

**Mission Statement**  
*Freedom to Discover*

**Strategic Priorities**  
*A Community Beacon      Relevant and Responsive*  
*A Creative and Changing Organization*

**HAMILTON PUBLIC LIBRARY BOARD**

**Regular Board Meeting**  
**Wednesday, January 21, 2015**  
**Central Library, Board Room**

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

**AGENDA**

1. **Discussion Period**
2. **Acceptance of the Agenda**
3. **Minutes of the Hamilton Public Library Board Meeting of Wednesday, December 17, 2014** Attachment #3
4. **Presentations**
  - 4.1 Budget Presentation - PT
  - 4.2 Website Update – LB
  - 4.3 Hamilton Wentworth Room Update – RH
  - 4.4 Lynda.com Online Training - LB
5. **Consent Items**
6. **Business Arising**
  - 6.1 Facilities Master Plan – PT Attachment 6.1  
**Suggested Action: Receive**
7. **Correspondence**
8. **Reports**
  - 8.1 Chief Librarian's Report Attachment #8.1  
**Suggested Action: Receive**

8.2 Royal Society Panel Report – PT

Attachment #8.2

**Suggested Action: Receive**

8.3 4<sup>th</sup> Quarter Statistical Report

Attachment #8.3

**Suggested Action: Receive**

## 9. New Business

9.1 BIB Frame - LB

Attachment #9.1

**Suggested Action: Recommendation**

## 10. Private and Confidential

10.1 Performance Appraisal

## 11. Date of Next Meeting

Wednesday, February 18, 2015

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

5:30 p.m. Dinner

6:00 p.m. Meeting

## 12. Adjournment

## **Mission Statement**

Freedom to Discover

## **Strategic Priorities**

A Community Beacon      Relevant and Responsive  
A Creative and Changing Organization

## **HAMILTON PUBLIC LIBRARY BOARD**

Regular Board Meeting  
Wednesday, December 17, 2014  
Central Library, Board Room  
5:00 p.m. Dinner  
6:00 p.m. Meeting

## **MINUTES**

- PRESENT:** Suzan Fawcett, David Simpson, Nicolas van Velzen,  
Wenda Tulloch, George Geczy, Clare Wagner,  
Jennifer Gautrey, Mary Ann Leach,
- STAFF:** Paul Takala, Lisa DuPelle, Lita Barrie, Michael Ciccone,  
Karen Anderson, Melanie Southern, Robin Hewitt,  
Karen Hartog
- REGRETS:** Councillor Partridge, Councillor Pearson, Richard Bagdonas

Ms Fawcett called the meeting to order at 6:01 p.m.

### **1. Discussion Period**

#### **1.1 Local History & Archives Calendars**

Congratulations were extended to the Local History and Archives and Communications staff on a great job on the 2015 calendar. The calendars are available at a cost of \$12.00.

#### **1.2 Signage at Central**

Board members discussed the Market signage. A meeting with the Market Board will be scheduled to discuss signage and banners on York Boulevard.

### 1.3 Partnerships Update

Mr. Takala reported that HPL is working with First Ontario to receive funding to support financial literacy classes.

### 1.4 SOLS Report

Ms Tulloch reported on the SOLS meeting held in November. The next meeting is scheduled for April 18th in Brampton.

### 1.5 Arrest

Mr. Takala reported on the arrest of a person who was accessing child pornography in the Library.

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

Add in-camera session to discussion CEO performance.

**MOVED** by Ms Leach, seconded by Ms Gautrey,

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

**MOTION CARRIED.**

## 3. **Minutes of the Hamilton Public Library Board Meeting of Wednesday, November 19, 2014**

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

**THAT THE MINUTES OF THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF WEDNESDAY, NOVEMBER 19, 2014 BE ACCEPTED AS PRESENTED.**

**MOTION CARRIED.**

#### 4. Presentations

##### 4.1 New Library Cards

Ms Southern provided an update on the new library cards. A refresh of the welcome pamphlet is also being prepared.

##### 4.2 BIBFrame, Open and Linked Data

Mr. Takala reported on the open and linked data with BIBFrame.

##### 4.3 Update on Digital Collections

Mr. Ciccone provided an update on the HPL's digital collections.

#### 5. Consent Items

No consent items.

#### 6. Business Arising

##### 6.1 Update on the Junos and HPL

**MOVED** by Ms Gautrey, seconded by Ms Wagner,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD RECEIVES  
THE REPORT FOR INFORMATION.**

**MOTION CARRIED.**

#### 7. Correspondence

##### 7.1 Movable Cultural Property Directorate (MCP)

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

**THAT THE LIBRARY BOARD CORRESPONDENCE BE RECEIVED  
FOR INFORMATION.**

**MOTION CARRIED.**

## 8. Reports

### 8.1 Chief Librarian's Report

**MOVED** by Ms Wagner, seconded by Ms Leach,

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

**MOTION CARRIED.**

## 9. New Business

### 9.1 eBook Supplementary Purchase

**MOVED** by Ms Leach, seconded by Ms Gautrey,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD APPROVES THE ALLOCATION OF \$50,000 FROM THE COLLECTIONS RESERVE FUNDS TO SUPPORT EBOOK PURCHASES.**

**THAT THE HAMILTON PUBLIC LIBRARY BOARD APPROVES THE EXPENDITURE OF UP TO \$50,000 FOR A SUPPLEMENTARY PURCHASE OF EBOOKS FROM OVERDRIVE, INC. TO ADD DEPTH AND BREADTH TO OUR CURRENT COLLECTION.**

**MOTION CARRIED.**

### 9.2 Waterdown Hours

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

**THAT THE HAMILTON PUBLIC LIBRARY BOARD APPROVE THE ADDITION OF FOUR HOURS TO THE OPERATING HOURS OF THE WATERDOWN BRANCH WHEN THE NEW FACILITY OPENS. THIS WILL EXTEND SERVICE TO 9 PM ON FOUR EVENINGS, MONDAY THROUGH THURSDAY.**

**MOTION CARRIED.**

9.3 Turner Park Hours

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

**THAT THE HAMILTON PUBLIC LIBRARY BOARD APPROVE THE ADDITION OF EIGHT HOURS TO THE OPERATING HOURS OF THE TURNER PARK BRANCH. THIS WILL EXTEND SERVICE TO INCLUDE FRIDAYS FROM 10-6 (CURRENTLY A CLOSED DAY) EFFECTIVE MARCH 2015.**

**MOTION CARRIED.**

9.4 Local History & Archives – City Directories

**MOVED** by Ms Gautrey, seconded by Ms Wagner,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD APPROVES THE EXPENDITURE OF UP TO AN ADDITIONAL \$15,000 FROM THE LIBRARY COLLECTIONS RESERVE (106006) FOR THE DIGITIZATION OF THE HAMILTON CITY DIRECTORIES.**

**THAT THE BOARD APPROVED THE USE OF MICROIMAGE TECHNOLOGIES LTD. FOR THE ADDITIONAL DIGITIZATION SERVICES.**

**MOTION CARRIED.**

**10. Private and Confidential**

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

**THAT THE LIBRARY BOARD MOVE IN-CAMERA TO DISCUSS THE CHIEF EXECUTIVE OFFICER'S PERFORMANCE.**

**MOTION CARRIED.**

**MOVED** by Ms Wagner, seconded by Ms Leach,

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

**MOTION CARRIED.**

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

**THAT THE CHIEF LIBRARIAN'S SALARY BE INCREASED TO THE NEXT PROGRESSION IN HIS PAY LEVEL (LEVEL 3) EFFECTIVE JANUARY 1, 2015.**

**MOTION CARRIED.**

**11. Date of Next Meeting**

Wednesday, January 21, 2015  
**Central Library, Board Room, 5<sup>th</sup> Floor**  
5:30 p.m. Dinner  
6:00 p.m. Meeting

**12. Adjournment**

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

**THAT THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF WEDNESDAY, DECEMBER 17, 2014 BE ADJOURNED.**

**MOTION CARRIED.**

The meeting was adjourned at 8:59 p.m.

Minutes recorded by Karen Hartog



**Date:** January 16, 2015  
**To:** Chair and Members of the Board  
**From:** Paul Takala, Chief Librarian/CEO  
**Subject:** **Updated Facility Master Plan (FMP) – 1<sup>st</sup> Draft**

---

**Recommendation:**

That the attached first draft of the Facility Master Plan be received for comment and feedback.

**Financial/Staffing/Legal Implications:**

The Facilities Master Plan (FMP) provides guidance for both determining which library construction/renovation projects get priority and the form those projects take. It informs communications, staff actions and has helped affect a significant facility renewal over the last several years at the Hamilton Public Library.

The actions recommended in the FMP are not binding; however, actions taken by the Board to advance aspects of the plan often lead to commitments that are binding. As the Facilities Master Plan approved in 2011 states:

*The Library Board's Facilities Master Plan is expected to be a living document. Changes to the Approved Actions can take place at any Library Board meeting and the changes will be reflected in the Facilities Master Plan.*

**Background:**

There have been a few major versions of the Facilities Master Plan. The first one focused on the state of our facilities and was approved in 2005 and then revised in 2007. In 2011 the Board approved an updated plan that placed more emphasis on principles, best practices and trends to inform projects. The 2011 version suggested the plan be reviewed no later than 2014. Discussions at the September and October 2014 Board meetings demonstrated that the plan needs to be updated.

The 2011 FMP was an excellent document and it is still highly relevant. While there are some important proposed changes to the document, for the most part the edits show the 2011 document still provides relevant guidance for facility renewal. (In Part I of the attached draft new text has been highlighted in yellow and deleted text is indicated by strikethrough to assist the reader.) The two biggest factors impacting proposed changes to the FMP are:

1. Significant progress made on facility renewal since 2011
2. Rapid growth in digital usage and eBooks that is having an impact on the amount of space our physical collections will need to take up in the future

Attached is the first draft of Facilities Master Plan 2015. As discussed at the October 2014 meeting, there needs to be a full Board discussion on the plan. That process will happen over the next several months. My recommendation is the Board first focus on the principles and ensures the first part of the document is up to date

and agreed upon; then based on the updated principles and trends review the proposed actions by location. It should be noted, that with the exception of Greenville were external factors may require the Board to make a decision in 2015; there is no urgency to decisions about other locations. We have several major projects underway or planned and need to focus on completing them.

Regarding Greenville, we will be making it a priority to bring information to the Board so there is sufficient time and information for the Board to fully consider the project before making a decision.



# Hamilton Public Library Facilities Master Plan 2015 – DRAFT 1

---

*Last updated 15-01-16*

## Table of Contents

PART I.....	3
Introduction .....	3
Library Design Principles adopted by the Library Board .....	4
Library Board Statement on Sustainability .....	4
Best Practices and Trends .....	5
Opportunities/Assets .....	6
Challenges/Roadblocks .....	7
Listening to those we serve .....	7
Next Steps .....	8
Summary of Approved Actions by Location.....	9
PART II: LOCATON PROFILES .....	13
About our Facilities.....	13
Central Library .....	15
Ancaster .....	17
Barton.....	19
Binbrook.....	21
Carlisle.....	23

Concession.....	25
Dundas.....	27
Freelton.....	29
Greenville.....	31
Kenilworth .....	33
Locke .....	35
Lynden .....	37
Mount Hope .....	39
Red Hill .....	41
Saltfleet.....	43
Sherwood .....	45
Stoney Creek .....	47
Terryberry .....	49
Turner Park.....	51
Valley Park.....	53
Waterdown .....	55
Westdale Branch.....	57

**Reader’s Note:**

Except for the Introduction which is new, in Part I of the document, **new text has been highlighted in yellow** and ~~deleted text is indicated by strikethrough.~~

**Links to the previous Facilities Master Plans:**

[Facilities Master Plan 2005](#)

[Facilities Master Plan 2011](#)

## PART I

### Introduction

The Hamilton Public Library Board serves the 520,000 residents of the City of Hamilton. While most Hamiltonians live in a densely populated urban area, many live in rural communities or suburban neighbourhoods. The City of Hamilton is spread over a large geographic area, covering more than 1,200 square kilometres. The library system provides services through a Central Library, 22 branch libraries, two bookmobiles and Visiting Library Services.

The Hamilton Public Library Board adopted its first Facilities Master Plan in 2005, then updated it in 2007 and again in 2011. These documents have provided excellent guidance and contributed to major facility renewal. While the 2011 document is still highly relevant, FMP 2015 is being developed to address 2 major developments since 2011:

1. Significant progress made on facility renewal since 2011
2. Rapid growth in digital usage and eBooks that is having an impact on the amount of space our physical collections will need to take up in the future

Although more work needs to be done, progress that has been made on challenges and work identified in the 2011 report:

- 6 buildings were identified as not being able to continue to provide services in their current locations. 4 have been addressed or will be addressed shortly:
  - Lynden – New building opened January 2013
  - Millgrove - closing in 2015 when Waterdown opens
  - Rockton - closed January 2013
  - Waterdown - New building opening in May 2015
- Several significant renovations have been completed since 2011, these include:
  - Barton – Reno completed 2011
  - Central – Phase 2 completed (2nd floor, elevators) 2014
  - Concession – Reno completed 2011
  - Kenilworth – Reno completed 2011
  - Lynden – New build completed 2013
  - Red Hill – Reno completed 2011
  - Saltfleet – sold 2nd floor to School Board 2013
  - Terryberry – Reno completed 2012
- Planning progress that has been made since 2011:
  - Binbrook – Funding almost complete for new build
  - Central - Phase 3 funded & scheduled for 2015
  - Dundas – Feasibility Study completed 2014
  - Locke – Vestibule investigation
  - Valley Park – Feasibility Study in 2015
  - Westdale – Minor refresh being planned

## Library Design Principles adopted by the Library Board

Each library branch must be designed in such a way that people passing in a car, in a bus, or on foot feel invited to enter and use the facility. Branches should be located on main thoroughfares with good street presence.

1. Each branch must appear inviting, and attractive with a clearly visible entrance.
2. Each branch library should be a single story building whenever possible.
3. Construction materials should be durable and easily maintained. Designs should allow for people who pass by to experience a sense of community pride.
4. Branch construction should be as energy efficient as possible and as environmentally sensitive as budgets will allow.
5. Each branch library must provide flexible space, allowing for easy adaptation.
6. Each branch library must meet all provincial and federal accessibility standards.
7. Library branches should be community meeting places.
8. New branches should be located, whenever practical, in a multi-use facilities shared with partners that possess visions compatible with that of the library system.
9. The library system must accommodate new service models and the changing demands of customers. This will entail a shift toward more electronic service delivery.
10. The sustainability of the entire system is dependent on balancing the resources that are spent on services, collections, staff, and facilities.
11. Changes in the ways that library services are delivered will mean that staff space must be ergonomic, flexible and efficient.
12. Library Branches should be spaced throughout the city so that no resident (or as few as possible) need to travel more than fifteen minutes to reach a library location. Travel time is defined as transit use where transit is available and car use where no transit is available. Priority will be given to sustaining or creating branches that help to meet this need.
13. New branches should be located in population clusters serving at least 15,000 people. Rural branches, which may be needed to meet travel expectations, may be an exception.
14. Branches serving growth areas should be at least 12,000 square feet in size.
15. Furnishings, equipment and technology must anticipate the future needs of customers and must take advantage of technologies that maximize self-service, improve security and minimize materials handling.

## Library Board Statement on Sustainability

It is the responsibility of the Hamilton Public Library Board to ensure that the funding it receives provides the best possible library service to Hamilton residents. It is the responsibility of the library to ensure that all residents have access to the information and the resources required to enhance their lives. Libraries thrive when five core elements are present. These elements are:

1. Collections that are relevant and that are available when people need them;

2. Facilities that are busy, attractive, accessible and open sufficient hours to justify their costs;
3. Technological infrastructure that is robust and capable of adapting to changing customer demands and expectations;
4. Staff that are knowledgeable, trained and who perform work that provides relevant value to those they serve;
5. Services and programs that remain relevant to those they serve and that are modified, added or eliminated to reflect changing customer needs;

When too much or too little of the available funding is disproportionately spent on any single element or elements, a library system cannot operate effectively or provide relevant on-going service to the municipality it serves.

The Hamilton Public Library Board is committed to seek a delicate balance between these elements when it sets budgets and when it reviews the operations of the library system.

## Best Practices and Trends

Cities have discovered that attractive downtown libraries are powerful magnets for people but that they want to use the space for group and individual study, to attend events, to access wireless and computers, as much as for browsing material. Branch Libraries are also important assets in the neighbourhoods and communities that they are located.

There is general recognition that library facilities can no longer convey a bland institutional look and remain effective. People react to space. The quality of the space that is provided affects the way people use their libraries.

People want to use cell phones, eat, drink, and stay connected while inside library branches. At the same time, others demand space that allows them to escape. Libraries need to cater to both expectations. High quality white noise systems present a promising technology that assists with reducing the conflict between those looking for quiet space with those looking to collaborate and engage with others. There is an reasonable expectation that facilities will be cleaned, maintained, and upgraded on a regular basis.

~~There is a trend toward larger library branches that can~~ Library branches today need to house a wide variety of formats as well as provide sufficient collaborative and quiet study space, provide access to public computers, and WiFi use areas. Increasingly library customers are seeking a space to plug-in and use their own devices, so the number of public computers libraries will need to provide will decline in the future, at least in some communities. However, access to more specialized digital media equipment is becoming increasingly in demand. As collections and customer's reading and viewing habits increasingly move to digital collections, libraries can repurpose space previously taken by library stacks. In addition, the amount of space needed for staff backroom functions is going down. Together, these trends offer an increasing

opportunity to expand the space available for customer use and meet new service demands.

Many library systems are beginning to investigate the possibility of replacing small libraries with increasingly sophisticated vending machines and WiFi access located in a facility other than a library. Some libraries are also moving toward mail delivery in rural locations. To date, the implementation of vending machines has been less successful than expected. Although vending technology that distributes physical formats will likely improve overtime, remote stations that makes digital downloads available provide a more promising and cost effective way of promoting library service in remote locations. ~~Vending machines and mail service reduce infrastructure costs and allow more funds to be devoted to collections. They are a green alternative, allowing more service points that are open longer hours.~~

~~The trend toward large libraries and the trend away from large libraries have a common element. Both trends are moving library systems away from small to medium-sized branches that can only be opened for limited hours each week and that require substantial infrastructure (e.g. accessible space and washrooms).~~

Many Library branches now house ~~an increasing array of services that are delivered by third party agencies or under contract to third party agencies. The Hamilton Public Library provides career and job counselling in five library branches under a contract with the federal government.~~ Hamilton delivers literacy training to new Canadians and is participating in a pilot project aimed at determining the role of public libraries in the delivery of government services. Almost all large public library systems offer some form of literacy training and assistance, often under grant funding. Several branches host Library Support Program workers who assist newcomers with housing support, employment & education, English conversation circles, citizenship class preparation and ESL.

There is a trend to house library branches in multi-use facilities. Recreation facilities are probably the most prevalent partnership, although there are a number of potential partners with compatible missions and values.

There are expectations that staff space will be ergonomic and comfortable. In general, legislation pertaining to Health and Safety issues continues to evolve and to require the attention of employers.

## Opportunities/Assets

- There has been a significant renewal of many Hamilton Public Library locations over the last several years. That, along with consolidation of services in some locations, has put the Library facilities on a more sustainable footing.
- The Library Board's strategic plan has committed us to maintain excellent physical collections while embracing the digital. This direction means we will need to keep parts of our locations dedicated to physical formats for the foreseeable future.



While physical books will continue to have an important place in our libraries, with the shift to digital formats, we should anticipate continued opportunities to shift spaces from holding collections to meeting customer needs. Expanding spaces for people to collaborate or engage in quiet study will help us meet increasing demands for service without significant capital investments. It should be noted that some of our locations are small with limited opportunities to repurpose space.

- Multi-year efforts to improve staff processes and empower customers to self service have created opportunities to shift staff resources from manual repetitive tasks to providing higher value training and learning programs. This work is core to our role as a public library we should continue to shift staff resources to higher value tasks.

## Challenges/Roadblocks

- Accessibility. Some buildings cannot be renovated at a reasonable cost to provide adequate library services or to meet accessibility requirements.
- The high environmental cost of maintaining small buildings that are open few hours is a growing dilemma of continuing concern.
- Some library branches do not meet the Library Board's vision for libraries as places that are comfortable and inviting and that contain meeting spaces as well as computers and collections of appropriate material.
- ~~Traditional research use of libraries continues to decline while their importance as public space is increasing. For example, libraries are now popular locations for conversation circles, Homework Help Clubs, Job Discovery Centres, and group study. They are places where information is increasingly exchanged amongst customers themselves or customers interacting with computers.~~
- Traditional uses of public access computers assume that people can use these computers with few distractions. Uses such as on-line gaming and Skype create a distracting environment. Both uses are valid but do not always peacefully co-exist. As well, people with informational or job hunting needs tend to believe their needs are more important than the recreational needs of a person who might be using a library computer. This leads to tension.
- Libraries should be leaders in the use of green technologies but budgets do not always permit the construction or retrofitting of library facilities that adhere to green concepts.
- ~~Predictions suggest that ebook downloads may account for up to 30% of all new book sales within five years. This will have a significant effect on library buildings and staffing. Although download service has been available for less than two years, it already outperforms a number of library branches, in terms of "circulations." The growing prevalence of tablet computers and multi-functional phones will increase the demand for downloaded service and mobile application.~~

## Listening to those we serve

Face-to-face meetings are an important part in any consultation process but large public meetings permit only a few voices to be heard and a skewed view of

public opinion to emerge. When public advice and options are being considered on emotional issues, other means of consultation must also be used.

