



2. BOARD ORIENTATION HPL & THE ROLE OF THE PUBLIC LIBRARY

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FREEDOM TO BELONG AND DISCOVER

hpl.ca



ORIENTATION GOALS – PART 2

Our goal in Board orientation is to assist with **new directors contributing fully**, and as **early in their tenure as possible**, to the **governing work of the board**. As a result of this presentation new directors should:

- Understand their roles, responsibilities and time commitment to governance work around the board table and away from it
- Know how board meetings are run, decisions are made and what formal governing policies and practices exist
- Appreciate how this board functions similarly or differently than other boards they have served on or are serving on
- Be aware of the current goals, opportunities and challenges facing the organization
- Be aware of who the organization's main stakeholders are including members, funders, clients, partners, the public, as well as staff
- Have some sense of how their own background, knowledge, experience and skills will contribute to the current work of the board and the goals of the organization
- Appreciate the background, knowledge, experience and skills of each of the other directors

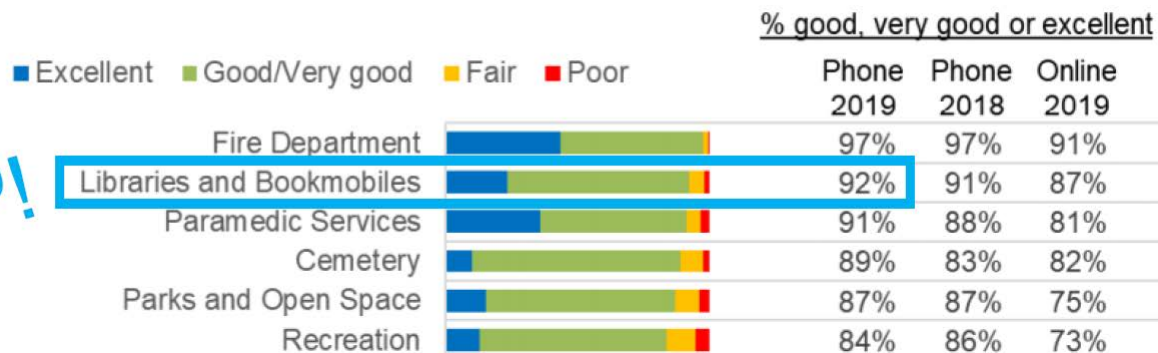
Source: Institute of Corporate Directors - <https://www.icd.ca/Board-Resources/Tools/Not-for-profit-Director-Resources>



KEY FACTS ABOUT HPL

- Established in 1889, Reborn in 2001 with the amalgamation of Hamilton, Dundas & Wentworth Libraries
- Long history of innovation and leadership in Canadian Library community
- Do well in comparative metrics to other Libraries
- Our City Survey – excellent satisfaction, usually 2nd behind the Fire Department

Ratings of Services



2ND!





SURVEY RESULTS

SATISFACTION

Satisfied is defined as 5 or higher on Likert 7 point scale.

