

## **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

### **AGENDA**

**1. Discussion Period**

1.1 Welcome to Simona Dinu

**2. Acceptance of the Agenda**

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

**Attachment #3**

**4. Presentations**

4.1 FOPL Presentation

4.2 Presentation on Scandinavian Libraries

**5. Consent Items**

5.1 Chief Librarian's Report

Attachment #5.1

**Suggested Action: Receive**

5.2 2012 Library Board Meeting Dates – K. Hartog

Attachment #5.2

**Suggested Action: Recommendation**

5.3 Lynden Lease – R. Hewitt

Attachment #5.3

**Suggested Action: Recommendation**

**6. Business Arising**

6.1 Cash Handling and Fines Report – R. Hewitt

Attachment #6.1

**Suggested Action: Receive**

**7. Correspondence**

**8. Reports**

**9. New Business**

- |     |  |   |
|-----|--|---|
| 9.1 | 2008-2011 Strategic Plan Achievements – K. Roberts | Attachment #9.1                         |
|     |  | <b>Suggested Action: Receive</b>        |
| 9.2 | Strategic Planning Process – K. Roberts            | Oral Report                             |
| 9.3 | Collections – M. Ciccone                           | Discussion                              |
| 9.4 | Nominating Committee – K. Hartog                   | Attachment #9.4                         |
|     |  | <b>Suggested Action: Recommendation</b> |
| 9.5 | Budget Variance Report – R. Hewitt                 | Attachment #9.5                         |
|     |  | <b>Suggested Action: Receive</b>        |

**10. Private and Confidential**

**11. Date of Next Meeting**

Wednesday, December 21, 2011  
**Central Library, Board Room, 5<sup>th</sup> Floor**  
5:00 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**

**Inaugural and Regular Board Meeting**

**Wednesday, October 19, 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

**REGRETS:** Richard Bagdonas

**STAFF:** Karen Anderson, Paul Takala, Robin Hewitt, Lisa DuPelle, Robert Plant, Karen Hartog

**GUESTS:** Laura Lukasik

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

**1. Discussion Period**

- 1.1 Ms Anderson reported the MP, Wayne Marston, will be visiting the Red Hill Branch on Friday afternoon.
- 1.2 Peter Armstrong, Director of the Programs and Services Branch, Ministry of Tourism and Culture, will be visiting the Central Library on Monday, October 24<sup>th</sup>.

- 1.3 It was reported that the Booksale was very successful and raised \$17,000 between the Soroptomist and Library.
- 1.4 What's Happening was published in today's Hamilton Spectator.
- 1.5 It was announced that Margaret Atwood has confirmed her visit to HPL's Central Library on November 22<sup>nd</sup>.

## **2. Acceptance of the Agenda**

Reverse order of presentations.

**MOVED** by Councillor Pearson. seconded by Ms Baker,

**THAT THE AGENDA BE ACCEPTED AS AMENDED.**

**MOTION CARRIED.**

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

**MOVED** by Ms Gautrey, seconded by Ms Fawcett,

**THAT THE MINUTES OF THE HAMILTON PUBLIC LIBRARY BOARD OF WEDNESDAY, SEPTEMBER 21, 2011 BE ADOPTED AS PRESENTED.**

**MOTION CARRIED.**

## **4. Presentations**

### **4.1 E-Commerce**

Mr. Takala provided an overview of the proposed e-commerce system.

### **4.2 Vital Signs**

Ms Lukasik provided the background information for Vital Signs and reported on the HPL's participation on the specific community hubs.

**5. Consent Items**

No consent items.

**6. Business Arising**

**6.1 2012 Operating Budget**

**MOVED** by Ms Baker, seconded by Mr. Simpson,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD SUBMIT A 1% BUDGET INCREASE TO THE CITY OF HAMILTON.**

**MOTION CARRIED.**

Board members requested a more detailed report on the collections budget for a future meeting.

**6.2 Greensville Lease**

**MOVED** by Mr. van Velzen, seconded by Ms Gautrey,

**THAT THE LEASE BETWEEN THE HAMILTON PUBLIC LIBRARY BOARD AND VANDERLAAN'S C.S. LTD. BE RENEWED FOR A PERIOD OF THREE YEARS FROM JANUARY 1<sup>ST</sup>, 2012 AND EXPIRING ON DECEMBER 31<sup>ST</sup>, 2014 AT AN ANNUAL RENTAL COST OF \$23,750 PER ANNUM THE FIRST YEAR, AND \$25,000 PER ANNUM IN YEARS TWO AND THREE , WITH AN OPTION TO RENEW FOR TWO ADDITIONAL ONE YEAR TERMS; AND**

**THAT THE CHAIR OF THE HAMILTON PUBLIC LIBRARY BOARD BE AUTHORIZED TO SIGN THE LEASE AMENDING AGREEMENT ON BEHALF OF THE LIBRARY BOARD.**

**MOTION CARRIED.**

**6.3 Library Materials Vending Machine**

**MOVED** by Ms Tulloch, seconded by Ms Gautrey,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD AUTHORIZE STAFF TO PURCHASE A LIBRARY MATERIALS**

**VENDING MACHINE (LIBDISPENSER) FROM MK SORTING SYSTEMS. THE PURCHASE COST OF THE UNIT, EXCLUDING TAXES, IS NOT TO EXCEED \$210,000 U.S.D., WITH AN ANNUAL MAINTENANCE COST OF \$15,500 U.S.D.**

**MOTION CARRIED AS AMENDED.**

6.4 Authorizing RFID Vendors

**MOVED** by Councillor Pearson, seconded by Ms Fawcett,

**THE HAMILTON PUBLIC LIBRARY BOARD APPROVES BIBLIOTHECA ITG AS AN AUTHORIZED VENDOR TO PROVIDE RADIO FREQUENCY IDENTIFICATION (RFID) EQUIPMENT AND SERVICES.**

**THE HAMILTON PUBLIC LIBRARY BOARD APPROVES MK SORTING SYSTEMS AS AN AUTHORIZED VENDOR TO PROVIDE MATERIALS HANDLING SYSTEMS (SORTERS).**

**MOTION CARRIED.**

**7. Correspondence**

No correspondence.

