Mission Statement
Freedom to Discover

Strategic Priorities
Strengthening Communities   Strengthening Individuals
Strengthening Our Organization

HAMILTON PUBLIC LIBRARY BOARD

Regular Board Meeting
Tuesday, February 28, 2012
Central Library, Board Room

5:30 p.m. Dinner
6:00 p.m. Meeting

AGENDA

1.   **Discussion Period**

2.   **Acceptance of the Agenda**

3.   **Minutes of the Hamilton Public Library   Attachment #3**
      Board Meeting of Wednesday, January 18, 2012

4.   **Presentations**

5.   **Consent Items**

6.   **Business Arising**

7.   **Correspondence**

8.   **Reports**

9.   New Business

9.1   Staff Professional Development Day - LD   Attachment #9.1
        Suggested Action: Recommendation
9.2   Job Discovery Centres - KR   Attachment #9.2
        Suggested Action: Receive
9.3   Legal Counsel Representation – LD   Attachment #9.3
        Suggested Action: Recommendation
9.4   Pay Equity/Job Evaluation Resource – LD   Attachment #9.4
        Suggested Action: Recommendation
9.5   Board Strategic Planning Session   Attachment #9.5
        Suggested Action: Discussion

10.   Private and Confidential

10.1 Succession Committee

11.   Date of Next Meeting

Wednesday, March 21, 2012
Central Library, Board Room
5:30 p.m. Dinner
6:00 p.m. Meeting

12.   Adjournment

Mission Statement
Freedom to Discover
Strategic Priorities
Strengthening Communities   Strengthening Individuals
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HAMILTON PUBLIC LIBRARY BOARD
Regular and Inaugural Board Meeting
Wednesday, January 18, 2012

Central Library, Board Room
5:30 p.m. Dinner
6:00 p.m. Meeting

MINUTES

PRESENT: George Geczy, Jennifer Gautrey, Suzan Fawcett,
Wenda Tulloch, Kathy Baker, Nicolas vanVelzen,
David Simpson, Councillor Pearson, George Nakamura,
Richard Bagdonas, Councillor Jackson

STAFF: Ken Roberts, Karen Anderson, Paul Takala, Robin Hewitt,
Lisa DuPelle, Michael Ciccone, Karen Hartog

Mr. Geczy called the meeting to order at 6:00 p.m.

1.   Discussion Period

2.   Acceptance of the Agenda

Add: 11.5 Update on McMaster Partnership.

MOVED by Mr. Nakamura, seconded by Councillor Pearson

THAT THE AGENDA BE APPROVED AS AMENDED.

MOTION CARRIED.

3. **Minutes of the Hamilton Public Library Board Meeting of Wednesday, December 21, 2011**

    Item 1.2 should read "…2012 Operating Budget submission to City Council on January 26th, at 11:40 a.m."

    MOVED by Ms Baker, seconded by Mr. Bagdonas,

    THAT THE MINUTES OF THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF WEDNESDAY, DECEMBER 21, 2011 BE ADOPTED AS AMENDED.

    MOTION CARRIED.

4. <u>**Report of the Nominating Committee Meeting of Wednesday, January 18, 2012 and Elections**</u>

    Nominating Committee members included Mr. Geczy, Ms Fawcett and Ms Tulloch. Mr. Geczy presented the report of the Nominating Committee from its meeting held January 18, 2012. There were no nominations from the floor.

    MOVED by Ms Gautrey, seconded by Mr. Bagdonas,

    THAT THE SLATE OF OFFICERS FOR THE 2012 LIBRARY BOARD BE AS FOLLOWS:

CHAIRPERSON:	**George Geczy**
VICE-CHAIRPERSON:	**Suzan Fawcett**
EXECUTIVE COMMITTEE:	**JENNIFER GAUTREY**
	DAVID SIMPSON
	GEORGE GECZY
	DAVID SIMPSON
AUDIT COMMITTEE:	**RICHARD BAGDONAS**
	DAVID SIMPMSON
	NICK VAN VELZEN
	GEORGE GECZY

SOLS REPRESENTATIVE: WENDA TULLOCH

MOTION CARRIED.

5. <u>**2012 Board Chairman Calls the Inaugural Meeting to Order**</u>

Mr. Geczy called the inaugural meeting to order at 6:15 p.m.

6. **Presentations**

6.1   2012 Operating Budget Presentation to Council

Mr. Geczy reviewed the budget presentation with Library Board members. A few suggested changes were recommended.

6.2   Strategic Plan – K. Roberts

Mr. Roberts reviewed the results of the survey completed by managers, senior managers and library board members. A date to conduct the strategic planning meeting has yet to be determined.

7. **Consent Items**

No consent items.

8. **Business Arising**

No business arising items.

9. **Correspondence**

No correspondence.

10. **Reports**

10.1 Chief Librarian's Report

Received for information.

MOVED by Ms Gautrey, seconded by Ms Baker,

THAT THE CHIEF LIBRARIAN'S REPORT BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

11. **New Business**

11.1 Year End Statistical Report – M. Ciccone

MOVED by Ms Gautrey, seconded, Ms Baker,

THAT THE REPORT BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

11.2 ILS RFP – P. Takala/M. Ciccone

MOVED by Ms Baker, seconded by Mr. Nakamura,

THAT STAFF ARE AUTHORIZED TO WORK WITH THE CITY OF HAMILTON PROCUREMENT DEPARTMENT TO ISSUE A REQUEST FOR PROPOSALS (RFP) FOR A NEW INTEGRATED LIBRARY SYSTEM (ILS).

MOTION CARRIED.

11.3 Statement on Sustainability – K. Roberts

MOVED by Ms Baker, seconded by Ms Tulloch,

THAT THE STATEMENT ON SUSTAINABILITY THAT WAS APPROVED BY THE FORMER LIBRARY BOARD BE APPROVED BY THE 2011 – 2014 LIBRARY BOARD AS A BOARD POLICY.

MOTION CARRIED UNANIMOUSLY.

11.4 Facilities Update – K. Anderson

Ms Anderson provided an update on the various facility projects.

11.5 McMaster Partnership

Mr. Roberts and Ms Raven provided an update on the recent discussions with McMaster University for a downtown initiative.

The information provided was received for information. Board Members requested that once the detailed documentation is received an electronic vote will be requested.

12. Private and Confidential

MOVED by Mr. van Velzen, seconded by Mr. Bagdonas,

THAT THE HAMILTON PUBLIC LIBRARY BOARD MOVE IN-CAMERA TO DISCUSS PERSONNEL ISSUES AND SUCCESSION PLANNING.

MOTION CARRIED.

MOVED by Ms Gautrey, seconded by Councillor Jackson,

THAT THE IN-CAMERA SESSION BE ADJOURNED.

MOTION CARRIED.

13. Date of Next Meeting

Wednesday, February 15, 2012

Central Library, Board Room
5:30 p.m. Dinner
6:00 p.m. Meeting

14. Adjournment

MOVED by Ms Fawcett, seconded by Ms Gautrey,

THAT THE MEETING OF WEDNESDAY, JANUARY 18, 2012 BE ADJOURNED.

MOTION CARRIED.

The meeting was adjourned at 9:30 p.m.

Minutes recorded by Karen Hartog.

Hamilton Public Library

Date: February 28, 2012

To: Chair and Members of the Board

c.c.   Ken Roberts, Chief Librarian

From: Lisa DuPelle, Director Human Resources

Subject: **Staff Professional Development Day**

RECOMMENDATION:

That the Hamilton Public Library Board authorize the one-day closure of the system on a date to be determined in 2012 by management in order that a staff professional development day be held.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The Hamilton Public Library conducted a one-day training session in 2008 and 2010 plus a half-day session in 2009. All sessions have resulted in very positive feedback from the staff at all levels. The purpose of the closure is to allow all staff simultaneously to experience and discuss the opportunities and challenges public libraries in future will face.

Hamilton
Public Library

DATE: February 23, 2012

REPORT TO: Chair and Members of the Board

FROM: Ken Roberts, Chief Librarian

SUBJECT: Job Discovery Centers

This is an informational report.

