



Book Clubs with Local Authors



National CBC Broadcast Event



Solar Eclipse; April 8, 2024

Hamilton
Military
Museum



Hamilton
Public
Library

Operating Budget January 28, 2025

Presentation Objectives

1. REVIEW

Review how HPL is advancing Council **Priorities** and the Budget **Direction** consistent with our **mission**.

2. CONTEXT

Provide context for the **2025 Budget**, which is a **maintenance** budget that adds investments in **technology** and addresses inflationary pressures.

3. PROPOSE

Propose a Net Levy request of **\$37,481,495**, a **7%** increase over 2024.

4. VALUE

Review the value of a **Library Card** today and how the **Pillars of Library Service** enable us to respond to Council Priorities.

Hamilton Public Library Strategic Plan 2023-2026

OUR MISSION

**FREEDOM
TO BELONG AND
DISCOVER**

OUR VISION

**A vibrant and welcoming community
place where people learn, connect,
share and discover.**

OUR VALUES

Accountability | Inclusion | Innovation
Intellectual Freedom | Respect

The graphic is a blue-themed poster for the Hamilton Public Library Strategic Plan 2023-2026. It features a white logo in the top right corner. The main text is in large, bold, white letters: 'FREEDOM TO BELONG AND DISCOVER'. Below this, it states 'OUR VISION' and 'A vibrant and welcoming community place where people learn, connect, share and discover.' At the bottom, it lists 'OUR VALUES' as 'Accountability | Inclusion | Innovation' and 'Intellectual Freedom | Respect'.

HPL's Alignment with City's Economic Development Action Plan

Council's **Economic Development Action Plan** (EDAP) has informed HPL's plans over the past few years.

HPL has focused on advancing **access, learning, economic** and **social revitalization**.

Our efforts in advancing the EDAP also align with current Council Priorities and HPL's Mission.

Facilitating a Skilled and Adaptable Workforce

- Expanded Study Hall Access
- Programs Support Learning and Literacy
- Newcomer Integration Services

Revitalizing Priority Areas and Placemaking

- Open Central Library at 8am
- Extended Access and Study Hall Hours
- Sustainable Facility Renewal



Enhancing Digital Infrastructure and Services

- Expanded Library Hours
- Free Wi-Fi and Public Computers
- Free Limited Printing
- Transferred Staff to Support IT Services in Larger Branches
- Invested in IT Infrastructure

Moving Goods and People

- Free PRESTO Cards for Children Ages 6-12
- Community Spaces

Growing Business and Investment

- Libraries Equip People with Skills to Participate in the Economy and in Society

Council Term Priorities and Budget Direction



Safe and Thriving Neighbourhoods

- Vibrant public spaces and services for everyone
- Library ethic of free access
- Work with partners to advance learning and social cohesion



Sustainable Economic and Ecological Development

- Ongoing review of core budgets
- Provide residents with access and equip them with skills
- Demonstrated leadership in facility utilization



Responsiveness and Transparency

- HPL Customer Service Strategy
- Long-term financial planning and public engagement embedded in service strategies
- HPL's Digital Strategy empowers residents and enhances service

Mayoral Directive to Staff (October 2024) 2025 Operating Budgets

- No specific target, budgets responsive to current challenges
- Staff demonstrate they have conducted a thorough review of core maintenance budget
- New investment requests clearly demonstrate capacity to advance Council-identified priorities

Value of A Library Card

1

A Library Card Gives You Free Access To:

- **Community Spaces**
- **Collections** Physical and Digital
- **Programs** for People of All Ages
- **Computer** and **Wi-Fi** access
- **10 free black and white prints** Per Day
- **Makerspaces'** Advanced Technology
- **Hamilton Civic Museums**
- **Borrow a Pass** to Visit: Ontario Parks, Hamilton Conservation Authority, Art Gallery of Hamilton, and More
- **Presto Card** Free for Hamilton Children Ages 6-12



For many Newcomers, a Library Card serves as a valid form of identification required to obtain an Ontario Health Card.



Reach of the Library

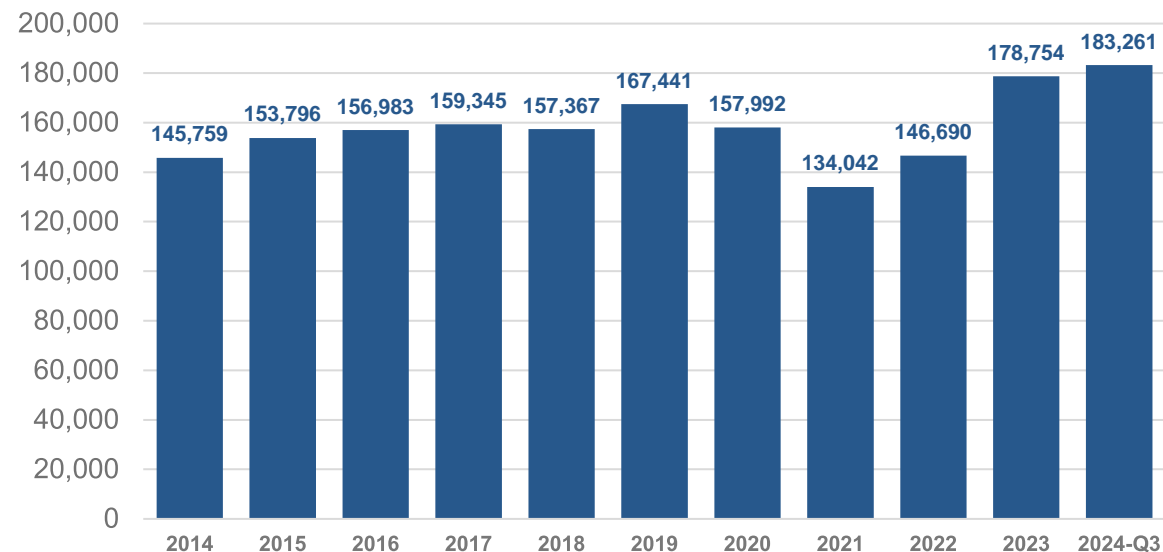


Library Board and Council have worked together to create and maintain quality spaces in many parts of the City.