**8. Reports**

8.1 Chief Librarian's Report

Received for information.

**9. New Business**

9.1 Reserves Report

**MOVED** by Ms Gautrey, seconded by Mr. vanVelzen,

**THAT THE ATTACHED ESTIMATED RESERVE FUNDS AVAILABLE SCHEDULE BE ACCEPTED FOR INFORMATION.**

**MOTION CARRIED.**

**10. Private and Confidential**

**MOVED** by Ms Fawcett, seconded by Ms Baker,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD MOVE IN-CAMERA TO DISCUSS SUCCESSION PLANNING.**

**MOTION CARRIED.**

**MOVED** by Councillor Pearson, seconded by Ms Fawcett

**THAT THE IN-CAMERA SESSION BE ADJOURNED.**

**MOTION CARRIED.**

**11. Date of Next Meeting**

Wednesday, November 23, 2011

**Central Library, Board Room, 5<sup>th</sup> Floor**

5:30 p.m. Dinner

6:00 p.m. Meeting

**12. Adjournment**

**MOVED** by Ms Fawcett, seconded by Ms Gautrey,

**THAT THE MEETING OF WEDNESDAY, OCTOBER 19, 2011 BE ADJOURNED.**

**MOTION CARRIED.**

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

Minutes recorded by Karen Hartog.



## **Chief Librarian's Report**

**November, 2011**

### **PayPal**

At the October Board meeting a question was asked about whether the new eCommerce system would support the use of PayPal. The company we are working with integrates with debit and credit card payments not with PayPal. HPL could set-up payment of library fines with PayPal directly, however; this is not recommended because it would not integrate with our Horizon system. This would create a lot of confusion and result in a delay between when an online transaction happens and when the customer's account is updated.

### **Lynden**

The Lynden project has overcome significant hurdles and now has site plan approval and is submitted for building permit. We are confident that we will begin construction in early spring 2012 and are working with the architect to finalize details. We will continue operating both the current Lynden branch and the Rockton branch until we open the new library.

### **Waterdown**

The architectural firm, Rounthwaite Dick and Hadley Architects Inc.(RDH) has successfully bid to design and construct our new Waterdown branch library. The new library will be part of a civic complex to be located at 163 Dundas St East. The complex will include spaces for a Senior's Recreation Centre, Municipal Services Centre, Flamborough Information, Flamborough Historical Society and the Flamborough Chamber of Commerce. The design process will start immediately with construction set to begin in spring 2012.

### **Education Institute**

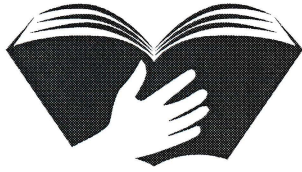
I was the speaker for a November 14th Education Institute one-hour webinar intended to keep public libraries aware of negotiations and developments related to ebooks and negotiations with publishers. It was well attended by staff from libraries in Canada and, surprisingly, the United States as well.

### **Stratford Public Library Visit**

On Wednesday, October 19<sup>th</sup>, Rebecca Raven and Karen Peter attended a town hall meeting hosted by the Stratford Public Library to discuss the library of the future, technologies that impact how people access information, the ways in which our lives are changing, and how libraries can serve individuals and their communities most effectively in the future. The panel members included:

- Robert Kroeger, Software Engineer, Google Canada
- Stratford Mayor Dan Mathieson
- Wendy Newman from the University of Toronto
- Sandra Singh, Chief Librarian of Vancouver Public Library, a champion of community-led librarianship
- Nora Young, host of the CBC Radio show on technology, “Spark”

The meeting was designed to begin a broader conversation in Stratford and area about the library and how to adapt to provide the citizens of Stratford with what they need in a rapidly changing information age. The library staff and board intend to use the input to help target library services, some traditional and others new and innovative.



# Hamilton Public Library

**Date:** November 23, 2011  
**To:** Chair and Members of the Board  
**c.c.** Ken Roberts, Chief Librarian  
**From:** Karen Hartog, Administrative Assistant  
**Subject:** 2012 Meeting Dates

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## **RECOMMENDATION:**

That the Hamilton Public Library tentatively schedule its 2012 Board meetings on the following dates subject to the confirmation of Council meetings for 2012.

- January 18<sup>th</sup>
- February 22<sup>nd</sup> (Council meeting February 15<sup>th</sup>)
- March 21<sup>st</sup>
- April 18<sup>th</sup>
- May 23<sup>rd</sup> (Council meeting May 16<sup>th</sup>)
- June 20<sup>th</sup>
- September 19<sup>th</sup>
- October 24<sup>th</sup> (Council meeting October 17<sup>th</sup>)
- November 21<sup>st</sup>
- December 19<sup>th</sup>

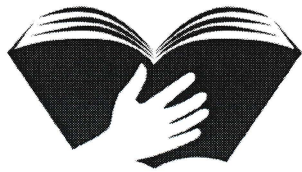
## **FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

There are no financial implications.

## **BACKGROUND:**

The above-noted Board meeting schedule has been created based on the Library Board Bylaws (meeting third Wednesday of the month) and past practice of Council's meeting schedule. Currently, Council meetings for 2012 have not yet been approved. In order to provide Councillors every opportunity to attend Library Board meetings, a comparison of the two schedules is conducted. Council meets on the 2<sup>nd</sup> and 4<sup>th</sup> Wednesdays of the month, but there is conflicts during the months where there are five Wednesdays. During these months, Council meet on the 3<sup>rd</sup> and 5<sup>th</sup> Wednesday of the month. These conflicts will occur during the months of February, May and October.





