



Hamilton
Public
Library

Library Board Orientation June 2019

F R E E D O M T O D I S C O V E R

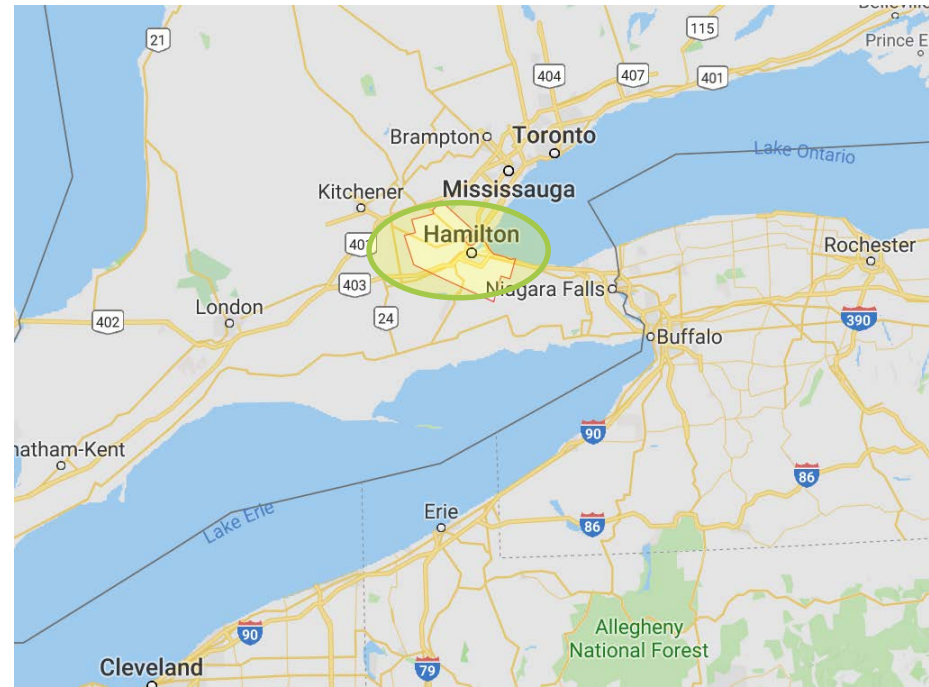
HPL.CA



Background on HPL

About Hamilton Public Library

- Hamilton Public Library (HPL) operates **22 branches** & **2 bookmobiles** across 439 mi²/1137 km²
- HPL **founded in 1889, reborn in 2001** after municipal amalgamation
 - Hamilton, Wentworth & Dundas Public Libraries were formally amalgamated on January 1, 2001
 - Had 26 branches & 2 bookmobiles in 2001
- Current annual operating budget **\$32 million**





Role of the Public Library

- Promote **literacy** & the **love of reading**
 - Teach **families how to grow** the next generation of readers
 - Help **inspire kids & teens** to discover
- Help people **develop the knowledge** and **skills** they need to succeed
 - Support people in their **lifelong learning** journey
 - Support **digital literacy** and provide free **access to technology**
- Help build a **stronger community**, reduce **social isolation**
 - Help **newcomers integrate**
 - Help **seniors** stay **connected**, create **intergenerational** experiences
 - Support **entrepreneurs** and **workforce** development
- Preserve and provide access to **local history** and **culture**
 - Provide free access to **cultural** and **artistic experiences**
 - Help people **find their voice** and **become creators**



HPL Values

Strategic Priorities 2018-2021

- **Intellectual Freedom**
Provide equitable access to and support for knowledge and creativity.
- **Inclusiveness**
Support inclusion by creating trusted services and spaces that welcome everyone.
- **Innovation**
Anticipate and respond to changing needs and technology.
- **Respect**
Support the value and dignity of all individuals.
- **Accountability**
Ensure that library services remain relevant and vital and that resources are managed effectively and ethically.



Freedom to Discover

Strategic Priorities 2018-2021

Three Strategic Priorities:

- 1 Community Beacon
- 2 Relevant & Responsive
- 3 Learning & Innovative Organization



