Mission Statement
Freedom to Discover

Strategic Priorities
Strengthening Communities   Strengthening Individuals   Strengthening Our Organization

HAMILTON PUBLIC LIBRARY BOARD

Regular Board Meeting
Wednesday, December 21, 2011
Central Library, Board Room

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

AGENDA

1. **Discussion Period**

    1.1   OPLA Lifetime Achievement Award

2. **Acceptance of the Agenda**

3. **Minutes of the Hamilton Public Library Board Meeting**   Attachment #3
    of Wednesday, November 23, 2011

4. **Presentations**

    4.1   Trends Affecting the Future of Public Libraries – Mike Ridley,
           CIO and Chief Librarian, University of Guelph

5. **Consent Items**

    5.1

                                        . Roberts   Attachment 5.
                                    Suggested Action Recommendation

6. **Business Arising**

    6.1   Strategic Planning Process   . Roberts   Attachment 6.1
                                    Suggested Action   Receive

7. **Correspondence**

    • Letter to David Allen, FOPL, dated December ,   011 from George Geczy

8.   **Reports**

9.   **New Business**

    9.1   Reserve Funds – R. ewitt   Attachment 9.1
                                                  Suggested Action Recommendation
    9.   Updating Library Facilities – . Anderson   Attachment 9.
                                                  Suggested Action Recommendation

10.   **Private and Confidential**

11.   **Date of Next Meeting**

Wednesday, January 18, 01
Central Library, Board Room, 5th Floor
5: 0 p.m. Dinner
6:00 p.m. Meeting

12.   **Adjournment**

Mission Statement
Freedom to Discover

Strategic Priorities
*Strengthening Communities   Strengthening Individuals
Strengthening Our Organization*

HAMILTON PUBLIC LIBRARY BOARD

**Regular Board Meeting
Wednesday, November 23, 2011
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 van Velzen,
David Simpson, Councillor Pearson, Councillor Jackson,
George Nakamura**

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

REGRETS: Richard Bagdonas

GUESTS: Kerry Langford, Burlington Public Library
David Allen, Federation of Public Libraries

Mr. Geczy called the meeting to order at 6:05 p.m.

1.   **Discussion Period**

   1.1   Ms Anderson introduced and welcomed our newest manager to
      HPL, Simona Dinu.

1.2   OLA early bird conference is coming up soon. Board Members were requested to contact Karen Hartog if interested in attending.

1.3   Mr. Roberts reported that three capital budget projects were submitted to the City.

1.4   Board Members and staff reported on the successful evening with Margaret Atwood. The event was very well attended.

2.   Acceptance of the Agenda

Reverse order of presentations.

MOVED by Councillor Jackson, seconded by Ms Fawcett,

THAT THE AGENDA BE ACCEPTED AS AMENDED.

MOTION CARRIED.

3.   Minutes of the Hamilton Public Library Board Meeting of Wednesday, October 19, 2011

MOVED by Councillor Pearson, seconded by Ms Gautrey,

THAT THE MINUTES OF THE HAMILTON PUBLIC LIBRARY BOARD OF WEDNESDAY, OCTOBER 19, 2011 BE ADOPTED AS PRESENTED.

MOTION CARRIED.

4.   Presentations

4.1   FOPL Presentation

Ms Langford, Burlington Public Library Board, and David Allen, Federation of Public Libraries, were welcomed to the meeting. Mr. Allen and Ms Langford provided an overview of the benefits of the FOPL membership.

MOVED by Councillor Jackson, seconded by Ms Fawcett

THAT THE PRESENTATION BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

4.2   Presentation on Scandinavian Libraries

Received for information.

5.   **Consent Items**

MOVED by Mr. vanVelzen, seconded by Ms Tulloch,

THAT CONSENT ITEM 5.1, 5.2, AND 5.3 BE APPROVED AS PRESENTED.

MOTION CARRIED.

5.1   Chief Librarian4FRepKttLrLKg,l4Rgl4zK,yarLKg,rK,yarLKKdrK,y,rLKKdl4zls K,y,

Received for information.

5.2   2012 Library Board Meeting Dates

That the Hamilton Public Library tentatively schedule its 2012
board meetings on the following dates subject to the
confirmation of council meetings for 2012. 4Fl4 KLg,raK,fl4Rgl4zls KLgaraK,y
     January 18th   4Fl48KLg,raLggl4Rgl4zls KLgarayBdrKLggrayBfrKyBorayB
     February 22nd (council meeting February 15th) 4Fl48KLg,raaKal4Rgl4zls
     March 21st 4Fl48KLg,rafyBl4Rgl4zls KLgarafyorKLggrafyarKyBorafyal4z
     April 18th   4Fl48KLg,raoaLl4Rgl4zls KLgaraoLBrKLggraoL,rKyBoraoL,l4
     May 23rd (council meeting May 16th) 4Fl48KLg,radf,l4Rgl4zls KLgaradfar
     June 20th 4Fl48KLg,ra,dyl4Rgl4zls KLgara,o,rKLggra,odrKyBora,odl4zls
     September 19th 4Fl48KLg,raB,ol4Rgl4zls KLgaraB,LrKLggraB,KrKyBoraB
     October 24th (council meeting October 17th) 4Fl48KLg,rfKggl4Rgl4zls K
     November 21st 4Fl48KLg,rfyKfl4Rgl4zlsNKLgarfyKyrKLggrfyKgrKyBorfyK
     December 19th

5.3   Lynden Lease

That the lease between the Hamilton Public Library Board and Rosalind Clayton be renewed for a period of nine months from January 1st, 2012 and expiring on September 30th, 2012 at a monthly rental cost of $1,080.00 per month with an option to renew for three additional one month terms at the same rate; and

That the chair of the Hamilton Public Library Board be authorized to sign the lease amending agreement on behalf of the library board.

6.   Business Arising

6.1   Cash Handling and Fines Report

MOVED by Mr. Simpson, seconded by Ms Baker,

THAT THE ATTACHED CASH HANDLING AND FINES REPORT BE ACCEPTED FOR INFORMATION.

MOTION CARRIED.

7.   Correspondence

No correspondence.

8.   Reports

No reports.

9.   New Business

9.1   2008-2011 Strategic Plan Achievements

MOVED by Ms Baker, seconded by Ms Gautrey,

THAT THE REPORT BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

9.2   Strategic Planning Process

Mr. Roberts provided a process for developing a strategic plan for the Hamilton Public Library Board. A special meeting to discuss strategic priorities will be held at the end of January.

9.3   Collections

Received for information.

9.4   Nominating Committee

MOVED by Councillor Pearson seconded by Mr. Simpson,

THAT THE LIBRARY BOARD APPOINT THE FOLLOWING MEMBERS TO THE NOMINATING COMMITTEE: Ms Fawcett, Mr. Geczy, Ms Tulloch and Ms Baker

MOTION CARRIED.

9.5   Budget Variance Report

MOVED by Ms Gautrey, seconded by Mr. Bagdonas,

THAT THE BUDGET VARIANCE REPORT AS AT SEPTEMBER 30, 2011 AND ESTIMATES TO DECEMBER 31, 2011 BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

9.6   FOPL

Mr. Roberts provided an overview of FOPL.