As conveyed to Board members through e-mail, The Province of Ontario has decided to stop funding all third-party Job discovery centers in the entire province, effective this summer.

Their stated intention is to consolidate services in provincial one-stop offices.

The Hamilton Public Library has received funding for five job discovery centers. The centers are located in the following branches: Barton, Dundas, Red Hill, Sherwood and Terryberry.

We lose funding for 5.5 staff members. Staff disruption will affect more staff as those funded through the grants who have permanent positions elsewhere in the library system return to their permanent positions and create bumping chains. There is no other source of funding.

While we appreciate that the decision represents an attempt by the province to find budget efficiencies, it will have a negative impact on individuals in the community. Many customers of the library's services are under-employed, seeking ways they can improve their work situations. It is our understanding that they will not all be eligible to receive assistance under the new model.

We do not, at the present time, have any specific recommendations. As our staff and as CUPE 932 know, loss of the grant means loss of the program and of the positions.

Our customers, have, though grown used to a service that is special and that is enhanced – e.g. the ability to receive assistance with resumes and to fax them to potential employers. We have to determine whether or not some of these services should be brought into the normal library workflow.

We will need more information from the province before any specific recommendations can be made.

Hamilton
Public Library

DATE: February 28, 2012

REPORT TO: Chair and Members of the Board

C.C.:   Ken Roberts, Chief Librarian

FROM: Lisa DuPelle, Director, Human Resources

SUBJECT: Legal Counsel Representation

RECOMMENDATION: The Hamilton Public Library Board approves the legal firm of E. C. Carla Zabek Barrister and Solicitor as an authorized vendor to provide legal services in labour relations matters, including negotiations.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS: The costs have been included in the budget document on an ongoing basis.

BACKGROUND: The Hamilton Public Library has utilized legal counsel for its labour relations matters historically. The Library engaged the firm Hicks Morley for its amalgamation related arbitrations and for the negotiation of its first post amalgamation collective agreement. Ms. Zabek was the counsel at the time formerly employed by Hicks Morley. Ms. Zabek has been sole legal counsel for the Hamilton Public Library in regards to labour relations matters since the fall of 2006.

Ms. Zabek has been practicing management-side labour and employment law since her call to the bar in 1991. For many years, she was a partner with the Toronto office of Hicks Morley, Canada's pre-eminent law firm in the areas of labour and employment law on behalf of management.

Ms. Zabek's legal practice encompasses most areas of employment and labour law with a particular focus on human rights, labour arbitrations, negotiation of collective agreements and regulatory health professions. She has been actively involved in proceedings with respect to various disciplines under the Regulated Health Professions Act and frequently appears before the Health Professions Appeal and Review Board.

Ms. Zabek completed Alternate Dispute Resolution training at the Stitt Feld Handy Group, a division of ADR Chambers, and acts as a mediator/facilitator in a number of different areas including labour relations, employment, human rights, wrongful dismissal, commercial, landlord/tenant, real estate, personal injury, interpersonal, family, general litigation and multi-party disputes.

Hamilton
Public Library

DATE: February 28, 2012

REPORT TO: Chair and Members of the Board

C.C.:   Ken Roberts, Chief Librarian

FROM: Lisa DuPelle, Director, Human Resources

SUBJECT: Recommendation – Pay Equity/Job Evaluation Resource –
                   CUPE 932 Plan

RECOMMENDATION:

**The Hamilton Public Library Board approves Ms. Judy Kroon from KMAC
Consulting be retained as an authorized vendor to assist the Library in its pay
equity and job evaluation maintenance as required.**

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

It is recommended that Ms. Judy Kroon from KMAC Consulting be considered as an
authorized vendor for this service due her prior work with the Hamilton Public Library in
developing the non-union and union pay equity plans for the Library.

BACKGROUND:

The Hamilton Public Library continues the maintenance process for job evaluation for
both non-union and unionized staff. Ms. Kroon has been the consultant in regards to
support for pay equity and job evaluation since 2004 while employed by The Avalon
Group. Ms. Kroon is a recognized expert in regards to pay equity and job evaluation
across the province.   Ms. Kroon was with The Avalon Group from 1990 to 2009. In
2009 Ms. Kroon started KMAC Consulting which offers the same services obtained
through The Avalon Group. Ms. Kroon has experience working with the City of Hamilton
as well as other public and private sector organizations. The consultation is required for
the non-union and unionized groups at different levels. Ms. Kroon maintains this
ongoing relationship so as to be in a position to maintain pay equity as a result of
changes to positions that occur naturally over time.

Strategic Planning Survey

February, 2012

Prepared by Ken Roberts, Chief Librarian

Executive Summary

In December, 2011All Hamilton Public Library Board members, senior staff and Branch/Department managers were asked to fill out a survey about potential future strategic decisions the library system might make. The objective was to see where Board members and staff might share common viewpoints and where viewpoints differ.

The survey was composed of four elements and was completed by almost all branch/department managers, all senior staff and all Board members.

The details of all responses are included in this report.

In summary,

1. All respondents were asked if they believe that the following statement is accurate:
    Future funding for the Hamilton Public Library system will continue to be tight during the next four years. Changes in strategic priorities and services will have to come from a reallocation of funds and resources, not from new funding.

    Virtually all respondents agreed with the statement, some an element of reluctance or with a hope that other funding sources might be found.

I would suggest that the result indicates a need for any new Strategic Plan to start with an explicit statement that establishes a belief that improvements and changes to the library system needs to be accomplished efficienctly and by the constant reallocation of available resources.

2. All respondents were asked to rate 18 separate statements, with a rating of 5 representing the highest score and a rating 1 representing the lowest score. The statements were ones that I cobbled together using various environmental scans that predict library, technological and organizational trends as well as statements from other library strategic plans and from our past plan.

    Here is a summary of the responses:

    Highest Rated Statements for Managers

    *   All library buildings should have attractive physical space if we expect to retain our customer base.

    *   The library's current *visual* brand (as exemplified by our current logo) is tired and needs to be updated.

    *   Library spaces are likely to be used differently in the future, with people coming to use faster Internet connections, to attend programs and to collaborate with others.

- To be successful, libraries need far better "intelligence" about who use and do not use us. We need more surveys, etc.

- The ability of libraries to provide material in e-formats will become a critical issue; solutions will be complex but crucial.

- Issues of critical municipal importance, such as job creation and assisting a diverse community, need to be a high priority for the library system.

Highest Rated Statements for Senior Staff

- The rapid development of computers that are far more sophisticated will change the nature of play and of work. If the library system employs lagging-technologies, we will fail to meet the needs of many potential customers.

- Successful libraries of the future will be a mixture of physical places, virtual services and automated service points

- The library's current, visual *brand* (as exemplified by our current log) is tired and needs to be updated.

- Staff roles, in terms of public expectations, are going to change with an increasing speed.

- e-formats will form an increasingly important service for our customers

Highest Rated Statements for Board Members

- e-formats will form an increasingly important service for our customers.

- Successful libraries of the future will be a mixture of physical places, virtual services and automated service points

- Library spaces are likely to be used differently in the future, with people coming to use faster Internet connections, to attend programs and to collaborate with others.

- Staff roles, in terms of public expectations, are going to change with an increasing speed.

- Our younger adult residents need to see even more reasons why libraries are or should be relevant to their lives.

- Services to children and their parents have been a source of traditional strength for public libraries; we need to do even more to ensure that the current generation of children grows up with a love for reading and books.

- Successful libraries of the future will be a mixture of physical places, virtual services and automated service points

Shared "Top" Statements

- The library's current *visual* brand (as exemplified by our current logo) is tired and needs to be updated. (*Managers/Senior Staff*)

- Library spaces are likely to be used differently in the future, with people coming to use faster Internet connections, to attend programs and to collaborate with others. *(Managers/Board)*

- Successful libraries of the future will be a mixture of physical places, virtual services and automated service points (Senior staff/Board)

- Staff roles, in terms of public expectations, are going to change with an increasing speed. *(Senior Staff/Board)*

- e-formats will form an increasingly important service for our customers *(Senior staff/Board)*

Near the Top on All Three

- The ability of libraries to provide material in e-formats will become a critical issue; solutions will be complex but crucial.

