND

A Community Beacon is one of our strategic priorities, it states: "…The library's buildings and virtual spaces will be flexible and appealing and will create customer experiences that are successful and enticing…" This RFP was developed to address both the functionality needs of our customers and its visual appeal.

**Website Functional Needs**

Our current website was last redesigned in 2009 when we inherited the community portal concept from the City of Hamilton and assumed responsibility for its content.  At that time we saw that while the community portal had been a genuinely worthwhile effort, changes in technology and Internet usage were reducing its relevance.  Much has changed again since 2009 and our current website design and platform is in need of a major upgrade.

The following needs are growing and cannot be supported by our current website and its structure in a manner that will allow us to remain relevant and responsive to our customers' needs:

- An intuitive and fast way for customers to identify programs of interest. This is becoming more important because of the increase in the level of programming that is happening at all Library locations.
- Seamless delivery of our ever-growing digital collections
- Integration of third party applications made possible by advances in web site design via application program interfaces (APIs)
- Web site responsiveness to any browser by which customers access our site, including those on tablets and other mobile devices
- Requirements for accessibility because of the AODA

**Website Design and Logo Refresh**

Coupled with the need to address the functional limitation of the web site has been our requirement to refresh the design of the web site and the current library logo to better represent the array of services we provide and to move away from, but still pay homage to traditional services. Our brand is currently seen as largely book focused. We would like to be seen as relevant and responsive to both the physical and digital means of reading, viewing and listening to our collections.  In addition, HPL strives to be seen as a collaborative community space wherein customers are encouraged to discover and create. Our intention is to work with the successful proponent to build on what works with our current visual brand while addressing the issues we have identified.

**Request For Proposal Process**

Many web design firms offer structure, design and branding services. We combined both of the web site redesign and logo refresh initiatives into a single RFP to allow the Library to strengthen its visual brand while also improving the functionality. As indicated at the June Library Board meeting, over the course of the summer, the Library issued a RFP for a new web site design and structure. The goal with the project is to create an external web site design and structure that:

- Promotes the services of the library and its partners with an attractive, logical, easy-to-use design (responsive design)
- Is flexible enough to support special web-based collaboration and content creation projects
- Allows for integration of key digital products and resources

- Is the catalyst for a re-branding exercise that will expand to encompass our entire marketing strategy
- Allows for a seamless and efficient content management process
- Ensures our site is accessible and meets our regulatory requirements under AODA

**Successful RFP Proponent**

There were eight responses to the RFP. Three met the threshold in the technical requirement phase and, based on price per point, Factor[e] was the successful proponent with a very competitive and a comprehensive proposal.

In business since 1999, Factor[e] is a Hamilton-based design company working in the fields of web, print, branding and interactive media. We are very confident that they will meet our needs as laid out in the RFP. The cost of their proposal is $98,000. The recommendation to approve up to $110,642 for this project includes 10% contingency and applicable taxes.