The Library Board has found enormous value in holding Open House style sessions over several time periods, allowing people to sit down and discuss issues with individual Board and staff members. The Library Board finds ~~that it hears more voices and that it is able to engage in dialogue~~ **that this consultation model is excellent as it involves more dialogue with more individuals** allowing for a more complete conversation. As well, the ~~results of such~~ discussions can be summarised and shared with the community.

The Library's collection management system and other reporting mechanisms provide information about patterns of use. The activity by postal code report, for example, shows where people in particular neighbourhoods are likely to turn for library services. The provision of this information is seen as another means of consultation.

Focus groups, public meetings, discussions with councillors are all appropriate ways to create dialogue. **The Library also offers ongoing customer service feedback mechanisms including Counting Opinions and AskHPL.**

**Appropriate** community consultation ~~needs processes that crack through an emotional veneer to~~ **helps all participant**s reach an understanding of how ~~people~~ **residents** use or could use library services and how the ~~appropriate~~ services can be provided efficiently and effectively.

The Library Board understands that people want assurance that they are receiving excellent value for the money their tax dollars provide.

## Next Steps

The Facilities Master Plan is designed to catalogue, as accurately and as factually as possible, the current condition of library facilities as well as the Library Board's vision for the desired tone and feeling for library facilities. It is expected to be a living document. Changes to the Approved Actions can take place at any Library Board meeting and the changes will be reflected in the Facilities Master Plan.

The entire Facilities Master Plan, including the principles and trends upon which it is based, will be reviewed by the Library Board no later than ~~2014~~ **2018**.

While this Facilities Master Plan identifies proposed "actions" that staff are to take, it does not set out either a timeframe or a source of funding for all of these actions.

The Facilities Master Plan does not address how existing facilities that fall short of the Library Board's vision can be brought up to an acceptable standard, both in terms of physical accessibility and in terms of mood and atmosphere.

Once the Library Board approves this Facilities Master Plan, the process of setting timeframes and priorities as well as identifying sources of potential funding will begin. Setting timelines, priorities and indentifying funding is an ongoing process. Once the Board approves the updated Facilities Master Plan, staff will begin to work on the new priorities. While staff will focus their efforts on realizing the vision outlined in this document, from time to time, a new funding offer or partnership may create an unexpected opportunity not envisioned in this plan. In those circumstances staff will look to the alignment with this document and our overall strategic priorities and will bring the matter to the Library Board to get authorization to pursue.

### Summary of Approved Actions by Location

Location	Approved Actions 2011	Notes	Draft Proposed Actions 2015
Ancaster	Monitor use of the facility and growth in the community.	Renovation completed 2006	Monitor use of the facility and growth in the community.
Barton	Renovate early in 2011	Renovation completed January 2011	Monitor and Maintain
Bookmobiles	Review the locations served by the library's bookmobile service, with the possibility of rural bookmobile service as a consideration.	Bookmobile service added to Rockton in January 2013.	Add bookmobile stop to Millgrove when new Waterdown opens. Review stops in 2015.
Binbrook	Monitor use of the facility and growth in the community. Significant funding needs to be attached to this project.	Most funds have been secured for building a new and expanded Binbrook Library on the current site.	Finalize capital funding for the new expanded Binbrook Library to be built in 2015 subject to completion of adjacent City sewer installation.

Location	Approved Actions 2011	Notes	Draft Proposed Actions 2015
Carlisle	<p>The Board is committed to try to keep the portable open until a new Waterdown Branch is open, at which time its future will be reviewed. This commitment cannot be kept if construction of Waterdown is delayed or unexpected problems arise. With the construction of the Lynden Branch, the Board now knows that any new rural location will cost at least \$1,500,000 to build. There is no known source of funding for a Carlisle Branch.</p>		<p>Consistent with previous commitments made by the Board, postpone a review of Carlisle until at least one year after the new Waterdown Branch is open.</p>
Central	<p>Continue with Renovations on 2 -5 floors, subject to Board budget approval, as funds become available. This is a high priority and can lead to operational efficiencies.</p>	<p>Phase 1 – 1<sup>st</sup> Floor completed Dec. 2010  Phase 2 – 2<sup>nd</sup> Floor and elevators completed April 2014.  Phase 3 – funding approved by the Library Board in Dec. 2013</p>	<p>Phase 3 - 4<sup>th</sup> Floor, Hamilton-Wentworth Rooms, Technical Services move, 1<sup>st</sup> floor adjustments – complete approved plan in 2015.  Phase 4 – Local History and Archives, 3<sup>rd</sup> Floor, move of Digital Technology. Report back to the Board to determine scope and funding.</p>
Concession	Monitor and Maintain	New HVAC scheduled for spring 2015.	Monitor and Maintain
Dundas	<p>Begin to plan for a significant renovation and expansion but not as one of the system's most urgent needs.</p>	Feasibility study completed in 2014.	<p>Secure capital funding to complete the renovation. Identify alternative site to serve Dundas during construction.</p>
Freelton	Monitor and maintain		Monitor and maintain

Location	Approved Actions 2011	Notes	Draft Proposed Actions 2015
Greensville	Greensville provides little service for the money that is spent and should be a strong consideration for closure if budget issues arise. Staff should monitor growth in the community.	Exploration of potential partnership with HWDSB to relocate to a joint facility on the site of new Greensville public school.	If the HWDSB receives funding for the new school and the COH supports the project, the Library Board will need to determine whether to partner on the project.
Kenilworth	Structural and interior renovations are slated for 2011.	Renovation completed January 2011 Foundation repairs completed in Nov/14 Historical designation pending, part of 2015-2019 process.	Monitor and Maintain.
Locke	Maintain. Expand when and if donated funds and opportunity allow, but not as a high priority.	Feasibility study (2014/15) to replace/expand vestibule and entrance.	Review options and funds regarding a new vestibule and entrance.
Lynden	Construct new building in 2011.	New building opened January 2013 Sidewalk repairs/adjustment necessary in 2015 Minor variance request for adjoining patio structure in Dec 2014.	Monitor and Maintain. Repair sidewalk to improve accessibility and ease of use. Construct patio in spring 2015.
Millgrove	To be closed when the new Waterdown Branch opens. Millgrove will receive a bookmobile stop and use will be monitored.	Waterdown scheduled to open in spring 2015.	Branch scheduled to close and a bookmobile stop will be added when Waterdown opens.
Mount Hope	Relocate to another location or move to alternative delivery methods as a high priority	As part of the Township Hall historical designation pending, process from 2015-2019	Relocate to another location or move to alternative delivery methods as a high priority

Location	Approved Actions 2011	Notes	Draft Proposed Actions 2015
Red Hill	Monitor and Maintain	Renovation completed January 2011. Barrier free sliding door entrance completed 2014.	Monitor and Maintain
Saltfleet	Investigate leasing the second floor to the school board.	School Board assumed control of the 2 <sup>nd</sup> Floor in 2013.	Monitor and Maintain. Long term look for opportunities to partner with the City to locate the Library in downtown Stoney Creek.
Sherwood	Monitor and Maintain		Monitor and Maintain
Stoney Creek	Monitor and Maintain		Monitor and Maintain
Terryberry	Renovate as a high priority.	Renovation completed July 2012	Monitor and Maintain.
Turner Park	Monitor and Maintain	Opened May 2009 Parking deficiencies identified. Building assessment completed in 2014.	Monitor and Maintain. Work with City and YMCA to investigate options to expand/reconfigure parking lots.
Valley Park	Work with the City to include an expansion as part of the Library Board's Capital Plan. Investigate the extent to which an expansion could be funded through Development Charges.	City to conduct feasibility study for Valley Park in 2015.	Work with the City to secure DCs and capital funding for the project. Work with the Heritage Green Community Trust to enhance the project.
Waterdown	Complete construction of the new branch library		New Library to open in spring 2015.
Westdale	Monitor and Maintain	Design consultation for minor refresh completed in 2014.	Monitor and Maintain Implement recommendations to improve space for customers.

## PART II: LOCATON PROFILES

### About our Facilities

Throughout the City of Hamilton there are 22 library branches and one Central Library. The buildings range from the smallest branch, Locke, at 1,451 square feet to the largest, Central Library, at 146,000 square feet. Each building has distinct features and character but all share a range of common elements and purpose.

#### Common Elements

All Hamilton libraries provide:

- Afterhours Drop Box
- Bike Racks
- Wireless Access

#### Accessible Spaces

The Hamilton Public Library is committed to accessibility when building and maintaining our facilities and developing our services for people with disabilities, their families and their caregivers. The library welcomes service animals. Depending on the site, parking, washrooms, doors and ramps are barrier free. Assistive devices such as magnifying sheets, handheld magnifiers, accessible keyboards with trackball mouse and headphones are available at all locations. All library computers are equipped with a range of accessibility software tools. In addition a Text Enlarger is available at the Central, Terryberry, Turner Park, Red Hill and Dundas branches. Our multi story buildings, Central, Ancaster, Concession, Dundas, Kenilworth, Sherwood and Terryberry have passenger elevators and all other branches provide service on one level. Service desks are accessible to persons who use a wheelchair or scooter. Self-service options have been introduced to most library locations to improve speed and privacy and to reduce materials handling. Staff is always available to assist individuals who cannot or choose not to use self-service kiosks.

#### Spaces for Programming

Library programming for all ages is a significant focus across the system and is a major consideration when designing and maintaining our facilities. Local programming, tailored to library customers, provides an opportunity to be responsive and to reinforce each library's role as a community destination. Specific programming spaces, as well as the provision of flexible space, facilitate program planning and delivery. New and renovated libraries feature these types of spaces, typically older buildings and smaller branches may not.

Library programs for adults are designed to inform, engage, inspire and entertain and may include topics such as health and wellness; lifestyle, travel, book clubs, conversation circles, writing groups, and films. The library is unique in offering assistance for any residents who have questions about technology, e-readers, and tablets and ensuring that everyone has the opportunity to acquire essential digital literacy skills for the 21<sup>st</sup> century. These service needs impact our space planning and

new Digital Media Labs and a Maker Space at the Central branch are prime examples of how library spaces are changing to meet customer needs.

Library programs for children, teens, parents and caregivers are designed to promote library use and to create and nurture a lifelong interest in reading, learning and discovery. A combination of core youth services and local programs are offered. Core literacy programming includes storytimes, summer reading club, reading buddies and homework help. Community partnerships are essential as the Library works collaboratively with community partners towards the City's vision that Hamilton be the best place to raise a child. The diverse service needs of children and teens for accessible and family friendly spaces impacts our space planning. Connected learning principals are integrating digital literacy skills into the Library's children's and teen spaces and programming as the library continues to evolve to meet the needs of families.

Serving newcomers is an important priority and several library locations host Library Settlement Partnership Program (LSP) workers who assist newcomers with housing support, employment & education, English conversation circles, citizenship class preparation and English as a Second Language (ESL) program. These services require areas for quiet conversation and meeting rooms.



## Central Library

55 York Boulevard. Hamilton, ON L8R 3K7

905-546-3200



### Hours

Weekly Service Hours (Winter): 69

Weekly Service Hours (Summer): 65

Monday	9:00 a.m. – 9:00 p.m.
Tuesday	9:00 a.m. – 9:00 p.m.
Wednesday	9:00 a.m. – 9:00 p.m.
Thursday	9:00 a.m. – 9:00 p.m.
Friday	9:00 a.m. – 6:00 p.m.
Saturday	9:00 a.m. – 5:00 p.m.
Sunday	1:00 p.m. – 5:00 p.m. (September – April)

### Facility Information

- 146,131 square feet
- 5 floors
- Meeting/program rooms
- 1 reading patios
- 73 public computer stations
- 10 seat computer lab
- Digital media lab and maker space (planned 2015)
- Automated return
- 5 self checkout terminals

## Recent Annual Usage Statistics

	2014	2013	2012	2011	2010	2009
<b>Visitors</b>	1,392,450	1,442,855	1,492,575	1,482,000	1,162,200	981,500
<b>Circulation Statistics</b>	1,127,860	1,230,771	1,226,201	1,092,904	848,582	901,158
<b>Computer Usage</b>	347,137	424,150	416,900	247,700	334,800	66,150
<b>Program Attendance</b>	25,995	27,227	11,504	10,459	11,157	11,556

## Catchment Area

Population Served: 63,304

Active Library Cardholders: 34,042

Central is situated in the Central Valley and is bordered by the northern and southern edges of the Niagara Escarpment up to Binkley Road. The east and south-east border runs along Highway 6, Highway 403, Cootes Paradise and the lower edge of the Escarpment between Central and Ancaster.

## About the Branch

There is a diverse and multifaceted community in downtown Hamilton. Central Library has a vibrancy that stems from customers accessing the collections, the activities, the resources (great people, great materials), within the walls of a unique and welcoming core institution. Central is an integral part of the vibrant downtown community and has the highest amount of customer traffic and borrowing of materials in the HPL system. Before opening time the basement and loading dock are humming, displays are ready, holds are waiting, programs, concerts, and exhibitions are planned, and at 9 a.m. the doors swing open.

The community of Central is an urban one. The number of residents in the Downtown Hamilton Secondary Plan is just over 8500. The area identified as the Downtown Hamilton Community Improvement Project Area (CIPA) has a population of just over 10,800. All of Ward 2 has a population of just over 37,800. Downtown is home to young adults. Compared to Hamilton as a whole, Downtown has greater proportion of residents in household forming years (20 to 34), fewer children, and a similar proportion of seniors. Downtown residents tend to be single people, with families and households being smaller. 79% of Downtown's recent immigrants are from Africa and Asia, compared to 66% for Hamilton. Downtown is home to 2% of City's population but 7% of City's recent immigrants.

64% of Downtown residents aged 15 and over have incomes below \$20,000 per year, compared to 43% for the City. Over 20,000 people work Downtown, one quarter in Public Administration. Downtown has 10% of all jobs in Hamilton. One quarter of Downtown workers use public transit, walk or bike to work. 31% of Downtown workers have been to university, but among people living downtown, nearly half have finished high school or less. Central is the only location to provide a JAWS computer and is also designated to provide an Enroga Merlin text enlarger which is also supplied at four other branches.

## Ancaster

300 Wilson Street East. Ancaster, ON L9G 2B9

905-648-6911



### Hours

Weekly Service Hours: 51

Monday 10:00 a.m. – 9:00 p.m.

Tuesday 10:00 a.m. – 9:00 p.m.

Wednesday 10:00 a.m. – 9:00 p.m.

Thursday 10:00 a.m. – 9:00 p.m.

Saturday 10:00 a.m. – 5:00 p.m.

### Facility Information

- 12,500 square feet
- 2 floors
- Shared facility
- 2 study rooms, 1 meeting/program room
- Reading patio
- Parking
- 15 public computer stations
- 10 seat computer lab
- Automated return
- 3 self checkout terminals

### Recent Annual Usage Statistics

	2014	2013	2012	2011	2010	2009
<b>Visitors</b>	161,425	148,100	154,450	156,900	158,550	168,850
<b>Circulation Statistics</b>	306,407	331,799	370,291	369,223	364,383	355,876
<b>Computer Usage</b>	11,800	12,650	15,050	12,100	13,200	13,950
<b>Program Attendance</b>	7,679	7,925	7,620	4,726	3,716	3,053

### **Catchment Area**

Population Served: 36,282

Active Library Cardholders: 9,223

Ancaster serves an area bordered by the community of Dundas to the north to Sawmill Road to the south (the city limits). It is bounded by Highway 403 to the west and Glanbrook Road to the east (including a hydro corridor).

### **About the Branch**

The Ancaster Library is part of a shared facility known as Ancaster Square. The library operates on the top floor of the building and the Municipal Services office and Ancaster Community Services operate on the lower level. The library is 12,500 square feet and houses over 60,000 items. There are windows on all sides of the building looking out to the former Old Town Hall and a park with lawn bowling, tennis courts, and children's play equipment, including a splash pad. The front of the building faces Wilson Street. The library offers a fireplace, a reading lounge and lots of study space. Ancaster Square is surrounded by heritage buildings that give the town its quaint feel; the Old Town Hall, Hammill House, and the historic Tisdale House.

## Barton

571 Barton Street East. Hamilton, ON L8L 2Z4

905-546-3450



### Hours

Weekly Service Hours: 35

Monday	1:00 p.m. – 8:00 p.m.
Tuesday	10:00 a.m. – 5:00 p.m.
Wednesday	1:00 p.m. – 8:00 p.m.
Thursday	10:00 a.m. – 5:00 p.m.
Saturday	10:00 a.m. – 5:00 p.m.

### Facility Information

- 6,272 square feet
- 1 meeting/program room
- Parking
- 19 public computer stations
- 2 self checkout terminals

### Recent Annual Usage Statistics

	2014	2013	2012	2011	2010	2009
<b>Visitors</b>	71,150	71,194	75,150	86,750	61,300	68,850
<b>Circulation Statistics</b>	171,777	160,958	151,732	137,776	146,918	136,100
<b>Computer Usage</b>	31,889	31,000	34,600	20,700	9,450	12,750
<b>Program Attendance</b>	6,676	2,180	3,058	2,310	2,338	603

### Catchment Area

Population Served: 11,367

Active Library Cardholders: 3,347

The Barton branch is bordered by Cannon Street East to the south, Wellington Street to the west, Gage Avenue North to the east and Hamilton Bay to the North. Many customers who live between Cannon Street and the escarpment are also Barton customers, as it is geographically closer than Central. Customers often comment that they prefer the neighbourhood feel of the branch over the busy and crowded Central Library, but many customers frequent both locations. In addition to the Central Library, many customers also regularly frequent the Kenilworth Branch, located about 3 km east.

### **About the Branch**

Barton Branch was the first branch in the Hamilton Public Library system and opened in May, 1908. Barton occupied a number of permanent and temporary locations over the next 55 years until it moved to its present location in November, 1963. Barton underwent a large renovation in 1999. The exterior woodwork was sanded and re-stained in 2009 and a group of local families planted gardens in the flowerbeds in front of the library. A mini-renovation took place in early 2011 to remove the circulation desk and install self-check terminals and more public computers.

The Barton branch sits a few kilometres east of the Central Library in Hamilton's inner city. It is a busy branch, with active computer use and very high non-print circulation. It is a true neighbourhood library in that it serves the immediate area population. A welcoming environment in a marginal area, the library serves as a community centre to many regulars and new residents of the neighbourhood.

Barton also offers customers a multilingual children's collection.

## Binbrook

2641 Highway 56, Binbrook, ON L0R 1C0

905-692-3323



### Hours

Weekly Service Hours: 35

Monday 1:00 p.m. – 8:00 p.m.  
 Tuesday 10:00 a.m. – 5:00 p.m.  
 Wednesday 1:00 p.m. – 8:00 p.m.  
 Thursday 10:00 a.m. – 5:00 p.m.  
 Saturday 10:00 a.m. – 5:00 p.m.

### Facility Information

- 3,192 square feet
- Parking
- 7 public computer stations
- 1 self checkout terminal

### Recent Annual Usage Statistics

	2014	2013	2012	2011	2010	2009
<b>Visitors</b>	47,900	36,450	34,050	35,200	32,500	36,150
<b>Circulation Statistics</b>	78,969	88,651	83,299	91,471	70,979	64,937
<b>Computer Usage</b>	4,583	3,000	3,850	1,450	2,250	1,400
<b>Program Attendance</b>	6,004	6,006	3,877	3,072	2,841	2,970

### Catchment Area

Population Served: 8,787

Active Library Cardholders: 2,430

Binbrook is bounded by Golf Club Road to the North, Trinity Church Road to the West, Westbrook Road to the East and Haldibrook Road to the South. Situated in the hub of this transportation network this once small village is becoming a bedroom community for nearby urban centres.

### **About the Branch**

The Binbrook community has experienced extensive growth in recent years with many new housing developments emerging in and around the former village. Binbrook lies in a prosperous farming community with a rich rural history. It is not uncommon for residents to be the fourth, fifth or sixth generation in the area. All are very proud of their deep roots in the hamlet and feel very strongly about the village's traditions and sense of community, especially the annual fall fair that has taken place since the 1850's. A public library has operated out of people's homes since the 1950s, and moved to its current public building in 1982. This vibrant village is evolving while preserving its rural traditions. Much of the agricultural land is protected by the Greenbelt Legislation. The new housing developments are attracting a growing population of young families and retirees wanting a safe environment and escape from the City. Binbrook is advantageously located with quick access to the Red Hill Valley Expressway and the Lincoln Alexander Parkway (LINC).

The current library is undersized for its growing population and is slated to be replaced by a larger library to better meet customer needs. The current prime location in the village core will be retained and the new library will be designed to complement other developments and create a destination for residents.