MOVED by Mr. vanVelzen, seconded by Mr. Bagdonas,

THAT THE HAMILTON PUBLIC LIBRARY BOARD DECLINE THE MEMBERSHIP AND REVISIT THE OPTION IN ONE YEAR'S TIME.

MOTION CARRIED.

10. Private and Confidential

No private and confidential items.

11. Date of Next Meeting

Wednesday, December 21, 2011
Central Library, Board Room, 5th Floor
5:00 p.m. Dinner (Holiday Dinner)
6:00 p.m. Meeting

12. Adjournment

MOVED by Councillor Pearson, seconded by Ms Gautrey,

THAT THE MEETING OF WEDNESDAY, NOVEMBER 23, 2011 BE ADJOURNED.

MOTION CARRIED.

The meeting was adjourned at 7:45 p.m.

Minutes recorded by Karen Hartog.

December, 2011

Statue 5,D59NRCgIUIID5#AD51NRCgINNIgULAgINNIgULAgINOTgNUBgINOTgNUBgINNIgNCRgI
I

Library for many years, has been refurbished and installed near the entrance to the
library by Jackson Square. It looks wonderful.

Central Library duct work painting
Painting the Central Library duct work white, a part of the second phase of renovations,
was begun in early December and will be completed by the end of the year.

Central Lighting Retrofit
Work on the Central library lighting project was also begun in early December and
should, we expect, move quickly.

Kenilworth
The Kenilworth Branch re-opened after its renovations on Monday, December 4th. The
public seem thrilled with the results. It looks terrific.

Dates for Terryberry
The extensive Terryberry renovations now seem to be slated to begin in early February.
This is a four month renovation of our busiest branch.

Visits from Ottawa Public Library and Mississauga Public Library
Both the Ottawa Public Library and the Mississauga Public Library recently received
funding to install RFID technology. They visited Hamilton for, as one staff member   WP   kIIsJdIIP Hd
   II
then Sue Beattie and I provided them with an overview of our project and answers
many, many questions.

Canadian Design Exchange Awards
 The Central Library/Farmers Market project received a Canadian Design Exchange
Award, an Honorable mention, at a ceremony in Toronto in late November. This is a
major honor for the building and its architect and designers.

Canadian Library Association Conference
I will be participating in a session entitled *Conversations with Leaders: Future Strategies*
The session also includes Mike Ridley, CIO & Chief Librarian, University
of Guelph and Daniel Lee, Knowledge Manager, KPMG Consulting. The description of AWPA k.Sskk
             Conversations and discussions in this session focus on strategies &
practices aimed at ensuring a positive future for libraries, surfacing ideas & perspectives

of different types of libraries to reframe our thinking and open different paths for dealing with future challenges, providing insights of practitioners, and more. This interactive conversation with panelists and the audience will motivate, make you to think differently about the future, and give you some solid ideas for moving your library or information service forward to delight your customers.AWPA lctSsttt.PAHdPATPj lctSsttldslctSsttlcslctksttlkPATPj

New Hire
We are very pleased to welcome Tara Wyatt to our organization as the new Youth Collections Librarian. Tara obtained her Masters of Library and Information Studies from the University of Western Ontario in 2008. She also possesses a Bachelor of Arts in comparative literature from McMaster University.   Tara has provided collections service for the Cambridge Public Library and since 2009 worked as the Teen Services and Educational Outreach Librarian at Brantford Public Library with a large teen collection portfolio. She will begin Jan 4, 2012.

Hamilton
Public Library

DATE	December 21, 2011
REPORT TO	Chair and Members of the Board
C.C.	Ken Roberts, Chief Librarian
FROM	Karen Anderson, Director of Public Service
SUBJECT	Turner Park hours of operation

RECOMMENDATION

That the Hamilton Public Library Board approve the addition of three hours to the operating hours of the Turner Park branch. This would extend service to a fourth evening. The additional hours would increase Turner Park operating hours from 48 to 51 hours per week excluding seasonal Sunday hours.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS

Financial
This change would be accomplished within the budget.

Staffing
The staff complement would not change but daily schedules would be revised.

BACKGROUND

The Turner Park branch opened in 2009 with three open evenings (M-W) but it was always anticipated we would add a fourth evening. Right from the beginning the branch has been heavily used and it has become a community destination on the South Mountain. The branch is the second busiest in the system. .As part of a shared facility, extending the Turner Park operating hours will help align the branch hours with those of the YMCA to better serve the needs of our customers.

Hamilton
Public Library

In 2012 we will be temporarily closing the Terryberry Branch for renovations. At that time our Terryberry customers will be looking to nearby branches for service. Having extended hours at Turner Park will provide better alternative service for those customers.

Hamilton
Public Library

Date: December 21, 2011

To: Chair and Members of the Board

From: Ken Roberts, Chief Librarian

Subject: **Non-union Compensation**

**Recommendation 5,D59NRUgLUIND5#AD51UACgLNUOgULAgLUINgUTUgLUINgUNLgLNOBgU
I   -Union Pay Equity Agreement
requires the Board to match cost of living increases given by the City of
Hamilton, and the Board agreed to match the City April 14, 2009;**

**Whereas the City of Hamilton has passed motions related to 2009   2011 non-
union compensation, and November 16, 2011 amended that decision.**

That the Hamilton Public Library Board approve amended motions as follows

- **That the Library Board shall follow Hamilton City Council
  recommendations in regards to the non-union management and
  professional exempt group for 2011, and future recommendations to be
  made for 2012-2014, and**
- **That the cost-of-living increase for library Management and Professional
  Exempt employees be 0% in 2009, 1.5% in 2010, and 0% in 2011, and**
- **That the 2012 budgeted amount for non-union compensation be
  implemented effective January 1, 2012 as the second instalment to move
  the Non-Union Management and Professional Exempt employees group of
                                        (in comparison with
  salaries paid at other municipalities for their non-union staff).**

Background
The Hamilton Public Library Board has a province-approved non-union pay equity plan
that requires the Library Board to use City of Hamilton salaries as their comparator.
  f sq-Psdydf Lf sq-PsBpdPpyLPsBpdPpyLPsBspPspvPsBspPspvPsBpdPs-qPsBpdPs-qPsdydPs
                  -union employees includes the Chief Librarian, all other senior
managers, all branch and department managers, several professional and
administrative staff positions in Human Resources whose positions are non-union
because of the nature of their work, the Administrative Assistant for the Chief Librarian
and the Board.

The casual staff (shelf-readers, and Pages) are non-unionized and their wage structure   kf   s-qPrLLLf

structure allowed for a greater than 1.5% increase for casual staff in 2010. For the purposes of general wage increases for this group we normally follow the City guidelines for general wage increases for non-union staff therefore in 2011 it will be 0% as this position in not impacted by the 50th percentile adjustments.

The City of Hamilton has already removed the operating funds from the 2011 Hamilton   kf   s-yPrvsvf

Pay Equity legislation and our signed agreement require the Library Board to provide staff with any increases that the City of Hamilton might give to its staff. The legislation and the agreement do allow for the Library Board to provide increases that are greater than those given to City of Hamilton staff. This is not an action we recommend. Even if it were, all funding has been removed from our 2011 budget.