Community Survey 2017 - **Satisfaction**

More than 7,000 responses

95% QUALITY of HPL
SATISFIED

92% CLEANLINESS & ATTRACTIVENESS
SATISFIED

93% HELPFULNESS of library staff
SATISFIED

90% KNOWLEDGE of library staff
SATISFIED

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

ROOM FOR IMPROVEMENT

74%
SATISFIED
HOURS

61%
SATISFIED
WIFI

56%
SATISFIED
PROGRAM

44%
SATISFIED
EBOOK
SELECTION



Community Survey 2017 – **Values**

More than 7,000 responses

98%
AGREEMENT

Libraries are
IMPORTANT FOR THE COMMUNITY

96%
AGREEMENT

Libraries
SUPPORT LIFELONG LEARNING

94%
AGREEMENT

Libraries are a
TRUSTWORTHY SOURCE OF INFORMATION

93%
AGREEMENT

I really like using public libraries in Hamilton

Agreement is defined as 5 or higher on Likert 7 point scale

SHIFTING VALUES

82%
AGREEMENT

TRUTH &
RECONCILIATION

91%
AGREEMENT

CRITICAL ACCESS
TO TECHNOLOGY

92%
AGREEMENT

PRESERVE
LOCAL HISTORY

Hamilton City Council, Ward Map



Ward 1 – Maureen Wilson



Ward 2 – Jason Farr



Ward 3 – Ninder Nann



Ward 4 – Sam Merulla



