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)
  - CCHI (Strategic Plan; Our Future Hamilton)
  - BDC (The Future Ready)
  - Aspen (Rising to the Challenge)
  - Marketed Public Library Opinion Poll (FLP)
  - PEW (Libraries 2016)
  - FCN (The Curving Collapse)
  - OPLC Culture: Strategy
  - TPL (Shaping: Align)
  - Vital Signs (WONC/F)

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

MISSING THEMES

- Literacy
- Children’s literacy
- Lifelong learning
- 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)
- Finding 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
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/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

**A Community Beacon**

The Hamilton Public Library will be a source of pride to the community. The Library’s buildings and virtual spaces will be flexible and inviting and will meet community expectations and will meet community needs.

**Relevant and Responsive**

The library’s collections will cater to the needs of residents and potential customers. The Library will maintain strong physical collections while giving priority to select e-books, magazines, and videos. The Library system will be a national leader in creating digital platforms that are responsive to customer needs and technology.

**Creative and Changing Organization**

The Library staff will be well-equipped in all roles and in the Library’s facilities to ensure that new strategies are designed, tested, and evaluated and that the Library team is continuously training and adapting to the changing needs of its patrons.

**Does not belong in 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 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 – rational - 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