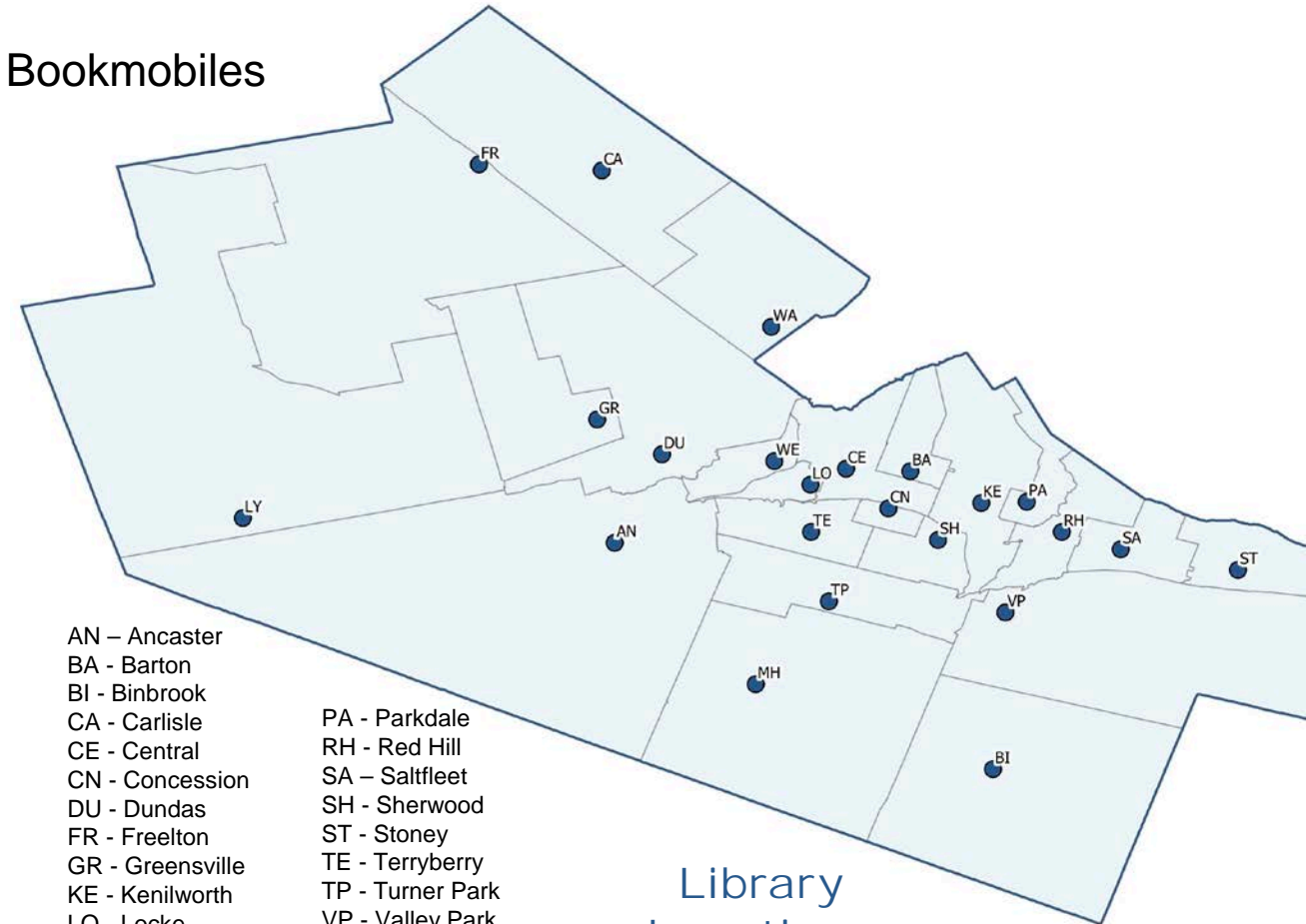
1,364 Hours of Service per week at 23 locations and two Bookmobiles

112 Hours of Evening Study Halls per week

183,261 Active Members – Highest in 12 years



Active Members



- AN – Ancaster
- BA - Barton
- BI - Binbrook
- CA - Carlisle
- CE - Central
- CN - Concession
- DU - Dundas
- FR - Freelon
- GR - Greenville
- KE - Kenilworth
- LO - Locke
- LY - Lynden
- MH - Mount Hope
- PA - Parkdale
- RH - Red Hill
- SA – Saltfleet
- SH - Sherwood
- ST - Stoney
- TE - Terryberry
- TP - Turner Park
- VP - Valley Park
- WA - Waterdown
- WE - Westdale

Library Locations

Public Library Pillars of Service

- Investments in these **Pillars of Library Service** enable us to have the impact we do.
- Our City succeeds when residents are equipped with the skills needed in the 21st Century economy and society.
- **Community Surveys:** 2017 and 2022 surveys identified barriers, areas for improvements and services and offerings that we do well.

2022 HPL Community Survey Results

91% Satisfied with the Quality of HPL

91% Satisfied with HPL's Cleanliness and Attractiveness

92% Satisfied with Library Staff's Helpfulness

91% Satisfied with Knowledge of Library Staff



Reviewing Core Budgets



HPL has had an ongoing **service delivery** review process to become more effective, so we can **maximize the impact** of our **resources**.



Most Successful Strategies for HPL

Self-Service – Empowered residents to perform many tasks previously done by Staff – improves customer service, frees Staff for other work

Removed Processes – Some processes add work and create barriers but do not benefit residents. Example: program pre-registrations eliminated in most cases. Removed a barrier and freed up Staff to focus on more program delivery.

Removed Small Fees – We found some fees cost more to collect than revenue they generated. Example: Fine Free and Limited Free Printing saves money while improving service for everyone.

Cumulative Results of the Work

2025 proposed Staff FTE count 307 – not increased in 20 years

80% of Staff focused on provision of public services

2024 Year in Review

Cyber Disruption Response

- Staff adapted to **minimize impact**, built new, **more secure** systems
- Restoration of public computers and printing took the longest time
- Strong usage growth in late 2023 paused by cybersecurity event
- Work plans were negatively impacted, however progress was made on several fronts

Positive 2024 Developments

- **Programs** – Continue to expand
- **Community Desk** at Central - Connects residents to services
- **Study Halls** – Central added
- **Discovery Centre** – With Indigenous Relations Team
- **Liberian Learning Center** – Community partner Empowerment Squared opened our sister Library in Liberia



