Hamilton Public Library Board – "Strategic Planning" Special Meeting

July 26, 2017. 5 - 8 pm. Central Library Board Room

- **Meeting Facilitator:** Dr. Brian Detlor, DeGroote School of Business, McMaster University
- **Board Members Present**: Vikki Cecchetto, George Geczy, Suzan Fawcett, John Kirkpatrick, Lori-Anne Spence-Smith, Clare Wagner.
- **Staff Present**: Karen Anderson, Lita Barrie, Tony Del Monaco, Lisa DuPelle, Sherry Fahim, Karen Hartog, Paul Takala

Note: Brian had previously facilitated a discussion with senior staff on Exercise 1 and 3. Those notes are included here for reference.

Next Steps:
1. Library Board members not present at the special meeting have the opportunity to vote on themes (see page 3 – Board Voting Exercise)
2. Based on the results of the Board discussion from Exercise 3, staff are to draft a consultation plan and survey for Board input and approval (August)
3. Based on the results of the Board discussions from Exercises 1 and 2 staff are to develop a first draft of the strategic plan for Board discussion (September)
4. Another Special Board meeting will be organized in the fall/winter to review the results of the survey.
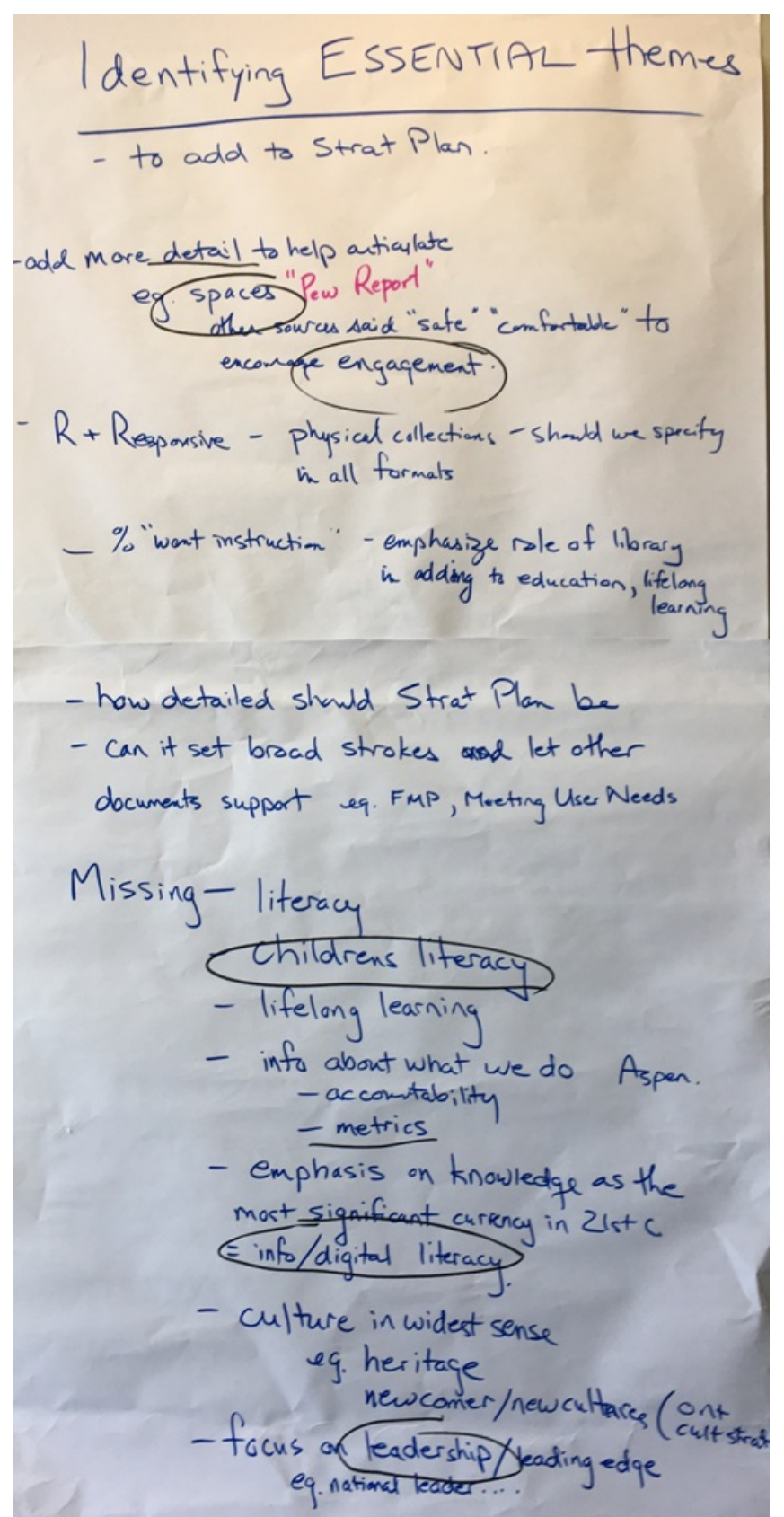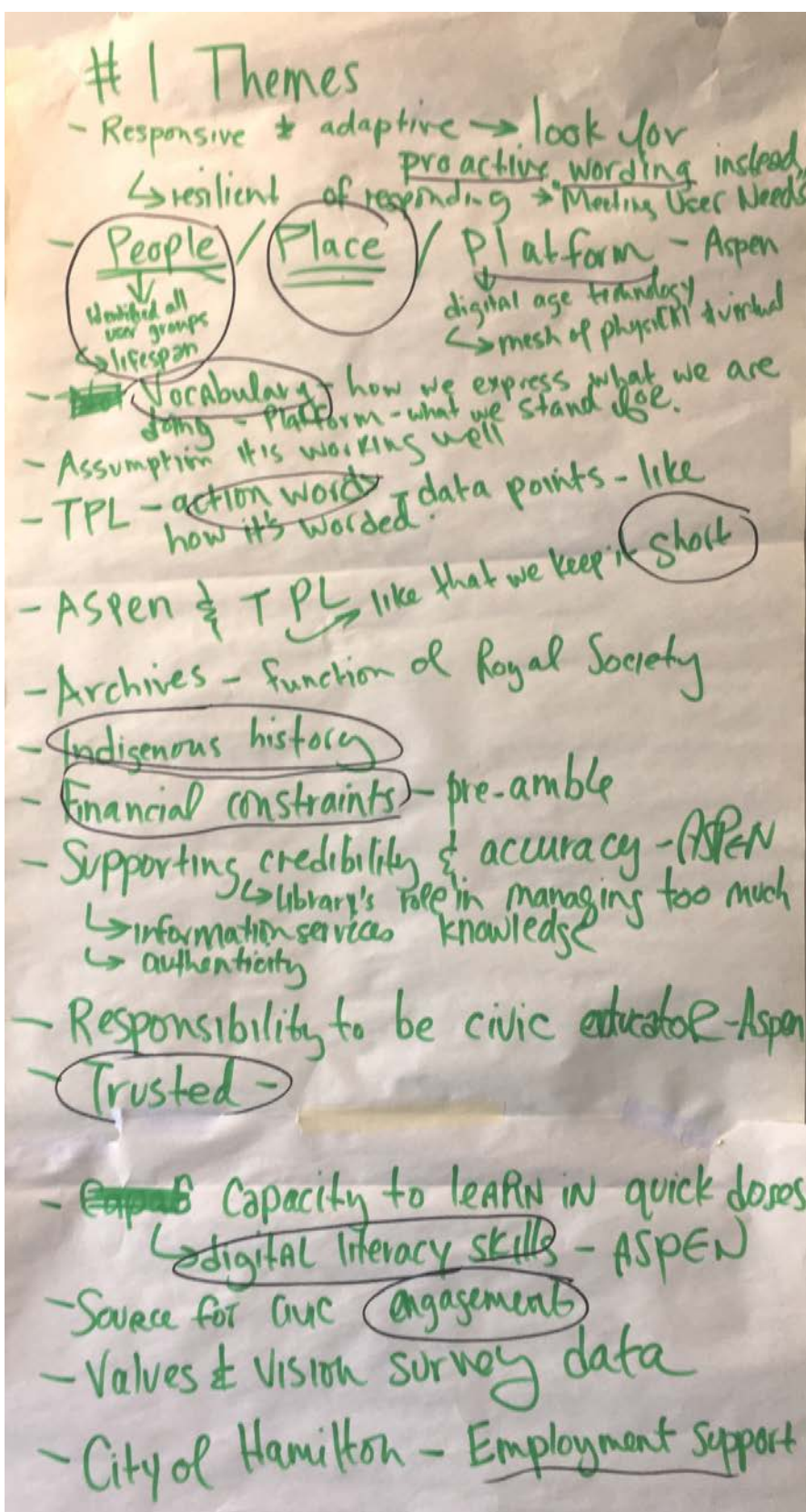
Exercise #1