# Hamilton Public Library

**Date:** November 23<sup>rd</sup>, 2011  
**To:** Chair and Members of the Board  
**c.c.** Ken Roberts, Chief Librarian  
**From:** Robin Hewitt, Director, Finance and Facilities  
**Subject:** Lease Renewal for the Lynden Library Branch

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## **RECOMMENDATION:**

That the lease between the Hamilton Public Library Board and Rosalind Clayton be renewed for a period of nine months from January 1<sup>st</sup>, 2012 and expiring on September 30<sup>th</sup>, 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.

## **FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

The monthly rental cost for the current location of the Lynden branch library will remain the same for the 9 month term of the lease at \$1,080 and remain the same should the lease option be exercised for three additional one month terms. There is no change in the rate from what is currently charged in 2011.

## **BACKGROUND:**

The landlord is the owner of certain lands and premises in the former Town of Flamborough, known municipally as 79 Lynden Road. The Hamilton Public Library Board has operated a library facility in a portion of the said lands and premises since on or about 1998. The City of Hamilton and the Landlord did enter into a Lease Agreement dated the 15<sup>th</sup> day of October 2001 providing for the leasing of 900 square feet of rentable space on the 1<sup>st</sup> floor of 79 Lynden Road, in the City of Hamilton for the Public Library.

The Hamilton Public Library Board has undertaken the construction of a new Lynden Library facility, however it will not be completed within the original timelines. This has resulted in the need to further extend the current lease of the Lynden Library.



## DETAILS

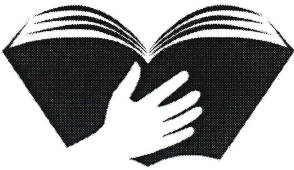
- a) That the Library Board, as the Lessee complete a Lease extension with the Lessor, Rosalind Clayton, for a portion of the first floor at 79 Lynden Road, for use as the Lynden Library Branch, subject to the following terms:

**Term:** Nine (9) month term, with a commencement date of January 1, 2012, and a termination date of September 30, 2012.  
Three (3) additional one (1) month options to renew.

**Property:** 79 Lynden Road, City of Hamilton, comprising an area of 900 square feet for the Lynden Public Library Branch.

**Rate:** January 1, 2012 to September 30, 2012  
\$1,080 per month, plus applicable H.S.T.

Optional months 10, 11 and 12, October 1, 2012 to December 31, 2012  
\$1,080 per month, plus applicable H.S.T.



# Hamilton Public Library

**Date:** November 23<sup>rd</sup>, 2011  
**To:** Chair and Members of the Board  
**c.c.** Ken Roberts, Chief Librarian  
**From:** Robin Hewitt, Director, Finance and Facilities  
**Subject:** Cash Handling and Fines

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## **RECOMMENDATION:**

**That the attached Cash Handling and Fines report be accepted for information.**

## **BACKGROUND:**

At the September 7<sup>th</sup>, 2011 Audit Committee meeting, it was requested that a report be brought to the Board regarding Cash Handling controls and Fine Waiving controls. The following report will break down these two issues into two separate areas.

## **CASH HANDLING**

It has been recognized both through an internal review, and City audit report, that increases in control to our cash handling processes need to be implemented. In particular, on the City audit, it was noted that there are not cash registers at every branch, and that fines received need to be reconciled against the information in our ILS system, Horizon.

### **Cash Registers**

A study was undertaken to review the feasibility of putting cash registers in every branch. Many branches have issues with not having enough space on their counter areas to house a cash register. It was thought that a computer based software program, with under mount cash drawers would address the issues. A meeting was held with our cash register supplier to price such a system. However, the costs were prohibitive and they would not recommend using the same PC that Horizon is housed on. This would not address our space issue.

Further investigation revealed that our current on-line payment solution, Comprise, also had software that would not only be housed on our current pc's, but would also integrate with our ILS software. This would mean that when payments are received for fines, that Horizon is automatically updated. This system is also capable of automating journal entries into our financial software PeopleSoft. Receipts would be generated for every transaction and supplied to





the customer. This system would also require staff to have passwords to enter before every transaction, so it is known who does what.

We are also investigating installing debit/credit machines at all of our branches to reduce the amount of cash that is handled and to improve customer service.

In September 2010, the board authorized Comprise to be the library's vendor for cost recovery. We are looking at purchasing the Comprise point of sale system before the end of the year, with implementation to begin in early 2012.

### **Reconciliation to Horizon**

A new report has been developed to be run out of Horizon on a daily basis. This report is being reconciled to the daily cash sheets (manual sheets) or cash register reports. We have also standardized a dollar amount of \$10 to be the threshold for investigation of variances. The reconciliation is done at the branch and submitted to the Business Office.

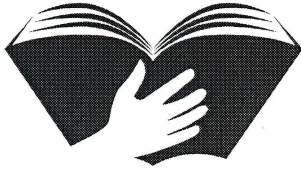
## **FINES**

When a patron requests that a fine be waived, staff has had the discretion to do so. Historically, there was not a limit on how much a staff member could waive, and their initials would be entered in the comments field in Horizon. It was determined that both the amounts to be waived and the initials field were not sufficient in terms of controls. Anyone could enter anyone else's initials into that field.

A new threshold of \$10 was implemented as a maximum that staff are approved to waive. Any amounts above that must be approved by a manager.

Every branch now has a log sheet where all fines are recorded. This sheet includes the date, amount, account number, customer name, reason, employee name, and manager sign off if applicable. The log is submitted to the Business Office at the end of every month where it is reconciled to a report generated out of Horizon. The Business Office ensures that all fines are accounted for, and proper authorization is in place if applicable. Managers will be notified if there are fines waived that are not accounted for so that an investigation can be done with the staff.

