

**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, March 16, 2016  
Central Library, Board Room**

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

Guests: Ania Van Minnen, Yvonne Patch, John Black

**AGENDA**

1. **Discussion Period**
2. **Acceptance of the Agenda**
3. **Minutes of the Hamilton Public Library Board Meeting of Wednesday, February 17, 2016** Attachment #3
4. **Presentations**
  - 4.1 Voter Identification Clinics – AVM/YP
5. **Consent Items**
  - 5.1 Family Day – MS/KA Attachment #5.1  
**Suggested Action: Receive**
6. **Business Arising**
7. **Correspondence** Attachment #7  

Letter from Tony Greco, Chair, Friends of the Library, dated February 18, 2016

## 8. Reports

- |     |   |   |
|-----|---|---|
| 8.1 | Chief Librarian's Report                | Attachment #8.1                         |
|     |   | <b>Suggested Action: Receive</b>        |
| 8.2 | Report from the Policy Review Committee | Attachment #8.2                         |
|     |   | <b>Suggested Action: Recommendation</b> |
| 8.3 | Partnerships Report                     | Attachment #8.3                         |
|     |   | <b>Suggested Action: Receive</b>        |

## 9. New Business

- |     |  |   |
|-----|--|---|
| 9.1 | 2015 Year End Variance Report – JB               | Attachment #9.1                         |
|     |  | <b>Suggested Action: Receive</b>        |
| 9.2 | 2015 Year End Reserve Report – JB                | Attachment #9.2                         |
|     |  | <b>Suggested Action: Recommendation</b> |
| 9.3 | Real Estate Assistance for Binbrook Project – KA | Attachment #9.3                         |
|     |  | <b>Suggested Action: Recommendation</b> |
| 9.4 | Librarian's Summit and LEAN                      | Attachment #9.4                         |
|     |  | <b>Suggested Action: Receive</b>        |

## 10. Private and Confidential

- 10.1 HR Matter

## 11. Date of Next Meeting

Wednesday, April 20, 2016  
**Central Library, Board Room, 5<sup>th</sup> Floor**  
5:30 p.m. Dinner  
6:00 p.m. Meeting

## 12. Adjournment

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## **HAMILTON PUBLIC LIBRARY BOARD**

Regular Board Meeting  
Wednesday, February 17, 2016  
Central Library, Board Room  
5:30 p.m. Dinner  
6:00 p.m. Meeting

## **MINUTES**

**PRESENT:** George Geczy, Jennifer Gautrey, Mary Ann Leach, Councillor Pearson, Douglas Brown, Vikki Cecchetto, John Kirkpatrick, Lori-Anne Spence-Smith, Councillor Partridge, Clare Wagner, Suzan Fawcett, Councillor Partridge, Councillor Pearson

**STAFF:** Lisa DuPelle, Karen Anderson, Melanie Southern, Paul Takala, Lita Barrie, Karen Hartog

**GUESTS:** Julianna McCormick, Aida Rudnik, Leslie Muirhead

Ms Leach called the meeting to order at 6:00 p.m.

### **1. Discussion Period**

#### **1.1 OLA Conference**

Ms Spence-Smith and Mr. Brown provided a summary of the sessions attended at the recently OLA Conference. The following is a list of initiatives other library systems have implemented and points to remember regarding library boards:

- Councillors visiting branches to attend storytime sessions
- Providing council with positive updates – one page summaries
- Library board members meeting branch managers
- Canada 150 grant
- Board assessment – are we helping our library achieve its goals
- Conduct at library board meetings – purpose is to govern not manage
- CEO assessment – feedback

- Board should promote continuing improvement – CEO appraisal
- Answer to how is yes
- Governance at each board meeting – cut to the chase

1.2 Leaders in Literacy Breakfast

Mr. Takala reported that the Adult Basic Education Association's Leaders in Literacy Breakfast will be held on Tuesday, June 7, 2016. Board members were requested to contact Karen Hartog if interested in attending.

**2. Acceptance of the Agenda**

**MOVED** by Ms Cecchetto, seconded by Ms Spence-Smith,

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

**MOTION CARRIED**

**3. Minutes of the Hamilton Public Library Board Meeting of Wednesday, January 20, 2016**

Item #4 – "Vicki" should read "Vikki"

**MOVED** by Ms Gautrey, seconded by Ms Spence-Smith,

**THAT THE MINUTES OF THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF WEDNESDAY, JANUARY 20, 2016 BE ACCEPTED AS AMENDED.**

**MOTION CARRIED.**

**4. Presentations**

4.1 Customer Service Institute Training

Ms Anderson and Ms Muirhead provided an overview of the road show training to be conducted for staff on customer service.

4.2 Update on Dundas Design

Ms Anderson and Ms Muirhead provided an update on the proposed Dundas renovation.

**5. Consent Items**

No consent items.

## 6. Business Arising

### 6.1 Appointment of the Policy Review Committee Chair

**MOVED** by Ms Spence-Smith, seconded by Mr. Brown,

**THAT VIKKI CECCHETTO BE APPOINTED CHAIR OF THE POLICY REVIEW COMMITTEE.**

**MOTION CARRIED.**

Board Members were requested to send any edits or suggestions for the terms of reference to Ms Cecchetto and Ms Hartog.

### 6.2 Central 4<sup>th</sup> Floor Partnerships

**MOVED** by Ms Fawcett, seconded by Ms Spence-Smith,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD RECEIVES THIS REPORT FOR INFORMATION AND FEEDBACK.**

**MOTION CARRIED.**

## 7. Correspondence

No correspondence.

## 8. Reports

### 8.1 Chief Librarian's Report

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

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

**MOTION CARRIED.**

### 8.2 Report of the Audit Committee

Mr. Kirkpatrick reported on the discussions from the Audit Committee meeting including quarterly variance reports being prepared for the Library Board.

Appointment of Chair

**MOVED** by Ms Gautrey, seconded by Mr. Geczy,

**THAT MR. KIRKPATRICK BE APPOINTED CHAIR OF THE AUDIT COMMITTEE FOR 2016.**

**MOTION CARRIED.**

HPL Audit Planning Report

**MOVED** by Mr. Kirkpatrick, seconded by Mr. Brown,

**THAT THE PLANNING REPORT BE ADOPTED AS PRESENTED.**

**MOTION CARRIED.**

**9. New Business**

9.1 2015 Metrics Report

**MOVED** by Ms Spence-Smith, seconded by Wagner,

**THAT THE LIBRARY BOARD RECEIVE THE 2015 METRICS REPORT FOR ITS INFORMATION.**

**MOTION CARRIED.**

9.2 Dundas Temporary Location Hours

**MOVED** by Ms Spence-Smith, seconded by Ms Gautrey,

**THAT THE HAMILTON PUBLIC LIBRARY APPROVE THE FOLLOWING OPERATING HOURS FOR THE DUNDAS BRANCH TEMPORARY LOCATION:**

<b>MONDAY</b>	<b>CLOSED</b>
<b>TUES-THURS</b>	<b>10-9</b>
<b>FRIDAY</b>	<b>10-6</b>
<b>SATURDAY</b>	<b>10-5</b>

**MOTION CARRIED.**

9.3 Absences Due to Conflicts with City Council

**MOVED** by Mr. Geczy, seconded by Mr. Kirkpatrick,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD EXCUSE ABSENCES OF CITY COUNCIL MEMBERS OF THE HAMILTON PUBLIC LIBRARY BOARD WHEN THOSE MEMBERS ARE UNABLE TO ATTEND LIBRARY BOARD MEETINGS DUE TO CITY COUNCIL BUSINESS.**

**MOTION CARRIED.**

10. Private and Confidential

**MOVED** by Councillor Pearson, seconded by Councillor Partridge,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD MOVE IN-CAMERA TO DISCUSS HR ITEMS.**

**MOTION CARRIED.**

**MOVED** by Ms Fawcett, seconded by Ms Spence-Smith,

**THAT THE IN-CAMERA SESSION BE ADJOURNED.**

**MOTION CARRIED.**

**MOVED** by Ms Cecchetto, seconded by Ms Spence-Smith,

**THAT THE BOARD ACCEPTS THE PERFORMANCE GOALS FOR 2015/2016 FOR THE CHIEF LIBRARIAN AND,**

**THAT THE PROCESS WILL BE REVIEWED AND REVISED AT THE ADHOC BOARD POLICY REVIEW COMMITTEE LEVEL AND,**

**THAT THE REVISED PROCESS BE PRESENTED TO THE BOARD FOR FINAL APPROVAL.**

**MOTION CARRIED.**

**11. Date of Next Meeting**

Wednesday, March 16, 2016  
**Central Library, Board Room, 5<sup>th</sup> Floor**  
5:30 p.m. Dinner  
6:00 p.m. Meeting

**12. Adjournment**

**MOVED** by Ms Cecchetto, seconded by Ms Wagner,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF  
WEDNESDAY, FEBRUARY 17, 2016 BE ADJOURNED.**

**MOTION CARRIED.**

The meeting was adjourned at 9:00 p.m.

Minutes recorded by Karen Hartog



**Date:** March 11, 2016  
**To:** Chair and Members of the Board  
**c.c.** Paul Takala, Chief Librarian  
**From:** Melanie Southern, Director Public Service, Partnership & Communications  
Karen Anderson, Director Public Service  
**Subject:** **2016 Family Day**

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**RECOMMENDATION:**

That the Hamilton Public Library Board receives this report for information and feedback.

**FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

Family Day is a statutory holiday. Staff volunteer to be scheduled on Family Day and are paid time and one half. The opening of locations on Family Day has been reviewed annually and is subject to budget constraints.

**BACKGROUND:**

In September 2015, the Board approved that HPL open select locations for Family Day, 2016. Each year a review will determine whether HPL can provide Family Day service and which locations to open. For 2016, Turner Park and Central were selected recognizing that they would serve both the upper and lower city. Turner Park has been opened on Family Day since 2013.

**REPORT:**

In 2015, Turner Park and Red Hill branches had over 1000 visitors with over 500 attending programs. In 2016, at Turner Park and Central Library the number of visitors was significantly higher:

Turner Park Branch	836 (741 in 2015)
Central Library	1,732

When libraries open on Family Day it is not just for “business as usual.” While the facility is fully operational with collections, study spaces and public computers, the focus on families includes activities for all ages as well as guest performers. In 2016, activities were well attended with more than 700 participants. Anecdotally, both locations were active and filled with a vibrant energy. The additional service hours helped to meet the needs of the community and supplemented the limited options for low cost activities throughout the City.



*Friends*

of the Hamilton Public Library

P.O. Box 2700  
Attachment #7  
55 York Boulevard  
Hamilton, ON L8N 4E4

Telephone: 905-546-3280

February 18, 2016

Ms. Mary Ann Leach, Chair  
Board of Directors  
Hamilton Public Library  
55 York Blvd,  
Hamilton, ON L8N 4E4

Dear Ms. Leach:

Twenty two years ago, a group of concerned citizens came together to form the Friends of the Hamilton Public Library. The Friends advocated for a strong public library system with integrated and accessible community branches.

The Friends sought to make Public Libraries as important as community arenas. Since then, under the guidance of two visionary librarians, the amalgamation of two library systems, and stewardship of responsive and aggressive boards, the Hamilton Public Library has emerged as one of the most valued community asset.

For several years, the Friends have struggled with defining their role in the Public Library System. After much soul searching, the Executive Board reached the conclusion that its' original purpose has been surpassed and that the organization needed to change. Collectively the Executive identified two options; wind down the Friends of the Hamilton Public Library or re-purpose the organization as a Charitable Foundation.

As a Registered Charity in good standings, the Friends of the Hamilton Public Library could be restructured as a Foundation to support the work of the Hamilton Public Library with an operating board being appointed by the Library Board.

Conversely, the Friends of the Public Library could simply be shut down and the Charity closed.

Should the Library Board choose to continue to operate the Friends of the Hamilton Public Library as a Registered Charity we will assist in the transition process.

Our current Board will cease to operate by April 30, 2016, and at that point, the remaining funds will be donated to the Library.

On behalf of the Friends of the Hamilton Public Library,

I remain,

Yours Sincerely,

  
Tony Greco, Chair

c.c. Paul Takala, CEO & Chief Librarian ✓

## Chief Librarian's Report – March 2016

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### VALLEY PARK LIBRARY

The feasibility study for the Valley Park project has been completed. We will be meeting with the project manager to review the details and bring a report to the April board meeting. We will be meeting with the Heritage Green Community Trust later this month to discuss the project. Given that we are still debriefing on the Waterdown project and have yet to report lessons learned, it will be advisable to complete that process over the next couple months before finalizing our plan to move this project to the next phase.

### CITY SCHOOL BY MOHAWK

*"City School by Mohawk is a community-based initiative that aims to break down the barriers to education and employment ... developing specialized learning programs, workshops and services that will encourage gradual steps to a postsecondary pathway. The first City School classroom is located on the second floor of the Eva Rothwell Resource Centre". ([www.mohawkcollege.ca/cityschool.html](http://www.mohawkcollege.ca/cityschool.html))*

Library staff have been exploring the possibility of working with City School on offering programs at HPL. Discussions are focused on jointly identifying appropriate programs to offer at the library. There is strong alignment between the goals of the City School by Mohawk and our goal as a public library to support lifelong learning. City School by Mohawk is participating in the development of the Learning Annex. Staff will be reporting back to the Board should this partnership develop.

### CANADIAN FAMILIES AND CORRECTIONS NETWORK

Hamilton Public Library provided space for the Canadian Families and Corrections Network whose mandate it is to "build stronger and safe communities by assisting families affected by criminal behavior, incarceration and community reintegration". The program was held at Central Library on Saturday, March 5 with approximately 75 people in attendance including Mayor Eisenberger and Irwin Elman, Ontario's Provincial Advocate for Children and Youth. Hamilton Public Library received three Sesame Street kits designed for children of incarcerated family members. ([www.cfcn-rcafd.org/](http://www.cfcn-rcafd.org/))

### LIBRARY TOURS FOR SYRIAN REFUGEES

Central Library tours for Syrian refugees were initiated during the first week in February in partnership with Wesley Urban Ministries. A translator facilitated library tours and library card registration. Weekly tours are scheduled until the end of March. Other branches are also offering tours and working to welcome the refugees.

### **PSYCHOLOGY MONTH**

HPL and St. Joseph's Healthcare created a partnership to highlight their respective resources and services. Along with recommended booklists, and book club kits with a mental health theme, the partnership launched a speakers series in recognition of Mental Health month in February. The topics ranged from "Supporting a Loved One through Mental Illness" to "Mindfulness." The most well attended sessions were "The Dog Ate my Homework: Procrastination" and "Tackling Anxiety: Strategies for Managing and Coping with Anxiety." The goal is to host an annual Psychology Month speaker series every February.

### **DUSK DANCES**

Dusk Dances is a collaboration between Hamilton Conservatory for Arts Dance Theatre, Hamilton Public Library and Dusk Dances Inc. A series of workshops will take place at both Central Library and the Hamilton Conservatory for the Arts (HCA) during the months of April and May. These sessions are open to anyone wanting to participate. Interested individuals must sign up to be part of Dusk Dances by June 1. Practices will take place at HPL and HCA with performances at Bayfront Park on July 28, 29 and 30 as well as August 10. This collaboration fosters HPL's support of culture in the City.

### **STAFF CHANGES**

Julianna McCormick, Manager of Finance and Facilities, will be leaving the organization on March 18, 2016. Julianna McCormick has accepted the Director, Campus Planning, Design and Construction position at Brock University. In the interim, Carol Harding will move temporarily to a non-unionized supervisor position overseeing journal approvals. The Finance team will report to Lisa DuPelle with support from John Black as he covers for the Director of Finance and Facilities vacancy while we complete the recruitment. Facilities supervisors will report to Karen Anderson with Chris Phinney and Mike Sands continuing to supervise staff on a day to day basis. Effective April 1<sup>st</sup> Meg Uttangi Matsos will be moving to Red Hill as the new Branch Manager. Kathleen Shannon, temporarily covering at Red Hill, will be moving to cover the Manager of Customer Service, VLS and Bookmobiles for approximately six (6) months and Ron Gabor has been extended for approximately six (6) months as the Manager of Barton and Kenilworth.

Paul Takala  
Chief Librarian

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**HAMILTON PUBLIC LIBRARY BOARD**

Policy Review Committee Meeting  
Wednesday, March 7, 2016  
Central Library, Board Room  
4:30 p.m. Meeting

**MINUTES**

**PRESENT:** Vikki Cecchetto, George Geczy, Mary Ann Leach, Douglas Brown,  
John Kirkpatrick

**STAFF:** Paul Takala, Lisa DuPelle, Karen Hartog

**1. Call to Order**

Ms Cecchetto called the meeting to order at 4:45 p.m.

**2. Confirm Agenda**

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

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

**MOTION CARRIED.**

**3. Review minutes from February 17, 2016**

Item #5 – delete first sentence – “Meetings will be held on the first Monday of the month.”

**MOVED** by Mr. Kirkpatrick, seconded by Mr. Geczy,

**THAT THE MINUTES OF THE FEBRUARY 17, 2016 MEETING BE ACCEPTED AS AMENDED.**

**MOTION CARRIED.**

**4. Google Docs Location for Committee Documents:**

Committee members agreed that the documents for the committee be stored on Google docs. The documents will be edited in the Word version and Committee members will include their initials and version number as the file extension.

**5. Committee Terms of Reference**

**MOVED** by Mr. Brown, seconded by Mr. Kirkpatrick,

**THAT THE TERMS OF REFERENCE BE ADOPTED.**

**MOTION CARRIED.**

**6. Policy Review Committee Draft Work Plan**

Committee members agreed to focus on the Governance section and in particular the CEO performance appraisal process and the Library Board Bylaws. Ms Cecchetto distributed copies of a draft policy structure. Committee members were requested to review the proposed structure presented by Ms Cecchetto and send any comments/feedback/suggestions to Ms Cecchetto, Mr. Takala and Ms Hartog by March 19<sup>th</sup>.

It was agreed to have two working groups. Ms Leach, Mr. Kirkpatrick and Ms DuPelle will review the CEO performance appraisal process and Mr. Brown, Ms Cecchetto, Mr. Geczy and Mr. Takala will review the Library Board Bylaws. Both sub-committees will provide draft reports for discussion at-the March 23<sup>rd</sup> Policy Committee meeting. One hour will be devoted to discuss each plan. Ms Cecchetto will then update the documents and provide a second draft to Committee members by April 4<sup>th</sup> and final edits will be submitted by members to Ms Cecchetto by April 14<sup>th</sup> at 4:00 p.m. The revised draft reports will be included on the April 20<sup>th</sup> Library Board Agenda.

