

New Communities, New Horizons

Ajax Public Library Master Plan 2011 - 2026

Ajax Public Library Board

*Libraries in Transition, A.F. Church & Associates, Stan Squires and Associates
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Executive Summary

E.1 Process

In response to anticipated rapid community growth, the Ajax Public Library Board requested the services of a consultant to create a fifteen-year *Library Master Plan* that will assist in directing the Library's long range planning decisions, to complement the Town's strategic directions and to meet the information needs of its citizens.

Libraries in Transition, working in association with A.F. Church & Associates, Stan Squires and Associates, and Monteith Brown Planning Consultants, was tasked with researching, developing, designing and producing a fiscally responsible *Master Plan* to address staffing, services, technology, and facility needs for the Ajax Public Library. More specifically, the *Master Plan* will include:

- a clear understanding of current and future library needs;
- a view of the developmental requirements to meet the needs and future growth of the community;
- a vision of future library services and facilities for the next 15 years, tied to the Town of Ajax's Corporate Strategic Plan and Community Visions; and,
- a pragmatic and practical action plan for implementation.

The *Master Plan* involved extensive consultation with many representatives of this community, including the Mayor, Town Council, Town Advisory Committees and staff, the Library Board, Friends of the Library, Advisory committees and staff, stakeholders within the community representing multicultural groups, youth, older adults, social services agencies, the educational sector and the business sector. The Consulting Team attended focus groups and meetings, conducted interviews and workshops, and solicited information via e-mail, telephone calls, and print and online surveys.

The Consulting Team employed a number of devices to attract input from the public including Town Hall meetings, results from the recent Town-wide survey, a library customer survey and interviews.

Throughout the process, preliminary results of the findings were shared with the Project Team comprised of Town and Library staff members as well as the Library Board.

We are pleased to present "*New Communities, New Horizons: the Ajax Public Library Master Plan, 2011 to 2026*".

E.2 Key Issues Facing the Ajax Public Library

As a smaller library located in the midst of other smaller library systems, Ajax Public Library has been able to meet and provide for all of the information needs of its users over past decades. However, a number of factors indicate changes are required to ensure the Library successfully meets users' future information needs:

- rapidly growing and changing community profile;
- crowded facilities;
- slow adoption of new technologies;
- absence of marketing;
- challenges in staffing levels and training; and,
- a review of hours of public service.

Aligning their new directions with the strategic direction of the Town of Ajax will provide a cohesive, long-term, cross-community strategy for information delivery.

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E.3 Vision for the Ajax Public Library

The proposed Library Vision statement provides a road map for the future. The new Ajax Public Library reflects and supports the goals of the Town and the community within which it resides. It is a completely accessible, integrated and seamless community information service with several service points conveniently located throughout the Town. Through a combination of virtual services and physical spaces, multiple resources are accessible from home, the office or any location where the user may be.

The Library serves a 24/7 community with research collections access, training offered by staff, and recreational and informational pursuits including programs developed in partnership with many other community agencies. Local to global cultural and local history interests are highlighted through an onsite physical and virtual art gallery, book talks and book signings, musical performances and social receptions.

Quiet, contemplative areas are available at all physical locations and, where possible, outdoor reading gardens are adjacent to all locations and accessible for the community. All locations are comfortable, yet vibrant with colour, fully accessible, encouraging anyone to stay and enjoy.

Responding to their diverse information usage, youth enjoy a full array of library and community services and spaces including quiet individual and interactive work spaces, as well as gaming, music, recreational and informative products and services.

Newcomers recognize the Library as the community place to go for any information that helps them acclimatize to and integrate into the dynamic Ajax community.

Virtual services provide a wide range of community and global partnerships through the full range of social networking tools and services, more formal virtual conferencing, distance training and resourcing.

Library staff, possessing community development and customer service skill sets, offers services comfortably in a variety of ways, be it training for self-serve to one-on-one assistance, on site or through well established outreach networks. The Ajax Public Library is a hub in a dynamic regional library network that serves all regional residents and beyond.

E.4 Recommendations

The vision described here and throughout the *Master Plan* will be achieved by the implementation of recommendations relating to services, collections, operations, information technology, facilities, organizational structure and staffing. Following is a list of key recommendations presented in the *Master Plan*. All recommendations are contained within the body of the report.