In 2012 with the implementation of the Comprise software that will manage all financial transactions at customer service points, the recording of all fines paid and waived will be integrated with the system generated reports. This will automate the creation of the log sheet and enable the Business Office to reconcile the transactions with Horizon and ensure proper authorization is in place.



# Hamilton Public Library

**Date:** November 23, 2011  
**To:** Chair and Members of the Board  
**From:** Ken Roberts, Chief Librarian  
**Subject:** Strategic Plan Achievements 2008 - 2011

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The previous board set its strategic priorities in December, 2007. The three priorities were to be in place for four years, 2008 – 2011.

We have provided the Library Board with updates about projects, programs and service changes that relate to their priorities. The attached report is intended to act as a summary of the major initiatives that were undertaken. Not all, such as the Lynden Branch, are complete.

There have been numerous accomplishments that are not listed. I must congratulate staff on their initiative to help develop and improve programs and services. This report is intended only to list some of the projects and programs that made significant impacts or that required significant staff resources to accomplish.

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## THE HAMILTON PUBLIC LIBRARY BOARD'S ORGANIZATIONAL ACCOMPLISHMENTS 2008 – 2011 STRATEGIC PLAN

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### MISSION STATEMENT

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**Freedom to Discover**

### VALUES

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**Intellectual Freedom**

Providing Access to all expressions of knowledge and creativity

**Inclusiveness**

Connecting with diverse communities

**Innovation**

Anticipating and responding to changing needs

**Respect**

Embracing a diversity of opinions and protecting the dignity of individuals

**Accountability**

Ensuring that library services are vital and relevant

### STRATEGIC PRIORITIES 2008 - 2011<sup>1</sup>

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**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.

**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 the user 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.

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<sup>1</sup> Strategic priorities focus the discretionary energies of the organization. Continuous improvement of library operations are assumed and expected. The Library Board recognizes that strategic priorities represent a vision to be approached but never realized. The Board provides staff with specific objectives but administration is empowered to change objectives if better opportunities to advance Board strategic priorities emerge.



## **REPORT ON ACHIEVEMENTS RELATED TO: STRENGTHENING THE COMMUNITY**

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*The 2007-2011 Hamilton Public Library Board produced its first ever Facilities Master Plan for the Library system. The Master Plan, which was updated in 2011, set general expectations for library facilities and compared the existing Central Library and our branch libraries with those expectations. Improving the look-and-feel of all library branches was the single biggest priority of the 2007-2011 Hamilton Public Library Board. Here are some of the primary improvements that took place during the period covered by the 2008-2011 Hamilton Public Library Strategic Plan.*

### **Renovation to the Central Library (1st floor)**

Renovations to the first floor were cited as a 2008 Board priority. The renovation is complete and has resulted in significant positive changes for our customers. We have more public access computers. Popular collections of print materials, DVDs, magazines and audio books are available for browsing and borrowing on the first floor. The addition of self check technology and an automated returns handling unit has been enthusiastically embraced by our customers. The children's department is bright and spacious.

The reopening of the bright and beautiful first floor has emphasized the dark and dated feel of the remainder of the Central Library building. Plans have been undertaken and funding from reserves was approved by the Board to continue to push the 'look and feel' of the 1<sup>st</sup> floor throughout the building. Plans are nearing approval and construction work on second floor priorities should begin in early 2012. We do not have funding for the third phase of renovations nor for the auditorium.

The Central Library first floor renovations have gathered significant praise. They were featured in the cover story of the October, 2011 *Canadian Architect* magazine, won an Ontario Association of Architects 2011 Excellence in Design Award and also won a 2011 Canadian Design Exchange Award.

### **Turner Park**

The Turner Park Branch opened in May, 2009, providing service to a significant area of the city where no library had formerly existed. It has become one of our busiest library locations, with no decrease at other library branches. Automated materials handling was added to the scope of the project and was installed in December 2009. The overall staff complement for the Hamilton Public Library did not increase as a result of this new branch opening, which speaks to our quest for efficient service.

### **Lynden Library building project**

Construction on the Lynden Branch has been delayed by zoning and planning issues. All issues have now been resolved and construction is slated to begin in the early spring, 2012. The branch is expected to be open by the end of the summer, 2012. When it opens, the existing Lynden Branch will close, as well as the Rockton Branch. The opening of the Lynden Branch resolves major accessibility concerns for west Flamborough. It is expected that the hours of operation will increase.

### **Waterdown Library building project**

The former Flamborough Town Hall site has been approved for a new Waterdown Branch. We will share the space with a seniors' center, the Municipal Services Centre and other appropriate partners. The architectural firm of Rounthwaite, Dick and Hadley Architects, inc (RDH) has been hired. Using the

current time schedule, we expect the new library to open in late 2013. The existing Waterdown Branch and the existing Millgrove Branch will both close when the new branch opens. Carlisle will be reviewed.

### **Replacement of the Bookmobiles**

Both Bookmobiles have been replaced. The newer vehicles are more accessible and more capable of housing computers. Wireless capabilities have allowed for more streamlined checkout and holds procedures.

### **Alternative Service Delivery**

The Library Board approved an Inner City Service Plan at its March, 2009 meeting. The Picton Branch was identified for closure in June, 2009 and has now closed. Twice-a-week bookmobile service has been instituted close to where the Picton was located. We expect to start a pilot project in 2012, installing a library vending machine and wifi service in the Valley Park Recreation Centre adjacent to our Valley Park branch. The pilot has Board approval for funding. This unit will provide additional library service for customers and extend service hours in this fast growing community. If successful, this is a model for alternative service delivery that we can use elsewhere in the city.