Hamilton
Public Library

DATE   December 14, 2011

REPORT TO   Chair and Members of the Board

FROM   Ken Roberts, Chief Librarian

SUBJECT: **Strategic Planning Process**

I have attached the following documents to this agenda item:

1. The Southern Ontario Library Services ᴇɴᴠɪ2014042a12ᴋa4ᴘuᴊᴋʜ2ᴀ412iCi12d4C12iCM1 November.

2. The results of a swiftly conducted SWOT analysis completed in September by our branch and department managers and our professional librarians.

3. A copy of my DRAFT assumptions in preparation for the next version of *Meeting User Needs*, to be completed in the first quarter of next year. *Meeting User Needs* is an important document for our staff. It will contain xvBx ooM10dsCB

   and a list of 2012 strategic initiatives tied to the new strategic priorities.

4. A brief questionnaire that will help me to focus the discussion when the Board holds its strategic priorities session early in 2012. You do not have to hand me this questionnaire at the December meeting. I will talk about process and we will send you the questionnaire again, as a separate document.
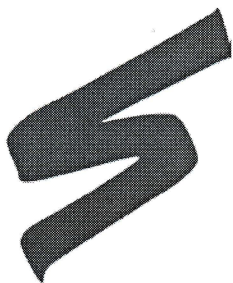
**Southern
Ontario
Library
Service**

*Environmental Scan
for Ontario Public Libraries*

Table of Contents

INTRODUCTION

This Environmental Scan has been prepared to provide library planners with an overview of some of the issues, concerns, and opportunities facing public libraries in Ontario in 2011. It also attempts to identify the trends which will impact library development in the immediate and medium-term future.

The document looks first at significant trends in Ontario, Canada, and elsewhere that will most likely influence library decision-making and strategy. It then looks at some of the most dominant issues influencing developments within the library world. Planners will need to consider the information within the context of local trends and issues. The scan is necessarily fixed in time, and draws attention to just some of the many issues of which planners need to be aware. Responsible planners will also engage in continuous tracking of issues that are significant to their library.

SECTION 1 EXTERNAL TRENDS INFLUENCING LIBRARY DEVELOPMENT IN 2011

POPULATION

In May 2011, the population of Ontario was estimated to be just over 13 million, or 39% of the Canadian population[1]. Despite increases in recent years, the birthrate is still lower than the rate required to maintain population levels[2] and immigration is expected to account for 68% of Ontario's population growth between 2010 and 2036, as shown in Figure 1.

Figure 1[3].

Contribution of natural increase & net migration to Ontario's population growth, 1971–2036
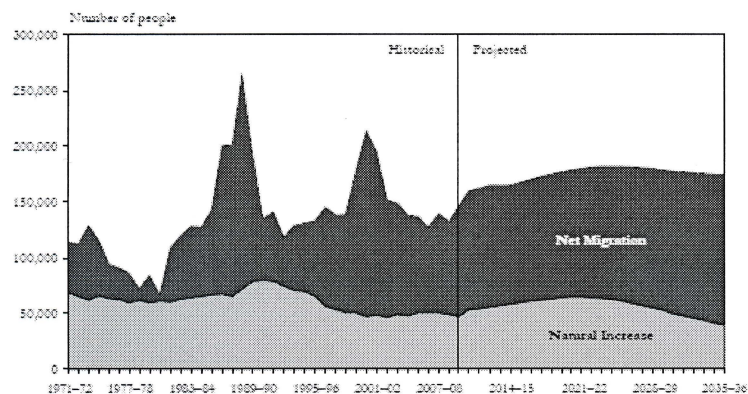
p9Kpu&G2ER&23Kpl2Kps&G2ERR54ER22BERR54ER22BE&4RRE&DGE&4RRE&DGERR54E&G2ERR54E&G

In 2011 the first baby boomers reached the age of 65[4] and in Ontario the number of seniors will increase from 1.9 million people (13.9% of the population) in 2011 to 2.3 million (15.6%) in 2016, and 2.7 million (17.5%) in 2021. At the other end of the spectrum, the number of children aged 0-14 will remain stable at about 2.2 million during the next five years, but will then rise more rapidly. Figure 2 illustrates how the population will change for children, adults and seniors between now and 2036.

Figure 2[5].

Pace of growth of population age groups 0–14, 15–64 and 65+ in Ontario, 1971 to 2036

p9Kpu&G2E4BRKpl2Kps&G2E425E35B4E425E35B4E33G2E&DGE33G2E&DGE425E&G2E425E&G2E4BRE&G
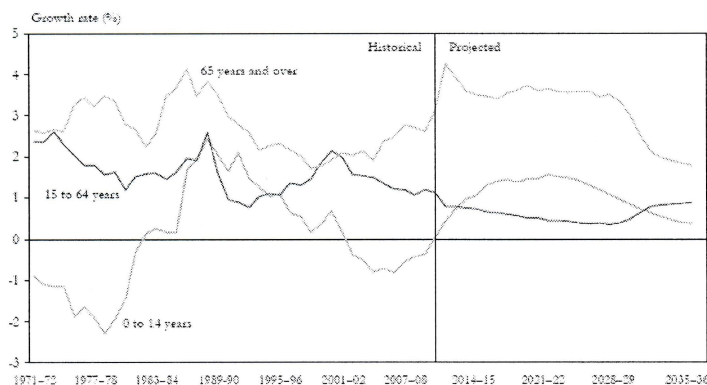
The 2006 Census[6] recorded that 3.4 million Ontarians (more than one in four) were born in another country. Most of the 2.7 million Ontarians (22.2%) who described themselves as a member of a visible minority lived in a Census Metropolitan Area[7], and eight out of ten newcomers chose to settle in the GTA[8]. The Census also showed that more than 55% of immigrants' children have their parents' mother tongue passed on to them.

In 2029 the GTA will account for just about half of the province's population. In other regions of Ontario, the percentage share of the population will correspondingly decrease, but the actual population will continue to grow slowly except in the Northwest region.

242,490 Ontarians (2%) described themselves as being of Aboriginal identity in the 2006 Census. 20% lived on reserves, and 18% lived in rural areas[9]. Unlike other cohorts, the Aboriginal population is growing at a rate of 6.6%[10]. Although this population is also aging, it will remain proportionally younger than the Canadian non-Aboriginal population.

THE ECONOMY

In 2010, service industries accounted for 75% of Ontario's economy[11]. Traditional industries, such as manufacturing, are feeling the impact of changing customer needs, the US recession of 2007-2009, and outsourcing to other countries. Although the provincial government is encouraging new investments in innovation, science and technology, and green initiatives[12], commentators note that the thriving resource industries in Alberta, Newfoundland and Labrador, and Saskatchewan are shifting wealth to these provinces[13]. Despite such challenges, however, the medium to long-term forecast for Ontario's economy in September 2011 is reasonably optimistic[14].

Nevertheless, business and consumer confidence is still weak due to concerns about American and European public debt. Higher energy and food prices are impacting the cost of living, and the high value of the Canadian dollar against the American dollar has not translated into the lower prices for goods consumers were expecting[15].

The 2007-2009 recession had a significant impact on employment in Ontario. By August 2011, some recovery was taking place but the unemployment rate in Ontario (7.5%) was still higher than the national average (7.3%). Nationally, unemployment rates hit youth and men especially hard during the recession[16].

A shortfall in trade skills is rapidly approaching as many skilled workers in construction and other trades approach retirement. Government, educators and employers are developing strategies to increase apprenticeships and interest in trades as a career.