Community Partner Desk



Live Music at All Locations



Programming for All Ages



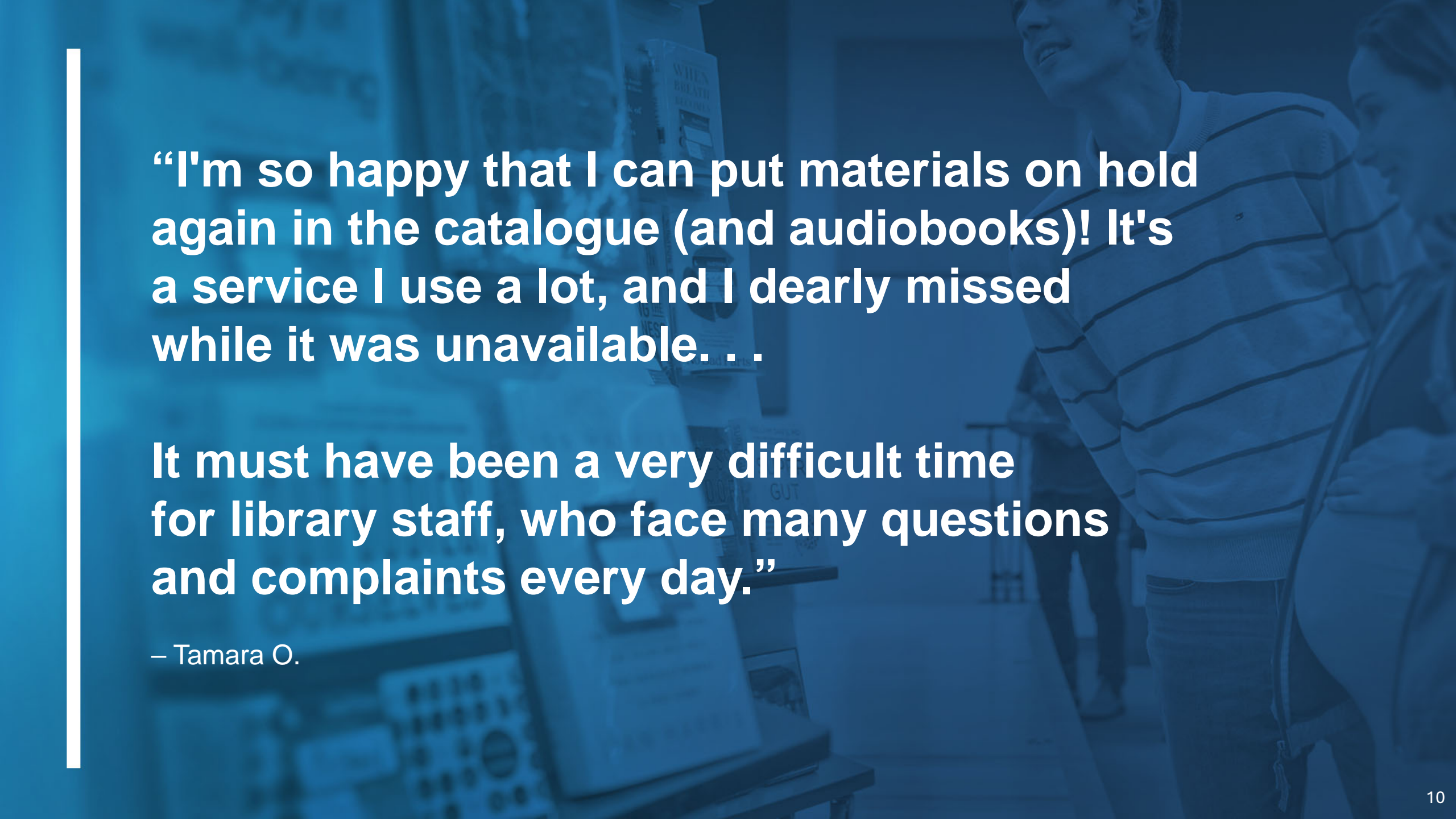
Indigenous Exhibits



Discovery Centre



Liberian Learning Centre; Paynseville, Liberia



“I'm so happy that I can put materials on hold again in the catalogue (and audiobooks)! It's a service I use a lot, and I dearly missed while it was unavailable. . .

It must have been a very difficult time for library staff, who face many questions and complaints every day.”

– Tamara O.



". . . we have been able to support the attachment of 62 people to primary care through our collaboration at the partner desk. . . we have also facilitated 109 discussions with a range of health professionals. . .

This partnership is making a difference and the team has appreciated the support, kindness and friendliness of the library team!"

— Susan G. (Hamilton Family Health Team)

2025 Budget Request and Overview

2025 Budget is a maintenance budget that reflects both inflationary pressures and critical investments in technology.

Advance priorities within existing capacity:

- Growth in **programs**
- Advance **Discovery Centre**
- Continue Facility Renewal and advance **sustainability**
- Connect residents to more **supports** through **partnerships**
- Improve **security** and **personal safety** without creating unnecessary barriers – CMHA Peer Support Worker
- Improve **processes** – continue recovery from institutional knowledge lost during pandemic

2025 Budget Request: 7% Increase

2025 Budget Increase: \$2,465,794

2025 Budget Total: \$37,481,495

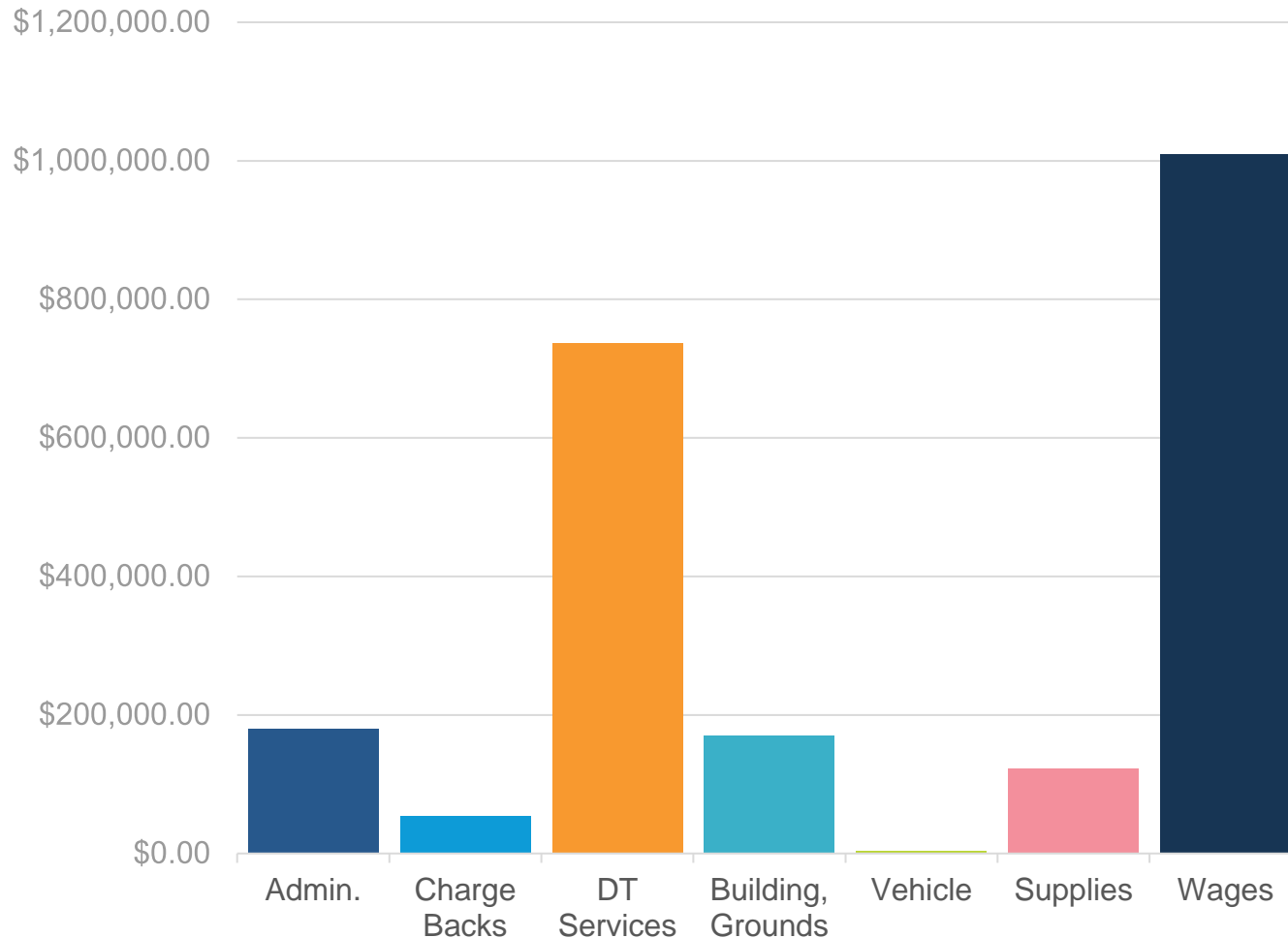
| Budget Year | Direction | Library |
|-------------|--------------|--------------|
| 2014 | 0.00% | 0.20% |
| 2015 | — | 1.50% |
| 2016 | 1.00% | 1.00% |
| 2017 | 1.80% | 1.80% |
| 2018 | 1.50% | 1.80% |
| 2019 | — | 2.40% |
| 2020 | 2.00% | 2.50% |
| 2021 | 2.00% | 1.50% |
| 2022 | 2.00% | 2.00% |
| 2023 | — | 3.50% |
| 2024 | — | 4.40% |
| 2025 | — | 7.00% |