### **Refreshing the look of library branches**

"Refreshing" a library branch means that it receives a relatively minor renovation, such as a change in floor covering and the removal of a circulation desk. The Dundas Branch was refreshed in 2008, as were Locke, Concession and Westdale. The lease extension for Sherwood created a Capital allowance for that facility and an extensive renovation was completed in 2010. The Barton and Red Hill branches were refreshed in 2011. The Kenilworth branch is currently undergoing an exterior renovation, replacing windows and doors and restoring architectural features as well as upgrading the accessible ramp. Kenilworth's interior is being reconfigured to allow installation of RFID. Changes to the Terryberry Branch are slated for early in 2012. The Terryberry project has experienced multiple delays. The renovation will now allow for more accessible washroom facilities.

### **Working with Community Initiatives**

Public library services and functions continue to evolve at a rapid pace. In order to stay current and connected to our community, the roles and responsibilities of majority of our unionized librarians were updated to reflect the move to community-driven librarianship. Seven librarians were relocated from the Central Library into newly described Community and Community Youth librarian positions.

As part of a restructuring of the Management group, a new Manager of Outreach and Partnerships position was created within the existing budget and FTE complement. In addition to managing the Job Discovery Centres, LINC and DISH departments, the Manager of P&O is working with community agencies and City departments to ensure the Library is represented and meeting the needs of our large and diverse communities

### **Community Portal**

The new myhamilton was launched in October 2009. We have kept costs extremely low by leveraging a highly regarded Open Source software (Drupal) and by using our strong technical infrastructure. The rapid growth in the use of ebooks means that we must continue to rethink the scope and emphasis of the site. Over 80% of site traffic is currently directed to Hamilton Public Library content. We are working on better refining the community content and ensuring the site navigation and structure better reflects actual usage of the site.



We have partnered with the following initiatives to host their community websites on myhamilton: the Jobs Prosperity Collaborative, the Hamilton Immigration Partnership and the Poverty Roundtable. We are currently working with the city to promote their new community hubs. Supporting community initiatives through the portal provides the library with excellent partnership opportunities.

### **Sunday Service**

In 2008, we offered Sunday service in two locations – Central and Terryberry. We now offer it in four locations at the same cost. We shifted mountain service to Turner Park when it opened. We did this for two reasons – Turner Park is attached to a YMCA recreation and the Turner Park Branch can be staffed more efficiently. The change from Terryberry to Turner Park allowed us to open Red Hill and Dundas on Sundays, with no increase in costs. This now gives us Sunday coverage across the city.

### **Rural Service Delivery Plan**

A draft Rural Service Delivery Plan was submitted to the Board and was received for information. It was the feeling of both the Board and of staff that technological changes, such as the potential for vending machines, may result in significant differences between the draft plan and a final plan. It was felt that some pilots and experimentation had to occur before a final plan could be approved.

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## **REPORT ON ACHIEVEMENTS RELATED TO: *STRENGTHENING INDIVIDUALS***

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### **Readers Advisory**

The Library maintains a collection of close to 300 book club kits that are available for loan to book clubs throughout our community. Our merchandising efforts - creating an open 'marketplace' at branch entrances and displaying and promoting collections using methods more akin to retail outlet - have proven successful at Turner Park, Sherwood, Westdale, the first floor of the Central Library and other branches. The addition of Bibliocommons has provided customers with a powerful readers' advisory tool, incorporating traditional advisory methods with social networking and community building tools. Express collections have allowed readers to find material that they want much more quickly.

### **Bibliocommons**

Bibliocommons was launched in August of 2010. Bibliocommons is a catalogue interface that offers our customers a much-improved user experience. It allows for more succinct searching (much like Google), provides personal record keeping tools, intuitive account management tools, social networking tools (such as star-rating, reviewing, tagging, video, etc). It also allows users to share their knowledge with one another and to create communities of common interest. Thus far, over 50,000 customers have created accounts.

In March 2011, a Bibliocommons mobile app was launched for the iPhone. This was followed in July 2011 with an app for android devices and a mobile site for Blackberry and other devices.

### **Adult Programming/Changing focus**

We have broadened opportunities for diverse communities through programs such as English Conversation circles, French conversation circles, Chinese seniors programs and ESL book clubs. We have introduced popular movie programs for adults and their families, which are well attended. We have leveraged staff expertise to offer a variety of book clubs, programs on local history and genealogy and other areas of interest. We continue to expand the number of Public Computer Training classes.

We are adding ebook demonstrations so that customers are aware of the capabilities and limitations of various ebook reader options.

### **Job Discovery Centres**

Job Discovery Centres are now operating in five library branches, using grant funding. Funding from Employment Ontario has been confirmed through March 2012. We have received some positive indications that funding may be extended for an additional year. We do not have a sustainability plan if provincial funding is lost.

### **Language Workers**

As part of the strategic plan, we had a partnership with SISO to provide workers who spoke languages common amongst new Canadians. These SISO staff were placed in relevant branch locations. The unpredicted collapse of SISO caused a brief but critical gap in our ability to offer effective service to our newcomer community. HPL has worked closely with the new funding agency, the YMCA, to create a partnership agreement that continues this program. Four Library Settlement workers provide consultation for newcomers at 6 locations throughout the city.

### **Public Access Computers**

With the reopening of the Central Library in December 2010 staff began to deploy new public computers, printers and cost recovery software. The deployment was completed in June 2011 and has resulted in a 30% increase in the number of public computers available. New computers in Turner Park (2009) also increased the ability of the public to use computers. The expansion of public computing services was accomplished without an increase in the operating budget. We did this by using thin client computers and open source software. Other benefits from this project have included: reduced energy consumption, more accessibility features available on all computers, reduced support needs and better utilization of bandwidth. Changes have also enabled the library to offer the option of colour printing to our customers. Through efficiencies, all of the increases have been accomplished with virtually no budget impact.

