

Date: February 16, 2022
To: Chair and Members of the Library Board
From: Paul Takala, Chief Librarian/CEO
Subject: **Final Report on 2021 Goals**

INTRODUCTION

In December 2020 the Library Board approved our [Multi-Year Business Plan & Goals for 2021](#). As part of the annual goal setting process, staff prepare a mid-year progress report and a final report.

2021 has been a year of progress on the pandemic with the expanding availability of effective vaccines against COVID-19 and a year where new variants emerged disrupting reopening plans. It has been a very challenging time for many people personally and I want to thank the staff of HPL for their resilience and ability to adapt to changing circumstances. HPL has made a difference by making it a top priority to support the public health response and providing as much Library service as we safely can.

NEW STRATEGIC PLAN – TO SUPPORT THE RECOVERY

In 2018 the Library Board adopted its current [Strategic Plan](#). That plan was built on the success of previous plans. During the pandemic, HPL has had to rapidly adapt its service model to current circumstances. In 2021 we commenced the development of our next plan, which will focus on increasing HPL's relevance and positive impact in the years ahead. In March 2021 the Library Board approved the [Strategic Plan Timelines and Process](#). That report advised us that because we are still in a pandemic, we would need to be flexible in terms of timelines. Work on the plan commenced in Q4 of 2021 and is now progressing.

RESPONDING TO THE COVID-19 PANDEMIC

Since March 2020, HPL has focused its organizational assets to position the Library as a constructive force during the public health emergency by helping individuals and the community get through this crisis successfully. In Q1, when many Libraries closed, HPL remained open to provide residents with critical digital access to support completing their taxes and critical tasks.

- In March, 63 Library staff were seconded to the City to support the community vaccination effort. Staff returned to HPL over the summer and enabled the expansion of Library service hours. In Q4, 20 HPL staff were again seconded to support the vaccination effort.
- Between September and December HPL hosted 89 pop-up vaccination sites at multiple branches that administered 5,522 doses. These were hosted in partnership with public health and we worked closely with partners of the Hamilton Immigration Partnership Council (HIPC) to host vaccination sites at Barton branch.
- HPL was approached by the City Emergency Operations Centre (EOC) to see if we could help residents get their vaccination proof printed. We embraced this request and purchased lamination machines for all locations. Between October and December staff

laminated a total of 56,968 proofs of vaccination. Many residents have commented on how great this service has been, including many who are not regular users of HPL.

OPERATING BUDGET

We will continue to ensure operating funds are used effectively to maximize our impact and relevance to the community. The 2021 Operating Budget was submitted and approved at 1.5%, which was below Council direction. We had another larger than normal surplus in 2021 as pandemic service restrictions continue and staff secondments to help with the vaccine distribution continue – both of which are resulting in lower than usual staffing-related expenses. The 2022 operating budget was submitted meeting the 2% Council direction. HPL continues to strive to expand our impact by using existing resources and work within budget direction.

REVENUE DIVERSIFICATION

We will continue providing the Board with an annual report that highlights alternative sources of funding we received in the previous year. This will include fees, donations and special grant funding. We will continue to focus on ways we can supplement our funding consistent with our vision and values as an organization. In 2021 we received a private donation that was allocated by the Library Board to support the free Presto pass program for children. That donation is being supplemented by a donation from the Hamilton Community Foundation. The Library Board approved a new Service Hours plan that once in place will create a strong foundation for HPL's role in contributing to the economic recovery of residents and the City and helping create a more inclusive prosperity. In 2021 we continued to work with the broader Canadian library community and allies to advocate for a fairer and more sustainable funding system in Canada and Ontario for municipalities like the City of Hamilton.

METRICS AND BUSINESS INTELLIGENCE

HPL's robust metrics reporting system continues to inform the Library's decision making. In 2020 as HPL began its phased reopening, it shifted to a weekly dashboard from a monthly. This has helped HPL management confirm effective resource deployment and is looking at patterns of usage on a frequent basis. The weekly dashboard has been monitored closely to ensure we are not exceeding capacity rules and branch operations are adequately resourced.