E.4.1 Services and Collections

Recommendation 1

Redesign facilities, signage and publicity, based on a new marketing plan, to draw attention to existing and future collections and services directed at targeted communities, namely newcomers, older adults, youth and commuters.

Recommendation 2

Increase the number of services and programs offered to newcomers, by incorporating input gathered from both the Diversity and Community Engagement Advisory group as well as information from the new settlement workers now resident in the Ajax Public Library's "Newcomers' Corner".

Recommendation 3

Define and profile the interests of older adults in the Ajax community.

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Recommendation 4

Develop, in collaboration with the Recreation and Culture Department, the Friends of the Library and older adult organizations within the community, more direct involvement of the older adult population in its Library, facilities redesign, collections, services, and program development.

Recommendation 5

Develop, with the assistance of the Teen Advisory Council and in collaboration with the Culture and Recreation Department Youth Advisor, more direct youth involvement in its Library, facilities redesign, and program development.

Recommendation 6

Create ambassador volunteer groups for older adult services and newcomers, to advise in the development of collections and services and to provide a welcoming presence to the Library.

Recommendation 7

Increase the rate of weeding the collection at all locations, as a matter of priority.

Recommendation 8

Conduct a detailed study of collections and their management.

Recommendation 9

Develop and market library services to commuters, working in collaboration with other Durham Region Libraries.

Recommendation 10

Strive to adopt Optimal Opening hours, more in line with other community recreational facilities, and adjust current staffing levels to meet this plan.

E.4.2 Operational Review

Recommendation 11

Create a Marketing coordination function via the establishment of a Community Development, Marketing and Communication Coordinator at the Ajax Public Library, as a priority.

Recommendation 12

Develop a Library Intranet to improve communications.

Recommendation 13

Craft a Framework within which to capture key performance indicators (Canadian Urban Libraries Council indicators) and use the Level of Services Framework document to monitor workflow based on pre- assigned performance levels.

Recommendation 14

Incorporate more technologies such as self-serve checkout to improve circulation operations and ultimately Radio Frequency Identification (RFID) for collection inventory management purposes.

Recommendation 15

Redesign the circulation desk area and align it more closely to collection services' work areas; review the functionality of the tasks at the circulation desk, partly in anticipation of self-serve checkout functions.

Recommendation 16

Involve youth more proactively in the development and delivery of collections and services.

E.4.3 Information Technology

Recommendation 17

Upgrade the current Integrated Library System (ILS) from *Horizon* software to *Symphony* software.

EXECUTIVE SUMMARY

Recommendation 18

Conduct a needs assessment and undertake a tendering process to select a new Integrated Library System (ILS).

Recommendation 19

Implement the new Integrated Library System during the second five-year segment of the *Master Plan*.

Recommendation 20

Provide, from risk management and succession planning perspectives, robust staff backup for each of the ILS modules, to ensure depth of knowledge about the ILS.

Recommendation 21

Prepare and submit a business case for the Town on RFID (Radio Frequency Identification for inventory control), for inclusion in the capital budget, as soon as possible.

Recommendation 22

Select, within the earliest phase of the *Master Plan*, an RFID supplier and prepare a plan for implementation the following year.

Recommendation 23

Implement self-serve checkout at the Main Library and the McLean Branch within two years of selection of RFID vendor.

Recommendation 24

Incorporate self-serve materials circulation into any new branch facility at the planning stage.

Recommendation 25

Implement a regular replacement program for public computers.

Recommendation 26

Rationalize the balance between multi-purpose Internet and catalogue kiosks, such that there is a four to one ratio in favour of Internet kiosks.

Recommendation 27

Re-organize the location of the Internet kiosks, locating the majority of units in one area on each of the first and second floors at Main Library, excepting those serving children and teens.

Recommendation 28

Increase the number of public computing workstations, with the objective of moving to a standard of one workstation for every 2,000 population, over the lifetime of this *Master Plan*.

Recommendation 29

Review and remediate, as necessary, study spaces at the Main Library and at the McLean Branch for personal computing devices and Wi-Fi.

Recommendation 30

Review annually all subscriptions to electronic databases and services to ensure their cost benefit and use. Adjust subscriptions as required.

Recommendation 31

Provide value-added content on the website, including staff recommended external websites and electronic pathfinders that will enhance the user experience, with particular focus on Ajax-specific resources.