- e-formats will form an increasingly important service for our customers.

The three topics that share the greatest commonality seem to be a realization that e-formats will form an important part of our future, that staff roles will change (although the statement concerning this issue was not highly rated by branch/department managers) and that the quality of all library spaces, whether physical or virtual, will play an important role in our success.

I have included virtually all of the written responses to each statement, where people felt a need to add to the statement itself. These make interesting reading.

3. Respondents were asked to read the three 2007 – 2011 Strategic Statements and to underline words and phrases that they liked as well as to cross out words and phrases that they thought were no longer of strategic value.

It is hard to draw clear conclusions from the responses. It seems moderately clear that all three 2007 – 2011 Strategic Priorities were valued by staff and by the board and that they were effective. It seems moderately clear that our role in maintaining/improving the civic pride of Hamilton residents is seen as important. It seems moderately clear that all levels of respondents see a need to remain "relevant" to our users. It seems clear that the past commitment to the growth of staff as a stated Board priority was valued and that an updated form of continued commitment would be valued as well.

4. Respondents were asked to add any additional comments or observations.

Again, this is a hard section to summarize. There are many comments and they are worth reading. I would probably suggest that while the statement about "branding" was not highly rated by Board members, many of the general comments written by Board members speak to the need of the library system to do a better job of letting people know what we do and what we can do for them.

Complete Survey Results

1. Future Funding

Do you believe that the following statement is accurate?

Future funding for the Hamilton Public Library system will continue to be tight during the next four years. Changes in strategic priorities and services will have to come from a reallocation of funds and resources, not from new funding.

Managers

I would agree but I would also add the re-alignment of staff to the changes.

Yes – and one approach is to use less costly and educated staff for repetitive tasks – continue to streamline current clerical practices – place staff in focused relationships and connections with community – both virtually and in person – with constant appraisal of such activities.

YES!

We will have to be open-minded and YES! Creative in the way we reallocate funds and resources.

Yes. There will be financial constraints even if the budget remains the same.

To a certain extent. There may be other sources of funding to be explored – solar power, programming grants, partnerships.

Yes, partially. While there may not be a great deal of funding from the City or the Province, sources of funding from grants may present opportunities to focus on different priorities.

Yes.

Yes. We have seen this trend with the way we provide collections. If "services" continue to include improvements to facilities through upgrades/renovations I would hope new funding is still possible.

Yes. I would add that changes to services will also come from partnerships.

Most likely this will be the case; I personally think that strengthening processes; using staff in circumstances in which they do best and bringing partnerships with other organizations helps us to provide the level of service that is expected of us.

Yes, absolutely. On a local level Hamilton continues to suffer from the decline in manufacturing, a shrinking tax base and higher cots for social services for a portion ally large number of residents who face economic challenges. On a global level, the current economic downturn will put even more pressure on all municipalities to keep their tax increases at a minimum. We may even face a reduction in municipal contribution. We are already seeing this in many U.S. cities - i.e. award winning libraries like the Charlotte-Mecklenburg system which was forced to close numerous branches.

Yes. I believe that funding will continue to be tight at HPL and at public libraries worldwide. I don't anticipate this situation as likely to change so it seems prudent that any new services or initiatives are introduced using existing funding. However, with demand for some of our services and collections declining, there are opportunities for the reallocation of resources.

Senior staff

Yes. I am hopeful that some of the technological advances will come in less costly (and less complicated) which will help the bottom line. I think that Organizational restructuring is not something we do b/c of budget constraints but staff are starting to realize that it is how we will remain relevant in this face paced library constantly changing world. Organizational restructuring is now part of our culture. In future I envision less staff providing the same high level of service to customers. The service just might be delivered in a different way – e.g. Skype in or Facetime in to library for programs or questions. I also envision more partnerships which could assist with the bottom line- may be changes to services or combination of funding.

Yes I believe this is accurate. Given the current state uncertainty in the world economy, our aging population and the need for governments in Canada and elsewhere to reduce deficits, I see the situation to be very tight over the next 5 years

Agreed.

While I agree completely with the statement, I believe that strategic partnerships with aligned agencies and partners will allow HPL to provide significant and innovative services.

Agree. – Budget freeze (reduction) not out of the question. Need to continue to do more with the same (less) and demonstrate value and relevance. RFID has already contributed to the ability to manage growth. The Sustainability Statement will useful to guide decisions and to balance collection, staff, facilities, technology and infrastructure and to be prepared for hard decisions.

The statement is accurate and underpins every decision. There are great opportunities for libraries to become even more amazing organizations capable of adding huge value to our city's residents but, if not managed properly, we will drift into irrelevance.

Yes I do. Furthermore, as the circulation of physical materials begins to decrease, and the need for staff to manage the flow of physical materials decreases along with it, we will need to justify maintaining budget allocations to support reallocation and retraining of staff in other areas such as digital collections. We need to be prepared to fight that battle with easily understood success stories and empirical evidence to support those stories. We will be an easy target for budget cuts and need to be prepared. If we are going to expand our services beyond circulating collections and beyond traditional library offerings to services that may very well crossover into the purview of other city or non-profit organizations, then we will need to show our funders that we are the organization best positioned to offer those services.

Board Members

I would anticipate this to remain true for the foreseeable future.

Very much so. There are economic/budgetary pressures almost everywhere you look.

I think we still need to make a case for new funding.

YES. We are in a mild recession; therefore, significant increases in funding will be non-existent. Some of the strategic priorities being discussed by management and the Board are relevant to the statement (planning to serve the public in new ways).

I wholeheartedly agree wit this statement. Given the prevailing poor economic conditions which look like they are going to get worse before they get better, the library will be lucky to hold onto current levels of financing. It also appears to me that the Canadian electorate is moving in the direction of fiscal restraint – balance the budget no matter what. Politicians will

be looking at libraries as a possible place to cut because libraries are not considered an essential service.

Yes. The current and projected economic situation imposes limitations we must learn to live within.

Beyond dollar issues need to stress partnerships: new technology introduced through library to community.

Yes. I believe that there will be ongoing financial obstacles but in our most excellent process we will continue to meet the challenges.

I'm not crazy about the way the statement is written, but the underlying sentiment is accurate in the City's current financial reality.

In the current and forecasted economic climate, I expect the City of Hamilton will continue to have budget pressures for many years to come. The City's ability to maintain the current budget requests for all Boards and Agencies remains to be seen. Depending on the circumstances, budgets may even be cut – hopefully not to the extent we have seen in Toronto – though 0% increases are, in a sense, a cut already when salaries are scheduled to increase.

HPL will have to be even more innovative to achieve economies and efficiencies and possibly seek out new non-government sources of funding or find ways to barter/exchange/partner to deliver services.

I agree: However, Why restrict this statement to just the next four years of the strategic plan when it is likely true for the foreseeable future.

I hope that at least maintenance budgets would be palatable each year by Board and Council

2. Statements and Responses

1. All library buildings should have attractive physical space if we expect to retain our customer base. [*One Board member writes "I think having the attractive physical space draws users in – it shows the pride and esteem of the organization as well as making a statement that libraries are modern and relevant and worth the investment."*]

   Managers
   9 rate as a 5
   2 rate as a 4
   Senior staff
   2 rate as a 5
   2 rate as a 4
   Board Members
   5 rate as a 5
   1 rates as a 4

2. Library spaces are likely to be used differently in the future, with people coming to use faster Internet connections, to attend programs and to collaborate with others. [*One manager comments that "We have already experienced a reduction in the use of non-fiction collections and the reduction in print materials in general. With the rapid expansion of e-books, designated space for print material will continue to shrink. We will need to shift from collections focus to collaboration focus and use of space in new ways – library as a place for open exchange of ideas (Aarhus Library), libraries as curators and disseminators of information and material. One Board member writes that "I would like to give this item a ranking of 10." Another Board member writes "I agree wholeheartedly."*]

   Managers
   7 rate as a 5
   4 rate as a 4
   Senior staff
   3 rate as a 5
   1 rates as a 4
   Board members
   5 rate as a 5
   1 rates as a 4

3. Reading is less important to a growing number of our customers and potential customers; learning is not. [*Manager – Great distinction! A Board member comments – "Personally, I think lifelong learning is critical in this day and age and I can see it being an important element of HPL's service and purpose, but I also think that there will be a balance"* between users who turn to the library for materials for reading for pleasure and those who seek materials for self-improvement and lifelong learning. I do think that the library has a place in an "open learning" or "open university" concept and think that would be a worthy initiative."]