Hamilton Public Library 2025 Budget Overview

| | 2024 Budget | 2025 Budget | 2025 \$ Change | 2025 % Change |
|------------------------------------|-------------------|-------------------|------------------|----------------|
| Expense Total | 37,743,231 | 40,018,640 | 2,275,409 | 6.00% |
| Employee-Related Cost Total | 26,053,702 | 27,063,157 | 1,009,455 | 3.90% |
| Material and Supply Total | 3,696,840 | 3,819,559 | 122,719 | 3.30% |
| Vehicle Expenses Total | 101,930 | 105,228 | 3,298 | 3.20% |
| Building and Ground Total | 2,112,707 | 2,282,257 | 169,550 | 8.00% |
| Contractual Total | 1,766,770 | 2,503,505 | 736,735 | 41.70% |
| Reserves/Recoveries Total | 3,265,140 | 3,298,435 | 33,295 | 1.00% |
| Cost Allocations Total | 370,722 | 391,510 | 20,788 | 5.60% |
| Financial Total | 375,420 | 554,989 | 179,569 | 47.80% |
| Revenues Total | -2,727,530 | -2,537,146 | 190,384 | -7.00% |
| Fees and General Total | -418,080 | -427,696 | -9,616 | 2.30% |
| Grants and Subsidies Total | -1,309,450 | -1,309,450 | | 0.00% |
| Reserves Total | -1,000,000 | -800,000 | 200,000 | -20.00% |
| Net Levy | 35,015,701 | 37,481,495 | 2,465,794 | 7.00% |

2025 Expense Increases

Cost Increase Distribution Chart
Total Cost Increase = \$2,275,409



■ Wages

3% Increase Over Prior

HPL Mandated to Align with City Increases

■ Supplies

More Makerspace and Programming Supplies

■ Building and Grounds

Rent and Security Increases

■ Digital Technology Services

Upgrades and Firewalls

■ Administration – Insurance

Legal and Auditing

■ Vehicle

■ Charge Backs

Paid to the City for Services

Funding to Offset Levy



| Grant / Program Area | Area of Focus | Amount | Outcome |
|---------------------------------------|----------------------|-----------|--|
| Provincial | General Operations | \$949,500 | Offsets Operating Budget Impacts |
| Newcomer Learning Centre | Newcomers | \$300,000 | Enhanced Newcomer Integration |
| Redbook / Ontario 211 / FindHelp | Information Services | \$60,000 | Connect People to Services available in their Community |
| Community Action Program for Children | Youth Services | \$15,000 | Advance children's literacy, get kids ready for kindergarten, story times for Newcomers |
| Internships / Summer Jobs | Summer Jobs | \$30,000 | Facilitate a skilled and adaptable workforce; provide students with skills to complement their studies |

HPL is using Library Reserves to offset budget increases - \$800K in 2025

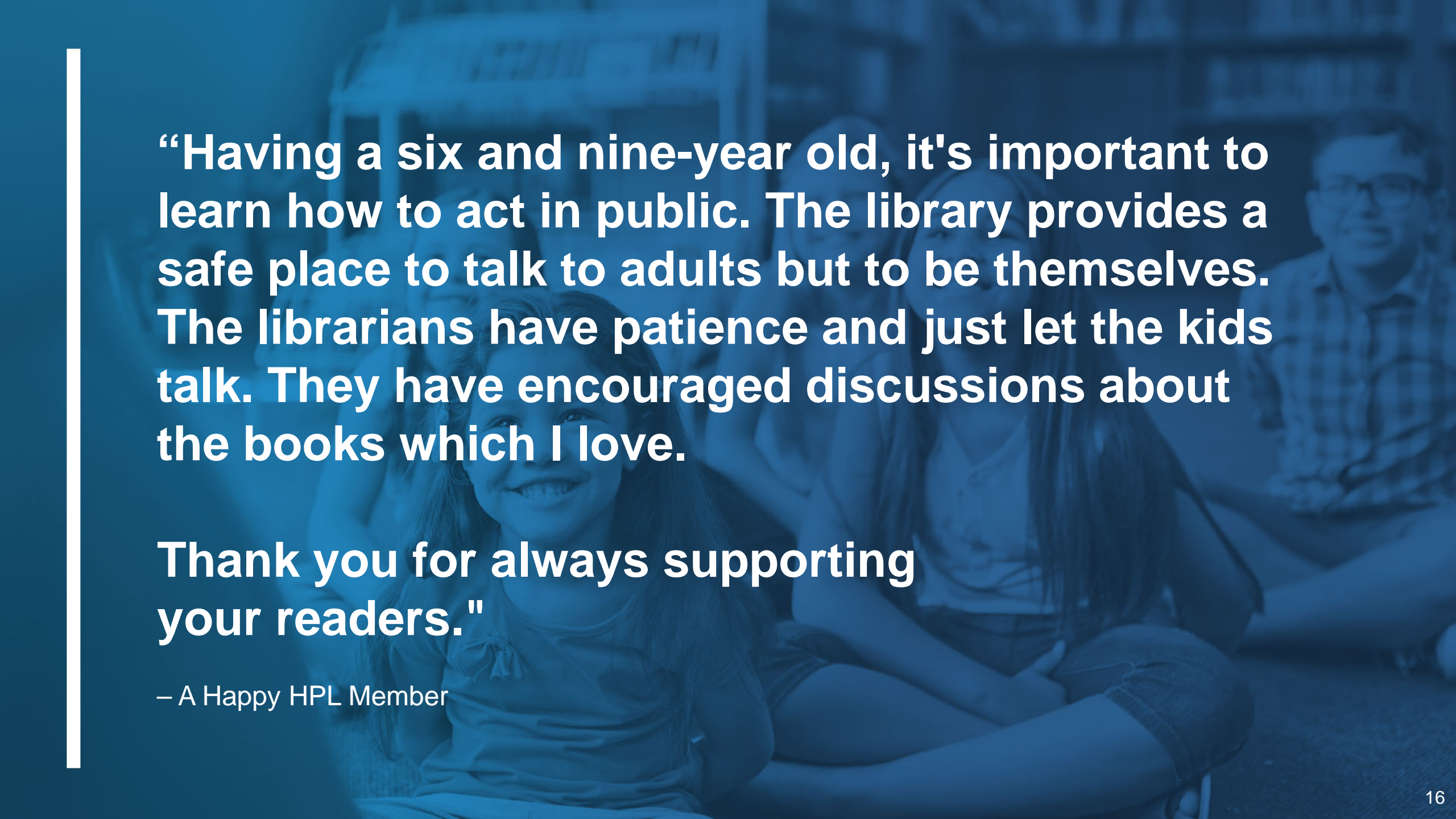
Library Board is supporting capital investments of \$900k in 2024 from Reserves and Trusts