**7. Initial Feedback on Board By-Laws**

See above.

**8. Other Business**

There was no additional business for discussion.

**9. Adjournment**

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

**THAT THE POLICY REVIEW COMMITTEE MEETING BE ADJOURNED.**

**MOTION CARRIED.**

The meeting was adjourned at 6:20 p.m.

Minutes recorded by Karen Hartog.

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## **HAMILTON PUBLIC LIBRARY BOARD**

### Ad Hoc Policy Review Committee Meeting Agenda

Monday, March 7, 2016

Central Library, Admin Committee Room

4:30 p.m. Meeting

**MEMBERS:** Vikki Cecchetto (Chair), George Geczy, Mary Ann Leach, Douglas Brown, John Kirkpatrick

**STAFF:** Paul Takala, Lisa DuPelle, Karen Hartog

1. **Call to Order**
2. **Confirm Agenda**
3. **Review minutes from February 17**
4. **Google Docs Location for Committee Documents:**
  - [https://drive.google.com/folderview?id=0B\\_KW4yc-oPuSaG1OdkthTUV2ZVv&usp=sharing%20](https://drive.google.com/folderview?id=0B_KW4yc-oPuSaG1OdkthTUV2ZVv&usp=sharing%20)
  - Confirm process for editing documents – using Google Docs
  - Review folders, including: Resources folder
5. **Committee Terms of Reference**
  - File located in Folder named DocstoCollectFeedback:  
1-AdhocPRC-TORUpdatedFeb29
6. **Policy Review Committee Draft Work Plan**
  - File located in Folder named DocstoCollectFeedback:  
2-DraftPRCWorkPlan-UpdatedFeb29
  - What should the order of our priorities be? Work plan will be updated to reflect committee discussion.



**7. Initial Feedback on Board By-Laws**

- File located in Folder named DocstoCollectFeedback:  
3-BoardByLaws-v1

**8. Other Business**

**9. Adjournment**

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**HAMILTON PUBLIC LIBRARY BOARD**

Policy Committee Meeting  
Wednesday, February 17, 2016  
Central Library, Board Room  
4:30 p.m. Meeting

**MINUTES**

**PRESENT:** Vikki Cecchetto, George Geczy, Mary Ann Leach, Douglas Brown,  
John Kirkpatrick

**STAFF:** Paul Takala, Lisa DuPelle, Karen Hartog

**1. Call to Order**

Ms Leach called the meeting to order at 4:45 p.m.

**2. Appointment of Chair**

**MOVED** by Mr. Kirkpatrick, seconded by Mr. Geczy,

**THAT THE POLICY COMMITTEE RECOMMENDS TO THE LIBRARY BOARD THAT VIKKI CECCHETTO BE CHAIR OF THE POLICY COMMITTEE.**

**MOTION CARRIED.**

**3. Approval of Agenda**

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

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

**MOTION CARRIED.**

#### 4. Team Composition

It was reported that Ms Gautrey has resigned from the Committee as she was recorded as being a member at the January meeting in error. The Policy Committee will consist of Ms Cecchetto, Mr. Kirkpatrick, Mr. Geczy, Ms Leach and Mr. Brown.

#### 5. Schedule of Meetings

Meetings will be held on the first Monday of the month. It was agreed that the next meetings will be scheduled for March 7<sup>th</sup>, March 23<sup>rd</sup> and April 4<sup>th</sup> at 4:30 p.m.

**MOVED** by Mr. Kirkpatrick, seconded by Mr. Geczy

**THAT THE MEETING SCHEDULE FOR THE COMMITTEE BE MARCH 7<sup>TH</sup>, MARCH 23<sup>RD</sup>, AND APRIL 4<sup>TH</sup> AT 4:30 P.M. IN THE ADMIN COMMITTEE ROOM, CENTRAL LIBRARY. ADDITIONAL DATES MAY BE ADDED AS NECESSARY.**

**MOTION CARRIED.**

#### 6. Draft Terms of Reference

Committee members reviewed the draft terms of reference for the Policy Committee.

The following revisions were agreed to by committee members:

- Under "Purpose", second bullet: Add Review of...and revise as appropriate
- Under purpose, third bullet: Add CEO/Chief Librarian Performance Appraisal Policy and Process

Committee members were requested to send any feedback to Vikki Cecchetto and Karen Hartog via email. The terms of reference will be presented to the Library Board at its March meeting.

#### 7. Ad Hoc Committee Process Review

There was agreement that official agendas and minutes will be prepared in advance of the committee meetings and posted on HPL's website.

**8. Other Business**

There was no additional business for discussion.

**9. Adjournment**

The meeting was adjourned at 5:30 p.m.

Minutes recorded by Karen Hartog.

**Date:** February 29, 2016  
**To:** Library Board  
**From:** Ad Hoc Policy Review Committee  
**Subject:** **Draft Terms of Reference (TOR) for the Policy Review Committee**

## **Draft Terms of Reference**

### **Purpose:**

- Review of the overall structure of the Policy Manual
- Review of the Board By-Laws and revise as appropriate
- Identify priorities for the Board review of policies
  - CEO/Chief Librarian Performance Appraisal Policy and Process

### **Goals of the Committee:**

While recognizing that the Library Board has been successful on many fronts, the Board nonetheless understands that a periodic review of its policies and practices is important for its mandate. The Ad Hoc Policy Review Committee is charged therefore with making recommendations to the Library Board based on the following goals:

- Ensure that the governance model for HPL is clear and supports ongoing innovation and execution of the Strategic Plan
- Ensure that Board practice and policies are consistent with Board By-Laws, update Board By-Laws as needed
- Ensure that the structure of the Board policy manual is clear and supports transparency and compliance
- Ensure that an effective Chief Librarian/CEO Performance Appraisal process is in place
- Ensure that Board documentation processes are effective

## **Background Information**

### **Board Motion December 2015**

That the Library Board establish an Ad hoc committee called the "Policy Review Committee" to review and make recommendations on the Draft Library Board Policy Manual. That the terms of reference of the Policy Review Committee include: a review of the overall structure of the Policy Manual; a review of the By-Laws; and identify priorities for the Board review of policies.

That the Policy Review Committee reports back to the Library Board no later than April 2016 with initial recommendations and recommendations on next steps.

### **Membership**

Approved December 2015: George; Vikki; Doug; John; Mary Ann (Board Chair); Paul (Secretary)

### **Board By-Laws Regarding Ad hoc Committees**

39. Ad Hoc Committees may be appointed by the Board to deal with special issues assigned by the Board. Such committees report to the Board and shall be dissolved immediately upon making their final report to the Board.

40. A committee may have any number of members. The Board shall name a chair for each ad hoc committee. Such committees report to the Board and shall be dissolved immediately upon making their final report to the Board.

41. A quorum for all committees shall be the majority of members. Committees meet when required at the call of the committee chair.

42. The Chair of the Board shall be a member of all Committees of the Board ex-officio.

43. The Secretary of the Board (or designate) shall attend all committee meetings and shall be the Secretary of all committees.

**Date:** March 11, 2016  
**To:** Chair and Members of the Board  
**c.c.** Paul Takala, Chief Librarian  
**From:** Melanie Southern, Director Public Service, Partnership & Communications  
**Subject:** **Partnership Report**

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#### **RECOMMENDATION:**

That the Hamilton Public Library Board receives this report for information and feedback.

#### **FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

The Hamilton Public Library has a long history of successful partnerships. HPL partners to increase the impact of our work and to enhance the sustainability of programs and services. By partnering with organizations aligned with our goals we are able to avoid duplication of effort and share expertise.

#### **BACKGROUND:**

Our first strategic priority is to be a **Community Beacon**. *"HPL will be a source of pride in the community...the library system will act as a unifying force within the City and within its communities."* One of the ways HPL is a Community Beacon is by being a reliable and strong partner with other organizations trying to move Hamilton forward. As outlined at the November 2015 Board report, staff will bring an annual Partnerships report to the Board each March that summarizes the past year's activities and current developments. This report has been created to provide an ongoing mechanism for staff to report on existing partnership activities.

The attached report was generated from a partnership list maintained by staff to ensure internal communication and coordination. This report is not exhaustive, but lists all major partnerships. We have also included local and emerging partnerships to give the Board a sense of the kind of work that happens around the system.

Many partnerships we engage in are informal in nature. We encourage Branch Managers and their staff to engage organizations serving their neighbourhoods and to look for opportunities to collaborate. For larger partnerships such as with the school boards, we have formal memorandums of understanding (MOUs). Staff are in the process of developing a policy on partnerships that will come to the Library Board in Q2 of 2016.