Over the last five or more years, a consistent message has been delivered the gap between rich and poor in Canada is growing. In 2009 over 10% of Ontarians lived on a low income[17], and in March 2010 food bank use in Ontario increased by 30,000 families and individuals (7.4%), compared with March 2009[18]. The number of children living in poverty is increasing, and families with a single parent, families of Aboriginal identity, racialized families, and children with a disability are most likely to be living in poverty. People over 65 (especially women) and adults with a disability are also vulnerable[19]. A significant proportion (40%) of people nearing retirement fear their savings will be inadequate for their future needs[20].

PUBLIC POLICY

The public sector is seeking to eliminate deficits despite rising costs and increasing needs in key areas of public service, such as health. The demands and deficits have resulted in the spotlight being turned on efficiency at all three levels of government, and the 2011 Ontario budget predicted that the province will remain in deficit until 2017-2018. Programs to reduce numbers of employees in federal and provincial government[21], as well as in some municipalities[22], were reaching the implementation stage during 2011.

In other areas of public policy, the Ontario government has gradually been introducing the standards associated with the Accessibility for Ontarians with Disabilities Act 2005 (AODA), enacting accessibility standards for information and communication, the built environment, and employment, with which libraries will have to comply.

LITERACY & EDUCATION

It is now well-documented that children who have access to good early learning opportunities are likely to learn to read more easily and are much more likely to be successful throughout their school years and in adult life. In September 2010 the government of Ontario began implementing its plan to achieve free full-time kindergarten for all four and five year olds by 2014[23].

Student literacy at Grades 3, 6, and 9 continues to be maintained or has improved, according to the tests in literacy and mathematics administered annually by the Ontario Education and Accountability Office (EQAO)[24]. High school graduation levels are improving in Ontario and in 2010 81% of high school students graduated[25].

Four out of ten adults in Canada have low reading literacy levels, and within this cohort over one third has difficulty with simple reading tasks or has serious difficulty reading any printed materials[26]. Despite this worrying statistic, the Canadian Council on Learning reports that "Canada is doing better than most OECD countries in ensuring that students learn to read and write, regardless of the family's household income."[27]

Ontario's school boards continue to have varying policies toward school libraries. *Some boards strongly support the presence of professionally staffed libraries in their schools, while others are reducing or eliminating library space and/or staff.* The number of public schools with teacher-librarians has declined in Ontario from 80% to 56% since 1997, and from 78% to 66% in high schools[28]. The Ontario pressure group People for Education reported in 2010 that 53% of Ontario schools fundraise for library books[29].

More parents are opting to educate their children at home. Precise data isn't available, but according to the Ontario Federation of Teaching Parents there are an estimated 60,000 children being homeschooled in Canada, and about 20,000 in Ontario[30]. In 1996 a Statistics Canada study reported only 17,500 homeschooled students nationally[31].

Distance learning is coming of age, and post-secondary institutions offer a growing range of online remote learning courses. More provinces, including Ontario, offer public schools a framework for delivering the curriculum online.

The term "literacy" now applies to much more than the ability to read and write fluently. The terms "information literacy," "digital literacy," and "financial literacy" reflect awareness that, in order to carry out daily tasks successfully in the 21st Century, individuals need to be competent at finding and assessing information, able to use computer technologies successfully, and able to find their way around basic financial activities such as credit card use, savings plans, and how to fund housing and other household expenditure.

TECHNOLOGY & TELECOMMUNICATIONS

Efficient access to the Internet now determines how well an individual, business, or organization can function in society and the economy. More and more services and products rely on fast, robust connections and, for individuals, access to the Internet has a significant impact on their ability to apply for education, employment, and government services. Personal online networks are increasingly essential for maintaining social contact, and more mainstream entertainment and recreation is moving away from traditional channels and onto to the Internet. The rapid rise in downloading 'bandwidth-hogs' like movies, videos and games is central to debates about the pricing of Internet connectivity.

Canadians now spend more time online than watching TV[32], and most people now regard access to the Internet as a fundamental right[33]. The figures tell us that 79% of Canadian households have access to the Internet (81% in Ontario), but outside urban areas this figure drops to 71%[34]. 23 million Canadians use the Internet, and surveys are showing that age is no barrier to use, with people over 55[35] and pre-schoolers alike among the growing cohorts of users[36].

Currently, the Canadian governing agency for broadband, the CRTC, has set a 2015 target for all households to be able to access broadband at five MbPS (megabytes per second) for downloading and one MbPS for uploading[37]. However, in 2011, major telecommunications companies were already announcing their plans to roll out the next generation of connectivity in urban areas, which has download/upload speeds in the region of 6.5MbPS and 5MbPS respectively. 75% of Canadians have access to broadband, but where broadband isn't available the high statistic brings little comfort, especially as telecommunications companies and government fail to agree on how to fill the gaps.

CONSUMER TECHNOLOGY

Mobile technology is fast becoming part of everyday life, and mobile applications (or "apps") are on every technology planner's to do list. E-book readers, tablets (such as the iPAD) and *smartphones* are ubiquitous. In June 2011, 41% of Canadians owned a smartphone[38], and in the USA, research has shown some indication that for people with lower incomes, smartphones will become the main means of accessing the Internet[39].

Gesture-based technology, location-based apps and services, and the fusion of TVs with computers are among the recent innovations that are now in the mainstream of consumer use or on the cusp of widespread adoption.

Consumer behaviour has been characterized as moving from material consumption to experience consumption. This is exemplified by music, TV programs, and movies, which can all be downloaded and enjoyed without ever possessing or owning a copy. Downloading media has revolutionized the concept of ownership in the music industry, and now the book trade is facing the same issues.

Attitudes towards computer and online games have changed dramatically in recent years. Vastly popular with children, teens and adults alike, computerized games have been identified as having a unique ability to engage learners' attention. It is expected that schools will use game- based learning increasingly as more products become available in the next two to three years. [40]

Similarly, social networks such as Facebook, YouTube and Twitter are changing the way we communicate and are no longer just for kids and youth. Many business strategies now invest heavily in social media, and the Pew Research Center reported that at the end of 2010, 16% of Americans over the age of 74 were using social network sites.

However, the most important development for libraries has been the popularization of e-books. Throughout 2011, various statistics were announced demonstrating that e-book sales are outselling print books[41] in terms of quantity sold (although print still generates more revenue). The explosion in e-reading has increased the acute challenges facing the traditional book trade at a time when it is also being severely tested by the strategies of dominant Internet companies such as Amazon, Apple, and Google. The rise of the e-book has also added new issues to the ongoing debate over copyright and digital rights management (DRM) which has dogged the evolution of electronic access to media. In the arena of new e-book publications, the traditional rights of purchasers, authors, publishers, libraries and vendors are still in flux, and controversy continues concerning the rights and obligations of each stakeholder.

THE 21ST CENTURY WORKPLACE

The Canadian workforce is getting older, and many people are opting to continue working beyond the age of 65[42]. By 2021 it's possible that one in four people in employment will be over 55. At the same time as it is graying, the workforce will become more diverse because the children of immigrants will comprise a significant cohort of those entering employment.