## Carlisle

1496 Centre Road. Carlisle, ON L0R 1H0

905-689-8769



### Hours

Weekly Service Hours: 32

Monday	2:00 p.m. – 8:00 p.m.
Tuesday	2:00 p.m. – 8:00 p.m.
Wednesday	2:00 p.m. – 8:00 p.m.
Thursday	10:00 a.m. – 5:00 p.m.
Saturday	10:00 a.m. – 5:00 p.m.

### Facility Information

- 2,491 square feet
- Parking
- 2 public computer stations

### Recent Annual Usage Statistics

	2014	2013	2012	2011	2010	2009
<b>Visitors</b>	20,300	17,250	23,150	24,300	17,800	18,600
<b>Circulation Statistics</b>	35,550	39,423	45,240	43,131	40,674	41,508
<b>Computer Usage</b>	487	650	750	300	700	1,100
<b>Program Attendance</b>	391	291	479	469	263	558

### Catchment Area

Population Served: 5,475

Active Library Cardholders: 1,139

The Carlisle branch serves the Carlisle area and east Flamborough from Highway 6 to Milborough Townline and northwest to Puslinch Townline Road. Customers in

neighbouring Burlington may also use Carlisle with reciprocal library privileges.

### **About the Branch**

The branch is located in a double portable building structure and is situated adjacent to the Carlisle Arena creating a community destination for families. The library building dates from 1989, is in poor condition and is not sustainable for long term library use. While the branch is quite small, it does provide space for study tables, public computers and hosts a weekly children's storytime.

## Concession

565 Concession Street. Hamilton, ON L8V 1A8

905-546-3415



## Hours

Weekly Service Hours: 43

Monday	Closed
Tuesday	10:00 a.m. – 8:00 p.m.
Wednesday	10:00 a.m. – 6:00 p.m.
Thursday	10:00 a.m. – 8:00 p.m.
Friday	10:00 a.m. – 6:00 p.m.
Saturday	10:00 a.m. – 5:00 p.m.

## Facility Information

- 8,380 square feet
- 2 floors
- 1 meeting/program room
- 16 public computer stations
- 2 self checkout terminals

## Recent Annual Usage Statistics

	2014	2013	2012	2011	2010	2009
<b>Visitors</b>	87,613	80,200	101,075	87,250	80,950	169,550
<b>Circulation Statistics</b>	155,309	177,997	214,496	198,473	184,735	180,526
<b>Computer Usage</b>	32,328	33,300	30,250	23,550	6,150	7,800
<b>Program Attendance</b>	4,181	4,357	4,356	2,637	2,282	2,847

### **Catchment Area**

Population Served: 13,335

Active Library Cardholders: 4,110

Concession Library serves the community bounded by Upper Wellington on the west, Upper Gage on the East, the Mountain Brow to the north and Fennell Avenue on the south. This is a stable, predominantly English-speaking area that also includes the Juravinski Hospital (formerly known as the Henderson General Hospital) and the Juravinski Cancer Centre within its boundaries.

### **About the Branch**

Concession Street was one of the earliest streets surveyed in Hamilton in 1780; it has been a residential and commercial area since that time. Concession Library, the first branch on Hamilton mountain and previously known as the Mountain Branch, has been located on Concession Street since 1930. After occupying storefront locations for a number of years, a permanent building was opened in 1949, at the corner of Concession Street and Cliff Avenue. This building was demolished and an 8000 square foot library was opened in 1994. In March of 2009 the circulation desk was relocated allowing room for two self check-out terminals.

## Dundas

18 Ogilvie Street. Dundas, ON L9H 2S2

905-627-3507



### Hours

Weekly Service Hours (Winter): 52

Weekly Service Hours (Summer): 48

Tuesday 10:00 a.m. – 9:00 p.m.  
Wednesday 10:00 a.m. – 9:00 p.m.  
Thursday 10:00 a.m. – 9:00 p.m.  
Friday 10:00 a.m. – 6:00 p.m.  
Saturday 10:00 a.m. – 5:00 p.m.  
Sunday 1:00 p.m. – 5:00 p.m. (September – April)

### Facility Information

- 13,712 square feet
- 2 floors
- 1 meeting/program room
- 25 public computer stations
- 12 seat computer lab
- 3 self checkout terminals

### Recent Annual Usage Statistics

	2014	2013	2012	2011	2010	2009
<b>Visitors</b>	203,250	207,050	202,300	222,650	202,450	204,150
<b>Circulation Statistics</b>	352,736	386,836	412,119	411,865	400,144	396,875
<b>Computer Usage</b>	28,230	33,050	36,150	24,450	16,750	14,450
<b>Program Attendance</b>	11,275	11,397	7,591	7,547	7,363	6,671

## **Catchment Area**

Population Served: 26,615

Active Library Cardholders: 8,705

Dundas is situated in the Dundas Valley and is bordered by the northern and southern edges of the Niagara Escarpment up to Binkley Road. The east and south-east border runs along Highway 6, Highway 403, Cootes Paradise and the lower edge of the Escarpment between Dundas and Ancaster.

## **About the Branch**

In 1793 the town of Dundas began to take shape when Governor John Graves Simcoe ordered his Deputy to survey a road from Cootes Paradise to the Thames River and locate a town plot (present-day Dundas) at its beginning. The village flourished and was incorporated as a town in 1847. It was amalgamated with the City of Hamilton in 2001. Originally situated in the purpose-built Carnegie building in 1909, a new library was built on Ogilvie Street in 1970 and then renovated in 1979 and 2008. The current building is slated for a major renovation in order to upgrade the building systems and to reconfigure the floor plan to maximize space for public use and ensure flexibility for future use of the library.

The Dundas branch is designated to provide an additional assistive device, an Enroga Merlin text enlarger.

## Freelton

1803 Brock Road. Freelton, ON L0R 1K0

905-659-7639



### Hours

Weekly Service Hours: 17

Monday 4:00 p.m. – 8:00 p.m.  
Tuesday 2:00 p.m. – 5:00 p.m.  
Wednesday 4:00 p.m. – 8:00 p.m.  
Thursday 2:00 p.m. – 5:00 p.m.  
Saturday 2:00 p.m. – 5:00 p.m.

### Facility Information

- 2,113 square feet
- Parking
- 2 public computer stations

### Recent Annual Usage Statistics

	2014	2013	2012	2011	2010	2009
<b>Visitors</b>	8,925	9,900	9,200	10,150	9,350	13,700
<b>Circulation Statistics</b>	24,216	27,911	28,755	29,048	27,391	24,855
<b>Computer Usage</b>	512	300	50	250	200	800
<b>Program Attendance</b>	118	105	39	17	77	415

### Catchment Area

Population Served: 3,745

Active Library Cardholders: 676

The Freelton branch serves both the immediate Freelton area and the surrounding area of Flamborough bounded by Highway 6 and Highway 8 and Gore Road and Concession 6.

### **About the Branch**

The Freelton branch was first established in 1978 and moved to a newly built facility in 1995. The library is an attractive and welcoming destination in the village core. Furnishings have been upgraded and many customers use the public computers. Kids enjoy the Early Literacy computer as well as a small but bright children's area.



## Greenville

59 Kirby Avenue Unit 5, Greenville, ON L9H 4H6

905-627-4951



### Hours

Weekly Service Hours: 17

Monday 4:00 p.m. – 8:00 p.m.  
Tuesday 2:00 p.m. – 5:00 p.m.  
Wednesday 4:00 p.m. – 8:00 p.m.  
Thursday 2:00 p.m. – 5:00 p.m.  
Saturday 2:00 p.m. – 5:00 p.m.

### Facility Information

- 2,504 square feet
- Leased building
- Parking
- 2 public computer stations

### Recent Annual Usage Statistics

	2014	2013	2012	2011	2010	2009
<b>Visitors</b>	12,850	11,150	9,150	10,300	11,850	10,200
<b>Circulation Statistics</b>	27,861	33,753	33,907	33,417	31,252	31,944
<b>Computer Usage</b>	669	900	600	500	650	650
<b>Program Attendance</b>	1,044	1,067	1,164	650	644	709

### Catchment Area

Population Served: 2,422

Active Library Cardholders: 490

The branch serves the residents of Greensville and households along Hwy 8 as well as the area north to Hwy 5 and west to Middletown Rd.

### **About the Branch**

The Greensville community is nestled on top of the Niagara escarpment in Flamborough, adjacent to Dundas. The village is home to a prosperous suburban community with large homes surrounded by fertile land supporting a wide range of agricultural pursuits, from market gardening to livestock. Webster's Falls and Spencer Gorge are part of Greensville, bringing nature lovers from far and wide to enjoy the scenic beauty of this area of the Bruce Trail. Many historically designated homes and businesses are located within the village, which was established in 1846. The community has a strong identity, united by a number of local environmental causes. There are few commercial enterprises in Greensville, and the community uses services in the adjacent town of Dundas.

After a deposit station had been in existence for a number of years, the Wentworth Library System established the first library in Greensville in 1969. The branch was moved to a leased location in a new strip mall on Highway 8 in 1989. The plaza came under new ownership in 2005, when considerable landscaping work was done in an effort to attract new tenants.

## Kenilworth

103 Kenilworth Avenue North. Hamilton, ON

905-546-3960



### Hours

Weekly Service Hours: 43

Monday 10:00 a.m. – 6:00 p.m.  
Tuesday 10:00 a.m. – 8:00 p.m.  
Wednesday 10:00 a.m. – 6:00 p.m.  
Thursday 10:00 a.m. – 8:00 p.m.  
Saturday 10:00 a.m. – 5:00 p.m.

### Facility Information

- 8,000 square feet
- 2 floors
- 1 meeting/program room
- Parking
- 16 public computer stations

### Recent Annual Usage Statistics

	2014	2013	2012	2011	2010	2009
<b>Visitors</b>	103,825	95,125	107,125	132,086	113,775	109,193
<b>Circulation Statistics</b>	216,165	222,296	237,816	192,032	213,907	188,273
<b>Computer Usage</b>	27,884	25,500	35,200	10,506	9,050	13,750
<b>Program Attendance</b>	8,937	5,772	3,543	4,644	3,551	2,224

## **Catchment Area**

Population Served: 39,590

Active Library Cardholders: 5,069

The branch serves the area bounded by Gage Avenue in the west, to Parkdale Avenue in the east and from Lake Ontario in the north to the Escarpment as the southern border.

## **About the Branch**

The Kenilworth Branch opened in 1932. Its architecture was based on the former Boys and Girls House of the Toronto Public Library. Recent renovations in 2011 updated the building while maintaining the heritage integrity of the building. The branch is well-used by neighbourhood residents, who enjoy the building's old-fashioned feel combined with the modern amenities and technologies of the library branch.

Kenilworth is an active neighbourhood branch, with a steady flow of customers throughout the day. There are typically five to ten patrons waiting outside the doors at opening, and once the doors are unlocked, people usually head to the public computers, the newspaper area, and the upstairs children's department. The Kenilworth neighbourhood is populated by a mix of longtime residents and young families moving into historic and still relatively affordable houses. There are also a number of rental properties and apartments in the area.

The building is being reviewed for heritage designation through a process that will extend from 2015 – 2019.

## Locke

285 Locke Street South. Hamilton, ON L8P 4C2

905-546-3492



### Hours

Weekly Service Hours: 35

Monday 10:00 a.m. – 5:00 p.m.  
Tuesday 1:00 p.m. – 8:00 p.m.  
Wednesday 10:00 a.m. – 5:00 p.m.  
Thursday 1:00 p.m. – 8:00 p.m.  
Saturday 10:00 a.m. – 5:00 p.m.

### Facility Information

- 1,451 square feet
- 4 public computer stations
- 1 self checkout terminal

### Recent Annual Usage Statistics

	2014	2013	2012	2011	2010	2009
<b>Visitors</b>	66,125	65,850	75,550	69,750	81,300	73,450
<b>Circulation Statistics</b>	142,968	164,918	178,482	171,343	175,097	162,521
<b>Computer Usage</b>	5,679	6,800	7,850	1,050	2,600	2,300
<b>Program Attendance</b>	4,036	3,270	3,059	2,014	2,059	2,099

### Catchment Area

Population Served: 8,447

Active Library Cardholders: 2,927

The Locke catchment area is comprised of two neighbourhoods: Kirkendall South and Kirkendall North. The boundary for this branch is the Niagara Escarpment in the south to Main Street in the north, as well as Queen Street in the east to Highway 403 in the west

### **About the Branch**

Locke is the oldest continuously operating branch library building in Hamilton and was established in 1925 as a children's library. Locke Library continues to play an important role in the family life of the neighbourhood.

The latest renovation of the building took place in 1996. Furnishings and equipment have been upgraded on an on-going basis since that time.

Since 2002, significant structural work has been done to improve the basement and foundation of the building to insure its longevity and improve the building condition. Locke continues to be a community beacon for local residents. To augment the small continually updated collection, demanding readers place many holds, and Locke is increasingly becoming a convenient destination where patrons pick up and return these materials.

## Lynden

110 Lynden Road PO Box 9. Lynden, ON L0R 1T0

519-647-2571



### Hours

Weekly Service Hours: 35

Monday 1:00 p.m. – 8:00 p.m.  
Tuesday 1:00 p.m. – 8:00 p.m.  
Wednesday 1:00 p.m. – 8:00 p.m.  
Thursday 10:00 a.m. – 5:00 p.m.  
Saturday 10:00 a.m. – 5:00 p.m.

### Facility Information

- 4,000 square feet
- 1 meeting/program room
- 1 reading patio (2015)
- Parking
- 6 public computer stations
- 2 self checkout terminals

### Recent Annual Usage Statistics

	2014	2013	2012	2011	2010	2009
<b>Visitors</b>	27,050	23,250	15,350	17,700	13,750	16,000
<b>Circulation Statistics</b>	65,814	73,436	48,693	52,182	49,972	50,984
<b>Computer Usage</b>	2,818	3,300	500	650	600	700
<b>Program Attendance</b>	1,288	1,237	489	522	354	628

### **Catchment Area**

Population Served: 6,997

Active Library Cardholders: 1,301

The Lynden branch serves West Flamborough including neighbouring communities such as Sheffield, Rockton, Troy and Copetown and the area bounded by Governors Road and Highway 8.

### **About the Branch**

Established in 1966 the Lynden branch moved to a newly built facility in 2013. This fully accessible new building has vaulted ceilings and is flooded with natural light. With seating surrounding a fireplace, the branch offers a welcoming destination for a community that has seen recent closures of other institutions. The building construction incorporates many sustainable features and will have a reading patio added in 2015. Significantly larger than the former branch, Lynden can now offer programming for all ages, and has more public computers, a dedicated teen area and meeting room space.



## Mount Hope

3027 Homestead Drive, RR1. Mount Hope, ON L0R 1W0

905-679-6445



### Hours

Weekly Service Hours: 18

Monday 2:00 p.m. – 5:00 p.m.  
Tuesday 2:00 p.m. – 8:00 p.m.  
Wednesday 2:00 p.m. – 5:00 p.m.  
Thursday 2:00 p.m. – 8:00 p.m.

### Facility Information

- 2,230 square feet
- Shared facility
- Parking
- 2 public computer stations

### Recent Annual Usage Statistics

	2014	2013	2012	2011	2010	2009
<b>Visitors</b>	10,100	6,900	7,150	7,200	7,850	8,900
<b>Circulation Statistics</b>	23,803	27,099	30,120	31,599	29,993	31,060
<b>Computer Usage</b>	595	400	500	450	650	1,050
<b>Program Attendance</b>	332	228	253	289	191	151

### Catchment Area

Population Served: 5,068  
Active Library Cardholders: 623

Mount Hope is a tiny community which has maintained its small town character. "Mount" Hope is aptly named, as it is the highest point between Lake Erie and Lake Ontario. The community is bounded by Twenty Road East to the North, Glancaster Road to the West, Trinity Church Road to the East, and Haldibrook Road to the South.

### **About the Branch**

Due to the age of the building and current design, the building is not as accessible as other locations. Customers must use two small sets of stairs to enter the building from the front. There is a ramp available for those customers who require it; however these customers then require staff to let them in through a side entrance.

The Mount Hope branch was established in 1966 and moved to its current location in 1990. It is situated at the front of the Mount Hope Community Hall, formerly the administrative offices of the Township of Glanbrook. The branch is located on the main street of the village.

The Mount Hope library is situated in a building that includes an attached hall. The hall can be booked for library programs and recreational activities through the City. There is ample parking. The building is being reviewed for heritage designation through a process that will extend from 2015 – 2019.

## Red Hill

695 Queenston Road. Hamilton, ON L8G 1A1

905-546-2069



### Hours

Weekly Service Hours (Winter): 52

Weekly Service Hours (Summer): 48

Tuesday	10:00 a.m. – 9:00 p.m.
Wednesday	10:00 a.m. – 9:00 p.m.
Thursday	10:00 a.m. – 9:00 p.m.
Friday	10:00 a.m. – 6:00 p.m.
Saturday	10:00 a.m. – 5:00 p.m.
Sunday	1:00 p.m. – 5:00 p.m. (September – April)

### Facility Information

- 11,760 square feet
- Leased building
- 1 meeting/program room
- Parking
- 36 public computer stations
- 12 seat computer lab
- Digital media lab
- Automated return (planned 2015)
- 3 self checkout terminals

## Recent Annual Usage Statistics

	2014	2013	2012	2011	2010	2009
<b>Visitors</b>	178,800	250,625	197,275	249,950	185,650	152,300
<b>Circulation Statistics</b>	296,334	337,177	360,816	343,423	360,833	315,865
<b>Computer Usage</b>	63,534	69,350	77,800	60,900	29,500	26,300
<b>Program Attendance</b>	10,767	11,759	11,760	11,761	11,762	11,763

## Catchment Area

Population Served: 32,976

Active Library Cardholders: 9,248

Red Hill's catchment runs from the Queen Elizabeth Way in the north, to the escarpment in the south. It's bounded on the west by Parkdale Avenue and Mount Albion Road to Centennial Parkway and Gray's road (south of Barton) in the east.

## About the Branch

Red Hill Branch began life in October 1968 in the Towers Plaza on the southwest corner of Queenston and Nash. In 1973, the branch made a move to Eastgate Square. Unfortunately, the location on the mezzanine level of the plaza had no elevator or escalator access. Since 1983, the Red Hill Branch has been in the plaza at 695 Queenston Road, located just east of Nash Road. Originally the library's floor space was 4700 sq ft. but in 1989 the branch footprint increased to 11,760 sq ft after expansion into a recently vacated storefront. The facility is leased from Effort Trust.

Red Hill is a leader in outreach programming to the community and also provides a large multilingual collection including Hindi DVDs. A Library Support Program worker assists newcomers in obtaining services and support.

Red Hill is designated to provide an additional assistive device, an Enroga Merlin text enlarger.

## Saltfleet

131 Gray Road. Stoney Creek, ON L8G 3V3

905-662-8611



### Hours

Weekly Service Hours: 48

Monday 10:00 a.m. – 9:00 p.m.  
Tuesday 10:00 a.m. – 9:00 p.m.  
Wednesday 10:00 a.m. – 9:00 p.m.  
Thursday 10:00 a.m. – 6:00 p.m.  
Saturday 10:00 a.m. – 5:00 p.m.

### Facility Information

- 15,481 square feet
- Leased building
- Shared facility
- 1 meeting/program room
- Parking
- 17 public computer stations
- 2 self checkout terminals

### Recent Annual Usage Statistics

	2014	2013	2012	2011	2010	2009
<b>Visitors</b>	127,775	142,275	196,825	142,625	144,950	200,200
<b>Circulation Statistics</b>	210,176	238,896	251,648	266,839	247,225	249,093
<b>Computer Usage</b>	23,488	25,750	34,350	17,350	13,700	15,000
<b>Program Attendance</b>	10,258	9,862	7,779	8,925	6,578	4,372

## **Catchment Area**

Population Served: 37,543

Active Library Cardholders: 6,980

The Saltfleet catchment area extends from Lake Ontario, south to the Escarpment and is bounded by Centennial Parkway to the west and Dewitt Road to the east. The area includes much of the former City of Stoney Creek and is a blend of both urban and rural landscapes. There is a balanced blend of residential and commercial development which follows a small town, "Main Street" model. The bulk of commercial activity occurs along King Street and Queenston Road/Highway 8. Residential areas are largely comprised of single family dwellings with some senior centres and apartments.

## **About the Branch**

The Saltfleet Branch was first established in 1966 and has been in the current building since 2000. The former City of Stoney Creek entered into a partnership agreement with the Hamilton Wentworth Catholic District School Board to build the facility which houses the Cardinal Newman Secondary School and the Saltfleet Branch Library. The two entities share a building but are separate. There is no door open to the public that links the two facilities. In 2014 Saltfleet was renovated to close the second floor and turn the space over to the School Board.

Saltfleet provides a French juvenile collection and Hindi DVDs.

## Sherwood

467 Upper Ottawa Street. Hamilton, ON L8T 3T3

905-546-3249



### Hours

Weekly Service Hours: 48

Monday 10:00 a.m. – 9:00 p.m.  
Tuesday 10:00 a.m. – 6:00 p.m.  
Wednesday 10:00 a.m. – 9:00 p.m.  
Thursday 10:00 a.m. – 9:00 p.m.  
Saturday 10:00 a.m. – 5:00 p.m.

