



Date: December 14, 2018
To: Library Board
From: Paul Takala, Chief Librarian/CEO
Subject: **Final Report on 2018 Goals** (2nd Review)

INTRODUCTION

In late 2017, the Library Board approved goals for this year.

Overall, the year has been a very positive one. The full Senior Leadership Team (SLT) is now in place with the addition of Dawna Wark, Director Public Services, Branches and Lisa Weaver, Director Collections and Program Development. At a recent SLT retreat, we reflected on where we are and what we need to do to continue to build success. We can look back on a year that the Board approved a new Strategic Plan built on a strong foundation of research and a survey completed by more than 7,000 residents. That plan challenges us to expand our impact on the communities we serve. We continue our progress in addressing gaps in service hours. Our Rural Extended Access model expanded to Lynden and the evening Study Hall model has been implemented at Red Hill. Recent metrics reports show these are having a tangible impact on Library usage. HPL continues to innovate to create the capacity to meet new challenges.

We are going to conclude the year planning the orientation for the new Library Board. I personally want to thank everyone for your work on the Board. A lot has been accomplished in the last four years and we face the future more resilient than ever.

Below is a summary of the progress to date on items identified in the 2018 Business Plan.

INITIATIVES 2018

STRATEGIC PLAN

2018-2021 Strategic Plan - The Library Board will adopt a new strategic plan in 2018. The new plan will build on the success of the existing plan. It will improve and adjust but not disregard what is already working. Our new strategic plan will help answer what role HPL will play in advancing the community vision. That plan will have a significant impact on initiatives the Library will be adopting in the next several years.

- At the February 21, 2018 Board meeting the new strategic plan was approved. Staff discussions have been going on to build momentum for the new plan and to generate ideas for how we can translate the plan into concrete actions both locally and system-wide. The staff process culminated in an exercise at Staff Day on June 15. That work is helping inform departmental goals and activities and will be reflected in the Goals for 2019 to be approved by the Library Board in December.

SERVICE PLANNING AND DEVELOPMENT

Reducing Barriers to Library Service – Proactively looking at barriers to use HPL and developing long term, systemic and sustainable changes that will reduce those barriers and help HPL communicate a new message of welcoming to those that do not feel welcome at HPL.

- A Customer Experience Task Force has been established to analyse barriers to Library Service. The Team is developing recommendations for Board consideration. That work will continue into 2019.

Library Card Campaign – Currently 29% of Hamiltonians have library cards. Using the feedback from the community survey and focus groups, engage in a promotion campaign to increase the percentage of Hamiltonians that are active library customers. Improve the convenience of getting a library card by implementing an online system to get a library card.

- Planning work is underway for a library card campaign, including plans to make it easier to get a library card online. In developing the plan it became clear to staff that there were a number of issues that need to get addressed to make the plan truly successful and sustainable.

Library Collections Promotion – Implement strategies to promote use of library physical and digital collections. Focus on improving browsing collections.

- The promotion of digital collections has already started to see positive results. In April the Library Board approved \$100K from collection reserves to boost our digital collections. The money is being used to jump start an express eBook collection using 3M's CloudLibrary and launching the streaming service Kanopy (www.kanopy.com/).

Rural Service Model - Starting in Q4 2017, HPL will test pilot a new rural service model at the Freelton branch. This model expands library hours by supplementing the hours the branch is staffed with extended service hours supported remotely by HPL staff in other branches. In 2018, staff will evaluate the results of the pilot and determine whether or not to continue and extend the model to other rural locations.

- The pilot has been a success and in April the Library Board approved moving Freelton out of pilot stage. The community response has been positive, visits are up and few problems have been experienced. Lynden went live with extended access in October of this year.

Library Service Hours 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. In May 2017 the first report on enhancements was brought to the Library Board. Further service hours priorities will be reviewed and considered in 2018.

The following service hours changes were made this year:

- Binbrook - expanded hours when the new branch opened.
- Lynden - extended access model.
- Red-Hill - study hall open 9 – midnight Monday to Thursday
- Terryberry - open on Sundays
- Waterdown - open on Sundays
- Westdale - open on Fridays.
- School board PA (Professional Activity) days – on PA days both Boards are closed, most branches are open

Independent Assessment of Library Facilities – In 2017 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. In 2018 we will build on the information received in 2017 and incorporate it into our long term planning. In addition to identifying potential gaps in library service, we will continue to incorporate future capital maintenance costs into our Facilities Master Plan and long term planning. As we work to build our service we will need to ensure we have a plan to effectively manage existing facilities over the long term.