91%

SATISFIED

**Quality of
HPL**

91%

SATISFIED

**Cleanliness
and
Attractiveness**

92%

SATISFIED

**Helpfulness
of Library
Staff**

91%

SATISFIED

**Knowledge
of Library
Staff**

ROOM FOR IMPROVEMENT

71%

Satisfied with
eBook Selection

71%

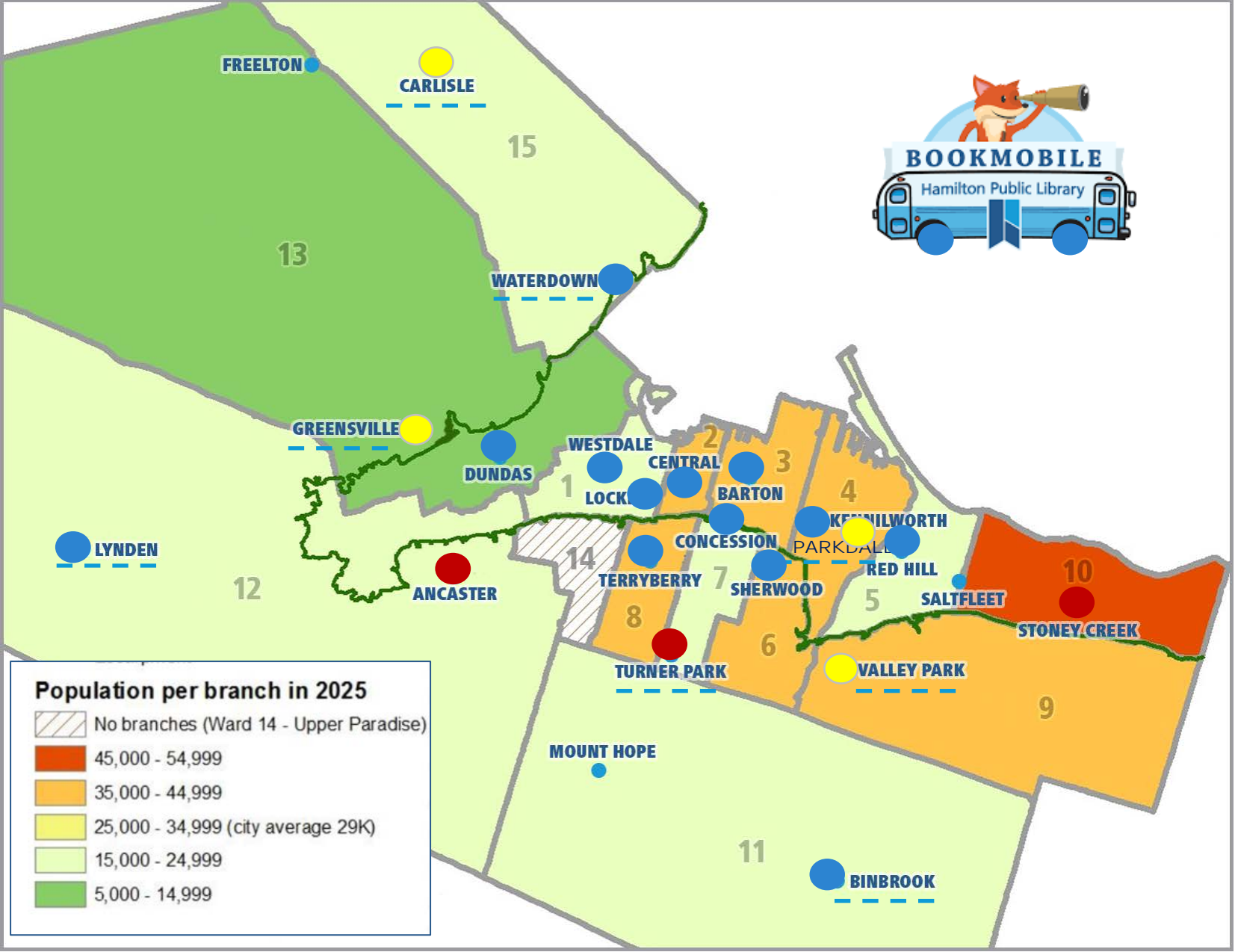
Satisfied with
Print on the Go

69%

Satisfied with
Recent DVDs/CDs

69%

Satisfied with
Programs



NEW BUILDS AND MAJOR CAPITAL IMPROVEMENTS

Since 2020 ●

2010 to 2019 ●

Prior to 2010 ●

New Building - - - -

FACILITY RENEWAL

Mount Hope – only branch not yet up to current accessibility standards. Currently doing a Feasibility Study.



CORE ACTIVITIES BUILD AROUND OUR VALUES



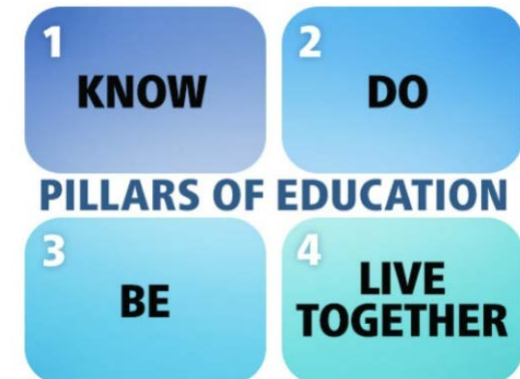
- Intellectual Freedom is a [Human Right](#)
- HPL'S Mission: [Freedom to Belong & Discover](#)
- Libraries [adapt to changing needs](#)

IMPORTANT LEARNING MODELS FOR HPL

The [Organization for Economic Co-operation and Development's \(OECD\)](#) - Adult competencies needed for the 21st century

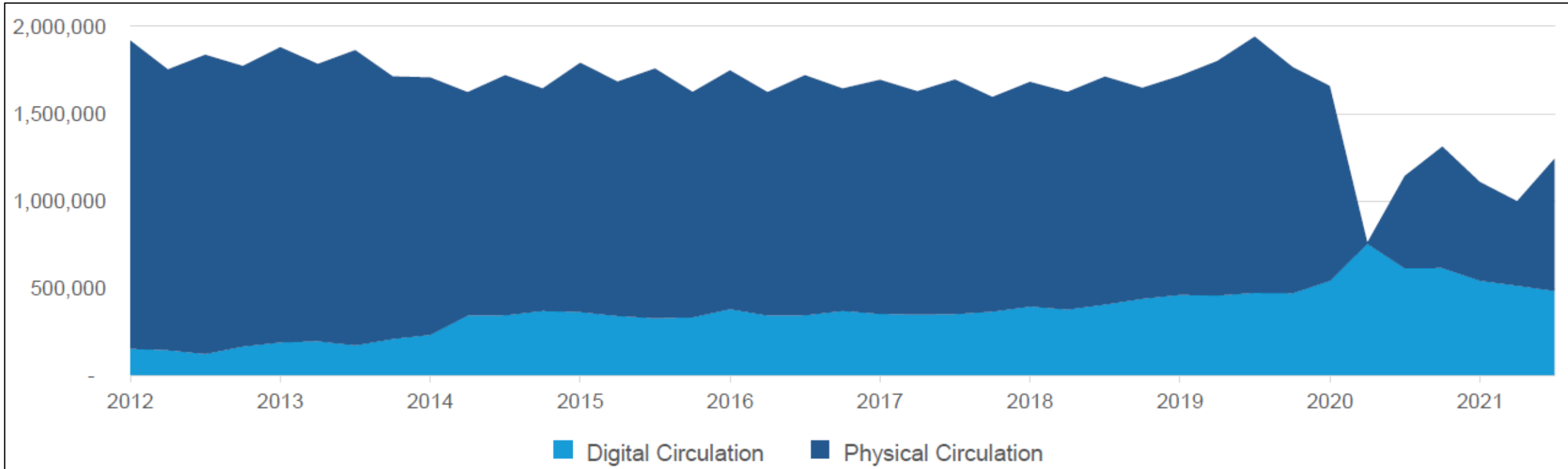
1. [Literacy](#)
2. [Numeracy](#)
3. [Problem Solving in a technology rich environment](#)