In 2020 HPL rapidly shifted to a cloud-based customer support system called FreshDesk to provide support for AskHPL. With new visibility, AskHPL Information Services allowed us to better understand, plan and improve the service. In 2021 work Microsoft Business Intelligence was implemented by the Finance team to clearly track attendance and library usage.

FACILITY RENEWAL

In early 2019 the 5th version of the *Facilities Master Plan*ⁱ was approved by the Library Board. HPL has made great progress at bringing all facilities up to current library and accessibility standards. We will continue to incorporate future capital maintenance costs into our Facilities Master Plan and long-term planning.

Carlisle - We appreciate the generous donation of the TD Bank building in Carlisle. In 2020 a capital budget was approved by the Board and designs for the renovation were completed. Construction has commenced at Carlisle and with an anticipated completion in Spring/Summer

2022. Some additions to project scope have been included in the final design including a new roof and enhanced landscaping.

Greenville - Construction was completed on Greenville in 2021 with the new branch opening on September 9.

Mount Hope - In September 2019 the Library Board approved use of \$75,000 from Library Reserves to undertake a feasibility study for a new or renovated branch that would address accessibility issues and provide for long-term sustainability at that location. The original plan was to undertake the feasibility study in conjunction with the City. We continue to work on advancing the feasibility study but the pandemic has slowed that process.

Parkdale – The new branch was opened on July 13. The partnership with Indwell has enabled HPL to offer service in the Parkdale neighbourhood while avoiding a large capital cost. In 2020, capital budget funding of \$250,000 was approved and 50% of the operating budget enhancement was also approved (\$145,000) with the remaining 50% (\$144,000) identified as an operating budget enhancement in 2021 and was approved.

Valley Park – The Valley Park public art mural callout process was completed in 2021. Construction of the facility is proceeding well. We are anticipating construction to be completed in Q1 of 2022, with an opening of the new facility in spring of 2022. This major project includes a new 11,500 sq. ft. library and renovations to City Recreation space. In the interim, we continue operating out of a nearby temporary location at 1050 Paramount Dr while construction takes place. We would like to thank the Heritage Green Community Trust for their generous contribution of \$1.25 million to the project that has allowed us to incorporate two (2) 1,500 sq. ft. community rooms that can be combined together into one large space.

LIBRARY SERVICE HOURS

HPL has strived to provide as much service as we safely can during the pandemic. 2021 has seen numerous pandemic restrictions and staff secondments to public health that have impacted our service delivery. The following tables shows the major developments in service hours.

START OF 2021

| Location | | M | T | W | T | F | S |
|----------------|--------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Group 1 | | 10 am – 6 pm | 10 am – 6 pm | 10 am – 6 pm | 10 am – 6 pm | 10 am – 6 pm | 10 am – 5 pm |
| Central | Red Hill | | | | | | |
| Barton | Sherwood | | | | | | |
| Concession | Terryberry | | | | | | |
| Dundas | Turner | | | | | | |
| Kenilworth | Park | | | | | | |
| | Waterdown | | | | | | |
| Group 2 | | 10 am – 6 pm | 10 am – 6 pm | 10 am – 6 pm | 10 am – 6 pm | 10 am – 6 pm | 10 am – 5 pm |
| Ancaster | Stoney Creek | | | | | | |
| Binbrook | Valley Park | | | | | | |
| Locke | Westdale | | | | | | |
| Saltfleet | | | | | | | |

| | | | | | | | |
|----------------|-------------|---|-----------------|-----------------|-----------------|-----------------|-----------------|
| Group 3 | | - | 10 am – 6 pm | 10 am – 6 pm | 10 am – 6 pm | 10 am – 6 pm | 10 am – 5 pm |
| Bookmobile | Greensville | | | | | | |
| Carlisle | Lynden | | | | | | |
| Freelton | Mount Hope | | | | | | |

MARCH 16 THROUGH JUNE

The decision to support Public Health by facilitating 63 staff to be seconded to support the vaccination effort lead to a decrease in service hours from the March to June period. That decision was followed by a provincial stay-at-home-order that limited our ability to provide service.