### **Wireless**

The Library has continued to work with the City to expand the number of libraries that have wireless access. We now have wireless at 20 locations and have expanded the areas of coverage at our busiest branches. This service continues to increase in popularity as more customers come into the library with net-books, tablets and smart phones. We will need to keep up with the demand for this service and ensure a customer friendly experience while maintaining the security of our network.

### **ebooks**

ebooks were introduced to the library system in 2010. They are quickly becoming a popular element of our service. Projections indicate that their use will explode over the next few years. As a library system, we are acting as a leader in the Canadian library community, trying to ensure that the public has an ability to borrow material from the public library, no matter the format. It is interesting to note that ebooks are bringing new customers to the library system, ones that do not use other services.



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**REPORT ON ACHIEVEMENTS RELATED TO: *STRENGTHENING OUR ORGANIZATION***

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**Management Training Program/Succession Planning**

The Library hired a new senior manager responsible for technology in 2009, replacing a staff member who retired. The Library hired a Director of Finance and Facilities (2010), filling another retirement. A new Director of Collections position was filled internally (2010) and two Directors of Public Service and Community Development were also filled internally (both 2010), one replacing a retiring senior staff member and one replacing a senior staff member who moved to another library system as its Chief Librarian. The Library hired four (one temporary) new branch managers in 2011 as well as a manager for a new department called Outreach and Partnership. A new management position of Manager, On-Line Public Services was filled internally. All succession changes have been made within the existing staff complement. The Library Board is positioned to use proper process to hire a new Chief Librarian in 2012. Once a new Chief Librarian is hired, there will have been a complete change in the senior administration staff in a little less than four years.

Several managers have requested and been given opportunities for additional training and for exposure to best practices at other libraries. As succession measure provision we have restructured the majority of our librarian roles across the system.

**Restructuring of staffing**

Staff restructuring has been in progress on a regular basis. As staff retire we have looked at each position and made the determination if it is required or if a new position is needed. There has been a very small overall reduction in FTEs but no staff has been left without a position.

**Attendance Management**

In 2010 the organization rolled out an attendance management program for all permanent part-time and full-time staff. This program mirrors the City's program, although there are some distinct differences. This program is a non-disciplinary program with the goal of returning our staff, healthy and fit, to work. We have seen a reduction in the overall average days of absences. This has related in cost savings. We have used the savings to improve staff training.

**Accessibility for Ontarians with Disabilities Act**

As required, we have trained staff in the customer service components of the AODA legislation. This was a major focus of our 2009 staff professional development day. A major focus of the day was to ensure staff are trained and ready to deliver customer service for customers with disabilities. Since that first training session we have created an interactive training session online for all staff. This is conducted regularly with all new and existing staff. Accessibility software and special keyboards and trackballs are available at all locations. We upgrade facilities and technology on a regular basis.

**Health and Safety**

After several years of hard work, our terms of reference for one Joint Health and Safety committee (multi-site) were approved by the Ministry of Labour in 2011. All members of the Joint Health and Safety committee have received certification training. Monthly inspections health and safety inspections are conducted for all departments by representatives from the department. In accordance with Bill 168, *An Act to amend the Occupational Health and Safety Act with respect to violence and harassment in the workplace and other matters*, our harassment policies have been updated and training was provided for all staff (2010). Interactive training is available on line. Risk assessments were conducted for all

locations with participation from members of the Joint Health and Safety committee, employees and management. Our pandemic planning committee completed our formal pandemic plan/Emergency Preparedness Plan in 2010.

### **RFID**

RFID equipment is now available at all locations and the full implementation of RFID is almost complete. The only remaining locations to have additional equipment added are new constructions or renovations. Terryberry will see some additional RFID security gates added as part of its renovation and the new Waterdown and Lynden Branches will reopen with their full complement of RFID equipment. RFID, along with other process changes, have enabled HPL to handle significant increases in circulation without corresponding increases in our operating budget. The project has delivered more functionality than expected, within the allocated budget.

### **Server Virtualization/Computer Renewal**

In 2009 the library underwent a major update to our server infrastructure using server virtualization. This technology enabled the library to reduce the number of servers, saving both administration and energy costs. A new computer RFP was also completed. The library reduced the cost of computers under the new contract. Our new contract includes several enhanced environmental standards; our new computers run a cooler, use less energy and comply with environmental best practices.

The new server environment has proven very stable and has enabled HPL to add new services, such as the new myhamilton website, without adding new servers. The virtual server environment has held down costs, reduced energy consumption, provided improved system stability and reduced the amount of staff work involved in managing servers.

### **Staff Intranet – HPLNET**

The new staff Intranet was launched in 2008 and uses the Microsoft SharePoint 2007 platform. This interactive software has supported the development of new non-paper based procedures that are more efficient. The use of Service Alerts and New Items has enable library staff to keep better informed about ongoing developments of which they need to be aware.

### **Performance Management**

A new performance management system was introduced for all unionized staff in 2009. Casual staff performance management system has been working well for some time. In regards to our non-union staff we shall be using the performance management tool that is currently used at the City of Hamilton. The City is in the process of updating the system and we will be included once they have completed their upgrades.

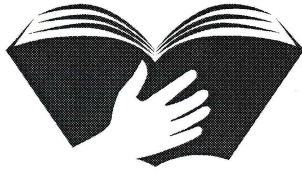
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## **CONCLUDING COMMENTS**

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This report captures the significant strategic achievements of the past four years. Each listed project has occupied countless hours of staff time and the dedication of many staff members. There are too many initiatives for all to be listed. Instead, we have concentrated on those cited in past strategic updates and plans.