## 2015 HPL Partnership List

Organization	Project/Program	Brief Description
<b>Major Partnerships</b> – well established and strategic partnerships		
COH – City of Hamilton		The City of Hamilton is the primary funder of the Hamilton Public Library. City Council appoints Library Board members and approves our annual budget. HPL works closely with COH staff on many fronts including: facilities, finance, information technology and purchasing just to name a few. The Library's strategic priorities strongly align with City goals and we are continually looking for opportunities to support City initiatives. This list contains several entries on the COH that focus on the library aligning our work to support City initiatives, it is not intended to cover standard operational cooperation.
Government of Ontario – Ministry of Tourism, Culture and Sport		Annually HPL, like other public libraries in Ontario, receive an annual operating grant from the Province of Ontario. The grants supports library operations and pay equity. To receive the annual grant there are reporting requirements that we comply with. As well, HPL works with the Southern Ontario Library Service (SOLS) that is mandated to deliver programs and services on behalf of the Ontario Minister of Tourism, Culture and Sport by: <ul style="list-style-type: none"> <li>•Increasing cooperation and coordination among public library boards</li> <li>•Assisting public library boards by providing them with services and programs that reflect their needs</li> </ul>
Best Start Network	Membership - Best Start Network	The Hamilton Best Start Network is comprised of members and community partners from over 50 organizations. The Best Start Network promotes the well-being of families and children prenatal to 12 by helping them reach their full potential. HPL is a founding member of the Best Start Network and has participated and supported its work since its establishment over 10 years ago.
Centre for Equitable Library Access (CELA)	Membership - Access to Collections & Book Club	CELA is a national not-for-profit organization run by public libraries for public libraries. CELA's collections and services are available to HPL customers with print disabilities. Eligible customers of CELA member libraries have access to more than 300,000 items in accessible formats including audio, braille, and electronic text. More than 600 public library systems across Canada are currently members of CELA. In 2015 HPL supported the secondment of Michael Ciccone to CELA for 1 year.
COH (City of Hamilton ) - Recreation Department	Programs and Promotion	HPL partners with the COH Recreation Department to mutually promote each others' programs and services in our program guides. We partner with Recreation at the Valley Park Recreation Centre and are planning to build a new community hub in Greensville. In 2015 Recreation provided space for our Riverdale Summer Literacy Camp.
COH - Civic Museums	Donation - Summer Reading Club and Circulating Museum Passes	COH Civic Museums works in partnership with HPL on two key initiatives. The Civic Museum pass program makes family passes for 4 available for circulation. Civic Museums also provides passes for Summer Read Club incentives.



Early Literacy Hamilton	Membership - Early Literacy Hamilton	Guiding Principles of ELH are to advocate for and promote programs that: bring books and children together in a meaningful way; help children to be ready to learn and be successful at school; improve literacy rates in the community; support families and caregivers, including those from diverse cultural, ethnic and linguistic backgrounds, in their role of developing early literacy in the children; support and bring together community groups and agencies from diverse sectors to develop early literacy programs and initiatives; always aim to be a partner in coordinating children's initiatives in this community; and work to identify and bridge gaps in literacy service delivery.
First Book Canada	Donations - First Book Canada	First Book Canada makes new books available to organizations able to provide those books to children from lower income households. HPL uses books for summer reading and literacy program giveaways. First Book Canada has distributed more than 4.5 million books and educational resources to programs and schools serving children from low-income families throughout Canada. First Book Canada's goal is to transform the lives of children in need and elevate the quality of education by making new, high-quality books available on an ongoing basis.
Hamilton Association for the Advancement of Literature Science and Art (HAALSA)	Funding and Program - Public Lecture Series and Power of the Pen Prizes	Founded in 1857, the Hamilton Association is one of Canada's oldest independent not-for-profit cultural organizations. The primary focus is the presentation each year of a series of free public lectures. In addition the association encourages interest in literature, science and music through the support of four awards. The literary awards are presented in conjunction with the HPL's Power of the Pen contest.
Hamilton Arts Council	Various Projects	HPL is a long standing member of the Hamilton Arts Council. The Hamilton Arts Council is a member driven organization with a vision to strengthen the role of the arts and culture in the City of Hamilton by making the arts accessible and relevant to the entire community.
Hamilton Community Foundation	Funding Partner	HCF is long time partner of the Hamilton Public Library. They hold and manage several trust funds for HPL that have been created by donations to HPL. Recently, \$650,000 of the trust funds were used to renovate the Central Library main program rooms. The Hamilton Room is being designated as our donor recognition room. It will use digital displays to recognize donors and partners. In recent years the HCF has provided funding for summer literacy camps at Davis Creek and Riverdale.
Hamilton Health Sciences - Regional Rehabilitation Centre	Partner Program – DISP (Disability Information Service Program)	Shared funding for one staff person to work at the Central Library and the General Hospital's Regional Rehabilitation Centre to provide disability information. This long time program has enhanced HPL's ability to connect individuals with disabilities to needed services.
Hamilton-Wentworth Catholic District School Board	Outreach Programs, Saltfleet branch	The Hamilton-Wentworth Catholic District School Board and the Hamilton Public Library share the vision of students achieving their full potential and further, share the values of respect, innovation and accountability. Formal partnership outlining class visits, program promotion, partner programs and resources. Partnership to be renewed in 2016. Our Saltfleet branch is located in Cardinal Newman Secondary School in Stoney Creek.
Hamilton-Wentworth District School Board	Outreach Programs	The Hamilton-Wentworth District School Board and the Hamilton Public Library share the vision of students achieving their full potential. HWDSB and HPL share a formal partnership outlining class visits, program promotion, partner programs and resources. Partnership to be renewed in 2016. HPL and the COH are planning on partnering with the school board to build a community hub in Greenville.

Hamilton Future Fund – COH Culture Division – McMaster University Library	Funding - Love Your City, Share Your Stories Digital Storytelling Project	Hamilton Public Library, with key partners – the COH Culture Department and McMaster University Library, received a grant from the Hamilton Future Fund in the amount of \$150,000 for the Love Your City, Share Your Stories project. The grand unveiling of the project is scheduled for September 29, 2016 as part of the Culture Days weekend. This project was develop to support the COH culture strategy.
Hamilton Gallery of Distinction		The Hamilton Gallery of Distinction Board of Directors meets monthly and organizes the annual awards evening. The Hamilton Public Library plays an important role supporting the board and the selection process. The Local History and Archives Department researches background information on each of the nominations which is then copied and given to the selection committee. The Director of Public Service represents the Library on the Gallery of Distinction Board of Directors and the Chief Librarian is one of the Selection Committee members. The Administrative Assistant supports and attends meetings for both the Board and Selection Committee.
Hamilton Roundtable for Poverty Reduction	Programs, Support and Membership	Hamilton Public Library participates in programs and supports the HRPR. In 2015 HPL worked together with the COH and the roundtable to support voter registration awareness tables supported by Elections Canada. Space is provided for HRPR meetings.
Immigration, Refugees and Citizenship Canada (IRCC)	Funding - Language Instruction for Newcomers to Canada (LINC)	Annually, Hamilton Public Library receives funding of approximately \$250K from IRCC for our LINC programs that support the successful integration of newcomers to Hamilton. Popular programs include one on one tutoring using volunteers and English for Seniors that provides classes to individuals 55 and older.
Information Hamilton	Support, Space and Tech	HPL provides Information Hamilton with office space at the Central Library and provide some technology support. Information Hamilton connects people with the services and resources they need. They gather, organize, and share information about community and government services in Hamilton. Information Hamilton's goal is to improve access to human services for all people through the mechanism of Information and Referral (I&R). IH manages the Red Book of Hamilton database, which consists of over 4500 records of community and government services.
McMaster University - English Department	Partner Program - Writer-in-Residence	McMaster University and HPL have partnered since 2013 on the Mabel Pugh Taylor Writer-in-Residence program. For 2015/16, Kim Echlin will be the Writer-Residence (WiR). Based on funding, the WiR program is a four month or eight month residency. Both partners commit to funding the program for four months and the program gets extended to 8 if we receive funding from the Canada Council for the Arts. Past WiR: 2014/15 Hal Niedzviecki; 2013/14, Anne Simpson.
McMaster University - DeGroote School of Business	Research Partner - Digital Storytelling	Dr. Brian Detlor, DeGroote School of Business, along with Dr. David Harris Smith, Dr. Maureen Hupfer and Dr. Walter Peace, has been successful in obtaining a SSHRC Grant to study our digital storytelling project. HPL is participating with the research. The research will study the effectiveness the project and the impact of digital storytelling on the sense of place.

New Horizons for Seniors Program	Program - Creative Aging for Older Adults Program	HPL received \$25,000 in funding for a one year period to make creative programming available to older adults. Four HPL locations - Central, Dundas, Red Hill and Sherwood - participated in the programming. Additionally, programs were made available at Central for more marginalized seniors. The range of creative programs including sketching, writing, acting, singing and ukulele instruction. Funding ends March 31, 2016. A grant was submitted for the 2016/17 period with a focus on open media desk activities so that seniors could create content for senior consumption.
Social Planning and Research Council (SPRC)	COH Neighbourhood Action Strategy	SPRC manages the Neighbourhood Developers working in identified hubs. Hamilton Public Library actively supports and participates at the local level of all the Neighbourhood Action Teams. The Neighbourhood Action Strategy has been a very successful initiative that has enhanced collaboration and focused on building on existing assets that already exist in communities.
Soroptimist International of Hamilton-Burlington	Partner Program - Book Sale	Annual fundraiser featuring the sale of weeded Hamilton Public Library materials. In 2015, the book sale location was adjacent to the food court in Jackson Square and surpassed 2014 sales by 10%. In 2016, there will be a smaller spring sale along with the week-long fall sale.
Start2Finish	Program - Start2Finish Annual Backpack Program	Start2Finish's mission is to break the cycle of child poverty by providing ongoing educational support to Canada's at risk children throughout their school years, nurturing mind, body and social health so they are empowered to succeed and become role models for change. Start2Finish offers a backpack distribution program, reading and running programs at Hamilton schools, scholarships and a leadership program for high school students. Partnering with First Book Canada HPL provides books to add to the backpack program.
Telling Tales Festival	Partner Program - Telling Tales Festival	HPL is one of the three founding partners of the Telling Tales Festival. In partnership with the Rotary Club of Hamilton and the Hamilton Conservation Authority and many other community partners, we host the one day free literacy festival at Westfield Heritage Village the third Sunday in September. This has become one of the most successful children's literary festivals in Canada.
The Hamilton Spectator	Funding - Power of the Pen	The Hamilton Spectator is a long term partner that support literacy. They are the Official sponsor of Power of the Pen Teen writing contest. Each year they make cash donation in support of the program.
Wesley Urban Ministries	Partner Program - Community Resource Worker	Hamilton Public Library works with Wesley Urban Ministries to provide and support Community Research Worker (CRW) services.
Wesley Urban Ministries	Program - Newcomer Support Services	Wesley endorses and supports the resettlement of refugees and offers a range of services that welcomes and assists refugee newcomers in their settlement and integration into Canadian society. Wesley strives to enable independence and full participation of these newcomers in our community.
YMCA - Les Chater	Turner Park - Operations & Maintenance Agreement	A formal partnership is in place for library and YMCA space in the Rymal Road facility that includes Turner Park branch and YMCA.