| Location | T | W | T | F | S |
|---------------|-----------|-----------|-----------|-----------|-----------|
| All Locations | 1pm – 6pm | 1pm – 6pm | 1pm – 6pm | 1pm – 6pm | 1pm – 5pm |

STARTING JULY 6

| Location | T | W | T | F | S |
|---------------|------------|-------------|------------|------------|------------|
| All Locations | 10am – 6pm | 10am – 6 pm | 10am – 6pm | 10am– 6 pm | 10am – 5pm |

STARTING SEPTEMBER 20

| Location | Hours |
|--|---|
| Large Locations - AN, CE, DU, FD, RH, TE, TP, WA | T-T 9am – 7pm, F 9am – 6pm, S 9am – 5pm |
| Priority Locations - BA, CN, PA | T-T 9am – 7pm, F 9am – 6pm, S 9am – 5pm |
| Medium Locations BI, KE, SA, SH, WE | Accommodate maskless 9-10am T-F 10am – 6pm, S 10am – 5pm |
| Small Locations - LO, ST, VP | T-F 10am – 6pm, S 10am – 5pm |
| Rural and Extended Access - CA, MH, FR, GR, LY | T–F 1pm – 6pm, S 1pm – 5pm |

STARTING OCTOBER 4

| Location | Hours |
|--|--|
| Large Locations - AN, CE, DU, FD, RH, TE, TP, WA | M-T 9am – 7pm, F 9am – 6pm, S 9am – 5pm |
| Priority Locations - BA, CN, PA | M-T 9am – 7pm, F 9am – 6pm, S 9am – 5pm |
| Medium Locations BI, KE, SA, SH, WE | M-T 10am – 7pm, F 10am – 6pm, S 10am – 5pm |
| Small Locations - LO, ST, VP | T-F 10am – 6pm, S 10am – 5pm |
| Extended Access (EA) Locations - FR, GR, LY | T–F 10am – 6pm, S 1pm – 5p, |
| Rural Locations - CA, MH, | T–F 1pm – 6pm, S 1pm – 5pm |

EXPANDING ACCESS TO QUALITY LIBRARY COLLECTIONS, RESOURCES AND PROGRAMS

Community Collections via Extension Services - Working with Detention Center staff and our print vendor Whitehots the library has arranged a new paperback library collection at Barton Detention Center. The collection includes both new and popular fiction and nonfiction collections.

Borrow by Mail - The library is working on a pilot for senior members to be able to access holds through the postal service. Over 500 Members received mail outs promoting the service. Over 160 checkouts are a direct result of the new borrow by mail program.

eContent Updates - Over 3000 magazines are now available for library members online and via the OverDrive Libby App. Unlimited magazine loans are available as they do not count as part of the 20 ebook/eaudio loans on OverDrive. Digital loans from any HPL platform are in addition to the 50 physical loan limit of materials accessed at locations. Magazines are loaded on average 2-3 weeks prior to their shelf date.

Internet Archives: Open Library - Working with the Internet Archives (IA) the library has launched its Open Library collection. Future projects include providing access to a low vision collection and growing our archival content on IA. HPL has donated approximately 650 books, on British and American theatre of the 18th, 19th, and early 20th centuries, to the Internet Archive for digitization, preservation and controlled digital lending via the Open Library. The collection contains histories of theatrical development, histories of particular types of theatre such as vaudeville and burlesque, play-scripts from the 18th, 19th and early 20th centuries, theatre criticism, and biographies of thespians and others connected with the stage, and books on the technical aspects of theatrical production.

Local History and Archives (LHA) - In preparation for the move of the CHCH studios from downtown Hamilton to its new home in Flamborough, HPL has acquired additional historical broadcast tapes. The addition of this material to the existing CHCH archive in LH&A ensures that the materials are preserved and accessible for years to come. HPL continues to work in collaboration with CHCH to digitize historical local news and sports footage, making it available to HPL customers at no charge for research, private study and education.

