



BACKGROUND INFORMATION – CONTEXT FOR STRATEGIC PLANNING DISCUSSIONS

Paul Takala, Chief Librarian/CEO, Hamilton Public Library June 2022

This document has been developed as a background preparation for the strategic planning discussions. In each case the most highly relevant sections of longer documents have been extracted. Links are provided to the full text for those that wish to explore more deeply.

1. **Strategic Plan 2020-2023-** Vancouver Public Library
https://www.vpl.ca/sites/vpl/public/2020-2023StrategicPlan_0.pdf
2. **TPL: Vital to Toronto: Building Success, Resilience and Well-being for Our City-** Toronto Public Library Strategic Plan 2020-2024
<https://www.torontopubliclibrary.ca/content/about-the-library/strategic-plan/pdfs/strategic-plan-2020-full-version-web-single-pages.pdf>
3. **Libraries and the Sustainable Development Goals-** IFLA
 - a. Pages 4-7
<https://www.ifla.org/wp-content/uploads/2019/05/assets/hq/topics/libraries-development/documents/sdg-storytelling-manual.pdf>
4. **Collaboration Continuum-** Epik Deliberate Digital
 - a. Image
https://www.epik.org/collaboration_continuum/
5. **Democracy and Political Polarization in Canada and the US-** Environics Institute
 - a. Slides 1-7
<https://www.environicsinstitute.org/projects/project-details/democracy-and-political-polarization-in-canada-and-the-u.s>
6. **The Four Pillars of Education-** UNESCO
 - a. Four Pillars Image
https://commons.wikimedia.org/wiki/File:The_four_pillars_of_education.svg
7. **2021-2025 Economic Development Action Plan-** City of Hamilton
 - a. Pages 6- 9, 16-19, 20-21, 23, 24-27

[2021-2025-EcDev-Action-Plan-Digital_Web.pdf \(investinhamilton.ca\)](#)

8. **Hamilton’s Plan for an Age Friend Community 2021-2026-** City of Hamilton and Hamilton Council on Aging report.
 - a. Pages 28-30
[https://coahamilton.ca/wpcontent/uploads/2021/07/Final_03_A_2021_2026_Age-Friendly-Report_March8iii.pdf](#)

9. **Vital Signs-** Hamilton Community Foundation
 - a. Page 2 (Belonging section)
[https://hamiltoncommunityfoundation.ca/wp-content/uploads/2021/05/HCF-Vital-Signs-2021-FINAL-2.pdf](#)

10. **The Urban Indigenous Strategy Report 2019–** Hamilton Urban Indigenous Strategy
 - a. Pages 23-28 (Calls to Action- 4, 7, 10, 11, 14, 18, 20, 23, 27, 29, 32)
[https://www.hamilton.ca/sites/default/files/media/browser/2019-07-29/the-urban-indigenous-strategy-report-2019.pdf](#)

11. **Truth And Reconciliation Report and Recommendation-** Canadian Federation of Library Associations
 - a. Pages 6-7 (10 Recommendations)
[https://cfla-fcab.ca/en/indigenous/trc_report/](#)

12. **Hamilton’s Community Safety & Well-Being Plan-** City of Hamilton
 - a. Pages 6-8, 14, 18, 22, 28, 32
[https://www.hamilton.ca/sites/default/files/media/browser/2021-0623/community-safety-and-wellbeing-plan-2021.pdf](#)

13. **Our Future Hamilton “Communities in Conversation” Community Suggested Actions 2017-** City of Hamilton report
[https://www.hamilton.ca/sites/default/files/media/browser/2017-07-25/ofh-community-vision-suggested-actions.pdf](#)

HAMILTON PUBLIC LIBRARY STRATEGIC PLAN PRIORITIES

June 2022, Hamilton Public Library Board

The 2018-2021 Hamilton Public Library Board adopted three strategic priorities. These remain largely unchanged from the previous years due to continued relevance.

Library Staff will develop specific objectives in order to assist the library system support and achieve our strategic priorities. Senior management will use these objectives as guidelines while adjusting specific objectives but will adapt if preferable opportunities to meet the Board's priorities arise.

The library system has supported these priorities through adopting new technologies, seeking out new services and building partnerships to better support and serve all our communities. Partnerships support our priorities and will be vital as we help the City of Hamilton and our communities work towards economic recovery following the pandemic. Through these priorities we will continue to be innovative, responsive, engaged and accountable.

Strategic Priorities

Community Beacon

The Hamilton Public Library will be a source of pride in the community. The library system will act as a unifying force by welcoming everyone. Our physical and digital spaces will be inviting and accommodating. We will be a leader in fostering community engagement and participation.

Relevant and Responsive

The Hamilton Public Library will continue to advance core library values as we embrace our evolving role in supporting access and literacy. We will support people in their lifelong learning journey by helping them thrive today as they prepare for tomorrow. We will maintain strong physical collections as we grow digital services. We will be a national library leader, working collaboratively to create policies and agreements that ensure access to intellectual property in all formats.

Learning and Innovative Organization

The Hamilton Public Library will continuously seek new ways to assist the learning and growth of all individuals. The library will support staff to be engaged in their roles and in the library profession. We will provide staff with opportunities to continually enhance their skills and develop new abilities so they can meet changing technology and information needs. We will focus on ensuring we reduce barriers to using our services as we promote awareness of the Library in the communities we serve.

MEETING COMMUNITY AND USER NEEDS 2022

June 2022, Hamilton Public Library Board

ASSUMPTION #1: WITH MORE DISRUPTIVE CHANGES AHEAD, LIBRARIES WILL NEED TO CONTINUE TO FOCUS ON ENHANCING OUR ABILITY TO ADAPT. THE HEALTH OF OUR ORGANIZATION WILL BE DEPENDENT UPON US REMAINING RELEVANT AND VITAL TO THE LIVES OF RESIDENTS AND TO THE COMMUNITIES WE WORK WITH.

More rapid change is coming. The underlying question we will need to ask is: How can we as a Library be a constructive force that helps individuals and the community adapt and thrive in a rapidly changing world? HPL's long-term health will be dependent on both the success of the City of Hamilton and our ability to contribute to that success.

The challenge of climate change is no longer a future threat; its impacts are already visible. HPL will need to show leadership in doing our part to decrease the carbon footprint of our operations. We should also be a part of a broader effort to help residents understand their role on a more sustainable path. As we transition away from fossil fuels, we have an opportunity to use our experience to educate youth and others about environmental issues. For example, we should commit to transitioning our bookmobiles and delivery vans to electric as soon as reasonably possible and using those to promote sustainable solutions.

The population of Hamilton is expected to see strong growth in the coming years. Effectively engaging a growing senior's population is a potential opportunity that we should not miss. Ensuring our facilities are located where people live will require ongoing focus and long-term planning. The LRT has the potential to see increased population growth in the lower City that might create new opportunities to locate libraries near densely populated areas.

In the last decade we have seen significant changes in technology that have impacted how we deliver content and services. The global COVID-19 pandemic has further accelerated technology change and drawn attention to the fact that many in our community do not have adequate access to Information and Communication Technologies (ICT). Ensuring Hamilton is a place of digital inclusion and access is one area where HPL will need to continue to focus. Helping residents gain the knowledge and skills to utilize existing and emerging technologies should be an ongoing focus. Well-designed partnerships will be important to ensure we are able to embrace this challenge.

Resident's expectations on how our services should be provided and what those services should be will largely be shaped by their experiences outside of the Library. We will continually need to ensure our services are provided in ways that meet their needs and expectations or we will risk losing their engagement. Investing in staff development will be key. We will need to hire new staff and support existing staff to become lifelong learners who embrace supporting members changing needs. As members demands change, our facilities will need to change along with them, offering not only flexibility in space usage and layout, but also with respect to

service hours. To be successful we will need to embrace ongoing evaluation and continual adjustments to our work. We need to continue to develop and expand our research partnerships to get practical but independent expert guidance and evaluation to improve our impacts and tell our stories. Our primary emphasis will need to be on making persistent incremental changes, however, when circumstances dictate, like during the pandemic, we will need to be ready to embrace big challenges and opportunities.

Looking forward, we should expect other changes in technology, society and the environment that will create future disruptions (some positive, some negative). Some we will see coming and some others we will not. In this landscape the focus should not be on trying to predict all the major trends, but rather to focus on ensuring the public library is an adaptive and resilient organization. The single best preparation we can make for this future is to continue to practice and enhance our ability to be responsive and adaptive.

ASSUMPTION #2: PUBLIC LIBRARIES ARE UNIQUELY POSITIONED TO CONTRIBUTE TO THE HEALTH, EDUCATION, PROSPERITY AND **SOCIAL COHESION OF THE COMMUNITIES WE SERVE. TO ACCOMPLISH THIS, WE WILL NEED TO WORK IN PARTNERSHIP WITH OTHERS TO COORDINATE EFFORTS TO ACHIEVE POSITIVE CHANGE THAT ADDRESSES STRUCTURAL OBSTACLES THAT PREVENT PEOPLE FOR REALIZING THEIR FULL POTENTIAL.**

The *Truth and Reconciliation Commission of Canada*, the *National Inquiry into Missing and Murdered Indigenous Women and Girls* and the discovery of multiple unmarked graves of children at residential schools have shed light on the multi-generational systemic racism Indigenous people in Canada have faced. Advancing the *Calls to Action* in collaboration with our Indigenous friends and allies needs to be a major focus of the next decade and beyond. Libraries have a special role in educating people about the truth of what happened and of helping both Indigenous and non-Indigenous Canadians learn about the rich cultures and histories of the people that lived in this area for thousands of years. As libraries continue our work welcoming new Canadians, we also need to expand our efforts with Black, Indigenous and People of Colour (BIPOC), to end racism and discrimination. The fact that public libraries work with people of all ages, backgrounds, orientations and economic circumstances creates a unique opportunity for us to help people become acquainted and to be a force of advancing understanding and empathy. Libraries will need to show leadership and be thoughtful in our approaches to ensure we bring the whole community forward.

Public libraries play a supporting role in advancing the education, culture and health of the communities we serve. The pandemic has disrupted the education of many young people, with those with the least resources often being impacted the most. Supporting student success and residents lifelong learning will be necessary for our community's long-term economic success. We need to recognize that we can contribute more to good outcomes when we do not work in isolation. Moving forward we will need to continue to advance our maturity at partnering in ways that enable us

to support our mission more sustainably, all while we advance key community initiatives. We have seen that increasingly governments are funding initiatives that can demonstrate meaningful collaboration. Collaborations are necessary when trying to address complex issues and they can play an important role at reducing the duplication of effort between different agencies. As we continue to evolve our program and service offerings to meet new needs, we must work with governments, educational institutions and other organizations that align with our mission. Building from our successful Researcher in Residence partnership with McMaster we should look to create additional positions to support library operations and ensure we have the expertise and ongoing engagement and alignment with key partners to address critical priorities. Developing new partnerships to renew and continue our Community Resource Worker program is a high priority as is having an Elder-in-Residence to expand our work with the Urban Indigenous Strategy.

If political discourse continues to become more polarized in the next decade, we should anticipate an increase in challenges to intellectual freedom. Libraries will need to defend against efforts to limit access to diverse points of view. Increasing civic engagement and collaborating with others to ensure we can have meaningful debate and discussion will be important to protect democratic norms. We should engage as many as we can in a shared respectful dialogue and cultural experiences that advances mutual understanding and empathy. Making equity and inclusion a reality requires HPL to ensure we design services and programs in ways that fosters this.

In engaging in these efforts, we need to use proven approaches, like the Intercultural Development Inventory (IDI), to ensure we are thinking and talking in ways that invites people that may have different perspectives, instead of driving them away with divisive language and approaches.

ASSUMPTION #3: THERE WILL BE SIGNIFICANT COMPETITION FOR FUNDING. OPERATING BUDGETS WILL CONTINUE TO BE CONSTRAINED AND ACCESSING SUFFICIENT CAPITAL FUNDING TO MAINTAIN ALL OUR FACILITIES WILL BE AN ONGOING CHALLENGE.

The perception and support for public libraries in Canada generally, and in Hamilton specifically, is positive. While our work has helped us nurture strong support from City Council, we should not ignore the significant budget pressures that City Council will face in the coming decade. The provincial and federal governments also face budget pressures but municipal governments which are the primary funder for public libraries in most of Canada are the most challenged due to how they are able to raise funds. To continue to be successful at attracting funding we will need to be effective on several fronts. Demonstrating transparency and excellence in financial management will be necessary but insufficient. We will also need to clearly demonstrate how the public library advances government priorities. Although long-term growth may create some opportunities for increases in core funding and staffing, we cannot assume that will be easily achieved. First, we will need to demonstrate an ongoing commitment to meeting emerging needs by continually internally adjusting our resources and utilizing innovation to shift to work of higher

value. Where possible, we will need to complement our core municipal funding with other sources of revenue. Working with key associations to get greater long-term funding from higher levels of government will be an ongoing effort.

Current building code standards and the high cost of construction for public buildings will mean most projects will require significant resources. To help defray these costs, we will continue to see more emphasis on the development of multi-use facilities. Although HPL has made significant progress towards a more sustainable facility footprint, maintaining all locations to the proper standard will be a challenge. We will need to leverage other investments to attract limited capital dollars. Future capital maintenance costs of existing facilities will need to be carefully considered before pursuing new library locations. As well, investing in regular repairs and lower cost renovations/updates that maintain and enhance existing facilities will need to be an important part of strategy.

ASSUMPTION #4: THE TRENDS TOWARD THE INCREASING IMPORTANCE OF DIGITAL CONTENT AND GROWING COMPETITION FROM THE PRIVATE SECTOR TO PROVIDE ACCESS TO IT WILL CONTINUE. THE CIRCULATION OF PHYSICAL BOOKS WILL REMAIN A CORE SERVICE AND UNIQUE LOCAL CONTENT HELD AND MADE ACCESSIBLE BY HPL WILL BECOME INCREASINGLY IMPORTANT.

Looking at the shift from physical to digital formats, we should anticipate that the physical book will be a more enduring popular format than DVDs and other tangible media that provide access to music or video. Looking forward we will need to carefully and continually monitor trends to ensure we are purchasing materials in the formats that people desire. We will also need to ensure we understand the local picture and anticipate different trends that may happen in different parts of the City. The growth of digital access in recent years has been strong. During the pandemic when physical access to our physical spaces was limited, we saw a strong and rapid uptake in usage of HPL's digital collection. Being able to adapt to providing content in digital form has been important for libraries as many have embraced the shift to digital. Despite this success, several serious challenges to digital access remain for public libraries. The cost and terms to which publishers make eBooks available to public libraries are unfavourable and limit our ability to provide access.

Another challenge is the lack of control public libraries have over the digital platforms that our content providers use. Libraries, including HPL, have made some progress at making digital content accessible through the Library catalogue, however, the convenience and experience of using the platforms directly make them a preferred option for many. HPL will need to continue to be engaged nationally on this issue with other libraries to both advocate for better terms and work at improving our ability to control how that content is presented. As we advocate for those changes, we will need to embrace alternative solutions, like Controlled Digital Lending (CDL), that enable us to preserve our collection and expand access.

Services such as Amazon Prime, Netflix, iTunes and Audible demonstrate that the private sector can successfully provide consumer access to large libraries of digital content at relatively low cost. We will need to continue to monitor usage patterns and market developments to ensure the public library continues to provide free access to a broad range of content for a large and diverse group of residents. One likely outcome of this development will be that some residents, especially those with financial resources, may not need the public library for many of their digital content needs. In this case other library services may become important for those individuals, such as, our spaces, technology access, storytimes, learning programs and cultural events. In this environment we will need to continually assess the amount of space our collections take-up and ensure we have the right balance in how our spaces are configured.

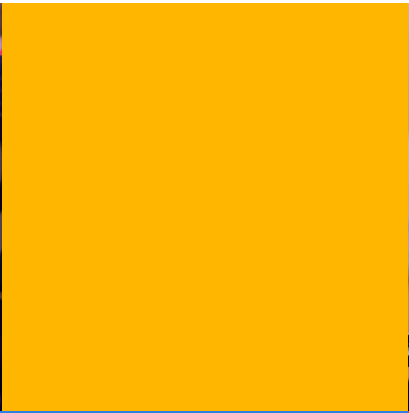
In this changing content landscape, the importance of local content should not be underestimated. The role our Local History & Archives Department plays in preserving local history and telling local stories resonates strongly with residents. Our relevance is enhanced by expanding access to this material through digitization and by the Library supporting the creation of new digital content. As we foster the ability for people to move from content consumers to content creators, we nurture the skills needed to succeed in the workplace, we help people find their own unique voice and build a stronger more inclusive community. Our work should align and complement the City Museum's strategy and engage other cultural organizations in Hamilton.

ASSUMPTION #5: NETWORK SECURITY, PRIVACY AND INTELLECTUAL PROPERTY ISSUES WILL BECOME MORE CHALLENGING AND COMPLEX. WITH CONTENT WE CONTROL WE HAVE AN OPPORTUNITY TO MODEL BEST PRACTICES THAT FACILITATE EFFECTIVE SHARING THAT CREATES THE MAXIMUM BENEFIT TO SOCIETY.

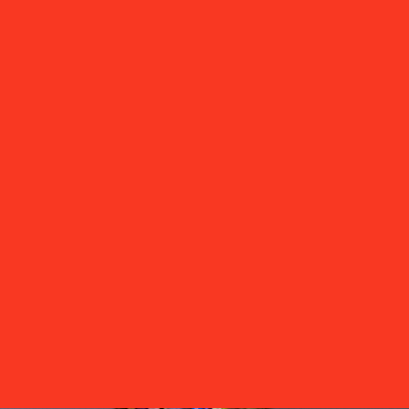
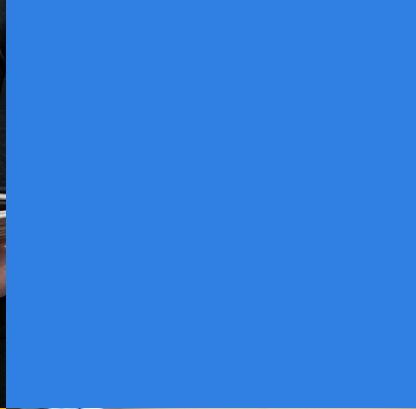
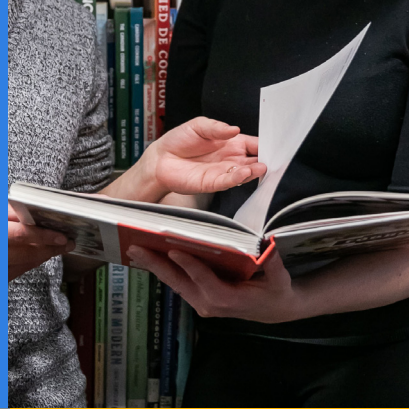
With the increasing sophistication and proliferation of hacking, public libraries will need to be diligent to ensure privacy is protected and the integrity of our information systems is preserved. We should anticipate we will need to dedicate more resources and attention to keeping our systems secure as new threats emerge.

Libraries facilitate access to copyrighted material. As new technologies emerge that make it easier to share, modify and edit content, publishers will continue to face challenges to their business models and will push for legal protections including restrictions on fair use. Libraries have a unique role to play in advocating for copyright rules that effectively balance the rights of copyright holders with the rights of users.

As HPL facilitates the creation of local content we need to ensure the licenses they are made available under are as open as possible given the circumstances. To facilitate access to some material where we do not own the copyright, we will need to develop agreements that are mutually beneficial. We should continue to use and embrace standards such as the Creative Commons licenses.



STRATEGIC PLAN 2020-2023



Message from the Mayor

Vancouver is a great city that cares about our people, our environment and our neighbourhoods. We are always seeking opportunities for our citizens to live, work and prosper. As we strive to meet the needs of our growing city, we know that libraries are an essential part of our success. As one of our most valued civic resources, Vancouver Public Library enriches our lives and helps to build informed, caring, and resilient communities.

Our libraries are vital in building livable, sustainable and inclusive communities. They play a key role in our city's social fabric, providing gathering places for the community. Regardless of whether someone has newly arrived, or has spent their entire life in Vancouver, VPL creates meaningful connections for everyone and contributes to diverse and caring neighbourhoods.

I am proud of the work done to create this visionary strategic plan that will frame the future of VPL. With such an important role to play in our city, I look forward to seeing the Library build itself into an even stronger and more vital community resource for all.

Kennedy Stewart
Mayor of Vancouver



**Kennedy
Stewart**

Mayor of
Vancouver

Welcome from the Chief Librarian and Board Chair

This 2020–2023 strategic plan is the result of months of listening and reflecting on the part of our Board and staff. We heard from thousands of people in Vancouver how important it is that VPL continues to be Vancouver's institution for lifelong learning, and the critical role we play in helping to reduce social isolation. This has become even more evident as we face the impacts of the global pandemic. In light of the dramatic changes brought on by COVID–19, VPL has taken the time to reassess and validate the goals we first identified in 2019, and concluded that all of the goals remain relevant to our community. Some priority areas, such as leveraging technology, bridging the digital divide, and creating community connections, will be even more critical.

Public libraries are needed now more than ever. They enable us to explore ideas, expand our thinking, and help us learn from one another as we tackle difficult issues. In person or digitally, VPL is here for everyone in Vancouver to celebrate possibilities and discover the future together.



**Christina
de Castell**

Chief Librarian



Jennifer Chan

Board Chair

Introduction

Situated on the unceded lands of the Musqueam, Squamish and Tsleil-Waututh Nations, Vancouver Public Library (VPL) is one of Vancouver’s oldest public institutions. We strive to meet our community’s changing needs and aspirations. We are a place to share stories and ideas, through books, creativity supported by technology, and conversations we have with each other. We continually explore ways to expand our reach through our digital offerings. We are committed to building connections within our diverse communities and offering opportunities to learn and create together

VPL is a home for stories and ideas, for learning and for entertainment – as libraries have always been. We are proud of our staff and our work with community partners that enables us to deliver thousands of programs every year, helping to share the diverse voices of our city across our 21 locations and digital channels. With more than 2.3 million items in our collection, VPL helps make access to information and learning more equitable across the city, in person and online.

VISION

An Informed, Engaged, and Connected City.

MISSION

A free place for everyone to discover, create, and share ideas and information.

VALUES

Diversity
Access for all
Intellectual freedom
Learning and curiosity
Patron-centred services
Community-led planning
Community partnerships
Innovation and creativity
Respectful spaces and communication
Effective use of resources
Sustainability

PRIORITIZING TRUTH AND RECONCILIATION

Our conversations with the public and key stakeholders highlighted the need to bring Indigenous history, languages and cultures into library spaces and to continue sharing Indigenous voices through our collections and programming. Truth and Reconciliation is a priority for VPL.

VPL is committed to being a place to learn about the history and cultures of Indigenous Peoples in Canada. This includes learning about the truths of the historic and ongoing impact of colonization and the importance of movement toward reconciliation with Indigenous Peoples. Through ten years of learning from each Indigenous Storyteller in Residence at VPL, expanding our programs and collections, seeking out opportunities and addressing barriers, this work has become an integral part of what we do. We look forward to continuing to find ways to enhance understanding and appreciation of Indigenous ways of knowing, being, and doing. VPL has a strong desire to engage with Indigenous communities, particularly the Musqueam, Squamish and Tsleil-Waututh Nations, on whose unceded lands our work takes place.

DEVELOPING GOALS THAT MEET THE NEEDS OF VANCOUVER

This plan is based on what we heard from the community and learned from our research. We heard that VPL must continue to find ways to meet the needs of seniors, newcomers, children, youth, low-income, and Indigenous communities. Each of these groups has aspirations and challenges that VPL can support.

VPL typically welcomes over 18,000 people in our locations every day and thousands more digitally. We will welcome even more in the years ahead as we open expanded and revitalized spaces to serve our growing city. The needs, values, and dreams you’ve shared with us through this process will shape VPL’s work over the next four years, and help us plan for the years to come.

Strategic Planning Process

The 2020–2023 Strategic Plan will continue the journey to achieve our vision of an Informed, Engaged, and Connected City. Through community consultations, staff conversations, and environmental scans, we verified that our previous plan met the expectations of our patrons, and set us in the right direction. With this plan, we will build on our past successes.

Through an external landscape assessment we sought to understand the forces affecting Vancouver today, including trends relating to demographics, technology, economy, society, and culture. This gave us insight into the unique challenges and needs within our city, and shaped our thoughts about how to address them through VPL’s strategic initiatives.

A strategic assessment of our organization allowed us to look critically at our performance, benchmark our progress, and identify ways to improve. This helped us learn from the past and prepare for the future.

Most importantly, we conducted meaningful engagement with the public, staff, the VPL Board, City Council, and key external stakeholders. With inclusion as a focus, we actively sought perspectives from community members who we might have missed through standard consultation practices. We endeavoured to move beyond capturing preconceived ideas about libraries, and invited the community to see their opinions and experiences as important in shaping their library’s future.

In total, we received input from over 5,000 individuals and organizations.

Recognizing that the impacts of COVID–19 will be felt for years, we re–assessed our plan with the VPL Board, and concluded that while much has changed in our environment, the role of the Library to support learning and connection will remain vital.

HOW DID VPL GATHER INPUT?

Public engagement activities and a city–wide survey in 2019 brought us the voices of diverse groups with a range of backgrounds and experiences. Library staff hosted in–person conversations with the public at community events, patrons at library branches, and members of Vancouver’s more marginalized populations through community visits. This future focused plan was also informed by direct conversations and activities with children and teens.

Through discussions with community leaders, we gained insights on potential collaborations with VPL as well as the challenges our city faces today and in the future. We spoke with the Mayor and City Councillors to learn about their priorities and what they’ve learned about the needs of residents and businesses in Vancouver.

Through workshops and conversations, staff described their positive work experiences, as well as the challenges and opportunities they face. They told us what they see in the community, and identified ways to make the Library a better place for everyone.



Our Strategic Priorities

Our strategic priorities encompass the areas where we will focus our efforts over the next four years. They are anchored by our belief in, and celebration of, our diverse city.