HPL has charitable status, Trust funds held with the Hamilton Community Foundation (HCF)

New private donations in 2024: Library Member donated \$200K to support Youth Programs expansion including Storytime

Library Reserve Funding by Year



A group of children are sitting on the floor in a library, reading books. The scene is dimly lit with a blue tint. The children are of various ages and are focused on their books. The background shows bookshelves filled with books.

“Having a six and nine-year old, it's important to learn how to act in public. The library provides a safe place to talk to adults but to be themselves. The librarians have patience and just let the kids talk. They have encouraged discussions about the books which I love.

Thank you for always supporting your readers.”

– A Happy HPL Member

Library Staffing Levels



STAFF
Supporting Members

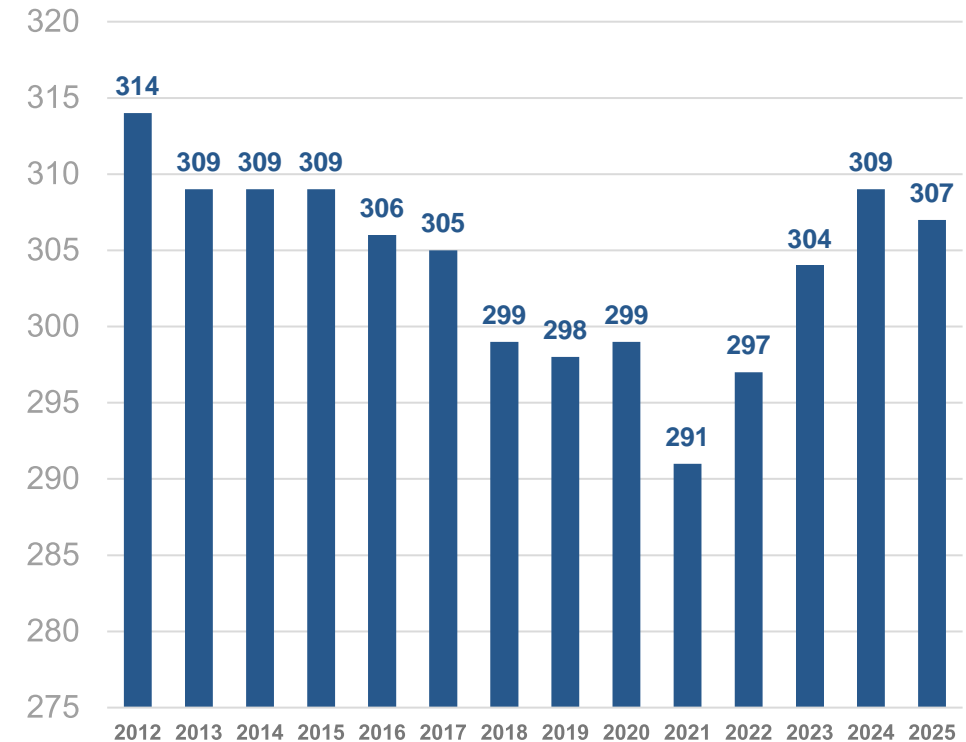
To meet past Council Budget directions, HPL embraced process changes and self-service technologies to improve customer service and shift to higher value work.

Our approach is to equip existing Staff to take on new challenges.

We control the FTE count through attrition, not laying off existing Staff.

We balance investments in service innovation with capacity creation.

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------------------|--------------------------------|-------|-------|-------|-------|-----------|
| Weekly Open Hours | 1,071 | 1,148 | 1,314 | 1,364 | 1,364 | 1,364 |
| Full Time Equivalent Staff | 299 | 291 | 297 | 304 | 309 | 307 |
| Full Time Headcount | 156 | 157 | 160 | 165 | 176 | 181 |
| Part Time Headcount | 113 | 112 | 121 | 121 | 118 | 131 |
| Pages Headcount | Varies Approximately 130 Pages | | | | | 134 Pages |



HPL Staff FTE Count

Investing in Library Staff Strengthens Community

Supporting Members **STAFF**

1

Staff are our greatest asset – thank you for your service.

- Current societal challenges have led to an overall increase in problematic behaviours in our spaces
- Still a lot of positive engagement, however, recently the negative often clouds out the positive
- Current approach is to manage our spaces as proactively as possible, while we look to trusted **partners** to bring **supports to people** in our spaces



■ Excellent ■ Good/Very good ■ Fair ■ Poor

% good, very good or excellent
Phone 2019 Phone 2018 Online 2019

| | Phone 2019 | Phone 2018 | Online 2019 |
|---------------------------|------------|------------|-------------|
| Fire Department | 97% | 97% | 91% |
| Libraries and Bookmobiles | 92% | 91% | 87% |
| Paramedic Services | 91% | 88% | 81% |
| Cemetery | 89% | 83% | 82% |
| Parks and Open Space | 87% | 87% | 75% |
| Recreation | 84% | 86% | 73% |

2nd Place

Expanding Hours and Access to Library Spaces



Weekly Library Service Hours Added

| Branch | Prior | New | Increase | Branch | Prior | New | Increase |
|-------------|-------|-----|----------|--------------|-------|-----|------------|
| Ancaster | 51 | 57 | 6 | Mount Hope | 18 | 29 | 11 |
| Barton | 43 | 57 | 14 | Parkdale | --- | 57 | 57 |
| Binbrook | 51 | 57 | 6 | Red Hill | 60 | 65 | 5 |
| Carlisle | 32 | 66 | 34 | Saltfleet | 48 | 57 | 9 |
| Central | 69 | 76 | 7 | Sherwood | 48 | 57 | 9 |
| Concession | 43 | 57 | 14 | Stoney Creek | 48 | 57 | 9 |
| Dundas | 60 | 65 | 5 | Terryberry | 55 | 65 | 10 |
| Freelton | 60 | 66 | 6 | Turner Park | 63 | 65 | 2 |
| Greensville | 17 | 66 | 49 | Valley Park | 47 | 65 | 18 |
| Kenilworth | 43 | 57 | 22 | Waterdown | 55 | 65 | 10 |
| Locke | 35 | 57 | 22 | Westdale | 56 | 57 | 1 |
| Lynden | 60 | 66 | 6 | TOTAL | | | 324 |

Libraries are free **community spaces** that benefit people’s sense of belonging.

