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, June 21, 2017
Central Library, Board Room

5:00 p.m. Meeting
7:00 p.m. Annual Chairmen's Dinner

AGENDA

Guests: David Premi, DPAI Architecture Inc
              Assad Hoosein, Manager Facilties

1.   Discussion Period

2.   Acceptance of the Agenda

3.   Minutes of the Hamilton Public Library Board   Attachment #3
Meeting of Wednesday, May 17, 2017

4.   Presentations

   4.1   Central Glazing Project - DP

5.   Strategic Planning

   5.1   Meeting User Needs IV – PT   Attachment #5.1
                                    Suggested Action: Recommnedation
   5.2   Strategic Plan Process - PT   Attachment #5.2
                                    Suggested Action: Receive

6.   Consent Items

7.   Business Arising

   7.1   Updcoming and Outstanding Agenda Items - PT   Attachment #7.1
                                    Suggested Action:
   7.2   Service Hours Report - KA   Attachment #7.2
                                    Suggested Action: Recommendation

7.3   Valley Park Project Investment – TD   Attachment #7.3
Suggested Action: Recommendation

8.   Correspondence

8.   Reports

8.1   Chief Librarian's Report – PT   Attachment #8.1
Suggested Action: Receive
8.2   Mid-Year Progress Report on 2017 Goals - PT   Attachment #8.2
Suggested Action: Recommendation

9.   New Business

9.1   Digital Technology Accomplishment - SF   Attachment #9.1
Suggested Action: Receive
9.2   Digital Technology Strategy Development - SF   Attachment #9.2
Suggested Action: Receive

10.   Policies
10.1   Local History and Archives (1st Review) - LB   Attachment #10.1
Suggested Action: Receive

11.   Private and Confidential

11.1   Personnel Matter – Identifiable individual

12.   Date of Next Meeting

Wednesday, September 20, 2017
Central Library, Board Room, 5th Floor
5:30 p.m. Dinner
6:00 p.m. Meeting

13.   Adjournment

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HAMILTON PUBLIC LIBRARY BOARD
Regular Board Meeting
Wednesday, May 17, 2017
Central Library, Board Room
5:30 p.m. Dinner
6:00 p.m. Meeting

MINUTES

PRESENT: Jennifer Gautrey, Vikki Cecchetto, Douglas Brown, John Kirkpatrick, Lori-Anne Spence-Smith, Councillor Partridge, Suzan Fawcett

STAFF: Lisa DuPelle, Karen Anderson, Melanie Southern, Tony Del Monaco, Paul Takala, Sherry Fahim, Karen Hartog

REGRETS: George Geczy, Mary Ann Leach, Councillor Pearson, Clare Wagner, John Kirkpatrick

Guests: Assad Hoosein

Ms Spence-Smith called the meeting to order at 6:02 p.m.

1.   **Discussion Period**

      There were no discussion items.

2.   **Acceptance of the Agenda**

      MOVED by Ms Fawcett, seconded by Ms Gautrey,

      THAT THE AGENDA BE ACCEPTED AS PRESENTED.

      MOTION CARRIED.

3. **Minutes of the Hamilton Public Library Board Meeting of Wednesday, April 19, 2017**

MOVED by Mr. Brown, seconded by Ms Cecchetto,

THAT THE MINUTES OF THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF WEDNESDAY, APRIL 19, 2017 BE ACCEPTED AS PRESENTED.

MOTION CARRIED.

4. **Presentations**

4.1 Facilities Update

Mr. Hoosein provided an update on the various facility projects being worked on throughout the system.

5. **Strategic Planning**

5.1 Meeting User Needs IV

MOVED by Ms Gautrey, seconded by Mr. Brown,

THAT THE HAMILTON PUBLIC LIBRARY RECEIVE THIS REPORT FOR INFORMATION AND COMMENT.

MOTION CARRIED.

5.2 Strategic Plan Process

MOVED by Ms Gautrey, seconded by Mr. Brown,

THAT THE HAMILTON PUBLIC LIBRARY RECEIVE THIS REPORT FOR INFORMATION AND COMMENT.

MOTION CARRIED.

6. **Consent Items**

Board members requested that item 6.2 be removed from the consent agenda and be added to the new reports section, item 9.4.

MOVED by Councillor Partridge, seconded by Ms Gautrey,

THAT CONSENT ITEM 6.1, 6.3, AND 6.4 BE APPROVED AS PRESENTED.

MOTION CARRIED.

6.1   That the Upcoming and Outstanding Agenda Items report be received.

6.3   That the Hamilton Public Library Board approve the updated Collections Policy.

6.4   That the Hamilton Public Library Board approve the updated Library Board Policy Manual.

7.   **Business Arising**

8.   **Correspondence**

9.   **Reports**

9.1   Chief Librarian's Report

   MOVED by Ms Fawcett, seconded by Ms Gautrey,

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

   MOTION CARRIED.

9.2   2016 Annual Financial Report

   MOVED by Ms Gautrey, seconded by Ms Cecchetto,

   THAT THE ANNUAL FINANCIAL REPORT FOR 2016 BE RECEIVED FOR INFORMATION.

   MOTION CARRIED.

9.3   Facilities Projects Update

   MOVED by Ms Gautrey, seconded by Ms Fawcett,

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

MOTION CARRIED.

9.4 Report from the Audit Committee

MOVED by Ms Fawcett, seconded by Ms Gautrey,

THAT THE REPORT FROM THE AUDIT COMMITTEE BE APPROVED AS PRESENTED.

MOTION CARRIED.

MOVED by Ms Fawcett, seconded by Ms Gautrey,

THAT THE HAMILTON PUBLIC LIBRARY BOARD RECEIVE THE DRAFT FINANCIAL STATEMENTS AS PRESENTED BY KPMG.

MOTION CARRIED.

MOVED by Ms Fawcett, seconded by Ms Gautrey,

THAT THE HAMILTON PUBLIC LIBRARY BOARD RECEIVE THE INDEPENDENT AUDITOR'S REPORT AS PRESENTED BY KPMG.

MOTION CARRIED.

MOVED by Ms Fawcett, seconded by Ms Gautrey,

THAT THE HAMILTON PUBLIC LIBRARY BOARD RECEIVE THE HAMILTON PUBLIC LIBRARY BOARD TRUST FUNDS REPORT AS PRESENTED BY KPMG.

MOTION CARRIED.

10. **New Business**

10.1 2017 Operating Budget Update

MOVED by Ms Fawcett, seconded by MR. Brown,

THAT THE 2017 BUDGET VARIANCE REPORT AS AT MARCH 31ST, 2017 AND ESTIMATED TO DECEMBER 31, 2017 BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

10.2   Geographic Representation of Usage

MOVED by Ms Gautrey, seconded by Ms Fawcett,

THAT THE LIBRARY BOARD RECEIVES THE GEOGRAPHIC REPRESENTATION OF USAGE REPORT FOR ITS INFORMATION AND FEEDBACK.

MOTION CARRIED.

MOVED by Councillor Partridge, seconded by Ms Gautrey,

THAT THE HAMILTON PUBLIC LIBRARY BOARD BE RESSESSED 7:30 P.M. TO RECONVENE AT 5:00 P.M. ON JUNE 21, 2017, WITH THE FOLLOWING ITEMS BEING CARRIED OVER:

10.3 Service Hours Report

MOTION CARRIED.

Minutes recorded by Karen Hartog

Date: June 16, 2017
To: Chair and Members of the Board
From: Paul Takala, Chief Librarian/CEO
Subject: **Meeting User Needs IV – 2nd Review**

RECOMMENDATION:

That the Hamilton Public Library Board approve Meeting User Needs IV as a background planning document.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The Strategic Plan provides overall long term direction for the Library. Annually the Chief Librarian/CEO's Goals provide specific objectives for the year. **Meeting User Needs** reports have been used by HPL to provide longer term context for addressing challenges facing Libraries.

BACKGROUND:

In June 2010 the former Chief Librarian/CEO, Ken Roberts, completed a document called *Meeting User Needs III – Thoughts on our Next Decade*. That document helped form the strategic planning process and helped challenge staff to remain focused on ensuring library service continues to evolve to meet new and emerging needs. As part of developing the new strategic plan we have identified the importance of updating the document. The following document **Meeting User Needs IV – Thoughts on our Next Decade** provides several high level assumptions to assist with our longer term planning.

The eight challenges listed in 2010 have been combined into five. Before listing the new challenges and the explanatory statements, the 2010 assumptions have been listed beside the 2017 assumptions. The updated assumptions reflect the reality that we have made significant progress towards addressing the challenges identified in 2010. For example, assumption #3 from 2010 stated: "*More library buildings require renovations than our funding will allow*". Given the progress we have made towards facility renewal since then, the assumption has been updated to reflect a reality that while still challenging is less ominous. In general, we have attempted to update these to be realistic, balancing the challenges public libraries face while recognizing our strengths and the opportunities the changing environment presents us. A final point to make is in the last 15 years the need for HPL to meet new needs and demands without expecting an increase in our overall funding from the City of Hamilton has become better understood and integrated in our planning. The updated assumptions reflect that fact.

Assumption #3 has been updated to reflect Board feedback from the May meeting.

2010 Assumptions	2017 Assumptions
1. Our very survival as an organization is dependent upon us remaining relevant and vital to the lives of people. 5. Current services and processes will continue to change repeatedly. 6. Future jobs will be less repetitive and will focus more on public service.	1. With future disruptive changes ahead, libraries will need to continue to focus on enhancing our ability to adapt. The health of our organization will be dependent upon us remaining relevant and vital to the lives of residents and to communities we serve.
2. All of our funding is vulnerable. 3. More library buildings require renovations than our funding will allow.	2. There will be significant competition for funding. Operating budgets will continue to be constrained and accessing sufficient capital funding to maintain all our facilities will be an ongoing challenge.
	3. Public libraries are uniquely positioned to contribute to the health, education and prosperity of the communities we serve. To accomplish this we must continue to develop successful partnerships and actively participate in broader community initiatives.
4. Electronic material will soon form a significant portion of our circulation. 7. Competition from the private sector for services we once considered our exclusive domain will continue to increase.	4. The trends toward the increasing the importance of digital content and growing competition from the private sector to provide access to it will continue. The circulation of physical books will remain a core service and the unique local content held and made accessible by HPL will become increasingly important.
8. Privacy/intellectual property issues will become more complex.	5. Network security, privacy and intellectual property issues will become more challenging. With content we control, we have an opportunity to model best practices that facilitate effective sharing that creates the maximum benefit to society.

2017 ASSUMPTIONS – MEETING USER NEEDS IV

Assumption #1: **With future disruptive changes ahead, libraries will need to continue to focus on enhancing our ability to adapt**. **The health of our organization will be dependent upon us remaining relevant and vital to the lives of residents and to the communities we serve.**

In the last decade we have seen significant changes in technology that have impacted how we deliver content and services. Looking ahead to the next 10 years, changes in technology and society will continue to accelerate and create disruptions. Some of those disruptions can be predicted. For example, we know that advances in technology will lead to more work being performed by machines and demographically the number of seniors in our community will continue to grow. In addition to predictable changes, there will be other rapid and significant disruptions (some positive, some negative) that we cannot identify today. In this landscape the focus should not be on trying to predict all the major trends, but rather to focus on ensuring the public library is an adaptive and resilient organization. The single best preparation we can make for this future is to continue to practice and enhance our ability to be responsive and adaptive.

Customer expectations on how our services should be provided and what those services should be will largely be shaped by their experiences outside of the library. We will continually need to ensure our services are provided in ways that meet their needs and expectations or we will lose them as customers.   Investing in staff development will be key. We will need to hire new staff and support existing staff to become lifelong learners who embrace supporting customers changing needs. Flexible facility spaces will continue to be essential. As customer demands change, our facilities will need to change along with them, offering not only flexibility in space usage and layout, but also with respect to service hours. To be successful we will need to embrace ongoing evaluation and continual adjustments to our work. Our primary emphasis will need to be on making persistent incremental changes, however, when circumstances dictate we will need to be ready to embrace big challenges and opportunities.