Learning at HPL - To help educators and parents HPL has launched a Learning at Home page bringing together online resources in one spot. Resources include [monthly literacy calendars](#) and [SRC literacy booklets](#).

Discover at Home - We provide offline options for learners of all ages and educators to use in the classroom and at home. Resources like activities, practice tests and flashcards are highlighted virtually in class visits and online on school holidays.

Reading Programs - The library continued to celebrate readers, reading and writing this year in many ways. We continue to host a Writer-In-Residence in partnership with McMaster and celebrate writers with the Power of the Pen and Short Works Prizes. Annual reading program celebrations virtually will include Summer Reading Club, Hamilton Reads and Telling Tales festivals. We are planning a breadth of poetry and reading programs for this summer and Fall.

Digital Literacy - Navigating the digital landscape is even more important as people's lives moved online during the pandemic. The library has launched several technology certificates and learning opportunities including: Cisco Learning Academy, TEDx and coding workshops which will continue to develop into 2022.

Google IT Support Certificate Scholarship - Working with Google, HPL provides free continuing education opportunities to 100 Hamiltonians, over two years, to obtain an IT support certificate to prepare them for an entry level technology career.

Npower – HPL partnered with Npower Canada to provide free in-demand digital and professional skills training and connections to career opportunities with some of Canada's largest employers. Through consultation with a wide range of employers, NPower Canada's comprehensive curriculum ensures participants are equipped with skills most sought after by industry. [NPower Canada](#) is a charitable organization that launches young adults into meaningful and sustainable careers.

Computers for Success Canada - Eight minority centred internship positions were made possible through a Government of Canada grant managed by Computers for Success Canada. The internship will provide youth graduates of the Google IT support certificate the opportunity to apply their acquired experience.

Augmented Reality Program - The library partnered with Hamilton Museums and Hamilton Parks and Recreation on an Augmented Reality (AR) program in recognition of Hamilton 175. Working with community member Wayne MacPhail, the partners launched this initiative early summer through September 2021. The project offered an introduction to what's possible. Through AR technology users experience a virtual tour of historical places that they might otherwise not have the opportunity to experience. AR technology allows users to use digital devices to experience a layered, computer-generated enhancement to their real-world perception. It blends digital components into the real world as a user becomes immersed in a new view of reality. The project is designed to engage the community through urban exploration, historical research, and celebrate the City's 175-year anniversary by using AR technology to bring past buildings and artifacts to life in the present day. This will launch HPL's AR program and the next level of community engagement at [ExperienceCommons](#).

City School by Mohawk - HPL continues to grow its partnership with Mohawk College to offer a wider selection of free college credit programs. City School was delivering programs at Hamilton Central Library and Red Hill Branch but has moved to virtual programming in 2020. For 2021, the library and City School will continue to provide other wrap around services to students such as device and internet access, in-person help with technology and basic technology training to assist students making a smooth transition to online learning. HPL is also participating on the Stewardship Committee for City School Challenge 2025 initiative. The initiative is building demand-driven workforce development in Hamilton. It aims to bridge the gap between employers' needs and people's education to support access to meaningful employment, reduce poverty, and enhance opportunity. The committee champions the initiative to build momentum and advance collective priorities as well as recruiting people and ideas for insights and collaboration.

Red Book- AIRS Resource Database Innovation Award - In May Red Book won the Alliance of Information and Referral Systems (AIRS) Resource Database Innovation Award. This award is in recognition for our newly redesigned Red Book Community Information website <https://redbook.hpl.ca/>. Red Book is filled with social service and organizational contacts for Hamilton residents and professionals.

Researcher in Residence - Kaitlin Wynia Baluk joined HPL as a Researcher-in-Residence. This position is a joint initiative between HPL and McMaster University that is rooted in the idea that public libraries and universities have much to gain in partnering. Kaitlin has recently received her PhD in Health and Society from McMaster's Faculty of Social Science. Over the course of the next year, Kaitlin will be seeking to both understand the research questions and needs of public libraries, how universities can help answer these questions and address these needs, and likewise, to help facilitate partnerships with McMaster.