- **Identifying Essential Themes**
  - Prior to this evening's meeting, you were sent several key documents to read. These included:
    - HPL (*Meeting User Needs IV*)
    - COH Strategic Plan (*Our Future Hamilton*)
    - RSC (*The Future Now*)
    - Aspen (*Rising to the Challenge*)
    - Market Probe Public Opinion Poll (*FOPL*)
    - PEW (*Libraries 2016*)
    - FCM (*The Coming Collapse*)
    - Ontario Culture Strategy
    - TPL (*Strategic Plan*)
    - Vital Signs (*SPRC/HCF*)

  Based on your reading of this literature, what important themes are not currently reflected in the strategic plan?

- Break out into 2 small groups (25 minutes)
  - Each group ideally contains 4 Board members and 2 senior management team members
    - The role of senior management team members is to take notes and help facilitate discussion
  - Each group is asked to:
    - *Identify themes* that are essential, but missing or currently not well-articulated, in HPL's current strategic plan (mission statement, values, and strategic priorities)
    - *Cite the source(s) used* when identifying these themes

BOARD GROUP DISCUSSION EXERCISE 1 – THEMES

- Responsive and adaptive – look for proactive wording instead, resilient of responding – meeting user needs
- People/place/platform – aspen – digital age technology – mesh of physical and virtual, identified all user groups-lifespan
- Vocabulary – how we express what we are doing – platform – what we stand for
- Assumption it is working well
- TPL – action words – data points – like how it is worded
- Aspen & TPL like that we keep it short
- Archives – function of royal society
- Indigenous history
- Financial constraints – preamble
- Supporting credibility & accuracy – aspen – library's role in managing too much – information services, knowledge, authenticity
- Responsibility to be civic educator – aspen
- Trusted
- Capacity to learn in quick doses – digital literacy skills – aspen
- Source for civic engagement
- Values & vision survey data
- City of Hamilton – employment services

BOARD GROUP DISCUSSION EXERCISE 1 – THEMES

- To add to strat plan
- Add more detail to help articulate, eg spaces "pew report" other sources said "safe" "comfortable" to encourage engagement
- R & Responsive – physical collections – should we specify in all formats
- % "want instruction" – emphasize role of library in adding to education, lifelong learning
- How detailed should strat plan be
- Can it set broad strokes and let other documents support e.g. FMP, meeting user needs

MISSING THEMES
- Literacy
- Children's literacy
- Lifelong learning
- Info about what we do aspen – accountability – metrics
- Emphasis on knowledge as the most significant currency in 21st century – info/digital literacy
- Culture in widest sense – eg heritage newcomer/new cultures (ont cult strat)
- Focus on leadership/leading edge eg. National leader
- Demographics indigenous community
- Need to understand & engage our communities
- Our info is "trusted" library role