Learning & Creativity, Shared Spaces & Experiences, and Belonging & Connection support our vision of an Informed, Engaged and Connected City. Organizational Strength provides us with the tools to achieve that vision. The four priorities co-exist as interconnected themes that define VPL's role in Vancouver, with our commitment to Truth and Reconciliation woven throughout.





LEARNING & CREATIVITY

OFFER FREE ACCESS TO COLLECTIONS, RESOURCES, PROGRAMMING, AND EXPERTISE TO SUPPORT LIFELONG LEARNING, CREATIVITY, AND AN INFORMED COMMUNITY.

LEARNING & CREATIVITY GOALS:

Champion early literacy and opportunities for lifelong learning.

Bridge the digital divide and support creativity through accessible technology.

Provide relevant physical and digital collections in diverse formats and languages.

80% of our survey respondents deemed supporting literacy, fostering a love of reading, and supporting early literacy and language development in children as extremely important.

From early literacy to lifelong learning, VPL's focus is on continued growth and improvement for everyone in Vancouver. Supporting early literacy in children is a core component of our work, and we deliver more than 5,000 programs for children every year. Digital literacy – the ability to use technology to access, evaluate, create, and communicate information – is critical to participation in society and access to services. Our decades of experience delivering information literacy training have given us the flexibility to support our community's diverse needs. We recognize the language diversity of our patrons and provide multilingual collections throughout the city. All community members deserve access to learning and creativity, whether that's through our print and digital collections, our children's literacy programs, or using our recording studios to bring ideas to life. We are passionate about, and committed to, lifelong learning and helping everyone reach their potential.

WAYS WE WILL ACHIEVE THESE GOALS INCLUDE:

- **Evolve our digital literacy programming as technology changes, so that everyone can be connected and access critical services.**
- **Expand the breadth and depth of digital content such as e-books, e-audiobooks, streaming video platforms and online learning opportunities.**
- **Introduce a featured area for Indigenous collections at the Central Library.**
- **Create enriched early literacy spaces that incorporate the latest early childhood education research to support interactive learning between children and caregivers.**
- **Expand the Sun Life Financial Musical Instrument Lending Library to neighbourhoods across Vancouver.**



We will continue to play an active role in supporting and promoting literacy in all its forms, from early childhood through to the adult years. We will help to bridge the digital divide by providing technology and training that ensures no one feels isolated due to lack of skills, and through opportunities to support creativity through technology. We will work to reflect the city's diversity through the 2.3 million items offered in our physical and digital collections. Exploring new ways to offer our collections and services, and exploring new collections, will remain the core of what we do.

WE HEARD...

Providing services for children, seniors, newcomers, and people with disabilities is a priority in Vancouver.

Early literacy for children remains a top community priority. Fostering creativity was identified as important more often by children and teens.

Our community believes that VPL should provide access for people who may not be familiar or confident with digital resources, as well as those who rely on free resources for connecting, learning, and creativity. Helping seniors to overcome digital literacy barriers is critical to ensuring access to services and for reducing social isolation. More people than ever are using our digital collections, and they are a valuable resource for people with disabilities.

We heard that newcomers to the city benefit from VPL's collections in 17 languages.

Collections by Indigenous authors are important to Vancouver so that everyone can learn more about the history, culture, and experiences of Indigenous peoples in Canada, before and after colonization.

Everything the public told us points to VPL's role as more than a repository of information. Our community needs and wants us to be a place for sharing knowledge and resources in all formats, ensuring everyone in Vancouver has equitable access to the resources and information they need to thrive.

"VPL supports children and families from all walks of life by providing services and programs that help develop a love of reading and learning."

"Since retirement, I have used a wide range of library resources, including books, DVDs and all aspects of the digital library, on a daily basis."



SHARED SPACES & EXPERIENCES

PROVIDE WELCOMING AND ACCESSIBLE PHYSICAL AND DIGITAL SPACES THAT ENABLE VANCOUVER RESIDENTS TO ENGAGE WITH INFORMATION, IDEAS, AND EACH OTHER.

SHARED SPACES & EXPERIENCES GOALS:

Reflect and celebrate Indigenous cultures and history.

Develop welcoming, accessible, and sustainable facilities that meet current and future needs and expectations.

Provide patron-centred experiences and make it easy to use VPL's services.

As one of the few truly free indoor public places in Vancouver, VPL is more vital now than ever. The loss of welcoming communal spaces, where we interact with those whose experiences and perspectives differ from our own, is increasingly impacting the city's social fabric. In an era of shrinking homes, the Library meets a need for a quiet place to study and work, while also providing meeting rooms and shared spaces for those who want to connect with others. We look forward to fully restoring our services when COVID-19 restrictions end. With more than 6.4 million people coming through our doors every year at locations across

Vancouver, VPL fills a critical need as a place that supports strong and resilient communities. Additionally, with over 7.4 million visits annually to VPL.ca, our digital resources connect patrons to the library from home, work, and away, allowing for shared experiences beyond our physical locations.

The presence of Indigenous languages and cultures within VPL spaces, with a focus on Musqueam, Squamish and Tsleil-Waututh Nations, is critical for us to create an inclusive environment.

Providing a great library experience means that our facilities and services, whether physical or digital, are easy to navigate for everyone and built for the future.

WAYS WE WILL ACHIEVE THESE GOALS INCLUDE:

- In consultation with Musqueam, Squamish, and Tsleil-Waututh Nations, develop a naming strategy that considers hən̓q̓əmin̓əm̓ and Sḵw̓x̓w̓7mesh languages.
- Increase physical accessibility through upgrades to library facilities and systems.
- Apply lessons learned during the pandemic as we improve our disaster and emergency planning.
- Explore new and more flexible ways to deliver services, such as express kiosks and borrowing hotspots.
- Continue to explore the future of library spaces and services as we work to redevelop the Oakridge branch as part of the new Civic Centre.

When asked whether VPL is a welcoming and accessible space, 80% of respondents rated us highly, and 11% told us we have work to do.

As we develop new branches and revitalize existing locations, we will prepare for the future by planning safe, healthy, and flexible spaces. Our services must be easy to use and available through the channels each patron prefers. We will look for ways to remove barriers to access, whether they are related to technology, language, culture, physical or perceptual ability, or geography. We will seek ways to recognize the cultures and First Peoples of this land through collaboration with Indigenous artists, creators, and community groups. We will communicate the vibrant diverse character of Vancouver, and our pride in our city and library, through the spaces and experiences we share.

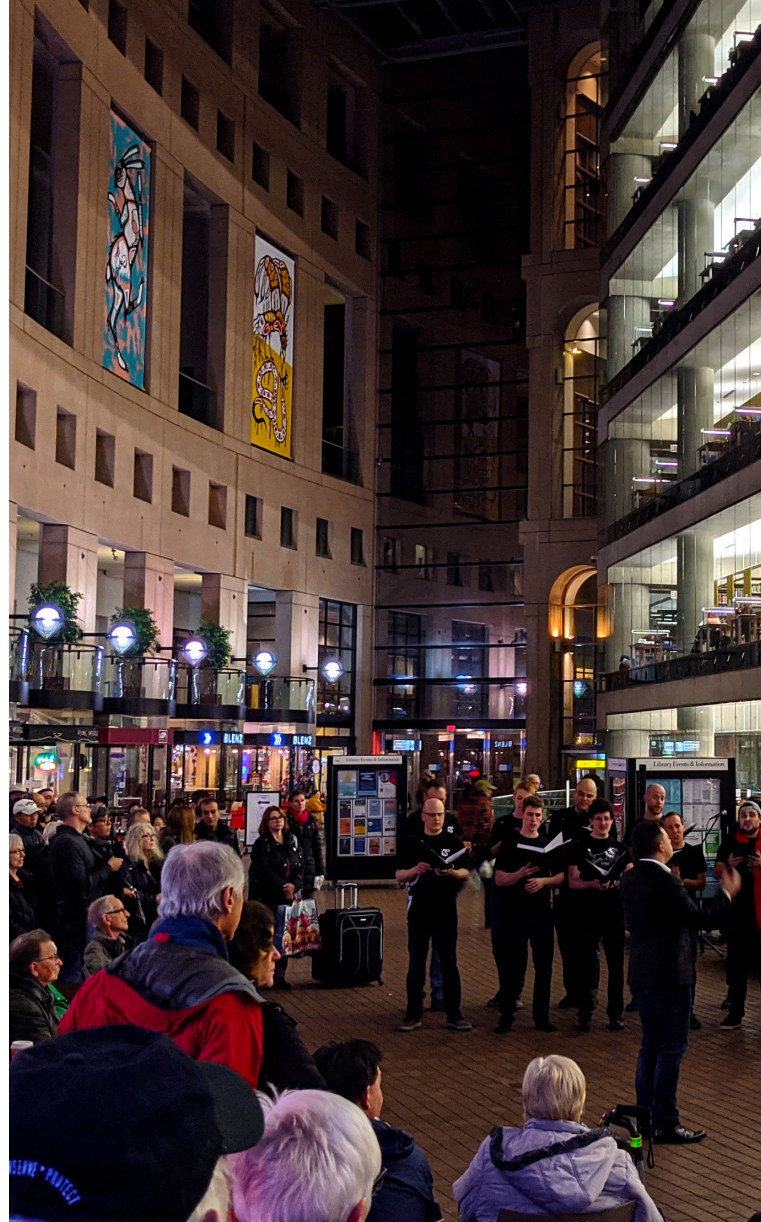
WE HEARD...

Providing a community hub for social connections and expanding our digital resources are equally important to Vancouver, as they ensure that everyone can safely maintain in-person connections as well as equitable access to the online world. As we evolve, we need to continue to provide a quiet place to read, study, and work.

Our community values our physical locations as centres for learning, working, and socializing in our neighbourhoods. We heard that our physical spaces need to remain welcoming and accessible for all, especially seniors, people with disabilities, and other marginalized groups.

VPL's services need to be user friendly and keep pace with the digital age.

Residents also told us that they want us to strengthen our efforts toward Truth, Reconciliation and decolonization, including the promotion of Indigenous cultures and languages in our spaces, ensuring that everyone sees themselves reflected and welcomed at VPL.



“Keep supporting newcomers to Vancouver, creating a safe space for individuals experiencing homelessness, and connecting patrons to the digital world through digital literacy programs and access to technology.”



BELONGING & CONNECTION

FOSTER A CONNECTED COMMUNITY BY PROVIDING OPPORTUNITIES FOR SOCIAL INTERACTION, SHARING, AND INFORMED CIVIC DIALOGUE.

BELONGING & CONNECTION GOALS:

Reduce social isolation and provide affordable access.

Enhance understanding and appreciation of Indigenous ways of knowing, being, and doing.

Engage and celebrate the diverse cultures and languages of Vancouver.

Establish the Library as a forum for civic conversation and understanding.

Our services and programs encourage people to learn about, and from, each other. Our partnerships with a wide range of organizations help us deliver meaningful opportunities for connection and ways to expand our perspectives.

VPL's over 2,500 programs for adults bring together people of different cultures, ages, and income levels, providing free access to resources for learning and connection. Celebrating and amplifying diverse voices and exploring shared concerns helps to increase understanding of those around us and build a more equitable city.

COVID-19 has exacerbated existing issues of affordability and social isolation. As many in Vancouver struggle with these challenges,

finding ways to remove and reduce barriers to access will become ever more important. We will leverage partnerships and seek out new ways to support people who are facing poverty, mental health challenges, and issues of affordability. We will explore how we can meet the needs of our various linguistic and cultural communities in ways that foster a sense of belonging in Vancouver. Through partnership and programming we will expand the opportunities for everyone to learn more about Truth and Reconciliation and Indigenous cultures. We will reaffirm the Library as a forum for civic dialogue and connection that can help our community increase understanding, through initiatives that celebrate diversity, tackle difficult conversations, and help build connections.

WAYS WE WILL ACHIEVE THESE GOALS INCLUDE:

- Investigate ways to reduce financial barriers to library use, such as elimination of overdue fines.
- Offer book clubs, events, and programs that help people engage in respectful conversation around difficult and polarizing topics.
- Continue our work to reduce discrimination and misinformation.
- Develop partnerships with community-based organizations to connect at risk patrons to mental health services.
- Continue to encourage understanding of Truth and Reconciliation and celebrate Indigenous cultures through programs such as the Indigenous Storyteller in Residence.



WE HEARD...

Social isolation is a growing concern in Vancouver, made even more profound by the pandemic. People are missing a sense of personal connection, they may feel trapped by their circumstances, and they seek a stronger community. This loss tends to be felt by newcomers, seniors, and marginalized populations the most. Residents are looking to VPL to help alleviate the impacts of isolation and, at the same time, contribute to addressing social issues that surround us.

People are concerned about polarization and misinformation; they told us that spaces that provide opportunities for dialogue are a priority.

We heard that VPL should remain a place to congregate without pressure to consume, and that we should continue to facilitate free and solutions-oriented conversations that build toward shared goals. People want to live in a city that embraces diversity, and they believe that VPL can be a catalyst for realizing this vision.

VPL supporting residents' learning about Indigenous history and cultures, and taking action toward Truth, Reconciliation and decolonization is of key importance.

We also heard that we play an important role in supporting the City of Vancouver's equity, diversity and inclusion priorities. This includes ongoing work to improve accessibility, active support of IBPOC and LGBTQ2+ communities, and seeking ways to increase cross-cultural understanding.

“Provide public space for dialogue and debate on hot topics – citizenry needs to be allowed to explore important issues, even if they are not easy to discuss.”

“We all have differences and we all have similarities and I'd like for all of us to be able to share our stories.”

4

ORGANIZATIONAL STRENGTH

ENSURE WE ARE READY TO DELIVER THE SERVICES OUR COMMUNITY NEEDS, AND VPL IS RECOGNIZED AS VITAL TO VANCOUVER.

ORGANIZATIONAL STRENGTH GOALS:

<p>Ensure VPL staff have the support and resources to adapt to a transformed work environment.</p>	<p>Foster an inclusive workplace that reflects the diversity of our community.</p>	<p>Increase public awareness and usage of VPL services.</p>
---	---	--

We are proud of the VPL team and know that we have the capabilities needed to implement our strategic plan. We want to tell our story to the many communities of Vancouver and connect with them about VPL's place in their lives. Across 21 locations, our diverse staff and strong patron relationships have helped us achieve service satisfaction levels of 92%. We are honoured by the value Vancouver residents place in their library.

We will ensure our staff have the support to implement this plan and the resources they need to adapt

to changes to our environment brought by the pandemic. We will continue evolving and growing to meet the changing needs of Vancouver and better reflect its diversity. Our staff, systems, and policies need to be strong, resilient, and responsive to our community. By developing and implementing integrated marketing and communications strategies with increasing personalization, we will connect people with the inspiration and resources they seek for lifelong learning and growth.

WAYS WE WILL ACHIEVE THESE GOALS INCLUDE:

- Provide training and resources for staff that enable them to meet the changing needs of library patrons and our transformed work environment.
- Expand resources so we are ready to support the public in times of emergency, climate change preparedness, and post-disaster recovery.
- Communicate the breadth of programs and services offered by VPL through relevant and customized promotion.
- Provide opportunities for members of equity-seeking groups to explore library careers and develop an inclusive environment.
- Learn from the City of Vancouver's Equity, Diversity and Inclusion work.



WE HEARD...

Throughout our public engagement process, we heard overwhelmingly that residents are satisfied with and value what VPL offers, but many are not familiar with the full breadth of programs and services available. In our staff engagement we heard that staff want to be ready for the future, including preparation for climate emergencies. VPL's staff are proud of their work. They want the expertise and tools to deliver excellent patron-centred services with confidence.

We heard that our organizational strength is enhanced when our staff reflect the diversity of our city and understand how their work contributes to our goals.

Vancouver residents and other Vancouver organizations told us that they want a deeper relationship with VPL. People want to be kept informed of our services and activities, and value the personalized service we provide. They want to hear about our progress toward realizing our vision and creating value for them and their communities. Vancouver wants to know how we're making a difference.

“The staff at VPL are world class – whether it's helping with Indigenous genealogy, circulation, reader's advisory, literacy, digital skills – VPL delivers on its mandate because of the staff.”

Measuring Our Performance

Measuring and reporting on our performance is critical to ensuring accountability to our patrons, the City, stakeholders, and the general public. VPL has established transparent measurement and reporting processes, and we will continue to report on progress toward the goals we've set for ourselves for 2020–2023. By using a combination of quantitative and qualitative information in addition to financial indicators, we will provide a holistic picture of how we are working to achieve our vision of an Informed, Engaged, and Connected City.

KEY MEASURES OF LIBRARY-WIDE PERFORMANCE INCLUDE:

- physical and digital visits
- collection use
- number of active cardholders
- patron satisfaction
- public perceptions

VPL has historically tracked these measures, providing solid trends and benchmarks. Additionally, we will track indicators specific to each of our strategic priorities and goals. Examples of these include:

- program attendance
- activities related to important topics such as Truth and Reconciliation and civic dialogue
- staff training participation rates

Measurement and reporting alone is not enough to ensure success. VPL is also committed to evaluating our activities to identify what's working well, what's not, and why, so that we can make adjustments as necessary. We will review both short-term outputs and longer-term outcomes to assess how well we are achieving our goals. Collaborating with other community organizations will enable us to evaluate impacts on broader societal issues, such as reducing social isolation.

We will continue to evaluate our progress on addressing the Truth and Reconciliation Commission's Calls to Action, and are committed to strengthening and assessing the impact of relationships with key community partners with whom we share common goals.



VPL At a Glance

(2019 Data)



MORE THAN **270,000**
ACTIVE LIBRARY
CARD HOLDERS



MORE THAN
2.3 MILLION
ITEMS AVAILABLE



OVER **9.7 MILLION**
ITEMS BORROWED



7.4 MILLION
VISITS TO VPL.CA



6.4 MILLION VISITS
THROUGH OUR DOORS



OVER **247,000**
PEOPLE ATTENDED
A FREE PROGRAM



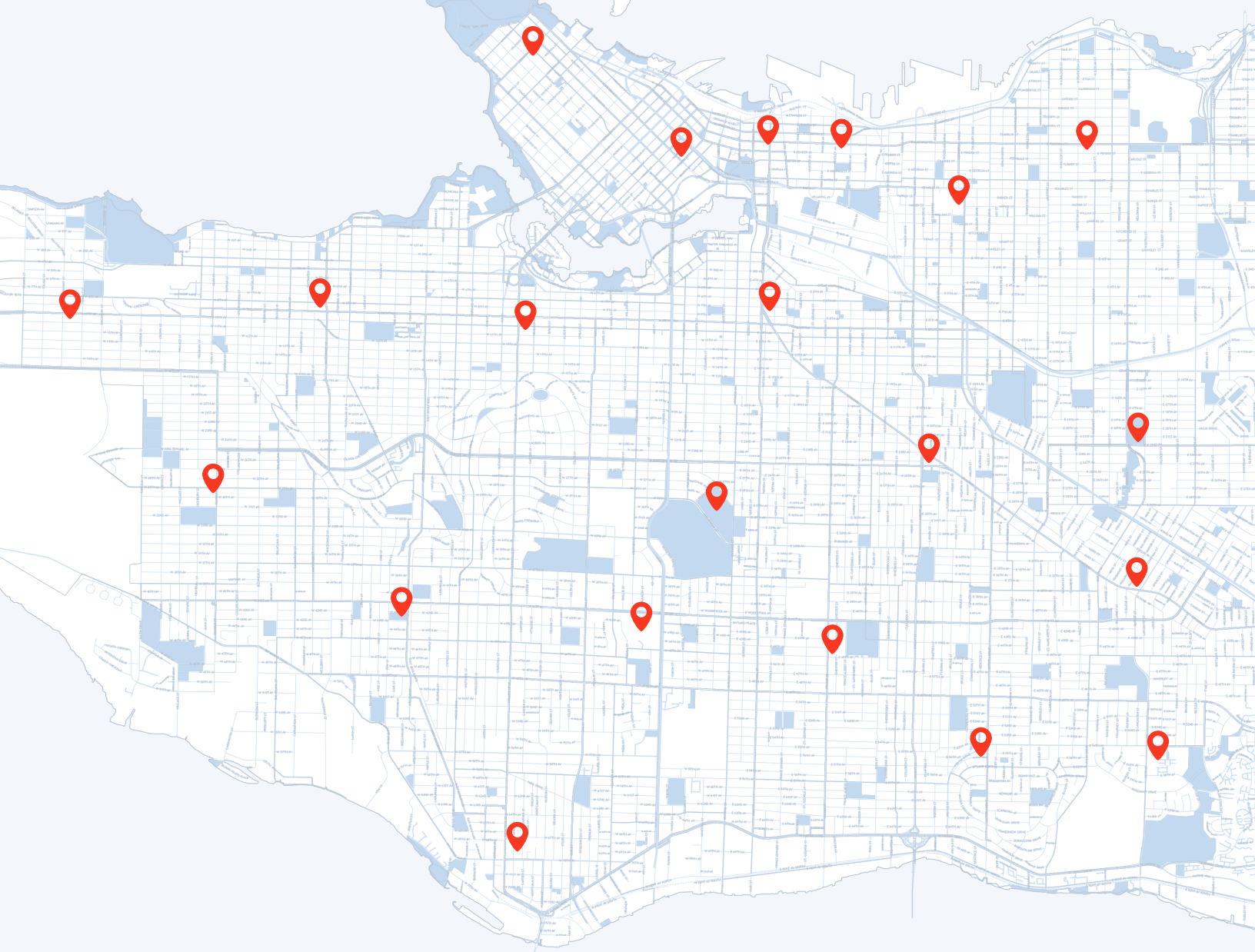
95% OF VANCOUVER
RESIDENTS BELIEVE VPL IS
AN IMPORTANT PART OF
THEIR COMMUNITY¹

¹ Vancouver Public Library,
2019 Public Survey



92% ARE SATISFIED WITH
VPL'S SERVICES²

² City of Vancouver, 2019 Civic Service
Satisfaction Survey



PROUDLY SERVING VANCOUVER AT 21 LOCATIONS
AND ONLINE AT VPL.CA



tpl: vital to toronto

building success, resilience
and well-being for our city



our vision, mission & values

vision

Toronto Public Library will be recognized as the world's leading library by informing and inspiring Toronto and its communities, making us all more resilient, more knowledgeable, more connected and more successful.

mission

Toronto Public Library provides free and equitable access to services which meet the changing needs of Torontonians. The library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.

values

equity: Accessibility, respect and fairness

diversity: Valuing individual needs, experiences and differences

intellectual freedom: Guaranteeing and facilitating the free exchange of information and ideas in a democratic society, protecting intellectual freedom and respecting individuals' rights to privacy and choice

innovation: Encouraging creativity, experimentation and the generation of ideas

inclusion: Welcoming participation in decision-making and service development by residents and communities

integrity: Open, transparent and honest in all our dealings

accountability: Taking responsibility for our actions and the services we provide

service orientation: Providing excellent, responsive services

welcome to our new strategic plan

We are fortunate to live in one of the most diverse and dynamic cities in the world. As our city has grown and changed, the library has been changing along with it, playing an increasingly important role in providing the vital ingredients Torontonians need to thrive.

Our new Strategic Plan is the next step in our transformation journey. It is a truly collective effort that reflects the input of thousands of Torontonians from every neighbourhood, and community partners and collaborators across many sectors. We heard from Toronto that our city and its residents need better access to inclusive, welcoming spaces, improved digital literacy, support for workforce development, platforms for civic discussion and engagement, and consistently excellent customer experiences.

In response, we have developed five strategic priorities and three supporting enablers that will shape and guide our work over the next five years. They allow us to plan for the long term, and be responsive in the moment to change. You will also see in our new plan that we have put Torontonians at the centre of it, with the ambition of building more **resilience**, **success** and **well-being** for our city and its residents.

We are looking forward to this exciting next chapter in our story, as we work with our colleagues, our partners and our communities to empower all Torontonians. Together we can build an even stronger, brighter future for this incredible city.



Vickery Bowles
City Librarian

Vickery



Sue Graham-Nutter
TPL Board Chair

Sue



TPL board members

Councillor Paul Ainslie
Sarwar Choudhury
Andrea Geddes Poole
Sue Graham-Nutter (Chair)
Jonathan Hoss (Vice-Chair)
Fenton Jagdeo
Jennifer Liu
Alison Menary
Councillor Gord Perks
Alim Remtulla

strategic plan committee members

Andrea Geddes Poole
Sue Graham-Nutter
Sharilyn Hale (TPL Foundation Board)
Jonathan Hoss
Fenton Jagdeo (Committee Chair)
Pam Laycock (TPL Foundation Board)
Jennifer Liu
Alim Remtulla



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priorities, outcomes and enablers | page 13

how we measure our success | page 39

how we got here | page 44



Toronto Public Library's Commitment to Indigenous People & Communities

We are committed to an ongoing and long-term response to Reconciliation. In 2017, we drafted Strategies for Indigenous Initiatives at Toronto Public Library for consultation with Indigenous peoples and communities as part of our response to the Truth and Reconciliation Commission of Canada's (TRC) 94 Calls to Action. We have also established a permanent Indigenous Advisory Council at TPL to guide our steps as we move forward. With guidance and support from the Council, we have introduced a number of initiatives, including Land Acknowledgement Statements, an Elders in Residence program, the annual Read Indigenous booklist, and expanded programming offering Indigenous content year-round, reflecting an Indigenous-led approach.

In our new Strategic Plan, we are continuing to build on this important work. Some examples of what you'll see in the next five years and beyond are:

- Engagement with Indigenous communities in ongoing consultation for planning and designing culturally safe and relevant library spaces
- Reaching out to Indigenous communities virtually, to highlight Indigenous content, promote programming and encourage participation
- Building staff capacity to support engagement with Indigenous communities through cultural training and ongoing development



Untitled, by Sam Ash. A gift from the local artist. A part of Toronto Public Library's Special Collections, proudly on display at the Toronto Reference Library.

Land Acknowledgement

Toronto Public Library is situated on land covered by the Dish with One Spoon treaty and the traditional territories of the Haudenosaunee Confederacy, the Wendat, Anishnaabe Nations, and the Mississaugas of the Credit First Nation. Toronto Public Library gratefully acknowledges these Indigenous nations for their guardianship of this land.