Ward 5 – Chad Collins



Ward 6 – Tom Jackson



Ward 7 – Ester Pauls



Ward 8 – John-Paul Danko



Ward 9 – Brad Clark



Ward 10 – Maria Pearson



Ward 11 – Brenda Johnson



Ward 12 – Lloyd Ferguson



Ward 13 – Arlene VanderBeek



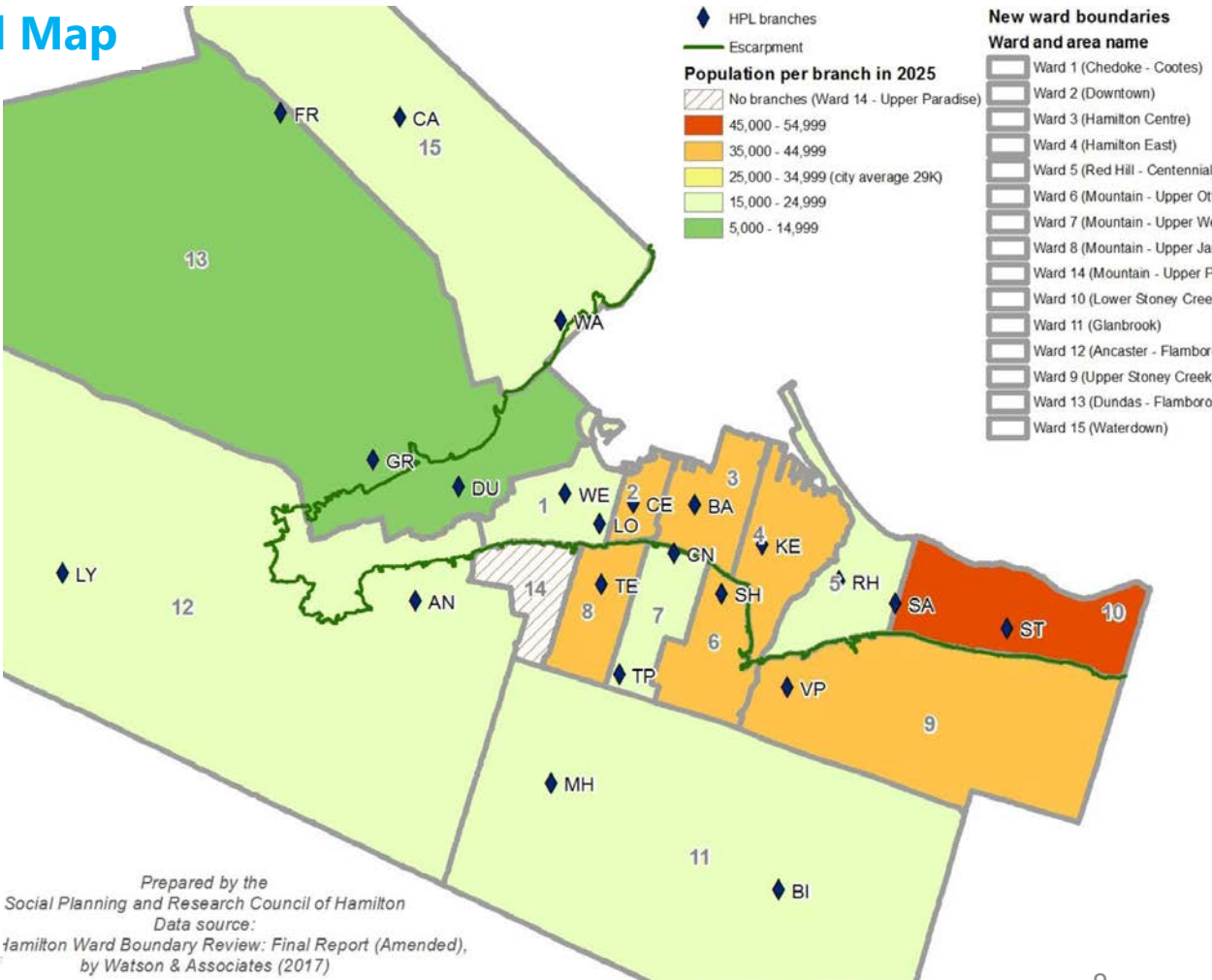
Ward 14 – Terry Whitehead



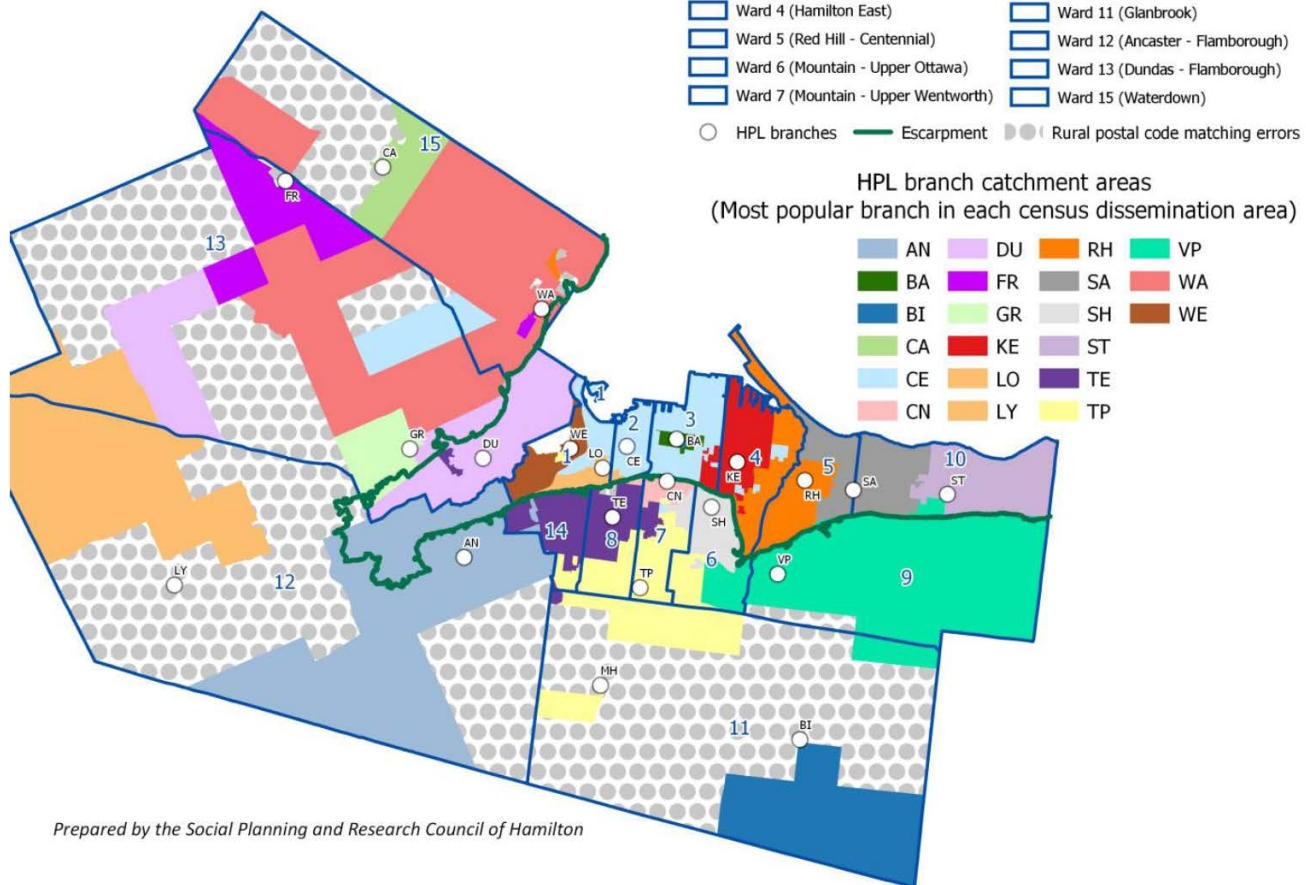
Ward 15 – Judi Partridge



Mayor – Fred Eisenberger



HPL branch catchment areas (2015-16)



Prepared by the Social Planning and Research Council of Hamilton



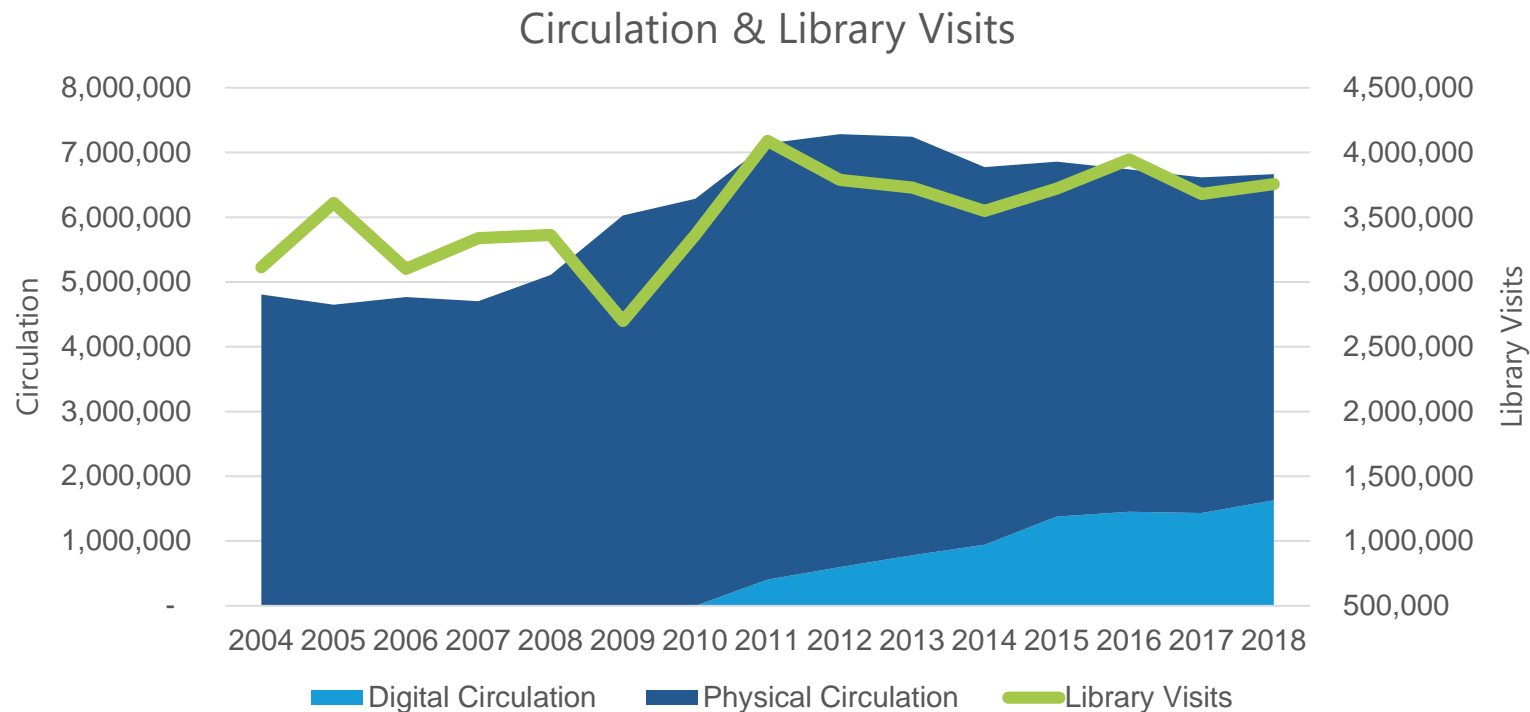
10 Year Challenges

2017's Meeting User Needs IV

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. 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.
3. Public libraries are uniquely positioned to contribute to the health, education and prosperity of the communities we serve. To accomplish this we must continue to develop successful partnerships and actively participate in broader community initiatives.
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.