SENIOR STAFF DISCUSSION EXERCISE 1 - THEMES

THEMES FROM READINGS
- Children's Literacy (RSC, Aspen, Market Probe)
- Preserving the Past (TPL, Ont. Culture Strategy)
- Life-long Learning (RSC, Aspen, PEW)
- Educational Support (Aspen, TPL)
- Leisure/Recreation/Culture (Ont. Culture Strategy, COH)
- Demographic Changes – Seniors, Newcomers, Millennials (Vital Signs, Market Probe)
- Indigenous Communities (COH, Ont. Culture Strategy)
- Digital Access & Skills (Aspen, FOPL, Market Probe)
- Employment Assistance (RSC, Aspen)
- Supporting Small Business & Entrepreneurship - maker culture, skills building (Aspen, Ont. Culture Strategy)
- Find Voice & Telling Your Story (Ont. Culture Strategy, Aspen)
- Measuring Outcomes - not outputs (Aspen, RSC)
- Re-invent the library for a digital world (Aspen)

OUR FUTURE HAMILTON COMMUNITY PRIORITIES
(Note from Board Discussion: Library Board members want to identify their own theme relevant to HPL.)
- Community Engagement & Participation
- Economic Prosperity & Growth
- Healthy & Safe Communities
- Clean & Green
- Build Environment & Infrastructure
- Culture & Diversity

Exercise #1

- Larger Group Reconvenes (30 minutes)
  - Each small group presents their "answers" to the larger group