UNESCO'S LEARNING CITY



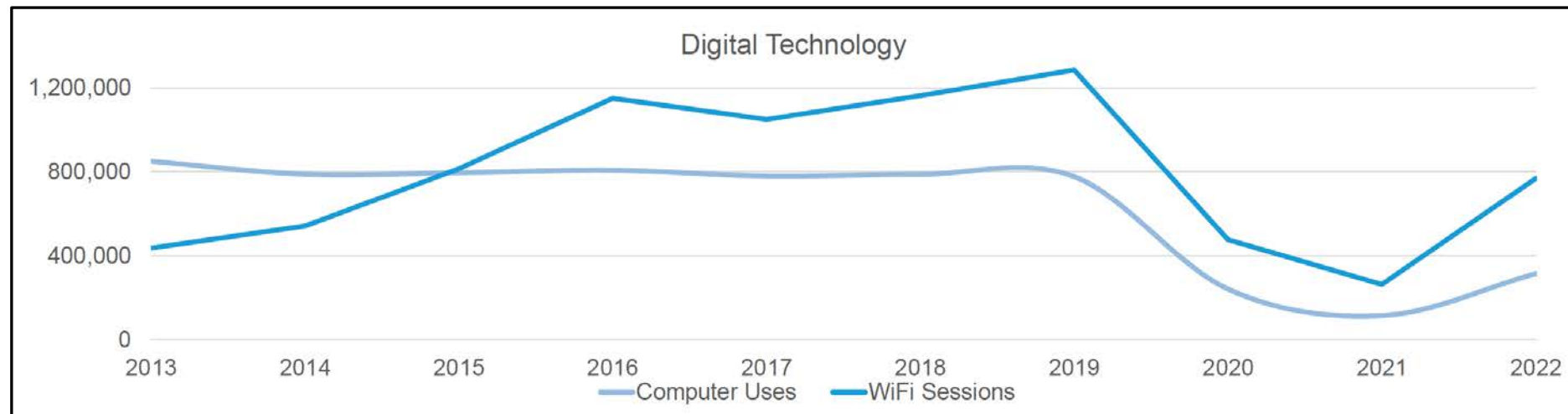
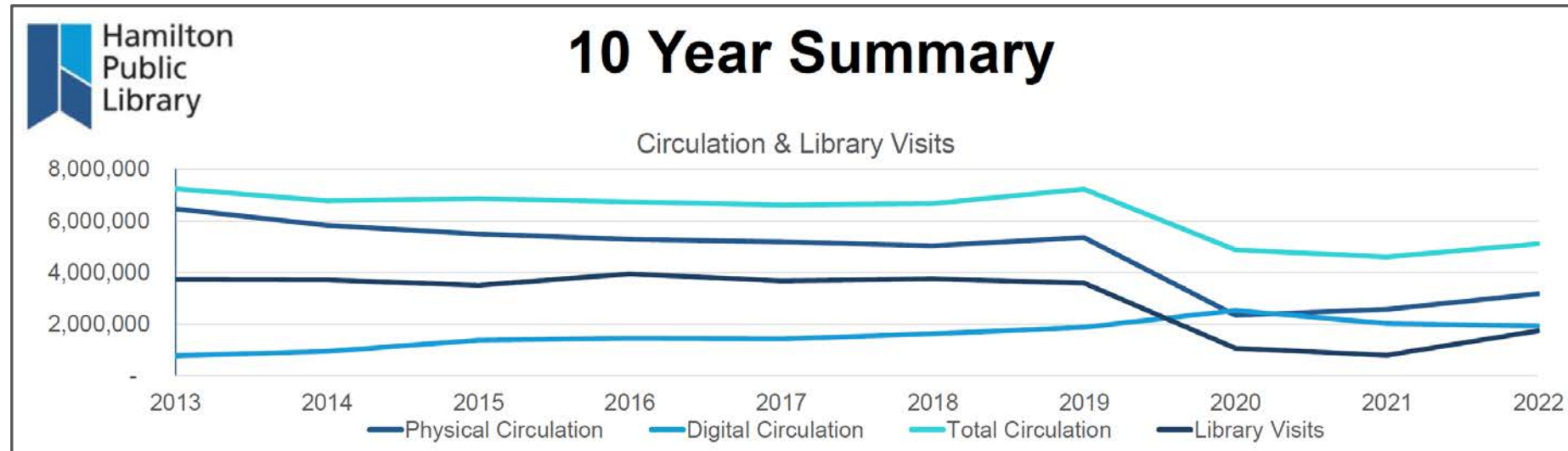


LIBRARY COLLECTIONS SHIFT TO DIGITAL



- The object does not matter, the **objective** does – **learning and discovery**
- HPL strategy has been to grow the digital more than physical formats decline
- Physical books will remain relevant, DVDs and other formats have shorter life spans