Assumption#2: **There will be significant competition for funding. Operating budgets will continue to be constrained and accessing sufficient capital funding to maintain all our facilities will be an ongoing challenge**.

All levels of government will continue to face significant budget pressures. That is especially true for municipal governments which are the primary funder for public libraries in most of Canada. To continue to be successful at attracting funding we will need to be effective on several fronts. Demonstrating transparency and excellence in financial management will be necessary but insufficient. We will also need to clearly demonstrate how the public library advances government priorities. New and emerging needs will need to be met without increasing our overall staffing and funding levels. To accomplish that, we will need to continually internally adjust our

resources and utilize innovation to shift to work of higher value. We will need to compliment our core municipal funding with other sources of revenue.

Current building code standards and the high cost of construction for public buildings will mean most projects will require significant resources. To help defray these costs, we will continue to see more emphasis on the development of multi-use facilities. Although HPL has made significant progress towards getting to a more sustainable facility footprint, maintaining all locations to the proper standard will be a challenge. We will need to leverage other investments to attract limited capital dollars. Future capital maintenance costs of existing facilities will need to be carefully considered before pursuing new library locations. As well, investing in regular repairs and lower cost renovations/updates that maintain and enhance existing facilities will need to be an important part of strategy.

Assumption #3: Public libraries are uniquely positioned to contribute to the health, education and prosperity of the communities we serve. To accomplish this we must continue to develop successful partnerships and actively participate in broader community initiatives.

With changes in technology and the economy over the last 25 years, public libraries have become more vital to many. Our spaces are increasingly important as community places that provide free access to technology, support lifelong learning and reduce social isolation. Public libraries play a supporting role in advancing the education, culture and health of the communities we serve. We need to recognize that we contribute to good outcomes but we do not work in isolation. Moving forward we will need to continue to advance our maturity at partnering in ways that enable us to support our mission more sustainably while we advance key community initiatives. We have seen that increasingly governments are funding initiatives that can demonstrate meaningful collaboration. Collaborations are necessary when trying to address complex issues and they can play an important role at reducing the duplication of effort between different agencies. As we continue to evolve our program and service offerings to meet new needs, we must work with governments, educational institutions and other organizations that align with our mission.

Assumption #4: The trends toward the increasing importance of digital content and growing competition from the private sector to provide access to it will continue. The circulation of physical books will remain a core service and unique local content held and made accessible by HPL will become increasingly important.

The proliferation of tablets and quality eReaders around 2010 led to a rapid adoption of eBooks. That shift was seen in public libraries and the broader book industry. After seeing several years of what appeared to be exponential growth in digital usage we are now seeing modest growth overall. Our current eBook circulation is constrained by the cost and terms with which publishers make eBooks available to public libraries. Some progress has been made with publishers over the last few years but more work needs to be done. HPL will need to continue to be engaged

nationally on this issue with other libraries.   Looking at the shift from physical to digital formats, we should anticipate the physical book will be a more enduring popular format than DVDs and other physical media that provide access to music or video. Looking forward we will need to carefully and continually monitor trends to ensure we are purchasing materials in the formats that people want. We will also need to ensure we understand the local picture and anticipate different trends may happen in different parts of the City.

Services such as Amazon, Netflix, iTunes and Audible demonstrate that the private sector can successfully provide access to large libraries of digital content at relatively low cost. We will need to continue to monitor usage patterns and market developments to ensure the public library continues to provide free access to a broad range of content for a large and diverse group of residents. One likely outcome of this development will be that some residents, especially those with financial resources, may not need the public library for many of their digital content needs. In this case other library services may become important for those individuals, such as, our spaces, technology access, storytimes, learning programs and cultural events. In this environment we will need to continually assess the amount of space our collections take-up and ensure we have the right balance in how our spaces are configured.

In this changing content landscape, the importance of local content should not be underestimated. The role our Local History & Archives Department plays in preserving local history and telling local stories resonates strongly with residents. Our relevance is enhanced by expanding access to this material through digitization and by the Library supporting the creation of new digital content. As we foster the ability for people to move from content consumers to content creators we nurture the skills needed to succeed in the workplace, we help people find their own unique voice and build a stronger more inclusive community.

Assumption #5: **Network security, privacy and intellectual property issues will become more challenging.   With content we control we have an opportunity to model best practices that facilitate effective sharing that creates the maximum benefit to society.**

With the increasing sophistication and proliferation of hacking, public libraries will need to be diligent to ensure privacy is protected and the integrity of our information systems is preserved. We should anticipate we will need to dedicate more resources and attention to keeping our systems secure as new threats emerge.

Libraries facilitate access to copyrighted material. As new technologies emerge that make it easier to share, modify and edit content, the content publishers will continue to face challenges to their business models and will push for legal protections including restrictions on fair use. Libraries have a unique role to play in advocating for copyright rules that effectively balance the rights of copyright holders with the rights of users.

As HPL facilitates the creation of local content we need to ensure the licenses they are made available under are as open as possible given the circumstances. To facilitate

access to some material where we do not own the copyright we will need to develop agreements that are mutually beneficial. We should continue to use and embrace standards such as the Creative Commons licenses.

Date: June 16, 2017

To: Chair and Members of the Board

From: Paul Takala, Chief Librarian/CEO

Subject: **Strategic Planning Process**

RECOMMENDATION:

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

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The Strategic Plan provides overall long term direction for the Library. Annually the Library Board approves the Chief Librarian/CEO's Goals that provide specific objectives for the year to advance the priorities.

BACKGROUND:

In follow-up to the May Library Board meeting, staff have been working on organizing special meetings to advance the strategic planning process. I am pleased to report that Dr. Brian Detlor (www.degroote.mcmaster.ca/profiles/brian-detlor/) has agreed to facilitate the special Library Board meetings. We consulted with him regarding the process and he advised we revise how we advance it. Dr. Detlor recommends that we schedule a special meeting in the summer to do an in-depth discussion about the consultation process. That would be followed by conducting the surveys. The change he recommends is that we organize a second special meeting to review the survey results and check-in before proceeding with the focus groups. The second meeting would be scheduled for the fall. While this impacts timelines it could lead to better targeted focus groups and more useful questions. We would then need a third meeting after the focus groups to share the results. Staff are preparing background information that will be shared well in advance of the special meeting. We will be using an online poll to pick the dates.

![Hamilton Public Library logo]

Date: June 16, 2017
To: Chair and Members of the Board
From: Paul Takala, Chief Librarian/CEO
Subject: **Upcoming and Outstanding Agenda Items**

RECOMMENDATION:

That the Upcoming and Outstanding Agenda Items report be received.

UPCOMING AND OUTSTANDING AGENDA ITEMS – MAY 2017

Name of Issue - Comments	Month Action Initiated	Who Initiated	Month on Agenda
Central LED Lights – Report on plan to replace LED light bulbs that illuminate the glass on York Blvd.	February 2017	Library Board	June or September 2017
Digital Technology Strategy – Report on the Edge Toolkit, technology strategy including security and firewall settings.	March 2017	P. Takala	June 2017
Valley Park Architect – Once the Architect is selected for Valley Park, they will be scheduled to attend a Library Board meeting to discuss the project including reviewing feedback and lessons learned.	February 2017	Library Board	TBD
Multi-Year Budget Process – Report on the challenges & opportunities that may be presented by the new COH budgeting process.	March 2017	Library Board	TBD
ROI Study – *Complete a return on investment study similar to what other major library systems have done.*	*May 2017*	*Library Board*	*TBD*

2017 BOARD SCHEDULE

Note: This table provides a schedule of items scheduled for future Board meetings. It has been updated to include policies. Normally the 2nd policy review will appear in the month after the 1st review.

January	✓ Election 2017 Board Officers ✓ Draft Operating Budget Presentation to Council
February	✓ Previous Year Metrics Report (Done in January 2017)
March	✓ Initial Report on Last Year Financials (Pre-Audit) ✓ Reserve Report Update ✓ Annual Report on Partnerships
April	✓ Q1 Metrics Report ✓ Annual Report on Revenue Generation

	✓ Collection & Interlibrary Loan Policy – 1st Review
May	✓ Current Year Operating Budget Update Service Hours Report 1 – 1st Review ✓ Library Board Policy Manual – 2nd Review ✓ Report from the Audit Committee
June	✓ Mid-Year Progress Report on 2017 Goals ✓ Service Hours Report 1 – 2nd Review ✓ Local History & Archives Policy – 1st Review Meeting Room Policy – 1st Review *(deferred to September)* Copyright Policy – 1st Review *(deferred to September)*
July/August	No regularly schedule meetings Q2 Metrics Report Circulated
September	Q2 Metrics Report Holiday Closures for Following Year Capital Budget Submission Security Camera Policy – 1st Review Cash Handling Policy – 1st Review Edge Toolkit Copyright Policy Meeting Room Policy
October	Q3 Metrics Report Operating Budget Next Year (Preliminary)
November	Meeting Dates for Following Year Operating Budget Next Year (Final) Nominating Committee OMBI Report 2018 Goals Draft Service Hours Report 2 – 1st Review
December	Final Report 2017 Goals 2018 Goals Records Management Policy – 1st Review Service Hours Report 2 – 2nd Review

Date: June 15, 2017

To: Chair and Members of the Board

From: Paul Takala, Chief Librarian/CEO

Karen Anderson, Director, Public Service

Subject: **Library Service Hours Implementation Report**

RECOMMENDATION

That the Hamilton Public Library Board approve the following changes to service hours:

- Barton – open Friday service hours from 10-6;
- Red Hill – open Monday service hours from 1-9;
- Dundas – open Monday service hours from 10-6;
- Central, Dundas, Red Hill, Turner Park – pilot to extend Sunday service to June in 2018;
- Freelton – rural pilot to extend locally staffed hours from 17-24 hrs/wk with branch hours of Monday to Thursday 9-8, Friday 9-5 and Saturday 9-5.
- Terryberry –pilot to extend study hall hours Monday to Thursday 9-12pm.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS

Staffing libraries is a key driver of our operating budget. Library service hours are approved by the Library Board and can change when circumstances require. The changes proposed in this report are being incorporated into the existing operating budget. Except for changes to the Sunday hours, the changes are scheduled to start in September 2017. New equipment is being installed at Freelton that is required to be in place before the rural pilot commences.

BACKGROUND

This report has been amended based on the May Library Board meeting discussion. Major changes have been highlighted in the P*roposed Changes to Core Service Hours.* The changes include:

- Red Hill's Monday hours at 1-9 pm
- Opening the temporary Dundas location on Mondays from 10-6 pm
- If the pilots prove successful, using the same access technology to support study hall hours

This report is a follow-up to the February and March 2017 reports on Library service hours. Previous reports presented the context for changing service hours, including key constraints, set out principles to apply when considering service hour changes and identified service gap priorities and opportunities. Relying on a single strategy will not be an effective way to meet the needs of residents across the system. Rather, an approach that uses varied strategies has the greatest opportunity to address service gaps.

We will be looking for approval of the first round of changes at the June Library Board meeting so implementation can begin in the fall of this year. Timelines identified for subsequent reports are:
- o November/December 2017
- o May/June 2018
- o November/December 2018

PRINCIPLES

In addition to the constraints of the operating budget, scheduling guidelines and customer expectations, the following principles were approved by the Library Board as key considerations when making recommendations to address service gaps:

1. **Geographic Balance -** Library service hours will be balanced to ensure equity between different regions of the City.

2. **Patterns of Use and Service Priorities**–Key metrics to assess the success of library service hours are: physical circulation, in person visits, computer and Wifi usage. HPL has committed to providing a range of services for all ages. Within established service hours, programs will be scheduled to ensure they meet the needs of target populations. Program attendance is the primary metric used to evaluate the effectiveness of program scheduling.

3. **Prioritizing Higher Need Communities** –Improving service in communities with higher needs will be a priority.

4. **Shared Facilities** –The service hours of partner agencies will be a factor considered.