  - The senior management team's earlier "answers" are then presented
  - Discussion ensues on how to merge/combine the various sets of answers into a *final list of key essential themes* missing or not well-articulated in the current strategic plan
   - Use "dots" to vote on "best" and "next best" themes

Board Voting Exercise
Each Board member is given 5 dots. The dots are to be placed beside themes that resonate with them. The dots can be placed in any way preferred including clustering on one or more themes.
Note: Themes with the most votes will be given priority but other themes will be kept in mind as the process proceeds.

BOARD COMBINED LIST OF THEMES

- Digital literacy/digital skills
- People, lifespan, demographics
- Indigenous
- Trusted
- Vocabulary, wording, proactive learning, language, concise/short
- Financial constraints
- Place and spaces
- Engagement – tell your stories
- Leadership, leading edge
- (acknowledge Our Future Hamilton vision)
- Lifelong learning and literacy
- Preserving the past/archives
- Culture/heritage
- Supporting entrepreneurship, education
- Performance metrics
- Digital – supporting and embracing
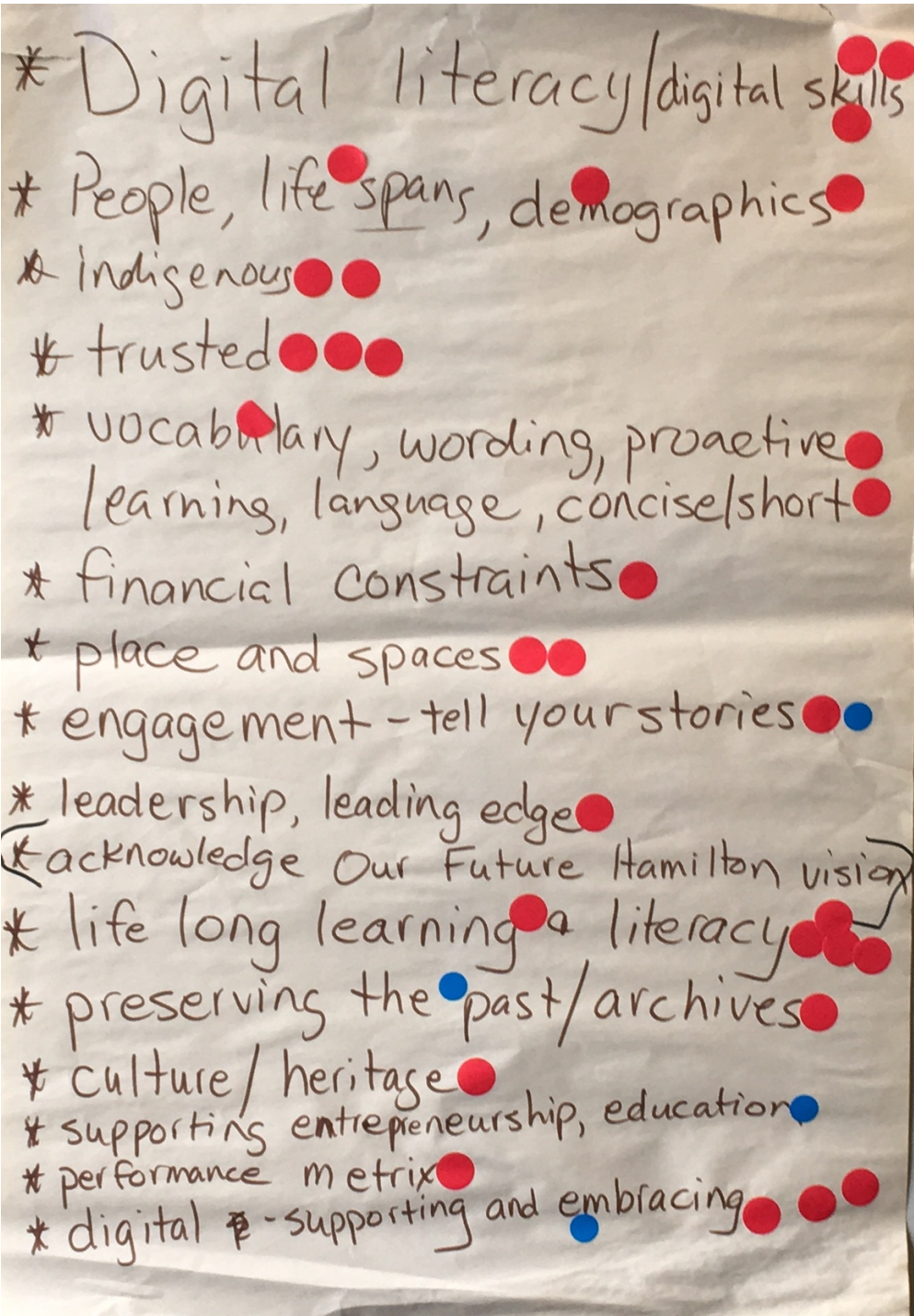
Exercise #2