Many branches previously closed on Fridays and had inconsistent hours.

2022: Began using vacancies from the pandemic to **re-balance Staff** to address gaps and improve service everywhere.



Valley Park Branch, Courtesy mCallum Sather for Azure Magazine

Expanding Hours and Access to Library Spaces

2

Study Halls and **Rural Extended Access** are two examples of how we have expanded services to residents while containing costs – **112 hours a week** across all Study Halls

Many residents face challenges studying at home, including internet access, consistent and adequate bandwidth and accessing a computer

Rural Extended Access has led to expanded hours and new investment in our rural branches

| Study Hall Location | Study Hall Hours | Days Per Week | Hours Per Week |
|--|------------------|-------------------|----------------|
| Central Library Dundas Branch Red Hill Branch Terryberry Branch Turner Park Branch Valley Park Branch Waterdown Branch | 8pm to midnight | Monday – Thursday | 16 |



Rural Extended Access

Cost effectively revitalized rural branches, expanded some branches from 17 hours service to 60+ service hours

Adapting to Evolving Media and Literacy Needs

COLLECTIONS
Physical and Digital



Adapting: We continue to adapt to the changing landscape of publishing

Changing Media Consumption Trends: Physical books continue to remain important, a shift away from DVDs to digital streaming services

Bridging the Digital Divide: Digital shift patterns vary across neighbourhoods. Some residents use the Library's collections and technology as a **cost-effective alternative** to subscription-based services

Investing in Literacy for Future Generations: Support families; critical to raise the next generation of readers. Adult illiteracy on the rise in the community

Adapting to Evolving Media and Literacy Needs

3

Online Access to The Hamilton Spectator: Provide seamless digital access to local news

Expanded Express Bestsellers: Reduce wait times for high-demand titles

Spotlight on Local Program: Showcase and celebrate the talents of local authors, musicians, filmmakers and artists

Digitized Local History and Archives: Preserve Hamilton's heritage through the Internet Archive Program

Expansion of non-traditional items to borrow: Provide access to birding kits, carbon dioxide monitors, engineering kits and more



COLLECTIONS
Physical and Digital

Expanding Programs for All Ages and Interests

PROGRAMS
Learning Together

Children: Programs such as Storytime and Get Ready for Kindergarten promote early literacy and creative thinking

Teens: Opportunities such as Teen Review Crew and Volunteer Tutoring offer skill-building and community involvement

Adults: Cultural programs such as author talks, music events and art exhibits enhance community cultural life

Older Adults: Health and wellness programs and hobbies-based programs create opportunities to connect, share hobbies and enjoy recreational activities

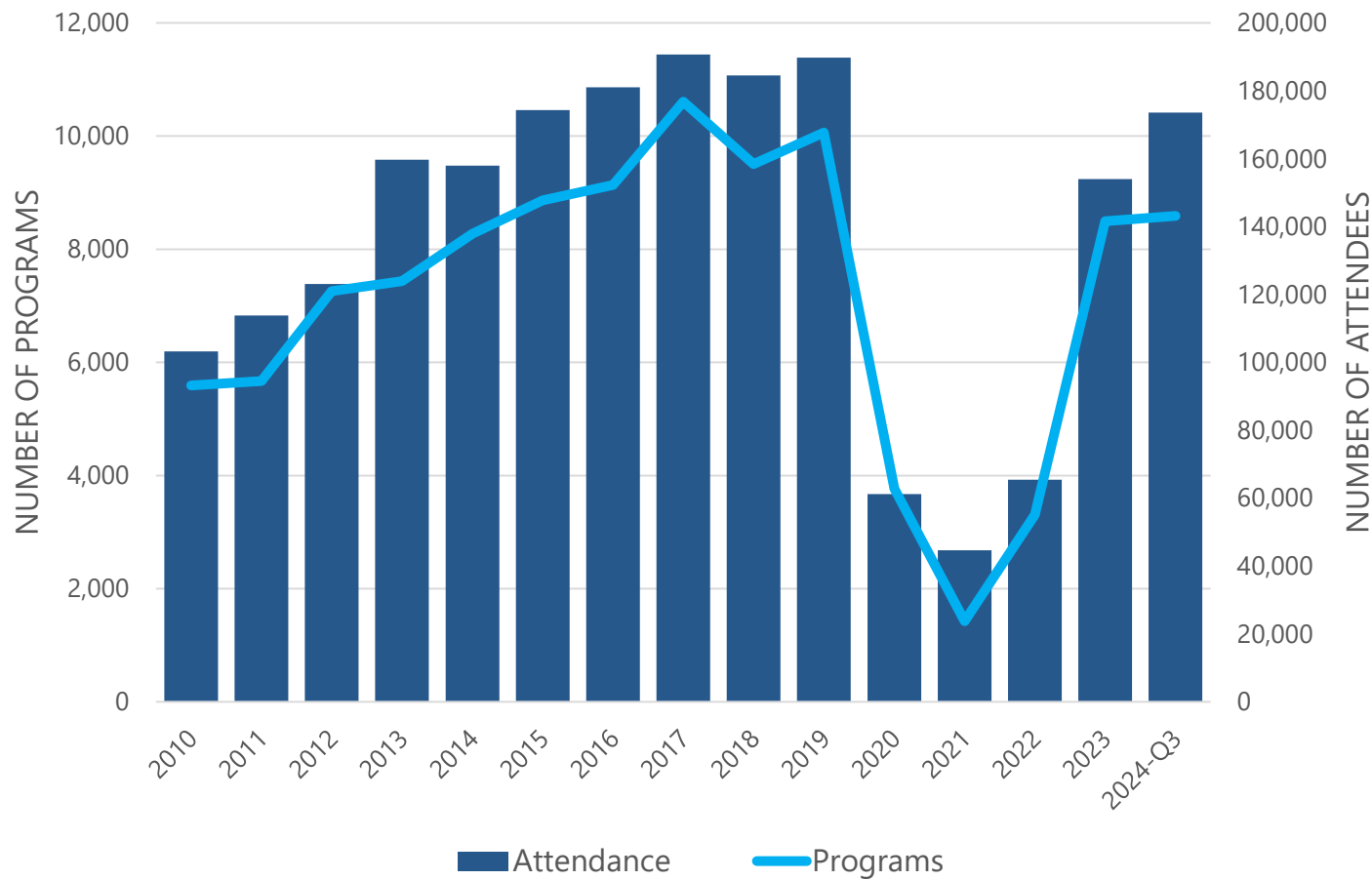
Makerspace and Tech Programs: Programs featuring 3D printing, coding and video game design encourage creativity and innovation