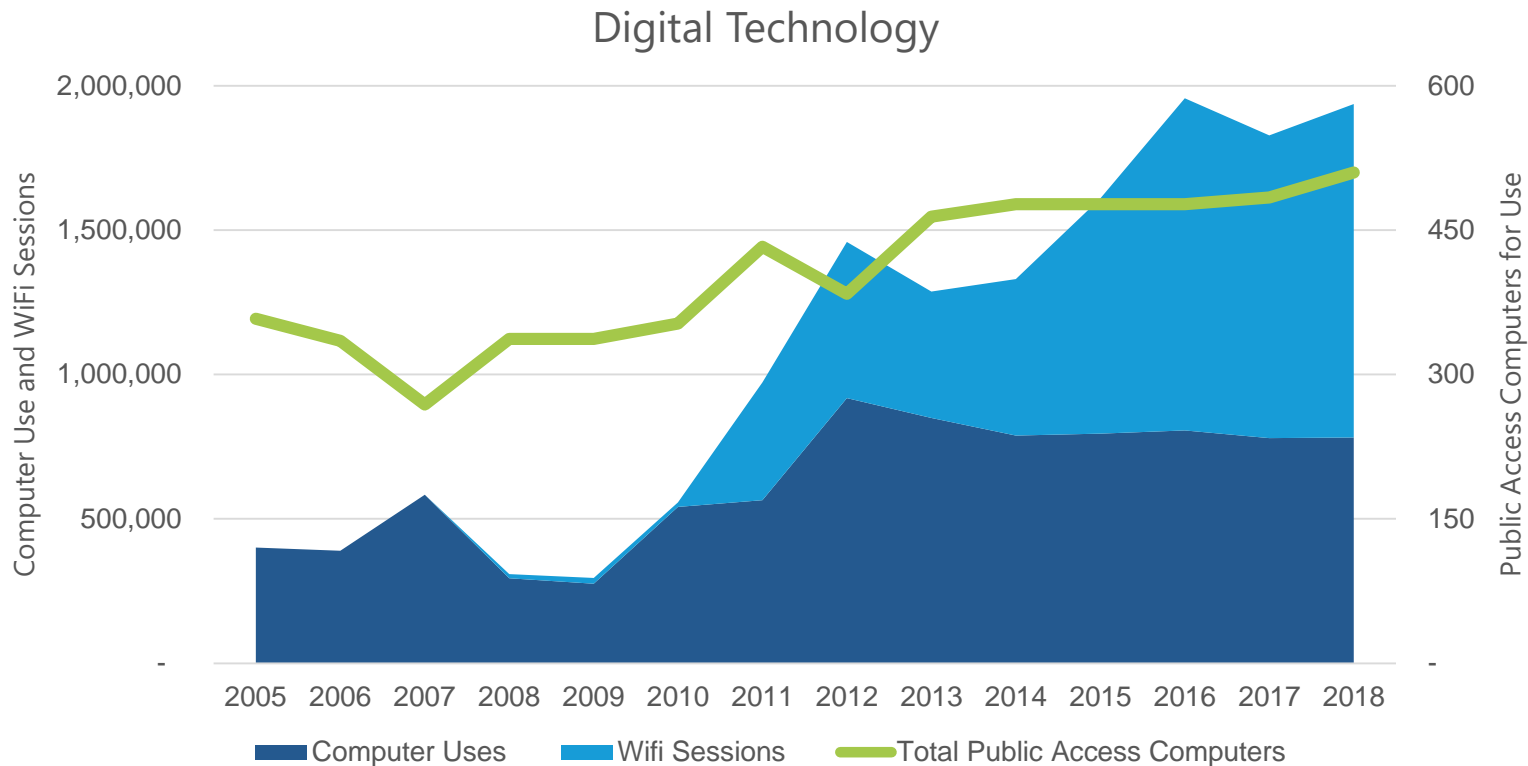
Usage of Library Collections & In-Person Visits



With over 3.5million visits in 2018 and nearly 7 million items borrowed HPL meets community needs



Technology Access

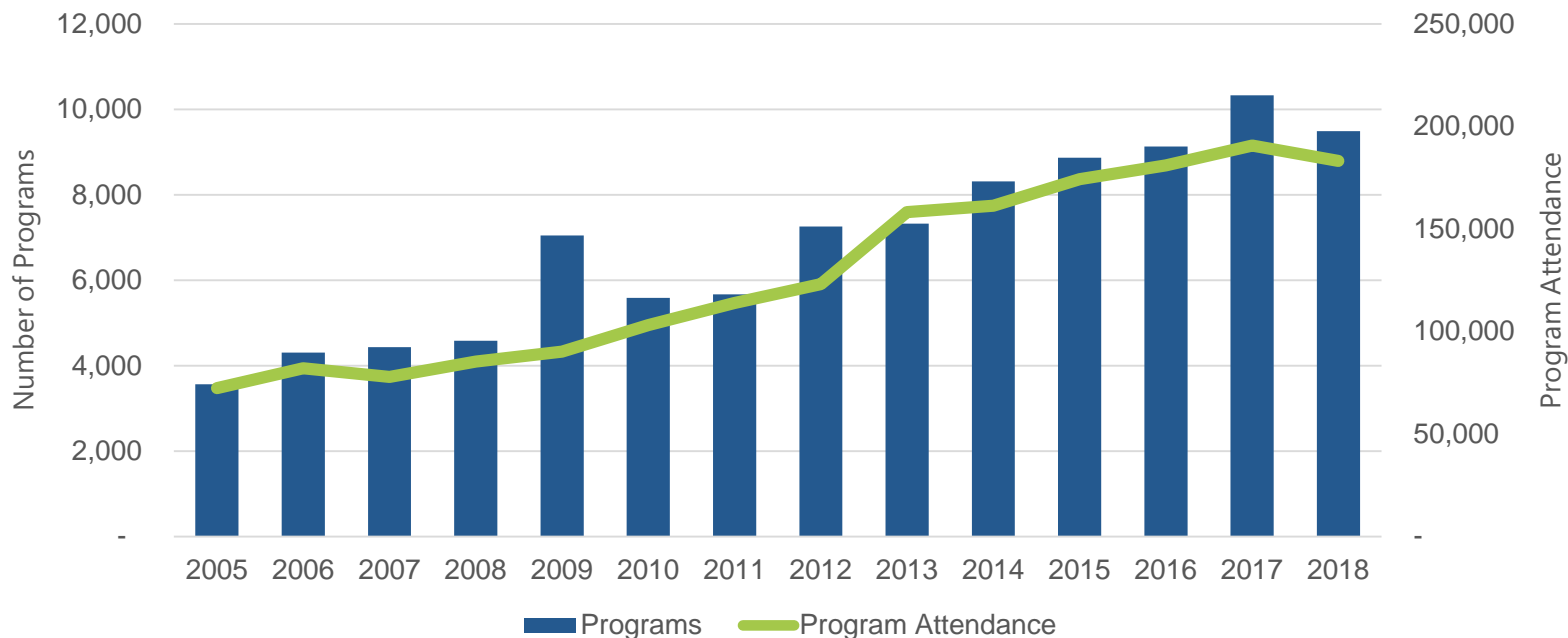


HPL is helping to bridge the **digital divide**:
Our 500 free public computers get used almost **800,000 times** annually.