**Local or Emerging Partnerships** – these partnerships are more local or limited in scope or are new and emerging. Some of these may become major if they prove successful. We have included some local partnership to provide a sense of the type of work that happens when library branches work with local groups.

Ancaster Senior Achievement Centre	Outreach Programs - Book Club and How-To-Festival	Library staff go once a month to ASAC and conduct a book club session. During the How-To-Festival one of the seniors come to Ancaster and hosts a mini workshop.
Art Gallery of Hamilton	Program - Book Club	HPL is partnering with the AGH to offer a book club with fiction and nonfiction titles focussing on art themes. The club will be held one month at the AGH and the next month at the Central Library. AGH will use HPL book club kits for its members. HPL will add some book club kit titles based on recommendations from the AGH.
Brain Injury Services Hamilton (BISH)	Program - PAWS for Reading	Brain Injury Services Hamilton brings trained service dogs (BISH pets) to the Central Library to participate in the PAWS for Reading program. In this registered program, reluctant readers aged 6-12 read to the service animals on a weekly basis. BISH staff are present at the program.
Bryan Prince Bookseller	Program - Author Readings	Bryan Prince bookstore has a long history of involvement with HPL and the community. As part of our ongoing relationship, we happily advertise and support each others literary programs.
Cable 14	Media Program - Flashbacks	HPL has partnered with the Hamilton Spectator, theSpec.com and Cable 14 to do a series of 30 minute local history programs. Flashbacks airs on Cable 14 and is posted to the Local History & Archives microsite. The program hosted by Spectator reporter and musician, Mark McNeil and HPL archivist, Margaret Houghton.
Chamber Music Hamilton	Program - Concert Series	Chamber Music Hamilton is a non profit organization which provides a series of afternoon chamber music concerts at the Art Gallery of Hamilton featuring national and international chamber ensembles. Part of the Board's mandate is to provide outreach programs to the community. The partnership aims to enhance HPL's programming by providing a range of musical experiences that highlight Chamber Music Hamilton - generally, string ensembles.
COH - Enterprise Management and Revenue Generation Corporation	Funding - Sponsorships	In 2015 HPL worked with the COH Revenue Generation Team to receive funding from First Ontario to support financial literacy programs at several library locations. We work with the Team to support their goal of achieving new funding sources for the COH.
COH - Mayor's Youth Strategy Roundtable	Membership - Mayor's Youth Service Roundtable	The focus of this roundtable is to coordinate Hamilton's efforts to combat youth violence and to address individuals that end up becoming disengaged with society. The roundtable includes a large number of Major organizations in Hamilton.
COH - Music and Film Office	Donation and Programs - Music Activities	The Music and Film Office donated the JUNO House piano to Central Library. HPL and the Music and Film Office are also partnering on programs for the music community.
COH - Neighbourhood Development Strategy	Program - Learning Annex	The Learning Annex is designed to connect at-risk youth to education and employment services beyond traditional college courses and student support. Funding is coming from the Province as part of Poverty Reduction funding. Staff from the Hamilton Public Library were consulted on the Learning Annex concept and are a committed partner in its implementation. Staff supporting the Learning Annex will be located at the Central Library on the new 4th Floor.

COH - Public Health Services, Tobacco Use Prevention Program	Program - Unfiltered Facts	Every Monday evening, Unfiltered Facts meet at Central Library. This program helps to highlight HPL services and programs and bring 50+ teens into our space. Expertise and equipment sharing is part of the partnership.
COH - Small Business Enterprise Centre	Program - Workshops for Youth and Adult Entrepreneurs	The Small Business Enterprise Centre (SBEC) provides the information and tools that entrepreneurs need to grow their businesses. It operates as an arm of the Economic Development Division of the City of Hamilton. Staff there provide advice on starting and running a successful business-both for start-up and growing businesses. HPL supports the centre by sharing its resources (online and in print). For example HPL has access to Lynda.com which the SBEC does not have available in its resource centre.
COH - Tourism and Culture Division	Support - City Initiatives	LH&A provides research assistance and digital images for a variety of city initiatives including the Gore Park revitalization project.
Community Action Program for Children (CAPC)	Funding and Outreach Programs - Youth	HPL receives \$16k annually from Health Canada through Social Planning and Research Council (SPRC) Hamilton through CAPC. Programs include Newcomer Storytime, Summer Reading Club, Ready for School and Hamilton Family Literacy Week to name a few. Catchment area - base of escarpment, Hamilton Harbour/Lake Ontario/Fifty Road and Strathbarton.
Community Services Agencies	Support - Technology	HPL provides computer technical support, access to email and network to community services agencies. These agencies have been housed in COH buildings and the COH used to provide this support. HPL assumed this responsibility from the City. The agencies provided this support are: <ul style="list-style-type: none"> <li>- Ancaster Community Services</li> <li>- Dundas Community Services</li> <li>- Flamborough Information and Community Services</li> <li>- Information Hamilton</li> </ul>
Concession Street BIA	Membership - Concession Street BIA	Concession Street is the oldest commercial district on the Mountain. The Branch Manager attends monthly meetings that are held at the Concession Branch. Branch staff participate in annual Streetfest, Fall Fest and Christmas/Winter Solstice activities. In the past branch staff have provided information/instruction about digital and print products offered by HPL; distributed flyers and program guides and offered programs such as films and bicycle helmet safety during the festivities.
First Ontario Credit Union	Program and Funding - Money on Trees	First Ontario's Money on Trees program staff delivered six (6) financial literacy programs ran from March 31 - May 27, 2015 targeting youth and newcomer populations.
Flamborough Archives	Support - Space and Website	Flamborough Archives occupies space in the new Waterdown branch. Volunteers will provide services and researchers will visit the space during library hours. An MOU and a lease agreement are in place. HPL hosts their web site (wefhs.myhamilton.ca)
Front Room Entertainment	Program - In the Round Concerts	Provided an <i>In the Round</i> concert featuring Blackie and the Rodeo Kings. The agreement gave HPL the rights to record and share the concert. It will be part of the Story Telling project. HPL has signed a Request for Partnership Proposal with Front Room Entertainment for the provision of up to four concerts in 2016 and 2017.
Frontier College	Program - Teen Homework Help	Frontier College provides Homework Help for teens at the Central Library with the assistance of McMaster University volunteers..

Hamilton Conservatory for the Arts	Program - Dusk Dances	Dusk Dances provides an opportunity for all community members wanting to dance to come together to participate in workshops, rehearsals and performances. Dusk Dance performances will take place at Bayfront Park in July 2016. Workshops and rehearsals will alternate between Central Library and Hamilton Conservatory for Arts from April to July.
Hamilton Council on Aging	Partner Program - Peer Connector Program	Hamilton Public Library, Hamilton Council on Aging and Information Hamilton have partnered and with Trillium funding have established a new volunteer peer connector program - older adults providing Red Book and other relevant information to older adults.
Hamilton Council on Aging	Partner Program - Dundas InfoSpot 55+	Hamilton Public Library in partnership with the Hamilton Council on Aging and Information Hamilton to provide two computer kiosks in the Dundas community for older adults to access Red Book and other relevant information.
Hamilton Health Sciences - Family Practice	Partner Program - Death: Something to Talk About Initiative	Hamilton Public Library is involved in an initiative to encourage discussion about death in a regular day-to-day setting. The program has included author talks, book clubs and other relevant programming.
Hamilton Immigration Partnership Council	Support - Website	Hamilton Public Library hosts the HIPC website.
Hamilton Philharmonic Orchestra	Program - Lunch Hour Program Series	Hamilton Philharmonic Orchestra delivers a series of music and lunch and learn programs at Central Library.
Hamilton Young Stroke Survivors	Program - Stroke Information	As a community beacon, Turner Park has welcomed Hamilton Young Stroke survivors to meet in the Adult Program room. This program is an extension of visits by members to the Les Chater Family YMCA Fit for Function program. Library staff provide introduction to library materials and resources for members.
Industry Education Council (IEC)	Program and Support - Industry Education Council	The IEC is a longstanding organization focused on ensuring a future workforce for Hamilton. It receives funding from the City, school boards and post secondary institutions and relies heavily on grant funding as well. Recently the emphasis has been on establishing opportunities for experiential learning, mentorship and entrepreneurship. We are partnering with the IEC to support their coding programs in schools.
Les Chater YMCA and Hamilton Health Sciences	Program - Living Well With Diabetes/Eating Well With Diabetes	Professional Health practitioners lead 2 hour twice monthly sessions in the education series Living Well with Diabetes and Eating Well with Diabetes starting in the fall of 2014 and throughout 2015. Living Well with Diabetes provides education on self management skills including medication, healthy eating, activity, preventing complications and blood sugar targets. These sessions will take place on the second Wednesday of the month from 6:30-8:30pm . Eating Well with Diabetes teaches healthy food choices, meal planning and carbohydrate counting.