George Geczy- Order of Hamilton Award - George Geczy received the Order of Hamilton Award as recognition for his contribution to the Hamilton Public Library. George was board member for 18 years from 2001-2019. An [article](#) in the Bay Observer highlighted George and his wonderful work.

Kathryn Deiter- Kim Brooks Memorial Lifelong Learning Award - Kathryn Deiter received the Kim Brooks Memorial Lifelong Learning Award at the Leaders in Literacy Awards for her consistent advocacy for lifelong learning, both within her former role at Hamilton Public Library (HPL) and as a part of her larger community. At HPL, she founded the Learning Institute, a portal for HPL staff that includes a plethora of learning opportunities related to working in our organization.

Indwell and Parkdale - HPL joined a virtual ribbon cutting for the new Indwell project where our Parkdale Branch is located on May 6th. HPL staff added approximately 2000 adult and 850 children's items to the freshly installed shelves at Parkdale. Over half the materials for Parkdale were new items.

New York Times Ads- Partnership with Kitchener Public Library - HPL partnered with the Kitchener Public Library on a series of ads in the New York Times. Ads for eBooks, eAudio Books, Learning, Newspapers & Magazines, and Movies ran weekly from April 3, 2021 to May 1, 2021.

Reciprocal Borrow Agreements - We are excited to have Burlington, Mississauga, Ottawa, and London Public Libraries join our Reciprocal Lending Agreement through Overdrive. HPL Members have enjoyed additional access to eBooks and eAudio from our partner libraries and have checked out close to 40,000 titles in the last 12 months.

EXPANDING OUR REACH AND REDUCING BARRIERS

Virtual Branch - HPL's virtual branch continues to be updated with new content daily. Members have access to newspapers and magazines from around the world in various languages. Movies, eBook and eAudio content as well as research databases to support learning and pleasure reading, watching and listening for all ages. Content is accessible both online and for download. The virtual branch now also offers a chat service for members during

the library's open hours. Members can connect directly with a team member who can help access the services, collections, provide research support and with community connections.

Fine Free - The library transitioned from a fines and fees model to a pay it forward model for youth and adults in April. The library will continue to explore ways to continue to remove barriers for members to access services and collections at the library.

Library Membership Growth - Staff will continue to look for ways to ensure that we are able to increase the number of residents that benefit from our services. Currently we have over 138,000 active members (people who have a library card and have used the library in the last 2 years). That represents 24% of the City's population. Our goal is to reach 35% by 2025. One area of emphasis is ensuring students have active cards and are using HPL to advance their studies.

Lending Devices and Data - Access to the internet and basic technology represents a challenge to many people and families especially as more services and learning moves online. Working with partners such as City School by Mohawk, Boys and Girls Club and other local organizations, the library will ensure that these devices and services reach the most people in need. Initially, HPL acquired 30 iPads with data plans and is making them available to members to borrow for 28 days through partners or branch recommendations. Eight devices have already been checked out to students to enable them to virtually participate in Mohawk City School online courses. Remaining devices are available for loan to members who would be identified by branches to benefit from such a service or accommodation. HPL acquired 70 additional iPads in May. The iPads will be available for loan to any members as part of HPL collections for a short-term loan that can be renewed up to three times. The addition of this service is intended to assist individuals who need internet access for longer than the limited times available at the branch to assist in reducing barriers to access to technology.

Wi-Fi Improvements - HPL reviewed existing HPL Wi-Fi coverage and quality of the service to improve the service and add new features like simplified signon, new items arrival, hold item notification, COVID 6 feet distancing alert, etc. The library completed a few pilot initiatives to test numerous Wi-Fi solutions to improve free internet access and provide quality Wi-Fi service to Hamilton residents in and around HPL branches. The library is also working in collaboration with the City of Hamilton's Chief Digital Officer to investigate cellular solutions to increase the external Wi-Fi coverage range while exploring broader connectivity opportunities. In May HPL was successful in obtaining a \$50,000 grant from the Healthy Communities Grant Fund to cover a significant portion of the outdoor WiFi device purchase and installation.