### Facility Information

- 20,400 square feet
- 2 floors
- Leased building
- 3 meeting/program rooms
- Parking
- 20 public computer stations
- 12 seat computer lab
- 5 self checkout terminals

### Recent Annual Usage Statistics

	2014	2013	2012	2011	2010	2009
<b>Visitors</b>	136,813	159,525	139,150	149,400	140,550	0
<b>Circulation Statistics</b>	235,921	263,673	295,224	299,677	253,631	252,631
<b>Computer Usage</b>	34,943	41,300	40,100	27,650	14,950	30,635
<b>Program Attendance</b>	7,553	8,207	6,822	6,743	4,958	4,167

### **Catchment Area**

Population Served: 33,087

Active Library Cardholders: 7,745

Sherwood's catchment area runs from Mountain Brow Boulevard and Concession Street to the Lincoln Alexander Parkway and from Upper Sherman to Mountain Brow Blvd.

### **About the Branch**

The Sherwood Branch was opened as a storefront in a small plaza on Upper Ottawa Street near the corner of Fennell Avenue in November, 1966. It expanded in 1981 and then moved to a larger and brighter facility in June, 1991. Sherwood underwent extensive renovations in 2010 adding a much needed computer lab. The branch is a standalone leased building and the closest intersection is Upper Ottawa Street and Fennell Avenue East.

The first floor houses adult material, non-print and a computer lab and the second floor is children's and teen collections as well as more computers. Sherwood also provides a French juvenile collection. A Library Support Program worker assists newcomers in obtaining services and support.



# Stoney Creek

777 Highway 8, Stoney Creek, ON L8E 5J4

905-643-2912



## Hours

Weekly Service Hours: 35

Monday 1:00 p.m. – 8:00 p.m.  
Tuesday 10:00 a.m. – 5:00 p.m.  
Wednesday 1:00 p.m. – 8:00 p.m.  
Thursday 10:00 a.m. – 5:00 p.m.  
Saturday 10:00 a.m. – 5:00 p.m.

## Facility Information

- 6,404 square feet
- Shared facility
- Parking
- 5 public computer stations
- 2 self checkout terminals

## Recent Annual Usage Statistics

	2014	2013	2012	2011	2010	2009
<b>Visitors</b>	61,113	60,900	53,125	60,075	30,800	38,250
<b>Circulation Statistics</b>	100,004	111,233	107,273	113,135	103,970	99,207
<b>Computer Usage</b>	3,714	3,850	2,900	2,300	3,000	3,050
<b>Program Attendance</b>	6,608	6,613	4,693	3,232	2,696	1,395

### **Catchment Area**

Population Served: 16,486

Active Library Cardholders: 3,240

The Stoney Creek catchment area is bounded by DeWitt Road to the west, Fifty Road to the east, Lake Ontario to the north and Ridge Road to the south. Since Stoney Creek is so close to Grimsby, a lot of Grimsby patrons borrow Hamilton collections.

### **About the Branch**

The Stoney Creek Branch moved to its current location in the former Stoney Creek City Hall in January 2003. It shares the building with the RCMP. The area surrounding the Stoney Creek branch is rapidly expanding with new developments and many new families are moving into the area. New commercial developments are also underway in the area.

Stoney Creek Branch is striving to become a cultural destination with art displays to show off local artists and writing programs supporting developing authors.

## Terryberry

100 Mohawk Road West. Hamilton, ON L8R 3K7

905 546-3921



### Hours

Weekly Service Hours: 51

Monday 10:00 a.m. – 9:00 p.m.  
Tuesday 10:00 a.m. – 9:00 p.m.  
Wednesday 10:00 a.m. – 9:00 p.m.  
Thursday 10:00 a.m. – 9:00 p.m.  
Saturday 10:00 a.m. – 5:00 p.m.

### Facility Information

- 30,000 square feet
- 3 floors
- 3 study rooms
- 2 meeting/program rooms
- Parking
- 36 public computer stations
- 12 seat computer lab
- Digital media lab
- Automated return
- 4 self checkout terminals

### Recent Annual Usage Statistics

	2014	2013	2012	2011	2010	2009
<b>Visitors</b>	307,525	226,766	231,900	389,300	279,150	256,922
<b>Circulation Statistics</b>	436,540	495,661	277,746	658,896	632,145	678,981

<b>Computer Usage</b>	55,536	63,150	60,050	36,350	22,600	24,100
<b>Program Attendance</b>	16,443	18,173	6,317	7,989	5,393	10,429

### Catchment Area

Population Served: 43,849

Active Library Cardholders: 15,240

Terryberry boundaries extend to the Lincoln Alexander Parkway (LINC) in the south, Scenic Drive to the north as far as Wellington Street and then run south to Fennel Avenue and then swing east to Upper Wentworth Street.

### About the Branch

Terryberry library was constructed in 1970 as a one floor building and since that time has undergone two significant renovations. The first renovation occurred in 1991 when a second floor was added to allow for a much needed expansion and most recently in 2012, when the library was completely updated. The redesigned library features a larger children’s department, public computer lab, a barrier free washroom, and expanded lounge and study space.

The building consists of 30,000 square feet on three floors. The library materials are located on the first and second floors with program rooms and staff working areas in the basement.

Terryberry is a vibrant and diverse community with the second highest amount of customer traffic and borrowing of materials after the Central Library. Customers enjoy a large multilingual collection including DVDs as well as a juvenile French collection. A Library Support Program worker assists newcomers in obtaining services and support.

Terryberry is designated to provide an additional assistive device, an Enroga Merlin text enlarger.

## Turner Park

352 Rymal Road East. Hamilton, ON L9B 1C2

905-546-4790



### Hours

Weekly Service Hours (Winter): 55

Weekly Service Hours (Summer): 51

Monday	10:00 a.m. – 9:00 p.m.
Tuesday	10:00 a.m. – 9:00 p.m.
Wednesday	10:00 a.m. – 9:00 p.m.
Thursday	10:00 a.m. – 9:00 p.m.
Saturday	10:00 a.m. – 5:00 p.m.
Sunday	1:00 p.m. – 5:00 p.m. (September – April)

### Facility Information

- 23,681 square feet
- Shared facility
- 3 study rooms
- 2 program rooms
- 2 reading patios
- Parking
- 31 public computer stations
- 12 seat computer lab
- Automated return
- 4 self checkout terminals

## Recent Annual Usage Statistics

	2014	2013	2012	2011	2010	2009
<b>Visitors</b>	315,200	287,650	383,500	344,650	343,650	346,057
<b>Circulation Statistics</b>	407,305	480,506	635,311	492,989	528,095	343,327
<b>Computer Usage</b>	67,703	87,200	65,900	43,650	37,600	44,900
<b>Program Attendance</b>	14,754	15,870	14,313	10,617	7,553	1,850

## Catchment Area

Population Served: 65,659

Active Library Cardholders: 10,009

The branch serves the area bounded by the Lincoln Alexander Expressway to the north, Twenty Road to the south, Glancaster Road to the west, and Glover Road to the east.

## About the Branch

Turner Park is one of the Hamilton Public Library's newest branches celebrating its fifth anniversary in 2014. The need for a branch in the area known as the South Mountain was recognized in the early 1980's as the city began to expand further south. On May 23, 2009 the Turner Park Library opened to the public and at day end the new library had already become the third highest circulating Hamilton Public Library location.

Designed to adapt to customer needs, the library is light filled and spacious with lots of flexible space for programming and for customers seeking a quiet corner or collaboration. Clerestory windows ensure an abundance of natural light and users gravitate to seating by the windows.

Located in a joint facility with the YMCA, the two organizations together serve as a community destination for the surrounding neighbourhoods. The 280 space parking lot is consistently full has been identified as insufficient after only five years of operation.

Located within a diverse community, a Library Support Program worker assists newcomers in obtaining services and support. As well Turner Park is designated to provide an additional assistive device, an Enroga Merlin text enlarger.

## Valley Park

970 Paramount Drive. Stoney Creek, ON L8J 1Y2

905-573-3141



### Hours

Weekly Service Hours: 47

Monday 10:00 a.m. – 8:00 p.m.  
Tuesday 10:00 a.m. – 8:00 p.m.  
Wednesday 10:00 a.m. – 8:00 p.m.  
Thursday 10:00 a.m. – 8:00 p.m.  
Saturday 10:00 a.m. – 5:00 p.m.

### Facility Information

- 3,100 square feet
- Shared facility
- Parking
- 10 public computer stations
- Libdispenser self checkout kiosk
- 2 self checkout terminals

### Recent Annual Usage Statistics

	2014	2013	2012	2011	2010	2009
<b>Visitors</b>	105,575	105,500	82,300	88,100	91,500	150,450
<b>Circulation Statistics</b>	122,610	144,261	163,496	172,104	143,549	131,683
<b>Computer Usage</b>	10,910	12,600	14,350	8,150	4,850	6,000
<b>Program Attendance</b>	4,292	4,653	6,904	4,309	3,918	4,739

## **Catchment Area**

Population Served: 24,016

Active Library Cardholders: 4,490

Valley Park's catchment area extends from Paramount Drive to Mud Street, including Stone Church Road East.

## **About the Branch**

The Valley Park Branch was established in 1978 and moved to the Valley Park Arena and Recreation Centre in 1982. The recreation center is located in parkland at the corner of Paramount Drive and Mud Street. It has a swimming pool, arena, and activity rooms. Access to the library is through the main entrance of the Recreation Centre. Signage directing customers to the library is located on the corner of Paramount Drive and Mud Street, and at the entrance of the recreation centre.

A unique service recently introduced at Valley Park library is a Libdispenser. Available for use during the Valley Park Aquatic Centre's open hours, it is a self serve kiosk for checking-out DVDS. Future plans include the City and Library conducting a feasibility study for the Valley Park Branch in 2015. The study will look at the potential of building up to a 10,000 square foot stand alone library on the same site. This proposed expansion will make more space and services available for the area's growing population.



## Waterdown

Information on new facility opening in May 2015



### Hours

Weekly Service Hours: 47

Monday 10:00 a.m. – 8:00 p.m.  
Tuesday 10:00 a.m. – 8:00 p.m.  
Wednesday 10:00 a.m. – 8:00 p.m.  
Thursday 10:00 a.m. – 8:00 p.m.  
Saturday 10:00 a.m. – 5:00 p.m.

### Facility Information

- 3,410 square feet
- 2 floors
- Shared facility
- 1 meeting/program room
- Parking
- 14 public computer stations
- 10 seat computer lab
- Automated return
- 3 self checkout terminals

### Recent Annual Usage Statistics

	2014	2013	2012	2011	2010	2009
<b>Visitors</b>	64,250	66,550	67,550	79,700	66,750	64,500
<b>Circulation Statistics</b>	155,812	178,316	185,577	192,140	174,016	155,337
<b>Computer Usage</b>	6,165	8,050	7,700	3,900	3,950	4,150
<b>Program Attendance</b>	1,803	4,380	2,702	2,164	1,435	9,843

## **Catchment Area**

Population Served: 18,774

Active Library Cardholders: 4,828

The Waterdown branch serves a large area of Flamborough extending from the escarpment northwest and approximately from Milborough Townline to Middletown Road.

## **About the Branch**

Newly constructed in 2015 the Waterdown Branch is a uniquely designed tiered structure situated in a multiuse facility. The building's award winning design brings together a number of partners to create a community destination. Customers will be able to attend the library, including the Flamborough Archives within the library space, as well as a seniors centre, Municipal Services Centre and Flamborough Information. The building is fully accessible, has many sustainable features and the use of extensive glazing and a series of sawtooth skylights ensure lots of natural light in all seasons. Beautiful recycled wood panels from the Central Library ensure the space is warm and welcoming. The new branch is significantly larger than the former branch and will provide opportunities for extensive programming as well as spaces for quiet study and collaboration for customers.

## Westdale Branch

955 King Street West. Hamilton, ON L8S 1K9

905-546-3456



### Hours

Weekly Service Hours: 48

Monday 10:00 a.m. – 6:00 p.m.  
Tuesday 10:00 a.m. – 9:00 p.m.  
Wednesday 10:00 a.m. – 9:00 p.m.  
Thursday 10:00 a.m. – 9:00 p.m.  
Saturday 10:00 a.m. – 5:00 p.m.

### Facility Information

- 9,950 square feet
- 1 meeting/program room
- Parking
- 13 public computer stations
- Automated return
- 3 self checkout terminals

### Recent Annual Usage Statistics

	2014	2013	2012	2011	2010	2009
<b>Visitors</b>	249,557	172,250	85,925	195,800	191,700	185,350
<b>Circulation Statistics</b>	235,590	276,061	291,387	303,268	302,753	315,035
<b>Computer Usage</b>	27,164	29,900	31,600	20,400	12,950	13,650
<b>Program Attendance</b>	9,632	6,282	5,402	3,640	2,779	2,532

### Catchment Area

Population Served: 14,525

Active Library Cardholders: 6,574

The branch serves the area bounded by Highway 403 to Main Street West and Cootes Drives and includes the neighbourhoods of Westdale North and South, Cootes Paradise A and B; and Ainslie Wood.

### **About the Branch**

The Westdale Branch, known originally as Western Branch, opened its doors to the public in June of 1957 and was renovated and expanded in 1998. Before the renovation, Westdale branch occupied 7750 square feet which was expanded to 945 square feet in the renovation. The single floor plan allows for the most efficient scheduling of staff to meet customer demand. Parking is sometimes at a premium as only 10 spots are allocated to the branch in a busy shared parking lot but there is plenty of street parking available nearby. Westdale is a popular after school destination and the children's department continues to be one of the busiest areas of the library. As part of the Westdale Village shopping district, the Westdale library is an important neighbourhood destination.

To serve its community Westdale provides Chinese newspapers and DVDs, Hindi DVDs and a juvenile French collection. A Library Support Program worker assists newcomers in obtaining services and support.

## **Chief Librarian's Report – January 2015**

### **Management Update – Congratulations Maureen Johnson**

Maureen Johnson, Branch Manager of Youth Services and the Children's Department, has been appointed as a Library Service Manager at the Toronto Public Library effective February 2, 2015. While we congratulate her, we will miss her greatly and extend a thank you for her service to our community. Maureen has made many contributions to the Library, she's instrumental in all the Library's Youth Services programming to the Hamilton Public Library in the 7 years she has been with the system. Please join me in congratulating Maureen on her new appointment. We wish her all the best as she takes on this new role in Toronto.

### **Former Chief Librarian wins Larry Moore Award**

I am pleased to share the news that our former Chief Librarian, Ken Roberts, will receive the Larry Moore Award later this month at the Ontario Library Association (OLA). About the Larry Moore Award: *"The OLA Board of Directors bestows an honorary life membership on a member who has made an outstanding contribution to the libraries of Ontario through his or her work within the Association. The work done must be seen as significant by members from more than one type of library. This award is presented on an irregular basis."* Please join me in congratulating Ken.

### **Terryberry Study Hall**

Once again Terryberry offered extended hours for fulltime post secondary students during the December exam period. The study hall was in effect from 9-12 pm on 10 days selected to best match McMaster and Mohawk schedules. Participation has increased by 40% since 2012 and is well received by students. "I love having the option to have a place to study after hours as the College is not accessible after 9. It has eased my stress level greatly."

### **Waterdown Construction Update**

As exterior glazing installation nears completion the construction focus is now shifting to interior work. Lighting and drywall installations are underway with interior wood panels expected in the next two weeks pending HVAC completion. The concrete floors have had their initial polishing and look outstanding.

### **Power of the Pen Awards Gala**

The 20th Annual Power of the Pen Creative Writing Awards Gala will be held on January 16<sup>th</sup> at the Central Library. Approximately 175 are expected to attend this wonderful event celebrating the young writers in our community. In 2014, Local Judges (local writers, poets and authors) reviewed over 250 talented entries

narrowing it down to two winners per category. This annual teen program is offered in partnership with The Hamilton Spectator, the Hamilton Association for the Advancement of Literature, Science and Art and Bryan Prince Bookseller.

### **Update on the JUNOs and HPL**

We reported in December that HPL will be participating in the JUNOs. We will be hosting three events:

- Blame it on Hamilton concert on Friday, March 13. This event will celebrate Hamilton's rich song history, and will feature great Canadian musicians with Blackie and the Rodeo Kings being the background band.
- Junior JUNOS on Saturday, March 14 from 9:30 – noon, and will feature the top acts of the year in concert.
- On Sunday, Central Library's fourth floor will be closed to the public in preparation for Sunday evening's media interviews. Major media including CBC, CTV, ET Canada, will report from inside the Library.

In preparation to the JUNOs, HPL will be hosting Sadie and the Good Brothers on Friday, February 3. Like the recent Blackie and the Rodeo Kings, the event will be "in the round" on the fourth floor. Hosting these events provides great exposure for HPL, supports our Digital Story Telling project and supports an important City initiative. We will prepare a report for the Board after the JUNOs on what we have learned from these events and propose some next steps.

### **Update on the Canadian Library Association (CLA)**

In the December Chief Librarian's Report I raised the issue of CLA and some of the current challenges it is facing. The Royal Society of Canada Expert Panel Report covers this issue at some length. The Executive Committee of CLA has released a discussion paper: [A Proposed New Vision for Our National Association](#). It expands on the communication they shared towards the end of 2014. The document very much takes to heart the recommendations of the RSC report and proposes a new structure for CLA. I think the Executive Committee needs to be recognized for their leadership in moving forward to address the challenges facing CLA. The challenge now will be getting support and consensus from other associations on the new vision of CLA as a federation of provincial associations and national institutional associations.

Paul Takala  
Chief Librarian

**Date:** January 16, 2015  
**To:** Chair and Members of the Board  
**From:** Paul Takala, Chief Librarian  
**Subject:** **The Royal Society Expert Panel on Libraries**

---

**Recommendation:**

That this report be received for information.

**Background:**

At the November 2014 Board meeting I reported the release of the Royal Society of Canada's Expert Panel Report, entitled: 'The Future Now: Canada's Libraries, Archives, and Public Memory'. The report was prepared by an expert panel of 11 people including the former Chief Librarian of Hamilton Public Library, Ken Roberts.

The report represents a lot of work, consultation, research and thinking on the current and future staff of libraries and archives in Canada. It covers a wide range of issues impacting archives and libraries of all types. While clearly worth reading in its entirety, the report is over 200 pages long. Given its length, I have selected excerpts from the report that are of particular relevance to the public library community. The attached 33 page report includes:

- Parts of the report that directly relate to public libraries and the broader landscape with which public libraries exist
- Significant sections of the panel's coverage on Library and Archives Canada (LAC) and the Canadian Library Association (CLA)
- Brief sections and selected recommendations of parts of the report that do not directly related to public libraries but we should be aware of

In my note to the reader I caution that the document is not intended to be a replacement for reading the full report. What I hope it does, however, is assist with providing library staff and the Board with a good overview of it. As we plan for the future this report provides some guidance on what we should be focusing on and how we fit into the broader library context. In general, I think we should be reassured that our mission, strategic plan and long history of collaboration are directions consistent with the report's recommendations.

A word of caution about the recommendations: Many of the recommendations that I have included from the RSC report are things our Board and staff have very little ability to influence on our own. I have included them, not necessarily as a call to action, but rather to deepen our understanding of the broader context and, where appropriate, help inform our advocacy efforts with others in the library community.

For next steps, I would like to hear from Board members about the parts of the report that are most compelling and relevant. That feedback will be used to help determine how the report can be incorporated into the upcoming Board Orientation and future strategic planning discussions. Given the length of the report I suggest we discuss it at the February meeting.



Excerpts from the  
The Royal Society of Canada Expert Panel Report

## **The Future Now**

### **CANADA'S LIBRARIES, ARCHIVES, AND PUBLIC MEMORY**

November 2014

Demers, Patricia (chair), Guylaine Beaudry, Pamela Bjornson, Michael Carroll, Carol Couture, Charlotte Gray, Judith Hare, Ernie Ingles, Eric Ketelaar, Gerald McMaster, Ken Roberts. (2014). Expert Panel Report on The Future Now: Canada's Libraries, Archives, and Public Memory. Royal Society of Canada, Ottawa, ON. ISBN: 978-1-928140-01-6

The full report is available online the RSC website:

[http://rsc-src.ca/sites/default/files/pdf/L%26A\\_Report\\_EN\\_FINAL\\_Web.pdf](http://rsc-src.ca/sites/default/files/pdf/L%26A_Report_EN_FINAL_Web.pdf)

*A note to the reader: This document includes excerpts of the report that have been selected to provide an overview of the RSC report from a public library perspective and is not intended to be a replacement for reading the full report. A lot of careful thought, consultation, and research went into the development of the RSC Panel's report. This document includes some formatting changes. If at times this document does not flow effectively it is a result pulling only selected passages.*

Paul Takala, Chief Librarian/CEO, Hamilton Public Library, January 2015



## Table of Contents

Executive Summary .....	3
Purpose.....	3
Outcomes .....	3
Values .....	4
Collective Civic Responsibility.....	5
Implementing Public Value.....	5
Transforming Lives .....	6
The Fact that They Exist.....	8
Public Libraries .....	8
Public Libraries Today.....	9
Measuring Value.....	10
Community Connections .....	10
Divide Between Services offered by Canada’s Urban & Rural Public Libraries .....	11
Service to Underserved Canadians.....	14
InterLibrary Loan and Cooperation .....	16
A New Relationship with Publishers and Vendors .....	18
Panel Recommendations on Public Libraries .....	21
Institutions and Organizations .....	22
Library and Archives Canada .....	22
Library and Archival Associations .....	26
Library Associations.....	27
Library Consortia .....	27
The Canadian Archival System.....	28
Libraries and Archives Collaborating for Canada’s Documentary Heritage .....	28
Academic Libraries.....	29
Cultural Spaces and Voice .....	30
Education of Librarians and Archivists and Professional Development.....	30
Copyright and Canadian Libraries and Archives in the Digital Environment .....	31
Libraries, Open Access, and Open Educational Resources.....	31
Additional Selected Recommendations .....	32
Royal Society of Canada Oversight.....	33

## Executive Summary

### Purpose

Spring 2013 the Royal Society of Canada (RSC) struck this Expert Panel on the status and future of Canada's libraries and archive institutions. Our mandate acknowledged the allied obligation of libraries and archives. "They collect, preserve, and disseminate knowledge, and provide access to information and intellectual resources for civic engagement."