This land acknowledgement statement was developed in consultation with the Indigenous Advisory Council at TPL, which is made up of community members representing the diversity of Indigenous communities in Toronto, as well as representatives from Indigenous service providers in the city.



why the library?.....

Toronto Public Library has the vital, active ingredients to help Torontonians thrive in our city. This goes beyond our people and programs, our services and resources. We uniquely serve our city and its residents by creating value through experiences that are:



accessible

We are free and local, reaching and serving you where you live, and tailoring our services to your needs.



inclusive

We are supportive and welcoming to all.



expert

Our knowledgeable staff are trusted, credible and neutral, and can help you pursue any interest.



flexible

Our services are personalized so you can use us where, when and how you like.

No other public institution has the mandate and reach, physical and technical infrastructure, talent and community presence to empower Torontonians the way we do.

our plan at a glance

We live in one of the most dynamic cities in the world. With a booming economy, a growing tech industry and an educated workforce, we are Canada's leading economic engine and a global leader in technology, culture and innovation. Our diversity and access to health care, education and social services make Toronto one of the best cities to live in.

But along with these opportunities come a number of challenges. The high cost of living and lack of affordable housing, along with growing income inequality and poverty, are widening divides in our city. There is an increase in extreme weather, less job security, more traffic congestion, and despite living in a hyper-connected world, many Torontonians are feeling more isolated than ever before.

To help our city address many of its greatest challenges and seize its many opportunities, Toronto's library will continue to innovate and modernize so that we can better inform, engage and connect all of us, making Toronto more **successful, resilient and well.**



focus on equity:

Despite living in one of Canada's wealthiest and fastest-growing cities, not all residents have equal access to the economic, educational, health and social opportunities that are so critical to succeed and thrive in our city. Too often, access and opportunities are dependent on where you live, what you do, how much you earn and who you are. This is creating divides in our city and a success gap that impacts us all.

We are committed to helping level the playing field for all Torontonians – with a particular focus on equity-seeking groups and vulnerable populations. We will work to understand and break down barriers to access and increase inclusion to ensure that everyone who wants to use the library feels welcome and represented in our spaces, is able to access our services, and can benefit from the outcomes we're driving. Within each of our priorities you'll see what we're calling a "focus on equity." These are examples of this commitment.

Here is a high-level view of the plan,
which will guide our work over the next five years.

strategic priorities

Where we will focus and invest over the next five years

focus on **equity:**

Our commitment to understanding and breaking down barriers to access and increasing inclusion

- 1 public space
- 2 digital inclusion & literacy
- 3 workforce development
- 4 a democratic society
- 5 public service excellence

enablers

Foundational and organizational supports that allow us to deliver on our outcomes

partnerships



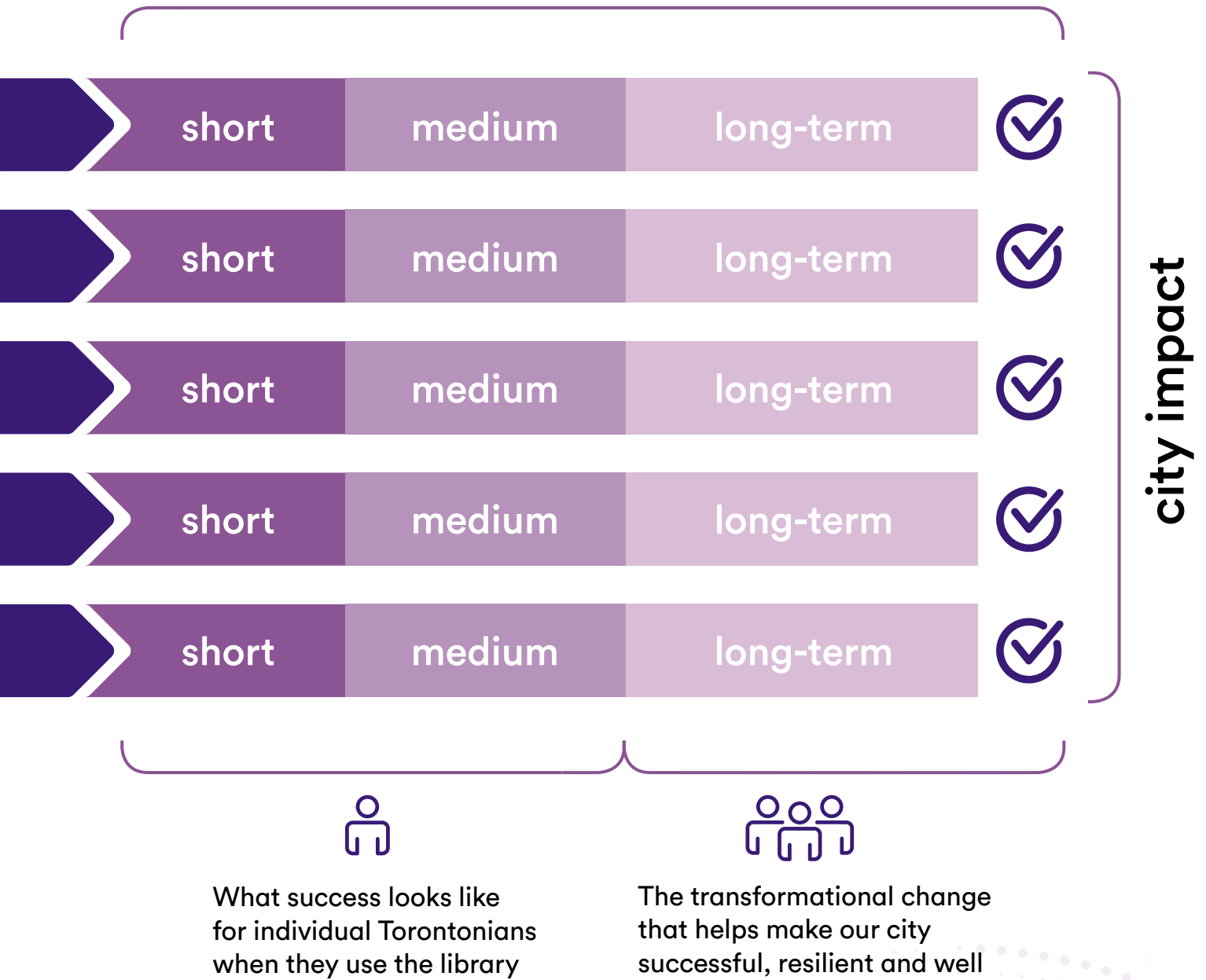
modernization



evaluation & accountability



outcomes & impacts





our priorities

1 Opening up our public space

2 Broadening Toronto's digital access and inclusion

3 Building pathways for workforce development

4 Providing the vital ingredients for a democratic society

5 Investing in staff and an innovative service culture





public space



in our city

Toronto's population and urban density are growing. Many don't have easy access to free public spaces that are comfortable and welcoming.¹ At the same time, Torontonians are increasingly using virtual spaces for their daily needs. They rely on both types of spaces to work, learn, relax and come together with their community.

Without access to these spaces, many Torontonians are experiencing a feeling of social isolation and lack of community connection. They feel less empowered to engage in community conversations and decision-making. With social, economic, climate and technological disruptions, Torontonians need physical and virtual public spaces that foster community resilience and act as places of refuge.

- Some groups, such as seniors, are particularly impacted by social isolation and many struggle to use virtual spaces for developing connections.
- Other groups, such as children and youth, need after-school and out-of-school spaces for learning, socializing, growth and well-being.
- Vulnerable populations need a place of refuge during extreme weather situations and in times of housing insecurity.

1

opening up our public space

We will create and animate **accessible, inclusive** spaces...

that are **flexible and sustainable**...

to **inspire**
Torontonians to be
and **grow together.**

We want you to feel welcome and comfortable in your library, whether you're a regular customer or visiting for the first time. Every time you visit us you should be able to easily get what you need when you need it.

We're constantly adapting to your changing needs and reimagining our spaces to be practical and multifunctional. We want our spaces, both physical and virtual, to suit a wide variety of uses, and our branches to be a refuge in this changing climate.

Our branches are Toronto's urban living rooms, great places to come together or be alone together. In our spaces you can relax, make community connections, pursue ideas, engage your imagination and develop your interests.

short term

Torontonians know about, can conveniently access, and are using our physical and virtual spaces for their personal, education and professional needs.

medium term

Our customers find our spaces accessible, welcoming, inclusive and beautiful.

Our buildings are highly valued as vital physical and social infrastructure and community connectors. They are used as a refuge in extreme weather, and are developed in an environmentally-conscious, sustainable way.

what
success
looks like

some examples of what you'll see



Increasing branch open hours in neighbourhoods across the city.



Using the latest design and construction technologies to create net-zero buildings that are sustainable and climate resilient.



Investing in technology to expand access to services and improve digital experiences.

“Libraries and [other] social infrastructure are essential not only for a neighbourhood’s vitality but also for buffering all kinds of personal problems – including isolation and loneliness.”

– Palaces for the People, Eric Klinenberg

focus on **equity:**

Designing and animating our spaces so everyone feels welcome and has equal opportunity to use and benefit from library space.

long term

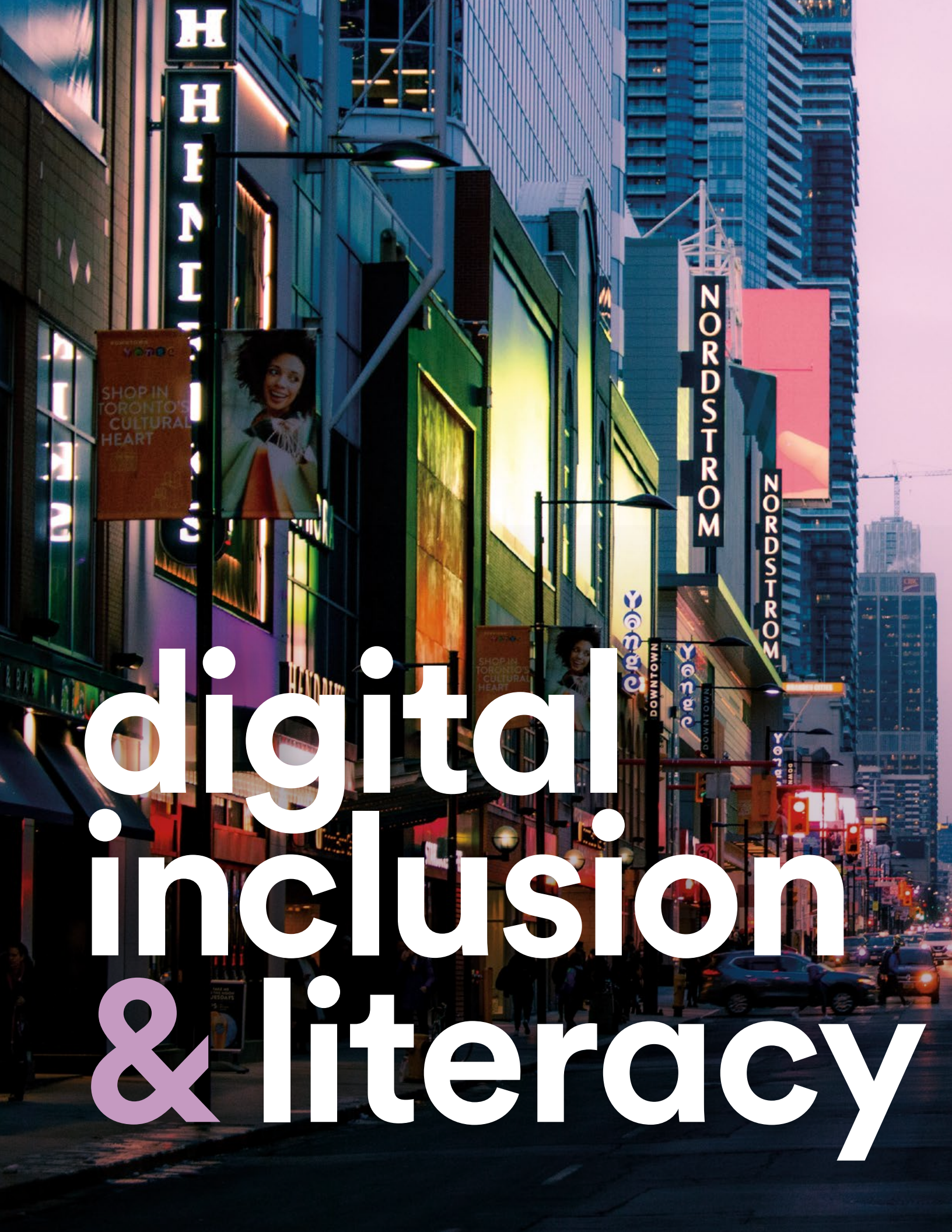
Our spaces directly contribute to the resilience, success and connectedness of Torontonians.



one example:

All children benefit from opportunities to play, interact and develop friendships with others. Children with disabilities may experience barriers to inclusion and the consequences of stigma that can lead to negative impacts on their well-being. Caregivers and families may also experience exclusion and a lack of community support and connection.

To support children of all abilities in feeling comfortable, welcomed and represented at our branches, we will develop a social story about our libraries – a learning tool for staff, children, caregivers and families to describe what to expect when they visit the library.



digital inclusion & literacy



in our city

In our digital world, access to technology and the skills to navigate and use it are critical for all Torontonians to be successful, connected and well. Today, technology and the internet are available but can be expensive, and ways to understand and use them are not always easy to access.

As a result, there continues to be a digital divide in our city that makes it difficult for many residents to live their day-to-day lives, access opportunities and contribute to Toronto's success.

- Youth, newcomers, seniors, Indigenous peoples and low-income Torontonians are among the most-impacted groups.²
- Data plan pricing is a barrier to connectivity for the city's lower-income residents, deepening the digital divide in Toronto.³
- Governments are increasingly turning to internet platforms (e.g. websites, social media) as a primary service access point and to communicate and share information.

2

broadening Toronto's digital access & inclusion

We will expand the **opportunity for everyone...**

to **access technology and develop the skills** to use it...

to **thrive in the digital world.**

No matter your resources or where you live or work, we want to offer access to the technology, connectivity and supports you need.

Whether you're searching for information, filling out a government form, sending an email or developing a prototype for your start-up, you need technology and the comfort and ability to use it.

Today, we all need digital access and digital literacy to be healthy, happy, successful and connected.

short term

Torontonians know about, can conveniently access and use our technology and digital literacy training.

medium term

Our customers have the digital literacy skills they need to succeed in the digital world.

what success looks like

TPL is recognized as a leader in digital inclusion and digital literacy, bridging the digital divide through equitable access to technology and training.

some examples of what you'll see



Increasing new and emerging technologies in more branches for STEM education and other learning programs.



Expanding digital literacy programs for seniors that fuel curiosity and creativity, and provide social interaction.



Supporting City of Toronto customer service initiatives to improve access to government services for Torontonians.

“Public libraries are already at the forefront of providing access to information and skills to people of all ages, abilities and backgrounds, on a highly localized scale. They are perfectly positioned to take a leading role in addressing digital inclusion and digital literacy in their communities.”

– *Technology Access in Public Libraries* report, Nordicity



focus on **equity:**

Breaking down barriers for those who face greater challenges in accessing and using our current and emerging technologies.

one example:

Older adults need to be comfortable and confident using the internet to access the services and information they need, complete everyday tasks and participate in society. The unique challenges of aging can present barriers. Particularly vulnerable older adults face digital exclusion from online social and community supports due to homelessness, age-related health conditions, mental illness or isolation.⁴

We will support older adults by expanding our targeted digital literacy programs and increasing outreach for vulnerable seniors through our community partners.

long term

Torontonians are able to fully participate in the digital world, supporting their prosperity and well-being.



workforce development



in our city

Toronto's workforce and economy are changing, as is the nature of the way we work, when we work and the jobs we do. Many of us are moving between different roles and industries throughout our careers, and the need for reskilling and upskilling is rising.

With these changes, Torontonians have limited time and resources to devote to exploring and developing their personal and professional growth. Torontonians of all ages need flexible ways to access tools to develop new skills while navigating education, work and life transitions. This access is critical for us to reach our full potential and contribute to the success of our city.

- There is a boom in technological jobs in our city.⁵ More and more jobs require digital and technical skills and the ability to work remotely.
- Older workers are staying in the workforce longer and entering second careers, increasing their need for ongoing training.⁶
- Traditional skilled trades work is going unfilled, creating labour shortages.⁷

e
ent

3

building pathways for workforce development

We will **empower** Torontonians...

When you use the library, you're in control. Whether you're accessing our online courses or coming into your local branch for resources, you can chart your own learning path at your own pace.

to **succeed**...

With the collections, tools and supports we provide, you can be prepared to navigate life and work transitions and seize any opportunity you choose.

in a **changing workforce and economy.**

We will continue to evolve in order to provide relevant, flexible tools and supports to help you achieve your educational and career goals.

short term

Torontonians know about, can conveniently access, and use our tools and resources to meet their professional development goals.

medium term

Our customers have the skills, develop networks, and benefit from mentoring opportunities to support their personal and professional goals.

what **success** looks like

TPL is a leading partner for workforce and job skills development, offering equitable and affordable access to services and resources for Torontonians.

some examples of what you'll see



Partnering with industry-leading technology companies to provide training for professional job opportunities.



Hosting regular meetups, networking and mentorship opportunities.



Collaborating with colleges and universities to create innovative and flexible pathways to learning for children and youth.

“Training for working Canadians is scarce, and the people who most need it are the least able to get it ... Canada needs to create effective and inclusive systems of training, which are essential for innovation, growth, employment and good incomes.”

– Skills, Training and Lifelong Learning report for Public Policy Forum, Daniel Munro



focus on **equity:**

Closing the gap for those who are least able to access the opportunities provided by the knowledge economy.

long term

Quality of life and the standard of living for Torontonians is improved through the opportunities we offer.

one example:

Youth unemployment rates have been trending upwards in Toronto since the early 2000s.⁸ This rate is significantly higher for racialized youth, newcomers, and youth with lower education.⁹ Many youth struggle to find work and lack the necessary knowledge, skills, supports and professional connections to be successful.

We will work with strategic partners to provide youth with career coaching programs and networking opportunities. Through these programs, youth will develop career and education paths that will help them enter the workforce.

a democr society



atic

in our city

In Toronto and in our world, we are seeing an increasing divide politically, economically and socially. There is an overwhelming amount of information available to us and, at the same time, not everyone has equal access to it or the ability to critically assess it.

To meaningfully participate in the life of our city, Torontonians need access to a broad range of information and ideas, as well as opportunities for open, uncensored discourse to hear, debate and learn from each others' perspectives.

- People who prefer to get their news through social media are more likely to share propaganda and misinformation.¹⁰
- Internet algorithms limit exposure to a wide range of ideas and reliable information, increasing the gap between people who are digitally savvy and those lacking awareness or skill.¹¹
- High prices and restrictive licensing models for eContent threaten to create a two-tier system of information access.¹²

4 | providing the vital ingredients for a democratic society

We will **facilitate and defend** access to information...

Everyone should have equal and unfettered access to information in all its forms. We will continue to take a leadership role in protecting that access and defending intellectual freedom.

and **information literacy**...

Through our tools and training, we will help you build the skills you need to access, evaluate and effectively use information so that you can make informed decisions.

and **empower everyone** to engage in civic life.

We will protect and champion freedom of expression, and provide opportunities and physical and virtual spaces for Torontonians to discover, share and discuss different perspectives and ideas.

short term

Torontonians know about and can access a full range of information and ideas in all their forms.

medium term

Torontonians are able to learn from different perspectives in positive ways by engaging in inclusive, respectful civic discourse on local, city, national and global issues.

what **success** looks like

TPL is recognized as a vital democratic institution that advocates and provides a platform for intellectual freedom and freedom of expression, and space for discussion, debate and civic engagement.

some examples of what you'll see



Providing leadership for a North American eContent advocacy campaign, lobbying publishers for greater access and fair pricing.



Supporting an informed digital citizenry by developing programming around algorithmic literacy and data privacy.



Increasing programming and spaces dedicated to civic engagement and the exchange of ideas.

“About eight in ten adults (78%) feel that public libraries help them find information that is trustworthy and reliable... [and] 56% believe libraries help them get information that aids with decisions they have to make.”

– Fact Tank: News in the Numbers article, Pew Research Centre



focus on **equity:**

Advocating for and actively breaking down barriers to information, information literacy and platforms for expression.

long term

Torontonians are well-informed, engaged and empowered to participate in community decision-making, contributing to a free and just democratic society.

one example:

Publishers are making it increasingly difficult for libraries to keep up with the demand for eBooks and digital audiobooks, with embargoes on newly released eContent, high prices and complicated licensing. This is creating a two-tiered system, where the people who rely on us the most, including those with lower incomes or disabilities, do not have the same access to this content as those who can afford to buy it.

To address this, we will stand up for equitable access and fair pricing for eContent. We are working with the Urban Libraries Council and the Canadian Urban Libraries Council on advocacy efforts that will highlight these issues and advocate for change.



public service excellence

in our city

Public service organizations are operating within an increasingly complex and diverse urban environment, with digital disruption, shifting demographics and constant change creating both opportunity and challenges.

This, combined with Toronto's growing economic, digital and social divides, is changing the kinds of services public service organizations offer, how they offer them, and how their staff need to be trained and supported to deliver them.

- Both customers and the government expect public service organizations to deliver responsive, high-quality, personalized services in person and online with constrained resources.
- Toronto receives the highest numbers of newcomers in Canada with more complex needs, such as refugees and asylum claimants.
- With more basic transactions moving to self-service, customer demands of staff are often more complex and time intensive.

e



5

investing in staff & an innovative service culture

We will **equip staff** with the knowledge and tools they need...

Our staff are core to what we do, so we will provide the right tools, training and supports for them to meet your evolving needs and expectations.

to deliver **exceptional customer experiences**...

Every time you interact with us should be a consistently exceptional experience, whether it's in our branches, with our staff, or online.

in a **complex and changing environment.**

In our rapidly changing city, you need library service that is trusted, collaborative, innovative and responsive to the unique needs of your community.

short term

what success looks like

All of our staff know about and are able to access and use the training, tools, supports and resources they need to deliver exceptional customer experiences.

medium term

Our customers consistently have exceptional experiences with our staff and service to meet their wants and needs.

We have a collaborative, innovative, high-performing service culture that empowers our staff and customers to achieve their full potential.

some examples of what you'll see



Providing new digital literacy, leadership development and resilience training programs for staff in response to employee engagement survey feedback.



Developing and implementing a comprehensive customer experience strategy.



Updating our physical and digital infrastructure to respond to evolving needs and reflect new models of working for our staff in their delivery of modern library service.

“Technology has given us faster, cheaper, and more personalized services across industries, and citizens are starting to demand the same level of efficiency and convenience from the public sector.”

– *Optimizing Government, Modernization in the Public Sector* report, Canada’s Public Policy Forum



focus on **equity:**

Fostering diversity among our staff and ensuring that they understand and are responsive to the unique needs of our communities.

long term

Torontonians have opportunities to adapt and thrive in a complex urban environment through exceptional customer experiences.

one example:

Anti-Black racism negatively affects the lives and opportunities of more than 200,000 Torontonians of African descent or origin.¹³ To understand and remove these barriers, we must consult and partner with community groups to determine how to make the biggest difference.

We are working with the City of Toronto’s Confronting Anti-Black Racism unit to deliver on its action plan. As part of this work, we will introduce mandatory anti-Black racism training for all staff, conduct a new staff diversity survey, review our policies, and increase employment and training opportunities for Black Torontonians at the library with enhanced student placements, outreach, recruitment and hiring, and development and promotion processes.

strategic plan enablers

To help us achieve our outcomes, we have three key foundations – what we’re calling enablers – that will support our work.



partnerships

Our network of partnerships across the city helps us increase the quality and impact of our programs and services to reach Torontonians wherever we’re needed. By strengthening these partnerships and building a broader spectrum of collaborations and non-traditional partnerships, we will continue to deliver responsive and relevant service to our communities and our city now and in the future.



modernization driven by brand and customer experience data & technology

We are continuously improving our capacity and work culture to provide welcoming, personalized, consistent, innovative service for Torontonians. Building on our new brand and customer experience strategy, our focus is providing consistently great services when, where and how you want them. Our digital strategy will provide our staff and customers with the right combination of technologies and supports to meet their evolving needs.



evaluation and accountability

Consistent evaluation and reporting will ensure that we make decisions based on evidence, deliver on the outcomes that we’re working towards, and continue to be transparent and accountable to Torontonians. This is an ongoing process and we will adjust our direction where needed.

“Tell Katherine we got an A!”

When I was working at the Spadina Road Branch, a woman came up to me one day and said, “I’m a single mom. I’ve just finished my GED and enrolled in university. I need to write a paper about Indigenous women in health and I have no idea where to turn.” We had just introduced JSTOR at the time, which is a great resource for online article research, so I was really excited to teach her how to use it. You can just type “Indigenous women in health” into the search bar then you can narrow down the results and print out what you want. I also showed her how she could access it from home online with her library card.

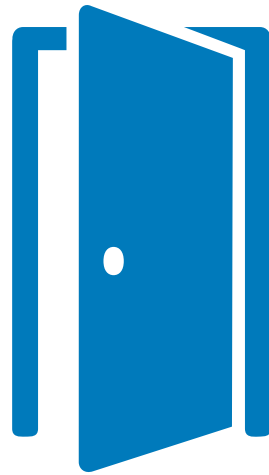
She came back a week later when I wasn’t in and told my co-worker that she had successfully written her paper, and asked my co-worker to pass along some great news: “Tell Katherine we got an A!” I was so proud of her, and me. I never got an A in university, and it felt like that A was as much mine as it was hers. It was the best.