Recommendation 32

Provide additional training to staff in e-based resources to ensure that they have the knowledge and skills to integrate these resources into practice and to assist users with confidence.

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Recommendation 33

Provide orientation and training sessions for users on e-based resources, to maximize uptake and utilization. The training may occur in classroom or virtual settings.

Recommendation 34

Study future information technology (IT) capacity options to provide and support Library e-services, through a joint review with the Town.

Recommendation 35

Participate actively in the Town's website re-design project. Work closely, at the operational level, with the Town's Web and Social Media Co-ordinator on the development of the requirements for and the implementation of the new website.

Recommendation 36

Work with Town officials at the Chief Librarian and Executive Officer level around the issues of development funding and costs and on the need for and requirements of a website support agreement.

Recommendation 37

Address the future management of the website internally or through an outsourcing process within two years of *Master Plan* initialization.

Recommendation 38

Present, through the website, a virtual branch where services replicate services provided at bricks and mortar locations, as far as possible.

Recommendation 39

Ensure the website reflects the Library's vision, brand, and message. Undertake an annual comprehensive review of the website to ensure that it continues to meet Library needs with respect to content and functionality.

Recommendation 40

Investigate, with the goal of implementation, a formal Library presence on *Facebook* and a Library 'public service' blog, through the Library website.

Recommendation 41

Provide ongoing training opportunities for staff to gain proficiency in word processing, spreadsheet, e-mail, and web searching.

E.4.4 Facilities

Current Facilities

Recommendation 42

Conduct a redesign study of Library facilities. Ensure that the redesign study addresses signage, shelving placement, sightlines, functional locations, service adjacencies, aesthetics and accessibility.

Recommendation 43

Train all staff at all locations in the use of accessible computer workstations.

Recommendation 44

Ensure optimization and implementation of accessibility items and measures as described in the 2005 *Premises Liability* report.

Future Facilities

Recommendation 45

Add approximately 25,000 additional square feet of library space in North Ajax by 2031, divided between the expansion of the McLean Branch and the proposed new Branch at the Audley Recreation Centre.

Recommendation 46

Conduct a Space Assessment Study, in order for the Library to confirm options and select the preferred facility model. As part of the Study, the Library should work with the Recreation and Culture Department to identify options for expanding the McLean Branch.

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Recommendation 47

Construct a new library branch at the Audley Recreation Centre in 2016. The branch size should be between 12,000 and 20,000 square feet, subject to a Space Assessment Study. Although its construction will be dependent upon funding, this facility should be a priority for the Town (i.e., by 2016 at the latest).

Recommendation 48

Expand the McLean Branch by 6,000 to 14,000 square feet, around 2021, subject to the results of the Space Assessment Study.

Recommendation 49

Reassess the need for the Pickering Village Library in its current role and services offered, given the growth projections in the north and in the area surrounding the McLean Branch. Consider redirecting the services of Pickering Village Library to be responsive to the Town's efforts to revitalize this area, which is expected to emphasize the community's arts and heritage values.

Recommendation 50

Monitor growth in Southeast Ajax and the need for expanding library services in this area; reassess during the next update of the Library *Master Plan*.

E.4.5 Organizational Structure and Staffing

Recommendation 51

Create and fill a position for a Community Development, Marketing and Communications Coordinator who will report directly to the Chief Librarian and Executive Officer. The Coordinator's responsibilities will include all facets of marketing the Library, creating a Library brand, and overseeing publicity.

Recommendation 52

Establish the position of Branch managers, starting with the McLean Branch and the new branch.

Recommendation 53

Create a full-time branch manager at the McLean Branch by adding 0.5 FTE, topping up a part-time position; this position would be a library technician or senior assistant, trained on-site by senior managers and co-ordinators.

Recommendation 54

Realign duties and systems functions in Integrated Resources and Systems to include:

- the development of an infrastructure that captures key quantitative and qualitative measures for all library services;
- collection management processes including the physical management of collections (weeding, statistical analyses of collection usage);
- collection costs and vendor contract management; and,
- circulation functions and interlibrary loans.

Recommendation 55

Revise Public Services functions at the Main Library to transition towards client-driven services for children, youth, older adults and newcomers through specific staff training, through collection building with focus on content, and by meeting client needs.

Recommendation 56

Add 2.5 FTEs at the Main Library to develop and to implement these new customer services.