Recognizing that these institutions are "actively meeting the challenges of unfolding digital technologies, changing cultural practices, and society's expectations," RSC charged the Panel:

- To investigate what services Canadians, including Aboriginal Canadians and new Canadians, are receiving from libraries and archives;
- To explore what Canadian society expects of libraries and archives in the 21st century;
- To identify the necessary changes in resources, structures, and competencies to ensure libraries and archives serve the public good in the 21st century;
- To listen to and consult the multiple voices that contribute to community building and memory building;
- To demonstrate how deeply the knowledge universe has been and will continue to be revolutionized by digital technology; and
- To conceptualize the integration of the physical and the digital in library and archive spaces.

Our remit is large and inherently double-edged. The air of crisis acknowledged repeatedly by researchers concerned about vanishing and undervalued national, cultural resources coincides with a time of re-imagining and re-locating libraries and archive institutions as centres of community, human experience, and possibility. Conveying and responding to this duality fuel the urgency and spirit of our work: we heard both despair and excitement.

### Outcomes

We want to share the excitement we have felt in our conversations about libraries and archives; we want to emphasize Canadians' profound trust in and continuous reliance on these institutions and their services. We explore issues of inequitable access, organizational restructuring, leadership roles, and the need for continuous professional development among librarians and archivists. Yet throughout this exercise, we have been impressed by the resourcefulness, daring, and responsiveness of these institutions to accelerated public expectations.

Our title boldly asserts that the future must be acknowledged. We are not assuming the role of prophets, but rather of alert communicators. The library and archive sector needs institutional reform to improve efficiencies, foster more effective collaboration, and provide clearer, more reliable leadership. The Report synthesizes what we have heard and learned from Canadians. It conveys verbal and visual snapshots of transformative, energetic, forceful cultural institutions, either already flourishing or in planning stages. It also underlines the urgency of the present moment when disregard or neglect must be challenged and countered.

First and foremost, in the digital era, libraries and archives are as vital as ever to Canadian society, and they require additional resources to meet the wide variety of services they are

expected to deliver. Equitable societies remove barriers between citizens and the material they need to enrich, inform, and improve their lives.

Second, while librarians and archivists must work more concertedly in nation-wide partnerships to continue to preserve our print heritage and to develop and maintain digital access, institutions and different levels of government must invest in digital infrastructure to advance these projects.

Third, a national digitization program, in coordination with memory institutions across the country, must be planned and funded to bring Canada's cultural and scientific heritage into the digital era to ensure that we continue to understand the past and document the present as guides to future action.

## Values

*Archivists and librarians are dedicated to initiating, preserving, managing, and sharing the records of our human, economic, and symbolic capital.*

The complexity of this system is not well known, either to funding authorities or to Canadians in general. Canadians' stories address the need for equitable and diverse access and extended outreach, the conditions for student success, the accommodation of different media and venues for career progress, the experience of frustration, and the countervailing realities of civic welcome and the sustaining presence of community

Whether archivists and librarians see value as an overarching principle of worth, significance, or usefulness rooted in realities or as an enduring belief that motivates conduct, they unite in affirming that "the end-state that value wishes to achieve is that the people of the future will be able to know what we know" (Gorman 7). As charters, universal declarations, manifestos of core values, and shared values wheels demonstrate, archivists and librarians are dedicated to initiating, preserving, managing, and sharing the records of our human, economic, and symbolic capital.

Archives constitute a fundamental element of our heritage, a privileged, irreplaceable witness, which archivists evaluate and maintain as our collective memory. Archivists have to be involved at the first instance of creation of the record to ensure its survival throughout the continuum. Creating and maintaining records are not discretionary or merely desirable; they are a legal requirement for all public bodies and for most private organizations and individuals. Although the differences between libraries (where books and other types of published materials with pre-organized information are discrete entities) and archives (where unique material is preserved in the context of its creation and where access may be mediated) are marked, and variations in descriptive standards and metadata practices further demarcate the two institutions, they nonetheless share certain principles: diversity, access to physical and virtual services and spaces, and a vigorous commitment to engaging and informing all citizens.

Archivists and librarians are dedicated to initiating, preserving, managing, and sharing the records of our human, economic, and symbolic capital.

## Collective Civic Responsibility

*Libraries and archives strengthen the connective tissues of our society by reminding us of what has made us Canadians.*

The duty to collect, preserve and catalogue the printed and digital materials of our national heritage is a vital responsibility. Historian Charlotte Gray has observed:

In our literate and sophisticated country that has changed so dramatically over time, we are in constant danger of losing sight of the people, ideas and values that have shaped our society. Such a loss would mean we would become a country with amnesia – if not Alzheimer's. Libraries and archives strengthen the connective tissues of our society by reminding us of what has made us Canadians.

Recent issues around email systems in the Office of the Ontario Premier and the Prime Minister's Office have highlighted the growing need for effective rules and enforcement of compliance for both the creation and the proper maintenance of records. The report of the British Columbia Privacy Commissioner, released in July 2014 sounds an alarm about the failure to archive ten years of valuable government records and strongly recommends modern records management legislation.

...energetic attention to the citizen-user marks a tectonic shift in libraries and particularly in community archives. Ernie Ingles reminds us of the vast social scope of the influence of libraries visible on a daily, even hourly, basis in these snapshots:

A mother reading to her child for the first time after having attended a public library's literacy program; a child simply learning the wonder of words in a story time session; a teenager unraveling the mysteries of adulthood in the YA reading programs; the college or university student realizing that she will not graduate without the library; professionals seeking to update their skills and credentials; a young couple improving their lives together; a new Canadian in search of language skills; and a senior whose outstretched leathery hand simply says 'thank you' for a lifetime of enlightenment and enjoyment.

## Implementing Public Value

*Canadians visit libraries almost as much as we go to the movies and twenty times more often than we attend Canadian NHL games each year. About as many Canadians have library cards as have passports. Every month, 204,000 Canadians get job-seeking help at their public library.*

Various library organizations and the Toronto Public Library (TPL) have addressed public value directly. The Canadian Urban Libraries Council (CULC), the Canadian Library Association (CLA), the Federation of Ontario Public Libraries (FOPL), and the Online Computer Library Centre (OCLC) have amassed compelling data about the value proposition. Every month, 204,000 Canadians get job-seeking help at their public library. Noting that the list is not exhaustive, FOPL catalogues these strong values: measurable return on investment; support to small business and entrepreneurs; welcome to new Canadians; development of early literacy; help with formal education and homework; equitable access for all including those with visual or physical limitations; accessibility to government services; and affordable leisure.

Measuring value often relies on standard econometric criteria favouring quantitative data at the expense of qualitative information. But, indeed, there is so much more. It is imperative that librarians and archivists be actively engaged in devising and promoting their own instrumental and intrinsic measures. Reflection, analysis, and organizational change are constant within these enterprises. The term “building capability” can be a coded way of simply ignoring non-market values. The concept of public value goes beyond mere inputs and outputs. It highlights the process of value creation, paying particular attention to the social and cultural values that contribute to “social cohesion, social relationships, social meaning and cultural identity, individual and community wellbeing” (Benington 45).

Through leadership in national and international organizations, librarians and archivists are describing the actual impacts of their work, so notoriously difficult to measure. They are concentrating on a full, inclusive concept of a public rather than isolated or special consumers. They are participating in a dialogue so that “value is being added to the public sphere . . . through closer linking of users and producers in creative joint development of products and services tailor-made to meet unmet human need—co-creation of public value” (Benington 45).

Ken Roberts perceives libraries and archives providing “Canadian society, community by community, with places – both virtual and physical – that encourage people to be inventive, thoughtful, and able to make informed decisions.” He envisions this concept, for libraries, in an enlarged space.

There is a growing realization that physical libraries are becoming even more important community spaces, places where people gather, share, and learn from each other. Print collections will occupy less physical space but, if anything, libraries will find that competing demands for quiet space and for noisy public space, for collaboration and for discovery spaces mean that library buildings will become larger and more flexible.

## Transforming Lives

*Canadians from all walks and stages of life have expressed their indebtedness to libraries.*

The most moving features of our consultations have been the stories about lives changed forever through access to archives and libraries and the support of their professional staff. So riveting are these accounts that we offer a sampling of them here.

Alison Hopkins, Territorial Librarian of NWT, reports on the establishment of public libraries over the past five years in thirteen communities, “all of which had no history of public library services. A reported 31% of all library visitors use computers.” Her comments on library programs in the NWT combine aspects of civic duty and public value:

From January to March 2013, 20 public libraries offered 1000 programs attended by 14,000 people. These programs include a sewing circle, family computer night, a cupcake challenge, drumming and hand games, robotics club, and a Pokémon club. After-school programs are especially popular in small communities with few other options.

With a population of approximately 43,000 spread over one million square kilometres and with eleven official languages, the Territorial government has created Aboriginal language apps and supplied

libraries with iPads. Computer resources are used for school projects, resumé writing, reading newspapers, and communicating with friends in other communities.

Patricia Cook, the first-place winner of the BC Public Libraries province-wide library essay contest, relates how libraries literally changed her life. Cook's "A Library in Motion" appears in the collection of prize winners, *Beyond Words*. Because of a childhood of continuous re-location, she found refuge in a series of libraries even though she hid the fact that she could not read:

I also have to admit that I never read even one book, not one book, in any of the libraries I adopted in each new place we lived. I just listened to the librarians and a lot of parents read the most fantastic stories to their children. I did try to learn to read and I really wanted to learn but I couldn't get anything to stick in my head. I found out later in adulthood that when a child lives in chaos and fear, learning is next to impossible because you are only trying to survive. . . . But not knowing this as a child, I felt I was to blame and that my brain was broken and this affected my life in every direction. I felt that the library was my safe zone—friendly, supervised territory.

The crisis when she was fourteen and "failing every subject" resulted in her running away from school and home to the library:

I'm a little embarrassed to admit this, but I was actually hiding under one of the back tables. Yes, I know, I was 14 years old, but I felt 5. Instead of questions or asking me to get out from under the table, the librarian found a book and began to read it aloud. I think that today she read herself into my heart because the next thing I knew I was laying my problems down. I told her everything the teachers said, what the doctors said, I told her everything. The librarian told me very seriously that everyone was wrong. If I could learn a little, I could learn more and that she would help me. That is exactly what my librarian went on to do. I received my very first certificate of reading achievement that summer, awarded to me by Ellen Wise, my librarian, which I still have today.

Patricia Cook emerged to become "a great student with an A+ in English every time" and a problem-solving mother of three who uses library books.

Canadians from all walks and stages of life have expressed their indebtedness to libraries. Among the testimonials in the CLA's National Values Profile (2012) are these comments from well-known beneficiaries.

The value of the public library system to children is inestimable and in my own life, I could not be the person I am, or have the career I've had, if it weren't for the opening of my mind and the generous access to books which the Ottawa Public Library gave me.

— Adrienne Clarkson, former Governor General of Canada

I grew up at the library. I used to spend many Saturday afternoons signing out books and I was such a voracious reader that the librarians allowed me to sign out more books than were normally allowed.

— Naheed Nenshi, Mayor, City of Calgary

One patron's testimonial is worth a thousand gate counts when it comes to making the case for libraries. Librarianship isn't about gate counts and circulation figures, but people helped,

lives enriched, and communities improved.

— Sandra Singh, Chief Librarian, Vancouver Public Library

## The Fact that They Exist

Our consultations also revealed widespread anxiety about the permanence and sustainability of Canada's libraries and archives, institutions so irreplaceable and central yet so vulnerable. Closures of science libraries, loss of professional personnel, diminution of funding and services at Library and Archives Canada (LAC), and a great question mark surrounding the future of this merged institution, all exacerbate the sense of unease. The establishment of such national institutions as LAC signalled Canada's cultural emergence and maturity. Their diminished or precarious stature is a source of great concern.

We must go back to the eighteenth century to find the roots of our knowledge institutions. That is when an Enlightenment belief in human progress and pioneering impulses for the promotion of useful knowledge led to the establishment of both garrison and lending libraries in British North America. In the nineteenth century these were followed by Mechanics' Institutes for the advancement of skilled workers, and a variety of reading circles and literary societies. The lending libraries primarily catered for the upper classes and clergymen; their membership fees were beyond the means of most labourers. Some garrison libraries encouraged women to subscribe; by 1835, the garrison library in Halifax, "open to the public," had "thirty women on the membership rolls" (Vance 113). The reforms of the Reverend Egerton Ryerson, Superintendent for Schools in Canada West from 1846 to 1876, underpinned the Library Act of 1850, enabling the creation of township libraries. In the progression that colonial elites sought, "from the natural curiosity of the child to the well regulated taste of the adult," the library in its many and diverse manifestations was singularly important "as an antidote to the saloon" (Vance 115, 116).

## Public Libraries

The widespread Canadian Public Library movement was born as a social response to the disruptive technologies of the Industrial Revolution. Mechanics' Institutes formed many of the early Canadian public libraries, allowing their members to share reading material and to learn new skills. As literacy increased, so did the demand for recreational reading material. Children's libraries were added with the birth of a robust children's publishing industry.

There were public library systems in some Canadian cities and towns by the early years of the twentieth century, but many were subscription libraries open only to those who could pay. Andrew Carnegie's gift to cities across the United States and the British Empire changed this dynamic. Carnegie insisted that any community receiving a gift from his foundation had to demonstrate support for a public library; provide a site; commit tax support; and ensure that the library would be free for all to use. These principles still resonate with Canadians.

Canadian public libraries have endured many radical changes over the past hundred years, and they have emerged stronger each time. During the Depression, they became the "people's university," a term coined by American adult educator Alvin Johnson in 1938. They became places where people could first explore personal computers without having to purchase them in the mid-eighties. They are

now becoming places more dedicated to the concept of personal discovery than to “lending” materials.

Public libraries are unique community cultural institutions. Art Galleries, museums, and theatres all present cultural material that is themed and packaged with the hope that it will appeal to people in their communities. Public libraries offer their users the freedom to choose the ideas, thoughts, or literature they wish to explore. Users also receive support in following their own paths.

## Public Libraries Today

In the Carnegie library era, the priority was to acquire, store, maintain, and circulate the book collection. The physical collection determined each building’s layout. Utility, economy, and the need for a quiet reading room were the drivers of library design. Mid-twentieth century library building attempted to create more flexible spaces, but designs remained book-centric. Many library buildings from this period have required substantial renovation and refurbishment to accommodate new services, technology, and digital collections.

In the latest wave of building, new iconic facilities across Canada reflect the change in public expectations, the diversity of the population, the new technologies and multiple information formats to be accessed. As Shannon Mattern comments in *The New Downtown Library*, “through the design and construction of a new home, libraries reassess or reaffirm who they are, they reconsider what is central to their institutional identity and they reflect on how to assert their continued relevance in an era in which their obituary has already been written by a myopic few.” She notes that designs must now reflect and accommodate often competing values and activities, community groups and global information networks, born digital and book people, noisy and quiet activities. They must accommodate the past while anticipating the future.

Libraries have become important community hubs, cultural centers, community destinations, resources for self-directed life-long learning, and creative incubators. Beyond collections, they provide media, exhibition space, theatres, cafes, spaces for collaborative activities, maker spaces, a place for public events, spaces for teaching and tutoring, and genealogy and local history research areas.

The influence of bold new designs and concepts from Scandinavia, Northern Europe, and Asia is reflected in recent Central Library design. The Library of the Future “is not a temple for storage of books, but a public place of sharing and experiencing, it is a social platform for learning and meeting, offering myriads of ways to access knowledge, an open space between home and work” (Schmidt hammer lassen architects, 2013). Libraries have proven themselves to be resilient and capable of transforming themselves to meet the needs of a changing society. The future cannot be entirely foreseen but for consultant Susan Kent, “the future library should be an institution on the edge, experimenting with the new, leading the user on the way into the possibilities and potential of technology and collaboration,” and for Rolf Hapel, the Director of Citizen Services and Libraries for the City of Aarhus, “the future library building must support many formats and platforms for human meeting, interaction and exchange, for thinking and contemplation, for learning and experience, for reading, dialogue and creation.”



## Measuring Value

Increasingly, public libraries are directed by funding bodies to demonstrate their value. They are asked to go beyond basic input/output statistics and prove that their programs and services create demonstrable outcomes that justify annual budget allocations. The submissions to the Panel overwhelmingly stressed the need for advocacy programs. This need emerges from the requirement to explain why libraries are necessary and even essential in the digital age. Robert Kaplan and David Norton famously asserted, “If you can’t measure it, you can’t manage it.” Although there is some truth in this statement, it can also lead to the false conclusion that if you cannot measure the library’s programs and services to demonstrate their value, they are not worthy of funding. But libraries are about much more than statistics.

The *Canadian Urban Libraries Council* (CULC) statistical data permit benchmarking and provide reliable information on the development of Canadian public libraries. Through Counting Opinions, the Metropolitan Libraries division of the *International Federation of Library Associations and Institutions* (IFLA) initiated a similar program to include data from its membership among large urban libraries. The issue is, as always, a concern that numbers alone can both mislead and cause institutions to focus on numbers instead of service. As an example, customer-placed holds mean that many customers only come to library buildings to pick up material they know is waiting for them. This service, which users love, can reduce the number of items a library system lends. Users browse less and take fewer “just in case” items.

Increasing interest in evidence-based librarianship combines the best available evidence with user preferences captured through anthropological studies and user surveys, as well as professional knowledge and experience, to determine programs, services, and the organization of libraries. At its simplest, evidence-based librarianship combines statistics and stories. Economic impact studies also help to demonstrate the value of libraries. TPL’s *So Much More: The Economic Impact of the Toronto Public Library on the City of Toronto* illustrated an economic impact return on investment for every \$1.00 spent. Similarly, in order to establish the value of committing municipal funds for the construction of a new Central Library, the Halifax Public Libraries through the Halifax Regional Municipality commissioned an economic impact study. The results found that the Central Library’s construction would generate 422 jobs and contribute \$16,752,042 to total household income and \$40,605,371 to the provincial GDP. Post-construction, the library would employ 175 individuals, contribute \$7,702,345 to total household income, and \$11,102,394 to the total provincial GDP. The report additionally noted the library’s legacy impacts, including contributing to a strong urban core, which is a key component of municipal economic development strategy, and will also create the infrastructure needed for developing a creative economy and revitalizing the surrounding business district.

## Community Connections

In an increasingly complex society, public libraries have had to expand outreach efforts to address new issues, serve new communities, and meet new expectations. The *Working Together Project* funded by Human Resources Development Canada (HRDC) from 2004 to 2008 was pivotal in the implementation of community-led development services in public libraries. A joint project of the Vancouver, Regina, Toronto, Hamilton, and Halifax Public Libraries, the project explored social inclusion, considered

methods of connecting with excluded and marginalized communities, and identified service barriers in order to create a new inclusive service model. Its *Community-led Libraries Toolkit* provided a road map for all libraries. As the toolkit notes, “A community development approach encourages and promotes philosophies, strategies, and empathies that build and strengthen relationships between socially excluded community members and the Library. At the same time a community development approach contributes to the growth of responsive and relevant library services and models that focus on Library community connections.” The project has had lasting impact and application, helping libraries reach underserved populations and build community.

English Language Learning (ELL) programs in public libraries provide more than simple language learning for new immigrants. They create a sense of belonging, helping new Canadians settle into community life in Canada and help bridge cultural gaps in understanding. Demand for programs is soaring, as many communities report that an increasing percentage of the people in their municipalities were born outside Canada. Public library adult literacy upgrading programs, early literacy, and children’s reading programs help to address the alarmingly low levels of literacy reported in all parts of Canada; these programs have an intangible result in building self-confidence and self-esteem in learners as they find employment, pass GED requirements, or go on to higher education.