As in every other aspect of our lives, technology is part and parcel of organizational life in the 21st Century. Technology affects every area of work, enabling staff to work more efficiently as well as providing an essential channel for delivering services or products, and for interacting with suppliers, customers and stakeholders. Expectations about work have changed, with more employees working wherever they happen to be, whether at home, in the office, or at the local coffee shop. The strict division between work and personal time is eroding as employers exert more demands on their employees and, at the same time, employees are expecting greater flexibility about where and when they put in their working hours[43].

The days of isolated desk jobs are disappearing, and collaborative teamwork is emerging as the preferred model for achieving goals that no longer sit neatly within single departmental or job responsibilities. Strong hierarchies are giving way to flatter structures, and dependence on top-down innovation is being replaced with the recognition that, in the complexities of the modern world, no single individual or group has unique access or insight to the solutions that lead to organizational success. The decline in the formality of working hours and hierarchies is reflected in the growing use of public space, such as cafes or libraries, to meet with colleagues and customers.

The pace of change is such that, within planning cycles, and on a day-to-day basis, organizations must adopt a culture of continuous innovation and enhancement in order to stay relevant and to retain and expand their customer base. Leaders, stakeholders and employees must realize that as their organization engages in perpetual evolution, it is imperative that they too, as individuals, must embrace change and become comfortable with the new dynamics driving their environments.

SECTION 2 PUBLIC LIBRARIES

LIBRARY PROGRAMS AND SERVICES

Self-service, new developments in library automation, electronic resources, and mobile technology are hand-in-hand changing the way libraries are used and how library staff can be deployed. Library users can now check-out materials, place holds and find much of what they want without assistance, from wherever they happen to be, and at a time that suits them best. Staff has been "unchained" from the reference and circulation desk and can now work more flexibly to support users where they need help, either online, at the shelves, or at the computers. They carry mobile devices as they rove throughout the library, and can be available to users wherever they need help.

Yet despite all the changes taking place in how people access and use information and books, the importance of libraries continues. A Federation of Ontario Public Libraries (FOPL) survey in 2010[44] found that library membership has remained consistent over the last ten years, and that people primarily use online services as a way to supplement their visits to the library. Ontarians still believe libraries are important, especially for reading, study and obtaining information, but their importance as an information source has somewhat diminished now that online information access is ubiquitous. Interestingly, levels of non-use also remain much the same as a decade ago. The researchers' report suggested that "being all things to all people may not be a sustainable strategy in the information age: a segmented approach for communicating with, and serving the needs of, the library's different communities will likely be required."

Since 2008, American public libraries consistently report that people impacted by the recession use the library more than previously for borrowing materials, accessing computers, attending programs, and applying for government and other support[45]. Where public libraries provide the community's only free access to the Internet, the library and its staff play a key role in enabling people to search for work online, and apply online for jobs or benefits, demonstrating that libraries are even more important to the community when times are tough[46].

LIBRARY RESOURCES

The impact of the e-book on the book industry and on libraries will be profound and enduring, and it will take time to understand the full implications. E-books have been part of most libraries' collections for several years, but the popularization of e-book readers in 2010 and 2011 proved to be the tipping-point for e-book adoption. Allocation of resource budgets to e-books will necessarily grow in response. The existence of consortia is helping libraries meet the demand cost-effectively, as they facilitate access, affordability and administration. Librarians everywhere are engaged in discussions with publishers, retailers and vendors to ensure that libraries' and borrowers' needs are heard as the dynamics of electronic book publishing develop.

Offering access to a wide range of electronic databases is now feasible for even the smallest public libraries in Ontario, thanks to provincial funding and consortia. These resources make it possible for small and rural libraries to meet the information demands of their residents more than ever before. They also extend the reach of rural libraries by offering remote access to information, making geography less of a barrier than it used to be.

Despite the tremendous changes that public libraries are experiencing, the library 'brand' remains strong. Research based on surveys of Americans[47] has demonstrated that people of all ages continue primarily to associate libraries with borrowing books, music and videos, and continue to place high trust in the information they get from libraries. *As e-book reading moves into the mainstream, and technology continues to disrupt traditional formats, business models, and consumer behaviours, libraries are nevertheless well-placed to build on their established position as the community's 'go-to' resource for reading and other media.*

Innovations are taking hold that reflect the dominant trend of focusing on the library user's experience. Eye-catching signage, and library materials displayed face out, as in bookstores and supermarkets, have become standard. Libraries are innovating successfully by introducing browser-friendly alternatives to the Dewey Decimal System. In Ontario, Markham Public Library's award-winning system, C3 Customer Centred Classification, has garnered much interest, while in the United States a user-friendly arrangement of collections is central to the transformational Anythink brand adopted by Rangeview Libraries (CO).

LIBRARY FACILITIES

Flexible, smart, green, and spacious are the four primary themes to be found in contemporary library architecture. Libraries are designing spaces that can be more easily reconfigured according to changing needs, that use technology to maximize the quality and cost-efficiencies of library service, and which increase efficiency and sustainability through environmentally sound design[48]. Exciting new designs and colour schemes are being explored, resulting in more 'people space' and less collection space. Outdoor spaces and community 'living rooms' also feature prominently in new and renovated library buildings as libraries position themselves as community hubs and crucial public spaces [49].

Externally, new libraries are recapturing their sense of presence and profile in the community and, like the 2005 <u>Whitby Central Library</u>, are being designed to be an 'anchor' in the design of the community landscape. Inside libraries, retailers' techniques are adopted to enhance the presentation of collections. A sense of space is created with the inclusion of reader lounges, Wi-Fi enabled study space, and by ensuring that all resources are accessible in accordance with Ontario legislation. Inside and outside, library designers are providing visually approachable, user-oriented, and interactive environments for small and large libraries alike. Examples in Ontario include new facilities in <u>Fort Frances</u>, <u>Port Perry</u> (Scugog Public Library), and <u>Toronto</u>.

Where community needs fit the service model, some libraries are investing in automated kiosks to provide access to library collections. *Ottawa Public Library[50] has installed a kiosk to increase library reach in smaller communities, and Toronto Public Library will be installing one at Toronto's Union Station as a way to serve commuters.* At a kiosk, library users can access books in the same way they might buy candy from a machine, and sometimes also pick up holds which they've ordered online. Elsewhere, 'staffless' libraries are made possible by restricting entrance by borrower card, with staff visiting regularly to restock and maintain the collection[51]. As part of the Ontario government's $15 million investment in public libraries, nine public access points (called 'kiosks') have been installed in remote, northern communities, providing access to provincially funded e-resources, interlibrary loans and virtual reference[52].

LIBRARY TECHNOLOGY

Nowadays, more than ever, technology is an essential part of planning for more efficient and effective library operations, and offers far more than the ability to automate the catalogue and circulation systems. For example, solutions such as Software as a Service (SaaS) enable libraries to implement much more flexible library management systems, including discovery platforms (which make using the catalogue similar to the 'Amazon experience'). SaaS also enables the library to provide access to its website in different languages. Such developments mean that libraries can now cost-effectively provide users with the kind of websites and online services and interactions consumers take for granted with retailers, government, and service providers.

Libraries are using social media to engage users in conversations about books and other media, to keep them up-to-date with programming, and to engage the community in discussions about the future of the library. But more importantly, social media changes the dynamic of the library user's relationship with the library. Social media lets library users participate spontaneously in conversations with the library, respond to library postings, review books, post images and videos to library sites, and initiate their own conversations at will.