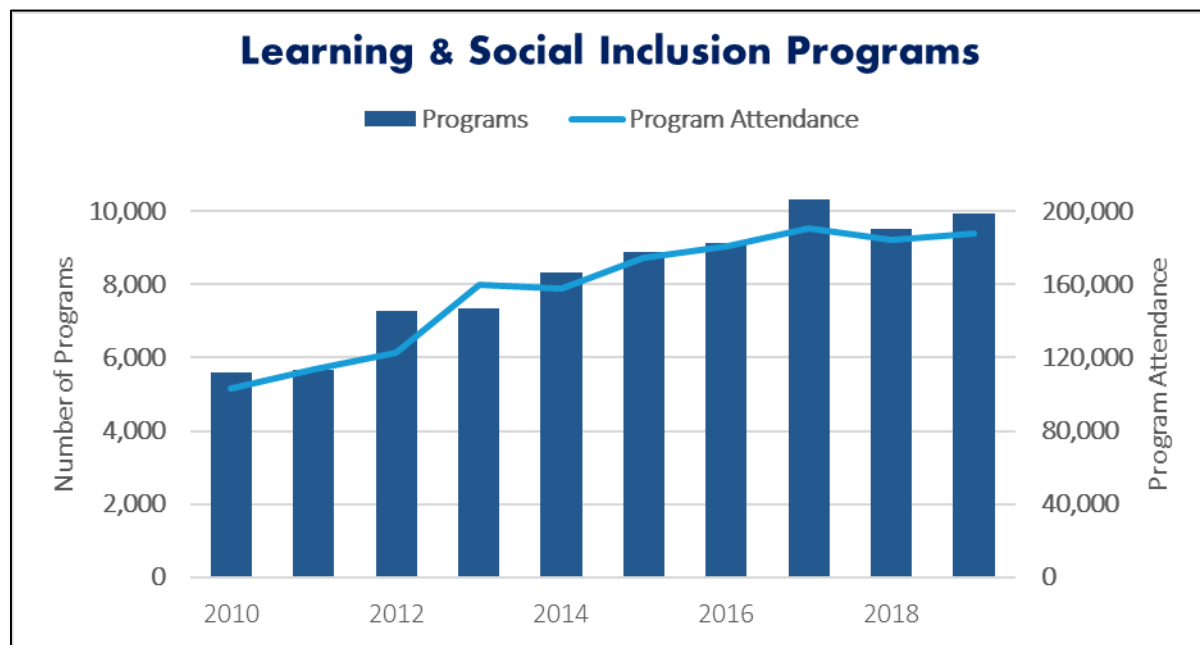
LAST 10 YEARS USE PATTERNS



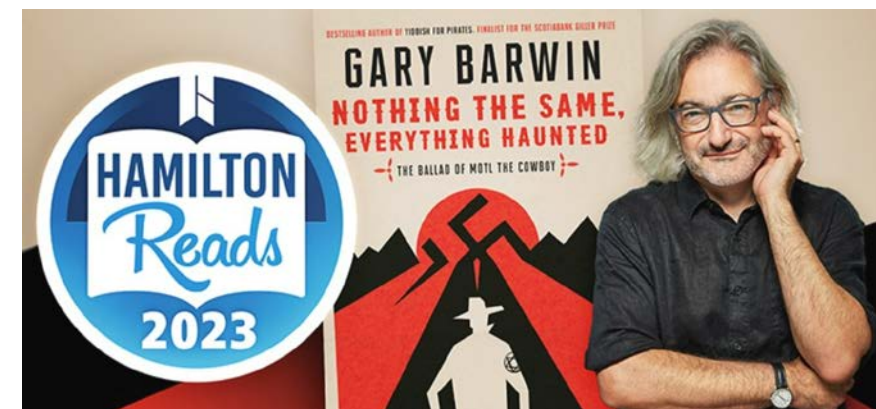
Before COVID-19: Usage stable, Growth in digital usage, Shift staff to value added activities



GROWTH IN PROGRAMS



Type	% of all programs
Storytimes	18.8%
Children's programs	26.2%
Teen programs	5%
Class Visits	4%
Adult programs	39%
Seniors programs	7%





IMPORTANCE OF DIGITAL ACCESS

HPL provides **free access** to Wi-Fi and computers

- Low-cost printing – (10 free prints a day)
- Basic and advanced computer training
- Access to advanced technology - 3D printers, Makerspaces and Digital Media Labs support the development of digital skills

Government have shifted to online, leaving a lot of people behind

- Supporting residents on complicated forms a big challenge
- Challenge of both equipment and skills

During the pandemic

- Shifted to online programs
- HPL supported **virtual meetings** for Ontario Courts, McMaster Children's Hospital, Virtual job interviews

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 iPad hpl.ca/iPads
Borrow an iPad for 7 days.
Renew loan up to 3 times (if available).



Tell us about
your experience
with **HPL WiFi**





EXPANDED OPEN HOURS POST PANDEMIC

300+ More Open Hours Each Week

Branch	Prior	New	Increase	Branch	Prior	New	Increase
Ancaster	51	57	6	Mount Hope	18	29	11
Barton	43	57	14	Parkdale	---	57	57
Binbrook	51	57	6	Red Hill	60	65	5
Carlisle	32	66	34	Saltfleet	48	57	9
Central	69	76	7	Sherwood	48	57	9
Concession	43	57	14	Stoney Creek	48	57	9
Dundas	60	65	5	Terryberry	55	65	10
Freelton	60	66	6	Turner Park	63	65	2
Greensville	17	66	49	Valley Park	47	65	18
Kenilworth	43	57	14	Waterdown	55	65	10
Locke	35	57	22	Westdale	56	57	1
Lynden	60	66	6	TOTAL			324



