## 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)
- 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 3. discussion (September)

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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*)
- TPL (Strategic Plan) Vital Signs (SPRC/HCF)

PEW (Libraries 2016)

FCM (The Coming Collapse)

Ontario Culture Strategy

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

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- 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

Childrens literacy lifelong learning into about what we do Aspen - accountability - metrics - emphasis on knowledge as the most significant currency in 21st c Einfo/digital literacy culture in widest sense eg. heritage newcomer/newcultures (ont tocus on leadership yeading edge

## **BOARD GROUP DISCUSSION EXERCISE 1 – THEMES**

- Responsive and adaptive look for proactive wording ٠ instead, resilient of responding – meeting user needs
- People/place/platform aspen digital age technology mesh of physical and virtual, identified all user groupslifespan
- 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 ٠
- Archives function of royal society ٠
- Indigenous history •
- Financial constraints preamble
- Supporting credibility & accuracy aspen library's role ٠ in managing too much - information services, knowledge, authenticity
- Responsibility to be civic educator aspen ٠
- Trusted •
- Capacity to learn in quick doses digital literacy skills ٠ aspen
- Source for civic engagement ٠
- 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 21<sup>st</sup> 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 ٠
- 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) ٠
- ٠ 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** ٠
- **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

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- 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

Hamilton Public Library	Exercise – Placing Priorities	
Mission S	itatement	
"Freedom	to Discover"	
Values		

Trusted



# 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



Providing Access to all expressions of knowledge and creativity

#### Inclusiveness

#### Innovation

Anticipating and responding to changing needs

#### Respect

Embracing a diversity of opinions and protecting the dignity of individuals

#### Accountability

Ensuring that library s s are vital and relevant

### Preamble

The 2011 – 2016 Hamilton Public Library Board has adopted three strategic priorities.

We expect that meeting these new priorities will result in the shifting and reallocation of current resources, ensuring that the communities we serve will continue to enjoy a library system that is relevant, engaged and responsive

Library staff will develop specific objectives to help the library system to reach specific objectives to help library system to reach toward our strategic priori Senior management will use these objectives as guidelines but may also adjust specific objectives if better opportunities to meet the Board's priorities should arise.

should arise. In many ways, the library system is already moving toward the stated strategic priorities. Some priorities might be reached by ensuring that the residents of Hamilton better understand services that are already

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.

we

## how we A Creative and Changing do it. Organization

**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

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 co serve.

Does not Belong in the strategic plan

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## 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?

- to Find out why people do not use the library -what the library is doing well PURPOSE -Marketing -what are the gaps in service - get community Feedback on the strategic plan Lo New ideas Lounderstanding Lo alignment - feedback on what the library doe. Curhat do people perceive the library (15) HOW -partners & community leaders - Pop Up Library - Attend even + S - community meals -BKMB- Bookmobile -Online / Social media - City Bus - Schools - Pathways -Library Programs - Rec Centrer - Boys & Girls Club - draw Prizes -length 5 to 10 minutes - ties output -Staard Suite Incentives: -Staged survey

GROUPS - partners Associations - Community groups -Religions - Age Group - Kids Catogonio - Teens Catogonio - Adults Organizatio 30 Some Newconers - Man/Woman on the street - Users AND non-ysers -Rural/Urban ecohow -Atrisk communities homeless Time + Budget How - Spectator - CHCH - community news - Cable 14 - Social media - Website - In person partners to \* -Student volunteeRS - McMaster - class assignments - Mohawk . - Marketing Branding lypes of questions: Quantitative - Litert Scale 5 short questions-longer form to enter draw Sample - Do you use the library Y/N\_program - Select all that apply - Services - wifi - Frequency of use L> by time period (in the last 3 mill) - What is the library doing well - What services are missing - Marketing opportunity you use the - Why not / Why don's you use the library Comments Section - what should we do (ronking?) - 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.			

nicentives		y per email/contact	
Survey Recruitment Ideas	<ul> <li>Hand out business cards/post card with link to the survey, Letter to the Editor local newspapers</li> <li>Online promotion: HPL Social media -Twitter feeds, library website and catalogue</li> <li>Reach out to Hamilton based websites and social media: HamOnt. Raise the Hammer website</li> <li>E-newsletters of partners: Day care, McMaster, City of Hamilton, Councillors</li> </ul>		
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

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