- Katherine Girard, Senior Library Assistant, Spadina Road Branch

”

on a **typical day** at TPL,
there's a lot going on.

over
100,000
people
visit the library



49,282
branch visits

56,919
visits to
our website

over
25,000
uses of our
technology



13,954 wifi uses

11,393 computer uses



128
programs
2,818 participants



29,113 items
delivered to our
100 branches



87,606 items are borrowed

23,072 ebooks and eaudiobooks



10 musical instruments

339 new titles added daily

36,914 searches for books, movies, programs and more

Search

125 visits

to a Digital Innovation Hub to 3D print, scan, design and record

over

21,000 questions answered



19,691

general, reference and recommendations

2,112

technology support

10 one-on-one

Book a Librarian sessions

10 uses of a sewing machine in our Fabrication Studio





why measurement matters

Measurement ensures that we're doing the right things, and that we're doing them well. In addition to measuring our outputs, like the number of people visiting our branches and attending our programs, we are advancing our work in measuring the outcomes and impacts that those activities enable. This will help us ensure that we're on the right path to delivering the value and results we're aiming for.

Measuring our performance means we're able to:

- be accountable to Torontonians and transparent in how we do business
- stay focused on the things that matter most to serve the people of Toronto
- adjust and adapt to the changing service environment
- improve the effectiveness of our programs and services
- make more data-informed decisions now and into the future
- share our data and results to contribute to a better understanding of our city and its communities.



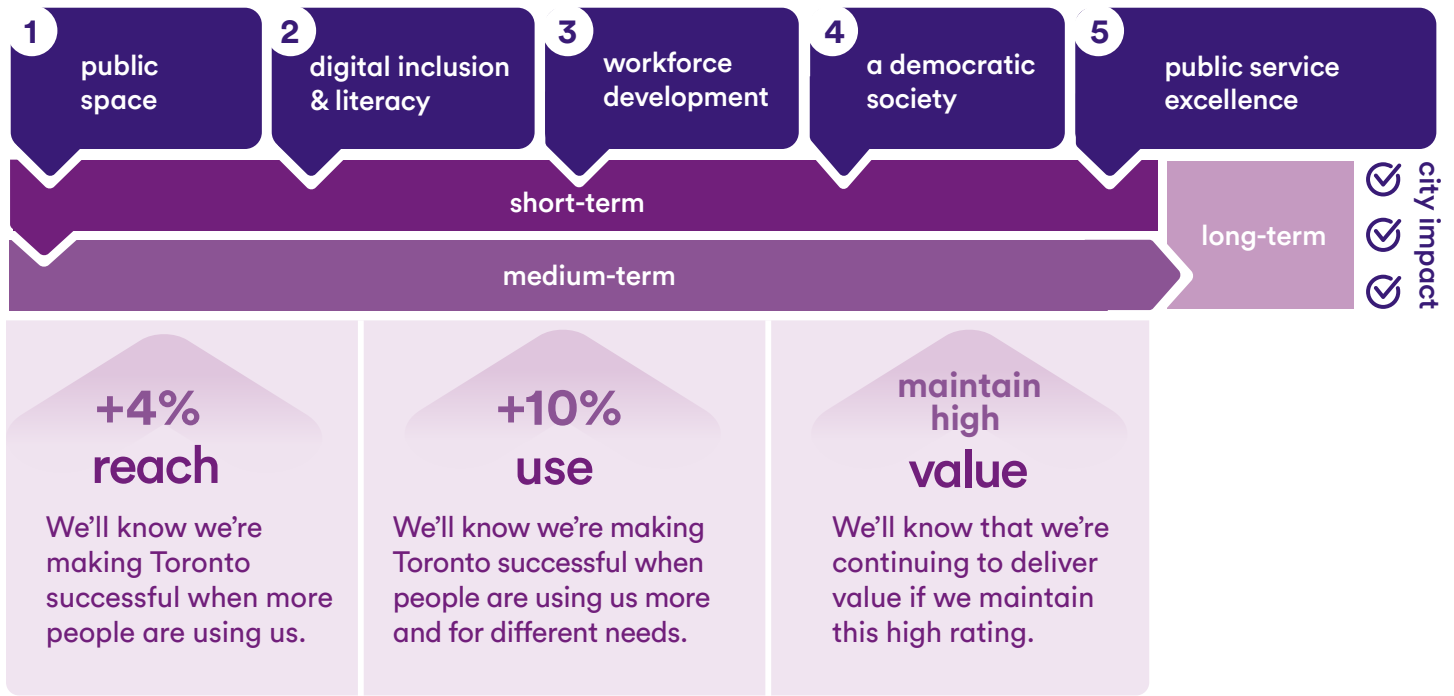
how we measure success

As you've seen throughout the plan, each of our priorities has short-, medium- and long-term outcomes that we're focused on achieving. Together, they help support the overarching goal of our plan: to build more success, resilience and well-being for Torontonians, our city and its communities. To help us identify and prioritize the work that will get us there, we have a set of tools and processes in place to monitor, measure and evaluate our success. Throughout the life of the plan, they will keep us focused, help us make decisions based on data and evidence, and allow us to adjust our direction when needed.

measuring our strategic plan

short- and medium-term outcomes

To measure our short- and medium-term outcomes, we are focused on three target indicators: reach, use, and value.

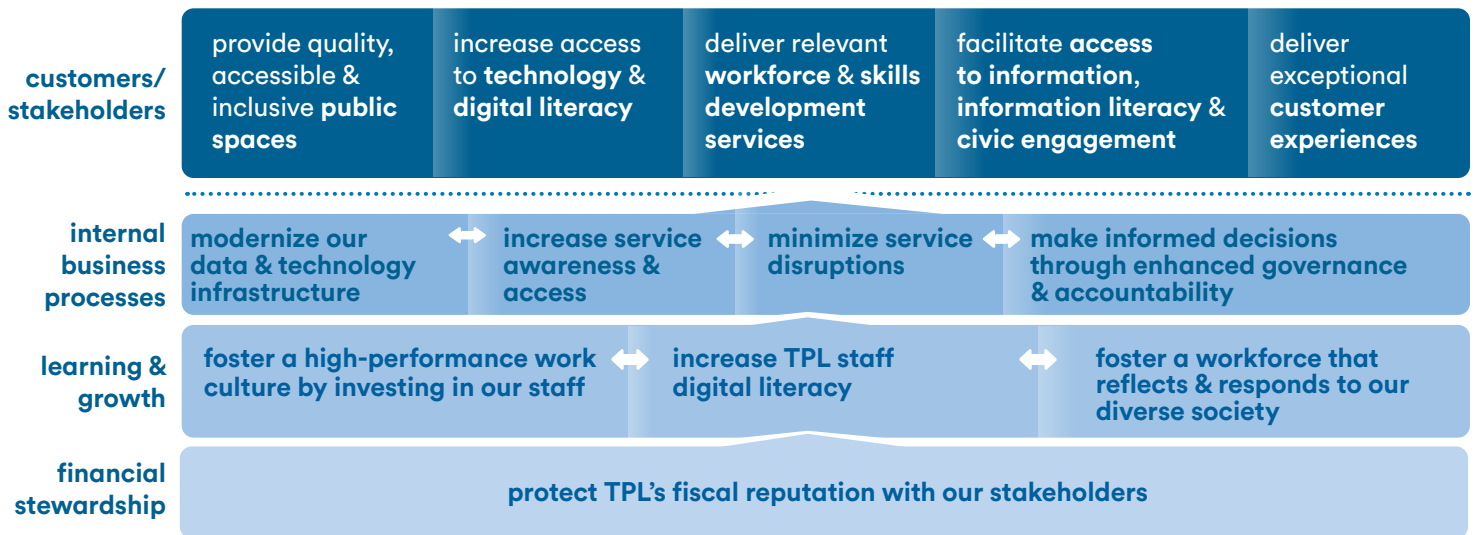


outcomes

how we'll measure these outcomes

Using a strategy map and balanced scorecard as our measurement tools, we can set an annual path to align our resources, build our capacity, focus our efforts, and ultimately advance our outcomes. Here's how they work:

strategy map



Above is TPL's 2020 strategy map with our 13 strategic objectives that will help us achieve our outcomes.

Our **strategy map** translates our high-level priorities into yearly objectives viewed across four different operational lenses – customers/stakeholders, internal business processes, learning & growth, financial stewardship – with key indicators that tell us how successful we are in achieving them.

balanced scorecard



Our **balanced scorecard** maps our yearly objectives to key performance indicators (KPIs) and targets, and identifies the initiatives that will help us achieve those targets. Ongoing monitoring and evaluation is also part of the library's strategic and business planning processes, so that we can adapt our course when we need to.

aligning with the city and our partners

With this plan, we've also identified aspirational long-term outcomes to advance transformational change in our city. To make this change happen, the library must work in collaboration with others, over time and in different ways.

For the next five years (and beyond), we will work collaboratively with different sectors – governments, public, private, non-profit, academic – to align with their broader objectives, share data, and establish common measures, so that we can focus our collective efforts and achieve our intended impacts.

Ultimately our goal is to work together to address some of the city's systemic challenges and empower Torontonians to seize its many opportunities so our city and its residents can thrive.

Some of the City of Toronto key strategies we're aligned with:

TPL strategic priorities		public space	digital inclusion & literacy	workforce development	a democratic society	public service excellence
City of Toronto Key Strategies	City of Toronto Corporate Strategic Plan	✓		✓		✓
	Raising the Village	✓	✓			
	Smart CityTO	✓	✓	✓	✓	✓
	TOcore	✓				
	Toronto Action Plan to Confront Anti-Black Racism	✓		✓		✓
	Toronto Civic Engagement Strategy	✓			✓	
	Toronto Newcomer Strategy	✓	✓	✓	✓	
	Toronto Poverty Reduction Strategy	✓	✓	✓	✓	
	Toronto Resilience Strategy	✓			✓	
	Toronto Seniors Strategy	✓	✓			
	Toronto Strong Neighbourhoods Strategy	✓	✓	✓	✓	
	Toronto Youth Equity Strategy	✓	✓	✓		
	Toronto's Recovery and Rebuild Strategy	✓	✓	✓	✓	✓
Transform TO	✓					



city impact: these are some of the long-term impacts that we are helping the city to achieve.

- ✓ Reduce poverty
- ✓ Improve community safety
- ✓ Contribute to a low-carbon city
- ✓ Increase equity
- ✓ Increase democratic participation
- ✓ Grow Toronto's economy

working together for a stronger Toronto

TPL has always been committed to meeting the evolving needs of the communities we serve. On March 13, 2020, we closed all of our 100 branches, as provincially mandated, to support efforts to slow the spread of COVID-19 in our communities. Within days, we partnered with North York Harvest Food Bank, Daily Bread Food Bank and Second Harvest to convert twelve of our locations across the city into food banks. Our processing warehouse was transformed. We moved our books out and started sorting food deliveries. TPL staff and food bank staff worked together packing and distributing hampers for food bank customers. Hampers for families also included brand new children's and teen books, an initiative made possible, in part, through donations made to the Toronto Public Library Foundation. Through this effort, TPL and its partners helped reduce Torontonians' food insecurity made worse by the pandemic.

“Libraries are safe, accessible, welcoming, dignified spaces in every neighbourhood in our city. Lining up to use a food bank is a difficult experience. It's a public admission that you need help. Libraries have been community hubs for many years, and library staff have experience working with vulnerable people and marginalized groups. The partnership we formed with TPL was truly game changing for our clients.”

- Ryan Noble, Executive Director of North York Harvest Food Bank



how we got here

Building our Strategic Plan was a collective effort over a year-long process. We've engaged over 4,000 library staff, Torontonians, community partners and stakeholders about what we can do to support them and their communities now and into the future. Consultation formats included questionnaires, focus groups and roundtable discussions to receive input and discuss the priorities, outcomes and actions for our new Strategic Plan.

research

300+
sources consulted

For an overview of some of our key findings, check out pages 46-47.

500+

TPL staff consulted

focus groups
participants

200 customers

30 community organizations

online survey

2600+ responses

January

March

May

Phase 1: research + consultations

2019



roundtables

28 industry leaders in technology, innovation and digital disruption

- 93**
- equity and inclusion leaders
 - social services providers
 - participants with lived experience

telephone and online survey

of users and non-users about use, perception and value

1260 responses

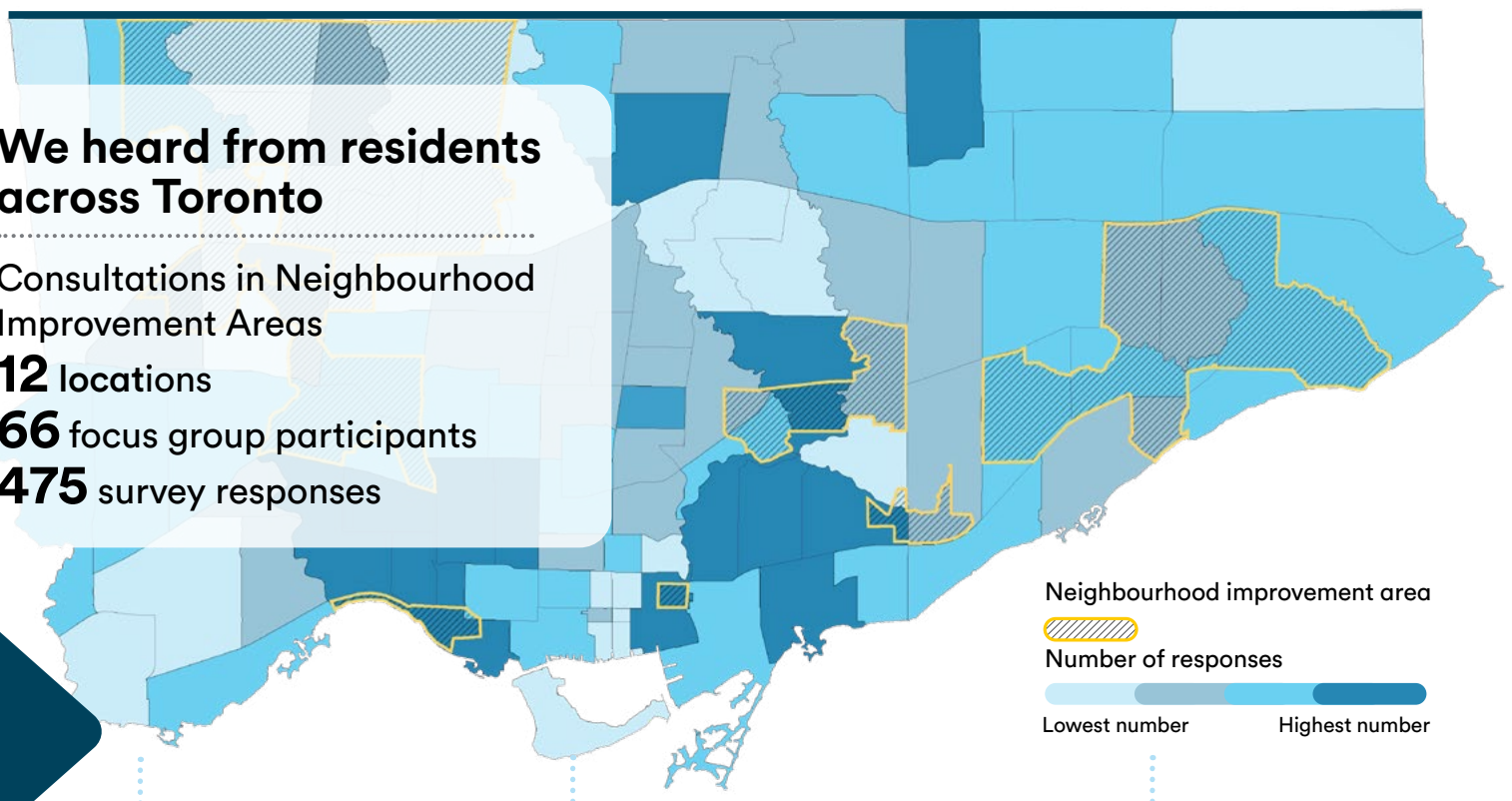
We heard from residents across Toronto

Consultations in Neighbourhood Improvement Areas

12 locations

66 focus group participants

475 survey responses



July

September

November

Phase 2: consultations



context & trends

politics & government

Public support for democracy, democratic institutions and the political system in Canada has evolved over the past decade. Canadians are becoming more interested in politics and continue to express support for and satisfaction with democracy in Canada and the country's political system.¹⁴

At a local level, civic engagement in Toronto continues to be a critical element in decision-making processes. Recent political issues shaping Toronto neighbourhoods and city include: child care, transit, affordable housing, health care, public safety, education and the environment.

economy & work

Toronto's economy has produced strong results in recent years, but growth has been uneven across the city, contributing to increased inequality and economic disparities. Despite an unprecedented employment boom, temporary, part-time and self-employed jobs are increasing faster in Toronto.¹⁵

Changes to labour markets, including the rise of disruptive technologies and the gig economy, have contributed to long-term unemployment, especially among vulnerable groups who also face systemic barriers to employment. More seniors are remaining in the workforce but many over age 55 who lose their jobs are struggling to find new employment.

education and training

Technology and digital literacy are increasingly emphasized in education. There is a greater focus on shared learning experiences, interactive skills, and problem solving, with extensive use of multimedia and information technologies.

Rising tuition has led to higher levels of student debt and is compounded by uncertain job prospects, as graduates struggle to find permanent employment. At all levels, students are experiencing increased need for mental health supports.¹⁶

Toronto is also facing a skills shortage for trades due to the loss of skilled and experienced workers to aging and retirement. Employers are investing less in training and development, yet ongoing reskilling is critical.

environment

Increases in extreme weather such as heat waves, severe rain and flooding, and higher average and maximum temperatures, are all effects of climate change impacting the city.¹⁷ This has led to increasing costs of food and insurance, as well as negative health effects and decreasing species diversity.

Toronto has made great progress at reducing its greenhouse gas emissions, but more work and resources are required to improve air and water quality and to further reduce emissions and waste.

housing

For many residents, it is becoming increasingly unaffordable to live in Toronto. Housing prices are skyrocketing and the number of new rental units has not been keeping pace with population growth.¹⁸

Torontonians are paying a high and increasing proportion of their income to housing, especially low-income households. The lack of affordable housing is the primary driver of homelessness in the city. Official homelessness counts show a 69% increase in sheltered homeless people in Toronto in just five years.¹⁹



transportation

Transportation, traffic and transit continue to be an important issue. Toronto has the longest commutes and increasing road congestion of any major city in Canada.²⁰

Transit is a necessity for commuters, but due to increasing costs, it remains inaccessible and increasingly unaffordable for low-income families who disproportionately rely on it to get around.²¹ Active transportation is growing, with more people cycling and walking to their destinations.²²

technology

Torontonians' social and economic participation is increasingly dependent on the ability to navigate the digital world. Issues of digital ethics, privacy and security are increasing in importance as new technologies are developed.

Toronto has relatively good access to wired and wireless broadband. However, standard prices for internet across the city are unaffordable for many low-income households, representing over 20% of Toronto's population.²³ As a result, Torontonians still face a digital divide driven by a lack of access to technologies, affordable high-speed internet and low digital/data literacy.

arts & culture

Toronto's culture sector contributes to a strong economy, representing approximately 8% of Toronto's total economic output.²⁴

A key focus for new investments by the City and the Toronto Arts Council is to improve access to affordable, sustainable cultural spaces outside the downtown core and ensure greater equity and inclusion in its cultural services.

health & public safety

The makeup of Toronto's population has changed over time, influencing population health status and other social outcomes. Health inequities exist in the city and certain populations fare worse in a number of areas of health.²⁵ New trends and issues in health include the opioid crisis, declining mental health, increased climate-related health issues and decreasing immunization rates.

After a decade of decreasing crime rates, major crimes have been increasing in Toronto.²⁶ Crime is not evenly distributed across the city and is disproportionately experienced by those in disadvantaged communities, those with lower income and younger people. The past decade has seen the highest increase in youth crime.²⁷

social development

Toronto is experiencing significant population growth, which is expected to continue.

Toronto is facing increasing income inequality and poverty.²⁸ Recent immigrants, Indigenous peoples, female lone parents, members of racialized groups, and people with disabilities have higher rates of poverty than the general population.²⁹ There is a need for systemic change to address housing stability, service and food access, transit equity, quality jobs and liveable incomes.³⁰

Equity-seeking groups and vulnerable populations continue to face added challenges, including increased social isolation, increased mental health issues, difficulty accessing government services and finding affordable housing, and barriers to employment.

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“

As a free, public institution, the library has become an essential service, uniquely catering to the specific needs of people from all financial, educational and cultural backgrounds. Its ability to remain relevant to this mission has been largely due to its flexibility. Unlike so many industries that have been disrupted by technological advances and the social changes that soon follow, libraries across North America have shown an uncanny ability to adapt.

“Simply put, libraries are incredible”
by Sadaf Ahsan, National Post
October 18, 2018



Libraries and the Sustainable Development Goals

a storytelling manual



What story to tell the SDGs explained for librarians and library advocates

All good stories need a plot. If you are aiming to win someone's support, then you should focus on a subject that matters to them. The 17 SDGs, also known as the UN 2030 Agenda, provide a comprehensive list of the issues that world leaders care about.

i Did you ever wonder what the “sustainable” part of “sustainable development” mean? This is a “[development that meets the needs of the present without compromising the ability of future generations to meet their own needs](#)”. It's about the environment, but also about social and economic development. As an example, there is no point in having thriving economic growth, if this is achieved at the expense of people and the planet. We need to consider the effects of our actions to guarantee lives of dignity for future generations. Learn more in the [Report of the UN Secretary-General: A Life of Dignity for All](#).

What are the SDGs?

The [UN 2030 Agenda](#) is a universal call to action to end poverty, protect the planet and ensure that everyone, everywhere enjoys peace and prosperity. [The SDGs](#) are interconnected – often the key to success for one will involve tackling issues more commonly associated with another. The UN's 193 Member States adopted them in September 2015, and they came into force on 1 January 2016.

While the SDGs are not legally binding, governments are expected to take ownership and establish national frameworks for the achievement of all of the Goals. An ongoing monitoring process, built on quantitative data collection and national reporting, will maintain the momentum.

Clearly not all politicians or decision-makers will explicitly talk about the SDGs. However, they should care about the issues they cover, from fighting poverty and improving health to promoting justice and reducing corruption.

How do libraries support the SDGs?

Libraries around the world offer a wide range of products and services that promote the achievement of each and every one of the SDGs.

From promoting literacy, to offering free access to information, libraries are safe, welcoming spaces, at the heart of communities. They come with the indispensable support of a dedicated staff with a deep understanding of local needs. They advance digital inclusion through access to Information and Communication Technology (ICT), internet connection and skills. They promote innovation, creativity and access to the world's knowledge for current and future generations.

As illustrated in IFLA's booklet and handout “[Access and Opportunity for All: How Libraries contribute to the United Nations 2030 Agenda](#)” and in the “[Development and Access to Information \(DA2I\)](#)” report published in partnership with [TASCHA](#), most existing activities, projects and programmes delivered by libraries worldwide can be related to one or more of the SDGs.

Take a look at the list of SDGs below, and examples of how libraries contribute. Hopefully these will inspire you and help you to identify the many activities, projects and programmes in your library that help deliver on the issues that decision-makers care about:



SDG 1 - End poverty in all its forms everywhere:

Libraries provide opportunities for people to improve their own lives and support informed decision-making. Mobile libraries make books, services, and internet access available in rural and remote communities, providing opportunities to people that would otherwise be isolated.



SDG 2 - End hunger, achieve food security and improved nutrition and promote sustainable agriculture:

Agricultural libraries provide access to research and data on crops, market information, and farming methods that help develop resilient, sustainable produce. Public and community libraries also promote literacy, provide ICT training, access to information in local languages, and a gateway to government services and funding for rural communities, as well as fostering partnerships to support local development.



SDG 3 - Ensure healthy lives and promote well-being for all at all ages:

Medical libraries and hospital libraries provide access to medical research that supports improved clinical and public health outcomes. Public access to health information in all libraries help people to make better lifestyle choices and to stay healthy. Public libraries have a key role in providing health information to vulnerable groups such as new immigrants and people experiencing homelessness. Services include: accessing reliable health information, developing health literacy skills, providing help in researching and acquiring appropriate health insurance, and organising and participating in first aid training.



SDG 4 - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all:

Libraries are at the heart of schools, universities and colleges in every country around the world. All libraries support literacy programmes, provide a safe space for learning, and support researchers to access, apply and reuse research and data to create new knowledge. Hands-on computer classes, after-school support, and programmes addressing subject areas with high failure rates are just a few examples of how libraries respond to local needs and take action to improve education. Libraries also act as facilitators in their communities, setting up local learning centres to support learning.



SDG 5 - Achieve gender equality and empower all women and girls:

Libraries offer programmes for women and girls to access information about their rights and health. They also provide ICT and literacy programmes, as well as coding-clubs and entrepreneurship training. Libraries provide a safe environment for women to read or pursue learning, access computers and the internet, undertake technology training, or talk with other women.



SDG 6 - Ensure availability and sustainable management of water and sanitation for all:

Libraries provide public access to information on water, energy usage and sanitation. They offer access to research and evidence for policy makers and development organisations, to support the effective allocation of resources to sustainable water infrastructure and sanitation projects.



SDG 7 - Ensure access to affordable, reliable, sustainable and modern energy for all:

Many public and community libraries around the world represent the only place where people can get reliable access to light and electricity to read, study and apply for a job. Libraries, and library-like rural information centres can provide public-access computers, sometimes powered by solar panels or generators, allowing people to hold meetings, charge devices and access the Internet at night.



SDG 8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all:

Public access to ICTs and training at libraries enable people to apply for jobs. People lacking access to a computer or the Internet at home come to the library to find these, as well as skilled library staff who can help them write their CV, send online applications, scan certificates and diplomas, and find the right job. Some libraries offer employment clubs to share tips and resources with other job-seekers in the same area.



SDG 9 - Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation:

Libraries are at the heart of research, technology, innovation and academic life. They provide access to research infrastructure, data and quality information to foster innovation and competitiveness. Some libraries operate business centres that offer entrepreneurship training as well as legal and financial advice to help entrepreneurs start-up their businesses.



SDG 10 - Reduce inequality within and among countries:

Equitable access to information, freedom of expression, freedom of association and assembly, and privacy are central to individuals' independence. Libraries help to reduce inequality by providing safe, civic spaces open to all, in both urban and rural areas across the world. They foster community engagement and citizen participation through local programmes and partnerships with other civil society organisations and local governments. They are a lifeline to marginalised groups, who may struggle to access information, skills or support elsewhere.