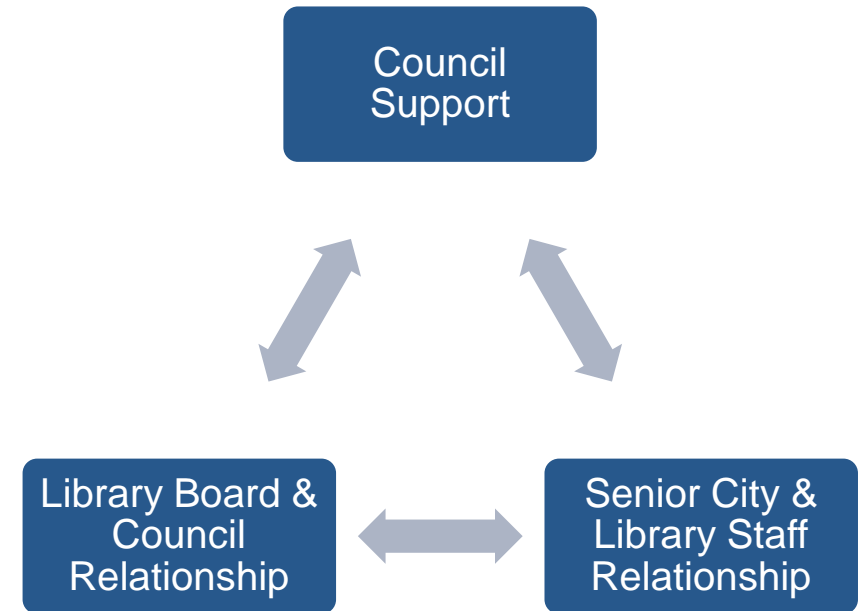
RELATIONSHIP WITH CITY & FUNDING

Annual Budget \$34 million, **94.7% municipal funded**

RECENT HPL OPERATING BUDGET INCREASES

BUDGET YEAR	DIRECTION	LIBRARY
2014	0.0%	0.2%
2015	—	1.5%
2016	1.0%	1.0%
2017	1.8%	1.8%
2018	1.5%	1.8%
2019	—	2.4%
2020	2.0%	2.5%
2021	2.0%	1.5%
2022	2.0%	2.0%
2023	—	3.5%

We need to decide whether we are going to be **outside advocates** or a **co-architects** of our future





HOW HPL GETS RESOURCES FOR NEW CHALLENGES

Since 2001 the broad direction of HPL has been to....

- Redirect existing resources to solve current & future challenges
 - Equipping existing staff & departments to take on new challenges is orders of magnitude more sustainable than getting new funding
 - We also look for new resources and funding
- Embrace self-service technologies to improve customer service & shift to higher value work
 - Avoid points of failure with simplicity
 - Apply the right sized solution
- Balance investments in innovation in service with capacity creation

Services previously handled by staff that are now self-service:

- ✓ Access account information, including status info on items and fines
- ✓ Renew items, Place an item on hold for pick-up
- ✓ Access to DVD/CDs without staff intervention
- ✓ Reserve computer time, manage access
- ✓ Self-service check-out using self check stations
- ✓ Self-service returns using material handling systems
- ✓ Add funds for printing and photo copying
- ✓ Online library fine payments via ecommerce
- ✓ Extended access at rural locations – Open + Technology
- ✓ Online customer registration



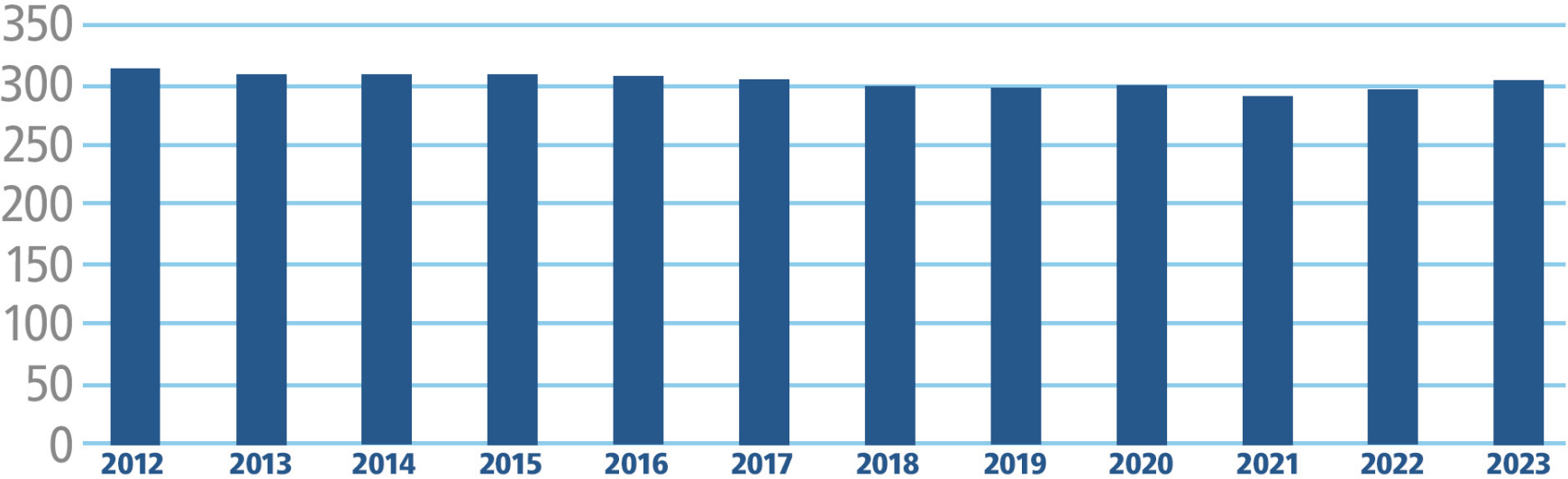
HPL STAFFING LEVELS

2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
314	309	309	309	306	305	299	298	299	291	297	304