Library Programs

Programs and Attendance



HPL enables people to explore and develop the knowledge they need:
Nearly 200,000 attendees attended 9,490 programs in 2018.



Library Impact

Economic Impact of HPL in 2018



An average household in Hamilton contributes

\$122

in municipal tax dollars to HPL and receives an annual benefit in services and programs of

\$795

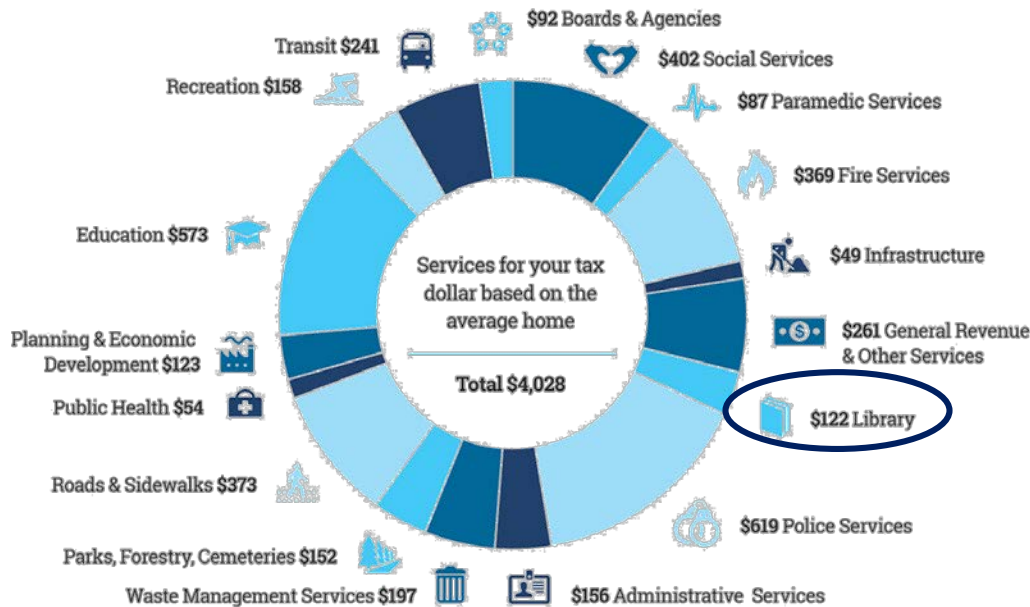
per household



\$673

net benefit per household

2018 Distribution of Tax Dollars



[From the City of Hamilton.](#)

2019 Budget Overview		2018	2019	2019 Budget Submission	
Account		Budget Restated	Budget Submission	vs. 2018 Restated Budget \$	%
Net Levy		29,981,000	30,700,190	719,190	2.4%
Expense		31,776,520	32,513,110	736,590	2.3%
EMPLOYEE RELATED COST		21,564,670	22,005,410	440,740	2.0%
MATERIAL AND SUPPLY		3,836,880	3,853,880	17,000	0.4%
VEHICLE EXPENSES		80,640	82,790	2,150	2.7%
BUILDING AND GROUND		2,424,150	2,452,820	28,670	1.2%
CONTRACTUAL		1,247,380	1,367,980	120,600	9.7%
RESERVES / RECOVERIES		2,007,920	2,129,930	122,010	6.1%
COST ALLOCATIONS		229,660	233,080	3,420	1.5%
FINANCIAL		385,220	387,220	2,000	0.5%
Revenue		(1,795,520)	(1,812,920)	(17,400)	1.0%
FEES AND GENERAL		(603,070)	(620,470)	(17,400)	2.9%
GRANTS AND SUBSIDIES		(1,192,450)	(1,192,450)	-	- 15



2018 Staffing & Activity Summary

	2001	2016	2017	2018	% Change from 2017
Staffing in FTE	320	306	305	300	-1.6%
Open Hours	51,200	47,100	47,800	52,450	9.7%
In Person Visits	3.3 million	3.95 million	3.68 million	3.76 million	2.1%
Circulation of Materials	4.5 million	6.74 million	6.62 million	6.66 million	0.7%
Program Attendance	34,792	181,019	190,699	184,530	-3.2%
# of Computer Sessions	294,350	806,925	779,811	787,781	1.0%
# of WIFI Sessions	NA	1,149,739	1,048,972	1,162,246	10.8%



Recent Library Board Budget Submissions

Budget Year	Direction	Library
2011	2.0%	0.7%
2012	0.0%	1.0%
2013	0.0%	0.0%
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%

HPL Budget Increase Averages 1.2% Per Year



About the Library Board



About the Hamilton Public Library Board

- Operates under the authority of the Ontario Public Libraries Act
- City of Hamilton by-law requires 11 trustees
 - **9 citizen appointees**
 - **2 representatives from City Council**
- City Council appoints the Library Board, once appointed to the Library Board, a Trustee's allegiance must be to the Library Board.
- All appointments will be for 4-year terms (2019 – 2022) or to fill the remainder of an existing term.
- The Board has an **Audit Committee** and a **Nominations Committee**. Ad hoc committees may be established as required.
- The Board appoints one representative to the **SOLS** Southern Ontario Library Service/ Escarpment Board and actively supports the Canadian and Ontario Library Trustee Associations.
- Although HPL is an independent organization, we strive to have positive relationships with City Council and City staff leadership



Governance Vision

Governance Vision of the Hamilton Public Library Board

The Hamilton Public Library Board oversees the purpose, plans and policies of the Hamilton Public Library. It is the responsibility of the Library Board to ensure that the funding it receives provides the best possible library service to Hamilton residents. In addition, it is committed to providing effective governance for the Hamilton Public Library to ensure services and programs offered by HPL remain relevant to the changing needs of the communities we serve.