5. **Sustainability** – Before committing to changes in service hours, we need to have a high degree of confidence that the hours can be maintained assuming current funding and staffing levels. We also need to factor in staff schedules and ensure the workload created is reasonable and sustainable.

6. **Simplicity and Consistency** – Library service hours should not be overly complex or confusing to communicate.

7. **Community Feedback** – Ward Councillors and the community will be consulted on changes to Library hours.

SERVICE GAP PRIORITIES AND OPPORTUNITIES

The following are a list of service gaps and some opportunities that could help supplement current core service hours:

1. **Closed Days** – All locations except for Central and Turner Park are closed on either a Monday or Friday. This is the gap most noticed and commented upon.

2. **Sunday Service** – Extending Sunday service at the four locations until the end of the school year in June would meet customer demand. Expanding Sunday service to other locations is another option although this could take significant resources and would need to be geographically balanced.

3. **Friday Evening Service** – All locations that are open on Friday close at 6 pm. In parts of the City where DVD usage is still very strong, staying open later would assist families and individuals with getting their weekend entertainment. Saturdays are our busiest days and staying open later on Friday might shift some of that usage.

4. **Rural Service Hours** – Locations serving small populations currently have limited hours. The service hours in the rural model is being addressed in the Rural Service Pilot project.

5. **Expanding Study Hall Hours** –Expanding when and where this service is offered could complement our overall service hours but should not be considered a substitute.

6. **Other Local Gaps** – Appendix I shows the current schedule of Library hours. Some of our mid-sized branches could have improved hours. For example, Barton is only open two evenings and two mornings.

IMPLEMENTATION PLAN Q3

To start to address service gap priorities the first phase of service hour changes includes six recommendations. The changes are to be funded through the current operating budget and current service hour levels will not be reduced. Future reports may recommend changes to existing service hours, however, this report does not. Community consultations around the new strategic plan will provide an opportunity to gather feedback about service hours. In order to better support learning and community development, there are several strategies to provide service to customers and library access. The following recommendations for September 2017 implementation support three of the key strategies:

PROPOSED CHANGES TO CORE SERVICE HOURS

1. **Barton** – open Friday service hours from 10-6.
   Rationale: This gives priority to one of Hamilton's higher needs communities where residents rely on the library for wifi, for access to public computers and for borrowing materials especially DVDs.   This builds on the branch's role as a community beacon and responds to requests from local organizations and the Councillor.

2. **Red Hill** – open Monday service hours from 1-9
   Rationale: This recommendation builds on the branch's role in the community. RH has strong community hub participation and receives specific external funding for outreach. Additional hours would leverage already high library usage that includes: branch with the second highest for number of public computer sessions, third highest for wireless uses, fourth highest program attendance and system wide it has the third highest Summer Reading Club (SRC) registration. This could create a 6/7 day operation in the east part of the City similar to Turner Park on mountain. This also acknowledges slower adoption rates of digital circulation in the area.

3. **Dundas –** open Monday service hours from 10-6
   Rationale: This creates a 6/7 day operation in the west part of the City similar to Turner Park on the mountain. The choice of daytime hours reflects the focus on adults and seniors who are more likely to attend in the day. This would also help offset the decline in usage that we have seen at the Dundas temporary location.

4. **Central, Dundas, Red Hill, Turner Park – pilot to extend Sunday service to June**
   Rationale: Sunday hours contribute significantly to overall statistics reporting high numbers of visits and high activity (circ, wifi and computer use). This recommendation maintains the geographic service balance offered by current locations. Future consideration of additional Sunday sites will need to include a review of geographic balance and service metrics.
   Note: Dundas will resume Sunday service in September 2017. The first few months of service will be from the temporary branch.

RURAL SERVICE MODEL

5. **Freelton – pilot to extend locally staffed hours from 17-24 hrs/wk and branch hours from 17-60 hrs/wk**

   Rationale: To enhance service in rural branches by increasing open hours to meet the needs of residents and more fully position the library as a community beacon.
   This pilot project will increase locally staffed hours from 17 to 24 per week plus provide additional facility access with Central staff providing remote customer support. Service hours under consideration are Monday to Thursday 9-8, Friday 9-5 and Saturday 9-5. Each day will have 4 staffed hours with the initial staff schedule mirroring current staffing.
   Customers wishing to use the library during these extended hours will register and provide current contact and address information as well as acknowledge service guidelines.
   As described previously, this model is best suited to a rural branch and is not considered a service model in a suburban or urban setting.

STUDY HALL

6. Terryberry –pilot to extend study hall hours Monday to Thursday 9-12pm (additional 12 hours of access)

Rationale: Study halls are a strategic solution and would be considered in limited locations.   This model recognizes that residents have a need for study space after traditional hours. Terryberry is well positioned to serve the community as it has sufficient space and an appropriate layout to ensure security monitoring.
Note: In future, subject to our Freelton pilot results, customers wishing to use the library during these extended hours will register and agree to the terms of usage.

APPENDIX I: CURRENT AND PROPOSED LIBRARY SERVICE HOURS

Location	Hrs/ Week	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Ancaster 300 Wilson St. E	51	10 - 9	10 - 9	10 - 9	10 - 9	---	10 - 5	---
Barton 571 Barton St. E.	35 **43**	1 - 8	10 - 5	1 - 8	10 - 5	**10-6**	10 - 5	---
Binbrook 2641 Hwy 56	35	1 - 8	10 - 5	1 - 8	10 - 5	---	10 - 5	---
Carlisle 1496 Centre Rd.	32	2 - 8	2 - 8	2 - 8	10 - 5	---	10 - 5	---
Central 55 York Blvd	69*	9 - 9	9 - 9	9 - 9	9 - 9	9 - 6	9 - 5	1 - 5*
Concession 565 Concession St.	43	---	10 - 8	10 - 6	10 - 8	10 - 6	10 -5	---
Dundas 18 Ogilvie Street	52* **60**	**10-6**	10 - 9	10 - 9	10 - 9	10 - 6	10 - 5	1 - 5*
Freelton 1803 Brock Rd.	17 **60**	4 – 8 **9-8**	2 – 5 **9-8**	4 – 8 **9-8**	2 – 5 **9-8**	**9-5**	2 – 5 **9-5**	---
Greensville 59 Kirby Ave.	17	4 - 8	2 - 5	4 - 8	2 - 5	---	2 - 5	---
Kenilworth 103 Kenilworth Ave. N.	43	10 - 6	10 - 8	10 - 6	10 - 8	---	10 - 5	---
Locke 285 Locke St. S.	35	10 - 5	1 - 8	10 - 5	1 - 8	---	10 - 5	---
Lynden 110 Lynden Rd.	35	1 - 8	1 - 8	1 - 8	10 - 5	---	10 - 5	---
Mount Hope 3027 Homestead Dr.	18	2 - 5	2 - 8	2 - 5	2 - 8	---	---	---
Red Hill 695 Queenston Rd.	52* **60**	**1-9**	10 - 9	10 - 9	10 - 9	10 - 6	10 - 5	1 - 5*
Saltfleet 131 Gray Rd.	48	10 - 9	10 - 9	10 - 9	10 - 6	---	10 - 5	---
Sherwood 467 Upper Ottawa St.	48	10 - 9	10 - 6	10 - 9	10 - 9	---	10 - 5	---
Stoney Creek 777 Highway 8	35	1 - 8	10 - 5	1 - 8	10 - 5	---	10 - 5	---
Terryberry - 100 Mohawk Rd. W.	51 **Plus study**	10 – 9 **9-12pm**	10 – 9 **9-12pm**	10 – 9 **9-12pm**	10 – 9 **9-12pm**	---	10 - 5	---
Turner Park 352 Rymal Rd. E.	63*	10 - 9	10 - 9	10 - 9	10 - 9	10 - 6	10 - 5	1 - 5*
Valley Park 970 Paramount Dr	47	10 - 8	10 - 8	10 - 8	10 - 8	---	10 - 5	---
Waterdown 163 Dundas St E.	51	10 - 9	10 - 9	10 - 9	10 - 9	---	10 - 5	---
Westdale 955 King St. W.	48	10 - 6	10 - 9	10 - 9	10 - 9	---	10 - 5	---

*Sunday hours run from September (weekend after Labour Day) until the end of **June**

Hamilton Public Library

Date:	June 16, 2017
To:	Chair and Members of the Board
c.c.:	Paul Takala, Chief Librarian/CEO
From:	Tony Del Monaco, Director of Finance & Facilities
Subject:	**Heritage Green Community Trust Funding for Valley Park**

RECOMMENDATION:

That the Chief Librarian/CEO be authorized to enter into a funding agreement for the provision of up to $1,250,000 from the Heritage Green Community Trust towards the construction of two multi-purpose rooms as part of the new Valley Park branch construction project.

That, in recognition of the significant financial contribution by the Heritage Green Community Trust, the Board agrees to name the two new multi-purpose rooms which are to be constructed as part of the new Valley Park branch library the "Heritage Green Community Trust Multi-Purpose Rooms" per the Donations, Sponsorship and Fundraising Policy and the Naming Opportunities Policy.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The total budget for the new Valley Park Branch is currently $5,749,000. With the additional funding contribution of $1,250,000 from the Heritage Green Community Trust, the total budget would become $6,999,000.

The Heritage Green Community Trust has agreed to provide the funding, subject to reaching agreement on the funding agreement. The City of Hamilton is still reviewing the draft funding agreement provided by the Trust.

Funds would flow from the Trust to the City and the City would pay the progress draws as construction occurs. Funding would occur in three annual instalments with the first instalment set for when construction begins.

The Trust may choose to accelerate or defer the payment schedule depending on the availability of funds. In the event that the timing of receiving funds from the Trust were to lag from required payments to contactors the Library would, in the interim, cash flow the difference from Library Reserves. Funding is also contingent on the Trust having sufficient funds to distribute to the project. This is not expected to be a concern however, the scope of the project would be re-visited if this were to occur.

As the project continues HPL staff would keep the Trust informed of progress, in particular as it relates to plans, design, and construction of the multi-purpose rooms to ensure that all parties expectations are satisfied.

BACKGROUND:

The Taro Community Trust was established in May 1997 and in 2006 the name was changed to the Heritage Green Community Trust. The Heritage Green Community Trust is fully funded by Terrapure's Stoney Creek Regional Facility. The purpose of the Trust is to provide support in the form of grants to community, educational or charitable organizations of upper Stoney Creek.

The Heritage Green Community Trust successfully distributes grants to qualifying recipients or organizations who clearly provide demonstrable benefits to residents in the City of Stoney Creek residing south of the Niagara Escarpment and within three kilometres of the perimeter of the Terrapure Environmental Stoney Creek Regional Facility.

Library staff have met with and applied for funding from the Trust for two multi-purpose meeting rooms of at least 1,500 square feet each to be built as part of the new Valley Park construction project.

The Trust has graciously agreed to provide funding of up to $1,250,000 towards the construction of these rooms.

In return for the funding contribution, the Trust has requested that they be recognized as follows:

➢ A dedication plaque bearing the Trust's logo, the Trust's name, and the names of the current Trustees of the Trust are to be visibly recognized and displayed in a prominent location in or at the entrance to each of the two rooms for a period of at least 25 years. The form and location of the plaque will be subject to approval of the Trust.

➢ The rooms would be named the "Heritage Green Community Trust Multi-Purpose Rooms".

➢ The Trust would be advised of and entitled to participate in announcements, promotional and milestone events related to the construction of the Valley Park library.

➢ The Trust's logo would appear on websites or webpages related to the Valley Park branch with acknowledgement of the contribution and a link to the Trust's website.

➢ The Trust would be consulted prior to finalizing or significantly amending plans with respect to the Multi-Purpose Rooms.

➢ Once completed, the Multi-Purpose Rooms would be made available to the Trust at no cost for the Annual General Meeting of the Trust which takes place in May each year, provided that reasonable advance notice is provided by the Trust.