SDG 11 - Make cities and human settlements inclusive, safe, resilient and sustainable:

Libraries have an essential role in safeguarding and preserving invaluable documentary heritage, in all forms, for future generations. Culture strengthens local communities and supports the inclusive and sustainable development of cities – libraries are at the heart of initiatives to promote this. With targeted services to reach the most vulnerable groups, libraries provide a safe space for older people, offering opportunities to socialise and take part in cultural activities. They are also a welcoming space for immigrants, people experiencing homelessness, and refugees, who sometimes face many of the same challenges.



SDG 12 - Ensure sustainable consumption and production patterns:

Libraries are sustainable institutions; they share resources within communities and across borders, to ensure that everyone has access to information. Libraries are the precursors of the new sharing economy, offering all kinds of materials for loan (not only books, music, movies, and all kinds of information resources, but also tools, musical instruments, appliances, and more), thus reducing the carbon footprint and the impact on the environment. Libraries offering access to 3D printers and digital manufacturing skills allow people to develop their own creativity using recycled materials. This helps to raise awareness to sustainable consumption and production.



SDG 13 - Take urgent action to combat climate change and its impacts:

Libraries play a key role in providing access to reliable data, research and knowledge that supports informed research and public access to information about climate change. They ensure long-term access to environmental data and information for future generations through thorough preservation strategies that outlast the policies of individual governments. School and public libraries help raise awareness among younger generations about the critical and urgent need to protect our environment and to work together to mitigate and adapt to the effects of climate change.



SDG 14 - Conserve and sustainably use the oceans, seas and marine resources for sustainable development:

Libraries support decision-making by preserving and giving access to data and information related to the sustainable use of oceans, seas and other water bodies, appropriate fishing practices, and effective water management.



SDG 15 - Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests,

combat desertification, and halt and reverse land degradation and halt biodiversity loss:

Libraries foster research and help protect the earth's ecosystems by offering open access to biodiversity data and literature. Botanical and forest libraries help raise awareness among younger generations about the need to respect and protect nature.



SDG 16 - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels:

Libraries are a key source of information for the public. They are also equipped to teach and enable citizens to benefit from this open access. Libraries are a trusted information source, with skilled staff that help individuals, institutions and governments to communicate, organise, structure and use information in a meaningful way to promote development.



SDG 17 - Strengthen the means of implementation and revitalize the global partnership for sustainable development:

Libraries partner at all levels with local, regional and national civil society institutions, governments and organisations from private sectors to offer community-based programmes and services that engage and empower citizens, in turn, strengthening societies.

So, feeling inspired?
Found your story?

Let's see now how you can share it!



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Trust

Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention.	No systematic connection between agencies.	Inter-agency information sharing (e.g. networking).	As needed, often informal, interaction, on discrete activities or projects.	Organizations systematically adjust and align work with each other for greater outcomes.	Longer term interaction based on shared mission, goals; shared decision-makers and resources.	Fully integrated programs, planning, funding.

Turf

Loose

Tight



Environics Institute

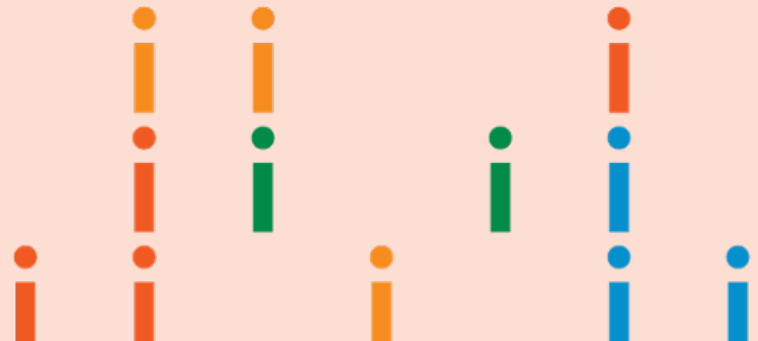
For Survey Research



Democracy and political polarization in Canada and the U.S.

Results from the AmericasBarometer 2021

December 2021



About the AmericasBarometer

- The AmericasBarometer is led by the Latin American Public opinion Project (LAPOP) at Vanderbilt University. It consists of a periodic comparative survey of democratic values and behaviours that covers countries in North, Central and South America, as well as a significant number of countries in the Caribbean (the 2021 survey covers 22 countries).
- The AmericasBarometer 2021 survey in Canada was conducted by the Environics Institute for Survey Research, in partnership with LAPOP at Vanderbilt University. The Canadian survey was conducted online with a representative sample of 2,201 Canadians (aged 18 and over) between July 2 and July 7, 2021.
- AmericasBarometer data for the United States were supplied by the Latin American Public Opinion Project at Vanderbilt University, which takes no responsibility for any interpretation of the data. The 2021 survey in the U.S. was conducted online with a representative sample of 1,500 Americans (aged 18 and over) between July 19 and July 25, 2021.

The following questions were included in both the Canadian and American surveys in 2021:

- In general, would you say that you are very satisfied, satisfied, dissatisfied or very dissatisfied with the way democracy works in [country]?
- Democracy may have problems, but it is better than any other form of government. To what extent do you agree or disagree with this statement?
- To what extent do you...
 - ... respect the political institutions of [country]?
 - ...think that citizens' basic rights are well-protected by the political system of [country]?
 - ...feel proud of living under the political system of [country]?
 - ...think that one should support the political system of [country]?
 - ...trust the mass media?
 - ...trust elections in this country?
- To what extent do you...
 - ..trust the Prime Minister of Canada/the President ?
- To what extent are you proud of being a Canadian/an American?
- Here are some things that can happen during elections. Would you say they happen always, sometimes or never in [country]?
 - Votes are counted correctly and fairly.
 - The rich buy the election results.
 - Politicians can find out who each person voted for.
 - Some foreign governments may influence the election results of [country].

Key findings (I): Political polarization in the U.S.

The U.S. is “polarized” in the following three senses:

1. A significant proportion of the population place themselves at either end of the political spectrum, rather than in the centre (and this pattern is becoming more accentuated over time).
2. Each of the two main parties attracts most of its support from either end of the political spectrum, rather than from the centre.
3. There are significant gaps in trust in the political system between those who identify as liberals and those who identify as conservatives.

Key findings (II): Canada

- In contrast to the situation in the United States, Canadians on the political left and right have generally become less divided on questions about democracy (left and right have grown less polarized).
- Each of the three main federal political parties draws most of its support from people who place themselves in the middle of the political spectrum.
- Overall levels of trust in democratic institutions in Canada are either stable or increasing over time.
- Pride in being Canadian has declined over the past four years; some of this decline may be related to recent revelations about the mistreatment of Indigenous Peoples.

Measuring “political ideology”

Survey question wording differs slightly between the two countries

In the United States (liberal ↔ conservative):

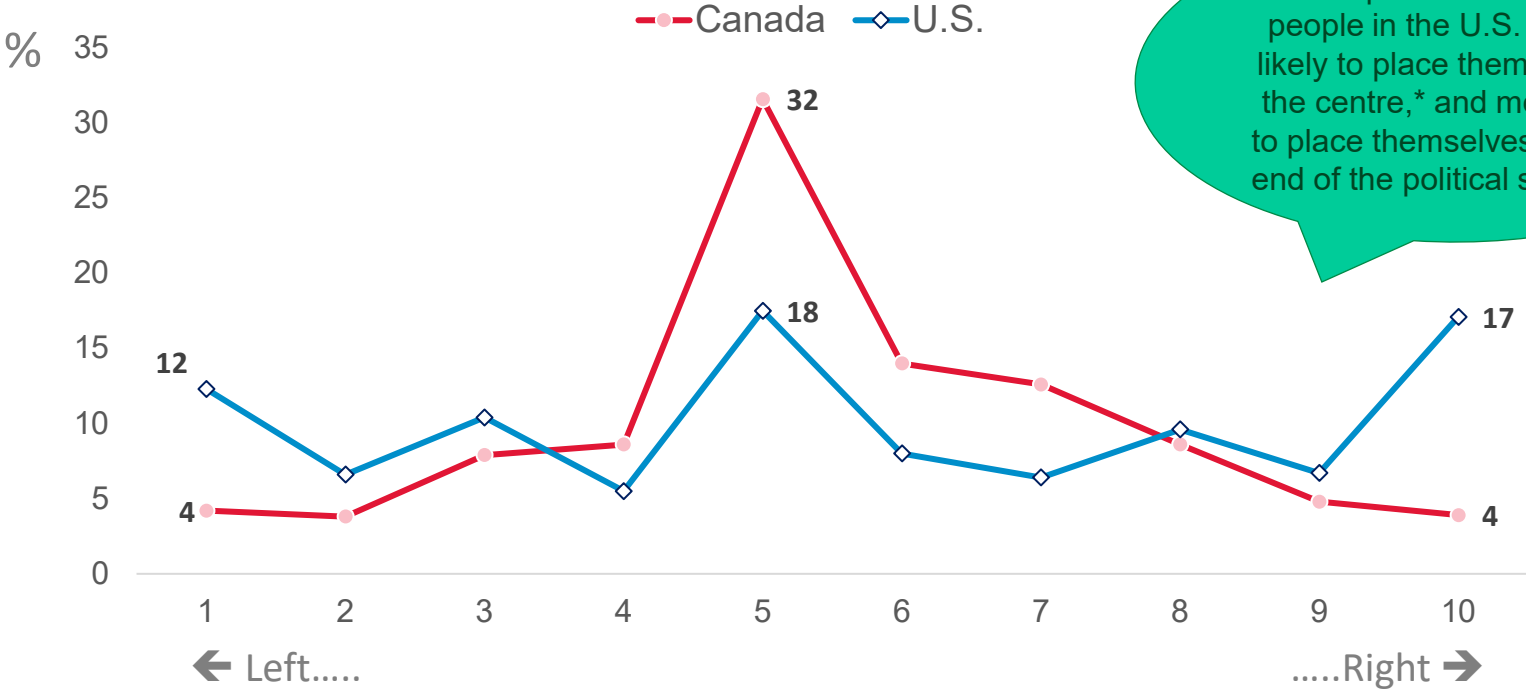
- *This is a 1-10 scale that goes from **liberal to conservative**. One means liberal and 10 means conservative. Nowadays, when we speak of political leanings, we talk of liberals and conservatives. In other words, some people sympathize more with the liberals and others with the conservatives. According to the meaning that the terms "liberals" and "conservatives" have for you, and thinking of your own political leanings, where would you place yourself on this scale?*

In Canada (left ↔ right [to avoid confusion with names of political parties]):

- *The following scale goes from **left to right**, where “1” means LEFT and “10” means RIGHT. Nowadays, when we speak of political leanings, we talk of those on the left and those on the right. In other words, some people sympathize more with the left and others with the right. According to the meaning that the terms "left" and "right" have for you, and thinking of your own political leanings, where would you place yourself on this scale?*

Political ideology: On a scale of 1 to 10

2021



Compared to Canada, people in the U.S. are less likely to place themselves in the centre,* and more likely to place themselves at either end of the political spectrum.

According to the meaning that the terms 'left' and 'right' have for you, and thinking of your own political leanings, where would you place yourself on this scale? (10-point scale).

* Note: a 10-point scale has no mid-point; however, it appears that many respondents assumed that 5 was in the middle.

The four pillars of education

- **Independent judgement**
- **Sense of personal responsibility**
- **Tapping the buried treasure of hidden talents**

**LEARNING
TO BE**

**LEARNING
TO KNOW**

- **Instrumental basic learning skills**
- **Foundational skills**
- **Presupposes 'learning to learn'**
- **Foundation for lifelong learning**
- **Preparation for the learning society**

- **Learning for work and life**
- **Competencies to deal with unforeseeable situations**
- **Alternating study and work**

**LEARNING
TO DO**

**LEARNING
TO LIVE
TOGETHER**

- **Understanding others**
- **Respect for human dignity and diversity**
- **Learning for responsible and active citizenship**



U
Hamilton

2021-2025

ECONOMIC DEVELOPMENT
ACTION PLAN

EXECUTIVE SUMMARY

The 2021-2025 Economic Development Action Plan is a city-wide document that aims to be visionary, representative, concise and action oriented. The development of the Economic Development Action Plan was jointly led by the Economic Development Division and the Tourism and Culture Division of the Planning and Economic Development Department.

The Action Plan is aligned to the City of Hamilton's 2016-2025 Strategic Plan, advancing the seven City Priorities and the identified Term of Council Priorities. The 2021-2025 Economic Development Action Plan is the primary City of Hamilton plan that focuses on advancing the Economic Prosperity & Growth priority. The Plan supports the advancement of the Built Environment & Infrastructure and Culture & Diversity priorities and embraces the Community Engagement and Participation and the Our People and Performance priorities.

The content has been informed by research, stakeholder feedback on the current and the expected long-term economic situation, and the prioritization of Equity, Diversity and Inclusion and Climate Change.

The resulting six priorities have been established for the 2021-2025 Economic Development Action Plan:

- ▶ FACILITATING A SKILLED AND ADAPTABLE WORKFORCE
- ▶ ENHANCING DIGITAL INFRASTRUCTURE AND SERVICES
- ▶ GROWING BUSINESS AND INVESTMENTS
- ▶ MOVING GOODS AND PEOPLE
- ▶ REVITALIZING PRIORITY AREAS AND PLACEMAKING
- ▶ BUILDING TRANSFORMATIONAL PROJECTS



Within these six priorities, a total of 77 Actions have been identified along with several economic development progress indicators and stretch targets.

Over the next five years, staff will pursue completion of the actions and report upon the progress and associated outcomes in an annual update to Hamilton City Council and community stakeholders.

2021-2025 PRIORITIES



There has been a tremendous amount of development and growth occurring in the City of Hamilton over the last ten years, as a growing number of businesses and workers have chosen to live, invest and build here. The next five years will be a crucial time in the history of the City, as we work to maintain the momentum that was partially disrupted by the global pandemic, and we collectively build a stronger and more equitable economy for the future. The 2021-2025 Economic Development Action Plan identifies six key Priorities, based on the input provided by stakeholders during our stakeholder engagement activities.

- ▶ FACILITATING A SKILLED AND ADAPTABLE WORKFORCE**
Focusing on attracting, training, retaining and enabling Hamiltonians' full participation in the local economy.
- ▶ ENHANCING DIGITAL INFRASTRUCTURE AND SERVICES**
Guiding and enabling digital service delivery and expanding Hamilton's access to digital infrastructure to support current and future technology.
- ▶ GROWING BUSINESS AND INVESTMENTS**
Facilitating the attraction, retention and growth of businesses in Hamilton to maintain and grow its position as a leading contributor to the national and the global economy.
- ▶ MOVING GOODS AND PEOPLE**
Designing, creating, delivering and maintaining an efficient and effective mix of transportation modes built for the needs of today and built with the capacity to meet the needs of tomorrow.
- ▶ REVITALIZING PRIORITY AREAS AND PLACEMAKING**
Contributing to the recovery and transformation of key commercial areas and corridors to enable their evolution into culturally significant community places over the next 25 years.
- ▶ BUILDING TRANSFORMATIONAL PROJECTS**
Facilitating the completion of transformational infrastructure and development projects to catalyse future growth and community improvement efforts.

2021-2025 PRIORITIES *CONT.*

Within these six Priorities, a total of 77 Actions have been identified based on the following criteria:

- ◆ Addresses opportunities for improvement identified by stakeholders;
- ◆ Directly and positively impacts the advancement of Hamilton's economy;
- ◆ Provides a positive return on any investment of funds or staff time;
- ◆ Utilizes existing strengths or capacity of the City or its partners;
- ◆ Attracts funding from external sources to deliver valuable programs, services or projects;
- ◆ Contributes to shared and equitable economic growth that benefits all Hamiltonians; and
- ◆ Positions Hamilton for a sustainable economic future that achieves the City's climate goals and contributes to climate resiliency.



FACILITATING A SKILLED AND ADAPTABLE WORKFORCE

There is no larger factor to the success of an organization than its employees. Insights gathered from current and prospective Hamilton businesses confirm that attracting and retaining a skilled workforce is a top priority. The advancement of workplace technologies, a growing digital economy and an aging workforce, means that cities must have a large and skilled labour force if they want to attract and retain globally competitive businesses. Hamilton currently benefits from a skilled labour force and has a strong network of organizations that deliver a variety of training and educational services. However, turnover in the aging workforce and the rapid growth in traditional and emerging industries could result in a significant skills shortage and lost opportunities.

WHAT WE ARE ALREADY DOING

- Partnering, collaborating and supporting workforce development organizations in the City of Hamilton that are delivering local workforce development services
- Collaborating with post-secondary institutions on workforce development and retention related initiatives
- Working in collaboration with post-secondary institutions on the attraction and retention of international students
- Delivering provincially and federally funded workforce development related programs and initiatives
- Supporting and celebrating newcomers and the contributions they are making in our City

Key Opportunities

NEWCOMER WORKFORCE ENGAGEMENT

The City of Hamilton has, throughout its history, benefitted immensely from the arrival of newcomers to the city from all parts of the world. These new residents inject valuable skills, experiences, ideas and capital into our local economy.

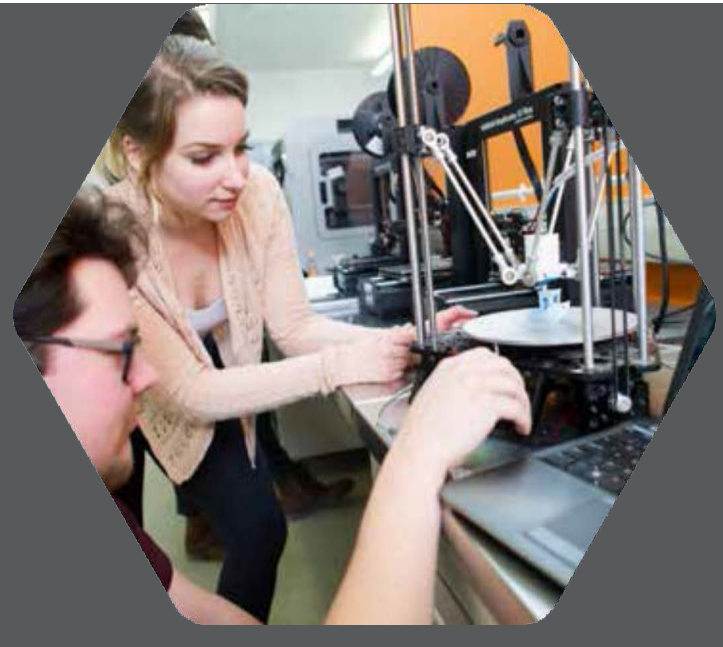
While many Hamiltonians have family stories of ancestors immigrating to Canada and starting successful careers, the barriers to employment and engagement are more significant for newcomers today. Expediting the integration of newcomers into the city and the local labour force is essential to our city's future success.



SCALING THE PATHWAYS FOR BUILDING IN-DEMAND SKILLS

As industries continue to change and people's career paths evolve, individuals need to adapt and upgrade their skillsets to be successful in their current jobs, advance within their field, or pursue other types of work.

It is critically important that our current and future labour force has both the information and means to navigate these changes. Access to employer insights into in-demand skills/credentials, knowledge about growing sectors and the forecasted labour requirements, and ensuring that appropriate training programs have the necessary capacity locally to fill that demand will be essential to the creation and maintenance of a future-ready labour force.





GROWING BUSINESS AND INVESTMENT

In the past five years, Hamilton has experienced significant population growth and infrastructure expansion, as households and businesses have made long-term investments in the city. The global pandemic has temporarily disrupted this positive momentum, however businesses and city investors forecast a return to growth in the near term. As restrictions become unnecessary and the global economy transitions towards recovery, it is important that the City of Hamilton is prepared with the needed resources, programs and ecosystems to ensure Hamilton businesses can participate fully.

WHAT WE ARE ALREADY DOING

- Supporting entrepreneurs, small local business and start-ups and helping to build further capacity within the existing eco-system
- Engaging existing City of Hamilton businesses to understand their requirements and provide support as it relates to operating and growing their businesses successfully in Hamilton
- Communicating the City of Hamilton's strong value proposition as a place to visit and invest
- Building the capacity and strength of Hamilton's key industry sectors in partnership with Business Improvement Areas, local business leaders, public institutions and higher levels of government
- Attracting new business and investment opportunities to the City of Hamilton
- Attracting a regional leisure tourism market and an national tourism market for major events
- Develop global connections to cultivate trade, investment and knowledge sharing opportunities with key markets around the world
- Collaborate with federal, provincial and regional partners to promote and support export & trade opportunities for local industry

Key Opportunities

SUPPORTING AND GROWING KEY INDUSTRY SECTORS

Industry research conducted over the past 18 months provides insight into the economic impacts experienced, by sector and business type, during the first year of the global pandemic. The impacts have not been distributed evenly with some sectors, such as the hospitality, tourism, culture and retail sectors, being more adversely affected. Those sectors will need targeted and sustained support to help their businesses recover and meet consumers' altered needs and expectations.

Other key industries in Hamilton, such as Advanced Manufacturing, Goods Movement, Life Sciences and Agriculture & Food Processing, have experienced a renewed importance in the role of local and national supply chains and/or an increased awareness of the re-emerging global opportunities for best-in-class solutions.



PROMOTING AND SELLING HAMILTON

According to a wide variety of competitive rankings, Hamilton is an excellent location to live, work, invest and play, offering a unique mix of world-class amenities and institutions, and a skilled and productive workforce.

As there is always room for improvement, we need to be aggressive in letting the world know about opportunities that exist here and ensure businesses are excited to invest in Hamilton.

Key Opportunities

PURSUING NATIONAL/INTERNATIONAL OPPORTUNITIES

As a growing number of Hamilton businesses indicated that they were pursuing opportunities outside of the local market prior to the pandemic, it is becoming increasingly clear that successful businesses of the future will have a national or global footprint. The City of Hamilton needs to be a meaningful participant in the re-opening and re-connecting of the global economy.



Growing Business and Investment

- 21 Complete and implement a Tourism Strategy 2021-2025
- 22 Identify opportunities to increase “social”, “local” and “green” Procurement
- 23 Update the Film By-law
- 24 Create and Implement an Economic Development Marketing Strategy
- 25 Update and Implement the Hamilton Music Strategy
- 26 Complete a feasibility study on a food business incubator to provide space, training, resources and distribution assets for entrepreneurs to access wholesale or retail markets
- 27 Create and Implement a Business Succession Planning Program
- 28 Create and Implement a Life Sciences Sector Strategy
- 29 Examine the tourism and business attraction potential of e-Gaming
- 30 Initiate and Implement an updated Advanced Manufacturing Sector Strategy – including Aerospace, Electrical & Autonomous vehicle opportunities
- 31 Establish a local Energy Retrofit accelerator providing a one-stop portal for Hamilton businesses and residents to find local retrofit providers, suppliers, and experts
- 32 Encourage environmental sustainability expansion of the LEED CIP
- 33 Study the feasibility of establishing an agriculture, agri-food and rural Community Improvement Plan
- 34 Update the City of Hamilton’s Foreign Direct Investment Strategy
- 35 Operationalize the Global Hamilton Council to support Foreign Direct Investment
- 36 Support and pursue potential funding and partnership opportunities for Hamilton industrial manufacturers to invest in emissions reduction technologies
- 37 Implement a Soft-Landing program for international businesses wanting to establish a presence in Hamilton
- 38 Identify the existing and scope of business support and initiatives in Hamilton focused on equity-seeking groups, groups disadvantaged by discrimination and marginalized communities and recommend future strategies to address needs and gaps



MOVING GOODS AND PEOPLE

The planning and delivery of transportation services and infrastructure has a material impact on the economic prosperity of the city. From an economic development perspective, the design, creation, delivery and maintenance of an efficient and effective mix of transportation modes built for the needs of today and with the capacity to meet the needs of tomorrow is essential to the competitiveness of Hamilton's economy and the health, safety and prosperity of its residents and visitors. Taking into consideration the Government of Canada's estimate that transportation accounts for 25% of Canada's greenhouse gas emissions, the decisions and related investments into our mix of transportation services and infrastructure will also have a lasting impact on our local and global environment.

WHAT WE ARE ALREADY DOING

- Operating and expanding the City of Hamilton's public transportation system to meet the growing needs of the City of Hamilton's residents
- Investing in the creation of protected cycling and other non-motorized vehicle infrastructure to provide safe spaces for active travel
- Promoting the City of Hamilton's strength in multi-modal transportation capabilities across highway, rail, sea and air in our business attraction and retention efforts
- Pursuing infrastructure funding from higher levels of government to add capacity to transportation infrastructure and services to meet forecasted demand resulting from expected population and business growth

Key Opportunities

DESIGNING COMPLETE STREETS

Accommodating and allocating space for various uses and transportation modes through a Complete Streets approach can create safer and more equitable streets for all, and are increasingly associated with positive economic development outcomes.

The role and importance of optimizing curbside space utilization that supports both businesses and the general public is critical, and is increasingly being leveraged for pick-up/drop-offs, loading, taxi and ride-hailing services, on-street patios and parking for bike share and other mobility devices.

Preparing now for Connected and Autonomous Vehicles, which may change how people travel and how deliveries are made, will ensure the City is well positioned to take advantage of these new technologies while minimizing negative impacts.



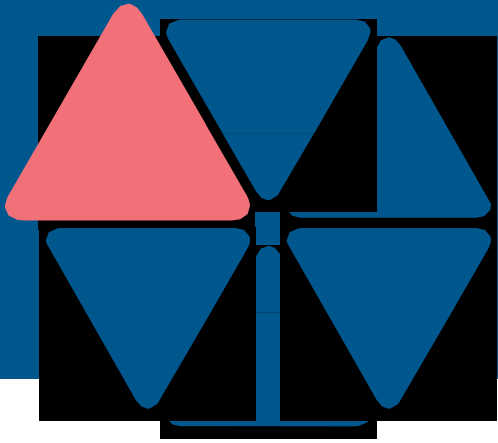
PUBLIC TRANSIT AS AN ECONOMIC DRIVER

There is a critical need to facilitate the movement of people to employment areas, and comprehensive and frequent public transit is a growing priority and necessity for businesses, their employees and their customers.