# Hamilton Public Library

**DATE:** November 23, 2011

**REPORT TO:** Chair and Members of the Board

**C.C.:** Ken Roberts, Chief Librarian

**FROM:** Karen Hartog, Administrative Assistant

**SUBJECT:** Nominating Committee

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A Nominating Committee needs to be established in order to meet and review the completed forms submitted by library board members. The Nominating Committee recommends a slate of officers for 2012 at the inaugural meeting scheduled in January.

The library board bylaws state “**A Nominating Committee** composed of four members, one of whom shall be the Chair of the Board, shall be appointed by the Board annually at its November meeting to present the slate of officers for the ensuing year at the next Inaugural Meeting. In a municipal election year, the outgoing Chair of the Board shall appoint the Nominating Committee from among the members of the new Board immediately following the appointment of the new Board by City Council. In each year, the Nominating Committee shall meet before and report to the next Inaugural Meeting following its appointment”

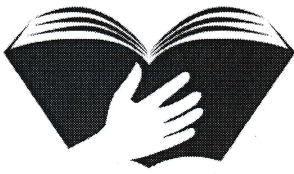
Please complete the attached form and submit it to me no later than the December 21<sup>st</sup> meeting in order that the completed forms can be provided to the Chair in preparation for the Nominating Committee meeting. Please submit the attached form with your name on it even if you do not intend on standing for any positions.

November 2011

To assist the Nominating Committee in its appointment process, please indicate whether you are interested in any one or more of the following positions on the Library Board's slate of officers for 2012. Please return completed forms at the next Board Meeting (December 21, 2011).

**NAME OF BOARD MEMBER:** \_\_\_\_\_

<b>POSITION</b>	<b>PLEASE CHECK IF INTERESTED IN THIS POSITION</b>
<b>Chairperson</b>	
<b>Vice-Chairperson</b>	
<b>Executive Committee Member</b>	
<b>Southern Ontario Library Service Board Representative</b>	
<b>Audit Committee</b>	



# Hamilton Public Library

**Date:** November 23<sup>rd</sup>, 2011

**To:** Chair and Members of the Audit Committee

**c.c.** Ken Roberts, Chief Librarian

**From:** Robin Hewitt, Director, Finance and Facilities

**Subject:** Budget Variance Report – September 30<sup>th</sup>, 2011

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## **RECOMMENDATION:**

**That Budget Variance Report as at September 30<sup>th</sup>, 2011 and Estimate to December 31, 2011 be received for information.**

## **Summary**

*Estimated variance at December 31, 2011 - \$310,653 Favourable - 1.1%*

The total 2011 annual operating budget for the Hamilton Public Library has a net expenditure of \$27,635,290 (gross expenditures of \$30,016,860 less gross revenues of \$2,381,570). The current estimated variance as at December 31, 2011 is favourable by \$310,653 which is ninety-eight point nine percent of the budgeted net expenditure. An explanation of the type of revenues and expenditures contained with each line of the Budget Variance Report is provided below, along with an explanation of the significant variances.

## **Grants and Subsidies**

*Estimated variance at December 31, 2011 - \$0.00 - 0.0%*

This line includes the annual operating grant from the Province of Ontario which is budgeted at \$949,450 and funding by Provincial and Federal governments for specific grant programs such as Literacy Instruction for New Canadians (LINC) and Job Discovery Centres (JDC). The annual operating grant is paid in one lump sum and is normally received in the last quarter of the year. The claims for the funding for the grant programs are submitted monthly to the funding governments.

## **Fees and General**

*Estimated variance at December 31, 2011 - \$161,312 Favourable - 28.3%*

The major items contained in this line are revenues from library fines, book sales, photocopiers, printers and donations. The estimated revenue for this line for the end of December 2011 shows a positive variance of \$161,312 of which the major cause is



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Subject: Budget Variance Report – September 30<sup>th</sup>, 2011  
Date: November 23<sup>rd</sup>, 2011



represented by donations received since we do not include a figure for donations in our budget, and SOLS grant funds. We have also sold some old furniture and equipment to other libraries, and sold an old bookmobile. Revenue for lost books is also included here.

### **Reserves/Capital Recoveries**

*Estimated variance at December 31, 2011 - \$52,850 Favourable – 18.8%*

This line currently contains two types of transfers from City of Hamilton reserve funds to cover specific costs charged to the Hamilton Public Library. Only one of the transfers has been budgeted – namely transfers from the City's Development Charge reserve fund to cover the repayment of debentures that were issued by the City for a Library capital project instead of being funded directly from the Development Charge reserve. The other transfer from City reserves represents the funding by the City of Hamilton of the Vested Sick Leave benefits paid to Library employees on their retirement. The favourable variance consists entirely of this funding of Vested Sick Leave Benefits. The payout of the Vested Sick Leave is reported under Employee Related Costs in the Expenditure section of the Budget Variance Report.

### **Employee Related Costs**

*Estimated variance at December 31, 2011 - \$1,297,639 Favourable – 6.5%*

This line includes all the employee related costs such as salaries, wages and government and employer benefits including medical, dental, OMERS, WSIB and Vested Sick Leave payouts. There has been significant restructuring this year, which has resulted in costs savings. In addition, there have been many positions vacant for an extended period of time in light of the pending restructuring results. Also, benefits have been budgeted for all part time staff, however only some take advantage of them.

### **Capital Financing**

*Estimated variance at December 31, 2011 - \$0 – 0.0%*

This line reflects the repayment of debentures issued by the City of Hamilton to fund Library capital projects.

### **Financial**

*Estimated variance at December 31, 2011 - \$35,664 Favourable – 31.3%*

The main costs included in this line are legal, audit and collection fees. To date, legal fees have not been fully spent, however, it is not known if they will be required in the second half of the year.