McMaster Children and Youth University	McMaster Children and Youth University (MCYU)	MCYU offers free, monthly Saturday morning lectures for young students (7-14 years old), to spark their curiosity and expose them to the university environment. Speakers present topics about science, arts, social science and more. These fun, kid-friendly lectures provide the opportunity to learn from a real professor, find out what it feels like to be on campus, and get a taste of what university life is like. MCYU is based on a model called the European Children's University Network. We are working with the MCYU to provide programs in the library that extends access to their programs.
McMaster University - DeGroot School of Business	Research Partner - Older Adults	HPL is in the process of writing a letter of support endorsing McMaster's SSHRC Partnership Development Grant proposal, entitled, " <i>Using Information and Communication Technology to Reduce Social Isolation of Older Adults and to enhance their Quality of Life.</i> " This partnership will investigate how social media and other Information Communications and Technologies (ICT) can be used by older adults to enhance their wellbeing and to minimize their feelings of social isolation. This partnerships aligns with HPL's seniors programming and the CoH's Seniors' Strategy.
McMaster University - Network for Community-Campus Partnerships	Outreach Program - Student Engagement	Established in September 2013, the Network for Community-Campus Partnerships was created to facilitate the achievement of the University's community engagement goals by bringing together community involved representatives from across the university to move forward with strategic and coordinated action.
Mohawk College - Community Access and Engagement Department	Program Partner - City School by Mohawk	City School by Mohawk is a community-based initiative that aims to break down the barriers to education and employment. Through community consultation with neighbours, City School by Mohawk will focus on developing specialized learning programs, workshops and services that will encourage gradual steps to a postsecondary pathway. The first City School classroom is located on the second floor of the Eva Rothwell Resource Centre at 460 Wentworth St North. There is future potential for City School to offer programs at HPL branches in target neighbourhoods.
National Film Board	Program - NFB Film Program	NFB provides films for screening at Central and Dundas.
Ontario Early Years Centre - Mobile Unit	Program - Mobile Unit	The mobile unit of the OEYC (located in Waterdown) visits the Saltfleet and Stoney Creek Libraries one day per week for 2 hrs each. OEYC staff bring toys and crafts and children ages 0-5 and their families play and connect with one another. Circle time is offered jointly by OEYC staff and one HPL staff member. The OEYC staff are responsible for the songs and rhymes and the HPL staff reads stories to the kids and informs the families of upcoming library programs
Ontario Genealogical Society - Hamilton Branch	Membership - OGS Hamilton Branch	A branch of the Ontario Genealogical Society (OGS), the Hamilton Branch covers the former County of Wentworth which includes the Townships of Ancaster, Barton, Binbrook, Beverly, Flamborough East, Flamborough West, Glanford and Saltfleet now all part of the City of Hamilton. A portion of the OGS - Hamilton collection is located in the LH&A closed stacks on Central Library's 3rd floor.
Ontario Early Years Centre - Hamilton East	Program - <u>Mentoring</u>	A program for Dads and kids/babies. This program engages dads, uncles, and friends to come and join an Early Years Facilitator for an opportunity to play and interact their children ages 2-6 yrs.

Our Digital World (ODW)	Support - Server Hosting	Our Digital World is a collaborative initiative with a wide-ranging subscriber base involving all of the cultural heritage sector — libraries, archives, museums, historical societies, and other community groups who create and/or manage cultural content. HPL hosts an ODW server.
Outfront Media	Sponsor - Billboard Contest	Outfront Media provides billboard space and materials so that the annual winner of the contest's design can be displayed for one week during Ontario Public Library Week in October.
Rocky River Sign Company	Sponsor - Billboard Contest	Rocky River provides support and expertise for the annual billboard contest, including production of billboard and judging of entries
Rotary Club of Hamilton	Partner Program - Telling Tales and Literacy Camps	The Rotary Club of Hamilton is a lead partner on the Telling Tales festival, a free family-friendly literary festival at Westfield Heritage Village the 3rd Sunday in September. HPL also partners with the Rotary Club's Literacy Camp program at Cathy Wever. HPL distributes First Books to camp participants annually.
Royal Botanical Gardens	Donation - Summer Reading Club Sponsor	The Royal Botanical Gardens donates passes as a Summer Reading Club incentive for program participants.
St. Joseph's Healthcare Hamilton - Youth Wellness Centre	Program - Youth Wellness	Hamilton Public Library partners with St. Joseph's Healthcare for adult and teen programs (e.g. series of talks about Depression and Mental Health during October 2015 for themes in the Hamilton Reads title, All my Puny Sorrows). The Library posts booklists co-authored by library staff and St. Joe's staff on topics associated with Mental Health. The Library and St. Joe's staff are working on the first of an annual speaker series for Psychology month (February 2016). Library and the St. Joe's Wellness Centre are partnering on a book club initiative for youth (17-25). Library book club kits can be used for the book club. Book club meetings will be held alternately at the Youth and Wellness Centre (38 James Street South) and the Library. The Library's CRW has been asked to participate in the book club discussions.
Start the Cycle	Program - Youth Bike Share	Bike lending pilot project at Red Hill and Barton in the summer of 2015.
The Hamilton Spectator	Media Program - Flashbacks	Hamilton Public Library has partnered with the Hamilton Spectator, theSpec.com and Cable 14 to do a series of 30 minute local history programs.
Tweetstock	Program - Tweetstock	Currently, we are investigating this event for 2016. On June 18, 2015, HPL hosted a one day ticketed event promoting social media to the business community and how to grow your business. Theme: Tweetstock 2015 Back to School. Website: tweetstock.ca. Worked in conjunction with CoH and the contact Michael Marini.
Wesley Urban Ministries @ 350 Quigley Road	Partner Program - Davis Creek Summer Literacy Camp	Funding from the Hamilton Community Foundation through the Davis Creek Neighbourhood Development grant program enabled Hamilton Public Library and Wesley Urban Ministries to offer a summer literacy camp for youth in the area from 2013 to 2015.
Western University	Research Partner - SSHRC Grant	Hamilton Public Library is a research partner for Western University's Shakespeare iCurriculum SHRCC funded project. The program's goal is to make Shakespeare more accessible to students.



YMCA - Employment, Education and Immigrant Services	Program - Community Connections	YMCA staff assists with English Conversation Circles as well as one-to-one settlement services for newcomers.
YWCA - Employment, Education and Immigrant Services	Program - Employment Services	YWCA employment and training team is offering information on community programs, training and employment services in the City. Based at Central for a pilot project, representatives will come weekly, with the longer term goal of offering this service to multiple locations. A pilot project is set to start in April 2016 as a partnership between YWCA and HPL to run a Women's Leadership Circle at Saltfleet Library.

**Date:** March 11, 2016  
**To:** Chair and Members of the Board  
**c.c.** Paul Takala, Chief Librarian  
**From:** John Black, (Acting) Director, Finance and Facilities  
**Subject:** **2015 Year End Variance Report**

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## **RECOMMENDATION:**

That the unaudited Hamilton Public Library Budget Variance Report as at December 31, 2015 be received for information.

## **SUMMARY**

*The budget variance at December 31, 2015 was \$770,634 Favourable*

The total 2015 annual operating budget for the Hamilton Public Library was approved at a net expenditure of \$28,576,020 (gross expenditures of \$29,935,646 less gross revenues of \$2,130,260).

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

## **GRANTS AND SUBSIDIES**

*\$187,218 Favourable*

This line includes the annual operating grant from the Province of Ontario which is budgeted at \$949,450 and funding by Provincial and Federal governments for specific grant programs such as Literacy Instruction for New Canadians (LINC). The annual operating grant is paid in one lump sum and is normally received in the last quarter of the year. The claims for the funding for the grant programs are submitted monthly to the funding governments. The favourable variance is a result of receiving unplanned grants from the Provincial Government.

## **FEES AND GENERAL**

*\$74,542 Unfavourable*

The major items contained in this line are revenues from library fines, book sales, photocopiers, printers and donations. Contributing variances are fine revenue and third party contributions were under budget by \$77,378 and \$25,417. However these were partially offset by photocopier revenue and other recoverable fees which were \$20,519 and 23,554 over budget. Donations for 2015 were down more than 90% from the prior year.

## **RESERVES/CAPITAL RECOVERIES**

*\$3 Favourable*

This line consists of transfers from City of Hamilton reserve funds to cover specific costs charged to the Hamilton Public Library. Transfers from the City's Development Charge

reserve fund are intended to cover the repayment of debentures that were issued by the City for a Library capital project instead of being funded directly from the Development Charge reserve.

### **EMPLOYEE RELATED COSTS**

*\$699,483 Favourable*

This line includes all the employee related costs such as salaries, wages and government and employer benefits including medical, dental, OMERS, WSIB and Vested Sick Leave payouts. The variance is due to vacancies.

### **CAPITAL FINANCING**

*\$935 - Favourable*

This line reflects the repayment of debentures issued by the City of Hamilton to fund Library capital projects.