Providing services to persons with disabilities is a fundamental requirement for public libraries. Assistive technology, touch screens, minimizing the numbers of doors and steps to navigate – all contribute to equity of access. Beyond the accessible building codes of the past, universal access design has been broadened and has become a guiding principle for new library construction. As defined by the architectural firm of schmidt hammer lassen, it means “tailoring the design to a broad range of cognitive, sensory and mobility capacities in order to create an inclusive environment that reflects the diversity of people within society and removes all unnecessary barriers.” The principles of equity, flexibility, simplicity, safety, and ease of use are respected.

Public libraries are becoming more cognizant of the need to reach out to Aboriginal communities. All members of society need to feel welcome in the public library and to see their cultures respected and reflected within facilities. Winnipeg Public Library (WPL) is a leader in this regard, while others are at varying stages of building connections and inspiring trust. Clearly, the modern public library is more than just collections. The expectations and multiple service demands place pressure on shrinking budgets. They also have implications for the human resources required to deliver the service.

## **Divide Between Services offered by Canada’s Urban & Rural Public Libraries**

Canadians told us about the importance of their local public libraries. Many Canadians cannot imagine life without them. We heard stories of new Canadians who state, with great emotion, that they could not have adjusted to Canadian society without the safety of library space, the warmth of library staff, and the depth of library services. We heard stories of Canadians who found jobs, left abusive relationships, embraced their sexuality, managed health conditions, found lost relatives, connected with creative literature, and explored ideas in public libraries. Public libraries represent everything that is good about society, helping to empower people in their personal discoveries and to enliven and enlighten lives.

Many of Canada’s urban libraries are among the best in the world. The figures speak loudly. As we were preparing this Report in June, Edmonton Public Library (EPL) was named 2014 Library of the Year

by *Library Journal* and Gale Cengage Learning. This is the highest honour that can be bestowed upon a North American library, and Edmonton is the first library outside the US to receive the award. A recent international study by the Heinrich-Heine-University, Düsseldorf ranked libraries systems serving large metropolitan areas around the entire world and rated the public library systems serving Montréal, Vancouver, and Toronto as among the best. Most of Canada's urban libraries are engaged in conversations with their communities about the changing role of public libraries and the effects of technology on their services.

Yet urban libraries also face enormous difficulty. They struggle to provide traditional library services while implementing the technologically-driven ways that Canadians increasingly access ideas and information. Greg Buss, at the Richmond Public Library in British Columbia, says that every new library building in his community has to provide a living room, noisy space, and quiet space. Many urban libraries are becoming technology hubs, places with the best available technology so that students can collaborate and home workers can telework.

Public libraries are primarily funded by local municipalities, and urban public library systems are generally better funded, per capita, than Canada's rural library systems. Urban libraries serve dense populations. Their communities tend to have better access to technological infrastructure. Cities have ample bandwidth. Cities can access servers and software and technologically driven services that are not yet available in many small, rural communities. Urban library systems can build ebook collections to meet the varied needs of their customers to ensure that these collections are not quickly exhausted. People can easily access them, and they do.

Rural library systems have often struggled financially. When public libraries relied almost exclusively on the circulation of physical material as their core business, it was impossible for small, rural library systems to provide levels of service that matched those in the best urban libraries. Their collections were small and opening hours were limited. Technology is changing the services rural library systems can provide, and technology is making distance less of a factor in service provision. Ironically, technology is also making it harder for small library systems to meet the needs of their customers. The shift to technology-driven services is too often an impossible barrier for poorly funded rural library systems. Still, if a library system only provides books in print formats, it may find that fewer members of the community need its services.

Trade book publishers are talking about producing more and more of their material only in ebook formats, particularly backlist titles, and ebook sales continue to climb. A March 2014 analysis of ebook sales in *Publishers Weekly* by Daisy Maryles states "This [ebook] is a format that went from 3% of U.S. book sales in 2009, to 17% in 2011, to 22.55% in 2012. Figures for 2013 are not yet available, but judging by the number of publishers who shared their 2013 e-book stats for this roundup, the sense is that the sales numbers will continue to rise even if there is a slowdown." A recent report on the worldwide future of ebooks produced by PwC states in the executive summary that:

Publishers should view these technological advancements as opportunities to move established readers to ebooks, which can improve operating margins and reduce production costs while creating a new market for customers who are not frequent book buyers but might find ebooks with multimedia content attractive. If the book industry fails to establish the marketplace now, companies may find themselves playing catch-up later after losing sales and customers to newcomers.

At a Spring 2014 conference on books in Italy virtually all talk was, purportedly, of the future and of the impact of ebooks on the world of publishing. Distance education is increasingly dependent on electronic material to support classroom study. Publishers know that even when books are produced as physical products, print runs are smaller than in the previous decade and books that would normally be declared out-of-print are, instead, made available as ebooks. In other words, a public library that cannot provide ebooks to its users will soon fail to provide basic library services. The Panel believes that all public libraries must offer their users a reasonable mixture of services that provide physical material, such as books and DVDs, as well as services that provide virtual material, such as databases and ebooks.

Although ebooks can be downloaded through slow phone lines where no Internet is available and even though ebooks offer rural libraries the opportunity to make large distances and short open hours immaterial, too many rural libraries cannot take advantage of these positive aspects of new publishing realities. Canada's small library systems cannot, on their own, afford ebook collections large enough to satisfy the varied tastes and future demands of their readers and few small Canadian library systems can implement or support needed technology.

This argument — that library ebook collections are expensive to build — may seem illogical to members of the public who buy ebooks. After all, the ebooks they purchase are usually much less expensive than print books. The digital world, however, provides publishers with the ability to place electronic locks on their products and to create a differentiated market. Consumer ebooks come with limitations on the number of times they can be downloaded. Ebooks sold to public libraries come with more potential downloads (or no limitation on the number of downloads so long as any purchased item is not lent to more than one customer at a time). These relaxed restrictions entail a cost. One major publisher, as an example, charges public libraries 2.5 times the cost of the printed version of a book for each copy of an ebook that they buy. Their argument is that the ebook does not wear out.

The *Canadian Library Association* and the *American Library Association* both have initiatives aimed at conducting talks with publishers about their pricing models. The gulf between the services offered by large urban libraries and the services offered by small rural libraries will grow much wider unless small library systems abandon some local autonomy in order to create larger library systems for some technology-driven services. Publishers recognize this fact. They allow smaller library systems to form cooperatives for ebook purchases. One example is Overdrive, the ebook vendor with the most market penetration in Canadian public libraries; it offers Digital Rights Management (DRM) and associated digital media solutions for distribution of premium digital content over global networks. Many Canadian libraries are already working together. We have The *BC Libraries Cooperative* (BCLC), The *Alberta Library* (TAL), the regionalization of libraries in Alberta and British Columbia, the shared ILS in Saskatchewan, and the mixture of local and provincial responsibility for library services in New Brunswick. More than 200 of Ontario's small, rural library systems are part of a Shared Collections cooperative that allows them to buy and share ebook material. The program was initially funded in large part by the provincial government but is now fully funded by individual library boards and managed by the *Southern Ontario Library Service* (SOLS) and *Ontario Library Service-North* (OLS-North). Participation is, however, optional and bandwidth to many of the communities served is barely adequate for the current generation of ebooks and questionable for the next generation. No small library system can provide appropriate technology-driven library services without being part of a larger unit of service. For the brand name to have power and meaning, all Canadian public libraries must

provide a mixture of physical and virtual services. Even large library systems now understand that they need to work more closely together to deliver services. CULC has been holding conversations with publishers and vendors and with large American libraries to improve ebook contracts.

Rural library services and the ability of rural Canadians to participate fully in society are affected by limitations on bandwidth. Without sufficient bandwidth, Canadians cannot use an increasing number of government services, book vacations, research health concerns, improve their job skills through formal and informal learning, offer their goods and services to others or download music, videos, and reading material. As a 2002 Government of Canada study, *Rural Youth Migration*, makes clear, greater connectivity to social networks and to digital media would help rural youth feel connected and perhaps arrest their migration to large population centres.

Rural Canadians need better bandwidth. Where the terrain is so mountainous that even satellites cannot make broadband practical, the local public library could and should be the most wired placed in the community, a place where people can access new tools to enrich their lives.

The federal government regularly announces initiatives to improve rural bandwidth. Still, far too little seems to be accomplished. Even when bandwidth is improved, the demand for new services changes more quickly than bandwidth improvements.

## Service to Underserved Canadians

The Panel has learned of other divides. In our estimate, Aboriginal Canadians, new Canadians, and print-disabled Canadians constitute underserved populations. Inequitable access applies not just to the gap separating urban and rural libraries but to the situations of these specific groups.

Aboriginal Canadians, particularly in Northern reserves, experience problems of access, inadequate bandwidth, and often the inadequacy of physical and digital resources. The most pressing issue is the acknowledgement of the existence of these problems. Municipal councils, provincial and federal ministries, and professional associations all appear to distance themselves from the realities of inequitable or, in some cases, non-existent access. During our consultations we heard of municipalities refusing to allow bookmobiles to enter a reserve because its citizens did not pay taxes to the municipality. The denial of library services in these circumstances contravenes every principle of advancement and understanding that libraries enshrine. While it is true that a facility such as the Red Crow Community College Resource Centre in Cardston, Alberta, is a fully equipped *academic* library with a special focus on Blackfoot/Blood language and culture (with over 15,000 books, 10,000 ebooks, and millions of dollars of electronic databases), comparable examples of *public* resources on reserves are in short supply. When public library services are denied or curtailed, the opportunities for early childhood education, the development of literacy skills, regular school attendance, and community cohesiveness and pride are sadly diminished. We remind our readers of Patricia Cook's moving autobiographical account, in the Values chapter, about the refuge and guide of the public library transforming her early life.

Programs to welcome and integrate new Canadians to the community and the city are much more robust. Widespread literacy programs, the availability of social work assistance, and access to technology to communicate with family and friends contribute in very moving ways to a sense of

belonging. Most of these program features are available in urban libraries. However, their absence in under-resourced rural libraries can heighten isolation and withdrawal among new Canadians.

The issue of accessible formats for print-disabled Canadians was repeatedly brought to the Panel's attention during our consultations. With our mandate to investigate service to underserved populations, we determined to understand the issue and the apparently competing perspectives. Our goal is to contribute to the establishment of an effective and sustainable service for print disabled Canadians. We sought advice from many people, most particularly Paul Whitney, a consultant and former City Librarian of the Vancouver Public Library (VPL). Whitney is also Chair of the *Council on Access to Information for Print Disabled Canadians* (CAIPDC) making him a knowledgeable commentator on the issue.

In February 2013, Library and Archives Canada (LAC) released "*Summative Evaluation: Initiative for Equitable Library Access Final Report.*" The Initiative for Equitable Library Access (IELA), which had been announced in 2007 with a budget of \$3,000,000, was a three-year initiative managed by LAC and intended to implement the recommendations of a CLA Working Group report, *Opening the Book: A Strategy for a National Network for Equitable Library Service for Canadians with Print Disabilities* (2005). IELA was intended to create the conditions for sustainable and equitable library access for Canadians with print disabilities and to make recommendations to the Minister of Canadian Heritage on future federal government engagement with the issues.

In 2011 LAC announced that a national consensus on a way forward was not achievable and \$1.5 million was returned to the Consolidated Revenue Fund. The Canadian National Institute for the Blind (CNIB) was subsequently given a grant to undertake a broad consultation on the development of a central agency for the production and distribution of alternate formats for print disabled Canadians. LAC did not engage in this consultation or subsequent developments. The LAC decision to dissociate itself from the issue of alternate formats ended over ten years of direct involvement from, first, the National Library (NL) and subsequently LAC. Federal government involvement, from LAC and its predecessor had dated back to the jointly sponsored NL and CNIB *Task Force on Access to Information for Print Disabled Canadians* and its 2000 report *Fulfilling the Promise*. Arising from this report, NL formed the *Council on Access to Information for Print Disabled Canadians* to advise on implementing the recommendations in the 2000 report. The Council met for ten years. Given over a decade-long engagement with the file, LAC and its predecessor have been viewed by the community of users, service providers, and publishers as the federal government's lead agency on the availability of alternate formats for the print disabled. There is now a federal government void.

As technologies continue to advance in ways that make it easier to adapt material for print-disabled Canadians, the community of users and service providers needs an engaged interlocutor to monitor advancements and to improve service. Since many potential advances involve copyright and federal regulations, LAC is well positioned to act as the federal government's advocate for print disabled Canadians.

In 2012, CNIB issued *Reading Re-Imagined: A National Digital HUB to Support Service Delivery to Canadians with Print Disabilities* and initiated consultations on implementing the HUB model. Central to the vision for a national service delivery, HUB was CNIB's stated intent to cease its engagement with the production of alternate formats and provision of library service. There is widespread acceptance of the principle behind this decision: equitable access to information for print disabled Canadians is a

legal and moral human right that should not be a charitable undertaking. Arising from the 2012/2013 consultations, CULC agreed to work with CNIB to transition its library service to a new entity, the Centre for Equitable Library Access/Centre d'accès équitable aux bibliothèques (CELA/CAÉB) in the late Fall of 2013. CELA has been incorporated as a federal not-for-profit organization with a governance board and budget funded by CNIB and individual libraries. The medium-term objective for the initiative is to phase out direct CNIB involvement with the new agency, which would assume responsibility for existing CNIB collections and production infrastructure. The CELA business plan calls for funding from the federal government, as well as provincial and municipal (through public libraries) governments.

At the same time as the emergence of CELA, another national initiative for the provision of alternate formats for Canadians with print disabilities has appeared with the support of several key provincial government ministries responsible for public libraries: the *National Network of Equitable Library Service* (NNELS). Utilizing the technology infrastructure of the *British Columbia Libraries Cooperative*, NNELS is a decentralized model depending upon in-kind contributions of content production from participating agencies.

Why are there now two competing service models for provision of alternate formats for print-disabled Canadians? The Panel is uncertain about the rationale behind this development, but it is clear that the current situation is not in the best interests of print-disabled Canadians. Nor does it make sense for government at all levels, which will have to be engaged with the establishment of a sustainable long-term solution. The Panel notes that Canada is the only G8 country which does not directly support, at the federal level, the production and distribution of alternate formats. Persuasive arguments originating with the Charter of Rights and Freedoms and international treaty obligations suggest that non-engagement by the federal government is indefensible, both morally and, potentially, legally. This statement by CLA President DeYoung on 23 June 2014 identifies the urgency of action:

There is currently an information gap between those who can read traditional print and those who need alternative ways of accessing the information they need and deserve. CLA hopes and strongly urges the Government of Canada to sign the VIP Treaty without further delay, in order to support and improve access to information for persons who are blind and visually impaired.

Given LAC's past involvement with print disabled Canadians, the Panel supports direct involvement by LAC as a facilitator, helping concerned parties to reach an acceptable outcome in the interests of the estimated three million print-disabled Canadians.

## InterLibrary Loan and Cooperation

The Panel received numerous submissions and heard from many speakers lamenting the fact that LAC no longer provides an InterLibrary loan (ILL) service. While it appears that LAC has revised its position and will act as the lender of last resort, submissions have highlighted ILL as a major issue for small rural libraries in Canada. ILL was originally intended as a mechanism for academic researchers, including researchers who are not connected with academic institutions, to collect material from libraries far from home. Today, many public library requests come from dedicated readers trying to supplement collections of adult fiction, home schooling parents looking for material to support the learning of their children, amateur genealogists, and occasionally from researchers.

Technology and the world of publishing have changed the economics of ILL. It can cost more than the retail value of a book to have the loan shipped to another library and then returned. In some jurisdictions, such as British Columbia, lending libraries are compensated while borrowing libraries are not. In others, such as Ontario, neither library is compensated, but there is an effort to balance the load on libraries. In Québec, the academic library network established “measures compensatoires” that are charged or credited to libraries once a year, based on the net results of loans or borrowings made at each institution. Some public libraries, such as Mississauga’s, have withdrawn from Ontario’s ILL program, stating that it is cheaper and produces a better service when they simply buy used copies of requested books, so long as these requests meet their system’s criteria.

While some libraries may state that they will not lend recently released or recently purchased material, there are rarely clear standards for what can be lent or for what library users should expect from the service. Ontario public libraries, as an example, are prohibited by legislation from passing along any fee that a lending library might decide to charge. As a result, customers are sometimes told that the library system cannot borrow an item, based more on cost than on the nature of the customer’s need. Even when physical items are being lent, ILL is rarely a timely service and is more difficult for residents of Canada’s territories since there are no large cities and no large universities in any of the territories tied to their ILL networks. Libraries in other jurisdictions often charge non-resident borrowing fees, making ILL an expensive service for residents of Canada’s North. This does not mean, however, that LAC is a logical choice for lending material to northern residents other than for research purposes.

ILL is an awkward means of meeting basic user library needs and, as more and more material is purchased in ebook formats, contracts will prohibit libraries from lending material to users who are not covered by contract agreements. In fact, many ILL policies may be outdated. When an item can be purchased online for far less than the cost of finding it in a library and arranging to have it shipped between library systems, does our insistence on a technique (lending material) overpower consideration of alternative ways of getting material to readers?

The problems of ILL service are a microcosm of larger issues that plague Canada’s library community. In most provinces and territories, university/college libraries and school libraries are funded by different jurisdictions. School libraries, when funded at all, receive their budgets from school boards. Government departments fund government libraries. Corporations or institutions with a narrow mandate to provide specialized services to a specific clientele usually fund special libraries. Local municipalities fund public libraries.

Services other than ILL can also be inconsistent. Students at one school board may be taught how to use electronic databases to research topics of interest only to discover that they do not have access to these same or similar resources once they graduate. Teachers may require that students read print books from their public library on a particular topic, only to be told at the public library that all material on the topic is electronic. If we are to teach students to be prepared for post-secondary education and for researching issues of interest throughout their lives, we have to ensure that the tools they use as students continue to be available to them as adults and we have to coordinate services. In January 2014, we heard from a newly minted University of Toronto PhD. She told us that her *gift* (her word) from the university upon graduation was that she lost access to the library material she had used to gain her PhD and that she needed to keep her knowledge up-to-date.



The awkwardness of ILL services highlights divisions within the library profession, as well as a lack of public understanding regarding these divisions. The public expects that the unifying bond between organizations with the name *library* is stronger than the differences in how they are funded and who they primarily serve.

There have been many Canadian attempts to create province-wide library services to allow for a seamless customer experience. Knowledge Ontario is perhaps the most notable. It collapsed several months after receiving the CLA Innovation Award. After years of lobbying, Knowledge Ontario's Board had managed to acquire provincial funding for a number of cross-sectoral projects, including provincial licenses for databases. These provincial licenses ensured that the resources all Ontario K-12 students used would be available to them through all Ontario public libraries and that K-12 students who studied in universities and colleges would know how to use electronic resources when they arrived. Since all Ontarians had a right to access these resources, log-in processes could be simplified. Knowledge Ontario failed because the provincial level of government could not figure out how to fund a program that affected libraries receiving funds from separate provincial government ministries.

Knowledge Ontario and other examples across Canada (such as the discontinuation of British Columbia's cross-sectoral chat reference service) demonstrate that governments struggle to understand issues that affect libraries across sectors. If the public is to receive the seamless service it expects from the *Library* brand, a brand synonymous with openness and welcoming inquiry, then libraries themselves may have to work together, across sectoral lines. Past attempts at cross-sectoral alliances often failed when governments would not pay for the inclusion of small libraries and school libraries. Perhaps the more realistic approach is for libraries that have resources and that share a common vision for the *Library* brand to work together and build such compelling products and services that others want to participate. We have a superb example in Scholars Portal, a collaborative project which uses the resources of Ontario's university libraries to build services that could and should be used by libraries across Canada. The roadblocks are jurisdictional.

## A New Relationship with Publishers and Vendors

Libraries are stewards for content that is most often produced by publishers and distributed to libraries by vendors. The world of publishing, particularly Canadian trade and academic publishing, is experiencing disruptive pressures. As the number of Canadian booksellers continues to decrease, publishers are losing markets for their print material. Canadian trade publishers have traditionally used profits from foreign distribution rights to anchor their business models. Today, more and more books are sold as ebooks through sites that are not

Canadian and print titles can be purchased online from foreign-based companies, bypassing Canadian distribution rights. The result is that Canadian publishing is a precarious business. Publisher Scott McIntyre of the now-defunct Douglas & McIntyre publishing house calls the emerging world of ebooks "the wild, wild west." Canadian publishers are struggling. When they try to distribute their books in electronic formats, Canadian publications become lost in the international marketplace, hidden even from Canadians.

As publisher Jim Lorimer told us in Toronto at the Ontario Library Association (OLA) Super Conference in January, the search terms used to locate ebooks are American-oriented and Canadian books become lost in an immense jungle of available titles. Canada's libraries need a healthy publishing

industry and Canadian society needs to be exposed to thoughts, ideas, and stories produced by Canadian writers. In the past, libraries and publishers had a distant relationship, with distributors placed in the middle. We see the need for a much closer relationship. For example, Canadian publishers are having a hard time finding their potential readers, but many of those readers are library users.