Recommendation 57

Increase staffing by 1.0 FTE to weed collections across the Library system, as a matter of priority. The FTE could be in the form of additional page hours and increased part-time staff or a combination thereof.

Recommendation 58

Create a system-wide Children and Youth Services Coordinator (1.0 FTE).

EXECUTIVE SUMMARY

Recommendation 59

Address the part-time position issue, over the life of the 15-year plan:

- Create more full time positions by combining various part-time positions, within the current staff complement.
- Standardize part-time hours through contract negotiations.
- Create key full time strategic positions, using vacancies created by retirements and resignations.

Recommendation 60

Develop a Library intranet on which online training courses, developed and delivered by Managers, are accessible to staff. Focus on training that promotes information technology proficiency, customer service, and services to targeted communities such as newcomers, older adults and teens.

Recommendation 61

Ensure that all operational policy and procedure manuals and directives are up-to-date.

Recommendation 62

Ensure, from a succession planning perspective, that robust backup procedures are in place for the management and administration of the Integrated Library System and other IT functions.

Recommendation 63

Review recruitment possibilities for library technicians in key library positions during the life of the *Master Plan*, e.g., branch managers.

Recommendation 64

Rotate staff among job functions (e.g., every 3 years), where feasible, to build depth and breadth of system knowledge, and to provide fresh perspectives to the individual communities the libraries serve.

Recommendation 65

Establish a vigorous training program to build skill depth and breadth that encourages staff to learn about and assume leadership in new service areas and that, in particular, addresses services to newcomers, youth, older adults, accessibility and new technologies.

Recommendation 66

Encourage staff to seek additional external skills training and upgrading, with or without compensation from the Library, to enable them to serve customers with more confidence and with a stronger technical basis.

E.4.6 Customer Services Plan

Recommendation 67

Review and confirm with the Library Board the Library's commitment to the ISO Standard.

Recommendation 68

Create a Library Services Commitment Statement to be posted on the website and available at all locations.

Recommendation 69

Assign the oversight of developing and attaining the Library's ISO Customer Services standards to the Community Development, Marketing and Communication Coordinator.

Recommendation 70

Revise the website to create a clear summary of services; a statement of the Library's governance model and how that relates to legislation and the Town; a clear Customer Services statement with seamless links to contacts and to a Customer Feedback mechanism and a FAQ (Frequently Asked Questions) section.

EXECUTIVE SUMMARY

Recommendation 71

Revise, update and adopt the Town/Library Levels of Services Framework to establish and monitor workflow at key service areas in the Library.

- Link the revision of the Levels of Services Framework to the Quantitative and Qualitative measures framework to be undertaken by the Manager of Integrated Resources and Systems.
- As part of an ongoing customer service feedback mechanism and a vehicle to capture and analyze valuable marketing information, reinstate a data gathering service, customize the model to suit the purposes of the Ajax Public Library and create a seamless link to the webpage.
- As a key marketing device, from time to time launch surveys online, by phone, in print or in focus groups to monitor and measure the success of new and revised products and services.
- Create and deliver all staff training programs on customer service tips and tricks, including specific strategies for working with youth and newcomers.

E.4.7 Marketing Plan

Recommendation 72

Commit to creating a marketing environment, through priority-setting and resourcing.

Recommendation 73

Define the Library's current situation in terms of external and internal factors affecting the Library (much of this information is provided in the *Master Plan*).

Recommendation 74

Using some of the findings from the *Master Plan*, define the markets, through current knowledge of users, demographics analysis, and Town Council expectations, to show if or how well the Library meets their needs.

Recommendation 75

Assess current services, programs and collections for the target markets through SWOT (Strengths, Weaknesses, Opportunities, and Threats) reviews, the findings of the *Master Plan*, and stakeholder consultations.

Recommendation 76

Prepare and confirm the Library's new Marketing Plan.

Recommendation 77

Review and align, via this *Master Plan*, the Library Board's strategic directions with those of the Town that reflect shared philosophies.

Recommendation 78

Prepare, through the Library's Community Development, Marketing and Communications Coordinator, a presentation, written in "Town" language, to be delivered by the Board Chair and the Chief Librarian and Executive Officer, presenting the Library's accomplishments that align with the Town's directions and the upcoming plans that will address the Town's strategic plans.

Recommendation 79

Initiate a reporting schedule through which the Library Board can report on the Library's progress in achieving its strategic plans. Prepare an annual report for distribution to the community, focussing on the progress of the *Master Plan*.