### **FINANCIAL**

*\$36,003 Favourable*

The favourable variance is a result of savings in legal fees and collection fees of \$35,237 and \$9,324. These were partially offset by unfavourable processing fees of \$10,156.

### **MATERIALS AND SUPPLIES**

*\$ 107,633 Unfavourable*

The major items in this line are library materials and subscriptions. The unfavourable variance is a result of increased costs related to library materials and printing & reproduction for the Summer Guide and Fall Program. A detailed spreadsheet on Materials and Supplies follows at the end of this report.

### **VEHICLE EXPENSES**

*\$17,352 Favourable*

This line includes vehicle expenses such as costs for fuel and vehicle washing. It also includes fleet related work orders done by the City to maintain our vehicles. The favourable variance is mainly attributable to savings in these work orders.

### **BUILDINGS AND GROUNDS**

*\$65,548 Favourable*

This line includes building associated costs that are paid directly by the Library and not through a cost allocation from the City. It also includes relocation costs, data and external telephone lines and security guards. The AODA spending was under budget by \$98,255. This was partially offset by security being \$44,947 over budget. Savings were also recognized in heating costs.

### **CONSULTING**

*\$14,783 Unfavourable*

There is no budget for consulting. However, the services of an architect were engaged for Westdale Library sorter replacement planning.

**CONTRACTUAL***\$167,957 Favourable*

This line includes expenditures for items such as computers, servers, rental of photocopiers, advertising, service contracts, aquarium maintenance, collection agency fees, Access Copyright fees and inter-branch courier service. The favourable variance is a result of not spending the computer and server budget by \$172,065. This amount was transferred to reserves and is reflected in the Reserves/Recoveries.

**RESERVES/RECOVERIES***\$977,406 Unfavourable*

This line includes net revenue for the year (\$770,634), planned transfers from operating to Library reserve funds, as well as direct charges from the City. It is listed as unfavourable because the transfers to reserves for hydro, computer and server savings are not budgeted in this cost category.

**TABLE 1: BUDGET VARIANCE REPORT (UNAUDITED)  
FOR THE YEAR ENDED DECEMBER 31, 2015**

	December 31, 2015			
	Budget	Actual	Variance	% Spent
<b>Revenues:</b>				
Grants and Subsidies	\$ (1,182,330)	\$ (1,369,413)	\$ 187,083	115.8%
Fees and General	(666,440)	(591,898)	(74,542)	88.8%
Reserves/Capital Recoveries	(281,490)	(281,493)	3	100.0%
	<b>\$ (2,130,260)</b>	<b>\$ (2,242,804)</b>	<b>\$ 112,544</b>	<b>105.3%</b>
<b>Expenditures:</b>				
Employee Related Costs	\$ 20,657,320	\$ 19,957,837	\$ 699,483	96.6%
Capital Financing	343,760	342,825	935	99.7%
Financial	408,120	372,117	36,003	91.2%
Materials and Supplies	3,697,430	3,805,063	(107,633)	102.9%
Vehicle Expenses	67,950	50,598	17,352	74.5%
Buildings and Grounds	1,576,100	1,510,552	65,548	95.8%
Contractual	1,980,260	1,812,303	167,957	91.5%
Consulting	-	14,783	(14,783)	-
Reserves and Recoveries	1,975,340	2,182,112	(206,772)	110.5%
	<b>\$ 30,706,280</b>	<b>\$ 30,048,190</b>	<b>\$ 658,090</b>	<b>97.9%</b>
<b>Net Expenditures</b>	<b>\$ 28,576,020</b>	<b>\$ 27,805,386</b>	<b>\$ 770,634</b>	<b>97.3%</b>

**TABLE 2: MATERIALS AND SUPPLIES DETAILS**

DESCRIPTION	BUDGET	ACTUAL	VARIANCE	EXPLANATION
Legal Fees	50,000.00	14,763.27	35,236.73	No arbitration or contract negotiation costs for 2015.
Cash Over / Short	-	937.91	(937.91)	Budget reduced to zero for 2015
Debit & Credit Card Processing Charges	14,680.00	15,410.97	(730.97)	Charges for customer use of eCommerce, credit and debit cards.
Audit Fees	9,620.00	6,716.17	2,903.83	2014 Audit fees
Collection Fees	25,300.00	15,975.92	9,324.08	Fees charged by the collection agency to recover overdue accts.
Processing Fee	300,000.00	310,155.61	(10,155.61)	
Other Fees & Services	8,520.00	8,156.82	363.18	
<b>FINANCIAL</b>	<b>408,120.00</b>	<b>372,116.67</b>	<b>36,003.33</b>	

Operating Supplies	159,400.00	174,598.05	(15,198.05)	~\$40K cases and packaging, \$15K RFID tags
Computer Software	53,060.00	104,718.75	(51,658.75)	software purchases for projects such as HPLnet, VDI etc.
Computer Hardware	-	-	-	
Operating Equipment	117,820.00	54,883.84	62,936.16	Primarily Apple product purchases
Furniture And Fixtures	50,000.00	32,105.19	17,894.81	
Merchandise	-	14,784.75	(14,784.75)	Local History and Archives Calendars. Cost offset by revenues.
Library Materials	2,632,570.00	2,773,759.11	(141,189.11)	
Subscriptions	600,000.00	499,878.83	100,121.17	
Juvenile Miscellaneous	-	1,502.63	(1,502.63)	First Books for summer reading programming.
Repairs-Equipment	4,440.00	615.64	3,824.36	
Service-Reader/Printer	3,100.00	-	3,100.00	
Postage/Freight/Courier	5,270.00	5,760.81	(490.81)	
Printing And Reproduction	6,000.00	72,921.87	(66,921.87)	Summer Guide and Fall Program
Other Fees and Services	65,770.00	69,533.10	(3,763.10)	
<b>MATERIAL AND SUPPLIES</b>	<b>3,697,430.00</b>	<b>3,805,062.57</b>	<b>(107,632.57)</b>	

Processing Fee	300,000.00	310,155.61	(10,155.61)	The collections variance is due to an increase in the US exchange rate and a continued need to support physical collections. While physical circulation is dropping overall, customers are still borrowing nearly as much as they have in the past
Library Materials	2,632,570.00	2,773,759.11	(141,189.11)	
Subscriptions	600,000.00	499,878.83	100,121.17	
<b>Total Collections</b>	<b>3,532,570.00</b>	<b>3,583,793.55</b>	<b>(51,223.55)</b>	

**Date:** March 11, 2015  
**To:** Chair and Members of the Board  
**c.c.** Paul Takala, Chief Librarian  
**From:** John Black, (Acting) Director - Finance and Facilities  
**Subject:** **2015 Year End Reserve Report**

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### **RECOMMENDATION:**

That the Capital Variance Report as at December 31, 2015 be approved.

### **BACKGROUND:**

2015 saw significant progress on several capital projects. Here is a brief summary of major developments:

- **Central Library Renovations - Phase 3**  
Phase 3 of the Central Library renovations are nearing completion. The basement work has been completed along with the Hamilton Wentworth rooms and Security. Some final deficiencies are being completed on the 4<sup>th</sup> floor.
- **Logo & Brand Implementation**  
This capital project is almost complete. Still pending is a digital display at Terryberry and a branded awning at Turner Park.
- **Love Your City**  
This story telling project is being funded by the Hamilton Future Fund. Work on the project will be completed in 2016.
- **Security Camera Installation**  
Many branches have had exterior cameras installed at the drop boxes. Plans are underway for upgraded cameras at Central, and planning has begun for the branches.
- **Dundas Library Expansion**  
The detailed design phase is underway, and renovations are expected to begin the spring/summer of 2016.
- **Binbrook Library Branch Renovations**  
The final design process is underway. Construction is scheduled to begin in 2016.
- **RFID**  
New sorters were recently installed at Westdale and Red Hill. Westdale's mini –

sorter was relocated to Barton. Self checks have been replaced system-wide.

- **Waterdown Branch**

Construction has been completed and the new branch opened to the public on December 1, 2015. Deficiencies are still being resolved.

## **COMPLETED PROJECTS – TO BE CLOSED**

Overall we are under spent on capital projects. A report will following in May that updates the Board on the specific balances of each capital project. The following projects are completed and will be closed:

- Computer Replacement
- Digital Equipment Upgrade
- Central Phase 2 (2<sup>nd</sup> Floor)
- Lighting Retrofit
- Library Branch Renovations
- Public Computing and Printing
- Lynden Library Branch
- Integrated Library System