FTE Count

2001 - 320

2011 - 315



	2020	2021	2022	2023
Weekly Open Hours	1,071	1,148	1,314	1,386
Full Time Equivalent Staff	299	291	297	304
Full Time Headcount	156	157	160	165
Part Time Headcount	113	112	121	121
Pages Headcount	Varies – Currently at about 130 Pages			



LONGER-TERM PLANNING ASSUMPTIONS

Meeting User
Needs 2010,
2017, 2022

2017 Assumptions, 2022 Amendment	2010 Assumptions
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.	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.
2. Public libraries are uniquely positioned to contribute to the health, education, prosperity, and social cohesion of the communities we serve. To accomplish this, we must continue to develop successful partnerships and actively participate in broader community initiatives.	<i>No similar assumption stated in 2010.</i>
3. 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.	2. All of our funding is vulnerable.
	3. More library buildings require renovations than our funding will allow.
4. The trends toward the increasing importance of digital content and growing competition	4. Electronic material will soon form a significant portion of our circulation



CURRENT 5 ASSUMPTIONS FOR THE NEXT DECADE

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. Public libraries are uniquely positioned to contribute to the health, education, prosperity, and **social cohesion** of the communities we serve. To accomplish this, we must continue to develop successful partnerships and actively participate in broader community initiatives.
3. 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.
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 the unique local content held and made accessible by HPL will become increasingly important.
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.



HOW HPL WORKS WITH OTHERS

3 CORE REASONS HPL PARTNERS



- Three core reasons we partner
- Library spaces are **community assets** that should be **utilized for impact**
- Using our spaces to advance our values, while understanding our role in protecting Intellectual Freedom
 - Does the average resident understand the difference between a room booking and a library program?

PRIORITY USE OF LIBRARY SPACES



Tommi Laitio

Bloomberg Public Innovation Fellow

The Bloomberg Public Innovation Fellowship is an opportunity for highly accomplished public sector practitioners to have the space and time to reflect on their experience, and actively contribute to public sector knowledge and practice by conducting new research.

Career

2022-2024	Bloomberg Public Innovation Fellow, <i>Johns Hopkins University</i>
2017-2021	Executive Director of Culture and Leisure, <i>City of Helsinki</i> Culture, Sports, Libraries, Youth
2012-2017	Director of Youth Affairs, <i>City of Helsinki</i>
2008-2012	Researcher, <i>Demos Helsinki</i>