An enhanced frequent transit service network comprised of Light Rail Transit (LRT), Bus Rapid Transit (BRT), Priority Bus Corridors, and two-way all-day GO service to connecting commercial areas and communities will attract future investment and increase access to employment opportunities for Hamilton residents.

Moving Goods and People

- 39 Develop a Comprehensive Curbside Management Strategy
- 40 Finalize the Truck Route Master Plan Update
- 41 Complete Feasibility Studies for A-line, S-Line and remaining Higher Order Transit (BLAST) Corridors
- 42 Expand Micro-mobility travel options such as Bike Share and E-scooters
- 43 Commence Development of an Integrated Active Transportation Master Plan including cycling, walking and trails
- 44 Continue to investigate the potential for On-Demand Transit Services to provide or supplement regular public transit services to, from and within employment areas and community nodes, using the Flamborough On-Demand Service as a pilot
- 45 Design and Launch Smart Commute Hamilton Airport (SCHA) Association. The SCHA would create a program to meet the specialized needs associated with Airport-related employers by helping to coordinate individual employers travel demand management programs
- 46 Update the Goods Movement Sector Strategy
- 47 Promote and support the Transportation and Connected Vehicle industry with the Centre of Integrated Transportation and Mobility network
- 48 Work with airport partners to attract new international air cargo operators, increase and expand air routes and intensify newer fuel efficient and noise reduction air fleet
- 49 Engage with transportation associations, MITL and Fluid Intelligence Program to improve goods movement capabilities, technology and improved sustainable alternatives
- 50 Encourage new development within the Airport and AEGD to incorporate District Energy Systems to reduce environmental impacts
- 51 Work with Port partners to introduce environmentally sustainable options for cargo movement through container service and increased rail and intermodal operations.



REVITALIZING PRIORITY AREAS AND PLACEMAKING

There are several important commercial and priority areas that power the city's economy and give a sense of character to neighborhoods, tourists and investors. The ability for the City of Hamilton to meet residents' future commerce and employment needs will be determined by these business clusters and our collective ability to establish, maintain and enhance those community downtowns, commercial corridors, Business Improvement Areas and industrial parks.

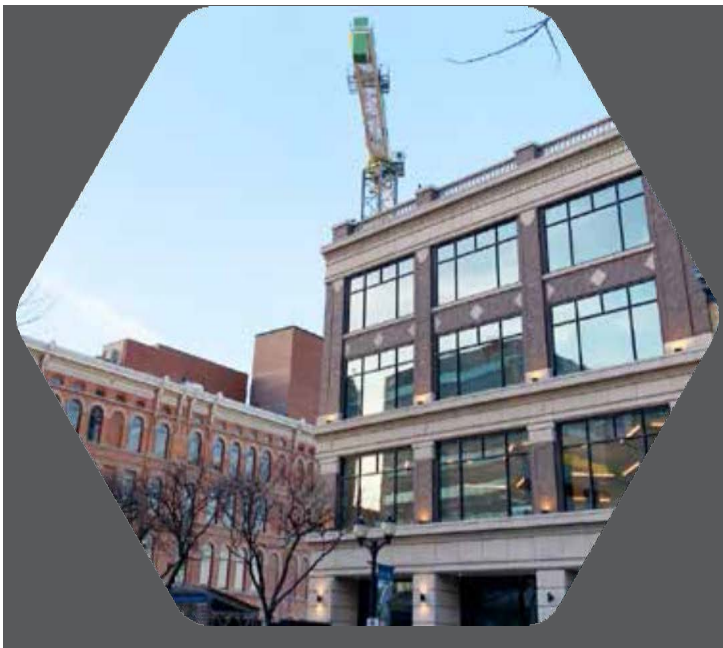
WHAT WE ARE ALREADY DOING

- Supporting the City's numerous Business Improvement Areas and commercial districts through dedicated staff and innovative programming aimed at overall improvement, beautification and promotion of these business and shopping destinations
- Incentivizing investment in the remediation of Brownfield land to encourage its transition to a cleaner and more productive use that act as a catalyst for further economic improvement of the wider area
- Encouraging and facilitating the revitalization of Downtown Hamilton through direct investments into infrastructure projects, office space and public space animation
- Stimulating revitalization of commercial areas through financial incentives encouraging commercial building improvements that have net positive assessment return and enhance aesthetic attractiveness
- Providing financial assistance programs to support the retention and rehabilitation of cultural heritage resources/buildings
- Protecting the unique and valuable characteristics of our key historic commercial buildings through heritage designations

Key Opportunities

ENCOURAGING GROWTH, INVESTMENT AND ACTIVITY IN THE COMMUNITY DOWNTOWNS AND COMMERCIAL AREAS TO MEET THE FUTURE NEEDS OF CONSUMERS

Necessary pandemic restrictions have had a significant negative impact on our community downtowns and commercial areas. As restrictions are gradually lifted, it is critical that we support these areas with their unique neighbourhoods and historic buildings to regain their commercial vibrancy through placemaking activities, such as festivals and events, and a renewed focus on these areas as centres of art and culture.



THE CONTINUED RENAISSANCE OF DOWNTOWN HAMILTON

Downtown areas represent a city's personality for most non-residents, and we know that healthy and vibrant downtowns attract investment that can be seeded throughout the community. Hamilton's downtown has our largest concentration of jobs, people, dwellings and commercial buildings. It also provides some of the most desirable, shovel ready land for developments that will create jobs and housing, attract tourists, draw national and international investment and increases the quality of life for its residents and workers.



Key Opportunities

INTENSIFICATION WITHIN OUR GROWTH AREAS

In the last 10 years, Hamilton has undergone intensification, adaptation and redevelopment projects, including targeted redevelopment of brownfield sites, to add new commercial and residential units. The continued efforts toward efficient use of land is critical for the successful evolution of Hamilton into a city that minimizes urban sprawl and accommodating a growing population in a sustainable way.



Revitalizing Priority Areas and Placemaking

- 52 Study the short and mid-term pandemic impacts on the Hamilton office market
- 53 Complete a study investigating retail trends in various commercial settings across the City
- 54 Develop and implement a targeted marketing campaign for Hamilton's office market
- 55 Develop and implement a program to retrofit and modernize underutilized storefront and office spaces (e.g. pop-ups)
- 56 Explore the feasibility of a small business accelerator centre
- 57 Conduct analysis and consultations regarding the potential implementation of the Small Business property tax subclass
- 58 Support and foster placemaking projects (including the delivery and evaluation of the Placemaking Grant Pilot Program and encouragement of pedestrianization and open street initiatives)
- 59 Transition the operating and capital obligations of the City's Entertainment Assets to Hamilton Urban Precinct Entertainment Group and facilitate the private sector's renovation/redevelopment of the Downtown Entertainment Precinct
- 60 Re-envision the existing Hamilton LEEDing the Way Community Improvement Plan to better incentivize environmentally sustainable development and investments
- 61 Review and update the Environmental Remediation and Site Enhancement (ERASE) Community Improvement Plan
- 62 Revise incentive programs to support the achievement of climate change targets (i.e. supporting the depaving of parking lots to green space, supporting charging stations)
- 63 Update all Commercial Market Assessments for individual Business Improvement Areas
- 64 Promote and establish the West Hamilton Innovation District/McMaster Innovation Park as a global leader in innovation, commercialization for Life Sciences, BioManufacturing, and advanced manufacturing

2021-2026

HAMILTON'S PLAN FOR AN Age Friendly Community



GOAL 3

Information and Communication

Older adults have access to information and systems that are better connected, and are able to influence and design the type of information systems they need; customer service and way-finding are intentional and responsive to individual needs and capacities

While information and communication are fundamental to the other six goals, many older adults continue to be unsure about how to access information and knowledge related to social and community services.

In the results of the individual surveys that informed the June 2020 What We Heard report, 36.7% of 693 respondents indicated that the topics for which they would like more information are health and wellness. This was closely followed by housing options (36.2%).

However, you can't access what you don't know about.

To learn about health information, housing options, recreation and leisure activities or just about any other service or resource, accurate and reliable information must be available, accessible and easy to find. Community information systems must be available in multiple formats to meet the diverse needs of older adults who may access information in print, online, via telephone, and on local television and radio stations. Increasingly, the Internet is used to communicate important information, often without acknowledging that not everyone has access to technology or the Internet. The Coronavirus pandemic has highlighted the inequities in digital literacy and in access to technology, an issue that must be addressed going forward.

Community information must also be available in the dominant languages spoken in Hamilton. The top five non-English languages spoken by those 65+ in 2016 were Italian, Portuguese, Croatian, Chinese languages (all dialects combined) and Polish.¹⁵

In addition, community information must be accessible by individuals who may be living with a cognitive impairment, vision and/or hearing challenges or who may have low literacy skills. We must keep the diverse needs, interests and preferences of all older individuals

in mind when providing information.

It is with these considerations in mind that the following objectives and recommendations are presented.

Objective: INFORMATION AND COMMUNICATION 1 (C1):	
Increase and improve access to information for all older adults.	
Recommendations	
IC1.1	Design, implement and evaluate a public campaign to increase awareness about 211, the Red Book Community Information and the City of Hamilton website.
IC1.2	Improve customer service across all sectors to ensure that services are age-friendly and dementia-friendly.
IC1.3	Connect information portals with other existing portals (e.g. GERAS Caregiving Portal and guides [e.g. City of Hamilton Recreation Guide] to ensure a more cohesive and comprehensive flow of information).
IC1.4	Ensure that information is available in multiple formats and languages, including online and print (refer to the Accessibility for Ontarians with Disabilities Act – AODA - 2005) to ensure compliance with minimum requirements.
IC1.5	Provide affordable access to technology, initial training and ongoing support, as well as access to the Internet.
IC1.6	Provide reliable and consistent Internet service to everyone living within Hamilton's geographical boundaries.

¹⁵ Social Planning and Research Council of Hamilton, July 2020

INFORMATION AND COMMUNICATION 2 (IC2):

Review City of Hamilton website to make sure that it is user friendly, easy to access and navigate.

Recommendations	
IC2.1	Review the City of Hamilton website to ensure that information for older adults is up to date and easy to find.
IC2.2	Establish a process to periodically review and update the website content.

INFORMATION AND COMMUNICATION 3 (IC3):

Provide training to staff in the public, not-for-profit, profit and private sectors to ensure they have up-to-date information about services designed for isolated and/or vulnerable older adults in Hamilton.

Recommendations	
IC3.1	Explore innovative ways to deliver information in multiple formats to older adults, such as by adding inserts to City mailings such as tax and utility bills.
IC3.2	Ensure print and digital information is AODA compliant so as not to exclude older adults who may be living with physical impairments, vision impairments, hearing impairments and/or cognitive impairments.
IC3.3	Create awareness and provide education and ongoing training for municipal staff, community organizations, private businesses and the corporate sector about how to communicate with individuals living with dementia and their families.

Vital Signs®

What is Vital Signs?

Hamilton's Vital Signs checks the pulse of our city. Under the guidance of a panel of community experts, it curates data in 10 key areas of community life into research you can read, providing an insight into Hamilton's overall **vitality and identifying significant trends and issues that matter to all of us.** Visit hamiltonvitalsigns.ca for expanded indicators, sources and links to original research.



Terry Cooke
President & CEO

A message from Hamilton Community Foundation

Hamilton's Vital Signs is a resource to help us understand our city over time; the more we understand, the better our efforts to help it thrive.

This report is the latest in our Vital Signs series, and like each edition it points to existing gaps in quality of life among Hamiltonians — but now with a harsh focus on how the pandemic has widened those gaps. It shows starkly that income, employment conditions, education, locality, race and gender ultimately correlate with rates of COVID-19.

Certainly, the pandemic is taking an unequal toll, but we must confront the difficult truth that COVID-19 did not create these systemic injustices, and its ultimate conclusion will not end them. Together we must continue the hard work against inequity and learn from the pandemic's lessons.

What can you do? While collective action necessarily looks difficult in these unusual times, we urge you to dig deeper into the issues and their root causes, to share your constructive thoughts and ideas through virtual discussions, and to use your voice for an equitable Hamilton.

Inequities will not disappear with the pandemic, but when COVID-19 is finally under control, let us maintain the urgency to act.



Leila Ryan, Chair
Vital Signs Advisory
Committee

COVID-19 in Hamilton as of May 15, 2021

A total of 19,204 COVID-19 cases have been reported in Hamilton. Of these, 1,325 (6.9%) required hospitalization, and 374 (1.9%) resulted in death. Most cases have been among adults (62% were between ages 20-59); 98% of deaths are among people aged 60 and over.

Outbreaks: The City's Public Health Services has declared 430 outbreaks since March 2020. Of these, 117 (27%) have been in long-term care and retirement homes, 86 (20%) have been in workplaces, 70 (16%) in schools or child-care settings, 67 (16%) in shelters or supportive housing facilities, 41 (10%) in hospitals, and 11% in other locations.

Racialized populations and people living in low-income: While data is not available for the whole pandemic period, a survey of 992 COVID-19-positive Hamiltonians that was conducted between March 1, 2020 and August 31, 2020 found that visible minorities represented 51% of all COVID-19 cases, while making up only 19% of the population. The same survey found that Hamiltonians living in poverty accounted for 27% of COVID-19 cases, while representing only 19% of the population.

Vaccinations: Since COVID-19 vaccines started in the final weeks of last year, 232,462 doses have been administered via pharmacies and fixed-site, primary-care and mobile clinics. Currently, 45.1% of eligible Hamiltonians have had at least one vaccine dose. An analysis by The Hamilton Spectator based on data up to April 19, 2021 found people living in lower-income neighbourhoods were less likely to be vaccinated, while people in higher-income neighbourhoods had higher rates of vaccination.

What the findings show

Unprecedented change. From the biggest annual job loss on record, drastic changes in the way children learn, how we work and receive health care, patterns of immigration, and devastated arts, entertainment and food sectors, this past year has been unmatched in the pace and scale of change Hamiltonians have experienced.

An unequal burden. Racialized groups and people of colour have not only experienced much higher COVID-19 rates, but also higher unemployment and higher likelihood of working in one of the hardest-hit economic sectors. People of colour also reported feeling less safe and were the most common targets of harassment and hate crimes.

Deep social isolation effects. During the initial lockdown, seniors in long-term care homes suffered among the most visibly; however, isolation has resulted in poorer mental health across all age groups, especially youth. It also contributed to increased risks in families experiencing domestic violence.

Lessons about reducing income inequality. The federal Canada Emergency Response Benefits program increased disposable income for the poorest 20% of Hamiltonians and decreased income inequality generally. Although temporary, it decreased the number of people relying on social assistance.

Change beyond COVID-19. Last July was the hottest on record, underlining concerns about climate change. Much-anticipated air pollution reductions from decreased travel and work did not materialize. The ownership and rental housing market had record year-over-year price increases. The number of homicides and the number of opioid overdoses and deaths were high.

**HAMILTON
COMMUNITY
FOUNDATION**

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hamiltonvitalsigns.ca

ARTS AND CULTURE



The pandemic has hit arts and culture hard, especially those relying primarily on in-person attendance. The broader cultural sector, including film and media, fared somewhat better.

Employment in the arts

A local survey of nearly 100 Hamilton arts, entertainment and recreation organizations found the number of jobs fell to 1,214 from 2,328 between January and December 2020, a decrease of 48%.

Nationally, arts, entertainment and recreation has been one of the hardest-hit economic sectors — second only to airlines and travel. Between 2019 and 2020, job losses were 25%, compared to 5% across all industries. Job losses in performing arts totalled 41%, and artists who kept their jobs worked 36% fewer hours than in the prior year.

National research from Hill Strategies found that annual incomes for artists were not equitable across groups. Indigenous artists earned 32% less than non-Indigenous, racialized artists earned 28% less than non-racialized, and

women artists earned 18% less than men. The overall average income for artists was \$24,300.

Events and museum or gallery visits

The number of outdoor events on City of Hamilton properties plunged to 43 in 2020 from 447 in 2019. Previously, these events had been steadily growing: 302 in 2016, 337 in 2017, and 445 in 2018. Annual visits to City galleries and museums fell by 82% to 36,000 in 2020, from 205,000 in 2019.

Film permits and revenue

Film permits issued by the City of Hamilton dropped by 34%, to 524 in 2020 from 790 in 2019. Revenues from film in Hamilton fell less steeply, dropping 10% to \$53 million in 2020 from \$59 million in 2019. Given that all activity was shut down for four months (March to July 2020), the film industry fared better than most other parts of the sector.

On hamiltonvitalsigns.ca: [Library use](#)

BELONGING



Social isolation has increased dramatically, while immigration numbers and police-reported hate crimes decreased.

Social isolation

Provincial and regional polls show a sharp increase in the percentage of people who report feeling more isolated during the pandemic. The Canadian Mental Health Association – Ontario found 57% of respondents felt more isolated, 47% wished they had someone to talk to, and 36% reported being often, very often or almost always lonely. Severe visiting restrictions on seniors, especially those in long-term care or retirement homes, included a total shutdown from April to June 2020, which the Canadian Medical Association Journal found reduced direct care and overall well-being, and increased social isolation.

Immigration

Hamilton relies on immigration for most of its population growth. Immigration has accounted for about two-thirds of local growth in recent years, and was expected to increase,

with higher immigration targets for the next three years. Pandemic-related border closures caused 2020 immigration to Canada to drop by 46% from 2019. Immigration to Hamilton had a less severe drop of 33% over the same period with 2,170 immigrants arriving here, down from 3,240 in 2019.

Police-reported hate crimes

In 2020, the number of police-reported hate crimes and incidents fell to 80 from 92 in 2019, a decrease of 13.2%. Racial bias and religious bias were the most common causes of the hate incidents. Members of the Black community were targeted in 33 of the 38 racial bias incidents; members of the Jewish community were targeted in 30 of the 31 religious incidents. There were five incidents targeting people from Two-Spirit and LGBTQIA+ communities. Because many experiences of discrimination and harassment are not reported to the police, a coalition of community organizations is exploring additional ways to measure these incidents.

On hamiltonvitalsigns.ca: [Sense of belonging](#)

ECONOMY AND WORK



The pandemic's effect on nearly all workers and sectors has been dramatic. Women, young adults, racialized and Indigenous workers experienced the most profound impact.

Unemployment rate

Hamilton's unemployment rate in February 2021 was 7.0%, vastly improved over 12.4% in April 2020, but higher than the 4.3% pre-pandemic rate. Hamiltonians ages 15 to 24 had much higher unemployment rates over the last year, peaking at 33% for women and 28% for men in July 2020, before returning to 12.0% overall in February 2021. More women than men left the labour force entirely during the pandemic; women's participation rates dropped to 59.5% in September 2020 from 63.5% pre-pandemic, while for men, rates remained consistent (68.5%) over that period.

Employment status for Indigenous and racialized populations

In August 2020 (the most recent information available), Indigenous people living off reserve in Ontario had higher unemployment rates than non-Indigenous people

(16.8% compared to 11.2%) and lower rates of participation in the labour force (52% compared to 58%). In January 2021, Ontario labour force participants with racialized backgrounds (Southeast Asian 20.1%, Latin American 16.6%, Black 16.4%, Chinese 11%) had higher unemployment rates than non-racialized groups (9.3%). Indigenous and racialized people were also more likely to work in sectors that experienced the most job losses.

Number of jobs by sector

In Hamilton, a survey of approximately 1,500 local businesses reported the pandemic's significant impact on all economic sectors. It identified total job losses of 14.5% (8,000 of 54,000 jobs) with accommodation/food services and arts/recreation both reporting job losses of over 50%. Some 80% of businesses had revenue decreases in 2020; 25% reported losses of over 50% compared with the prior year. These trends were similar across Ontario, where 355,000 jobs were lost in 2020, the biggest annual job loss on record.

On hamiltonvitalsigns.ca: [Building permits](#)
[Business licenses](#)

ENVIRONMENT



Air pollution measures and waste diversion rates remained steady during the pandemic, while July temperatures were the hottest in over 60 years.

Air pollution

Recent research examined pandemic trends among eight southwestern Ontario cities for four common pollutants: nitrogen dioxide, fine particulate matter, carbon monoxide and ground level ozone. It found that Hamilton pollutant levels did not change, with the exception of lower carbon monoxide in April 2020. The continuation of Hamilton's industrial sector as an essential service, along with pollutants from US sources, were suggested as possible explanations. Several other Ontario cities did experience drops in pollutants due to lower traffic and industrial activity.

On hamiltonvitalsigns.ca: [Percentage days beaches open](#)
[Tree canopy coverage](#)

Climate change, July temperatures

An outcome of climate change is higher average temperatures. With an average temperature of 23.5 C, July 2020 was Hamilton's hottest in over 60 years. Moreover, July temperatures from 2016-2020 were the highest of any five year period since 1960. Global trends are similar: NASA's Goddard Institute for Space Studies confirms that the last seven years have been the warmest globally.

Waste diversion

The amount of waste being diverted from landfill through green bin, blue box and leaf/yard waste programs stayed steady over the past year at 40%. This amount is an improvement from 2018 when only 34.3% of waste was diverted, but a drop from 2010-2012 when 49% of waste was diverted. Hamilton's waste diversion target is 65%.

Hamilton URBAN INDIGENOUS STRATEGY



Hamilton

June 2019



THE BEADS AND LEATHER STRAND

The beads and leather strand represents the journey of the Urban Indigenous Strategy. The strand represents the number of individuals who participated in the development of the Urban Indigenous Strategy through consultation and various events. The beads represent the connections that were made throughout the development of the strategy. The bead strand was brought to all Urban Indigenous Strategy events where participants had the opportunity to add on a bead. The strand will continue to grow as we continue with community consultation during the implementation phase.



WELCOME MESSAGE

The City of Hamilton is situated upon the traditional territories of the Erie, Neutral, Huron-Wendat, Haudenosaunee and Mississaugas. This land is covered by the Dish With One Spoon Wampum Belt Covenant, which was an agreement between the Haudenosaunee and Anishinaabek to share and care for the resources around the Great Lakes. We further acknowledge that this land is covered by the Between the Lakes Purchase, 1792, between the Crown and the Mississaugas of the Credit First Nation.

Today, the City of Hamilton is home to many Indigenous people from across Turtle Island (North America) and we recognize that we must do more to learn about the rich history of this land so that we can better understand our roles as residents, neighbours, partners and caretakers.

The City of Hamilton together with Indigenous and non-Indigenous residents is embarking on a journey to reconciliation that will honour the history, knowledge, rights, languages and cultures of the First Peoples of Canada. The Urban Indigenous Strategy for the City of Hamilton responds to the Truth and Reconciliation Commission of Canada: Calls to Action (2015) and the voices of our community members.

The Urban Indigenous Strategy (UIS) was developed and informed through various events including community conversations, youth art projects and the UIS survey. Our journey to reconciliation must be forged together with Indigenous and non-Indigenous allies who can collectively champion the United Nations Declaration on the Rights of Indigenous Peoples as a framework for reconciliation.

We are hopeful that Hamilton's Urban Indigenous Strategy will inspire individuals, community agencies, companies and industries in Hamilton to reflect on their operations and delivery of service and how those activities intersect with the themes of land, people and spirit as outlined in the Strategy. Our success will be achieved by working together with many partners.

GUIDING PRINCIPLES

These guiding principles are presented as a foundation on which the City of Hamilton will carry out the actions of the Urban Indigenous Strategy. They will also guide the City during future projects and programs that have a great impact on Indigenous residents in Hamilton. The City commits to these principles and views them as important steps towards building trust and respectful relationships with First Nations, Métis and Inuit people in our City and beyond.

COMMITMENT

The City of Hamilton is committed to having a trusting relationship with Indigenous communities where we communicate and work together appropriately to address the unique needs and issues of Indigenous people.

ACCOUNTABILITY

The City of Hamilton will provide a clear picture of what goes on “behind the scenes” and answer for the decisions and actions that are taken.

CONSULTATION

The City of Hamilton will consult Indigenous communities with integrity and in good faith. Meaningful consultation occurs when concerns are responded to and when there is clear communication that both parties understand.

RECIPROCITY

Both the City of Hamilton and the Indigenous community have mutual responsibilities when partnering and collaborating with each other. Reciprocity is about mutual exchanges that honours what each other brings to the partnership.

INCLUSION

First Nations, Métis and Inuit perspectives, protocols and traditions are appreciated and included. Indigenous people carry diverse knowledge which can inform and advise a wide range of programs and services.



RECOGNITION

We recognize that Indigenous people have occupied this territory for many generations and continue to make many diverse, social and economic contributions to the whole community. We seek actions to show this recognition.

COMMEMORATION

Commemoration means the City will support efforts to educate and reflect on the difficult parts of our shared history in Canada including the legacy of Indian residential schools and child welfare policies, and treatment in the criminal justice system. We should not forget and must learn to move forward together.

ALLYSHIP

Being an ally is acknowledging the ongoing and historical oppression that Indigenous peoples encounter daily and take action on supporting Indigenous peoples rights and history. Acknowledging that Indigenous people face many unique barriers in health, poverty, justice, employment and intergenerational trauma, and acknowledging that Indigenous people have close relationships to the land and their traditional knowledge.

“Help promote the language and this will strengthen the self-esteem of youth.”

LAND THEME ACTIONS

	ACTION	TIME FRAME
1	Develop guidance and policy tools for senior leaders and staff about the United Nations Declaration on the Rights of Indigenous Peoples.	Short Term (1-2 years)
2	Raise awareness and strengthen the role of the Hamilton Aboriginal Advisory Committee.	Short Term (1-2 years)
3	Improve meaningful consultation with urban Indigenous residents and First Nations communities on municipal projects, plans and approvals.	Medium Term (3-5 years)
4	Include and listen to Indigenous Elders on key initiatives and partnerships between the City of Hamilton and the Indigenous community.	Short Term (1-2 years)
5	Show respect for traditional ecological knowledge (TEK) by including Indigenous voices in environmental leadership and incorporating TEK in municipal practises.	Short Term (1-2 years)
6	Work with the Indigenous community to establish and maintain a piece of land that the community can use for ceremonial, spiritual and other activities.	Short Term (1-2 years)
7	Work with Indigenous communities to provide education to staff and residents about acknowledging traditional territories in Hamilton.	Short Term (1-2 years)
8	Understand how concepts such as the Doctrine of Discovery affect municipal decision making and develop tools to reform those processes.	Short Term (1-2 years)
9	Create more opportunities to access traditional foods.	Medium Term (3-5 years)
10	Increase outreach to Indigenous residents to access conservation areas.	Short Term (1-2 years)

SPIRIT

The Spirit theme embodies how Indigenous contributions and experiences, including the Indian residential school system, are honoured and commemorated. This may involve exploring archives to shed light on untold histories and how Indigenous people and histories are visibly represented in the City.