A robust technological infrastructure is now central to a library's overall success. Technological solutions are essential for providing standard library services and for carrying out workplace operations and communications efficiently, whether on desktop or laptop computers, tablets, or smart phones. In addition, through training and self-development, individual staff must achieve strong levels of comfort and competency with technology-based responsibilities. If public libraries of all sizes are to continue to be useful and relevant in their communities, they must develop planning and budget models that will adequately support continuous investment in the development of technology and associated skills[53].

POSITIONING LIBRARIES FOR THE FUTURE

Adequate funding for present and future operations is, as always, high on the list of library priorities. In Ontario, libraries are experiencing success in achieving funding goals where they work closely with the municipality. Such libraries have learned to express library objectives and achievements in ways that mesh the library's work with the known goals of the municipality. They also express the library's activities in terms of specific and measurable benefits received by the community, and as a return on investment for tax dollars. The SOLS manual titled *The Library's Contribution to Your Community* assists libraries to make the case for funding in terms that are meaningful to their primary funder. Another example is the research carried out by the Federation of Ontario Public Libraries which libraries can use to reinforce local evidence about the importance of libraries in achieving childhood and adult literacy in the province[54]. These tactics strengthen relationships with the municipality and also mean that, when asked, library supporters can express very specifically why the library is so important to them.

In Ontario in recent years, provincial funding has been directed more toward outcome-based strategic support of specific programs which strengthen the development of infrastructure or support strategic initiatives. The $15 million investment made in 2008, and the connectivity funding that has been annually granted since 1999, are two examples of this government strategy. One of the consequences of funding being directed to particular outcomes is that funders expect that those who receive funding can document the outcomes or benefits achieved as a result of the funding. In addition to measuring library activity in traditional ways, library staff need to become proficient in outcome based measurement.

In other jurisdictions, unprecedented cuts in public spending have had a critical impact on public library development. For example, in the UK, library systems have been asked to explore working in partnership with neighbours to deliver technical services. They have also been tasked to explore the outsourcing and privatization of library operations, and to consider keeping small libraries open by replacing staff with volunteers[55]. In the USA, the running of a small number of libraries has been turned over to an external business which promises increased efficiency and reduced costs[56]. In both countries, these radical solutions have resulted in major advocacy campaigns protesting the proposals, some of which have reversed local cutbacks.

In the coming decade libraries will need to adapt and reshape their services to engage users, promote equity of access and identify ways to deliver services more effectively, according to a report commissioned by SOLS in 2010[57]. One example of how libraries are adapting is by engaging in partnerships and collaborative efforts. Such collaborations may be with other libraries, with community organizations, or with other partners. They are motivated by the desire to use resources more efficiently, provide library facilities through shared locations, reduce duplication, and/or to achieve strategic developments collaboratively which might otherwise be beyond any one player's capacity.

The public library mandate connects well with many municipalities' economic and social strategy to strengthen the cultural and creative life of their communities. In the 21st Century, innovation is a key driver of economies[58], and innovation thrives where creativity and cultural life is valued. For towns of cities of all sizes and character – such as Prince Edward County and North Bay[59] – their cultural character is becoming a major platform in plans to attract and retain the businesses and individuals that contribute to a modern economy. The library is an essential factor in a community's culture: it is a resource, participant and catalyst in the cultural landscape. Savvy Ontario libraries are therefore ensuring their own strategies engage fully with the development and delivery of their municipality's cultural plan.

As funding becomes more scarce, and competition for it intensifies, library boards are devoting time and energy to developing leaders who understand the dynamics of municipal government. The public library sector needs leaders who are committed to ensuring that the public library is endorsed locally as a valued municipal service, well connected to and integrated with other community services. A growing number of library boards and CEOs are putting concerted effort into relationship building, and understanding the municipality's strategic directions. As a result, they are finding a variety of ways to work more closely with municipal decision-makers. They have learned to convey the many ways in which library programs and services contribute significantly to municipal priorities.

CONCLUSION

It is clear from this discussion of trends impacting libraries that the people who determine the success of Ontario's public libraries – that is, the combined human resources of leaders, trustees, staff, and volunteers – are being asked to face a future in which change is continuous. Technology is changing all aspects of our lives and social communications. E-books will forever change reading habits and how people use libraries. Access to information and information technology is more important than ever. Community meeting places – including libraries – are developing enhanced roles that help people come together and build capacity to solve complex community issues.

Despite ongoing challenges to fund priorities and essential developments, libraries have been energized by these emerging dynamics. When planning, Ontario's libraries, individually and collaboratively, will experience many opportunities to develop and extend their services in ways that couldn't have been achieved in the past. The future will also offer ways to introduce efficiencies for delivering services in libraries and remotely. For well-prepared libraries, the coming era will be characterized not as a time when innovation is stifled due to economic uncertainty, but as a time when change is accelerated in order to respond to the challenges and opportunities of the constantly evolving library environment in Ontario.

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Strategic Directions: Thoughts of our librarians and managers

Knowing the Library Board would soon be undertaking a strategic planning process, Rebecca Raven and Karen Anderson asked our librarians and our branch and department managers about the strengths, weaknesses, opportunities and threats that they felt we face as an organization.

We have attached a tabulation of the responses. After listing a number of possible responses, branch and department members were asked to vote, using dots. We are only listing the issues that received votes (dots) but am also including the number of votes that each received.

Strengths	- Free access to collections, services and programs (20 votes) - Highly skilled staff. Lots of training opportunities, both internal and external (8 votes) - Resilient, nimble and adaptable organization that can handle change (6 votes) - Diverse and vast programming that meets community needs (1 vote)
Weaknesses	- We are invisible/irrelevant to some members of our community (16 votes) - Competition in the community (6 votes)
Opportunities	- Our use of technology - promoting apps and ebooks. Our website. (22 votes) - Programs and our outreach to 20/30 year-old audience - art crawl, author nights, etc. (11 votes) - Programs and outreach to seniors - meeting spaces, book clubs, ebook promotion. (2 votes) - Outreach to newcomers - collections, meeting spaces and programs. (2 votes) - Partnerships with local booksellers - author programs, author/wine nights, etc. (2 votes)
Threats	- External technology providers/Alternative information providers - Google, Amazon, etc. (14 votes) - City budget pressures/City image (recruitment) (9 votes) - Demographics and understanding their impact/shifting population density (7 votes) - Ability of libraries to keep up with rapid and continuous technological change (4 votes) - Stereotype of the image of libraries and their programs, services and collections. (2 votes)

DRAFT Meeting User Needs IV
Thoughts on our Three Years

Ken Roberts,
Chief Librarian,
Hamilton Public library
February, 2012

This is my last *Meeting User Needs* as Chief Librarian of the Hamilton Public Library. Like each of the others, this document is intended to be a glimpse at the external factors that will influence our future as an organization.

The previous *Meeting User Needs* was written and released in June, 2010. It is shocking to see how quickly some of the predictions in that report have come true.

For example, I had estimated (based on industry figures) that 30% of trade book sales may be electronic within five years. The President of Random p1 FlFhmyuu1 a
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Random House will exceed that target this year.