Public Computers - The library is upgrading all public computers, including monitors, privacy screens and updated Windows 10 and office software. With half the public computer inventory in use due to physical distancing, it provides an opportunity for the library to stagger the replacement over a few years starting with 200 new devices and the rest of the 400+ devices in 2023.

ADVANCING COMMUNITY PRIORITIES THROUGH PARTNERSHIPS

The Hamilton Public Library Working with Us Policy articulates three (3) core reasons we engage in partnerships;

1. Extend and enhance HPL services and program goals in sustainable ways.
2. Support the city and broad-based initiatives that advance our economic, social and cultural richness.
3. Enhance coordination and reduce overlap in effort between agencies

HPL has a long history of successful partnerships. We are looking to work with others to support educational success, personal wellbeing and economic prosperity. With such great need and serious financial challenges facing governments at all levels, HPL wants to work with other organizations that are focused on working together to make meaningful impacts. A key part of our strategy is our work on the **Red Book Hamilton**ⁱⁱ. The site includes comprehensive and up-to-date governmental and non-governmental information about services and supports available to Hamilton residents. To further the impact of this work, HPL is making the data in the Red Book available for free to support things like specialized resource lists for target groups.

The *Our Future Hamilton (OFH)*ⁱⁱⁱ initiative articulated a positive long-term community vision for our City. The six (6) core themes identified in that vision resonate with HPL's vision and program. In the last several years HPL has participated in OFH events. HPL looks forward to advancing this initiative post pandemic.

ADVANCING CULTURE AND INCLUSION

Urban Indigenous Strategy - We look forward to continued work with UIS as we work towards the Calls to Action in both the UIS and Truth and Reconciliation. The library has initiated work on a 5-year work plan with UIS. As a response to Truth and Reconciliation's Calls to Action, HPL has continued to implement Indigenous Subject Headings in the catalogue. A next step in this initiative has been to label new Indigenous language materials being added to the collection.

Civic Museums - In addition to working with the Museum teams at the City on the Library Card partnership, the library continues to work with a group of citizens who support the city as they plan for the future of the City's Culture and Tourism Division regarding a City of Hamilton Museum as directed by City Council.

CityLAB - HPL is collaborating with Hamilton-area post-secondary faculty and students on a CityLAB initiative to consider how to engage members who choose or do not have access to programs online. HPL worked with Mohawk Students through CityLab on engaging the community on HPL WiFi access where business analysis students provided a report on WiFi.

Mohawk College's Challenge 2025 - As a member of the Stewardship Committee, HPL is collaborating with other leader Hamilton organizations to support Challenge 2025 plans. This is an ambitious five-year workforce-recovery initiative that commits intensified Mohawk College resources to address the ongoing and interconnected issues of poverty, social exclusion, under-education, labour shortages, unemployment and underemployment in the Greater Hamilton Area and across the country.

McMaster University and McMaster Library - HPL partners with McMaster in multiple ways, including in the annual Writer in Residence and recently added Researcher in Residence. HPL is a key partner in two national research initiatives led by McMaster Researchers, one explores the effectiveness of digital literacy programs and services in the public library and the other is exploring strategies to keep seniors socially engaged and developing.

Community Research Platform - In collaboration with the Faculty of Social Sciences at McMaster University, HPL is developing a conceptual community research platform to support current and future Community-Based Participatory Research initiatives. The platform will formalize the partnership and support these initiatives, providing McMaster faculty and researchers with access to the community via the Library; in turn, the Library benefits from the scholarship to inform decision-making about our programs and services and to contribute to demonstrating the Library's social impact.

Junior Librarian in Residence - We welcomed our new (first!) Junior Librarian in Residence, Ainara, a local Grade 6 student and book enthusiast with a passion for promoting stories by BIPOC authors and featuring BIPOC characters. Her residency will run from January through December 2021, in which time she'll be working on several activities including developing book lists, taking over HPL's social media for a day, and co-hosting a program. We hope to have this as a recurring position for K-8 students in our community.