Per the *Donations, Sponsorship, and Fundraising Policy*, any sponsorship agreements valued at $25,000 or more shall be presented to the Library Board for approval. A sponsorship is a mutually beneficial exchange between the HPL and an outside organization in which an external party makes a contribution of cash or in-kind goods or services in return for recognition, acknowledgement or other considerations. The naming rights for the multi-purpose rooms falls within the sponsorship requirements to obtain Board approval.

Also, obtaining Board approval for naming of the rooms the "Heritage Green Multi-Purpose Rooms" is a requirement of the *Naming Opportunities Policy*.

In consideration for such a generous financial contribution, staff are recommending that the Board approve the recognition requirements outlined above in exchange for the funding provided.

With respect to next steps, HPL staff, City staff, and the Trust will work toward finalizing the funding agreement. As for the project, the Request for Proposal for a Prime Design Consultant has now closed and bids are being evaluated. Once a consultant is chosen, design work will begin and we will have the consultant meet with the Board later in the year to get early input on design considerations.

![Hamilton Public Library logo]

Chief Librarian's Report – June 2017

STAFF DEVELOPMENT DAY

HPL's annual staff development day was held on Wednesday, June 14. All HPL locations were closed for the day to allow for this important annual professional development opportunity. Staff participated in a variety of workshops over the course of the day. The keynote was a panel discussion with Indigenous Community leaders who discussed the Calls to Action from the Truth & Reconciliation Commission from their diverse experiences and perspectives, our role as individuals and HPL in supporting this important work. On behalf of all staff I want to thank the Library Board for continued support for this important day of training and team building. Board Chair George Geczy gave greetings on behalf of the Library Board.

At staff day we held our 2nd Dragons Den which provides an opportunity for staff to present innovative proposals. There were several excellent proposals and the winning idea was presented by Chris Cieszkowski an Information Clerk at Dundas branch. Her idea **Abilities Access** proposes the creation of low visibility/visually impaired training units that would work in conjunction with our "book a librarian" and existing outreach efforts to support seniors with low visibility. Making HPL dementia friendly and posting videos of storytime programs on our YouTube channel to support families were the other two finalists. The 1st Dragons Den was held in 2015. The winning idea that year was the Pop-Up Library, with the runners up being StoryWalk and Tech-literacy for Seniors. We look forward to implementing all three of the 2017 finalist proposals and will be reporting back.

INDEPENDENT ASSESSMENT OF LIBRARY FACILITIES

One of the identified goals for 2017 is to undertake an independent assessment to evaluate how HPL services and physical locations will align with expected demographic patterns throughout the City. This assessment will be used to help guide long-term planning and help us to uncover some knowledge gaps. This will also provide an independent view to confirm our perceived gaps in addition to identifying potential future service gaps. The study will look at current and future demographics and map under serviced areas. Staff have been in discussion with the Social Planning & Research Council (SPRC) to help us with this study. Existing data will be used in combination with data from the SPRC to undertake and complete the study. The plan is to have a 1st draft of the assessment report ready in October/ November with a final subsequent report to follow.

RETURN ON INVESTMENT (ROI) STUDY

A previous Board discussion raised the issue of doing a ROI on HPL based on the model used by Burlington Public Library, Toronto Public Library and others. Staff have received the open source tool that others have used. We will be working on completing it over the next several months. We anticipate having it completed before the end of the year. The goal is to incorporate the results in the 2018 operating budget presentation.

PAUL LISSON

At the City's Hamilton's Arts Awards, held on the 4th Floor of the Central Library on June 7, Community Librarian Paul Lisson received the 2017 Arts Management Award for his work as the publisher of Hamilton Arts & Letters (HA&L) magazine. HA&L introduces local artists to audiences across Canada and around the world.

HAMILTON SPECTATOR

HPL has signed a Memorandum of Understanding with the Hamilton Spectator. Local History & Archives will be working in collaboration with the Hamilton Spectator to digitize and preserve the Hamilton Spectator's archives of Hamilton Spectator issues and supporting archival materials. The Hamilton Spectator will retain copyright. The content will be digitized primarily through the digitization of the microfilm dating back to the start of the Hamilton Spectator in 1846. HPL will have a digital copy to share for educational purposes and we will direct any copyright related request to the Hamilton Spectator as we do currently with the Hamilton Spectator's negative collection. HPL is very pleased to be entering into this important partnership with the Hamilton Spectator to provide improved access to this incredible rich community resource.

SUMMER READING CLUB

Pre-registration for the 2017 TD Summer Reading and the Teen Summer Reading programs began on June 1st. Over 1,150 kids and teens have already registered for these programs. The TD Summer Reading Club theme for 2017 is Canada. Once again, HPL has a full summer planned with free programs across the system in support of Summer Reading. The national launch for the TD Summer Reading program is on Saturday, June 17.

CODEFEST

On June 6, HPL welcomed over 150 students on the 4th Floor of Central for CodeFest. The event was hosted in partnership with the Industry Education Council. The event was a culminating celebration for students who had participated in the Industrial Education Council's Code Club program at local schools. Students had the opportunity to learn more about technology and explore education and career possibilities in coding and technology. HPL and the Industry Education Council have also been working in partnership to pilot an in library version of Code Club. Since April, the program has been

offered twice a month on Saturdays on the 4th Floor of the Central Library. We will be reviewing the pilot phase and looking at next steps for the fall.

ABORIGINAL DAY

Canada's National Aboriginal Day is held annually on June 21 to celebrate the unique heritage, diverse cultures, and outstanding achievements of Canada's Aboriginal peoples. The Central Library will be hosting a series of events over the course of the day including a drumming program in the Living Room.

CULC EBOOK TASK FORCE

The Canadian Urban Libraries Council has reassembled the eBook Task Force. L. Barrie is participating on behalf of HPL. The eBook Task Force Working group is tasked with leading the library community with the aim to increase public awareness and advocacy of the eBook and eAudiobook issues, such as content, pricing, and access, currently faced by Canadian public libraries.

100 IN1 DAY AT HPL

On June 3, Hamilton joined other cities including Toronto, Halifax, and Vancouver to participate in the fifth annual 100in1Day event https://hamilton.100in1day.ca/ Starting in Bogota, Columbia, this one day event focuses on civic engagement and generating ideas for a better city. HPL supported this initiative once again by offering a wide number of activities system wide.

GREAT HAMILTON SCAVENGER HUNT

HPL is participating in the Great Hamilton Scavenger Hunt, an app-based adventure that will see people of all ages exploring our diverse city and 150 of its landmarks, festivals, events, as well as quintessential Hamilton, Canadian and summer experiences from June 9 through September 12, 2017. Wesley Urban Ministries is working with the City of Hamilton on this initiative. HPL activities include taking a picture of yourself in front of a library branch and joining summer reading.

Paul Takala
Chief Librarian/CEO

Hamilton Public Library

Date: June 16, 2016 – Draft
To: Chair and Members of the Board
From: Paul Takala, Chief Librarian/CEO
Subject: **Goals for 2017 – Midyear Progress Report**

RECOMMENDATION

That the Hamilton Public Library Board approve the Chief Librarian/CEO Midyear Report on the Goals for 2017.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The goals provide direction for the Chief Librarian/CEO for the 2017 year. The goals highlight new developments and provide focus to the discretionary energies of the organization. Effective operations, legislative compliance and ongoing improvements to library services are assumed and expected.   Should unexpected circumstances or opportunities emerge that significantly impact this plan, the Chief Librarian/CEO will report back to the Board and seek direction. Annually this report will be used to track major organizational goals and developments.

CHIEF LIBRARIAN/CEO 2017 GOALS

- o Updates and comments are indicated by a different font and colour.

2017-2020 Strategic Plan

The Library Board will adopt a new strategic plan in 2017. Some key points about the plan:

- The new plan will build on the success of the existing plan. It will improve and adjust but not disregard what is already working.
- In addition to looking at recent trends in libraries, the new plan will align with the new community vision *Our Future Hamilton.* Our new strategic plan will help answer what role HPL will play in advancing the community vision.
- Prior to reviewing the individual strategic priorities staff will work with the Library Board on ensuring our mission and organization values are updated.
- The development of the plan will engage the Board, staff, partners and the community. The public consultations will place an emphasis on reaching out to residents that currently do not use the library.
  - o A survey of the vision and values was completed in February. The Strategic Plan is now a standing item on the Board agenda. An updated **Meeting User Needs IV** is scheduled for final Board review in June. Special Board meetings will be scheduled to allow for more in-depth discussion. The strategic plan will need to be a major focus of work in the second half of 2017.

Service and Facility Planning

Parallel to and in support of the Strategic Plan staff will work with the Board to complete the following:

- **Independent Assessment of Library Facilities** – An independent assessment will be undertaken to evaluate how HPL services and physical locations will align with the expected demographics patterns throughout the City. This document will be used to help guide long term planning. Library trust funds held by the Hamilton Community Foundation are the anticipated source of funding for the study.
  - Scope of work is currently being developed. We plan to work with the Social Planning and Research Council (SPRC) to complete the report.
- **Facilities Master Plan (FMP) –** A completed FMP will be finalized. This document will include additional requested information and updated directions for staff including actions for Carlisle and Mount Hope.
  - Staff will be presenting an updated Facilities Master Plan in the fall. The findings of the Independent Assessment of Library Facilities may impact timing of completion.
- **Rural Service Model Pilot** – Pending Board approval, HPL will pilot test a new rural service model at the Freelton branch. This model expands library hours by supplementing the hours the branch is staffed with remote support by HPL staff in other branches.
  - Plans for a pilot at Freelton are on schedule to begin in Q3 of 2017.
- **Library Service Hour Review** –The engagement process around our new strategic plan, as well as, other sources of information including library metrics, will be used to establish new service hour priorities. Those priorities will take into account the changing patterns of library usage and assumes we will need to work under the current budget direction from Council.
  - The Library Board has approved principles to consider when addressing gaps in library service hours and gaps that need to be addressed. In May the first report on enhancements was brought to the Library Board. The recommended enhancements are scheduled for approval at the June meeting. The next report will be coming in November/December of 2017.
- **Local History and Archives (LHA) Roadmap**: We will develop a strategy to support an acceleration of the digitization of key Collections. Staff will work with the Board to adopt a digitization roadmap. The roadmap will outline how we increase access to high-interest LHA collections in a variety of formats including images, text, audio, and video. This initiative will be informed by the Library Board's endorsement of Access by Design.
  - We are currently working through work flows and identifying opportunities to streamline and coordinate processes and are on track to have a report for the Library Board to review in the fall.

Financial & Operational Accountability

- **Operating budgets** – We will continue to ensure operating funds are effectively used to maximize our impact and relevance to the community. This will include ensuring we work within the 2017 operating budget while we plan for a 2018 operating budget that meets the City of Hamilton's budget targets.
    - The 2016 operating budget was closed out with a small surplus and a clean audit. For the 2017 operating budget we met the City Council target of a 1.8% increase.
- **Report on Revenue Generation –** In 2017 we will commence providing the Board with an annual report that highlights alternative sources of funding we received in the previous year. This will include: fines, fees, donations and special grant funding.
    - The first report on revenue generation was received in March. Staff will continue to provide an annual report that focuses on non-levy funding sources.
- **Expanded Metrics Program** – Building on past work, we will continue to improve our metrics reporting. We will continue to monitor trends in usage at HPL while we also ensure we continue to report on how we compare to other libraries. We will continue to work with the broader library community to build rigorous and objective impact measures that help ensure our programs and services are directed towards positive results and outcomes.
    - Quarterly metrics reports continue to be provided. In March a new branch by branch report looking at 5 year trends and weekly usage patterns was received. As requested by the Library Board, staff are developing reports based on geographic usage. That work will continue as more census information gets released. In addition, staff are currently investigating a return on investment (ROI) report for HPL that will be completed in the second half of 2017.
- **Library Reserves and Trust Funds** – The Library's reserves and trust funds exist to support strategic investments that put our system and library services on a more sustainable path for the future. We will continue to work with the Board to ensure the funds are used to upgrade our capacity, facilities and infrastructure while we look for ways to expand our impact without increasing our core funding requirements. Given the significant investments that have been made in recent years in 2017 we will need to mainly focus on completing existing projects. Any new projects will need to be carefully considered by the Board to ensure that the funds are used to leverage new investments beyond the local taxpayer.
    - The March Report on Revenue Generation included the grant funding we have received. At the June Board meeting we will be including a report on a significant investment to our Valley Park construction project.
- **Lean Assessments** – Lean is built around the concept that work should focus on maximizing customer value while minimizing waste. (www.lean.org/WhatsLean/).   Adding value to our customers while we remove/reduce low impact work is an important source of generating capacity. Building on the work that the City of Hamilton and other libraries are doing, HPL will continue to work towards using Lean processes to review our work.
    - In 2017 staff have been working on a full assess of our shipping process. The goal is to improve how we handle intra-branch traffic.
- **Labour Relations** – In 2017 we anticipate reaching a new Collective Agreement that is fair to staff while the organization remains focused on realizing our mission. We will continue to use innovation to create capacity while at the same

time ensuring we empower staff to make a difference. We will continue to focus on retraining existing staff to meet new service needs while we make every effort to use attrition to contain staffing costs as required by budgets.
- o In February a four year collective agreement for the period 2017-2020 was approved by the Library Board. We continue to work closely with CUPE 932 to resolve issues in a constructive manner.