Toronto Public Library (TPL) has recently begun to make it possible for users to purchase books through its website. The program, which is not without critics, may offer a glimpse into publisher/library relationships that may be needed to support publishing. Critics of TPL's program lament any form of advertising at a public library, which is ironic since virtually all public libraries now carry product lines named for companies that provide content. Libraries have databases managed by Ebsco and Gale, ebook collections provided by Overdrive and 3M and Access 360, magazines provided by Zinio, and video accessed only through Hoopla. Users are asked to search for books and music and video and magazines by clicking on icons named for vendors. It is the virtual world equivalent of physically housing books on library shelves by publisher and asking customers to remember the name of each publisher when searching for specific material.

In the virtual world, libraries seem to be losing control of the ability to manage their collections, creating one place to look for everything the library owns, leases, or licenses. Libraries are trying to create unified collections through the use of discovery layer catalogues but libraries often meet resistance from vendors who want their products to be highlighted and branded. Vendors need to understand that their insistence on branding their products is confusing users and potentially destroying the marketplace. Libraries need to understand that vendors need business continuity and stability. Better communications can create a stronger library experience for users and more demand for their product than publishers and vendors provide.

These sketches seek to emphasize the importance of the foregoing discussion by offering imagined but by no means improbable accounts of how effective, well-resourced public libraries serve the populace, here a new immigrant and a senior.

### **Huwaida**

Huwaida recently arrived in Atlantic Canada from the Sudan. She and her husband and two young children are refugees whose lives have been difficult and disrupted by the turmoil in her country. She is grateful to be settled in a new community where she can hope for a better life for her children and where family life can begin to return to normal. Everything about her new home is different, often confusing and hard to understand. She received very little education when she was a young girl, speaks very little English, and feels lonely and isolated in her apartment when the children are at school and her husband is working long hours to support the family. She is embarrassed to be dependent on her children to translate for her when she goes to a medical clinic or when she meets with an Immigrant Settlement worker. How to ride the bus, how to get a health card, where to buy food, how to fill out government forms – these are all mysteries and complications in her life. She would like to learn all these things and make friends in this new place.

Huwaida heard from others who immigrated to Canada and who lived in her building that the public library near her apartment could help. She walked to the library and quickly discovered that it was a place where she could feel safe and be welcomed even though she dressed

differently and had so little English. A librarian, who spoke her language, told her about the English Language learning classes that she could join along with other women just like her. In these classes she made friends and began to feel more confident in speaking English. Best of all, there were many programs and activities for her children so that she was able to work with a tutor, knowing that her children were safe and engaged. She enjoyed knitting and was welcomed into a woman's knitting group where she could practice her English and socialize with other refugees and Canadians at the same time. News from her homeland and staying in touch with family and friends left behind were important to Huwaida. In the computer class for women, she learned how to send email, and how to find newspapers and information about Sudan to be informed.

At the library, she found out about neighbourhood resources, received help in finding government information and help with forms and even had her income tax return prepared for her in the library's volunteer staffed tax clinic. All of these things were free. And the library had computers that she could use anytime free of charge. The books her children took home, especially the picture books and simple English books helped her build her language skills. Huwaida began to feel comfortable in this new environment and looked forward to the day when she could become a Canadian citizen. The library had a citizenship preparation class to help her with that too.

### **Margaret**

Margaret is 85, living in the home that she and her husband bought in the 1950s, in a quiet Halifax neighbourhood. She and her husband both retired long ago but remain active and interested in what's going on and until recently enjoyed good health. Margaret never learned to drive and depends on her husband or friends to take her shopping or to the library. She loves to read, but since her eyesight is not as sharp as it once was, she finds large print to be the best option. There is a computer in the house, used mainly by her husband, but she is uncertain how to do anything but basic functions and most importantly emailing her children and grandchildren who moved away.

Margaret's branch library nearby has a large print book collection and she borrows from it whenever she can get to the library, but she finds the collection heavily weighted towards romance novels and bestsellers. She prefers non-fiction, biographies, and books about current affairs and topical issues, but these are in short supply and often not available in large print. Library staff have suggested that she sign up for one-on-one computer assistance to learn how to download ebooks and audio books in order to expand the selection of material. She does not feel comfortable with reading on a computer screen and would prefer a printed book to hold in her hands and be able to read anywhere in the house. But she is thinking of taking up the suggestion in order to be able to get more of the things she likes to read.

In the winter months, snowstorms and icy sidewalks make her fearful of falling, and restrict her ability to get to the library. She has decided to register for Home Delivery service next winter. A profile of what she likes to read and favorite authors will be kept on file at the library, and books will be chosen for her matching the profile. Books will be delivered to her door by a staff member or volunteer and collected when they need to be returned. This service has the added bonus of providing an opportunity for a chat and visit, along with the books. Margaret's friend who lives in the country receives her books from the library's Books by Mail service.

From time to time, both Margaret and her husband enjoy attending programs offered at the library, which help them stay current with issues, learn how to do new things or simply to meet neighbours, renew friendships or make new friends in a comfortable atmosphere. And of course, programs are free of charge, a welcome boost to those on a fixed income.

## Panel Recommendations on Public Libraries

The centrality of the public library to civic life in Canada is indisputable. However, inequities in available services between urban and rural public libraries must be addressed. Print and technologically-driven services need to be both mandatory and consistent. To resolve issues of inconsistent service, rural bandwidth, and InterLibrary loan, we identify lead roles in public library boards, provincial and territorial library associations and ministries, and Industry Canada. We also insist on the benefits of consortia to ensure and maintain services. To provide Canadians with access to the content they need, CULC and CARL, in conjunction with BiblioPresto and international library associations, should work closely with publishers and vendors to ensure unified and rich collections.

32. Public libraries make their work visible by posting evidence-based studies and economic impact studies on library websites for the benefit of the entire library community.
33. Public libraries continue to share statistical data freely with CULC and other similar organizations.
34. Library associations and organizations undertake and publish research into common issues facing the public library community.
35. Faculties of library and information science include a course in community development to better prepare graduates to fulfill changing roles in public libraries and meet the needs of a diverse community.
36. Public libraries regularly inventory their programs, services, policies, and physical spaces to detect and remove barriers.
37. Public libraries engage in meaningful community consultations to ensure the relevance and inclusiveness of their institutions.
38. Public libraries pursue and strengthen their collaborations with literacy councils to expand and improve their English Language Learning programs and services.
39. Provincial and territorial governments recognize, through legislation, the need for urban and rural libraries to provide digital services.
40. The federal government, namely Industry Canada, adopt the need for better rural bandwidth as a higher national priority. We make this recommendation fully recognizing that the federal government has increased its spending on rural broadband initiatives but aware, as well, that these initiatives are not part of a formal, national strategy. There is no commitment to meet specific standards in rural areas. Realistic timelines for the delivery of acceptable bandwidth into all Canadian communities are needed.
41. LAC re-establish its role as mediator working on behalf of print disabled Canadians, and in the first instance bring all competing service providers together, including non-aligned representation from the print disabled community itself, for the purpose of seeking a single, sustainable, and effective service model that is welcomed by the print disabled as the best in service of their interests. It is recommended that in the absence of a mediated settlement, LAC will seek to craft a governmental/political solution to achieve a similar purpose.

42. Provincial and territorial governments work with the federal government to ensure that Aboriginal Canadians receive fair and equitable access to public library services.
43. Where necessary, ministries of provincial and territorial governments with a responsibility for the delivery of public library services support Canadian public library systems in forming larger units of service in order to provide adequate technologically-driven services, to mandate the provision of these services, and to promote the purchase of ebook material through consortia.
44. Each province and territory review its InterLibrary loan policies in order to ensure that these policies mesh across sectors and place an emphasis on the research needs of Canadians and not on everyday library reading needs. Other mechanisms, such as ebook cooperatives, should be developed to meet everyday needs of users. Responsibility lies with the various provincial and territorial library associations plus CLA, working in alliance with LAC as a partner. Provincial and territorial government ministries should be involved, since changes may involve regulations and policies. Since college, university, school and public libraries often report to multiple ministries, it is impractical for government to act as the lead.
45. Libraries and publishers work more closely together with an understanding that they are part of the same ecosystem and need each other to be successful and to provide Canadians with access to the content they need. Since public libraries deal more with trade publishers, responsibility lies with the *Canadian Urban Libraries Council*. CULC libraries produce almost 90% of all Canadian public library circulation and CULC is designed to act quickly and to help libraries as organizations. Since academic libraries deal more with academic publishing, responsibility lies with the *Canadian Association of Research Libraries*. For products used by all sectors, such as electronic databases, CULC and CARL should work together.
46. CULC and CARL, in conjunction with BiblioPresto and international library associations, support libraries and vendors to work in closer collaboration, allowing libraries to obtain content that can be merged into unified collections emphasizing the nature of the content itself and not the name of the vendor who provides that content.

## **Institutions and Organizations**

*[Note: The following sections include severely redacted sections of the RSC report and only include selected recommendations. The full report should be consulted to understand the context and the scope of the panel's recommendations.]*

### **Library and Archives Canada**

Issues associated with the status and future of Library and Archives Canada (LAC) recurred in our hearings, consultations, and deliberations. Concerns differed depending upon perspective (library versus archives). Most of the comments were both passionate in nature, and disparaging in tone: LAC's international relations were frequently described as "a national embarrassment."

As an institution, the Dominion/National Archives has provided distinguished service to all Canadians for more than 140 years; the National Library has served individual and institutional clients for sixty. Yet we must underscore the universal perception of a decades-long service decline of its component service elements – library, archives, and federal government records. More recently, this decline has been considerable; for example LAC has terminated the National Archival Development Program

(NADP), ended its active public exhibition programming, cancelled the Portrait Gallery initiative, all but abandoned a presence in the heart of Ottawa at 395 Wellington Street by severely limiting its public services, curtailed its interlibrary lending in support of all Canadian libraries, reduced the ingest of manuscript and print (particularly rare Canadiana) collections, ceased collecting provincial and territorial publications, cancelled several of its highest profile digital projects, been inattentive to its web presence and its discovery and union catalogue technologies such as AMICUS, and introduced, without consultation or forewarning, controversial policy directives and other service reductions negatively affecting (even embargoing) individual researchers from pursuing their projects, as well as dramatically impeding the broader library and archives communities. It is claimed that budget inadequacies necessitated all of these changes.

We recognize that budgets have been curtailed; but we are concerned, if true, that the impact of the reductions has been made worse by budget transfers to the Canadian Museum of History. Whatever the aggregate causes, stakeholder sentiments finally erupted in 2012 as a result of unanticipated draconian service reductions, themselves prompted by the announcement of an additional three year budget beginning in 2012-13 through 2014-15.

The extended narrative of discontent also must include the amalgamation in 2004 of the previous National Library of Canada and the National (formerly Public) Archives of Canada. The merger has not achieved the promise of its introduction. The late Terry Cook – archivist, Public, then National Archives manager, consultant, and mentor – wrote in a LAC- commissioned 2008 report:

It is often said, in various public forums by senior managers, that the complex merger creating Library and Archives Canada in 2004 is a work in progress. That is undoubtedly true. But there comes a time when the pace of progress needs to be quickened and clearer directions mapped if the momentum of transformation is to succeed. That time is now. (Building the National Memory: Reflections, Prognosis, Inspirations . . . 2008.)

Six years later, now on the tenth anniversary of the formation of LAC, the momentum of transformation appears badly stalled. Indeed, many now see a retrogression, rather than the anticipated benefits of convergence, which is manifest in the discord between the three resident professional cultures – librarians, archivists, and record managers. We are told that morale is at an absolute low, with some of the morale deficit attributed to human resource issues associated with the merger of the organizations. Whatever the causes, many see few signs of the benefits touted to flow from the convergence and insist that the situation at LAC has worsened. In Australia, New Zealand, and the EU the merger of LAC is presented as an appalling model to be avoided by libraries and archives.

Despite the regrettable reduction in budget (a reduction of \$9.6 million from 2013/14 to 2015/16), and the legacy of the merger, the mandate of LAC remains unaltered. The Library and Archives Act (2004), Section 7 clearly states that LAC is accountable:

- a) to acquire and preserve the documentary heritage;
- b) to make that heritage known to Canadians and to anyone with an interest in Canada and to facilitate access to it;
- c) to be the permanent repository of publications of the Government of Canada and of government and ministerial records that are of historical or archival value;
- d) to facilitate the management of information by government institutions;
- e) to coordinate the library services of government institutions; and

f) to support the development of the library and archival communities.

The Canadian Historical Association (CHA) is one of the more attentive and well-informed groups concerned about the circumstances of LAC. Their concerns are those of citizens, as well as consumers of LAC services. Spokesperson Nicole Neatby stressed that LAC “is critical to the preservation, and more to the point, the never-ending process of creation, of Canada’s ‘national memory.’ It stands as one of the largest national repositories of primary source documents and most complete collection of secondary sources, visual documents, newspapers, etc. . . .” As consumers of services, Neatby noted that the members of the CHA “have a vested interest in the status and future of this national institution as users who have made it their career to build our country’s collective knowledge of the past.”

Whatever the budgetary imperatives facing LAC (and LAC still benefits from a \$90 million annual budget going forward), the fundamental statutory objectives are not being met whether in preservation of the patrimony for future generations or the facilitation of access to the documentary patrimony for present-day research. The Panel acknowledges the limitations imposed on LAC. We recognize it is a government agency bound by the constraints of Canadian Heritage and restricted by Treasury Board of Canada regulations and the Financial Administration Act. Its employees, like those in all government agencies, are subject to constraints on what they can say publicly. Thus, we believe that the remedy to the current circumstances also rests in large measure with Canadian Heritage, then Treasury Board of Canada and ultimately with the Parliament of Canada itself. The Panel is convinced that LAC needs far more support than successive governments have been prepared to show.

Most of the Panel’s petitioners agreed that LAC’s problems stemmed from a failure of leadership. As Tony Horava and Leslie Weir of the University of Ottawa stated:

Canada doesn’t lack leadership in libraries and archives – we have many committed, innovative and visionary leaders in our libraries and archives. What we are lacking is leadership at the national level. Such leadership could create an encompassing vision allowing for a more cohesive approach during these times of radical change and provide a focal point for national and international collaborations.

Alongside the overarching need for support for LAC from the government in power, there is a need for the leadership at LAC to play a much larger national role, in particular to fulfill its mandate to support the development of the library and archival communities. We recognize that the expectations for LAC are diverse – situational in fact. Its challenge is to discern what will be required in all circumstances. LAC is a complex corporate undertaking. In the first instance LAC is, and must remain, a cornerstone Canadian memory institution in its ownright, with a responsibility for collecting and preserving the national documentary heritage – including government records. These are its core interests and it is expected by Canadians to act in its own best interests – and theirs, although in the minds of many, the management of government records has taken a disproportionate amount of LAC resources. However, LAC’s leadership role, by mandate, must extend to that of facilitator within the community of Canadian libraries and archives. It must provide inspiration to those same communities and its leadership must anticipate national or global circumstances. At all times, LAC must be collegial and transparent, so that it can once again enrich the culture of trust within the library and archival communities.

Almost a year later, on April 14, 2014, the Minister of Canadian Heritage and Official Languages, the Honourable Shelly Glover, appointed Guy Berthiaume as Librarian and Archivist of Canada effective

June 23, 2014. Most recently Berthiaume was President and Chief Executive Officer of the Bibliothèque et Archives nationales du Québec, and previous to that had a career as university teacher, researcher, and administrator. Given Berthiaume's longstanding commitment to the principle of access, his "cheval de bataille" or charger according to a member of the Panel, we anticipate invigorated energies at LAC. We congratulate Berthiaume but would remind him of Horava's and Weir's statement:

We are also deeply concerned with a profound lack of respect for the Canadian library and heritage communities with regard to consultation and collaboration – this has been a form of window-dressing, without any substantive process to constructively engage with our communities. This needs to change if the relationship is to improve, and we hope and expect that the next leader at LAC will be qualified to address the challenges and will keep this firmly in mind developing strategies for rebuilding networks of trust and collegiality.

The Panel does not advocate the reversal of the merger of the Library and Archives of Canada at this moment, as such a reorganization would deplete resources and entail a disruption of services even further. However, it believes that LAC and the Minister of Canadian Heritage and Official Languages share the burden of proof that Canadians are better served by a merged LAC than by two separate but coordinated institutions. The Minister has an onus to prove that a merger based on the forced integration of professional values and practices rather than on harmonization is conducive to fulfilling LAC's mandate.

It has been some time since a Librarian and Archivist of Canada has worked with the library and archival peer leadership, that is the chief executives of member institutions from the Canadian Association of Research Libraries (CARL), the Canadian Urban Libraries Council (CULC), the Canadian Library Association (CLA), the Association pour l'avancement des sciences et des techniques de la documentation (ASTED), the Association of Canadian Archivists (ACA), the Association des archivistes du Québec (AAQ), the Canadian Council of Archives (CCA), and the Canadian Historical Association (CHA). As a result, many national initiatives over the past ten years have lacked relevant federal participation and suffered accordingly. Berthiaume must re-engage, and be supported in that re-engagement by the Minister of Canadian Heritage and Official Languages, and assume the appropriate leadership role as circumstances dictate, and take his seat with real and sustained participation.

The Librarian and Archivist of Canada must also involve this same leadership in a transparent dialogue about the needs of those relying on LAC services. We sympathize with the challenge presented to LAC by budget reduction, as do the majority of LAC's institutional stakeholders who know that changes are required to cope with declining resources, since they have been similarly tested. Institutional stakeholders face restrictive policies and protocols from provincial or territorial legislatures. They know also the tension created by individual stakeholders' desire to maintain existing levels of service, as opposed to an objective and critical assessment of what is needed juxtaposed with the funding realities. But, dialogue – lacking in LAC decision-making for a decade or more – can often achieve compromise solutions. In this regard, stakeholders also know that with some consultation they can help coordinate new processes to address service gaps.

### **Summary of Recommendations:**

- develop and communicate a five-year strategic plan, including plans for periodic evaluation of progress, no later than Fall 2015;



- assume its place on national and international associations and councils;
- establish a task force of key members within library and archival communities to assist in addressing morale issues and harmonized cultures and to assess progress;
- facilitate the development of a national TDR collaboration including cloud storage;
- constitute a pan-Canadian committee of peers to establish standards for a network of regional preservation/storage facilities;
- re-establish its role as mediator working on behalf of print-disabled Canadians;
- start a joint project with Canadian Heritage Information Network (CHIN) to explore building tools for coordinated searching of existing databases;
- invest in the enterprise-level basics necessary to facilitate the whole-of-government, integrated library model piloted as the Federal Science Library;
- establish, with the support of the federal government, a Libraries and Archives Collaboration Fund, administered jointly by LAC, Canadian Association of Research Libraries (CARL), and Canadian Council of Archives (CCA), to fund innovative collaborative projects.

## Library and Archival Associations

Library and archival associations proliferate – provincially, regionally, and nationally. There are over 115 such organizations – the vast majority associated with libraries (Libraries Canada, 2013/14). On the archival side this number does not include the Association of Records Managers & Administrators – Canada Region (ARMA) and its fourteen chapters. These associations often provide consortial services, or services directly in aid of the end user. There is, indeed, an overlap of function as some consortia have assumed professional development and advocacy programming roles similar to that claimed by many associations. Consortial organizations as identified by membership in Consortia Canada have not been included in the estimate above but have been so included in the Consortia section of the Report.

The library community is larger than the archival community, with a greater number of organizations, many with competing aspirations and in competition for institutional and personal members. It also is fragmented. There is no hierarchy linking the capacities of the provincial/territorial/regional associations with the library associations designated by type, and then with the recognized national voices, such as exists within the archival community. A cacophony of perspectives and debilitating competition often emerges. Currently CLA and Association pour l'avancement des sciences et des techniques de la documentation (ASTED) are acknowledged as the anglophone and francophone voices of the Canadian library community and recognized as such by the federal government and its ministries and agencies, as well as by international governmental and non-governmental organizations. Here, however, we concentrate our attention on CLA, the most vulnerable of the library associations, but the best positioned and indeed recognized as the best to advocate nationally on behalf of all libraries.

CLA's ability to meet expectations (often expressed in unrealistic terms or misrepresented by critics) is a widespread concern. A number of issues conspire to weaken CLA: the maturity and competition of provincial associations creating legitimate alternatives to what was the CLA advantage for many years; the changing demographics of the national professional cohort as recent generations relished more local and regional alternatives offering networking opportunities rather than general national organizations; the perceived superior relevancy of out-of-country professional options, particularly specialized associations; and finally, the cost of multiple memberships. As a result CLA has suffered,

with both individual and institutional memberships in decline. We are advised by current CLA President Marie DeYoung that “the future of the Canadian Library Association is tenuous and if a more robust funding model is not achieved in the very near future, its viability is at risk.”

We found that over the past decade, organizational dissonance led to chronic introspection and took attention from the Association’s primary mandate. However, we were also encouraged to learn that the community is now meaningfully engaged in the reconception of this national association. We wish to assist in this transition, as it is our opinion that such a transition is absolutely critical to the future of Canadian libraries, and is now essential to retain the trust that Canadians have placed in this organization to represent their best interests.

## **Library Associations**

In reviewing the situation within the national Anglophone library association, CLA, the Panel realized that a degree of organizational dissonance and a changing demographic preferring provincial or regional associations over the national body have resulted in declining memberships and as a result, CLA has been less effective as a library voice. We strongly support the initiatives for change and revitalization within CLA. To achieve greater and much-needed prominence and to ensure productive integration among related national, provincial, and territorial associations, we propose the concept of a federation. The lead and inaugurating agent will be CLA. The feasibility of integrated professional projects and increases in membership activity and interest are the forecasted results.