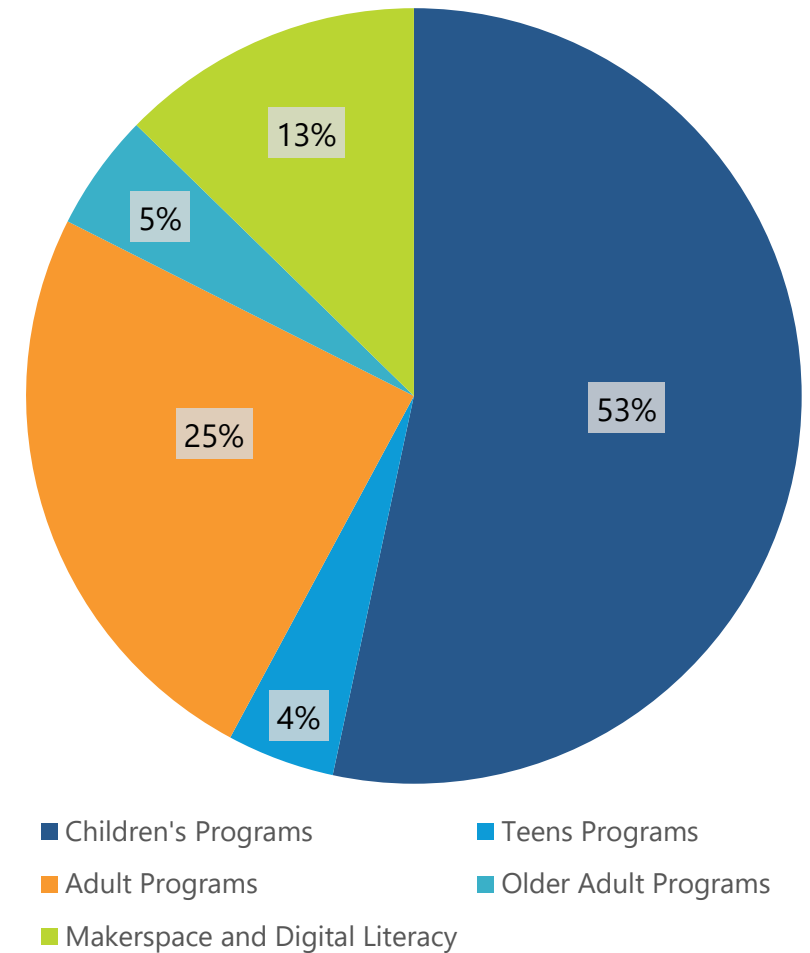
Expanding Programs for All Ages and Interests

PROGRAMS
Learning Together

Programs and Attendance



Types of Programs 2024



“We're so grateful for the amazing resources and programming that the library provides, so thank you for all that you do!”

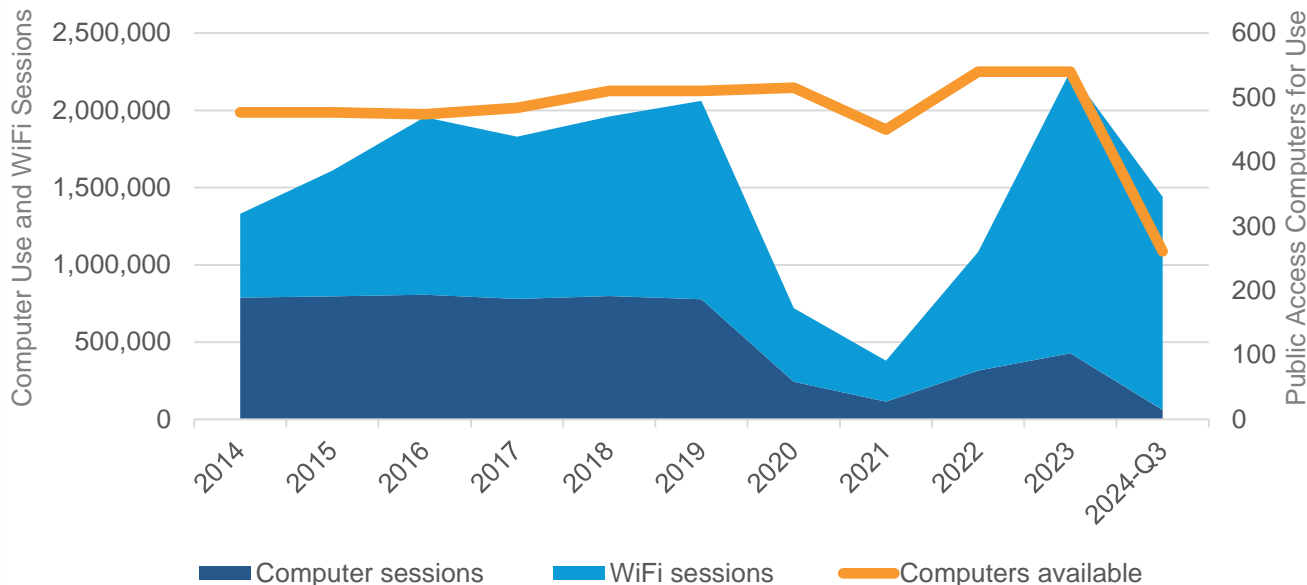
– Maggie (Max's mom), Locke Branch

Bridging the Digital Divide with Tech Access

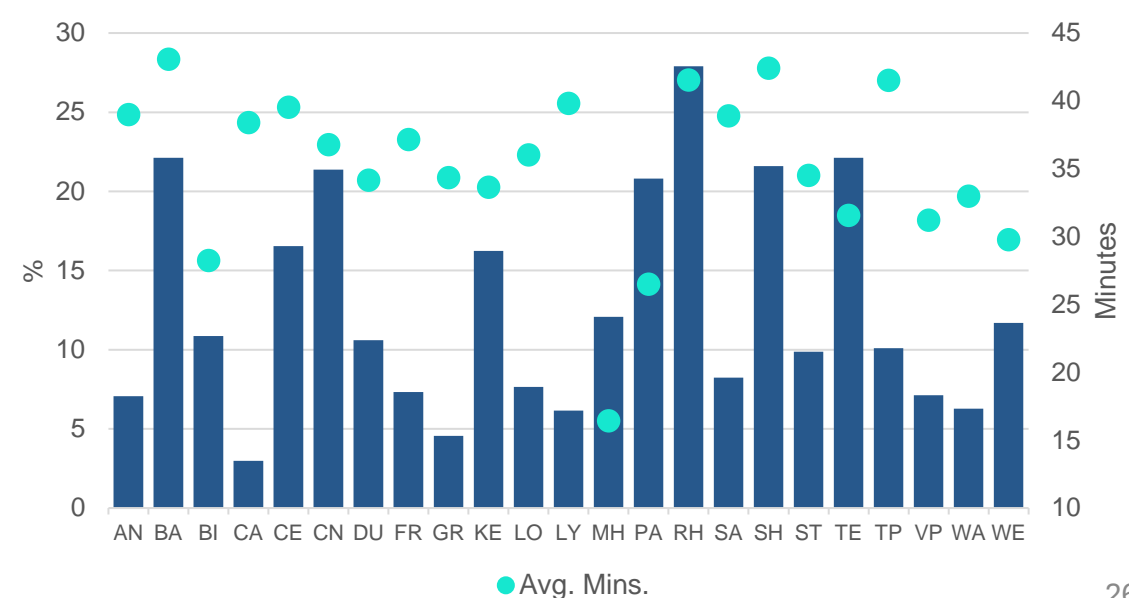


- Many users rely on critical services such as access to computer technology, Wi-Fi and printing
- HPL has been on a decades-long journey to ensure individuals with limited resources are not left behind in the digital age
- **Increasing pressure on libraries** – Governments and other entities have moved services online without addressing the gaps in technology access or the skills required to navigate it
- It costs our City and community if residents don't receive benefits from higher levels of government