- Break out into 3 small groups (15 minutes)
  - Each group is asked to use the large print-out sheets and sticky notes provided to identify where each essential theme should be inserted into the strategic plan

Exercise #2

- Larger Group Reconvenes (15 minutes)
  - Each small group presents their "answers" to the larger group
  - Discussion ensues on how to merge the various sets of answers into a *final list of recommendations of how to incorporate key essential themes* into the current strategic plan
    - The senior management team will use these recommendations to wordsmith changes to the strategic plan
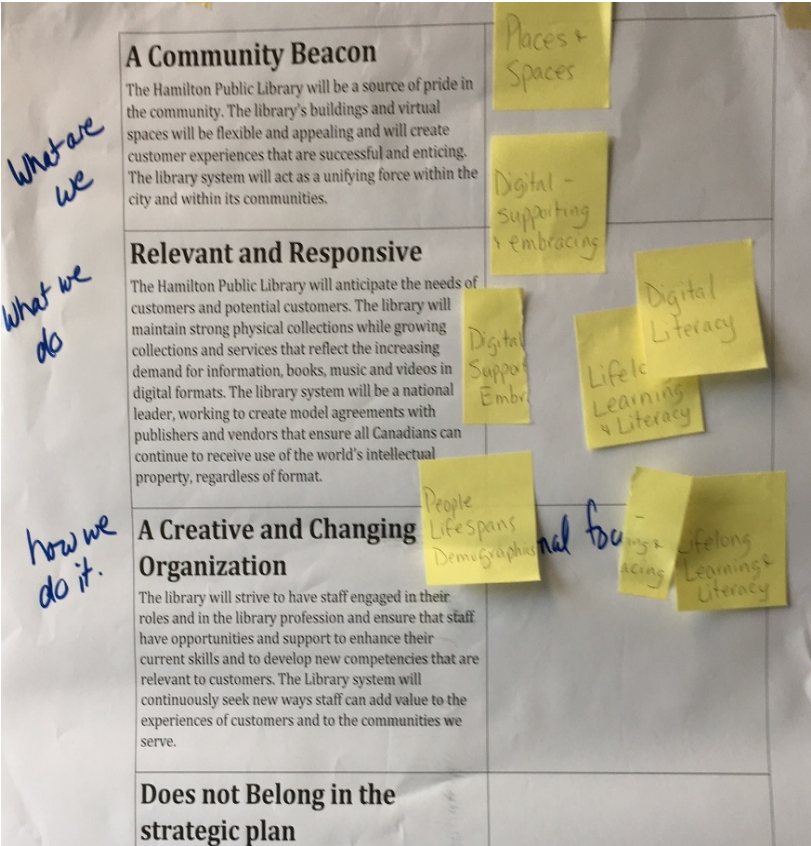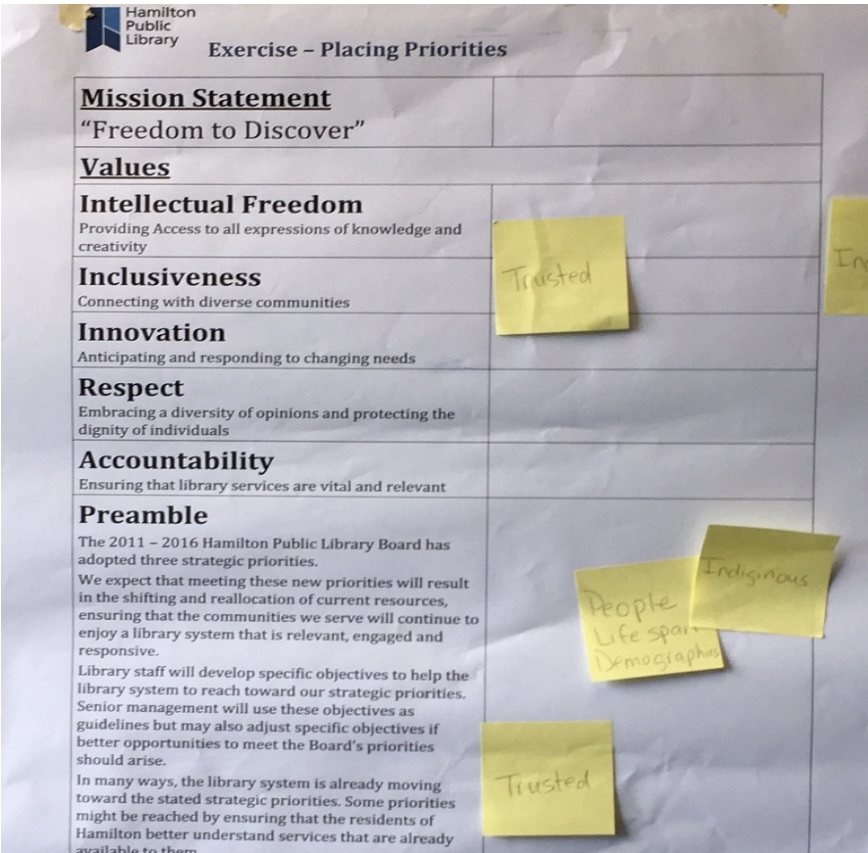
Exercise #3

- What is the *purpose* of consulting the community?
- What *groups* of people should be consulted?
- *How* should we roll-out and administer the survey?
- What *types of questions* should be asked on the survey?

PURPOSE

-Marketing

- to find out why people do not use the library
- what the library is doing well
- what are the gaps in service
- ~~align comm~~
- get community Feedback on the strategic plan
  - ↳ new ideas
  - ↳ understanding ↳ alignment
- feedback on what the library doe (what do people perceive the library as)

How

- partners ± community leaders
- Pop Up Library
- Attend events - community meals
- BKMB - Bookmobile
- Online / Social media
- City Bus
- Schools - Pathways
- Library Programs
- Rec Centrer
- Boys & Girls Club

Incentives:
- draw prizes
- length 5 to 10 minutes — tie survey length to additional draw prize
- Staged survey