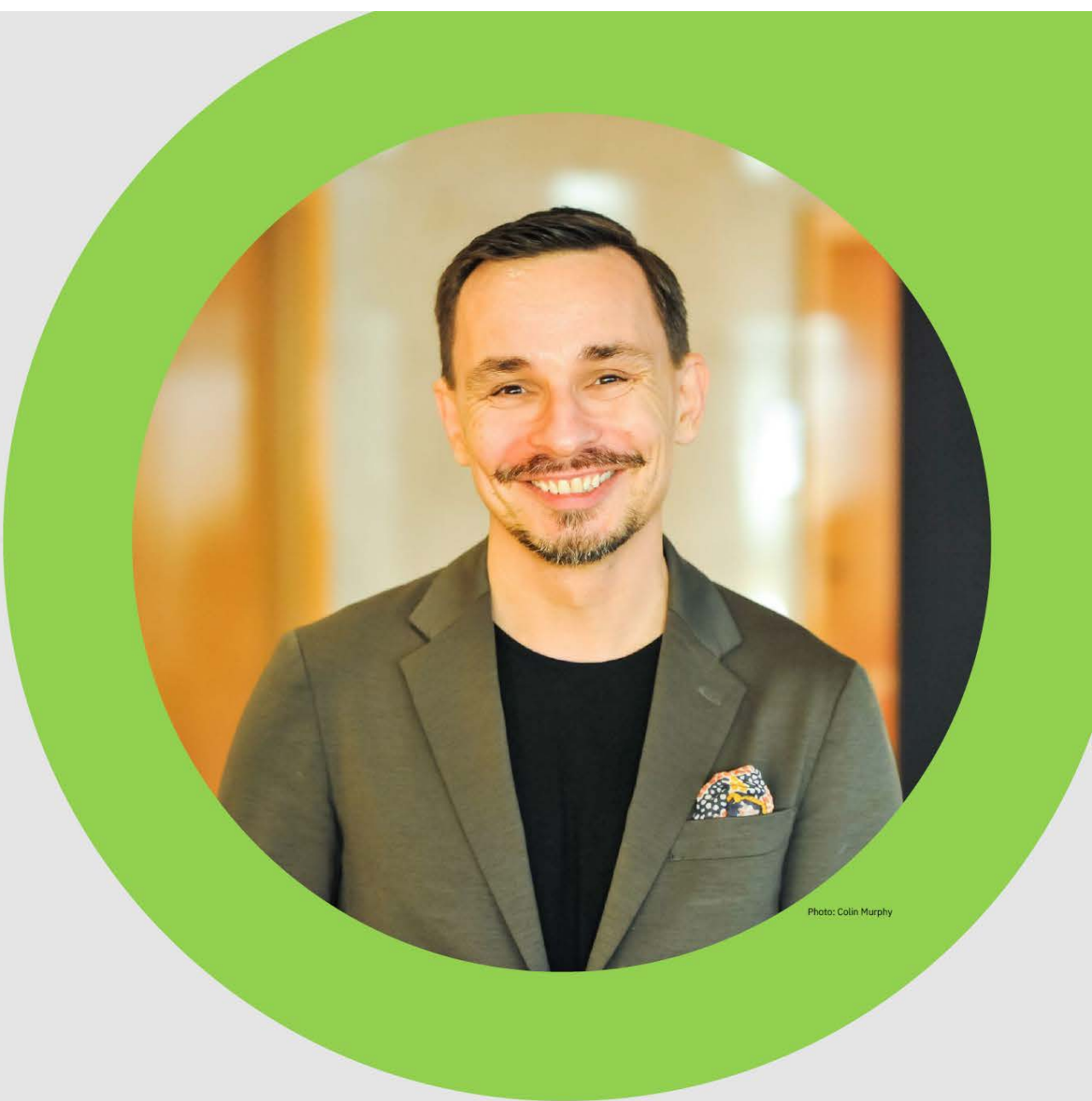
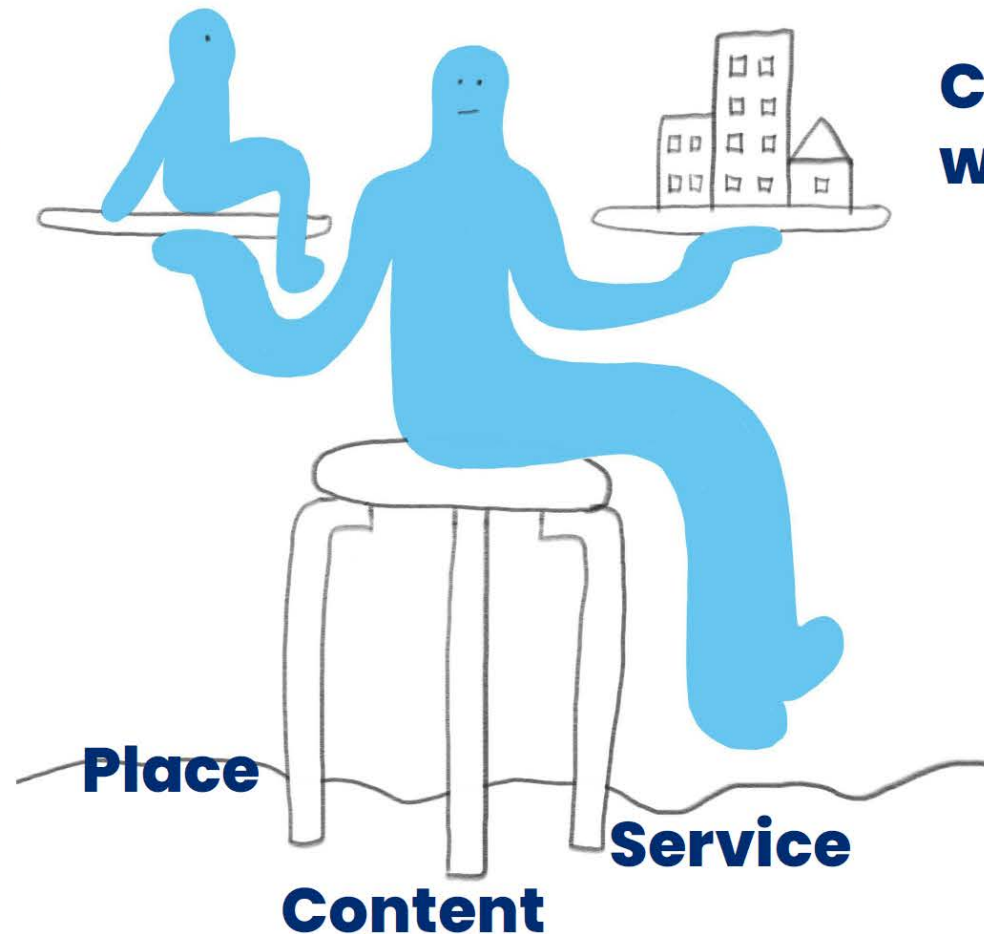


Photo: Colin Murphy

A library supports a sense of self and connections to others.

Sense of Self

Co-existence with others



UNESCO'S
LEARNING
CITY



Convivencia

The capacity to live together

“The Spanish notion of convivencia has a more complex meaning than the English ‘conviviality’ which tends to infer ‘happy’, ‘festive’ and ‘fun’ forms of togetherness. Convivencia as shared life, includes an emphasis on **practice, effort, negotiation and achievement**. This sense of ‘**rubbing along**’ includes not just ‘happy togetherness’ but negotiation, friction and sometimes conflict.”