Policy Development

HPL will continue to update and refine our organizational policies. In 2017 we will:
- **Board Policy Manual** – Publish an updated Board Policy Manual.
- **Policy Review** – Continue to review and update existing policies based on the policy framework.
  - o The updated Library Board Policy manual was approved in May. The new process of having a first and second review by the Board has been going well. We now have a new policy template and a standard 4 year schedule for reviewing policies.

Capital Projects

We will work to complete approved projects and advanced projects finalizing scope and funding. We will keep the Board involved in major developments and work collaboratively to resolve issues that emerge. The projects include:
- **Facilities Master Plan** – We will look for opportunities to advance projects and obtain funding for new projects based on Board direction and available funding. We will issue a report on lessons learned from Waterdown and other recent projects. Where appropriate we will update the FMP to provide guidance on future projects.
  - o Final draft to incorporate findings of the Independent Assessment of Library Facilities which may impact timing of completion.
- **Binbrook** – We will continue to advance the Binbrook build with a scheduled opening in 2018.
  - o Construction is proceeding well and is on schedule to be completed early in 2018.
- **Central -** We will complete the updated entrance to York Blvd in 2017. Pending City of Hamilton capital budget approval, we will start the window replacement project in 2017.
  - o Construction of the door replacement has now started with expected completion in July. Design is underway for the Windows with completion of Phase 1 expected for March 2018.
- **Dundas** – We will re-open the renovated Dundas branch in 2017.
  - o Asbestos abatement work has delayed the project, however construction has now resumed with expected completion in Q4 2017. We are still on schedule for completing the project this year, however, if further issues emerge we could be into 2018.
- **Greensville** – Working in partnership with the HWDSB and the City of Hamilton, we will complete design and commence construction of the project with a scheduled opening in late 2018.
  - o Design work is continuing. Open House scheduled for June 1st. Project on track.

- **Locke** – Pending Board approval, we will commence the Locke renovation project in 2017.
    - o Design is underway. Project on schedule.
- **Security Cameras** – We will complete installation of new security cameras around the system in 2017.
    - o Final phase of camera installations expected to be completed later in 2017. Remaining branches include TE, TP, CN, and Central.
- **Turner Park** – Working in partnership with the YMCA and the City of Hamilton we will move forward with the plan to upgrade the Turner Park parking lot to improve access and accessibility.
    - o City funding is not currently available. As interim measure, staff are developing cost-effective options to improve access and decrease barriers in the parking lot by possibly reconfiguring existing parking spaces to be more accessible and flexible for drop-off situations.
- **Valley Park** – We will finalize scope and funding for the new Valley Park branch with design to be completed in late 2017 or early 2018, and construction projected to begin in spring of 2018.
    - o Project on track. RFP submissions for Prime Consultant have now been submitted and review of proposals is underway. The architect will meet with the Library Board in the fall to get early input on design considerations.
- **Westdale –** We will continue the minor renovation of Westdale and install updated flooring in early 2017.
    - o Retendering of flooring underway with an expected completion of late 2017.

Technology Renewal

We will continue to make strategic investments in technology that expands our service offerings based on community need and/or to improve our operational effectiveness. Specific projects include:

- **Maker Space and Digital Media Equipment** – We will continue to expand the availability of digital media equipment around the system. Except where space constraints prevent adding equipment, we will at a minimum equip all our branches with scanning and digital conversion equipment. Provincial capacity grant funding will be a major source funding for this project.
    - o By the end of June iMacs will be in 8 branches. By the end of 2017 additional equipment will be deployed system-wide. iMacs will be available at all but the smallest locations and branches under construction.
- **Edge Toolkit –** In 2017 we will begin to use the Edge Toolkit (www.libraryedge.org/toolkit) to evaluate our technology services.
    - o The Edge benchmark assessment was completed in April. HPL scored higher compared to Libraries in its peer group. An action plan to address areas of improvement will be created as part of the Digital Technology Strategy.
- **Bandwidth Expansion –** Working in partnership with the City of Hamilton, HCE Telecom and Orion we will improve our bandwidth and network performance. Emphasis will be placed on upgrading locations that currently have low bandwidth.
    - o HPL Central Branch Bandwidth has been upgraded to 1G with direct access to Orion Network. In addition 15 Branches have been upgraded to 100 Mb,

- **Infrastructure Upgrades** – In 2017 other major technology upgrades will include a move to Office 365, Windows 10 and more hardware lifecycle replacements.
  - o Work is currently in the planning stages.
- **Board Website** –In 2017 we will update the Library Board's web presence and pending Board approval that will include live video streaming of Library Board meetings. An archive of the videos will preserve future access.
  - o HPL April Board meeting was streamed live on the Library Web site. The video was also later posted online after the meeting. The test was successful with some minor improvements needed for future streaming and posting.

Partnerships

HPL will continue to build on existing partnerships to support important community efforts and extend our impact in a sustainable way. This will include:

- **Programs –** We will look to further work with aligned organizations to enhance our offering of free cultural and learning programs through in-kind partnerships.
  - o The March 2017 report summarized many of the partnerships for the Library Board. Work with City School by Mohawk and many others continue to complement the work of library staff.
- **Canada 150 –** HPL will play an active role in helping Hamilton celebrate Canada's sesquicentennial. In particular Local History and Archives will be involved in using our rich collections to help tell the story of our past 150 years.
  - o The projects are well underway and are being well received by the community. There are a number of key activities planned over the course of the next few months including the public launch of the storytelling component of the project. The committee will bring a summary report to the Library Board in the fall.

The April 2017 report on accomplishments of the 2012-2016 strategic plan illustrated how far we have come in the past few years. In 2017 we have continued to build on that work. On a personal note, May 2017 marked the half way point of my two year term as Chair of the Canadian Urban Library Council (CULC). Working at the national level has been a great learning experience for me. Although there are many national issues that CULC is involved in, the main focus of my tenure as Chair of CULC has been the establishment of the new Canadian Federation of Library Associations (CFLA). CFLA continues to build momentum and serve as a national voice for Canadian libraries.

Paul Takala, CEO/Chief Librarian
Hamilton Public Library

Date: June 16, 2017
To: Chair and Members of the Board
CC: Paul Takala, Chief Librarian/CEO
From: Sherry Fahim, Director Digital Technology and Creation
Subject: **Digital Technology Accomplishments for the**
                  2012-2016 HPL Strategic Priorities

RECOMMENDATION:

That the Hamilton Public Library Board receive this report for information.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

This report lists some key digital technology accomplishments during the 2012-2016 HPL strategic plan. There are no financial, staffing or legal implications of the report.

BACKGROUND

In May 2012 the Hamilton Public Library Board adopted its 2012-2016 strategic priorities. This strategic plan became a catalyst behind a significant number of digital technology initiatives that were achieved during this period.

This report provides a high level overview of some of these key digital technology accomplishments. It also illustrates how technology has been a major strategic driver behind a wide range of business initiatives that transcends services provided to the public to support HPL continued innovation and relevance to the community.

A COMMUNITY BEACON

The Hamilton Public Library will be a source of pride in the community. The library's buildings and virtual spaces will be flexible and appealing and will create customer experiences that are successful and enticing. The library system will act as a unifying force within the city and within its communities.

HPL's digital online presence is a virtual extension to its physical spaces and has been made possible through key initiatives:

HPL WEBSITE RENEWAL

The new HPL website was launched in 2015 and was well received by the community and staff. The new website is based on updated open-source software Drupal 7 and has advanced accessibility, visual appeal and a responsive design to mobile devices. The site provides easy to navigate access to the library's large collection of electronic resources and with a fully integrated events module it greatly improved customer access to the broad spectrum of collections and programs offered.

ONLINE PAYMENT

The Library launched online payment in 2013. The majority of the transactions are to pay fines, and some customers use the service to add money to their print cards.

eNEWSLETTER

Electronic Newsletter that promotes the library programs and events started its circulation in 2016. Plans were implemented to encourage customers to sign-up on HPL.ca to receive eNewsletter in their email. (www.hpl.ca/articles/subscribe-our-enewsletters)

LINKED DATA UPDATE - LIBRARY. LINK NETWORK

HPL has joined Zepheira's Beta Team for the Library-Link Network Project in 2016. This initiative helps promote the library collection and expose over time the catalogue through web based search tools such as Google based on a geographic reach.

LIBRARY BOARD WEB PAGE SEARCH

While plans to provide improved public access and live streaming of the Hamilton Public Board meetings are in place for 2017, some of the basic search capabilities for existing Board material were put in place in 2016. Targeted search that is refined by date or location was added to the Library Board's Meeting Agendas and Minutes page.

RELEVANT AND RESPONSIVE

The Hamilton Public Library will anticipate the needs of customers and potential customers. The library will maintain strong physical collections while growing collections and services that reflect the increasing demand for information, books, music and videos in digital formats. The library system will be a national leader, working to create model agreements with publishers and vendors that ensure all Canadians can continue to receive use of the world's intellectual property, regardless of format.

Digital Technology played a major and strategic role to enable Hamilton Public Library to achieve its Strategic priorities in the last 5 years. For many years, the library has recognized the importance of technology to the public and worked extensively on overcoming the digital divide and building digital literacy skills in the community. In this new era of change, HPL continues to build on this vision. Beyond providing free access to computers and WiFi, the library implemented many digital programs and new innovative technologies that are attainable to all the people it serves.
As such, digital technology was well integrated in numerous initiatives that drove programs and projects. *The following highlights some of these initiatives:-*

MAKERSPACES AND THE CIRCUIT 4.0

The Circuit 4.0 and the Makerspace at Central were launched in 2016 on the fourth floor of the library. This open and vibrant space offers flexible programming and shared spaces and has become a hub of activity for partners, events and the community. Similarly Makerspaces were established at Terryberry and Red Hill with

similar service offerings of creative design, sound and film production. A mobile lab is also available to be utilized for programs by any branch. The Makerspaces are well received and are now widely used by the community for creative design including the digital media studio, the sound recording area, and the photo and film area.

INFORMATION TECHNOLOGY AND SENIORS SOCIAL ISOLATION

Staff worked with McMaster University researchers on a Social Science and Humanities Research Council (SSHRC) Partnership Development Grant proposal, entitled, "Using Information and Communication Technology to Reduce Social Isolation of Older Adults and to enhance their Quality of Life." This partnership investigates 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.

STORYTELLING PROJECT

Love Your City, Share Your Stories Digital Storytelling Project, was launched in September 2016. Funded by the Hamilton Future Fund, the project is a joint initiative by the Hamilton Public Library, McMaster University Library and City of Hamilton's Culture Department. The website http://www.hamiltonstories.ca displays four of Hamilton cultural icons with shared personal stories and archival materials from Local History and Archives. The project also features an app and iBeacons and a large display screen at central. Future opportunities will be used to further collect content such as Canada 150 events in 2017.