Groups

- partners
- Community groups - Associations - Religions Organizations
- Age Group - Kids
  - ↳ across age categories - Teens
  - Adults
  - Seniors
  - 30 somethings
  - Indigenous
  - Newcomers
- Man/Woman on the street
- users AND non-users
- Rural/Urban
- At risk communities - economic - linguistics - ability - homeless

How   Time + Budget

- Spectator
- CHCH - community news
- Cable 14
- Social media
- Website
- In person
- partners ✳ ★
- Student volunteers
- McMaster - class assignments
- Mohawk
- Marketing / Branding

Types of questions:

- Quantitative - Likert Scale
- 5 short questions - longer form to enter draw

Sample
- Do you use the library   Y/N -program -computer
- Select all that apply - Services -Wifi
- Frequency of use
  - ↳ by time period (in the last 3 mths)
- What is the library doing well
- What services are missing
- Marketing opportunity
- Why not / Why don't you use the library
- comments section
- What should we do (ranking?)
- Use ranges

BOARD DISCUSSION EXERCISE 3 – COMMUNITY CONSULTATION PROCESS

PURPOSE OF CONSULTATION PROCESS
- To find out why people do not use the library
- Marketing
- What the library is doing well
- What are the gaps in service
- Get community feedback on the strategic plan – new ideas/alignment/understanding
- Feedback on what the library does (what do people perceive the library does)

GROUPS
- Partners
- Community groups – associations, religious organizations, indigenous, newcomers
- Age groups – kids, teens, adults, seniors, 30 somethings,
- Users and non users
- Man/woman on the street
- Rural and urban
- At risk communities, economic, linguistics, ability, homeless

HOW
- Partners & community leaders
- Pop-up library
- Attend events – community meals
- Bookmobile as a hub
- On-line/social media
- City bus
- Schools – pathways
- Library programs
- Recreation centres
- Boys and girls club

INCENTIVES
- Draw prizes
- Length of survey – 5 to 10 minutes – tie survey length to additional draw prize
- Staged survey

HOW – Time & Budget
- Spectator
- CHCH – community news
- Cable 14
- Social media
- Website
- In-person
- Partners**
- Student volunteers
- McMaster – class assignments
- Mohawk
- Marketing and branding

TYPES OF QUESTIONS
- Quantitative – Likert scale
- 5 short questions – longer form to enter draw

Sample Questions
- Do you use the library Y/N
- Select all that apply – services – programs, computer, wifi
- Frequency of use by a time period – check boxes (by time period in the last 3 months)
- What is the library doing well
- What services are missing
- Marketing opportunity
- Why not/why don't you use the library
- Comments section
- What should we do (ranking?)
- Use ranges

SENIOR STAFF DISCUSSION EXERCISE 3 - COMMUNITY CONSULTATION PROCESS

PURPOSE **-** Why are we doing it?	Feedback on the Strategic plan Generate ideas for Work plans To be engaging - starting a conversation Promote awareness of the Library
Which GROUPS from the community do we want to reach?	Non-users/active users Types : seniors, indigenous, millennials (18 -30), newcomers, within walking/not within proximity to a branch, families, commuters, small business owners/entrepreneurs

THOUGHTS ON METHODOLOGIES

Surveys	Online and Paper Purpose – service development
Focus Groups	Questions and content to be finalized after results from the surveys are analyzed.
Incentives	Having a good incentive is important for encouraging participation. • Suggestion: all participants are entered into a draw to win one of a number of iPads – rationale- reinforces library as technology hub. • Need to ensure one entry per email/contact • Could also offer small incentives
Survey Recruitment Ideas	• Hand out business cards/post card with link to the survey, Letter to the Editor local newspapers • Online promotion: HPL Social media -Twitter feeds, library website and catalogue • Reach out to Hamilton based websites and social media: HamOnt. Raise the Hammer website • E-newsletters of partners: Day care, McMaster, City of Hamilton, Councillors

Places to promote the Surveys	Malls Festivals Pop-up library HPL branches Bookmobiles	Partners Newcomer centres Senior centres Market	BIAs, Community Hub meetings, Indigenous Centres Commuters – go to train centre