The Library Board has four main functions:

1. To establish the **mission** and **strategic directions**.
2. To hire and evaluate the **Chief Executive Officer/Chief Librarian**.
3. To **ensure resources are in place** to achieve the mission.
4. To **monitor and audit results** of programs and resources.



Specific Duties of Board Trustees

- **Represent the entire community**, not just a single contingency or geographic area.
- Determine and adopt **written policies to govern** the operation and programs of the Library.
- Determine the **strategic priorities** of the library and **secure adequate funds to fulfill these goals**.
- Understand the **library's programs** and **needs of the community in relation to the library**.
- Establish, support and participate in **planned activities where Board** presence is required.
- Work with the **Chief Librarian/CEO to prepare a budget** adequate to carry out the library's goals and objectives and present this budget to municipal council.
- Be aware of **local** and **other legislation** which **affects libraries** and plan an active role in initiating and **supporting beneficial library legislation**.
- Attend Board and committee meetings as assigned. Attend outside meetings and workshops for trustees. See that accurate public records concerning finances, property and annual reports are on file at the library and with appropriate local, provincial or national bodies.
- Employ a competent and qualified **Chief Librarian/CEO**.



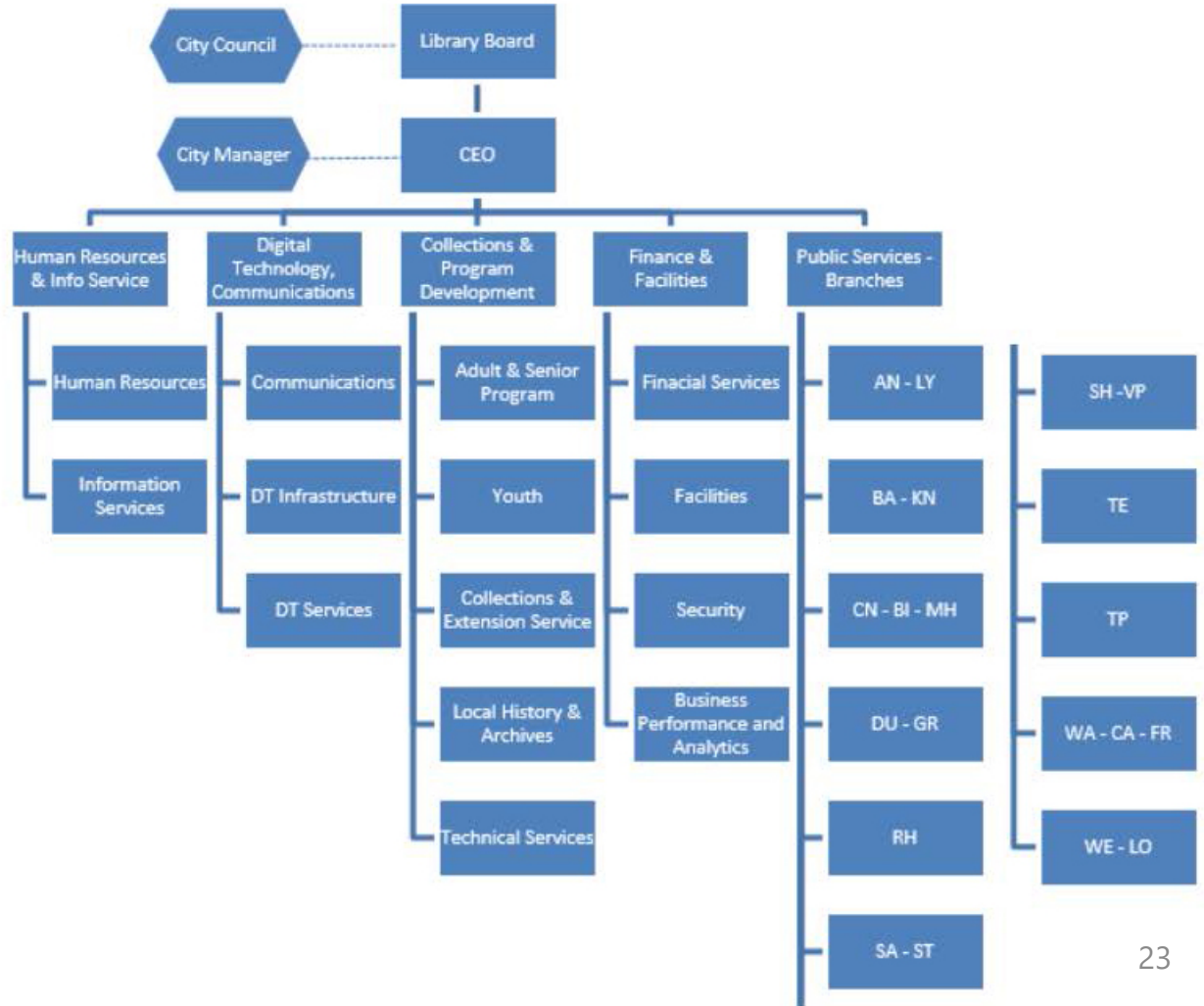
Role of the CEO

The Board appoints the Chief Executive Officer, who is its Chief Librarian, and who shall hold office until the Board rescinds the appointment or a new appointment is made. The Chief Executive Officer shall be responsible, under the supervision of the Board, for the general conduct and management of the Hamilton Public Library.