POP-UP LIBRARY

Rooted in HPL's Community-led commitment, the project reaches out to the public outside the library facilities and different locations across the City. HPL's first Pop-Up Library took place in April 2016 and has been active in numerous locations and festivals ever since. In addition to books and games, the Pop-up Library sometimes includes a 3-D printer and green screen and is enabled through technology, with a wireless connection to a mobile laptop and tablets and access to the ILS system remotely to register new customers.

LOCAL HISTORY AND ARCHIVE SYSTEMS

Leveraging technology, LHA produced online videos as part of the Historical Hamilton Videos series. In 2015 the LHA micro-site was developed as part of the website redesign.   An open source, Archive Management System AtoM was implemented in 2016 to manage the collection and offer digital access to archival descriptions and finding aids.

MAGNUSMODE PROJECT

A set of five customized MagnusCard "decks" were created for HPL to provide step-by-step instructions on how to Get a Library Card, Check out an Item, etc. MagnusCards is an iOS, Android and web app which uses a game-like platform to enable people with special needs to access library services with greater independence and inclusiveness.

A tablet with MagnusCard and other library mobile apps has been deployed at the service desk of each branch to support customers.

DEVELOPMENTS IN TECHNOLOGY

INTEGRATED LIBRARY SYSTEM (ILS) MIGRATION

Hamilton Public Library had two successful ILS migrations during the last 5 years. Virtua was selected through an RFP process and implemented in 2013. The company was then acquired by Innovative. As Virtua was end of life and Innovative reduced support, the Board approved the migration to Polaris. The new ILS system was implemented on Thanksgiving 2016 and has been receiving positive feedback from staff and customers alike.

PUBLIC COMPUTING

In March 2015, the Library Board approved phase one of HPL's two phase Virtualized Desktop Infrastructure project (VDI). In a VDI environment, the user's computer is a virtual machine that lives on a server in the data center and can be accessed from any end point. Public workstations at all library branches were refreshed with new hardware and transitioned to the VDI environment. Public response has been very positive. Customers have noted improved usability and are pleased to have easy access to the Microsoft office suite.

VALLEY PARK LIBDISPENSER

The LibDispenser was installed at Valley Park to provide access to materials on a self serve basis outside the library location. The equipment has not been stable. A combination of location, the community and the instability of the unit itself has resulted in low circulation and usage of the unit. In 2016, during the ILS migration administration decided to retire the unit. The LibDispenser is being removed by MKsolution this month. They are paying the cost of dismantling and moving the unit in addition to a purchase price of $2000.

RFID SORTERS AND SELF-CHECK RENEWAL

New materials handling units have been installed and are now in operation at a number of branches across the system. The Hamilton Public Library Board also approved the replacement of the self check units at all Library locations with Bibliotheca self check units. The sorters and self-check units improve customer service, speed up fulfilment of hold items and reduce staff time in check-in of material so they can refocus their effort in more value added services.

BROADBAND ACCESS - HAMILTON COMMUNITY ENERGY TELECOM (HCE)

The Library works in partnership with the City's IT department for the provision of the Library's network layer. The City of Hamilton formalized their partnership with Hamilton Community Energy Telecom (HCE) as the lead network provider. This new

partnership provided an opportunity to increase the bandwidth at all library locations up to 1G with an interim upgrade to 100M (See Appendix A)

WIRELESS ACCESS

The log in structure for wireless changed and was simplified so that our customers have only one click to access the Library's wireless network. Additionally the connection time was increased to 6 hours so the customers do not have to reconnect when they are using the network for long periods. The new configuration also made it much easier to gather statistics about wireless usage in Library locations and usage patterns.

SERVICE DESK SYSTEM FOR DIGITAL TECHNOLOGY

The Digital Technology Department implemented in 2013 a new software product, SysAid, for managing the technical support ticket system. SysAid is a web-based solution that allows the Library to more fully automate the helpline ticket system, and improve our systems monitoring.

SERVER INFRASTRUCTURE RENEWAL

The project was substantially completed in 2013. The Integrated Library System was integrated in the virtualized environment. The infrastructure was developed with full redundancy design to eliminate any one possible source of failure and increased capacity to deploy and test new applications. Additional benefits include reduced power consumption and space requirements in the data centre.

KEY TECHNOLOGY PARTNERSHIPS

Through strong partnerships and dedication of staff the Library was able to respond to technology changes through some of the following key initiatives:

CITY SCHOOL BY MOHAWK

City School at Mohawk launched its Digital Photojournalism and its Web Design 10-week free courses with full class enrolment. These courses and lectures offer a unique, free, college-learning experience for members of the community who would not otherwise be able to access it. The strong alignment between the goals of the City School by Mohawk and the public library goals in supporting lifelong learning, enables HPL to offer college-level learning opportunities within the library walls, leveraging the technology available at the Makerspace.

COMPUTER SKILLS AND RESUME WORKSHOPS FOR YMCA YOUTH JOB CONNECTION

The Youth Job Connection Program is a paid, pre-employment training program to promote job-readiness. In collaboration with the YMCA, HPL staff developed and offered a two week public computer training program that covered computer basics and resume writing for this target group.

OLA – DIGITAL ODYSSEY WORKSHOP

The Ontario Library Association's technology division OLITA hosted Digital Odyssey workshop at the Central Library. The theme was *Privacy in Public* and was well attended by library professionals.

LIBRARY IT LEADERSHIP

A network of IT leaders across 9 library systems across the GTA and Southern Ontario has been established. The group developed a network, meet quarterly and provide direct access as peer-leaders to share experiences and lessons learned.

PUBLIC SECTOR PROJECT MANAGEMENT FORUM

The Library is represented on the Public Sector Project Management Forum to promote project management knowledge and learning in public sector. The Forum champions two semi-annual events that are hosted by and available for staff working in colleges, municipalities or non-profit organizations.

END OF LIFE COMPUTER EQUIPMENT DONATIONS

HPL has worked in partnership with the St. Leonard's Society's GreenBYTE program and has been donating to GreenByte and other organizations end-of-life computer hardware for many years. Hardware is refurbished and then provided to low-income families and children in need at no cost. The equipment is refurbished with the support of volunteers, and provides employment training opportunities to co-op students and other individuals seeking new job skills.

A CREATIVE AND CHANGING ORGANIZATION

The library will strive to have staff engaged in their roles and in the library profession and ensure that staff have opportunities and support to enhance their current skills and to develop new competencies that are relevant to customers. The Library system will continuously seek new ways staff can add value to the experiences of customers and to the communities we serve.

TECH LIAISON TEAM

There were three cohort of Library staff that participated in the first Tech Liaison Training sessions that were provided in 2014. The sessions provided participants with the opportunity to get a behind the scenes look at our Digital Technology department and try some hands on troubleshooting. The initiative temporarily stopped due to resource constraints, but the program will be re-launched as staff feedback was very positive with regard to this training initiative.

STAFF COMPUTER REPLACEMENT

The board approved in 2016 an investment to replace staff hardware computers. Staff computers were 6- 8 years old. Digital Technology team replaced all service desk computers at branches with all-in-one computers. Each branch was assigned a

notebook computer to support delivery of branch programs. Also some Librarians and most managers requested notebooks to support their mobility in the branches and to deliver programs. All equipment has been deployed. Some specialized units for the digital technology team are being deployed in the next month.

STAFF INTRANET – HPLNET PHASE 1

HPLnet upgrade to Sharepoint 2013 has been deployed by end of 2016 and made available for staff to use by early 2017. Phase 1 included the upgrade and redesign of the intranet, some enhancements on workflows and lists, branch specific pages, social media collaboration tools and the migration of documents. Future phases will be designed for deployment in 2017- 2019.

POLICY DEVELOPMENT

Consistent standards of service and processes that comply with relevant legislation require a sound foundation of policies. During the course of this strategic plan a lot of work has been done to build on the existing body of policies.

Some key technology policies during this period include:
1- Privacy Policy for Library Customers
2- Makerspace Service Fees

Date: 22 May 2017
To: Chair and Members of the Board
Cc: Paul Takala, Chief Librarian/CEO
From: Sherry Fahim, Director Digital Technology and Creation
Subject: **Report on the Development of HPL Digital Strategy**

RECOMMENDATION:

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

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The report provides information on the development of HPL Digital Strategy. The Strategy will provide overall long term directions on how digital technology will achieve the Hamilton Public Library Board's Strategic Priorities. The final plan will be presented to the Board after the new strategic priorities are finalized. Specific annual objectives with financial, staffing or legal implications will be identified following the Board's standard approval process.

BACKGROUND

Technology plays a significant role in the social and economic prosperity of cities and impacts individuals in different ways. From basic technology use and online search skills to preparing people for jobs or supporting creative entrepreneurship, the Library more than ever has become a key resource and hub for individuals by providing relevant, meaningful and equitable services to all people in local communities.

The Hamilton Public Library has long recognized this value proposition and has established digital technology as a strategic resource to transform services and respond to the changing nature and growing demands of the community. Through the 2012-2016 HPL Strategic Priorities the Board was able to utilize technology to improve service, enhance digital learning, and provide new ways for the public to interact with the library within existing budget and resource constraints.

Digital literacy and technology access has become key requirements for individuals in the knowledge economy to succeed. The development of a Digital Strategy instep with the Board's 2017-2020 HPL Strategic Plan is therefore imperative to achieve the Board's goals and to positively impact people's lives and the communities we serve.

This report provides an overview of current assessments underway for development of HPL's Digital Strategy. It proposes a preliminary framework and potential areas of focus to be included as the digital strategy is finalized later in the year.

TECHNOLOGY ASSESSMENT AND ENVIRONMENTAL SCAN

The first step in developing a forward looking digital strategy for HPL is to understand current capabilities, how existing technology services compares to peer organizations, how service is benchmarked against standards, and what does the community and internal staff expect from their library. HPL will use this information to align technology services with community priorities and to charter a path for the future technology offerings that would ultimately improve the quality of life for the people of Hamilton.

Key assessments in progress include the following:

EDGE INITIATIVE

The Hamilton Public Library, for the first time, has subscribed to Edge and is one of the leading Canadian Libraries that participate on the Edge Initiative. Edge originated in the US in 2013. It helps public libraries evaluate their technology services and benchmark them against equal peers to strengthen the public technology services that libraries make available to their communities. The Edge tool kit includes an assessment tool, a benchmark evaluation report, and a set of recommendations for improvement. It also includes tools for strategic planning and community engagement to help libraries communicate their service value and align their technology services with community priorities. More information on Edge could be found on their web site http://www.libraryedge.org

HPL has recently completed our assessment using the edge tool. The assessment provides specific insight into three technology areas:

- **Community Value**: specific programs, services and support that enable people to get value from their use of technology
- **Engaging the Community and Decision Makers**: external practices that connect the library to the community
- **Organizational Management**: internal management and infrastructure

Strategic Areas	Benchmark
Community Value	1. Digital Literacy
	2. Digital Tools and Resources
	3. Meeting Key Community Needs
Engaging the Community	4. Strategy and Evaluation
	5. Strategic Partnerships
	6. Sharing Best Practices
Organizational Management	7. Planning and Policies
	8. Staff Expertise
	9. Devices and Bandwidth
	10. Technology Management
	11. Technology Inclusiveness

In its first assessment, HPL scored higher compared to libraries within its peer group. HPL scored better in areas of "Engaging the Community and Decision Makers and "Organizational Management" and on par in "Community Value".
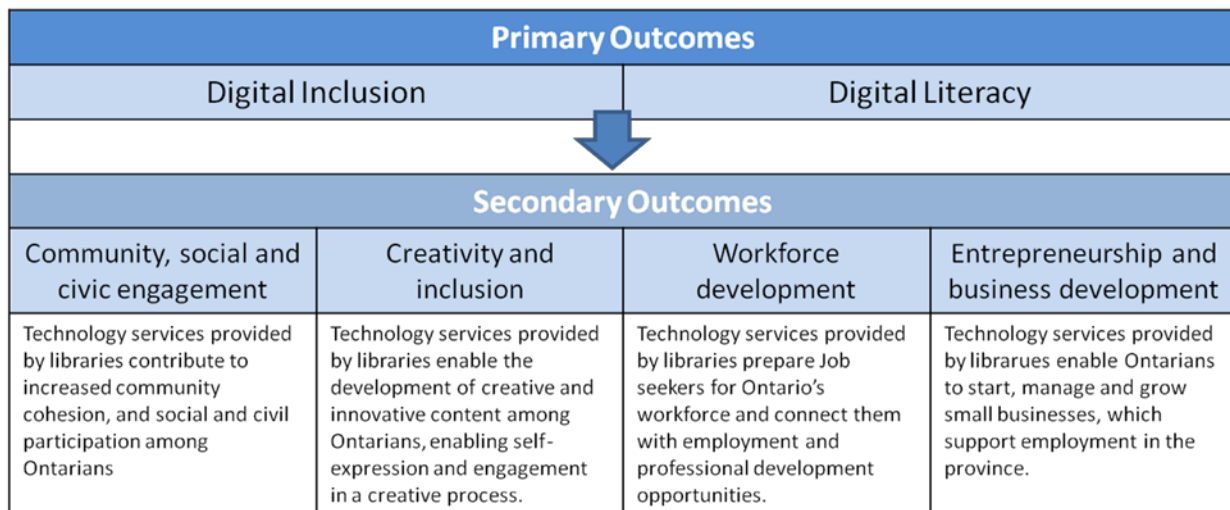
Further information on the Edge assessment results will be provided at the Library Board's September meeting. An action plan to address areas of improvement will be created as part of the final Digital Strategy.