Digital Technology



Computer Sessions as Proportion of Visitors





"I'm really tickled. I can't believe from writing the poem in my room to [seeing it] here today was unreal. It really is great.

Thank you for all your work!"
— Author A. K. Riley

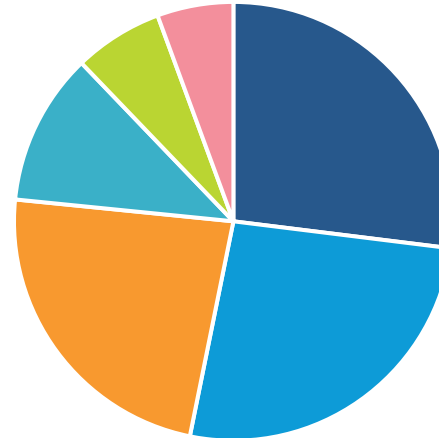
HPL helped turn the local illustrated storybook into an in-person interactive family activity for Winterfest 2024.

Investing in Technology

HPL Information Technology (IT) systems' security and reliability are vital to our continued ability to provide residents access to technology and enabling reliable library service.



\$1.5M in Capital Funding
To support our mandated separation from City IT systems



\$680k in HPL's Operating Budget:

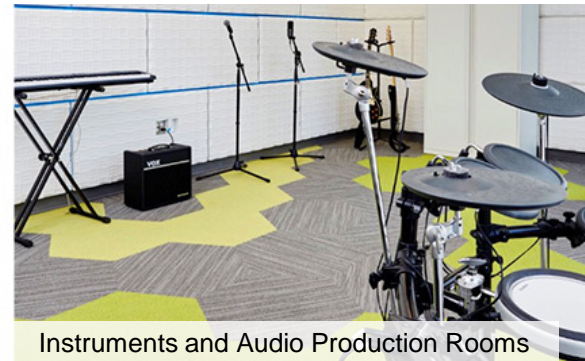
- Self-Check Upgrade - \$144K
- Network Security - Firewalls - \$140K
- Website Upgrade - \$125K
- Makerspace Upgrade - \$60K
- Sorter Upgrade - \$35K
- Circulation Software Upgrade - \$30K



Public Computers with Internet Access



Spaces for Creative Collaboration



Instruments and Audio Production Rooms



Access to Modern Technology

Innovative and Sustainable Facility Renewal



HPL includes facilities across urban, suburban and rural communities of Hamilton.

Hamilton Public Library is dedicated to sustainable facility renewal, focusing on energy-efficient designs, eco-friendly materials, and green practices to minimize environmental impact and promote a sustainable future.

Recent projects demonstrate environmental leadership:



Parkdale Branch

Achieved Passive House Canada Building Certification



Parkdale Branch



Valley Park Branch

Achieved Leadership in Energy and Environmental Design (LEED) Gold Certification

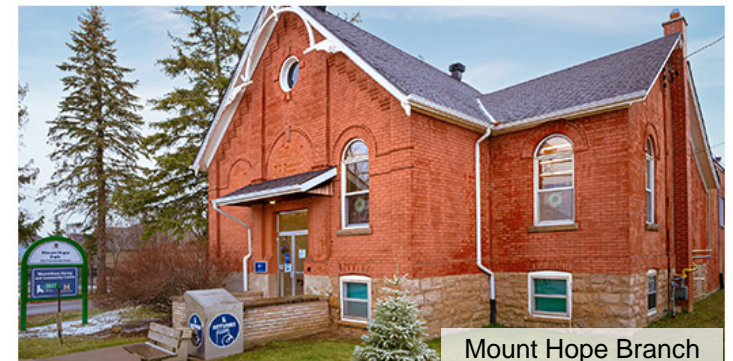


Valley Park Branch



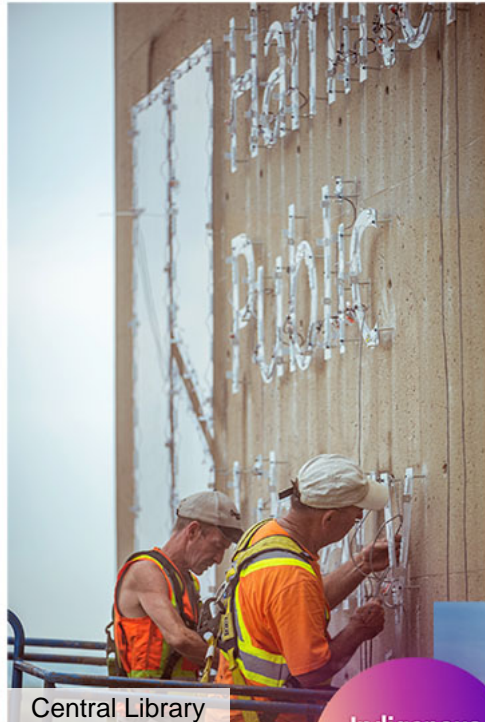
Mount Hope Branch

Together with the City, HPL applied for Green and Inclusive Community Buildings Program (GICB) Grant to achieve Net Zero



Mount Hope Branch

Innovative and Sustainable Facility Renewal



Central Library



Concession Branch



Waterdown Branch



Discovery Centre Study



Mount Hope Renovation: Design Underway

Ward 14: Site and Programming Review Initiated

Waterdown Branch: Façade Waterproofing

Terryberry Branch: Workroom Refresh

Red Hill Branch: Info Desk Refresh

Central Library: New Exterior Signage

Concession Branch: Makerspace Upgrade

Sherwood Branch: Programming Space Refresh, Computer Lab Refresh and Study Room Build-out

Discovery Centre Study: Design and Development Study for Future Multi-role Facility

Thank You

- Council for your ongoing support; it enables us to provide Library services that make our community proud.
- Library Board Councillors Nann, McMeekin and Kroetsch.
- City Staff for their assistance during this challenging year.
- Staff for their work.
- The 183,000+ Hamilton residents who are active Library Members.

HPL's 2023-2026 Library Board



Bad libraries build collections, good libraries build services, great libraries build communities.

—R. David Lankes, Scholar and Author of *The Atlas of New Librarianship*