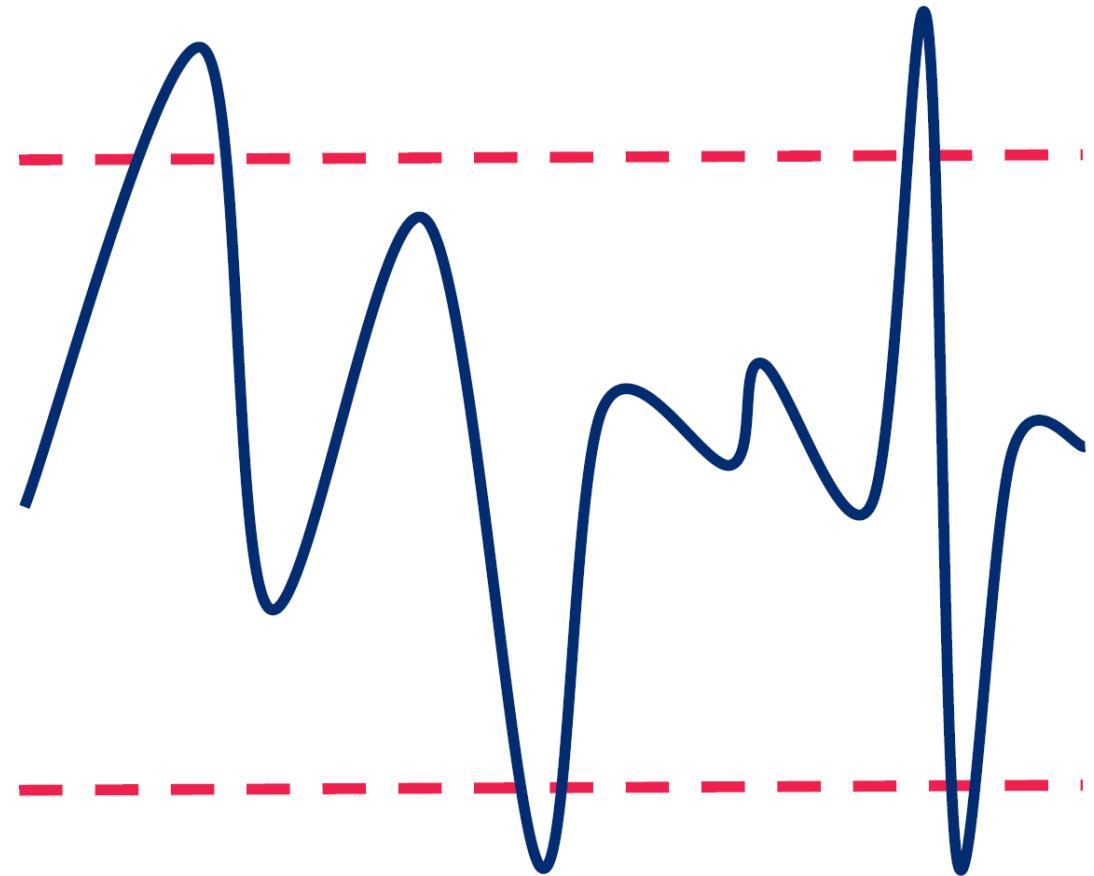
– Wise & Noble (2016)

Convivencia is A Balancing Act

Open Conflict: inability to build mutual respect and pragmatic solutions stalls change – or even worse.

Convivencia: “Rubbing along” with others takes constant practice, effort, negotiation and joint achievement.

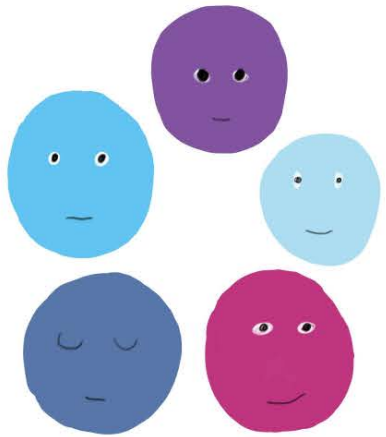
Harmony: working only with those who agree with you or trust you leads by definition to exclusion and limits the imagination of the possible.



See for instance

Barker et al. 2019; Illich 1974; Maununaho 2021; Páramo 2013; Páramo et al. 2019; Rishbeth & Rogaly 2018; Sennett 2012; Wise & Noble 2016

Convivencia can be summed up in five skills



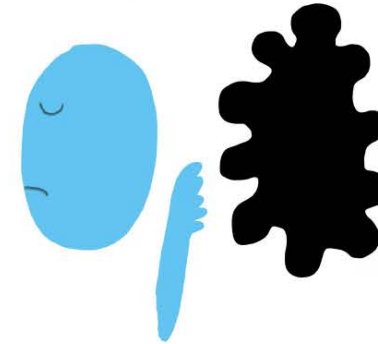
**Attentiveness
and curiosity**



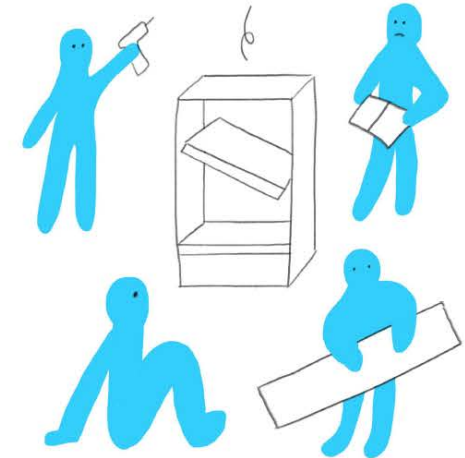
**Care for the life
of the city and
capacity to put
yourself in
another's place**



**Worldliness
beyond local
confines**



**Aversion to the
pleasures of
hating**



**Make connections
and build a home
in a landscape of
division and social
damage**



KEY HPL RESOURCES

1. **2023-2026 Strategic Plan** - To guide strategic decisions and planning.
2. **Meeting User Needs 2022** - Thoughts on our Next Decade. A scan of risks, opportunities and planning challenges over the next 10 years.
3. **HPL Community Survey** - Summary results from 2022 of nearly 5,000 respondents.
4. **Facilities Master Plan** – 2019 plan of library facilities.
5. **Library Usage and Demographics Study** – 2018 study of library usage, current and future demographics.
6. **Background Readings** – Consolidated readings for the Board while preparing the Strategic Plan.