   Managers
   1 rates as a 5
   1 rates as a 4
   Senior staff
   2 rate as a 5
   1 rates as a 4

4. The library's current, visual *brand* (as exemplified by our current log) is tired and needs to be updated. [*Senior staff member comments – This will be an important part of growing*

relevance in community. Too many people we are invisible or just about books. Another manager states that "The recent comprehensive, exciting rebranding project at the Edmonton Public Library sets a new Gold Standard for what a new HPL library brand should look like. One Board member writes that "I think the library is making great progress in the area of physical structures, technology and collections. To me the need is to speed up staff development to change the library from a place where you get things to a place where you do things. A Board member gives this statement the lowest rating and writes that – "The open book logo may be tired, but I think it's really a question of available resources and energies. If the library's resources (financial and staffing) are limited, I would rather see funds and energies being spent on programming and services offered to our users – activities that are valued in the community-rather than just creating a fancy logo brand. This may be a better endeavor for the next set of strategic priorities."]

Managers
8 rate as a 5
1 rates as a 4
Senior staff
4 rate as a 5
2 rate as a 4
Board members
1 rates as a 5

5. Staff roles, in terms of public expectations, are going to change with an increasing speed. [*One manager states that we are "already there. Done it! Senior manager comments – Times are changing quickly. We need to adapt and to educate our staff. Strong leadership is required. Board member writes – "agree somewhat – the role may be more technology based than previously and more related to finding resources/opportunities for lifelong learning."*]

Managers
4 rate as a 5
1 rates as a 4
Senior staff
5 rate as a 5
Board members
5 rate as a 5
4 rate as a 4

6. The growing number of aging residents will require us to aim more resources at the needs of seniors. [*One manager notes that there are differences between young and old seniors. Senior staff member comments that – Senior are most resistant to change, especially technology. While we need to maintain our services for seniors, we cannot place that as a high priority, over engaging our youth. Funding will not increase so shifting scarce resources to cater to seniors will come at a cost to others. Will this affect our strategic priority ":Strengthening Community"? Libraries have become a place of connection – to others, to community, to knowledge, to resources, to technology, to safety, etc. Another manager writes that "No. Because many seniors have had access to technology at work; there is less of a digital divide when it comes to seniors. Most of our ebook sessions are filled with seniors and some are early adopters. A senior staff member writes that "While I agree seniors will form a larger demographic of the population we serve, I am not sure I agree with the premise that to serve these customers we will need to aim a lot more resources. Any e-book can become large print, or accessible to someone with a visual disability. The key will be to provide services that are flexible enough to meet customers where they are." A Board member writes – "Yes*

and no. I think there are opportunities with an aging population to be creative and would like to see more intergenerational learning opportunities not necessarily just targeting seniors. There will be unique needs for seniors because of mobility and perhaps an unfamiliarity with rapidly changing technologies, but I would like to view this as an opportunity for collaboration and sharing and means of developing innovative programming rather than focusing on the age group." A Board member comments "This is interesting. I know seniors who are computer savvy and many who are traditionalists.]

Managers
4 rate as a 5
2 rate as a 4
Senior staff
1 rates as a 5
 2 rate as a 4
Board members
4 rate as a 5
1 rates as a 4

7. Our younger adult residents need to see even more reasons why libraries are or should be relevant to their lives. [*A manager writes that "we are getting there. We lose the 18-30s*].

Managers
6 rate as a 5
1 rates as a 4
Senior staff
3 rate as a 5
Board members
5 rate as a 5
2 rate as a 4

8. e-formats will form an increasingly important service for our customers.

Managers
6 rate as a 5
2 rate as a 4
Senior staff
5 rate as a 5
Board members
6 rate as a 5
2 rate as a 4

9. The ability of libraries to provide material in e-formats will become a critical issue; solutions will be complex but crucial. [*A manager writes that "I think this will work out. We will need partners but they will also need us." A senior manager comments that ""There is no question that providing materials in e-format will be crucial, I do not think we know if they will be more complex. The landscape is changing rapidly and it could become a lot easier or more difficult. Contracts will likely require more attention than they have in the past; however, compared to processing and circulating physical materials e-formats are potentially a lot simpler and less resource intensive to provide." One Board member questions the use of the term "complex." Another Board member comments that – "agree, very complex - this will be an area where there will have to be some consideration about managing expectations versus budgets/resources – e.g. just because something is immediately available in an e-format does that mean HPL should acquire it immediately? What happens when there is yet another format to support? How quickly would that technology be adopted?*]

Managers
7 rate as a 5
2 rate as a 4
Senior staff
4 rate as a 5
1 rates as a 4
Board members
5 rate as a 5
2 rate as a 4

10. The ability of all residents in our city to enjoy an equal opportunity to read, view or listen to material held by the library system will be more threatened as collections shift toward downloadable [*One manager suggests using words "alternative formats." A senior staff member suggests that this is the new Digital Divide. A Board member writes - "Possibly - depends how the collections budgets are allocated to the resources and whether the technology becomes more affordable as time goes on."*]

      Managers
      4 rate as a 5
      1 rates as a 4
      Senior staff
      4 rate as a 5
      1 rates as a 4
      Board members
      2 rate as a 5
      1 rates as a 4

11. Services to children and their parents have been source of traditional strength for public libraries; we need to do even more to ensure that the current generation of children grows up with a love for reading and books. [*One manager adds "in all formats." Another states "Especially in light of the recent People for Education study. They find that while literacy rates increased but the % of children who love to read has dropped from 76% to 50%. This is a concern. Another manager did not rate this statement highly, stating "We're good." One senior staff member states that we can't lose sight of this in the rush to other pursuits. Another senior staff member comments that the term "reading and books" needs to be expanded to include discovery, creation, collaboration and the library's role in such concepts." One Board member writes that "I would like to cross out the last two words in this statement and replace them with the following – a love for reading and the skills needed to thrive in a rapidly changing technological society. Another Board member comments that "Children are growing up in a different reality to older generations – an iPad is not a foreign concept to this generation of children – and books in a printed form may not be the desired medium. I think the wording should perhaps state that the library will foster a love of reading and a desire for lifelong learning.*]

      Managers
      5 rate as a 5
      2 rate as a 4
      Senior staff
      4 rate as a 5
      1 rates as a 4
      Board members
      6 rate as a 5
      1 rates as a 4

12. Young People and younger adults are learning and finding intellectual enjoyment from formats other than reading material and we need to follow their lead. [*One manager states that "It is interesting to see the creation of "learning labs" like the Chicago Public Library's YouMedia space for teens, an idea that has expanded to libraries across the United States. Creating spaces where teens can explore, crete, build and learn informally are critical. A senior staff member comments – Who is leading who? A Board member writes – "Hmm not sure how to rate this one – I think there will have to be an emphasis on remaining relevant to all generations of users. I'm not sure I like the wording – follow their lead. I would expect a more proactive approach on the part of Youth Librarians and an understanding of needs rather than an after-the-fact implementation of programming. If HPL wants to attract that audience, it will have to show that it is hip, urban and current not stuck in the past. But the same could be said for all users – HPL should be anticipating needs, not responding to needs – proactive not reactive."*]

       Managers
       3 rate as a 5
       2 rate as a 4
       Senior staff
       3 rate as a 5
       4 rate as a 4