**HAMILTON PUBLIC LIBRARY  
RESERVE FUNDS  
AT DECEMBER 31, 2015**

Attachment #9.2

		106005	106006	106007	106008	106009	106011	106012	106013	106014
	Total	Mobile Equipment	Library Collections	Library General Development	Library Major Capital Projects	Youth Literacy	Redeployment Training Restructuring	Youth Programming	Accessibility Health & Safety	Computers & Servers
<b>Opening Balances Jan 1, 2015</b>	(8,649,043)	(393,155)	(764,723)	(2,002,807)	(2,718,926)	(440,406)	(506,072)	(119,176)	(654,101)	(1,049,677)
<b>Adjustment to Reserve</b>	-									
<b>Opening Balances Jan 1, 2015</b>	<b>(8,649,043)</b>	<b>(393,155)</b>	<b>(764,723)</b>	<b>(2,002,807)</b>	<b>(2,718,926)</b>	<b>(440,406)</b>	<b>(506,072)</b>	<b>(119,176)</b>	<b>(654,101)</b>	<b>(1,049,677)</b>
<b>47535 Interest Own Funds</b>	<b>(186,937)</b>	(8,985)	(17,477)	(45,771)	(51,413)	(10,065)	(11,565)	(2,724)	(14,948)	(23,989)
<b>48500 Contribution from Current</b>										
750015 Corporate Expenses (surplus)	(625,034)			(110,000)	(515,034)					
750020 Mobile Equipment	(30,000)	(30,000)								
750020 Grounds provision	(9,000)				(9,000)					
750020 Accessibility etc provision	(198,255)								(198,255)	
750160 Computers & Servers	(172,065)			(172,065)						-
	<b>(1,034,354)</b>	(30,000)	-	(282,065)	(524,034)	-	-	-	(198,255)	-
<b>49400 Borrowing From Reserves</b>										
750040 Hydro Savings Repayment	(144,763)	(14,537)	(43,006)	(50,878)		(36,342)				
	(144,763)	(14,537)	(43,006)	(50,878)	-	(36,342)	-	-	-	-
<b>58300 Trf to Current</b>										
Central Renovations Phase III	Dec-13	1,100,000			1,100,000					
Binbrook Reno	Sep-12	938,500			938,500					
Logo Brand Implemantation	Jun-14	40,000		40,000						
Public Computing	Mar-15	600,000								600,000
		<b>2,678,500</b>	-	-	40,000	2,038,500	-	-	-	600,000
<b>Net Change</b>	<b>1,312,447</b>	(53,522)	(60,483)	(338,715)	1,463,053	(46,406)	(11,565)	(2,724)	(213,203)	576,011
<b>Balance at December 31, 2015</b>	<b>(7,336,596)</b>	<b>(446,677)</b>	<b>(825,206)</b>	<b>(2,341,522)</b>	<b>(1,255,873)</b>	<b>(486,813)</b>	<b>(517,637)</b>	<b>(121,900)</b>	<b>(867,304)</b>	<b>(473,665)</b>



COMMITMENTS	Date Approved	Total	Attachment #9.2								
			106005 Mobile Equipment	106006 Library Collections	106007 Library General Development	106008 Library Major Capital Projects	106009 Youth Literacy	106011 Redeployment Training Restructuring	106012 Youth Programming	106013 Accessibility Health & Safety	106014 Computers and Servers
<b>Board Approved</b>											
Library Facilities updates (furniture)	Dec-11	250,000			149,000	101,000					
Original RFID approval	Oct-07	620,000		620,000							
BI Materials	Jan-16	67,990		67,990							
BI Furniture	Jan-16	21,500			21,500						
Counting Opinions 3 yr subscription	May-13	48,297		48,297							
Digitization & Online Access (ID not set up)	Oct-13	113,000			100,000						13,000
Website Renewal & Logo Refresh	Nov-13	110,642			110,642						
Logo Brand Implementantation	Jun-14	80,000			80,000						
Sorter Increase - RFID	Dec-13	500,000			500,000						
Greenville-New Branch	May-15	200,000			200,000						
Youth Services Programming Resources	Dec-15	60,000							60,000		
Dundas Renovation	Apr-15	500,000				500,000					
Sub-total		2,571,429	-	736,287	1,161,142	601,000	-	-	60,000	-	13,000
<b>Balance net of Board Approved Commitments</b>		<b>(4,765,168)</b>	<b>(446,677)</b>	<b>(88,919)</b>	<b>(1,180,380)</b>	<b>(654,873)</b>	<b>(486,813)</b>	<b>(517,637)</b>	<b>(61,900)</b>	<b>(867,304)</b>	<b>(460,665)</b>
<b>Funds Earmarked for Specific Purposes</b>											
Saltfleet Library (funds from sale of 2nd floor)		530,000			530,000						
Locke (sale of CIBC building)		287,071				287,071					
Sherwood tenant allowance		186,000				186,000					
Printer Revenue		76,690			76,690	-					
Sub-total		1,079,761	-	-	606,690	473,071	-	-	-	-	-
<b>Future Commitments (not approved)</b>											
Staff Computers		300,000									300,000
Central Windows		360,000			360,000						
ILS Upgrage		60,000									60,000
Bookmobile		250,000	250,000								
Courier Van		35,000	35,000								
VP Construction		965,000			200,000	200,000				565,000	
VP Materials		104,500		104,500							
VP Furniture		10,000			10,000						
Sub-total		2,084,500	285,000	104,500	570,000	200,000	-	-	-	565,000	360,000
<b>Total Future Commitments (not approved)</b>		<b>3,164,261</b>	<b>285,000</b>	<b>104,500</b>	<b>1,176,690</b>	<b>673,071</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>565,000</b>	<b>360,000</b>
<b>Annual Funding from Operating</b>											
Bookmobile Provision		(30,000)	(30,000)								
Grounds Provision		(9,000)				(9,000)					
RFID Provision		(25,000)		(25,000)							
Accessibility Provision		(100,000)								(100,000)	
Sub-total		(164,000)	(30,000)	(25,000)	-	(9,000)	-	-	-	(100,000)	-
<b>Available</b>		<b>(1,764,906)</b>	<b>(191,677)</b>	<b>(9,419)</b>	<b>(3,689)</b>	<b>9,198</b>	<b>(486,813)</b>	<b>(517,637)</b>	<b>(61,900)</b>	<b>(402,304)</b>	<b>(100,665)</b>

**Date:** March 11, 2016  
**To:** Chair and Members of the Board  
**c.c.** Paul Takala, Chief Librarian  
**From:** Karen Anderson, Director of Public Service  
**Subject:** **Real Estate Assistance for Binbrook Project**

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#### **RECOMMENDATION:**

That the Hamilton Public Library Board authorizes the City of Hamilton Real Estate Section to negotiate a lease for a temporary Binbrook Library site on behalf of the Board and to work with the City of Hamilton Legal Services for assistance in preparation of the lease document. That the Chief Librarian is authorized to sign a lease on behalf of the Library Board should a favourable agreement is reached.

#### **FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

Working with the City of Hamilton Real Estate Section, staff is investigating options for an alternative site to provide service while the Binbrook branch is under construction. The lease would be for a period of fourteen months and renewable monthly if additional time is required. City of Hamilton Legal Services will assist with preparing lease documents. The funds for this relocation will be paid by the Library's operating budget.

#### **BACKGROUND:**

The Binbrook library will be demolished and a new larger library constructed in 2016/2017. During the expected 14 month period, an alternate site will be located in Binbrook to offer customers library services. Library customers may also choose to visit other branches including Valley Park, Turner Park, Mount Hope. The availability of suitable spaces in the Binbrook area is very limited and the library may need to look for additional programming space in the community. Options including storefront locations and the use of portable buildings will be considered.

**Date:** March 11, 2016  
**To:** Chair and Members of the Board  
**From:** Paul Takala, Chief Librarian  
**Subject:** **Librarian's Summit and Process Changes**

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### **RECOMMENDATION:**

That the Hamilton Public Library Board receives this report for information and feedback.

### **FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

This report highlights a methodology that should help HPL maximize the value we provide to residents. Generally HPL Board direction has been to use process improvements to create capacity to meet demands for service.

### **BACKGROUND:**

The Hamilton Public Library has a long track record of using innovation and technology to meet new service demands. The core HPL values of respect, innovation and accountability have shaped this long term transformation. The current Board's strategic priorities of *Relevant and Responsive* and a *Creative and Changing Organization* also speak to the need to continually evaluate how we do things and shift work to higher value tasks. The last 5 years, in particular, have seen the fruits of past decisions and Board investments.

Some examples of major changes to Library operations in the last decade include:

- Radio Frequency Identification (RFID) to improve the check-in and check-out process. Self check-out machines and self check-in using materials handling systems (sorters)
- Continuing to embrace online self service using the catalogue and ecommerce
- Simplified processing: increasing support from supply vendors, reduced labelling, simplified cataloguing
- Reducing internal shipping by using floating collections
- Increasing use of SharePoint for internal communication
- Embracing digital collections and services (while still maintaining excellent physical collections)

When the Library Board invested in RFID technology the direction was to ensure staff would not be laid off because of the technology; however, staff were told job roles would change significantly over time. Today our system self-checkout rate

exceeds 90% which is higher than most libraries. That can be attributed to several factors including: engaging frontline staff in the implementation and investing in transforming our physical spaces to improve workflows and the customer experience.

A couple times a year, HPL hosts a Librarian's Summit that includes all professional librarians both union and non-union. Summits are internal leadership development opportunities that usually focus on special themes. On March 4<sup>th</sup> we held a summit that focused on Lean process improvements. Lean is a systematic approach to evaluating work that looks to maximize customer value while minimizing waste (<http://www.lean.org/WhatsLean/>). Lean has its foundation from work done in manufacturing, specifically at Toyota, but has been finding new applications in government and other sectors. We decided to focus this summit on Lean because some City of Hamilton departments have started to adopt the Lean approach to process improvements and the Toronto Public Library has recently had some success with Lean. There was a lot of enthusiasm at the summit for what we learned about the Lean approach.

As Chief Librarian, I see looking at our work through Lean processes has significant potential to free up capacity to address some of our service challenges, including looking at library hours. In many ways our approach to change management has been consistent with the Lean approach. However, one element that has been missing are the tools and systematic methodologies that Lean brings. Our experience has shown that meaningful improvements to service delivery require engaging frontline staff and taking the long view on process improvements.