NEWLY EMERGING - ONTARIO TECHNOLOGY ASSESSMENT FRAMEWORK

The Ontario Technology Assessment Framework is a newly emerging framework that was developed to provide information on the use and outcomes of technology services offered by public libraries in Ontario. The framework is designed to help libraries expand the reach and effectiveness of technology services to their communities. It also helps libraries understand the outcomes of the digital services they offer and demonstrate how their technology offerings directly benefits residents and aligns with various social and economic priorities.

The framework includes a tool kit to measure the effectiveness of digital technology outcomes. The tools will be piloted in 2018 with some libraries before wider adoption. Nevertheless, the framework is a valuable resource for planning HPL Digital Strategy.

The Ontario Digital Assessment framework identifies two primary and four secondary outcomes of technology services and access in public libraries that demonstrates how it improves the lives of individuals and impacts the community social and economic well being. Consistent with the Edge Framework, technology outcomes revolve around community values in two key areas for improving digital literacy and providing access to tools and resources in order to meet user and community needs.

Primary Outcomes			
Digital Inclusion		Digital Literacy	
Secondary Outcomes			
Community, social and civic engagement	Creativity and inclusion	Workforce development	Entrepreneurship and business development
Technology services provided by libraries contribute to increased community cohesion, and social and civil participation among Ontarians	Technology services provided by libraries enable the development of creative and innovative content among Ontarians, enabling self-expression and engagement in a creative process.	Technology services provided by libraries prepare Job seekers for Ontario's workforce and connect them with employment and professional development opportunities.	Technology services provided by librarues enable Ontarians to start, manage and grow small businesses, which support employment in the province.

These frameworks, together with the other lens, serve as a basis on which the preliminary HPL Digital Strategy Framework has been developed.

STAFF ENGAGEMENT ON TECHNOLOGY SERVICES

Planning for the delivery of excellent technology services to the public can only be as strong as delivering the right technology services and support to front line staff who serve our customers.

To identify strengths and areas of improvement on the internal front, a survey will be issued to library staff to evaluate the technology support and services available to them. The survey will be re-issued annually to establish a benchmark on which we can measure progress. The results of the survey will also be compared against peer technology organizations of the same size and focus.

The output will shape the technology vision and internal service priorities to better support delivery of our public goals. Current services may be adjusted and an action plan will be developed based on the information and measurements collected.

PUBLIC COMMUNITY PRIORITIES

Through the process of developing HPL's strategic plan, the library Board plans to reach out to engage the community. The library will have the opportunity to have conversations with current library users as well as those who are not customers.

This engagement will provide greater insight into the community priorities and their expectations from their library. It will provide a view into the public aspirations for Hamilton which will enable us to gain a better understanding on how we can support their needs through technology. Specific discussions on technology could be included during the public consultations to better define the future influence that HPL could have on the community to meet user needs and positively impact people's lives.

CURRENT TECHNOLOGY CAPABILITIES

HPL's investment in infrastructure and technology in the last few years, well positions the Board to strategically leverage these assets to contribute to digital inclusion and digital literacy and achieve community value in the 2017-2020 strategic plan.

Network bandwidth has been upgraded to 1Gps at Central and 100Mbps at 15 branches. The remaining 6 branches will be upgraded this year. However, plans are in place to upgrade all branches to 1Gps, as we recognize that existing levels are quickly becoming inadequate to take us into the next few years.

The Board approved investments in public and staff computers, virtual systems, RFID, gates, sorters and self checks, printing services and new integrated library systems. Additional grants enabled HPL to create creative and engaging Makerspaces and introduce new technology kits for kids to build technical and innovative skills. As the rate of change in technology will always outpace capacity, we must stay innovative to find ways to remain current and make new technology accessible to everyone.
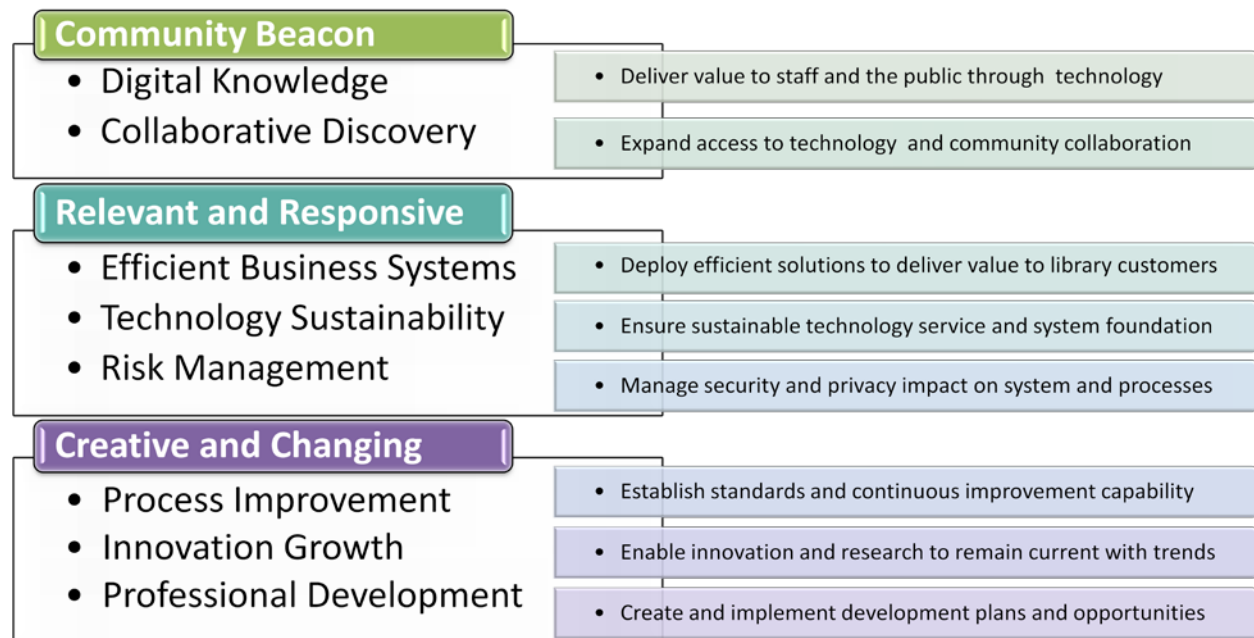
The library will continue to build on the relationship with the City of Hamilton to continue to leverage, where appropriate, services such as network and security management, enterprise applications and services, and contractual agreements.

The digital technology department has a group of talented and dedicated employees. A combination of long term employees and newly hired management provides a wide range of technical and library specific skill set and experience. The digital technology team's role evolved in the last few years from internal support to providing front facing service to the public. While digital technology team's capacity will continue to be challenged to address this extensive growth, leveraging partnerships and building digital literacy skills across staff will help in increasing the reach in the community.

HPL Digital Technology Department has become a great asset that will support the library as a changing organization for creative improvements and to champion innovations through technology to and with staff to provide service to the public.

PRELIMINARY DIGITAL STRATEGY FRAMEWORK

This preliminary framework was developed based on the existing strategic plan and taking into account completed assessments and research. The framework will be updated and finalized as the new HPL 2017-2020 Strategic plan emerges and further assessment recommendations are reviewed.

Community Beacon
- Digital Knowledge
- Collaborative Discovery

  - Deliver value to staff and the public through technology
  - Expand access to technology and community collaboration

Relevant and Responsive
- Efficient Business Systems
- Technology Sustainability
- Risk Management

  - Deploy efficient solutions to deliver value to library customers
  - Ensure sustainable technology service and system foundation
  - Manage security and privacy impact on system and processes

Creative and Changing
- Process Improvement
- Innovation Growth
- Professional Development

  - Establish standards and continuous improvement capability
  - Enable innovation and research to remain current with trends
  - Create and implement development plans and opportunities

DIGITAL TECHNOLOGY LANDSCAPE

The digital technology landscape is designed with the objective of delivering the intended public outcomes that are defined in the Ontario Technology Assessment Framework and the Community Value identified in the Edge Initiative.

Internal services, automation and infrastructure are key elements that are required in order to support that objective together with a set of standards, best practices and policies that form the foundation. The collective technology landscape with its external public facing and internal technology focus will ensure that Digital Technology delivers the intended goals and priorities of the Hamilton Public Library Board.
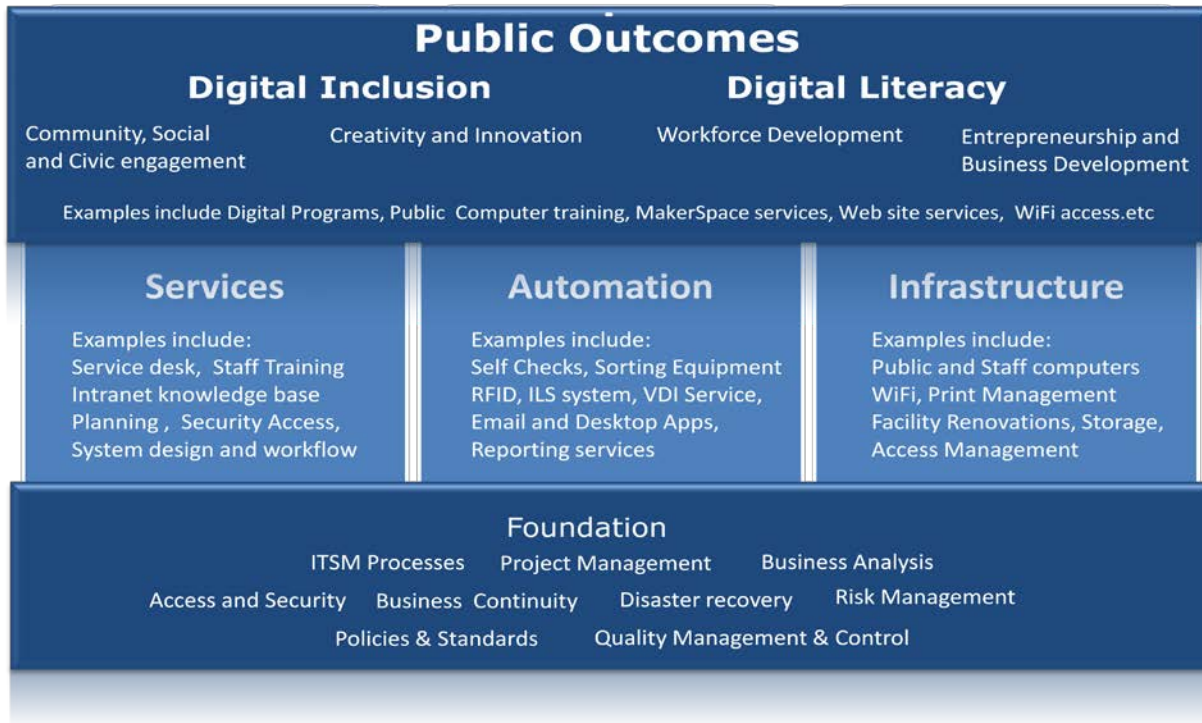
PUBLIC OUTCOMES

A key objective in the next plan is for digital technology to help advance Public technology training that would target areas of greatest economic and social impact.