13. To be successful, the library needs far better "intelligence" about those who use and do not use us. We need more surveys, etc. [*A manager comments: "Not sure that surveys are best. Observation is keystone of use. Has great impact with Council. Senior staff member states that we need more feedback loops. Another manager writes "To a point. It has been done in the past. Do we know if we have won over any "negators" in the past ten years?" A senior staff member writes "I find surveys to be helpful, but it is hard to target services with them. I think we need better tools . . . or vendors need to supply better tools . . . to measure our worth we need better and more affordable tools to manipulate data." A Board member comments – "Survey sounds intimidating – need more means of eliciting relevant information from users and non-users – maybe something as simple as a website question of the day, or slipping a brief questionnaire in each hold item, or a question on a log-in screen on the computer." Board member comments that "Not sure of the pros/cons here.*]

       Managers
       4 rate as a 5
       5 rate as a 4
       Senior staff
       4 rate as a 5
       Board members
       3 rate as a 5
       1 rates as a 4

14. The provision of an "Information Commons" approach that doles out computer time in one hour blocks will not be acceptable to an audience that wants to create, collaborate and share; this audience exists and is growing but is not served by the library system. [*A manager writes – "Hear! Hear! Senior staff member comments – We need to serve many different types of computer uses and another states that this is a good opportunity to showcase the library as "leading edg*e. *A senior staff member comments that I generally agree the second part of the statement, but I think we need to be careful that we do not assume that the basic access we provide currently is not going to remain important at least for the next several years in parts of our community. Every month we have about 60,000 sessions on our bookable and express computers.* <u>*Suggested alternative:*</u> *The provision of an "Information Commons" approach that provides customers with individual*

computer access in one hour blocks will not be sufficient. We will need to create the space and develop new programming / staffing models that supports an audience that wants to create, collaborate and share; this audience exists and is growing but is not currently served by the library system. I think we need to tie in creation/collaboration into people telling stories about themselves, celebrating and our communities' history" A senior manager writes "There may be a need for multiple approaches."]

Managers
5 rate as a 5
1 rates as a 4
Senior staff
2 rate as a 5
2 rate as a 4
Board members
5 rate as a 5

15. The rapid development of computers that are far more sophisticated will change the nature of play and of work. If the library system employs lagging-technologies, we will fail to meet the needs of many potential customers. [*A senior staff member states that "I agree with this statement but am providing a suggested new statement below. My point is we need to adopt an approach that keeps us current but also balances that with the need to do it in a sustainable way. The life cycle of bleeding edge is getting shorter and shorter, so we need to stay current, experiment but not invest in expensive solutions that will be either mainstream and more cost effective in a year or they will remain niche and expensive. Suggested alternative: The life cycle of new technologies will continue to get shorter. As technology advances more quickly the library will need to ensure we continually review the technology services we provide and what we are using to deliver those services. We will need to pilot new solutions, ensure we are staying current with our customers while at the same time avoid expensive bleeding edge solutions. A Board member writes "somewhat agree – though I'm not sure HPL would have to provide such services on its own - this would be an excellent area for partnering/sponsorship."]*

Managers
3 rate as a 5
2 rate as a 4
Senior staff
5 rate as a 5
1 rates as a 4
Board member
3 rate as a 5
2 rate as a 4

16. Successful libraries of the future will be a mixture of physical places, virtual services and automated service points. [*Senior staff member adds – And people but in what roles? A Board member writes – "agree, though from HPL's perspective, there has been a lot of transformation of the physical spaces and adding RFID and self-check already."]*

Managers
5 rate as a 5
1 rates as a 4
Senior staff members
4 rate as a 5
1 rates as a 4
Board members
6 rate as a 5
1 rates as a 4

17. Given tighten budgets in the future, more emphasis needs to be placed on providing defensible ways to measure success. [*One manager writes that "Measurable outcomes for programs and services to determine what investment of energy has the greatest impact & will ensure our resources are being used optimally. They will also help to demonstrate our value to the community & justify our budget to funders. Another manager writes that "We have useful measures. It depends on how they are presented. One Board member writes – "I think the quality and relevance of the service and the products will speak for themselves – circs per hour, per capita spending, holds ratios are just numbers – HPL will need to capture the interest & the emotion of the users – we've seen that in all our consultations – the numbers show a strong business case, but the emotional response is what resonates with people."*]

> **Managers**
> 5 rate as a 5
> 3 rate as a 4
> **Senior staff**
> 3 rate as a 5
> 1 rates as a 4
> **Board members**
> 4 rate as a 5
> 1 rates as a 4

18. Issues of critical municipal importance, such as job creation and assisting a diverse community, need to be a high priority for the library system. [*One manager writes that "It is strategic that the City's issues are also our issues. If we don't pay attention to our community we end up being irrelevant and expendable. By aligning ourselves with the City's priorities we continue to be seen as an active community partner and leader. Another manager writes "Certainly in Hamilton!" A senior staff member states this is "business as usual for us"*]

> **Managers**
> *6 rate as a 5*
> *2 rate as a 4*
> **Senior staff**
> 1 rates as a 5
> 2 rate as a 4
> **Board members**
> 1 rates as a 5
> 2 rate as a 4

3. Reactions to current Strategic Priorities

Strengthening the Community

The Hamilton Public Library will be a source of civic pride. We will offer welcoming public spaces where ideas are freely explored, events take place and people of diverse backgrounds feel equally at home. The library will make a positive social and economic impact. The library will preserve Hamilton's historic past and help community members to shape our future.

Managers

> Source of civic pride . . . welcoming public spaces . . . people of diverse backgrounds [*and abilities]* feel equally at home . . . make a positive ~~social and economic~~ impact . . . preserve Hamilton's historic past ~~and help community members to shape our future.~~

> Entire statement highlighted except expression public spaces is shortened to "spaces."

> . . . civic pride . . welcoming public spaces where ideas are freely explored, events take place and people of diverse backgrounds feel equally at home . . . will make a positive social and economic impact . . . preserve Hamilton's historic past . . .

> . . . civic pride . . . welcoming [*Bricks and mortar and virtual*] . . . ~~home~~ [*Is our image at risk of being too homey?*] The library will make a positive social and economic impact. [*How to measure?*]

> . . . offer welcoming public spaces . . . ~~people of diverse backgrounds feel equally at home~~. [*Part of our normal process]* . . . help community members to shape our future.

> . . . offer welcoming public spaces . . . ~~people of diverse backgrounds~~ feel equally at home. The library will make a positive social and economic impact. The library will preserve Hamilton's historic past and help community members to shape our future.

> . . . welcoming public spaces ~~where ideas are freely explored~~, [*Seems like a given; implies that it was not present before*] events take place . . . preserve Hamilton's historic past and help community members to shape our future.

> . . . source of civic pride . . . ideas are freely explored, events take place and people of diverse backgrounds feel equally at home . . .positive social and economic impact.

> ~~The Hamilton Public Library will be a source of civic pride.~~

> . . . ~~civic~~ [community] pride. . . [*all*] ~~people of diverse backgrounds~~ [*can this be assumed instead of so blatant?*]

> . . . ~~civic pride~~. We will offer welcoming public spaces where ideas are freely explored, events take place and people of diverse backgrounds feel equally at home . . . positive social and economic impact . . . preserve Hamilton's historic past and help community members to shape our future.

> We will offer welcoming public spaces where ideas are freely explored, events take place and people of diverse backgrounds feel equally at home.

> . . . a source of civic pride. ~~We will offer welcoming public spaces where ideas are freely explored,~~ events take place . . . positive ~~social and~~ economic impact. The library will preserve Hamilton's historic past and help community members to shape our future. [*The library will be a community destination if what I have underlined is fulfilled].*

. . . We will offer welcoming public spaces where ideas are freely explored, events take place and people of diverse backgrounds feel equally at home . . .

Senior staff

Entire statement is highlighted.

. . . offer welcoming public spaces . . . ideas . . .events take place . . . positive social and economic impact . . preserve Hamilton's historic past . . . community members . . . [*The intent of this statement is ongoing but update wording to emphasize the library's role in community building*].

The Hamilton Public Library will be a source of civic pride. We will offer welcoming public spaces where ideas are freely explored, events take place and people ~~of diverse backgrounds~~ [*How is this our* role] feel equally at home. The library will make a positive social and economic impact. The library will preserve Hamilton's historic past and help community members to shape our future. [*The library will be the backbone of the community and a source for all to learn, grow, connect and unite*].