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Subject: Budget Variance Report – September 30<sup>th</sup>, 2011Date: November 23<sup>rd</sup>, 2011

## Materials and Supplies

*Estimated variance at December 31, 2011 - \$451,144 Unfavourable - 11.4%*

The major items in this line are Library Materials, operating supplies and furnishings. Library Materials represents \$3,396,700 or 85.5% of the amount budgeted under this line. The estimated unfavourable variance results from unexpected increased costs related to the processing of library material (\$107,000) and computer equipment. In addition, the library has purchased computers directly for the library, instead of using the City's leasing program (\$187,545). Some of these costs have been offset by savings in operating equipment, operating supplies and meeting expenses. In addition, a provision has been made to upgrade some branches (ie carpet for Red Hill, Kenilworth and Binbrook) of approximately \$125,000.

## Vehicle Expenses

*Estimated variance at December 31, 2011 - \$688 Unfavourable - 1.1%*

This line includes those vehicle expenses that are paid directly by the Library and not through a cost allocation from the City. The variance is due mainly to fuel costs.

## Buildings and Grounds

*Estimated variance at December 31, 2011 - \$188,722 Unfavourable - 11.6%*

This line includes building associated costs that are paid directly by the Library and not through a cost allocation from the City. They also include relocation costs, data and external telephone lines and security guards. The hydro charges to date are under budget, and should continue to be with the implementation of the lighting upgrade. A provision has been made for restructuring of floors 5 and 6 of the Central Library to accommodate restructuring (\$300,000).

## Consulting

*Estimated variance at December 31, 2011 - \$11,212 Unfavourable - 100%*

There is no budget for consulting, however there are charges related to the Reference Study that was undertaken earlier in the year.

## Contractual

*Estimated variance at December 31, 2011 - \$194,924 Unfavourable - 11.5%*

This line includes the expenditures for items such as rental of photocopiers, advertising, service contracts, aquarium maintenance, collection agency fees, Access Copyright fees and inter-branch courier service. The variance is driven by the courier budget, which is projected to be under spent by approximately \$27,000 and the contractual services costs, by approximately \$36,000. A provision has been included for the

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Subject: Budget Variance Report – September 30<sup>th</sup>, 2011

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purchase of integrated point of sale software for all of the branches, and the purchase of additional computers.

### **Reserves/Recoveries**

*Estimated variance at December 31, 2011 - \$390,123 Unfavourable - 18.4%*

This line includes both budgeted and unbudgeted transfers from operating to Library reserve funds and recoveries related to security service provided to the Hamilton Farmer's Market. This section now also includes both direct and indirect charges from the city that were formerly known as cost allocations. Given the reduction in costs paid to the city for computers, an equivalent amount will be transferred to reserves for future computer purchases.

# HAMILTON PUBLIC LIBRARY

## BUDGET VARIANCE REPORT

As At September 30, 2011 and Estimate to December 31, 2011

	YEAR TO DATE			
	YTD BUDGET	YTD ACTUAL	YTD VARIANCE	% SPENT
<b>REVENUE</b>				
Grants and Subsidies	\$ 1,383,804	\$ 1,383,804	\$ -	100.0%
Fees and General	433,775	595,087	161,312	125.4%
Reserves/Capital Recoveries	211,122	263,972	52,850	124.5%
	<b>\$ 2,028,701</b>	<b>\$ 2,242,863</b>	<b>\$ 214,162</b>	<b>110.6%</b>

<b>EXPENDITURES</b>				
Employee Related Cost	\$ 15,243,700	\$ 13,946,061	\$ 1,297,639	91.5%
Capital Financing	263,484	263,484	\$ -	100.0%
Financial	77,616	41,952	\$ 35,664	54.1%
Materials and Supplies	2,956,817	3,407,961	\$ (451,144)	115.3%
Vehicle Expense	47,349	48,037	\$ (688)	101.5%
Building and Grounds	1,220,044	1,408,766	\$ (188,722)	115.5%
Consulting	-	11,212	\$ (11,212)	
Contractual	1,317,424	1,512,348	\$ (194,924)	114.8%
Reserves/Recoveries	1,635,506	2,025,629	\$ (390,123)	123.9%
	<b>\$ 22,761,940</b>	<b>\$ 22,665,449</b>	<b>\$ 96,491</b>	<b>99.6%</b>

<b>NET EXPENDITURES</b>	<b>\$ 20,733,239</b>	<b>\$ 20,422,586</b>	<b>\$ 310,653</b>	<b>98.5%</b>
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	ALL YEAR			
	ANNUAL BUDGET	ESTIMATED ACTUAL	ANNUAL VARIANCE	% SPENT
	\$ 1,530,730	\$ 1,530,730	\$ -	100.0%
	569,350	730,662	161,312	128.3%
	281,490	334,340	52,850	118.8%
	<b>\$ 2,381,570</b>	<b>\$ 2,595,732</b>	<b>\$ 214,162</b>	<b>109.0%</b>

	\$ 20,104,570	\$ 18,806,931	\$ 1,297,639	93.5%
	351,310	351,310	\$ -	100.0%
	113,840	78,176	\$ 35,664	68.7%
	3,942,630	4,393,774	\$ (451,144)	111.4%
	63,130	63,818	\$ (688)	101.1%
	1,627,780	1,816,502	\$ (188,722)	111.6%
		11,212	\$ (11,212)	
	1,691,840	1,886,764	\$ (194,924)	111.5%
	2,121,760	2,511,883	\$ (390,123)	118.4%
	<b>\$ 30,016,860</b>	<b>\$ 29,920,369</b>	<b>\$ 96,491</b>	<b>99.7%</b>

	<b>\$ 27,635,290</b>	<b>\$ 27,324,637</b>	<b>\$ 310,653</b>	<b>98.9%</b>
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