We also used industry figures to estimate that there may be 150,000,000 North American mobile devices capable of downloading ebooks within five years. This milestone has already been achieved.

The 2010 *Meeting User Needs* also used research data to predict increased pressures on municipal budgets and subsequent pressure on library budgets.

cities now face nor the budget struggles of many Canadian cities.

For this version, I am shortening the lifespan of my assumptions and using a three year window. Our world and industry is changing far too quickly for anyone to make predictions for a longer period of time.

Assumptions about the next three years

Assumption #1 Our very survival as an organization is dependent upon us remaining relevant and vital to the lives of people

As electronic information has proliferated, libraries have shown a remarkable ability to re-focus their business and to define it less by format (books) and more by content. Ap1A HHmFhulyl1AWa1AzHHmFhulHchHHP2hulHch

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stating *Freedom to Discover* represents a commitment to strong libraries. We have to demonstrate, repeatedly, that our city is stronger

and more vibrant when its library system is strong. We can only prove this point by continuing to provide value each and every day.

The truth of this first assumption is recorded in daily newspapers across the world. Libraries that connect with their communities are thriving while those that lose that connection struggle. The unfortunate reality is that even where there is a strong connection, some public libraries struggle financially. The reason for this fact is contained in our second assumption.

Assumption#2 All of our funding is vulnerable

This is probably our safest assumption. When municipalities are financially challenged, libraries struggle.
public library systems serves the City of San Jose, California. San Jose is enduring a perfect financial storm, one that is causing even fire stations to close. Closer to home, the Toronto Public Library is a fine library system facing significant budget cuts.

Across North America Baby boomers are getting older and both pension and health care costs continue to increase well above inflation rates. This affects the ability of citizens to pay any increase in property taxes. In addition, governments have to repay debts, creating pressures on all public funded services. As a library system, we have to meet high public expectations while justifying absolutely every dollar we spend.

Assumption #3 More library buildings require renovations than our funding will allow

The Ontarians with Disabilities Act is fair and necessary legislation. Still, regulation will make it hard for many small and older library buildings across the province to offer services. We will see more emphasis on the development of multi-use facilities so that the costs of accessible washrooms, etc, can be shared by partners. We see many library systems move toward fewer buildings but larger ones. As we know, there is a growing tension between the desire of some customers for quiet spaces and the fact that many newer, computer-based services are noisy. This reality and other others as well makes the construction of small, stand-alone libraries particularly challenging.

 Older cities such as Hamilton will also have to invest more heavily in roads and sewage treatment, creating additional competition for limited Capital funds.

We are learning valuable lessons by watching how many American libraries are facing their current budget problems. Our Library Board is

committed to the concept that library systems are healthy when there is a balance between our spending on staff, buildings, and collections.

Assumption #4 Electronic material will soon form a significant portion of our circulation.

To an extent, this prediction is old news. Twelve years ago we spent almost 1/3 of our materials budget on reference books that did not circulate; today, almost all reference books are available on-line. Twelve years we subscribed to few periodicals but all were in print; today, thousands are available on-line. Twelve years ago we subscribed to few newspapers in languages other than English; today, newspapers in hundreds of languages are available on-line.

The difference, now, is that electronic formats are rapidly taking the place of physical products that people borrow. Industry projections presented at the October, 2011 Internet Librarian conference indicates that 50 – 60% of all new book, trade sales may be electronic within three years.

In January, 2010 customers of our fairly new e-book/e-audio service checked out more items than did the customers at 7 of our library branches. In January, 2011, customers checked out more e-books/e-audio items than did customers at 10 of our branch locations. In October, 2011 customers checked out more e-books/e-audio items than did customers at 16 of our library locations.

These figures are even more astonishing when you consider that library e-book service provide only a limited range of material and services.

Just as system-wide Holds have created a demand that all physical material owned by the library system is part of a single collection and can be sent to the smallest of branches (making that branch a doorway to hundreds of thousands of items), the expectation is that electronic access will make almost everything in print available for loan. This will be a hard expectation for libraries to meet but, without it, our relevancy will be questioned.

The same trend is affecting both music and video formats. In November, 2011 an insider newsletter stated that major music labels intend to stop producing CDs by the end of 2012, concentrating solely on downloadable music as their form of income. While this is just one wriAp1AjHmlHhuPmu1AWa1Az1x7Hmm2huPlh analysts FhuPmP1Az1x7Hmm know that the shift is coming and coming soon.

Even though libraries are used to adjusting to changes in format for music and video, this is the first such change in which the new format is not a physical item that can be purchased and distributed. CDs will continue to be a part of our service for a number of years, but new titles and new material will only be available to customers who can download their music.

Netflix[1] has proven that downloadable video is also possible - at speeds that we had imagined to be years into the future. Like CDs, we will continue to provide DVDs and BluRay to a niche market but will have to move to downloadable formats if we wish to remain relevant.

Assumption #5 New e-formats will appear 5,D59IITAgLIALD5#AD51DbkIILCgLIAOgIILNgLIA

ebooks have tended to replace recreational reading material.

Other e-formats, however, are starting to emerge and are beginning to unite print with interactive elements. Some products, such as the popular Star Walk app, are beginning to introduce new possibilities. Given the fondness of many people for YouTube, for social networking and given the availability of GPS information, we are likely to see the emergence of e-formats that are much more interactive and that connect with a large audience. In other words, we are the very beginnings of a significant transformation in the ways information and entertainment is going to be delivered.

Assumption #6 As libraries adapt their services to include digital formats, they will have to pay far more attention to the communities in which our buildings reside.

Libraries are agencies that pride themselves in their ability to help Ap1AjHHa2hPH2P1

customer can enter any branch of our library system and can order and check out any book or CD or DVD and take it home to be entertained, dazzled or taught.

A resident of one area of the city might take home a book and read it while lying on a leather sofa while a resident of another area might not own a couch. But, in all neighborhoods the library acts as an oasis where any resident have equal access to the same material.

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[1]*Avoiding the Path to Obsolescence* in *American Libraries*, September 5, 2011: http://americanlibrariesmagazine.org/features/09052011/avoiding-path-obsolence)

As our resources move to digital formats, this reality will change. Unless residents own a device that can read books or that can download music or that can stream videos, they may not be able to share in all of the available resources that a library can and should provide. A major challenge for libraries will be to address such needs. It may mean that libraries have to ensure that there are multiple wifi connections within areas where home use is limited. It may mean that we have to figure out how to get devices into the hands of customers who need them.

Assumption #7   Apparent competition from the private sector for services we once considered our exclusive domain will increase.

This is a safe assumption. In the Fall, 2011, it seems like we were bombarded with almost daily announcements about new electronic book services that would allow readers to have more direct access to material. The emergence of inexpensive downloadable movies and books suggest a future in which libraries will face even more Ap1AjHHalhmuFc1A

libraries has never been more relevant. We do face a society where the digital divide is widening, where therAp1Ajmc2chmFyH1AWa1Az1x7,mc2lhmFylhmc2Hhm where those with money may   without strong libraries   have more ability to grow both intellectually and creatively. As a library system, we need to develop an organizational culture of adaptation and an organizational culture that allows us to recognize services that must remain available to all members of our community.