SETTING UP OUR STAFF FOR SUCCESS

Serving communities that are facing rapid change requires that we develop responsive staff training. Our committed staff will be equipped to meet this challenge because we will continue to create adaptable training to meet theirs and the community's needs.

As we continue to respond to meet the needs of the "new normal" our staff development will have to respond. HPL will continue to employ new technology and process improvements to meet community needs and increase our internal capacity without expanding our overall staffing complement.

Gender Identity and Expression Protocol Training City of Hamilton - We are hoping to have half of the system trained by the end of 2021 (excluding library pages who will be participating in this training in 2022).

Workplace Mental Health Leadership Certificate - HPL is certifying managers and coordinators with the goal to have all staff at those job levels certified by the end of 2022.

Emotional Labour Staff Survey – In Q3 and Q4 of 2021 HPL worked with several neighbouring libraries and a researcher at McMaster University, Dr. Diana Singh the Executive Director of The Initiative for Advanced Research on Mental Health and Society (ARMS) to conduct a survey of Library staff on emotional resilience. The report will be issued in early 2022, along with training for staff.

APPENDIX I – HPL REOPENING PRINCIPLES

The onset of the public health emergency in March 2020 has resulted in an organization wide effort to ensure that HPL responds effectively to support residents and public health. HPL took the City of Hamilton reopening principles and adapted them for our context.

HPL REOPENS - PRINCIPLES

During the spring the Library Board approved HPL's phased reopening plan that was closely shaped after the City of Hamilton's plan but carefully adapted to apply to HPL's context . The framework is guided by the following principles:

1. PROTECTION OF PUBLIC HEALTH

The health of residents and HPL staff continues to be our highest priority. We will ensure our spaces support safe physical distancing from others and follow all legislative requirements and public health and occupational safety best practices when reopening Library facilities and restarting programs and services.

2. UNIVERSAL DESIGN AND FOCUS ON THE VULNERABLE SECTOR

The principles of *Universal Design*^{iv} will inform our approach to ensure our services are provided as barrier free as possible. We will prioritize providing access to technology and learning supports to those most in need.

3. MAINTENANCE OF HPL FACILITIES AND ASSETS

We will consider which facilities and assets require maintenance or other actions to support Library business and operations.

4. COMMUNITY PRIORITIES AND PARTNERSHIPS

We will prioritize the services most valued and needed by the community. We will work with trusted partners to ensure our services complement their efforts. We will strive to provide informed referrals to those seeking information or assistance.

5. ECONOMIC RECOVERY

We will prioritize Library services and activities that contribute to the economic recovery of the City and the community. We will focus on supporting small businesses, job seekers and community members seeking information about supports and services available for them to help with their recovery. We will provide free online learning opportunities and supports (including technical support) to advance educational and skills advancement.

6. HEALTH, WELL-BEING AND PRODUCTIVITY

We will consider the health, well-being and productivity of employees when determining the most suitable location for them to do their best work. Through all reopening stages, staff will work remotely, when possible, to support Hamilton residents. We will use specialized teams to maximize productivity and minimize staff exposure to other HPL staff members as we rapidly adapt our service model in response to COVID-19.

7. LEGAL OR REGULATORY REQUIREMENTS

We will consider whether a municipal service or activity supports a legal or regulatory obligation of HPL or the City.

8. RESOURCE AVAILABILITY

We will consider the availability of resources such as staff, physical and financial resources, Personal Protective Equipment and more when making decisions. We assume a tight funding environment for 2020 and 2021 and beyond. Except for non-levy funding, any emergency expenditures we incur in response to COVID-19 will need to be self-funded by savings we accrue through service restrictions. Any loss in fee revenue will need to be offset by cost savings.

ⁱ <https://www.hpl.ca/sites/default/files/19-01-FMP.pdf>

ⁱⁱ <https://redbook.hpl.ca/redbook>

ⁱⁱⁱ <https://www.hamilton.ca/city-initiatives/priority-projects/our-future-hamilton-community-vision>

^{iv} Universal Design - https://en.wikipedia.org/wiki/Universal_design