- The plan was completed and received by the Library Board in June. This document becomes an important resource to assist the Library Board in its long terms planning. The document will also help inform the Facilities Master Plan.

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.

- The LH&A team has been working on workflows and templates to facilitate acceleration of processes and capacity to leverage partnership and grant opportunities. In 2018 LH&A partnered with the Art Gallery of Hamilton on Water Stories, collecting stories on peoples' experience with water and stewardship of water resources as well as the Hamilton Arts Council on their Trillium funded Building Cultural Legacies project which captures the History of Visual Arts in Hamilton from 1950-1999. LH&A is also working with the City's Hamilton Music Advisory team to launch the Hamilton Music Archives through a Young Canada Works internship grant. This will be launched in May for Canadian Music Week. HPL was not successful in obtaining a National Heritage Digitization Strategy. We will be working with the Hamilton Spectator and the CHCH project team to submit a future proposal for funding. Work on the Roadmap will continue through the remainder of the year.

FINANCIAL & OPERATIONAL ACCOUNTABILITY

Operating budget - 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 2018 operating budget while we plan for 2019-2021 operating budgets that meet the City of Hamilton's budget targets as closely as possible.

- The 2017 operating budget was successfully closed out with a surplus of \$166,820. The Library Board budget presentation to Council was on January 25. The Library asked for an increase of 1.8%, 0.3% above the City direction. Council approved that budget and was very positive about HPL services, direction and impact. The 2017 financials were completed with a clean audit that was received at the May Board meeting.
- We are on track for a small budget surplus in 2018. Planning for the 2019 budget is well underway.
- The Library Board has approved an operating budget request for 2019 that reflects a 2.4% increase.

Revenue Generation - We will continue 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

2017. We will continue to focus on ways we can supplement our funding in ways that are consistent with our vision and values as an organization.

- The 2nd annual report on revenue generation was received by the Library Board in April. Staff are continuing to pursue additional funding opportunities. In 2016 we received non-levy funding of \$1.98 million. In 2017 this increased to \$3.49 million, mainly due to the capital funding commitment of the Heritage Green Trust of \$1.25 million for the Valley Park project. That funding will be received over 3 years. In 2018, the first installment of \$420,000 was received from the Trust.
- Staff are currently planning to recommend the creation of a store that will sell quality merchandise. The goal is to develop a model that generates some revenue but also serves as an effective tool to promote awareness of the library and our services.
- Federal grant funding received in 2018 includes Newcomer Learning Centre (\$240k - formerly LINC), Canada Summer Jobs (\$12k), and New Horizons grant funding (\$25k).
- Provincial funding in 2018 includes the annual Public Library Operating Grant (\$949k)
- Other third-party grant funding in 2018 includes Young Canada Works (\$30k), Canadian Action Program for Children (\$16k), and Cost-Sharing recoveries for the Disability Income Support Program worker (\$34k).

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. In March 2017 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.

- In January the Library Board approved the ROI study of HPL which indicates that HPL provides \$5.59 worth of community benefit for every \$1.00 invested. Quarterly metrics report continues to be reported.

Lean Assessments - Lean is built around the concept that work should focus on maximizing customer value while minimizing waste. 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 assessment of our shipping process. The goal is to improve how we handle intra-branch traffic. In 2017/18 the process will look at our event management, room bookings and related planning process.

- In April the Library Board approved funding from reserves for implementation of two new systems: Events Management and Staff Scheduling. Implementation of those system has started and will be complete before the end of 2018. Implementation of changes to shipping continue. In February the Library Board approved \$110K from reserves for two new courier vans.

POLICY DEVELOPMENT

HPL will continue to update and refine our organizational policies. The review schedule as approved by the Library Board in the Policy Manual will continue. In 2018 the following policies are scheduled for review: Library Service Hours Policy, Collections Policy, Display & Exhibits Policy, Naming

Opportunities Policy, Procurement Policy, Disposal of Surplus Goods Policy, Health & Safety Policy, Hiring Policy and Rehiring Retirees Policy.