Key Directions:

- z The City of Hamilton can do more to visually represent the historic and continuing presence of Indigenous peoples.
- z Indigenous art in public spaces is needed to honour historic and contemporary contributions.
- z Increase support for Indigenous artists and art programming.
- z Indigenous cultures and traditions need to be respected and seen as more than a performance.
- z Indigenous stories and languages need to be seen as part of Hamilton's heritage.
- z More can be done to celebrate National Indigenous History Month in Hamilton.

SPIRIT THEME ACTIONS

	ACTION	TIME FRAME
11	Incorporate more Indigenous stories and voices into the City of Hamilton's culture and heritage plans.	Medium Term (3-5 years)
12	Use markers and signs to restore Indigenous names and identify significant Indigenous landmarks in Hamilton. This could include street names, trails, and parks.	Short Term (1-2 years)
13	Create opportunities for public art by Indigenous artists.	Short Term (1-2 years)

	ACTION	TIME FRAME
14	Establish an Indigenous Cultural Centre that offers interpretive programming, provides a gathering space for Indigenous peoples to practice their ceremonies and hold cultural events.	Medium Term (3-5 years)
15	Update the City's grant programs to provide small grants to residents and community groups who are making a difference in reconciliation.	Short Term (1-2 years)
16	Raise local Indigenous flags permanently at City Hall.	Short Term (1-2 years)
17	Bring together Indigenous artists with youth to create a mural or other forms of street art.	Short Term (1-2 years)
18	Ensure that Indigenous stories and local Indigenous history are included in official archives across Hamilton.	Medium Term (3-5 years)
19	Continue to improve how the City works with First Nations when conducting archaeology. This will include identifying how to educate the public on the rich archaeological history in Hamilton.	Short Term (1-2 years)
20	Expand the promotion and celebration of Indigenous History Month at City Hall and across Hamilton.	Short Term (1-2 years)
21	Identify or create ways to support Indigenous artists.	Short Term (1-2 years)
22	Commission public art in a prominent location that honours mutual respect and the spirit of reconciliation.	Medium Term (3-5 years)

PEOPLE

The People theme embodies how Indigenous and non-Indigenous peoples build mutually respectful relationships in every day settings. This can include how services are provided and are accessible to Indigenous people, housing, employment, and support for Indigenous people in the workplace.

Key Directions:

- z Use public education to increase understanding and break down stereotypes and racism.
- z The City of Hamilton should become a leader for other corporations and institutions in increasing employment opportunities for Indigenous people.
- z City employees should be mandated to have a cultural understanding.
- z Be creative about how to deliver mainstream services to Indigenous peoples in culturally appropriate ways.

PEOPLE THEMED ACTIONS

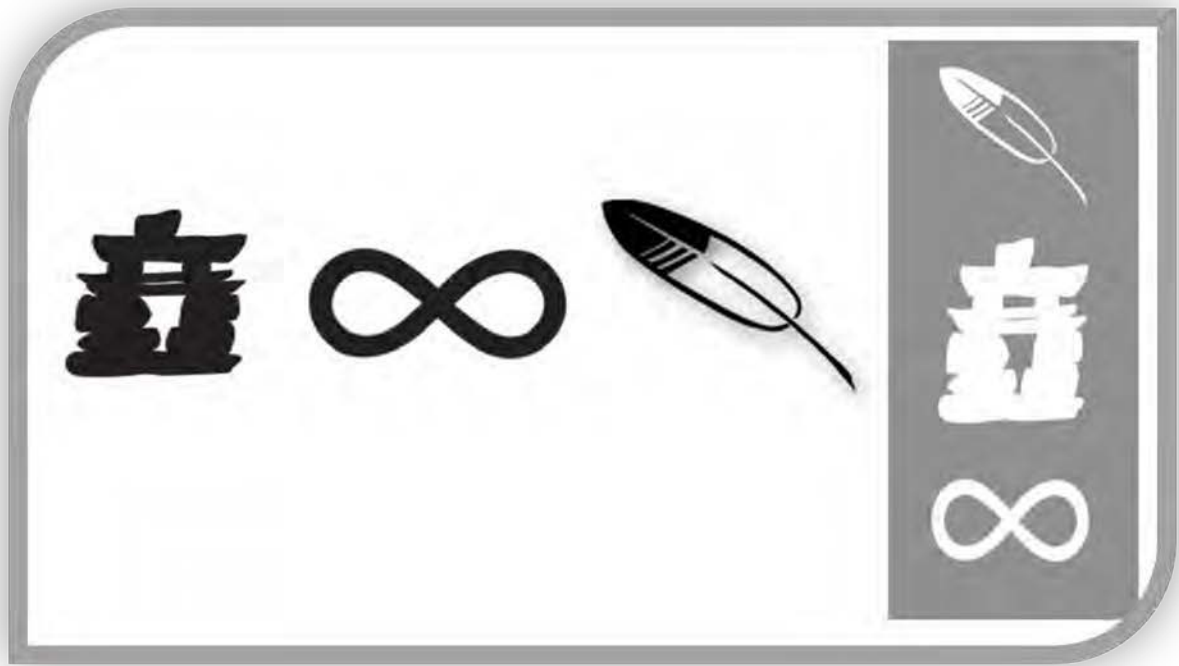
	ACTION	TIME FRAME
23	Bring together partners to offer public education to all residents about the history of Indigenous people and current topics that will contribute to reconciliation. This public education program should include highlighting local Indigenous resources and museums and promote awareness of national holidays such as National Indigenous Peoples Day and the National Day for Truth and Reconciliation.	Short Term (1-2 years)
24	Enable City staff to deliver City services in a culturally-appropriate way.	Short Term (1-2 years)
25	Launch a program for Indigenous youth to gain employment and training experience at the City.	Short Term (1-2 years)

	ACTION	TIME FRAME
26	Identify and eliminate municipal barriers that prevent Indigenous people from carrying out ceremonial practises in public spaces.	Short Term (1-2 years)
27	Support the expansion of Indigenous early childhood education.	Short Term (1-2 years)
28	Increase access to recreation for Indigenous children, youth and families.	Medium Term (3-5 years)
29	Provide education to all City staff about Indigenous people, Indigenous-settler history, treaties, the United Nations Declaration on the Rights of Indigenous Peoples. This education should also cover the urban Indigenous community in Hamilton and the history of traditional territory in the Hamilton area.	Short Term (1-2 years)
30	Ensure Public Health programs respect Indigenous medicines and healing practices.	Short Term (1-2 years)
31	Increase the number Indigenous health-care professionals in Hamilton.	Long Term (6+ years)
32	Support Indigenous people to have more access to Elders and spiritual teachings.	Medium Term (3-5 years)
33	Create opportunities for young Indigenous athletes to develop their skills.	Medium Term (3-5 years)
34	Increase opportunities for Indigenous and non-Indigenous residents to play Indigenous sports and recreation activities.	Long Term (6+ years)
35	Work with local Indigenous communities to host major sports events for Indigenous athletes.	Long Term (6+ years)

	ACTION	TIME FRAME
36	Increase the number of Indigenous employees at the City and support networking and mentorship opportunities for Indigenous staff.	Short Term (1-2 years)
37	Use the City's Age-Friendly Plan to support Indigenous seniors with accessing health and community services.	Medium Term (3-5 years)
38	Identify how to increase accessible and affordable housing for Indigenous people through the Housing and Homelessness Action Plan.	Short Term (1-2 years)
39	Require social housing providers and boards to be educated on Indigenous peoples and history, colonialism, treaties, the United Nations Declaration on the Rights of Indigenous Peoples. This education should also include information on the Indigenous community in Hamilton.	Short Term (1-2 years)
40	Provide opportunities for Indigenous people to understand their rights as tenants.	Short Term (1-2 years)



CANADIAN FEDERATION OF LIBRARY ASSOCIATIONS
FÉDÉRATION CANADIENNE DES ASSOCIATIONS DE BIBLIOTHÈQUES



TRUTH AND RECONCILIATION REPORT AND RECOMMENDATIONS

RESPECTFULLY SUBMITTED TO THE CFLA-FCAB BOARD OF DIRECTORS
BY CAMILLE CALLISON, CHAIR OF THE CFLA-FCAB TRUTH & RECONCILIATION COMMITTEE

ISBN 978-1-9994125-0-0

Executive Summary

As one of the Canadian Federation of Library Associations - Fédération canadienne des associations de bibliothèques's (CFLA-FCAB) top priorities, the Truth & Reconciliation Committee (<http://cfla-fcab.ca/en/programs/truth-and-reconciliation/>) Comité de Vérité et Réconciliation (<http://cfla-fcab.ca/fr/programmes/verite-et-reconciliation/>) was the first CFLA-FCAB committee formed. It included representatives from across all of Canada geographically with nominees from our member associations and the library community. The Truth & Reconciliation (T&R) Committee met for the first time on September 30, 2016 and had a mandate until February 1, 2017 when this report was delivered to the incoming CFLA-FCAB Board recommending further actions that the CFLA-FCAB should undertake to support Indigenous (First Nations, Métis, and Inuit) peoples of Canada over the long term, including the formation of a Standing Committee on Indigenous Matters to further these recommendations.

Truth & Reconciliation Committee Charter

<http://cfla-fcab.ca/wp-content/uploads/2016/08/Committee-Charter-Truth-and-Reconciliation-Committee-Approved.pdf>

Comité de Vérité et Réconciliation Charte du Comité

http://cfla-fcab.ca/wp-content/uploads/2016/08/Committee-Charter-Truth-and-Reconciliation-Committee-002-2_FR_fr.pdf

Mandate

The Truth and Reconciliation Committee exists to promote initiatives in all types of libraries to advance reconciliation by supporting the Truth and Reconciliation Commission Calls to Action (http://www.trc.ca/websites/trcinstitution/File/2015/Findings/Calls_to_Action_English2.pdf) (http://www.trc.ca/websites/trcinstitution/File/2015/Findings/Calls_to_Action_French.pdf) and to promote collaboration in these issues across the Canadian library communities.

Responsibilities

The responsibilities of the Truth and Reconciliation Committee include:

- Engaging with existing committees and/or working groups within CFLA-FCAB member associations to highlight best practices in this area already in place across Canada, help to disseminate those best practices, and foster greater co-operation at the federal level.
- Engaging with the working group that is in the process of forming the National Aboriginal Library Association (NALA), with the intention of supporting the successful formation of NALA and engaging them in a leadership role on Indigenous issues at CFLA-FCAB.
- Review existing guidelines and best practices regarding Indigenous (First Nations, Métis and Inuit) peoples of Canada as they pertain to library services.



- Recommend a long-term structure and direction to the CFLA-FCAB Board to pursue and to address Indigenous issues related to libraries, including the formation of a permanent committee and programs, following the inaugural CFLA-FCAB AGM in February 2017.

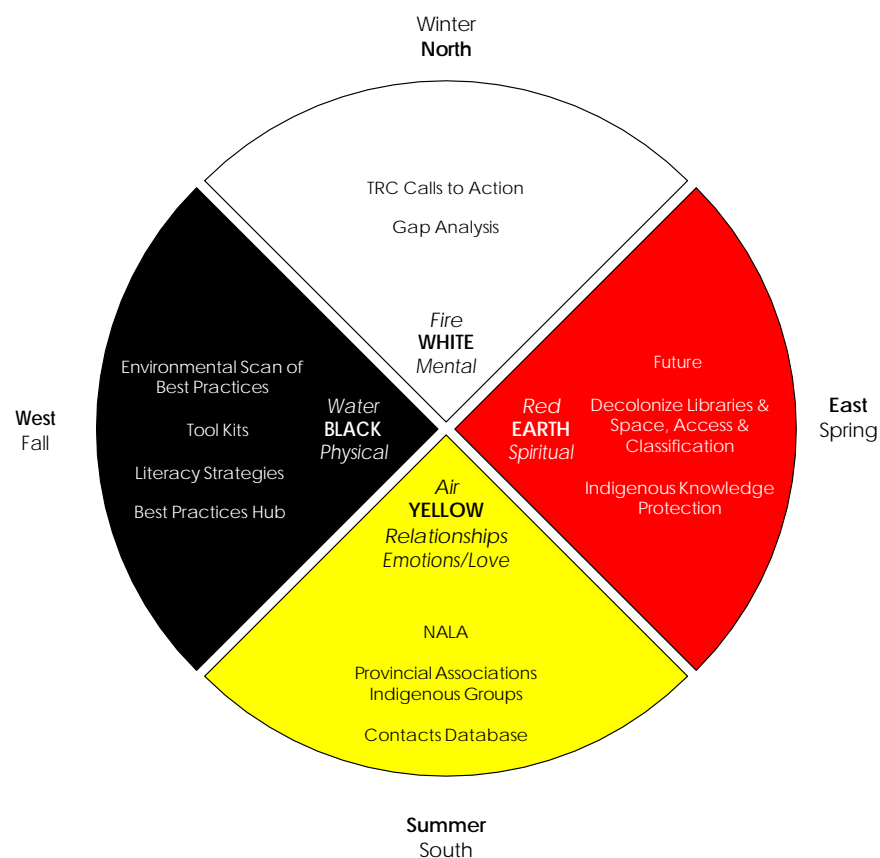
Outcomes

To fulfill its responsibilities, the Truth and Reconciliation Committee will deliver the following with the support of the Senior Project Executive and others as required:

- The creation and maintenance of a section of the CFLA-FCAB website dedicated to identifying and promoting best practices identified by libraries and associations to promote education regarding Indigenous issues, to support reconciliation, and to meet the needs of Indigenous communities.
- A report to be delivered to the incoming CFLA-FCAB Board of Directors recommending further actions that the CFLA-FCAB should consider to support Indigenous (First Nations, Métis and Inuit) peoples of Canada over the long term.

Methodology

The Truth & Reconciliation Committee was organized by utilizing and adapting the medicine wheel framework. This was chosen as the framework through which the Indigenous worldview can be understood.



The Committee was divided into four teams with the following responsibilities: The Black Team compiled Best Practices already in existence related to Indigenous peoples of Canada. The White team provided a gap analysis on the Truth and Reconciliation Commission (TRC) Calls to Action and recommends an annual review be to evaluate progress. The Yellow team looked at existing relationships and developed a contact database. Finally, the Red Team envisioned the future by reviewing the existing body of knowledge related to the decolonization of space, access and classification, Indigenous knowledge protection, outreach and service.

Black Research Best Practices	Yellow Relationships NALA Liaison	White Analysis TRC Calls to Action	Red Future Decolonize
Team Lead Monique Woroniak	Team Leader Feather Maracle Luke	Team Lead John Pateman	Team Lead Jessie Loyer
Alt. Lead Patricia Knockwood	Alt. Lead Anne Carr-Wiggin	Alt. Lead Jenna Walsh	Alt. Lead Michael Dudley
Board Liaison Sonia Smith	Board Liaison Trecia Schell	Board Liaison Paul Takala	Board Liaison Donna Bourne-Tyson
Cynthia Bretell	Colette Poitras	Ben Gosling	Maggie Neilson
Trudy Russo	Marc Bragdon	Joëlle Samson	Stan Gardner
Pam Ryan	Carol Cooley	John Mutford	Pierre Gamache
Katherine Kasirer	Sarah Andrews	Megan Langley	Martha Attridge Bufton
Helen Halbert	Betty Braaksma	Monique Désormeaux	Patti Bryant
Linda Garvin	Trina O'Brien Leggott	Michael Ciccone	Suzanne van den Hoogen
Thom Knutson	Diana Davidson	Karen Hoffmann	Greg Bak
Betty Braaksma	Natalie Wing		Rosemary Griebel
			Camille Callison

Information on the medicine wheel used can be found at the Turtle Lodge Journey of the Human Spirit at <http://www.turtlelodge.org/journey-of-the-human-spirit/>. The Turtle Lodge cared for the International Indigenous Librarians' Forum (IILF) Mauri Stone on behalf of Canada following the 9th IILF in 2015 until it was passed to Australia in February 2017. The Mauri Stone was present when the CFLA-FCAB Truth & Reconciliation Committee Recommendations were read at the CFLA-FCAB Annual General Meeting on February 1, 2017. Further information on IILF & the history and significance of the Mauri Stone is available at <http://libguides.lib.umanitoba.ca/NinthInternationalIndigenousLibrariansForum2015>. Elder Norman Meade was given tobacco and consulted traditionally for advice on the process being undertaken. <http://umanitoba.ca/student/indigenous/elders-in-residence.html>.

Recommendations

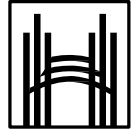
The following ten (10) overarching recommendations have been agreed upon by the T&R Committee with specific, granular recommendations being addressed by each of the four team chapters of the report:

1. As CFLA-FCAB is a national voice with the ability to influence national and international policy regarding issues of importance, we request the CFLA-FCAB create a permanent Standing Committee on Indigenous Matters utilizing the medicine wheel framework developed by the Truth & Reconciliation Committee;
2. The T&R Committee supports and endorses the CFLA-FCAB Position Statement on Library and Literacy Services for Indigenous (First Nations, Métis and Inuit) Peoples of Canada;
3. Encourage libraries, archives and cultural memory institutions to implement the Truth and Reconciliation Commission of Canada 94 Calls to Action, several of which have been identified as having a direct impact on libraries and archives and are prioritized in this report, and to implement a status report on a yearly basis to monitor their implementation;
4. Ensure accessibility moving forward by continually reminding stakeholders that material produced and programming planned in the future should be accessible to all Canadians. CELA (the Center for Equitable Library Access) and NNELS (the National Network for Equitable Library Service) are positioned to support these efforts.
5. Decolonize Access and Classification by addressing the structural biases in existing schemes of knowledge organization and information retrieval arising from colonialism by committing to integrating Indigenous epistemologies into cataloguing praxis and knowledge management;
6. Decolonize Libraries and Space by recognizing and supporting Indigenous cultures, languages and knowledges through culturally appropriate space planning, interior design, signage, art installations, territorial acknowledgements of geographic-specific traditional territories and public programming in collaboration with local Indigenous stakeholders;
7. Enhance opportunities for Indigenous library, archival and information professionals as well as the inclusion of Indigenous epistemologies in the Canadian library and archives profession through culturally appropriate pedagogy, recruitment practices, professional and continuing education and cross-cultural training in collaboration with local Indigenous stakeholders and partners;
8. Recommend the implementation of Indigenous Knowledge Protection protocols and agreements with local and other Indigenous groups who have holdings in libraries, archives and/or cultural memory institutions to respect the Indigenous cultural concept of copyright with regard to Indigenous history or heritage, which is often located in but not limited to oral traditions, songs, dance, storytelling, anecdotes, place names, hereditary names and other forms of Indigenous knowledges; recommend that CFLA-FCAB actively participate in reforming the Canadian Copyright Act to include protection of



Indigenous knowledges and languages while advocating for changes to include traditional knowledge as outlined and recommended by the World Intellectual Property Organization (WIPO) – Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (<http://www.wipo.int/tk/en/igc/>). We join the Truth and Reconciliation Commission (TRC) in calling upon Library and Archives Canada to implement the Truth and Reconciliation Commission Calls to Action #69 (Appendix D) by fully implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) http://www.un.org/esa/socdev/unpfii/documents/DRIPS_en.pdf and the Updated Set of Principles for the Protection and Promotion of Human Rights through Action to Combat Impunity (2005), more commonly known as the Joinet/Orentlicher Principles <http://www.derechos.org/nizkor/impu/principles.html>;

9. Establish an online database of “living documents” to highlight existing Best Practices of Indigenous Services in libraries, archives, and cultural memory institutions that will serve as a foundation to help disseminate those best practices and for this “living document” to be updated preferably on a quarterly basis but minimally semi-annually;
10. Maintain a database of Indigenous organizations or groups committed to preserving cultural memory primarily, but not limited to, libraries, archives, language preservation, cultural history/museums to build relationships; to support the development of an Indigenous association of library, archives and cultural memory institutions; and to support in principle the National Aboriginal Library Association (NALA) regarding their stated intent of developing First Nations public libraries on reserves.



Hamilton



HAMILTON'S
**COMMUNITY SAFETY
& WELL-BEING PLAN**





EQUITY, DIVERSITY AND INCLUSION

OPPORTUNITIES FOR ACTION:

- y Review existing equity, anti-racism, anti-oppression and decolonization frameworks and adopt framework for decision making for Hamilton's Community Safety and Well-Being Plan
- y Invite individuals with lived experience to participate in Hamilton's Community Safety and Well-Being Plan's governance model; promote inclusion of more than one Indigenous representative
- y Coordinate shared training for leadership and staff in partner organizations on diverse and marginalized populations
- y Consider place-based actions to provide communities with services where they are located
- y Revise criteria in funder organizations to ensure all applications for funding related to local priorities consider equity, diversity and inclusion
- y Recognize and uphold the unique inherent rights of Indigenous Peoples through the distinction and protection of Indigenous-specific equity initiatives



COMMUNITY ENGAGEMENT

OPPORTUNITIES FOR ACTION:

- y Offer a variety of channels and formats for engagement that are relatable and culturally sensitive to those being engaged
- y Seek both existing and new voices from communities to ensure everyone has an opportunity to participate if desired
- y Identify and use trusted sources to lead engagement efforts to create a safe space for conversation
- y Provide all feedback collected through engagement processes, raw and synthesized, back to decision makers; ensure any synthesis of information is completed using culturally appropriate supports
- y Improve transparency of when and how feedback from community engagement will be used through reports back to community that are publicly posted on the City of Hamilton website
- y Coordinate community engagement efforts across organizations where possible; share engagement plans, approaches and outcomes with partners to reduce engagement fatigue
- y Explore development of post-secondary learning opportunities in alignment with local priorities to connect students and community members



DATA AND EVALUATION

OPPORTUNITIES FOR ACTION:

- y Learn through pilots within each of the local priority areas and measure success to support future scalability
- y Post public progress and outcomes of actions within Hamilton's Community Safety and Well-Being Plan on the City of Hamilton's website
- y Connect to existing research structures in post-secondary institutions and other organizations
- y Explore feasibility of an evaluation unit supported by post-secondary institutions to research community safety and well-being questions put forward by decision makers
- y Review and implement best practices in collection of demographic information from individuals who participate in community engagement
- y Ensure data initiatives are developed in collaboration with Indigenous partners
- y Identify opportunities to coordinate data collection efforts across organizations
- y Explore better approaches to sharing information including privacy and consent
- y Learn from and work with other cities that have been successful in achieving improved community safety and well-being outcomes
- y Promote Indigenous data principles in all data activities conducted in collaboration with community partners such that the appropriate Indigenous organization/group lead how data from Indigenous community members is collected, held, analyzed and distributed



SUSTAINABLE FUNDING

OPPORTUNITIES FOR ACTION:

- y Investigate ways to reduce competition for funding between service providers and make sustainable funding avenues easier to find
- y Consider, where possible, realignment of funding opportunities for service providers with local priorities in Hamilton's Community Safety and Well-Being Plan
- y Facilitate discussions on re-alignment of existing resources within partner organizations to support local priorities in Hamilton's Community Safety and Well-Being Plan
- y Collaborate on grant writing, proposals and other funding opportunities
- y Advocate collectively to all levels of government for funding to support sustainability and scale of initiatives with successful outcomes

- y Explore private sector partnership to support funding for community safety and well-being work
- y Recognize the historic withholding of resources and disinvestment from Indigenous communities by ensuring funding opportunities gained through this plan specifically seek to address funding and resource inequities in the Indigenous community of Hamilton



SYSTEM COLLABORATION

OPPORTUNITIES FOR ACTION:

- y Commit to regular updates through partners to their leadership and staff on Hamilton's Community Safety and Well-Being Plan
- y Engage community, health and social service providers to formally commit to alignment with Hamilton's Community Safety and Well-Being Plan
- y Create inventory of work in community and conduct analysis of what is already being done and where gaps exist
- y Develop credible resource information to improve and support informed referrals
- y Explore locations where service providers can cohabitate, offer services, learn about and build respect for one another's work



OPPORTUNITIES FOR ACTION



- y Explore alternative locations and formats to report on hate crimes and incidents of hate.



- y Expand public and service provider education on hate crime and incidents of hate reporting.
- y Create a community-wide public education campaign on denouncing hate and addressing its root causes.
- y Address Call 57 from the [Truth and Reconciliation Commission of Canada: Calls to Action](#) by collaborating to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.
- y Determine creative ways to build empathy and hold spaces for dialogue on hate considering community engagement art and storytelling projects.
- y Encourage organizational equity audits.



- y Support of landmarks review through City of Hamilton Urban Indigenous Strategy.
- y Collaborate, align and support work of revamped Hamilton Anti-Racism Resource Centre.
- y Collaborate between partners to address recommendations in the [Just Recovery Hamilton Policy Paper](#) under the themes of Tackling Systemic Racism and Supporting 2SLGBTQ+ Communities.
- y Support education on the “everyday” acts of racism that diminish the safety and well-being of Indigenous, Black and other racialized communities.

OPPORTUNITIES FOR ACTION



- y Expand existing programs to educate and build capacity in health and community service providers on questions to ask to identify abuse in women who don't disclose.



- y Expand existing programs to deliver collaborative trauma and violence informed care training for service providers.
- y Explore expansion of successful service models to support individuals following transition from institutions to community; improved transition from youth to adult corrections should also be explored.
- y Work with housing partners to explore how to reduce targeting of individuals in social housing against violence and fraud.