The Hamilton Public Library will be a source of civic pride [*and a catalyst for community* development]. We will offer welcoming [*and highly* connected] public spaces where ideas are freely explored, events take place and people of diverse backgrounds feel equally at home. The library will make a positive social and economic impact. The library will preserve Hamilton's historic past and help community members to shape our future.

. . . civic pride . . . welcoming public spaces . . . ideas are freely explored, events take place . . . positive social and economic impact . . . preserve Hamilton's historic past and help community members to shape our future.

. . . source of civic pride . . . welcoming public [*and virtual*] spaces where ideas are freely explored . . . positive social and economic impact. The library will preserve Hamilton's historic past . . .

Board Members

The Hamilton Public Library will be a source of civic pride. We will offer welcoming public spaces where ideas are freely explored, events take place and people of diverse backgrounds feel equally at home.

Civic pride . . . public spaces where ideas are freely explored . . . diverse backgrounds . . . positive social and economic impact . . . preserve . . . shape our future

All relevant.

The library will make a positive social and economic impact. The library will preserve Hamilton's historic past and help community members to shape our future.

Entire statement underlined.

Source of civic pride . . . ~~welcoming public spaces~~ . . . ideas are freely explored . . . positive social and economic impact. ~~Preserve Hamilton's historic past and help community members to shape our future~~.

The Hamilton Public Library will be a source of civic pride. We will offer welcoming public spaces where ideas are freely explored, events take place ~~and people of diverse backgrounds feel equally at home.~~ The library will make a positive social and economic impact. The library will preserve Hamilton's historic past and help community members to shape our future.

Civic pride . . . where ideas are freely explored [*and exchanged*] . . . our future. [*Maybe the title could be Connecting with our Communities? I crossed out the word "civic" because it sounded antiquated to me – harkening back to the 70s. I'd like to see wording about the partnerships/collaboration, participating in the knowledge economy, sharing or exchanging expertise. I'm thinking of some of the uses of library space mentioned in the presentation on the Scandinavian libraries – jam sessions, film editing etc. Not sure about what we meant by "help community members to shape our future" – the City of Hamilton? HPL?*]

. . . welcoming public spaces where ideas are freely explored . . . diverse backgrounds.

Excellent!

Strengthening Individuals

The Hamilton Public Library will serve people in ways that are relevant to their unique circumstances. The library will make it easy for users to find what they are looking for and to delight in the discovery of things that are new. We will unite people, information and ideas using technology and personal service. The library will search for exciting ways for community members to become engaged in the development of library services.

Managers

... make it easy for users to find what they are looking for . . . personal service. [*Customers want friendly, knowledgeable staff that will help harmonize their technology experience with information, reading and library services*].

. . . serve [*assist? Uplift?*] . . . relevant to their unique circumstances . . . We will unite people, information and ideas using technology and personal service.

. . . serve people in ways that are relevant to their unique circumstances . . . community members . . . engaged in the development of library services.

The Hamilton Public Library will serve people in ways that are relevant to their unique circumstances. The library will make it easy for users to find what they are looking for and to delight in the discovery of things that are new. We will unite people, information and ideas using technology and personal service. The library will search for exciting ways for community members to become engaged in the development of library services.

. . . relevant to their unique circumstances. The library will make it easy for users to find what they are looking for and to delight in the discovery of things that are new. . . . unite people, information and ideas using technology and personal service. The library will search for exciting ways for community members to become engaged in the development of library services.

. . . The library will make it easy for users to find what they are looking for . . . We will unite people, information and ideas using technology and personal service

The library will make it easy for users to find what they are looking for [*If we need to state this then we've got it all* wrong] . . . *I started to comment on individual parts of these priorities but I feel that the statements made within each strategic priority are not "static" action items. If we were to re-phrase the priorities as core values or principles (i.e. Strong Communities, strong individuals, strong organization (actually strong is not the right word, they might resonate more. If we believe that our role is to help build &*

support a strong community, how do we achieve that? What actions do we take as an organization? These would change from year-to-year, or each w9ithin a year depending on the economy, jobless rate, etc. I feel that, as an organization, we are struggling to define ourselves. Maybe other libraries are as well. But, I think I should be able to talk to people outside of the organization about our library's values and missions easily. I'm sorry to say – I would be at a loss to do so.]

serve people in ways that are relevant ~~to their unique circumstances~~ . . . make it easy for users to find what they are looking for ~~and to delight in the discovery of things that are new~~ . . . We will unite people, information ~~and ideas~~ using technology and personal service. ~~The library will search for exciting ways for community members to become engaged in the development of library services.~~ [*Re-work last statement to reflect new use of Community Librarians].*

~~The library will search for exciting ways for community members to become engaged in the development of library services.~~

. . . ~~The library will make it easy for users to find what they are looking for~~ and to delight in the discovery of things that are new.

The Hamilton Public Library ~~will serve~~ [*less serve, more* partner] . . . relevant to their unique circumstances . . . make it easy for users to find what they are looking for . . . delight . . . discovery . . . new. We will unite people, information and ideas using technology and personal service . . . become engaged in the development of library services [*Habven't really done that last part. Collaborative media space would be good*.]

Entire statement in highlighted except expression . . . people, information and ideas . . . is altered to read . . . people, experience and ideas.

. . . serve people in ways that are relevant to their unique circumstances . . . unite people, information and ideas using technology and personal service. The library will search for exciting ways for community members to become engaged in the development of library services.

~~The library will make it easy for users to find what they are looking for~~ delight in the discovery of things that are new. We will unite people, information and ideas using technology and personal service. The library will search for exciting ways for community members to become engaged in the development of library services.

Senior staff

The Hamilton Public Library will serve people in ways that are relevant to their ~~unique~~ circumstances. The library will make it easy for users to find what they are looking for and ideas using technology and personal service. The library will search for exciting ways for community members to become engaged in the ~~development~~ [*availability may be better. Are the public to be involved in the planning of library services?*] of library services.

The Hamilton Public Library will serve people in ways that are relevant to their unique circumstances. The library will make it easy for users to find what they are looking for and to delight in the discovery of things that are new. ~~We will unite people, information and ideas using technology and personal service.~~ [*Using technology, personal service and partnerships we will help people develop the skills and confidence to be full participants in the emerging digital* age] The library will search for exciting ways for community members to become engaged in the development of library services.

The Hamilton Public Library will serve people in ways that are relevant to their unique circumstances . . . delight in the discovery of things . . . We will unite people, information and ideas [*I think we do this is more ways than just tech/personal services*] ~~using technology and personal service.~~

. . . ~~The library will make it easy for users~~ [*Constant improvement should be a given*]. . . . ~~exciting~~ . . . [*Not always! But still valuable*]. *The intent is still completely relevant. Restate/combine.*

. . . relevant to . . . unique circumstances . . . delight in the discovery of things that are new. We will [*act as a force that helps to challenge people as they discover their world and their society.*]

Board Members

The Hamilton Public Library will serve people in ways that are relevant to their unique circumstances. . . . We will unite people, information and ideas using technology and personal service.

. . . relevant to their unique circumstances . . . easy for users to find . . . delight in the discovery of things t hat are new

All relevant.

The Hamilton Public Library will serve people in ways that are relevant to their unique circumstances. We ~~will~~ [*shall*] unite people, information and ideas using technology and personal service.

Entire statement underlined

. . . ~~serve people in ways that are relevant to their unique circumstances~~ . . . easy for users to find what they are looking . . . delight in the discovery of things that are new. We will unite people, information and ideas using technology and personal service . . . search for exciting ways . . .

The library will make it easy for users to find what they are looking for and to delight in the discovery of things that are new. We will unite people, information and ideas using technology and personal service. The library will ~~search for~~ [provide] exciting ways for community members to become engaged in the [ongoing] development of library services.

[*I'd like to see this wording encouraging a more participative and collaborative vision for users – not just what they can take for themselves from materials from the library, but what can be exchanged – emphasizing "uniting people", sharing information or experiences, collaborating. I like the innovation of an "open learning" or "open university" concept (like the university level course offered at Central)*].