- Only decisions of the Board are binding on the CEO.
- Operational achievement and conduct of library staff are the responsibility of the CEO, to whom the Board has delegated authority over and accountability for staff performance.
- Systematic and rigorous monitoring of the CEO's job performance will be conducted in accordance with the Chief Librarian/ CEO Performance Appraisal document.
- The CEO also serves as Secretary of the Library Board
 - Does not have a vote
 - Is an ex-officio member of all Board Committees



Organizational Chart





Information About the Board Meetings

- **Transparency** – Library Board meetings are open to the public. Meetings are livestreamed and archived for future viewing. There are strict rules on when we can go in-camera.
- **Quorum - 6 of 11** is needed for all Library Board meetings. Please ensure that you advise Karen Dennie, Administrative Assistant if you are unable to attend. The Board Meetings are held on the third Wednesday of the month or at the call of the Chair.
- **Decision Making at the Library Board**
 - Tradition of working at issues until we **achieve strong (not unanimous) support** for a direction - **consensus**
 - **2 Step Review Process** - when the Board is being asked to make decisions on policy, funding, major project... we always strive to have 1st review and 2nd review
- **Annual Board Calendar** follows a standard pattern
 - 1st Year of a Board starts late, Board Officers elected at the first meeting
 - We have a regular schedule for policy review and other issues. Sometimes circumstances change timelines.



Standard Annual Calendar

Month	Board Agenda Items	Selected Activities
January	<ul style="list-style-type: none">Preview Library Budget PresentationElection of Officers for Year – Nominations Committee ReportGoal of Previous Year – 2nd Review	<ul style="list-style-type: none">Operating Budget Presentation to CouncilPower of the Pen Teen Writing AwardFamily Literacy WeekOLA Conference
February	<ul style="list-style-type: none">Metrics Previous Year	<ul style="list-style-type: none">Black History MonthHamilton Winter FestCelebration of Literacy WeekFreedom to Read Week
March	<ul style="list-style-type: none">Pre-Audit Report Previous YearAnnual Report on Partnerships	<ul style="list-style-type: none">March BreakWorld Book Day
April	<ul style="list-style-type: none">Annual Report on Revenue Generation	<ul style="list-style-type: none">Archive Awareness WeekHamilton gritLIT FestivalHPL How to Festival
May	<ul style="list-style-type: none">Audit Committee ReportCurrent Year Operating Update	<ul style="list-style-type: none">Aboriginal Awareness Week
June	<ul style="list-style-type: none">Midyear Progress Report on Goals	<ul style="list-style-type: none">Leaders in Leadership BreakfastAnnual HPL Chair's Dinner – Board Mtg. 5-7, Dinner follows100 in 1 Day HamiltonEvening for Book Lovers



Standard Annual Calendar Continued

July	No Board Meeting	<ul style="list-style-type: none">• TD Summer Reading Club
August	No Board Meeting.	<ul style="list-style-type: none">• Festival of Friends• TD Summer Reading
September	<ul style="list-style-type: none">• Q2 Metrics Report• Holiday Closures for Following Year• Capital Budget Submission	<ul style="list-style-type: none">• Telling Tales Festival• Super Crawl
October	<ul style="list-style-type: none">• Operating Budget Next Year – 1st Review• Multi-Year Business Plan Goals – 1st Review	<ul style="list-style-type: none">• Ontario Public Library Week• Annual Booksale
November	<ul style="list-style-type: none">• Operating Budget Next Year – 2nd Review• Multi-Year Business Plan Goals – 2nd Review• Meeting Dates for Following Year• Board Nominating Committee	<ul style="list-style-type: none">• Hamilton Gallery of Distinction Dinner• Our Future Hamilton Annual Summit• Remembrance Day• HPL Annual Digital Literacy Summit• HPL Genealogy Summit
December	<ul style="list-style-type: none">• Final Report on Goals – 1st Review	<ul style="list-style-type: none">• Board Christmas Dinner – 5 – 6 pm, Meeting Follows



4 Year Board Term

- Board has a 4 year term to coincide with City Council's Term (2019-2022)
- The last Board established a 4 year schedule for the **review of Board Policies** and the **Strategic Plan**
- The Southern Ontario Library Service (SOLS) recommended a **4 year schedule for Board to follow**
- We have a **regular schedule** so Board members know what is coming and we balance the workload
- When important opportunities or challenges arise, **priority is given to the urgent issue** and the normal schedule is adjusted





Board Satisfaction

Self-Evaluation completed by the Board in December 2019

- **86%** (or 120/140) **satisfaction overall**, a highly self rated board. With a mature governance process, all related questions regarding planning, strategy, governance and evaluation were scored above 90% satisfaction.
- All members **agreed or strongly** agreed that:
 - ✓ The organization operates with a strategic plan or a set of measurable goals & priorities
 - ✓ The meetings are well planned
 - ✓ There is good 2 way communication with the Board and CEO
 - ✓ The Board receives written reports in advance
- Some areas that we improve on:
 - ✓ Ensuring Board members understand and are well informed about our relationship with the City of Hamilton and other key stakeholders
 - ✓ We look for more opportunities to bring key partners/stakeholders to present at meetings
 - ✓ We make additional efforts to ensure the meetings are interesting and fun
 - ✓ Emphasis is placed on building a strong sense of team with the new Library Board



Information About the Board Meetings

- **Board Meetings** are the **3rd Wednesday** of every month, except for in July and August
 - Dinner 5:30 pm, **Meeting 6:00 pm** (2 Exceptions – June, December)
 - Week before the meeting CEO meets with the Chair & Vice Chair for **Agenda Review**
 - Library Board agenda gets posted electronically on hpl.ca the **Friday before the meeting**, including all reports. Board members are emailed a pdf copy of agenda. Hardcopies are available upon request.
 - Presentations are provided the day before the meeting, except when they are not available yet from external presenters
- **Parking/Expenses** – When attending meetings (or other Library business) the Library Board Members are requested to park at the City Centre Parkade on York Boulevard. A parking stamp is circulated at all meetings to validate parking tickets. There is no remuneration being on the Library Board but approved expenses are covered. Submit expenses to Karen Dennie