Assumption #8   5,D59lUllgTUBRD5#AD51lUllgTUNLglUlOgTUNLD51D%klUlBgTUNLglULAg staff time

This is also a safe assumption. It is one made by analysts in virtually all industries. Computers and even robotics will take on more and more repetitive tasks. We have seen this in the past (remember calling all customers about picking up their holds?) and we will see it escalate in the future. The impact is clear. Future jobs will be more focused on direct customer service and less focused on off-desk activities. It is certainly clear that ebooks do not require the same level of staff intervention (check-out, check-in, re-shelving, fine collection, etc) as material that has a physical format.

Assumption #9   Library Buildings will become important community hubs that allow for material to be borrowed, experts to be consulted, technology to be used, meetings to be held and creation to occur.

The trend toward electronic, downloadable or streamed content does not mean that library buildings will become less relevant. Academic libraries have proven this point. Their clientele are the youthful

demographic that most quickly adapts to new technology. Academic libraries, while devoting less space to physical collections, are filled with students who need space for collaborate work, who demand high speed access, who need technical or content assistance and who need an escape from cramped living conditions.

There is a movement in Scandinavia and in parts of the United States (e.g. Chicago Public Library) that highlights the ability of libraries to act as creation space. Creation spaces are places where video can be edited, photos can be organized, music can be modified and software can be learned. Successful public libraries will assist people in their desire to become creative individuals. Ap1AjHHalhmHHH1AWa1AzHHHHhma2HhHHl2hma

young people learn by mixing, adapting and building upon the works of creators they admire and in format that they consume.

Like academic libraries, public libraries may find that the loss of back-room responsibilities allows for more open hours, particularly during times when customers are not at work.

Assumption #10 privacy/intellectual property issues will become more complex.

Libraries distribute copyright material. Copyright holders such as publishers and music producers are embedding digital rights into the content we try to license or purchase. This is currently creating extreme difficulties for libraries. We cannot obtain the content in formats that our customers require.

Libraries will have to work together and work with copyright holders to ensure that we can continue to fulfill our Mission.

Assumption #11 No matter how much time and effort we spend trying to anticipate trends about our future, there will be major surprises.

We work in a volatile industry during a time of great disruption. We need to anticipate and to create our own future instead of sitting back and reacting to the forces that will affect us. Still, surprises will occur. For example, six or seven years ago few analysts predicted the popularity of social networking sites or the growth of YouTube or the enormous power of smart phone and other mobile devices. All of our planning has to assume that significant changes that we cannot see or predict will influence our future.

Concluding comments

As an organization, the Hamilton Public Library is in good shape. We have done a good job of anticipating trends and we have adapted to customer needs. Whenever I talk to customers, they continually tell me of their delight in our Holds system and in our ability to deliver good, new material quickly and efficiently. They repeatedly compliment staff and the service we provide.

People genuinely recognize the value we bring to our city. We should be proud. Our services are strong. Our community support is high. We have been able to retain most of our staffing levels and this, in itself, is an accomplishment. We are widely viewed as a responsive organization that continues to focus on customer needs.

We sit in the enviable position because we have been proactive and because we have been innovative and – occasionally – because we have taken reasonable risks.

While many of the assumptions in this document may sound negative they are not. They are the reality in which we work and they allow us to plan effectively. Ap1AjFm2hm2HH1AWa1Az1x7Flmhm2HchFlchm2mahFPahm2ml1Az1x7FPuhm2mch

I   with their

Freedom to Discover, remains strong and vibrant.

Strategic Planning Questions
December, 2011

I am asking Board members and senior administration members, managers and staff to complete the attached questionnaire and to return it to me, with your names included. While I will not divulge your name to others, I need to know for two basic reasons.

1. I may need to know more about your response and may want to combine thoughts and comments from several people when reporting on results.

2. I plan to divide the responses into several categories. I will report on the Board, senior management and management responses separately and will highlight similarities and differences. If there are any other "divides", such as new Board members and returning Board members, I will report on this as well. I will not use any names.

PART 1
Please do the following.

1. Underline any words, phrases or sentences in the three existing Strategic Priorities *(attached)* that you feel still resonate as being key elements that remain important to our future and that you feel still need significant attention. You are welcome to use a few well chosen sentences to explain your choices.

2. Cross out any words, phrases or sentences in the three existing Strategic Priorities *(attached)* that you feel no longer resonate as being key elements for our strategic planning. The words, phrases and sentences may no longer be of strategic importance for one of several reasons, such as - completed, now a part of our normal processes or, given our times, no longer of such significance that they require the use of scarce resources. You are welcome to use a few well chosen sentences to explain your choices.

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   SW   qcydlwfpW

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.

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.

PART 2

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.

    Comments:

PART 3

I have provided a number of statements that you may or may not feel are true for our library system over the next four years. If you were rating these statements on a scale of 1 - 5 (with 5 being high*), circle the numbers next to the statements that you rate highly (4 - 5) and then provide comments at the end.* You may add statements that you feel are missing and then provide an explanation of why you feel the statement to be of importance. You may feel that a great many of the statements are true. If so, try to concentrate on those that really speak to you as issues that will require significant staff and board attention over the next four years.

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

1. 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.

2. Reading is less important to a growing number of our customers and potential customers; learning is not.

3.   *brand* (as exemplified by our current log) is tired and needs to be updated.

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

5. The growing number of aging residents will require us to aim more resources at the needs of seniors.

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

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

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

9. 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 formats.

10. 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.

11. Young People and younger adults are learning and finding intellectual enjoyment from formats other than reading material and we need to follow their lead.

12.
   use us. We need more surveys, etc.

13.
   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.

14. 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.

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

16. Given tighten budgets in the future, more emphasis needs to be placed on providing defensible ways to measure success.

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

OTHER STATEMENTS AND/OR COMMENTS:

Name: _____

Hamilton
Public Library

December 2, 2011

Mr. David Allen
Chief Executive Officer
Federation of Ontario Public Libraries
c/o North York Central Library
5120 Yonge Street
Toronto, ON   M2N 5N9

Dear David,

On behalf of the Hamilton Public Library Board I want to thank you and Kerry for attending our November meeting and for your presentation. Board members were engaged and interested, as you could tell from the thoughtful questions that were asked.

After significant discussion the Hamilton Public Library Board has decided that it will not join the Federation at the present time. The Board will review its position next year. The Board will consider re-joining the Federation if there are indications that its concerns, which I will outline, are heard and are being addressed.

Some of the key reasons why the Hamilton Public Library Board made its unanimous decision:

1. You mentioned the importance of an environmental scan. The Hamilton Public Library Board is acutely aware that any such scan relevant to public libraries must highlight the disruptive changes that are happening within the publishing industry. It is interesting to note that the previous evening Margaret Atwood emphasized this very point; many books will soon be available only in electronic formats.

    Our Board is enormously concerned that the structure and focus of the Federation of Ontario Public Libraries is not aimed inward, helping public libraries to adapt. We want strong library systems across the province and believe that this means larger units of service. We believe that the Federation should become more than one voice to external bodies; it needs to become a questioning inward-focused voice that works to improve the capacity of public libraries to survive in our changing environment.

    We have a specific concern that the organizational structure of the Federation makes an emphasis on true change difficult to accomplish.

2. The Federation was formed partly as a response to the 2001 provincial strategic plan entitled
    Building Value Together. The creators of the ⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