. . . serve people . . . relevant to their unique circumstances . . . make it easy for users.

Excellent!

Strengthening our Organization

The Hamilton Public Library will be a global leader, helping to ensure that public libraries remain relevant institutions. With a strong culture of leadership, the Hamilton Public Library will be both dynamic and resourceful. The library will embrace change to ensure that we are both relevant and effective. Staff will be encouraged to think, to contribute and to grow as knowledge workers.

Managers

The Hamilton Public Library ~~will be a global leader, helping to~~ ensure that public libraries remain relevant institutions. ~~With a strong culture of leadership, the Hamilton Public Library will be both dynamic and resourceful.~~ The [*dynamic*] library will embrace change to ensure that we are both relevant and **effective**. Staff will ~~be encouraged to~~ think, ~~to~~ contribute and *continue* to grow as knowledge workers.

. . . embrace change . . . relevant and effective. Staff will be encouraged to think, to contribute and to grow as knowledge workers.

. . . be a global leader, helping to ensure that public libraries remain relevant institutions . . . culture of leadership . . . embrace change . . . grow as knowledge workers.[*especially in terms of technology and ebooks*]

With minor editing, this entire statement should be retained.

The Hamilton Public Library will be a global leader, helping to ensure that public libraries remain relevant institutions. With a strong culture of leadership, the Hamilton Public Library will be both dynamic and resourceful. ~~The library will embrace change to ensure that we are both relevant and effective.~~ Staff will be encouraged to think, to contribute and to grow as knowledge workers.

Consider it all underlined.

Could all go. Has become a defacto reality and we all have to do it to ensure it continues. It is all good (and true) but we are "done." It is ingrained now and it has its own momentum so maybe we don't have to focus on it, moving forward.

. . . helping to ensure that public libraries remain relevant institutions . . . The library will embrace change to ensure that we are both relevant and effective. Staff will be encouraged to think, to contribute and to grow as knowledge workers.

. . . encouraged ~~to think~~ [*awkward*]. . .

. . . ~~global leader~~ . . . [*OK – but let's show we're a great community leader first*]

Entire statement in highlighted except words . . . knowledge workers . . . are altered to read . . . *culturally sensitive/aware workers.*

The library will embrace change to ensure that we are both relevant and effective. [*Need to ensure that libraries are a destination for the community, offering information, services and programming appropriate for the community being served*].

. . . Staff will be encouraged to think, to contribute and to grow as knowledge workers.

The Hamilton Public Library will be a global leader . . . embrace change . . . Staff will be encouraged to think, to contribute and to grow as knowledge workers.

Senior staff

Entire statement is highlighted.

Entire statement highlighted.

The Hamilton Public Library will be a global leader, helping to ensure that public libraries remain relevant institutions. With a strong culture of leadership, the Hamilton Public Library will be both dynamic and resourceful. The library will embrace change to ensure that we are both relevant and effective. Staff will be encouraged to ~~think, to contribute and to grow as knowledge workers.~~ [*to grow and contribute to solutions that hekp HPL remain responsive and innovative.*]

This has been very helpful in guiding staff's own personal goals. It is good, also, in establishing HPL as an innovator.

The Hamilton Public Library will be a global leader, helping to ensure that public libraries remain relevant institutions. With a strong culture of leadership, the Hamilton Public Library will be both dynamic and resourceful. The library will embrace change to ensure that we are both relevant and effective. Staff will be encouraged to think, to contribute and to grow ~~as knowledge workers~~.

With minor edits, this statement is still very, very useful.

I honestly think that these 3 priorities should remain in place. Maybe some slight re-wording but they encompass all that we face going forward . . . particularly the community involvement aspects.

Board Members

The Hamilton Public Library will be a global leader, helping to ensure that public libraries remain relevant institutions. . . . The library will embrace change to ensure that we are both relevant and effective. Staff will be encouraged to think, to contribute and to grow as knowledge workers.

Global leader . . . remain relevant institutions . . . strong culture of leadership . . . dynamic and resourceful . . . embrace change.

All relevant.

. . . ensure that public libraries remain relevant institutions. With a strong culture of leadership, the Hamilton Public Library will be both dynamic and resourceful. The library will embrace change to ensure that we are both relevant and effective . . .

. . . helping to ensure that public libraries remain relevant institutions . . . embrace change

The Hamilton Public Library will be a global leader . . . embrace change . . . Staff will be encouraged to think, to contribute and to grow as knowledge workers.

The Hamilton Public Library will be a global leader, ~~helping to ensure~~ [*ensuring*] that public libraries remain relevant institutions. ~~With a strong culture of leadership,~~ the Hamilton Public Library will be both dynamic and resourceful. ~~The library will embrace change to ensure that we are both relevant and effective.~~ Staff will be encouraged to think, to contribute and to grow as knowledge workers.

. . . ~~strong~~ culture of strong leadership [*Excellence in leadership and service delivery, library as one of the best places to work, culture of adaptation, innovation, collaboration, lifelong learning – HPL strives to provide a library environment where users can be*

innovative, collaborate, learn, exchange ideas etc – shouldn't we want that as part of the culture for staff too?]

. . . ensure that public libraries remain relevant institutions . . . be both dynamic and resourceful.

Excellent!

4. General Comments

Managers

Nurturing the love of reading and learning is in the library's best long term interest. How we do this hinges on our adaptability to apply the right technology yet still maintain the human interface.

Those who do not use us – very important to know why in order to deliver services and receive funding.

I could have circled all of the statements.2012 should be the year we start to focus on SMART statistics to prepare for 2013 and beyond budget constraints and the ability to answer "value" questions.

We must harness the interest and commitment of younger (by which I mean 20-40) adults – we currently do have a growing base of enthusiasts in this age group – through primarily word of mouth and social networking platforms. Libraries are gaining ground – this generation is aware of economic limitations and the benefits of "free" cultural experiences – we might do to shift our thinking from knowledge providers to "cultural experience" connectors.

We have not done a good job securing the senior citizens (book clubs and film nights don't count). Partnering with organizations such as the Alzheimer's Society, Nursing Homes ,etc would help focus support for senior and their caregivers. Not to beat sa dead horse but we can't be everything to everybody. We need to make choices as an organization. Choices are easier to make if we know what our values and principles are; this is where I think we need to do some work as an organization. We are still thinking in silos (ie. – youth, Central, Branches, Adults).

In terms of seeking better "intelligences, We have started making inroads with non-users through our PCT classes, Job Discovery Centre, LSP workers, one on one Book a Librarian sessions – people from diverse sectors who would not necessarily step into a library were it not for the opportunity to receive needed support/help in a non-threatening manner. Do we have something of value/significance which appeals to non-users? I return to the notion of cultural and life experience connections for our community – these have to span non-users of all economic levels. We have also made some tentative steps through our virtual access – I see a group here who may wish to remain remote users with no interest in using our physical spaces or making social connections – let's acknowledge such customers or potential users and create an accessible library world.

You kind of touch on it – convergence. Like we saw in B.C. in that webinar. Most companies will be data slaves and one interface will access all. Maybe that interface will be Facebook or Twitter or a similar tool.

As we shift some money from traditional formats we will purchase more e-material and be better.

Authors will begin to go direct or will cut deal that allow them to keep a bigger piece of the pie. We may buy direct.

As some print collections are used less and less (e.g. non-fiction) our spaces can be re-purposed to create a variety of public spaces to suite community interests and purposes (e.g. group activity, quiet, meeting spaces).

In terms of offering better bandwidth and collaboration spaces, we can provide the bandwidth to do this, attending programs that are well thought-out and are not done on the fly – while distracted by other kinds of work, collaborating – is really just gathering together to work on a common purpose/interest – this shall continue but the tools will have changed.

Staff roles – we need programmers to develop and facilitate programs we need other staff to answer the questions that people who don't own technology can't answer on their own. Staff hierarchy needs to flatten – part-time workers need to be thought out strategically and used differently.

The technology divide will become more apparent between the haves and have-nots – so what will the library do in the communities and branches where this is/continues to be an issue – how will the library retain a foothold with all of its supporters, not just those of certain demographic.