Library Board Mobile Devices - Tablet Guidelines

- Approved devices will be a **current generation tablet** that will serve Board members for the life of the Board Term (2019-2022). They will be offered a choice of an **iPad** or an alternative **Android** device.
- Device will **support Board members** reviewing all **Board documentation** wherever there is a **Wi-Fi connection**. (**No data/cellular plan will be provided**)
- Device will support Board members in their **personal use of Library resources**, such as, **eBooks, electronic databases, audio, and video formats**.
- **Components – case & a wireless keyboard** will be provided
- Purchased by the library will be owned by HPL. The Library may ask for the device to be returned at any time. (This is not anticipated but security vulnerabilities or other valid business reasons could require the device to be returned.)
- The **anticipated useful lifecycle of the devices is the current term of the Library Board**. At the end of the term the devices will become the property of the individuals.
- If a Board member leaves office during the term, the device will be returned, and it will be issued to the incoming Board member. Staff will ensure all personal data is removed.



Appendix I : About HPL Board Orientation



Board Orientation Purpose

*Board orientation refers to a process for helping **new directors contribute fully**, and as **early in their tenure as possible**, to the **governing work of the board**. Board orientation is not just about the transfer of information. As a result of their orientation new directors should:

- ✓ Understand their roles, responsibilities and time commitment to governance work around the board table and away from it
- ✓ 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
- ✓ 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

Source: [Institute of Corporate Directors – Not-for-profit Resource Centre](#)



HPL Board Orientation Design Principles

1. Leverage tools developed by Southern Ontario Library Service (SOLS) & other relevant sources (i.e. OLBA)
2. Start with an intense orientation to get trustees up-to-speed, then will continue at a more gradual rate
3. Ensure the new trustees understand the unique context and history of the HPL
4. Ensure the new trustees understand the annual Board cycle and the broader four year mandate
5. Materials and resources will be consolidated and available on a page on the library's website (hpl.ca/articles/hamilton-public-library-board)



Appendix II : 10 Things You Need to Know from SOLS



[https://www2.librarygovernance.ca/
media/attachments/2018/12/03/10-things
-you-need-to-know-final-nov29-2018.pdf](https://www2.librarygovernance.ca/media/attachments/2018/12/03/10-things-you-need-to-know-final-nov29-2018.pdf)



1 Public library service is free in the Province of Ontario.

The Public Libraries Act (PLA) and Regulation 976 specify that most library services must be offered to residents free of charge. This requirement makes the library different from other community services which are often expected to generate revenue from user fees. Access to library service must remain free because universal access to information is a fundamental human right and a cornerstone of democracy.

2 The library board is a governing board that gets its authority from the Public Libraries Act.

Once appointed by Council, the board is a separate, independent corporation with the legal duty to provide “a comprehensive and efficient public library service that reflects the community’s unique needs” (PLA, 20a).


3 The library board exercises its authority by making informed decisions that focus on matters of governance.

Governance includes the following areas of responsibility:

- a. Strategy & oversight
- b. CEO support and oversight
- c. Financial stewardship & accountability
- d. Policy framework
- e. Advocacy based on mission and community impact
- f. Employer obligations.

4 The library board is required by legislation to appoint a chief executive officer (CEO) to oversee library operations.

Once appointed by the Board, the CEO manages and controls library operations, freeing the library board to focus on governance. This is an important distinction for everyone to understand as it prevents conflicts and other problems from occurring.



5 Board authority belongs to the board as a whole; individual board members have no authority.

The board exercises its authority through the decisions it makes, and records as motions, in the context of a legally constituted board meeting. Outside of board meetings, you as a board member have no individual authority.

6 Each board member has a legal obligation to act honestly, in good faith, and in the best interests of the library.


Because the PLA establishes the library board as a corporation, it means board members have a "fiduciary" duty to act in the best interests of the corporation. There is a duty of care and of loyalty, and an obligation to act honestly and in good faith. This includes all board members, whether appointed as a citizen representative or a council representative.

7 Library board meetings must be open to the public with advance notice given.

The board is required to hold regular meetings once a month for at least 10 months of the year. Board meetings must be open to the public unless a closed meeting is warranted, as prescribed in Section 16.1(4) of the Public Libraries Act.

8 Good governance happens when the CEO and library board trust each other, respect each other, and work together.

The library board relies on the support and expertise of the CEO to be successful; and the CEO relies on the support and guidance of the library board to be successful.



9 **Good governance happens in board meetings that are designed to support informed decision-making.**

The board chair and CEO work together to create agendas that are engaging and forward thinking while also meeting the board's needs for accountability and wise stewardship. It's a process that takes time, but the best boards eventually find a collaborative style that balances camaraderie with candor and challenging conversations.

10 **The municipality is the library's primary funder and a strategic ally.**

While the library board is an independent corporation, it does get the majority of its funding from municipal tax dollars. Sustaining a collaborative mindset and a strong working relationship between the library and the municipality is, therefore, important work. Council representatives on the library board support this work by facilitating ongoing communication and opportunities for collaboration. It is important that everyone understands that elected officials appointed to the library board have the same responsibilities and obligations as any other member of the board.



Additional Resources



Key HPL Resources

1. **2018-2021 Strategic Plan** - To guide strategic decisions and planning.
2. **Meeting User Needs IV** - 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 2017 of 6,796 respondents.
4. **Library Board Policy Manual** – Manual of all Board level policies.
5. **Facilities Master Plan** – 2019 plan of library facilities.
6. **Library Usage and Demographics Study** – 2018 study of library usage, current and future demographics.
7. **Background Readings** – Consolidated readings for the Board while preparing the Strategic Plan.



Key Resources

- **Ontario Public Library Board Centralized Governance HUB – librarygovernance.ca**
- **10 Things You Need to Know** as a new library board member: Understanding Public Library Board Governance in Ontario
www.sols.org/media/attachments/2018/12/03/10-things-you-need-to-know-final-nov29-2018.pdf
- **Leadership by Design - learnhq.ca**