- y Explore feasibility to further reduce co-ed rooms in hospitals in Hamilton.
- y Explore feasibility to develop app with safety resources for women in Hamilton.
- y Explore expansion of education initiatives to prevent sexualized violence and human trafficking through consent-based programs developed by Mohawk College's Task Force on Sexual Violence.
- y Create a community-wide public education campaign that focuses on a message of zero tolerance for domestic violence.
- y Collaborate with Indigenous community partners to identify appropriate cultural safety training for service providers.



- y Identify ways in which the 231 Calls for Justice from [Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls](#) can be embedded into the City of Hamilton's Urban Indigenous Strategy. Support continued exhibit by local Indigenous youth, Honouring our Sisters.
- y Support ongoing collaboration between Hamilton Police Services and service providers to review femicide protocols.
- y Collaborate to address recommendations in the [Just Recovery Hamilton Policy Paper](#) under the themes of Investing in Women and Disability Justice.
- y Partner with Safe at Home Hamilton pilot, aiming to keep women fleeing violence safe in their homes.
- y Review and consider recommendations from Woman Abuse Working Group's environmental scan of current work in community aimed at keeping women safe and data provided through [Snapshot 2020](#).
- y Review and consider recommendations from Hamilton Public Health Services' review of impact of trauma on community and community violence strategies.
- y Share learning between school boards and post-secondary institutions to continue and build on bullying prevention through transition of students from secondary to post-secondary institutions.
- y Explore expansion and integration of Be More Than a Bystander program, preventative gender-based violence and sexual violence training into secondary and post secondary institutions.

OPPORTUNITIES FOR ACTION



- y Review, and if necessary make adjustments to, Hamilton Police Services' crisis response models including COAST, Mobile Crisis Rapid Response Team and Social Navigator.



- y Create partnerships to deliver information on available mental health services to individuals in a location where they are comfortable without stigma.



- y Improve resiliency and coping mechanisms in youth to avoid reliance on self-medication or the use of drugs to cope with mental health issues.

- y Support priorities of Hamilton Health Team related to mental health and stigma.
- y Create inventory of mental health tables to see who is active and scope of work.
- y Create stronger link between child and adult mental health strategies in Hamilton.
- y Reduce stigma associated with accessing mental health services.
- y Expand stigma campaign by Hamilton Drug Strategy to address stigma related to mental illness.
- y Support development of an Indigenous Health Strategy through City of Hamilton – Public Health Services, engaging with Indigenous communities to address health inequities.
- y Coordinate data collection tools and cycles to create better understanding of youth well-being (e.g. Middle-Year Development Instrument).
- y Explore infant mental health programming through research and evaluation supported by City of Hamilton – Public Health Services.

OPPORTUNITIES FOR ACTION



- y Continue investment in shelter spaces geared toward addressing the unique needs of women, Indigenous women, transgender people, and non-binary people who are experiencing homelessness.



- y Create greater connection between City of Hamilton's Home Management Program and housing providers to offer support and training to individuals, families and groups to prevent eviction, maintain housing and budgeting.
- y Explore better ways to facilitate the provision of appropriate supports to keep people housed such as health, mental health and addictions, social and income supports using connections between housing and other health and social service providers.
- y Increase education opportunities for those who live in and around social housing units on quality standards and tenant rights.



- y Continue work by the City of Hamilton as the Service System Manager to invest in and secure funding for new affordable housing development, improving the quality of existing housing and increasing housing affordability.
- y Continue to invest in Indigenous-specific housing solutions.



- y Support priorities of the Hamilton Health Team related to housing and homelessness.
- y Advance the equitable distribution of housing and homelessness resources for Indigenous communities to be led by the Indigenous community.
- y Collaborate between service providers, community partners, advocates and partners in the housing system to understand each other's organizational mandates and scope of work in supporting outcomes related to housing and homelessness.
- y Improve coordination of housing provider and shelter system tables in community led by the municipality as Service System Manager. Expand coordinated connection from housing tables to broader health and social service provider tables in community.
- y Create a strong connection between Ontario Works and housing partners with Ontario Works' new provincial mandate of life stabilization.
- y Explore expansion of successful service models to support individuals in maintaining housing following transition from institutions to community; improved access to enhanced supports to compliment housing such as nursing, addiction and social work services.
- y Review and consider recommendations in the [Just Recovery Hamilton Policy Paper](#) under the themes of Housing as a Human Right.

OPPORTUNITIES FOR ACTION



- y Delivery of more free tax clinics across the city to ensure access to entitled benefits, including continued partnership to provide free tax clinics for Ontario Works' clients.
- y Create partnerships to deliver information on income and employment-related support services and subsidies that are available to individuals in a location where they are comfortable without stigma.
- y Improve navigation support for individuals accessing financial support services.
- y Create strong connections to free education opportunities through Mohawk College's City School or McMaster Discovery Program.



- y Collaborate with Living Wage Hamilton partners to understand how living wage efforts can be further supported and advanced by the Community Safety and Well-Being Plan.



- y Collaborate with (Re)envision the HSR Strategy to support safe, accessible and affordable transportation to better connect people to employment across Hamilton.
- y Collaborate to address recommendations in the [Mayor's Task Force on Economic Recovery](#).
- y Collaborate to address recommendations in the [Just Recovery Hamilton Policy Paper](#) under the themes of Investing in Women and Investing in decent jobs, decent wages and our local economy.
- y Explore equity issues related to access to technology equipment and services.
- y Engage Indigenous and Black community partners to review hiring practices to explore equitable access to employment opportunities.
- y Connect to Hamilton Regional Indian Centre to explore partnerships related to employment and training programs, such as Grand River Employment and Training and Apatiswin.



**OUR
FUTURE
HAMILTON**

“Communities in
Conversation”

COMMUNITY
SUGGESTED
ACTIONS 2017



OUR FUTURE HAMILTON

“Communities in
Conversation”

from **VISION** to **REALITY**

Our Future Hamilton is the city's new 25-year community vision. Between April 2015 and April 2016, we asked residents and community partners a simple question: “What is your vision for the future of Hamilton?” Using a variety of public engagement approaches, we gathered the ideas, hopes, and dreams of nearly 55,000 people to create a shared community vision.

Six community priorities emerged for Hamilton's new community vision:

1. Community Engagement and Participation
2. Economic Prosperity and Growth
3. Healthy and Safe Communities
4. Clean and Green
5. Built Environment and Infrastructure
6. Culture and Diversity

Our Future Hamilton reflects the values and aspirations of the thousands of the residents who participated in the community visioning process. It is based on our community's understanding of the unique challenges and opportunities that lie ahead and provides us with 81 key directions and 57 signs of success.

The community has forged an inspiring vision for the future of Hamilton and identified the following 226 actions to guide us in creating a city we can all be proud of. Together, we can achieve Our Future Hamilton – an ambitious 21st century city that is driven by the voices of our community.





COMMUNITY PRIORITY



COMMUNITY ENGAGEMENT AND PARTICIPATION

Our Future Hamilton is a collaborative place where...

People work together and make a positive impact on the community. Citizens are consulted and involved in making the decisions that impact them. A passion and sense of pride for the city exists among residents, driving volunteerism and community-based initiatives.





Community Participation & Engagement

1. Promote Hamilton on school campuses to introduce students to city initiatives, community organizations, and neighbourhood associations.
2. Develop campus-based initiatives to raise awareness about student community engagement opportunities.
3. Create a database of community engagement opportunities.
4. Advance community volunteer opportunities for students at all levels, from elementary schools to post-secondary institutions.
5. Identify collaborative opportunities for local school boards and community organizations to support volunteerism within the school curriculum.
6. Create new engagement channels for youth and residents through online/mobile platforms.
7. Engage post-secondary students, staff, and faculty to support community building efforts.
8. Increase awareness on how students can get involved in supporting local priority initiatives such as refugee resettlement, community building, and neighbourhood development.
9. Strengthen youth engagement and decision-making through the establishment of youth committees.
10. Expand the Neighbourhood Action Strategy to include more neighbourhoods across the city.
11. Develop a Seniors Strategy that holistically addresses the needs of Hamilton's seniors.
12. Increase funding to community groups and local organizations.
13. Encourage organizations to provide honorariums to volunteers.
14. Consider adjusting municipal ward boundaries.
15. Examine the possibility of having term limits for elected municipal officials.
16. Explore holding annual participatory budgeting exercises in all wards.

Openness & Access to Information

1. Make agendas and minutes of municipal meetings public in a timely and easily accessible manner.
2. Communicate effectively about city events and community activities through a common newsletter or other media outlet.
3. Create a community engagement "front desk" where residents can go to share ideas and receive information on community services and opportunities.
4. Support private journalists in streaming public meetings at City Hall and in other public places.
5. Develop a city-wide structure for facilitating fair, open, transparent and balanced negotiations between government and stakeholders.



6. Identify innovative ways to forge connections between residents and community leaders.
7. Improve access to services by making it easier for people to find appropriate services for their needs.
8. Improve online information and engagement tools.
9. Provide information in electronic and hard-copy formats to ensure greater accessibility for all residents.
10. Provide technical and communication support to residents and stakeholders when the project issues under consideration are overly complex.
11. Use a variety of public engagement tools and strategies to involve residents and stakeholders in defining problems, identifying alternatives, and proposing solutions.
12. Use evidence-based research to inform lobbying or campaigns on current issues in Hamilton.

Community Pride

1. Celebrate and profile community successes and achievements through various web, social media, and news outlets.
2. Design a new brand for Hamilton that highlights its exceptional attractions (i.e., arts and culture, history and heritage, industry and commerce, recreational lands and natural assets).
3. Create an app that is targeted towards encouraging residents to explore the community.
4. Encourage and facilitate ongoing relationship building among various neighbourhoods and community hubs.
5. Enhance collective ownership by creating a “City Champion” initiative to improve knowledge about various areas and aspects of the city.
6. Coordinate events to engage residents in outdoor activities and sports competitions within different neighbourhoods and municipal wards.
7. Promote Hamilton through storytelling workshops, sidewalk stories, and a Walk of Fame.
8. Promote local hidden “gems” such as Green Venture’s EcoHouse and the Neighbour to Neighbour Centre.
9. Initiate community events in neighbourhoods around food sharing opportunities like community potlucks.





COMMUNITY
PRIORITY

2



ECONOMIC PROSPERITY AND GROWTH

Our Future Hamilton is an ambitious place where...

People successfully provide for themselves and their families and have opportunities to grow and develop. Post-secondary institutions and businesses collaborate with the City, contributing to the success of our economy. Residents can work in the city in one of the increasing number of quality, well-paying local jobs. A prosperous and diverse local and regional economy benefits all residents.



Strong Local Economy

1. Foster economic collaboration across various sectors in Hamilton.
2. Advocate for a strong and thriving business community.
3. Explore alternatives to local property tax such as land value tax or hotel tax.
4. Continue to support small businesses, both established and start-ups.
5. Coordinate bus tours for investors, entertainment industry leaders, and local residents who are interested in learning more about Hamilton.
6. Foster a supportive business environment for manufacturing and industrial enterprises.
7. Create television shows featuring Hamilton success stories.
8. Identify ways to develop and attract small local businesses to downtown Hamilton.
9. Increase support programs that offer residential tax relief for low-income residents, seniors, people with disabilities, new homeowners, and newcomers to Canada.
10. Provide competitive tax incentives to attract new industries that support a knowledge-based economy.
11. Simplify the permit application system for people looking to do business in Hamilton.
12. Support and develop incentives for businesses to sell and purchase local products.
13. Collaborate with Business Improvement Areas (BIAs) to support small businesses with building renovation grants, advertising, and marketing support.

Farming & Agriculture

1. Encourage residents to grow their own food by providing training and skill building opportunities.
2. Explore alternative land zoning possibilities to support small family farms such as severances and land equalization capital.
3. Strengthen local food systems by increasing connections between food producers and communities.
4. Encourage institutions to adopt local food procurement policies.
5. Provide support for small local farms through farmers markets, events, and education.



Employment Opportunities

1. Build stronger relationships and partnerships with companies investing in Hamilton.
2. Advance opportunities for co-op or summer jobs for youth and students.
3. Provide support and incentives to businesses that have child-minding programs for their employees.
4. Encourage local businesses and organizations to apply for Canada Summer Jobs program funding.
5. Advocate for the creation of a living wage policy.
6. Increase collaboration between schools and businesses by coordinating student and business leader networking events around the city.
7. Subsidize child care for low-income families.

Education & Skills Development

1. Strengthen linkages between elementary and secondary education to incorporate Indigenous knowledge throughout both curriculums.
2. Enhance student learning by supporting longitudinal student engagement in community-based projects.
3. Foster greater engagement between students and community leaders to strengthen connections to Hamilton.
4. Assist young people with learning disabilities through cognitive therapy/neuro plasticity procedures and support programs.
5. Identify projects and initiatives where college and university students can help mentor secondary school students.
6. Increase basic life skills training in elementary and secondary school curriculums, including financial literacy and the use of information technology.
7. Integrate post-secondary students into the broader community to demonstrate that Hamilton is a great place to build a career and life after graduation.
8. Advance experiential learning opportunities for students through internships, co-ops, and summer placements.
9. Invest in paid internship opportunities for foreign trained professionals so they can succeed in Hamilton.
10. Identify opportunities for increasing post-secondary accessibility by lowering tuition fees through grants, scholarships, and subsidies.
11. Explore opportunities for implementing smaller class sizes in schools of all levels.
12. Strengthen partnerships with local school boards to support youth in receiving a solid foundation for success.





COMMUNITY
PRIORITY

3



HEALTHY AND SAFE COMMUNITIES

Our Future Hamilton is a caring place where...

People lead happy lives in safe neighbourhoods and friendly community. We all have access to the services and supports we need to be healthy and active. Our city is safe and inviting, and people continue to work together to take care of and support each other.



HealthyLifestyles

1. Provide competitive user fees for City of Hamilton recreation facilities and programs.
2. Create signs that display step counts or minutes to walk to and from a community landmark.
3. Develop a plan for people of all income levels to have access to healthier food choices.
4. Coordinate city-wide active lifestyle events such as salsa at the waterfront or Yogafest.
5. Increase access to grocery stores in all communities.
6. Install water fountains/water bottle filling stations in public buildings, parks, and along trails.
7. Maintain a consistently healthy environment for residents through onsite pollution monitoring in local factories and industries.
8. Offer free city-wide nutrition classes for newcomers of all ages at grocery stores, farmers markets, and community centres.
9. Provide affordable parking and increase public transit to parks and recreational areas such as the Royal Botanical Gardens (RBG) and Hamilton Conservation Authority (HCA) lands.
10. Provide and promote resources for smokers who want to quit.
11. Provide child safety programs at all elementary schools such as “walking buses” and crossing guards.
12. Provide unique recreational activities and programming in our parks such as zip lines, climbing structures, and tree houses.
13. Provide free nutritious meals for students attending schools in priority neighbourhoods.
14. Provide inclusive recreation opportunities to all community members.
15. Accommodate people with disabilities at all recreation centres.
16. Use City-owned advertising space to promote healthy habits and lifestyles.



Healthcare Services

1. Address the needs of seniors by setting up call centres or pairing them with a student volunteer to help navigate services.
2. Create an online mental health resource or counselling tool for people who are not able to physically visit a counsellor.
3. Increase pre- and post-natal class attendance through incentives such as offering free baby supplies to attendees.
4. Integrate mental health and addictions services.
5. Ensure mental health resources are widely available to youth in schools, community centres, and libraries.
6. Connect people experiencing marginalization with additional supports instead of focusing on specific health outcomes.
7. Provide senior services in multiple languages that reflect the diversity of Hamilton.

Safe Caring Communities

1. Connect communities with the Hamilton Police Service and invite police officers to attend neighbourhood association/community hub meetings.
2. Create and fund programs that provide support services to sex trade workers and street involved youth.
3. Create safer and more inclusive neighbourhoods by increasing police presence (similar to ACTIONteam).
4. Develop outreach programs to monitor the elderly.
5. Explore the possibility of implementing a guaranteed income policy.

Housing

1. Repair and maintain housing units owned by the City of Hamilton.
2. Develop new policies and bylaws to support the development of safe and affordable housing.
3. Ensure accountability and compliance for landlords of low-income housing are met through financial incentives.
4. Explore current standards and best practices regarding mental health housing in Hamilton.
5. Implement a neighbourhood watch program in Hamilton to engage neighbourhoods and residents in being their own advocates for safety.
6. Invest in private-public partnerships to provide better and more efficient social housing.
7. Review current City Housing residents to ensure they qualify for subsidized housing and assist with transitioning to market rate housing when necessary.





COMMUNITY
PRIORITY

4



CLEAN AND GREEN

Our Future Hamilton is an environmentally sustainable place where...

A flourishing natural environment enriches the quality of life for community members. Organizations take a leadership role and operate in a sustainable manner. Everyone has a deep understanding and respect for the natural environment and its important contribution to our lives.



Natural Features

1. Create a bylaw that requires a new tree to be planted for each one that is cut down or dying.
2. Create bylaws that protect our environmental features in Hamilton such as parks, trails, and waterfalls.
3. Maintain Hamilton's natural creeks and inlets to environmentally-acceptable standards.
4. Set targets for the urban canopy and create an urban forest plan.
5. Maintain the escarpment forest and plant more escarpment trees where viable.

Leadership & Awareness

1. Partner with schools across the city to host community clean-ups to help keep public places clean and safe.
2. Launch a program to support city building involving students from local post-secondary institutions similar to CityStudio in Vancouver.
3. Promote and educate about the importance of the gardening community in Hamilton.
4. Promote volunteer opportunities that support a healthy environment and smart urban growth.
5. Reduce CO2 emissions by promoting sustainable transportation alternatives such as biking, walking, and transit.

Environmental Impact

1. Consider limiting new developments on existing greenspace until brownfields in urban areas are completely remediated and repurposed.
2. Create bylaws and incentives that require all new buildings meet LEED standards.
3. Create a strategy for "cradle-to-grave" waste management.
4. Create a sustainability incubator for the development of science and technology around environmental remediation, pollution control, and community impacts.
5. Encourage all new buildings to have a green or white roof.
6. Encourage the use of renewable resources such as solar power to residents and businesses.
7. Ensure that recycling and composting systems exist in all facilities.
8. Include space for plants and trees in newly developed areas to offset the warming effects of concrete.
9. Set high targets for recycling rates that are consistent with municipal best practices.



CLEAN AND GREEN

10. Install and service waste disposal bins in all public parks and buildings.
11. Invest in high quality road cycling and off-road cycling resources, including bicycle paths.
12. Invest in implementing solar panels on buildings throughout the city.
13. Invest in solar panels that are more visually appealing.
14. Learn, adapt, and implement recycling best practices that have been successful in other cities and communities.
15. Advocate the importance of recycling to increase city-wide recycling rates.
16. Protect existing greenspace from major development, especially in urban neighbourhoods.
17. Provide financial incentives to support home energy efficiency improvements.
18. Provide large covered blue bins to reduce litter.
19. Require parking lots to retain storm water on-site or implement a storm water fee.



COMMUNITY PRIORITY

5



BUILT ENVIRONMENT AND INFRASTRUCTURE

Our Future Hamilton is a people friendly place where...

The quality of life, well-being and enjoyment of its residents influence design and planning. It is easy to get around our city and Hamilton's transportation systems are well-connected regionally. Hamilton is connected to its rich history through architecture. Public spaces are well-maintained and vibrant, with greenspace and attractions for residents and visitors. Neighbourhoods have a variety of homes and amenities.



Transportation Network

1. Build an escarpment gondola.
2. Build more bike lanes to create a connected cycling network with protected/ separated bike lanes.
3. Build more parking garages in high density areas.
4. Build pedestrian only paths that are separate and protected from vehicle traffic and bicycles.
5. Build sidewalks in suburban areas.
6. Consider how closed streets during LRT construction can be used for fun neighbourhood activities and community gatherings.
7. Continue to expand the LRT to service all areas of the city and expand public transit to areas not serviced by LRT.
8. Create an effective detour plan when major highways are closed or jammed due to accidents and/or construction.
9. Design new streets that meet walkability and safety requirements for pedestrians.
10. Design transportation systems that can meet capacity for new subdivisions and reduce traffic congestion.
11. Develop a complete streets strategy to ensure that complete streets are a priority whenever construction work is done.
12. Develop an effective and efficient strategy to fix pot holes and other road damage.
13. Educate the public about the benefits of an active transportation network.
14. Improve wayfinding and interpretive signage throughout the city, with a focus on economic, cultural, and recreational destinations.
15. Maintain a budget for plowing snow on sidewalks.
16. Install more push button activated cross walks throughout Hamilton.
17. Remove area rating for transit.
18. Require all new streets to be built according to complete streets guidelines.
19. Research and implement safer speed limits in residential areas.
20. Work with the community to resolve issues around one-way versus two-way streets.
21. Work with transportation services such as Metrolinx, Coach Canada, and Greyhound to implement all day transportation services to other cities such as Toronto, Kitchener, and Niagara Falls.

Modern Infrastructure

1. Enhance our urban emergency preparedness plan at the household level.
2. Encourage more third party objective opinions on infrastructure projects.
3. Provide incentives for all new buildings to meet modern infrastructure standards.



Building & Development

1. Create grant programs and awards for developers who re-use historic structures instead of demolishing them.
2. Develop a public education campaign on the benefits of innovative design and infrastructure.
3. Expand financial incentive programs for home and building improvements.
4. Design new parking lot structures that are efficient in the downtown core.
5. Develop new plans for re-purposing industries near the waterfront.
6. Develop zoning regulations that will create mixed used communities.
7. Consider penalizations for absentee and negligent property owners.
8. Explore opportunities to create and/or expand downtown campuses to provide more space for student community engagement.
9. Include a percentage of affordable housing units in all new or planned residential areas.
10. Include expert knowledge more formally at decision-making tables.
11. Infill downtown surface parking lots with revenue generating buildings.
12. Preserve historic assets while making room for new approaches and ideas.
13. Promote conservation of historical architecture and integration of built heritage resources within the downtown core.
14. Purchase CN railyard lands and repurpose the land.
15. Replace lead pipes in existing homes at little or no cost to homeowners.
16. Re-purpose abandoned buildings to be used for housing and community-shared space.

Public Spaces

1. Add more bike racks in public spaces throughout the city.
2. Consider alternatives to current storm water and sewer designs that impact pedestrians and people with disabilities.
3. Ensure pavements of public spaces, school yards, and local parks have water-permeable surfaces.
4. Develop educational programs on littering.
5. Create multi-purpose downtown squares in the centre of each community.
6. Enforce stricter fines for littering, including cigarette butt littering.
7. Implement an alleyway management project to improve usability and cleanliness of alleyways.
8. Increase promotion of the City of Hamilton's Street Tree Planting program.
9. Increase the number of street beautification programs.
10. Design new public spaces for multi-use purposes such as dog parks, sitting areas, play areas, and sports fields in one park.
11. Use Indigenous plants, which cost less and do not need annual planting, for beautification projects.





COMMUNITY
PRIORITY

6



CULTURE AND DIVERSITY

Our Future Hamilton is a vibrant place where...

People of all ages, backgrounds and abilities are accepted and celebrated. There is always something to do in Hamilton, with a year-round calendar of events and a thriving local arts scene. All of our downtown areas are bustling centres of economic and community activity. People of all backgrounds, ages and abilities call Hamilton home and have access to the support and opportunities they need to succeed.



Celebrate Culture

1. Build year-round indoor farmers markets in areas beyond downtown Hamilton.
2. Celebrate and encourage art as a form of public engagement.
3. Celebrate local talent through Hamilton-made film festivals, street art, and community art installations.
4. Communicate effectively about events and opportunities through a common newsletter or other media sources.
5. Construct a new child and family-friendly museum or educational programming facility.
6. Construct a new iconic Hamilton landmark.
7. Convert old industrial buildings and heritage buildings into arts facilities and community-owned spaces.
8. Provide a collaborative space to build connections between people who have similar experiences but may be from different cultures or backgrounds.
9. Create a wayfinding project that provides historic information about various areas of Hamilton.
10. Develop and promote a website that notifies residents of events happening in the City.
11. Establish a cultural events app for smartphones.
12. Host a multi-day event downtown to celebrate multicultural diversity that includes food, music, and games.
13. Host an annual Christmas/winter market with food, activities, and attractions for all ages.
14. Host an annual event that educates non-Indigenous people about Indigenous history, customs, beliefs, and values.
15. Host more live music events and concerts.
16. Invest in an Arts & Cultural Centre to promote local artists across the city.
17. Expand investment in public art projects and initiatives.
18. Increase promotion of professional artists and their work.
19. Host unique events as a multicultural music festival or giant water slide block party.



Inclusion and Equity

1. Bring people together through community hikes, cycling events, and food festivals.
2. Create a welcoming city brand, building on initiatives like “Hamilton Welcomes Newcomers.”
3. Create a secondary education program that informs youth on local issues and helps them get involved in the community.
4. Create a project that creates neighbourhood signage in different languages reflecting the diversity of Hamilton’s newcomer communities.
5. Develop programs to ensure that socially isolated, vulnerable, and frail seniors have a voice in the community.
6. Ensure members of the Indigenous community are actively involved in public engagement initiatives and invite Indigenous leaders to lead community discussions.
7. Provide free or affordable transitional programs for newcomers looking to settle in Hamilton.
8. Support inclusion of the LGBTQ community through more events like the Pride Parade.
9. Strengthen interest in local arts through youth programming initiatives.
10. Translate City of Hamilton information materials into multiple languages.

Community Support Services

1. Build an accessible seniors centre in every ward.
2. Create a safe gathering space and environment for the LGBTQ community.
3. Expand programming for people living with disabilities at recreation and community centres.
4. Enhance opportunities for international language support, potentially through partnerships with the Hamilton Public Library and local school boards.
5. Provide public space conversations about culture and diversity.
6. Support connections between newcomers, refugees, and immigrant communities, possibly in partnership with the Hamilton Public Library as a safe space for conversation.
7. Build partnerships with local sports clubs to invite newcomers to attend sporting events as a way to settle and integrate in Hamilton.
8. Support at-risk-youth that are experiencing various societal, mental, addictions and unemployment issues.



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Hamilton