Physical places to enjoy gathering and experiencing programming, virtual services to gain access to the new closed book stacks, and the browseable collections that will be a subset of the whole "glitzy storefront with a warehouse backend".

First floor of Central shows how important physical presence can be to customer. Need to remain current physically to be "read" as current and relevant by user and non-user.

Concerning the statement about reading becoming less important and younger people using resources other than books. Reading = books = dead format. Literacy + Learning = collaboration, multiple platforms, partnerships, apps, progressive…I could go on – librarians need to ensure they are not being tarred by the same brush now currently covering all bound texts!

Brand maintains relevance, catches the eye of potential partners, donators, future staff. Keeps the library's image fresh throughout all channels – paper, virtual, bricks and mortar.

Who knows how e-books will all play out? The model that champions equal access has yet to be developed. Need to be prepared to work with publishers/ wholesalers/ Amazon/ universities to provide content.

I recently listened to Spark/CRC – discussion of the creation of "hacherspace" at Fayetteville Free Library making the shift to creative space. Very interesting.

The statement about future libraries being a mixture of physical and virtual space with automated services is just a big yes from me.

Our metrics need to represent what we do – how to do this? Recent events at TPL show just how little, even the most ardent library user, actually knows about library services.

We do need better measurement, as do all libraries. We need to show the value of keeping those services, and more, under the library roof. Would breaking these services out under other social agencies cost more?

Strength of organization is sum of its resources – building organizational effectiveness through staff development is missing from statements and increased service demands/changing formats/evolving vision and customer expectations make staff development both essential and harder to schedule – innovations through e-learning/collaborations with other libraries doing similar work of training/other to be developed solutions will be needed.

Some of your statements link thematically such as and to me really are not separate. #8 – 10 are grouped together are among my top 3 priorities – the other two statements that really speak to me are #3 and #14 – 15.

While I appreciate the knowledge we gain through surveys and recognize the importance of measuring success, I worry that focusing too much on those areas can drain energy and steal limited resources from the bigger picture priorities/changes. I always come away from the training focused six sigma/ROI workshops that I have attended thinking that I can't quite accept that the benefits of taking the time to do the measurement truly is worthwhile in relation to the outcomes. #13 and #17 are important but balancing them against others in an environment where resources are scarcer is a challenge.

The statement about seniors is probably the statement that I would challenge. Yes there is a demographic shift but seniors are a diverse group and other than the frail elderly that have access challenges, I think this group will be served by the sum of all our other priorities. There really is not a category of "senior interests" or "senior services". They too are learners, readers, hobbyists, volunteers, etc.

I think it is imperative that our facilities offer welcoming and attractive public spaces. As collections continue to shift to digital formats, we need to instill in our customers the purpose and the desire to visit our physical spaces. We need to create comfortable, inviting and user-centred environments where our customers can explore and engage with the community. By doing so, I think we are more likely to attract younger adult residents to our facilities, providing us with the opportunity to prove our relevance to a generation skeptical of the role of the library in the digital age.

I believe that remaining relevant within our community is absolutely paramount to our survival as an institution. Our relevance must not be taken for granted and must be continually achieved as the needs and demands of our customers evolve. Our institution needs to remain agile and response – and our staff needs to grow and adapt with the organization.

As demand for print collections continues to decline in favor of more ephemeral digital content, the library's role as a public space becomes more and more important. The library offers one of the few remaining non-commercial public spaces.

Senior staff members

Suggested additional statements:

- Library staff will need to be proficient in the use of devices and tools that our customers will be using to access our collections and resources.

- Our network's capacity will constantly be under pressure to handle transactions that are growing in quantity and size.

- Wireless access will become more and more important as collaborative initiatives will require staff and customers to be un-tethered.

Our built environment/AODA legislation will bring deadlines we will need to meet (if not earlier deadlines due to deficiencies.

What an incredibly difficult exercise. Each of the statements is true, critical and imminent. I see #s 1, 7,12 and 16 working together, although we have many more varied and sophisticated tools to use along with surveys. These statements form my next highest significant choices.

Community relevance is key – how to demonstrate value, how to "sell" the library, who to position the library within the city and within the hearts and minds of residents.

Need to consider more leadership – as an organization – in environmental/green initiatives. Take responsibility, not just wait for the City.

Branding exercise will be important – show diversified value to the community, not just books. Social media is a given.

While we are in "good shape" and are well respected, we can never rest on past accomplishments. There are still too many people who could use our services who barely know we exist and, increasingly, services will be digital. Staff will need continuous training and an even stronger sense of customer-first service.

The Hamilton Public Library has an excellent Facilities Master Plan that captures what needs to happen to our facilities over the next several years. The Board and staff should focus efforts on continuing to implement the plan. A major review of the plan will not be needed in the current term of the Library Board.

One senior staff member adds the following statements:

- Library staff will need to be proficient in the use of devices and tools that our customers will be using to access our collections and resources.

- Our network's capacity will constantly be under pressure to handle transactions that are growing in quantity and size.

- Wireless access will become more and more important as collaborative initiatives will require staff and customers to be un-tethered.

Board members

I would also agree with the second #1 point – "likely to be used differently in the future" – except without the examples provided… more specifically, they will likely be used differently, possibly in ways we do not even anticipate. 7 & 8 are essentially the same point. I do agree that some "intelligence" is required (#12, #16), though I would expect this to occur.

We need to do a better job of letting the public know about the services of the library. Many, many people that I talk to have no idea that the library provides anything other than books!

People over the age of 40 remember taking library tours in grade school and learning about the "Dewey Decimal System". A librarian or library staff could help you find a book. Today it is about embracing technology and the library needs to be a leader in this area. I believe a great majority of non-library users do not realize what is available in today's "modern library."

To remain a relevant institution, the Hamilton Public Library must meet the everchanging challenges and competition for the public's access to information and other products.

The Hamilton Public Library may have to continually seek new and efficient methods to meet the new challenges for information exchange and be supported by politically defensible future budgets.

I am confident that the Hamilton Public Library will have to raise more money independent of public funding to meet the challenges that lie ahead.

In terms of the last statement, City priorities, libraries need not overreach. There are other agencies that deal with job creation. Libraries need to retain focus to ensure resources are directed to what they do best.

In terms of statement #9, I work with socially/economically disadvantaged people. Everyone seems to have a device of some sort.

RE: e-formats. Electronic content and computers are important. But books have not become outdated. Libraries are also important community spaces.

Connecting elderly/seniors with younger patrons through collaboration?

I remain annoyed at the number of people I speak to who have no idea that a library is not just about books. They know nothing of programs, music, film, etc. etc. What can/do we do about this?

Overall, our HPL is "second to none"! Maintain momentum on all fronts.

One Board member elected to write new strategic priorities. The three priorities are:

Support for Community programs

The Hamilton Public Library will provide attractive and comfortable spaces where small groups with diverse background and eclectic interests can gather and share ideas and learn collaboratively. The Library will be pro-active in establishing links to community programs. The Library will sponsor special community events. The Library will be the go to place when community groups want to gather and process information.

Enhance Individual Learning

The Library will leverage its unique position as a provider of freely accessible information by providing the people of Hamilton opportunities to explore and manipulate information in unique ways and at their own pace. The Library will be a place where individuals do things as much as a place where individuals get things. Libraries will help individuals develop critical thinking skills. The Hamilton Public Library system will be at the forefront of all library systems when it comes to providing the technological tools needed to allow individuals to succeed in this rapidly changing technological age.

Strengthen the Organization

The Hamilton Public Library will be a global leader, helping to ensure that public libraries remain relevant institutions. The buildings, the technology, the collection and the staff will continue be something Hamiltonians are proud of. Staff will be encouraged to interact with patrons. Staff will acquire the skills needed to transform the library system from a content orientated organization into a process oriented organization.

Change is the key idea for the next four years. However, the probably nature of that change may not be predictable. As such, we must remain open to change and be as dynamic as possible, anticipating the needs where we can and being as quickly responsive where we cannot. Measuring success is not just important for budgetary reasons but critical for knowing we are best serving all users in a time of flux.