- The two-stage review of policies continues. That process has worked very well, along with maintaining a schedule of policies to review. In January the Library Board approved an updated Board Policy Manual. Here is a list of policies that have received final approval this year:
 - January – Records Management Policy, Access & Security Policy
 - February - Program Room & Rentable Spaces Policy, Partnership Policy
 - March – Health & Safety Policy, Naming Opportunities Policy
 - June – The Hiring and Rehiring Retirees policies are scheduled for final review.

CAPITAL PROJECTS

Binbrook Branch - We will continue to advance the Binbrook build with a scheduled opening in early 2018.

- The new Binbrook branch opened on January 25. Official opening ceremony and ribbon cutting on April 14. Usage of the new branch has been very strong with many new cards issued. The project came in on schedule and on budget.

Central Windows Replacement - Windows on floor 2-6 of the Central branch have not been replaced since first being installed in 1980. Windows are due for replacement based on life cycle requirements. This project will continue into 2019.

- Anchors and roof access ladders that meet current code have been installed throughout the building. Phase 1 & 2 window replacement on the mechanical tower, South and West walls was completed on schedule. Work on phase 3 will commence in April 2019 with expected completion in Q4 2019. The project is on schedule and on budget.

Dundas Branch - We plan on re-opening the renovated Dundas branch in late 2017 or early 2018.

- Renovated Dundas branch opened March 5. The official opening ceremony and ribbon cutting was held on April 28. The renovation was a challenging one with additional funds being required twice. Staff will be reviewing lessons learned from this project to see how future projects can avoid some of the same challenges.

Greensville Branch – Continuing to work 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 2019.

- In January, the Architect, Tony Svedas, presented the design to the Library Board that was well received. The project is being led by the HWDSB. Building permits and environmental approvals have now been granted.
- The project was tendered by the School Board in June. All bids came in over budget. Since then the School Board has re-tendered the project. The results of that process should be available shortly. Service to the Greensville Community will continue in the leased space until the new building opens.
- A report is going to the December Board meeting with some positive new developments about the process.

Locke Branch - Main elements of a 2018 renewal project include an expanded barrier free entrance vestibule, a barrier free washroom and an outdoor reading patio. The branch will be closed for approximately 7 months during construction.

- The branch closed on March 3 for renovations and construction is now almost complete. We are anticipating substantial completion in November with an opening before the end of the year.

Valley Park Branch - We will finalize scope and funding for the new Valley Park branch with design to be completed in early 2018, and construction projected to begin in spring of 2018. The architect will meet with the Library Board in the fall of 2017 to get early input on design considerations.

- McCallum Sather Architects has presented draft designs to the Library Board which have been well received. The project team also presented to the Heritage Green Trust Board in May and we participated in their Annual General Meeting. The Heritage Green Trust Board approved allocating \$90K for their donation to fund LEED Gold certification.
- Design is nearing completion and the 2019 Board Capital Budget submission is awaiting Council approval. We anticipate tendering construction early in 2019.

DIGITAL TECHNOLOGY

Maker Space and Digital Media Equipment - We will continue to expand the availability of digital media equipment around the system and introduce new technologies and innovations. We will provide programs to teach the use of these tools and other learning opportunities to leverage innovations in entrepreneurship endeavours, for children, and adult learning.

- The last of the planned Makerspace expansions was completed with the opening of the renovated Dundas and Binbrook branches. More Makerspace programs are made available across all branches to support the expansions. New Virtual Reality/ Augmented Reality programs were introduced in Q1 of this year. The programs are popular with customers and we are in the process of expanding it to branches across HPL.

2018-2021 Digital Strategy and Plan - We will develop a digital strategy and plan that supports the Library Board's new strategic plan in 2018. The strategy will ensure that digital technology plans support the delivery of the organization priorities and goals and build on national digital library frameworks to deliver community value and prosperity through digital literacy.

- The technology strategy development is in progress. In March Digital Technology created an action plan for the Edge Assessment Toolkit. An internal staff technology survey for managers and librarians was completed to support the strategy and identify challenges and opportunities.
- The technology infrastructure continues to be updated. This includes the installation of the current versions of system software, as well as, a migration to Office365 is well underway. A readiness assessment has been completed for Office365 and the Cloud infrastructure has been created. Currently staff are planning details and training for migration.
- In April, the Board approved \$170K from reserves to support the replacement of some printers and the implementation of a print solution project.
- Staff worked with the City on Smart City Challenge and Intelligent Communities initiative.
- Developing a collaborative online space for the Digital Literacy Summit community in partnership with McMaster Digital Literacy Social lab.