Areas of potential focus in the next few years:
- Makerspace applications will continue to be a core service with expanded offerings and training geared towards targeted markets and audience.
- Online proactive real time tools, automation and virtual and augmented reality will see even more growth and require special attention in the next plan.
- Designing for mobility with real time information will replace responsive design.
- Data management, information and open data will take a different turn with basic coding skills needed more as a core skill to meet customized needs.
- Creation of content replaces more and more the consumption of content.
- Library Specific innovations example: check out laptops; wireless printing

For all of this and more we need to be agile to respond quickly to changes and needs. Staying abreast with trends and quick changes of technology will keep HPL current.

SERVICE, AUTOMATION AND INFRASTRUCTURE

While a large number of core technology systems are in place, there are opportunities for improvement to deploy new applications to improve efficiency and responsiveness. Additionally maintaining a state of good repair by ensuring existing hardware is replaced or applications and systems are upgraded will be important for sustainability.

Key new systems or upgrades to be considered in the next plan include:
- Customer Service Management System
- Learning management System
- Reporting Tools, Dashboards and Data analytics
- Access management System
- Service Desk System
- Data Center Management Systems
- Remote Management System
- Automated Workflows and Knowledge Base
- Archiving Content Management Systems

FOUNDATION

Foundational elements are core disciplines required for the effective management of IT in any organization. These elements are important to enable the organization to successfully deliver the outcomes it intends to achieve. A number of these disciplines are already in place, some are in progress and other opportunities to mature these disciplines and improve service exist in that space.

The following highlights some key foundational initiatives in the next plan:
- Information Technology Service Management (ITSM):
  Is an industry best practice for the efficient management of IT services. Service desk is in place, Change Management was rolled out early 2017. Other processes for the new plan include Incident, Problem and Asset Management.
- Business Continuity and disaster recovery:
  The disaster recovery plan will be updated, developed and implemented based on the business continuity plan.
- Records Retention Policy:
  Developed jointly with Human resources, the records retention policy will review the policies and procedures for the retention of physical and digital records throughout their life cycle

- Access and Security Policy:
  The tension between security, privacy and access will continue to rise and will cause a challenge and a pressure on staff and budget resources. The policy will be developed after a completing a security review of infrastructures and practices to provide guidance on balancing security with open access.
- Acceptable Use Policy and Social Media Policy:
  Updating the staff acceptable use policy to take into account changes in technology and access including staff access from local computers or remotely.

WHAT'S NEXT

This report provides an overview of the overall environmental scan underway. It also presents a high level framework and sheds some light on potential areas of interest.

A report on the results of the Edge Assessment and other analysis underway will be presented to the board by the fall at the Library Board September meeting.

A revised and final plan will be submitted to the board after the development of HPL 2017-2020 strategic plan. The plan will build on successes and will action areas of improvements revealed through this process.

Policy development and approvals will be obtained following existing board policies.

Annual plans and budget implications will be provided to the board on an annual basis. Approvals of financial commitments will be obtained where needed following existing board policies.

Hamilton Public Library

Date:	June 16, 2017
To:	Chair and Members of the Board
c.c.:	Paul Takala, Chief Librarian/CEO
From:	Lita Barrie, Director, Collections & Youth Services
Subject:	**Local History & Archives Policy – 1st Review**

RECOMMENDATION:

That the attached Local History & Archives Policy be received for review.

BACKGROUND:

The Local History & Archives Policy is the consolidation of the Hamilton Public Library Archives Policy and the Local History & Archives Collections Policy. Though posted, we have not been able to determine a Board approval date for these existing policies.

The policies have been merged and been updated to align with the new Policy Development Framework. The text of the policy has been adjusted where required to align with other policy updates. The proposed policy also incorporates more explicit information about acquisition practices, access to Local History & Archives collections and de-accessioning.

Policy Number (System TBD)
Title: Local History and Archives Policy
Policy Level: Board
Author: Director, Collections
Review Period: (Standard 4 years)
Last Revised: Draft June 2017

Key Points Summary:

- The library's Local History and Archives Policy outlines the philosophy and key objectives of the library's archival collection development and access.
- A Central role of Local History and Archives is to collect, preserve and make accessible materials which illustrate the history of the Hamilton area and its peoples.
- The Local History and Archives policy outlines the key criteria for the acquisition, access and de-accessioning of archival materials.

Purpose

The purpose of this policy is to outline the mandate, scope and objectives of the Hamilton Public Library's Local History and Archives collection and archival activities and the authority under which the department operates.

This policy articulates the key objectives with respect to the acquisition, preservation and access to materials in the Local History and Archives collection which will reflect the Mission Statement and Strategic Priorities of the Hamilton Public Library. The policy outlines process and expectation to assure transparency, accountability and preservation of trust so that customers, donors, researchers, library staff and other key stakeholders may better understand archival principles and practice.

Definitions:

Accession is the formal acceptance into custody and recording of an acquisition.

Acquisition is an addition to the holdings of a repository.

De-accession is the removal of material from the holdings of a repository.

Policy Details:

The Local History and Archives collection exists to:

- Collect, preserve and make accessible materials which illustrate the history of the Hamilton area and its peoples**.**

- Collect and preserve archival materials created by the Hamilton Public Library which illustrate the growth and development of the Hamilton Public Library, both before and after incorporation, or which pertain in whole or in part to activities within the Hamilton Public Library;

- Arrange and describe these materials according to archival principles and make them accessible to the general public on a regular basis, unless access is restricted by legal requirements, Library Board policy or written agreement with the donor;

- Provide adequate and appropriate conditions for the storage, protection and preservation of archival material;

- Provide regular reference services to individuals, organizations, the municipal government, or other groups interested in the activities and holdings of Local History and Archives;

- Facilitate digitization projects, exhibition, outreach and programming to increase public awareness of Hamilton-Wentworth's history and development.

The ultimate responsibility for the management of Local History and Archives is with the Chief Librarian acting in accordance with the general policies established by the Library Board. In practice, this authority is delegated to the Director of Collections and the Manager of Local History and Archives.

The presence of materials in the Local History and Archives collection does not constitute an endorsement of their content or viewpoints by the Library Board. The Board recognizes that this policy is carried out in compliance and with due regard for all applicable legislation.

Scope of Acquisition:

The archives will acquire historical material by donation, bequest, purchase, or transfer, regardless of medium, including: textual records; photographs and other visual records; maps, plans and architectural records; sound recordings or visual recordings; historical memorabilia and digital materials as per the collection mandate.

The Local History and Archives department will only accept material on a permanent basis, except when borrowing material for short-term loans to reproduce or to include in displays or exhibits.

Limitations of Scope:

Notwithstanding intrinsic, informational or historical value of records, Local History and Archives will acquire records, taking into consideration the following:

- the resources required to make the material available for research purposes in a reasonable period of time;
- the extent and terms of any restrictions, the legal rights and/or requests of the donor to place the records in the Archives;
- the records' relationship to the strengths and weaknesses in the existing holdings;
- the availability of appropriate storage facilities and the physical condition of the records in relation to the probability of being able to conserve them in a reasonable period of time;
- the acquisition mandates of other institutions.

The Archives retains the right to reproduce materials by mechanical, electronic, or photographic means for security, conservation, or research purposes.

Methods of acquisition:
- archival materials are generally acquired by donation and not by purchase. The Archives may determine to acquire material by purchase if it fulfils a critical gap within the collection with the approval of the Chief Librarian.
- archival materials of private donors are accepted by gift, bequest, or transfer from another archival institution. A signed Deed of Gift is completed to transfer ownership and negotiated rights such as copyright of the records from the donor to the Hamilton Public Library.
- the Hamilton Public Library's institutional archival records are retained primarily according to approved records retention policy. The Archives does not function as a repository for financial records or human resources records.
- the Archives does not accept as gifts, fonds that have been wilfully partitioned by a donor.
- in special circumstances, Local History and Archives works in partnership with local organizations where records may be acquired by loan to allow copies to be prepared for community access and digitization where copyright is retained by the partner organization. In the case of each partnership, a letter of agreement or memorandum of understanding is signed defining the scope of the project and the rights and responsibilities of all parties.
- tax receipts may be issued based on Canada Revenue Agency rules subject to external appraisal by individual(s) qualified in appraising historical records.

Access to Local History and Archive Collections:

Due to the rare and fragile nature of the Local History and Archives collections, access to collections housed in the Local History and Archives Department is limited to persons consulting archival material and carrying out their research in Local History and Archives department. Within the department, staff are on hand to provide assistance and proper supervision to ensure the safe care and handling of materials.

Customers will be required to show identification and register for an archives card prior to viewing materials.

Physical access to collections housed in the Local History and Archives Department is limited to customers 14 years of age and older. Users under 14 must be accompanied by a parent or guardian unless other arrangements have been made and authorized by the Manager, Local History and Archives.

We utilize recognized international and national archival, digitization and metadata standards to support physical and digital access to Local History and Archives collections and materials. In alignment with Library Board policy, we support the use of Creative Commons Licenses and the principle of open access with regard to digitization initiatives while upholding the terms of existing donor agreements, copyright and applicable law and legislation.

Barring the extent and terms of any restrictions, the legal rights and/or requests of the donor to place the records in the Archives, no person shall be prevented from using archival materials unless it is determined that the materials will be physically abused or used in a libellous or illegal manner.

The Library retains the right to charge for any reproduction or other research service as per the Library Board's Fees and Fines Policy and schedule.

Materials from the Local History and Archives collection may be loaned to other institutions or organizations only under the following circumstances:

- written authorization is obtained from the Manager, Local History and Archives (or designate);
- the Archivist provides written documentation for the loan;
- the borrower ensures adequate care and handling of the material on loan. If at any time Local History and Archives determines that the material on loan is not being cared for adequately, the Manager, Local History and Archives (or designate) may cancel the loan and request the immediate return of the material.

De-accessioning

Material added to the Local History and Archives collection shall be held until such time as it is deemed to which to longer fit the approved acquisitions policy and is de-accessioned. All information pertaining to the de-accessioning and disposition of material will be retained in the Archives' records.

Guiding Principles:
- Archivists must use professional judgment when reappraising collections. Exceptions are handled on a case-by-case basis.
- Although it is an important collection management tool, reappraisal does not always lead to de-accessioning.
- To ensure consistency, the process should be systematic and thoroughly documented.

- Reappraisal and de-accessioning is a responsible archival practice for better management of collections. The process should be transparent however may, at times, require discretion.

Considerations:
- Legal issues of ownership of collections (e.g., donor agreements)
- Ethical issues regarding the disposition of collections in a transparent manner
- Donor relations (i.e. being open and honest with donors when discussing the proposed de-accessioning of their gift)
- Resource allocation (i.e. cost benefit analysis before reappraising and de-accessioning a collection)

Conflict of Interest:

As per the Library Board's Code of Conduct and Conflict of Interest policy, Local History and Archives staff members will not formally, through trade or purchase for their own personal use, enjoyment, or profit, collect for their personal benefit archival materials which fall within the broad acquisition mandate of Local History and Archives.

Approval History:

Applicable Legislation / Regulation:

Freedom of Information, Copyright and Protection of Privacy Acts.