### **Summary of Recommendations on CLA:**

- focus its activities on program accreditation, market research, a national awareness campaign, engagement in public policy, and international representation;
- strengthen its collaboration with literacy councils;
- reconceive itself as a federation;
- develop ebook cooperatives, in alliance with LAC and ministries of provincial and territorial governments.

### **Summary of Recommendations on CULC and CARL:**

- work more closely with publishers and vendors to provide Canadians access to needed content, electronic databases, and unified collections;
- make full use of their users’ rights to fair dealing;
- prioritize greater institutional cooperation on licensing and hosting to equalize access to resources by cloud services; participate in the growth of open educational resources.

## **Library Consortia**

Library consortia illustrate the power of working together. Universally agreed-upon standards and protocols, connectivity-enabled networks, and unified digital ecosystems emerge from consortia and enhance the services they offer to Canadians. We commend their collaborative enterprises and encourage them to continue the search for additional alliances.

### **Summary of Recommendations:**

- All consortia focus on their services to members, and through their members to the clientele of those institutions utilizing the member's services and collections. They should be measured in their relations with governments focusing only on matters associated with their primary services; and, in other matters they are encouraged to partner with relevant national or provincial/territorial associations to coordinate advocacy activities.
- All consortia, but particularly those with significant financial exposure by constituent members commit to external assessment regularly to determine whether the original value proposition that prompted their establishment is still valid.

### **The Canadian Archival System**

We commend CCA and its members for their collaborative enterprises and encourage them to search for engagement with an even wider range of stakeholders. The social contract between the archival community and society deserves redefinition. We indicate the responsibility of provincial ministries to ensure appropriate funding of archival networks.

### **Summary of Recommendations:**

- CCA expand its membership to include representation of major stakeholders in the public and private sectors engaged in the preservation of and access to Canada's documentary heritage.
- CCA sponsor the process by which provincial/territorial archives councils, AAC and AAQ redefine the archivist's relationship with individuals and communities, helping them to preserve and nurture their own documentary heritage, for their benefit and for the benefit of society as a whole.

### **Libraries and Archives Collaborating for Canada's Documentary Heritage**

Libraries in Canada have a long history of successful collaboration across sectors and between large and small, well-funded and poor, and rural and urban institutions. Such collaboration is likely to become stronger as technology driven needs and costs rise, especially if public funding does not keep pace. (Gerald Beasley, UAL, AB)

The Archives Canada national online database of archival descriptions is the collaborative creation of the Canadian Council of Archives, the provincial and territorial archives councils and associations, and archival institutions throughout the province. The small and decreasing amount of funding for archives has driven and institutionalized collaborative approaches within the Canadian archival community – there is simply no other way to achieve what we feel are major projects. (Michael Gourlie, PAA, AB)

Most of Canada's libraries and archives are small, understaffed, and underfunded. For example, according to the president of the Canadian Council of Archives (CCA), 64% of archival institutions have a discretionary budget of \$10,000 or less. In order to survive and to be able to continue services to their communities, many if not most libraries and archives collaborate with other institutions at local, provincial/territorial, and national levels. In some cases this has meant the merging of library and archives programs or of archives and museum programs.

To be effective, collaboration requires agreed-upon policies and best practices. Provincial, territorial, and municipal governments are the agents for change in the standardization of policies in information management.

### **Summary of Recommendations:**

- Provincial, territorial, and municipal governments enact a policy on information management that defines information management and recordkeeping roles and responsibilities, comparable to the Treasury Board Secretariat's Policy on Information Management
- Provincial, territorial, and municipal governments review and update the legislation and regulation of archives, reflecting the principles of the Universal Declaration on Archives adopted by the General Conference of UNESCO, 10 November 2011 and the digital requirements which have transformed society in general and the world of information in particular.
- Provincial and territorial archive councils and provincial archives in collaboration with the Canadian Council of Archives (CCA) and LAC undertake to gather and publish current and comprehensive statistics about holdings and users.
- The Provincial and Territorial Public Library Council (PTPLC), the Canadian Council of Archives (CCA), and the Canadian Heritage Information Network (CHIN) in partnership collect, develop, and advertise best practices of inter-institutional and inter-professional (galleries, libraries, archives, museums, and others) collaboration within a province/territory and across all provinces/territories.
- The Federal Government establish a Libraries and Archives Collaboration Fund, to be administered jointly by LAC, CARL, CLA, and CCA to stimulate collaboration within the library and archives communities and from which innovative collaborative projects of libraries together with archives, libraries with libraries, and archives with archives, are funded.

### **Academic Libraries**

The nation's rare and unique books, and its numerous and diverse special collections, the latter composed of print, manuscript and media material, are held in a range of libraries. Their availability and preservation are of paramount concern. Incomplete media reports of library closures and the suspected jeopardizing of irreplaceable collections require prompt and informed intervention. To ensure the professional stewardship of this vital cultural patrimony, the Panel identifies the responsibilities of LAC, U15 Research University Provosts, and the Auditor General.

### **Summary of Recommendations:**

- The Librarian and Archivist of Canada create a pan-Canadian committee of peers, consisting of appropriate stakeholder leadership from the library community, such as, but not limited to, CARL, CULC, NRC-KM, and APLIC, to discuss the standards and protocols that would underpin a network of regional preservation/storage facilities for both print and digital materials.
- Libraries work collaboratively in developing shared print collections. To pursue this end, it is recommended that Provosts of the U15 Canadian Research Universities establish and seek sustainable resourcing for three to five regional preservation/ storage facilities as last copy repositories, open to all repositories, to ensure the preservation of the entirety of the Canadian analogue heritage patrimony.

- The Auditor-General of Canada (AGC), who has oversight accountability for the well-being of the Canadian patrimony as a legacy to future generations of Canadians, review the decisions made with regard to the actions taken relating to federal departmental libraries, and conduct a cost/benefit analysis of the decisions, the process undertaken to operationalize the decisions, the expected efficacy of the outcomes, and assess whether there was understanding that the national patrimony required consideration in the decision and the implementation process.

## **Cultural Spaces and Voice**

Along with struggles for the repatriation of Indigenous materials to their originating communities and the provision of equitable library and archive services to reserves across the country is the very real quest for an authentic Indigenous voice. To address the need to record and retain the stories within Aboriginal communities, our recommendations take two directions: an institutional program with archivists joining forces with the First Nations University and local community initiatives. The Aboriginal population is the fastest growing demographic in Canada; their family archives need to be created. We propose to meet this need through a voluntary mentoring program, a collaboration with the charitable program Indspire, which raises funds to deliver programs providing tools for Indigenous peoples. Responsibility lies with LAC, the Canadian archival associations Association of Canadian Archivists (ACA), Canadian Council of Archives (CCA), and Association des archivistes du Québec (AAQ), the First Nations University, and Indspire.

### **Summary of Recommendations:**

- The librarians and archivists in the First Nations and Aboriginal Heritage divisions of LAC in collaboration with Association of Canadian Archivists (ACA), Canadian Council of Archives (CCA), and Association des archivistes du Québec (AAQ) engage in plans with the First Nations University of Canada to draft an introductory program of Indigenous Archival Studies to be offered in communities and reserves across Canada.
- LAC in collaboration with ACA, CCA, and AAQ and the charitable program Indspire establish a volunteer mentoring program involving archivists and Aboriginal youth to promote the creation of family archives.

## **Education of Librarians and Archivists and Professional Development**

The current and continuing education of library and archive professionals requires that their formation and practice reflect the realities of our world and its transformed workplaces. This education must reach out to new publics and engage with new media. The lead agents here are Provosts and Deans of Library and Archive Programs who need to ensure the pertinence of their curricula and the continued preparedness of mid-career professionals. We also point to the responsibility of employers to invest in continuing professional development.

### **Summary of Recommendations:**

- Provosts and deans of Library and Archive programs embark upon a system-wide review of their programs in partnership with professionals in practice, and particularly employers, to refine mandates, reduce unnecessary program overlaps, exploit technology to achieve efficiencies and, assess the efficacy of program outcomes by way of a thorough review of course syllabi.
- Deans and directors of graduate library schools, ischools, and archival programs, working with the appropriate provincial associations conceive and implement systematic library and archival pan-

Canadian mid-career certification programs to ensure that all Canadians are served by the most knowledgeable and current library and archival practitioners.

- Provincial/territorial library and archival associations/councils develop their professional development curricula by way of engagement with their respective audiences – both practitioners and employers.
- While practitioners must recognize their responsibility for their own development, employers must invest significantly more financial resources in the development of their staff.
- Library and archival institutions and professional communities identify their emerging leaders and make sure they have access to leadership development programs.

## **Copyright and Canadian Libraries and Archives in the Digital Environment**

Awareness of and compliance with copyright legislation is a vital issue for librarians and archivists. The law provides for considerable fair dealing and flexibility, which should be utilized. However, inequitable access to electronic resources requires more institutional cooperation on licensing and hosting. As purchasers or licensees of copyrighted works, libraries provide considerable support for authors and their publishers. Consequently, in all discussions of copyright, the interests of library and archive patrons must be balanced against the rights of creators of literary and artistic works to be appropriately recognized and compensated.

### **Summary of Recommendations:**

- Libraries and archives make full use of their users' rights of fair dealing and the additional specific exceptions and limitations to copyright to engage in productive initiatives such as digitization of collections in analogue media, providing private study copies to patrons, and otherwise using the flexibility provided by the law as appropriate.
- Libraries and archives continue to participate in proceedings before the Copyright Board to ensure that their positions are well represented.
- Library licensing practices for electronic resources be revised. From a user's perspective, the Internet enables equal access to digital information wherever there is a connection. But, access to licensed electronic resources, including ebooks, varies greatly across Canada because licensing is still done at the local, or sometimes at the consortial, level. Greater institutional cooperation on licensing and hosting should be given high priority to equalize access to the resources by using cloud services or other shared Internet infrastructure.
- In discussions of how to adapt to the digital environment, concerns about increasing access are balanced with concerns about ensuring that creators of literary and artistic works are adequately compensated for their contribution to Canada's cultural legacy.

## **Libraries, Open Access, and Open Educational Resources**

Librarians can advance the work of scholarship by educating faculty about the management of copyright, by undertaking library publishing, and by facilitating the development of open educational resources.

### **Summary of Recommendations:**

- Librarians continue to educate faculty about managing their copyrights in scholarly articles and monographs to maximize the impact of their work by broadening access to it.
- Leaders of university administrations, libraries, and presses intensify efforts to rationalize the allocation of resources and realign incentives to ensure that scholarly publishing on campus is being done as efficiently and effectively as possible. Moreover, these leaders should explore more robust institutional cooperation to share the resources necessary to support vibrant and sustainable scholarly publishing. Particular regard should be given to supporting publishing in the social sciences and humanities, which do not receive as much government and private research support as the natural sciences for research and publication.
- Librarians with an interest in education, formal and informal, explore opportunities to participate in the growth of open educational resources by producing, or supporting faculty who produce, open course materials and open textbooks and by helping time-pressed educators or self learners find high quality, relevant OER by building collections or discovery tools.

### **Additional Selected Recommendations**

#### THAT PROVINCIAL AND TERRITORIAL MINISTRIES:

- gather in their regions to coordinate resourcing of collaborative activity;
- enact a policy on information management and record-keeping roles;
- review and update the legislation and regulation of archives;
- review founding principles to ensure that necessary resources are available to archives for their continued participation in and reporting to ARCHIVESCANADA.ca;
- collect and advertise best practices of inter-institutional and inter-professional collaboration;
- develop programs of financial aid to allow communities to take charge of the preservation, treatment, and availability of their archives;
- support the public library systems in forming larger units with adequate technological services;
- develop provincial/territorial standards to direct the development of a school-house public library model.

#### THAT FACULTIES OF EDUCATION and FACULTIES OF LIBRARY, ARCHIVAL AND INFORMATION SCIENCE

- include a course in community development;
- increase the number of graduates with competencies to manage the new school library/learning commons.

#### THAT THE COUNCIL OF MINISTERS OF EDUCATION CANADA

- commission a pan-Canadian panel to determine the most appropriate model for school libraries/learning commons
- provide sustainable funding for such developments.

## Royal Society of Canada Oversight

Many of our recommendations exhort and direct institutions and organizations to act. These actions are critical to the preservation and enhancement of libraries and archives in Canada and to the commitment to cultural literacy in the digital age. The Panel is convinced that the slow and, in some cases, precipitate declines must be reversed. Acutely aware of the continuous nature of this project and its importance to every citizen of Canada, the Panel wants assurance that its work is effecting change. Through their support of our work, RSC underscores the value proposition and ensures that the Society is an engaged monitor of developments.

- Within 24 months, the Royal Society of Canada secure resources to re-commission the Panel to investigate and report on the changes in disciplinary and government organizations and institutions.





**DATE:** January 15, 2015  
**REPORT TO:** Chair and Members of the Board  
**C.C.:** Paul Takala, Chief Librarian  
**From:** Lita Barrie, Director, Digital Technology & Youth Services  
**Subject:** **Quarterly Statistical Report Update**

---

**Recommendation:**

That the Library Board receive the 4th Quarter Statistical Report Update for information.

**Background**

One of the Library's current strategic priorities is to ensure the Library is relevant and responsive. A key component of advancing this strategic priority has been to improve our capacity to gather, analyse and interpret our quantitative data.

The format of the 4th Quarter statistical report has been updated to provide a combined total of the Library's physical and digital circulation.

For the first time, we are seeing the digital shift reflected in our circulation numbers. We recognize there are a number of factors, including the migration to the new ILS at the end of 2013 that could be contributing to the changes but it is clear more customers are adopting digital formats. These performance indicators will continue to evolve as Library service evolves.

**Performance Statistic Definitions**

**Library Cardholders**

The number of library cardholders who have used their library card in the past two years. This statistic is taken as a snapshot at the end of the given period.

\*In 2013, this number was recorded annually. In 2013, the Library also transitioned to a new ILS retains and the new platform tracks this data differently than our former ILS.

**New Registered Cardholders**

The number of library cardholders who have registered for a new library card or have updated their existing card (but not necessarily active) within the given period.

**Circulated Items (Physical)**

The number of physical items borrowed/checked out from the library's collection (holdings) for use outside of the library during the given period. Items that are used within the library that have not been checked out and therefore never

physically leave the library facility are not included in this total. Circulated items that are renewed by phone and through the online catalogue are included in this statistic.

**Circulated Items (Digital)**

The number of items borrowed/checked out by active cardholders of the Hamilton Public Library during the given period. Digital items include eBooks and eAudiobooks, digital magazines and newspapers; and digital media such as music and videos.

**Website Visits**

The number of visits (user sessions) made to the Hamilton Public Library webpage ([www.hpl.ca](http://www.hpl.ca)) during the given period.

**Catalogue Visits**

The number of visits (user sessions) made to the Hamilton Public Library Catalogue ([www.hpl.bibliocommons.com](http://www.hpl.bibliocommons.com)) during the given period.

**Number of Programs**

The number of programs held during the given period. A program is a planned presentation given at a scheduled time by library staff or another resource person to a group of library users or potential users. Program examples include children's storytime, visits to classrooms and auditoriums; library tours, movie and gaming programs; and talks given to groups that introduce users to library materials and services. Additionally, external authors, presenters or speakers delivering a presentation to library users within the library itself count towards this statistic. Activities such as exhibits, contests, library booths and the use of meeting rooms by external groups are not counted.

**Program Attendance**

The corresponding attendance from all of the programs listed above that were held during the given period.

**Computer Sessions**

The number of times the patrons log on with their library card and use a library workstation (computer) during the given period. Cardholders who book/sign up in advance to utilize computer time as well as those who require computer use time on an ad hoc basis are counted. The amount of time that the cardholder uses the computer does not count in this statistic. As an example, if the cardholder uses a library workstation for 30 minutes in the morning, and then 30 minutes in the afternoon, the library computer session use for this patron would be 2.

**Social Media Fans**

The aggregate total of the number of fans and followers of the Hamilton Public Library on the social media platforms Facebook and Twitter. This statistic is taken as a snapshot at the end of the given period.

# Hamilton Public Library

55 York Boulevard  
Hamilton, Ontario

Population Served: **519,949**

Active Library Cardholders: **145,000**

Active Cardholders Per Population Served: **27.89%**



Performance Statistic	Fiscal, 2014	Fiscal, 2013	%	Q4, 2014	Q4, 2013	%	Q3, 2014	Q3, 2013	%	Q2, 2014	Q2, 2013	%	Q1, 2014	Q1, 2013	%
New Registered Cardholders	19,995	20,478	(2.4%)	4,974	4,997	(0.5%)	6,140	5,820	5.5%	4,320	4,350	(0.7%)	4,561	5,311	(14.1%)
Circulated Items (Physical)	5,825,464	6,466,086	(9.9%)	1,402,442	1,502,010	(6.6%)	1,538,044	1,688,633	(8.9%)	1,413,421	1,586,254	(10.9%)	1,471,557	1,689,189	(12.9%)
Circulated Items (Digital)	944,239	779,047	21.2%	267,155	212,451	25.7%	211,611	175,142	20.8%	228,862	199,222	14.9%	236,611	192,232	23.1%
Circulated Items (Total)	6,769,703	7,245,133	(6.6%)	1,669,597	1,714,461	(2.6%)	1,749,655	1,863,775	(6.1%)	1,642,283	1,785,476	(8.0%)	1,708,168	1,881,421	(9.2%)
Website Visits	3,111,001	3,303,316	(5.8%)	732,217	815,935	(10.3%)	771,143	840,178	(8.2%)	755,681	801,567	(5.7%)	851,960	845,636	0.7%
Catalogue Visits	2,108,376	2,201,226	(4.2%)	538,046	527,613	2.0%	537,672	560,610	(4.1%)	494,548	553,122	(10.6%)	538,110	559,881	(3.9%)
Number of Programs	8,312	7,436	11.8%	2,013	1,974	2.0%	2,145	1,713	25.2%	2,037	1,840	10.7%	2,040	1,909	6.9%
Program Attendance	161,347	159,656	1.1%	31,027	33,692	(7.9%)	45,019	39,551	13.8%	51,020	54,012	(5.5%)	29,959	32,429	(7.6%)
Computer Sessions	788,333	850,029	(7.3%)	192,536	211,752	(9.1%)	208,305	214,719	(3.0%)	184,996	202,214	(8.5%)	202,496	221,344	(8.5%)
Social Media Fans	7,205	5,282	36.4%	7,205	5,282	36.4%	6,702	4,348	54.1%	6,140	3,936	56.0%	5,662	N/A	N/A

**Date:** January 13, 2015  
**To:** Chair and Members of the Board  
**c.c.** Paul Takala, Chief Librarian  
**From:** Lita Barrie, Director, Digital Technology & Youth Services  
**Subject:** **Zepheira Bib Frame Pilot**

---

**Recommendation:**

That the Hamilton Public Library Board approves the allocation of up to \$42,000 from the Reserve Funds to support the Bib Frame pilot project.

That the Hamilton Public Library Board identifies Zepheira as an authorized vendor to provide services to the Hamilton Public Library.

**Financial**

This modest capital investment provides an economical and low risk way for the Library to lay the foundation for the Library's collection to be accessible to a much wider audience.

**Background**

One of the Library's current strategic priorities is to ensure the Library is relevant and responsive. Key component of advancing this strategic priority is a commitment that we will work to anticipate the needs of customers and potential customers. The Libraries collections, physical and digital, are a tremendous community resource but in the Library's current catalogue standard MARC, the Library collection is not visible to Internet search engines.

Bibliographic Framework Initiative, or Bib Frame, is intended to provide a replacement to the MARC format as an encoding standard for Library catalogues. The company Zepheira was selected by the Library of Congress to design this new standard. It was designed is to move library data into a Linked Data format which will allow the Library's collections to directly interact with other data on the Web.

The Hamilton Public Library has been approached to be an Early Adopter to the Bib Frame initiative. The objective of this initiative is to publish Bib Frame resources to the web, cross-link resources that are common among Early Adopter libraries. The cross-linking will improve the ability for people to discover these resources on the open Web via search engines. The goal is ultimately that users would then be able to click on appropriate resources and be taken back to the Library's discovery layer.

The Hamilton Public Library has a proud history of being National leader in the library sector. The Bib Frame early adopter program is a comprehensive initiative that includes training for Library Staff, a linked data readiness

assessment and access to a variety of tools that provide rich statistics to bring insight into both the Library's current MARC data and the data after it is transformed into Bib Frame. In participating in the Early Adopter initiative, 500,000 of the Library's cataloguing records will be visible to the web, creating an exciting new strategy for reaching existing and potential customers.

### **Why a Designated Vendor**

Zepheira is a consulting company with long-standing Web and library standards and data expertise. Zepheira was selected by the Library of Congress in 2011 to define a Linked Data Framework to replace MARC, which became Bib Frame. Working with Zepheira as an early adopter will not only allow HPL to collect and analysis data in more effective ways, it will also allow the Library to compare best practices between other early adopter Libraries.