Recommendation 80

Create a revised Ajax Public Library orientation plan and package for new Town Councillors.

EXECUTIVE SUMMARY

Recommendation 81

Prepare a process to assist the Town of Ajax Council in selecting the best, most responsive Board members who can help advocate for and deliver the *Master Plan*.

Recommendation 82

Ensure that the Library Chief Librarian and Executive Officer and Library staff actively participate on many Town Committees in order to gain and share insights and issues into long range planning for the Town and for the Library.

Recommendation 83

Review and discuss, within context of the *Master Plan*, the role of the Friends of the Library in assisting the Library in the delivery of the *Master Plan*, in key prescribed areas.

Recommendation 84

Organize weekly meetings between the Chief Librarian and Executive Officer and senior staff to ensure clear messages are shared and changes can be seamlessly implemented and tracked.

Recommendation 85

Provide all Library staff members with e-mail access.

Recommendation 86

Roll out the final *Master Plan* to all staff through staff sessions, organized to share information and to gather concerns.

Recommendation 87

Prepare, as much as possible, Library Board and Management response to the *Master Plan* and their intended actions.

E.4.8 Qualitative and Quantitative Plan

Recommendation 88

Prepare a baseline report that measures the effectiveness of gathering existing data elements and the importance of that information.

Recommendation 89

Compile, through managers, an annual report of data and related services where usage or effectiveness has decreased, analyze the data to determine reasons for changes; create and implement a plan for addressing service shortfalls.

Recommendation 90

Review all mechanisms by which performance data is gathered. Where possible, develop an electronic way to capture as many relevant indicators as possible.

Recommendation 91

Ensure all staff involved with data gathering share a similar understanding of the data to be gathered. Review measures and outputs annually.

Recommendation 92

Update existing evaluation mechanisms and incorporate key elements into the ISO Customer Services standard to measure throughput and internal effectiveness measures in key areas of operations, through the work of the Manager of Integrated Resources and Systems, the Management Team, and the new Community Development, Marketing and Communications Coordinator.

Recommendation 93

Ensure the Library is capturing accurate and consistent data required by the Canadian Urban Libraries Council (CULC) on an annual basis.

EXECUTIVE SUMMARY

Recommendation 94

Select key data that reflects the overall activities of the community in its use of Library resources and present this as a per capita value, e.g., per capita cost of library service; per capita circulation; and per capita attendance at programs.

Recommendation 95

Ensure the borrower database (count) is kept accurate and up-to-date, including a purge cycle of every four years.

Recommendation 96

Revise registration and membership renewal form to gather potential marketing and evaluation data, expressed in general terms, e.g., age range, gender, key areas of interest, location preference, type of occupation, workplace location.

Recommendation 97

Create mechanisms or derive from existing sources data elements that will measure the type of services and collections and their effectiveness in serving specific targeted communities, (youth, older adults, newcomers, and commuters), in order to move towards a value and outcomes model of evaluation.

Recommendation 98

Discuss with representatives of target communities what the most important factors are that will guarantee a successful outcome for their library experience. Where possible, translate these factors into data elements to be gathered.

Recommendation 99

Ensure the Library presents its accountability report to the Board and Town Council on an annual basis, incorporating this data in clear, non-jargonized language.

Recommendation 100

Adopt a mechanism for tracking the progress of the work resulting from the *Master Plan* recommendations and other significant plans. Incorporate the *Master Plan* progress in an annual plan to Council and the community.

Recommendation 101

Work with the Community Development, Marketing and Communication Coordinator to develop qualitative measures of performance. Plan a cycle of customer surveys, focus groups and interviews in select areas.

Recommendation 102

Discuss creation of evaluation mechanisms with other Town departments to measure user satisfaction for products and services delivered to in-common target group initiatives, resulting in a holistic report from the Town to the residents regarding target communities, services, and successes.

Recommendation 103

Develop a mechanism to review data elements and the Levels of Service measures every five years.

E.4.9 Financial Plan

Recommendation 104

Review, at the Town of Ajax and the Library Board level, ways to increase overall operational funding levels, to be more in line with libraries of comparable size.

Recommendation 105

Consider the creation of reserve accounts within the Library budget, to harness any additional funds that can be applied to the implementation of the *Master Plan*.

INTRODUCTION

Section 1: Introduction

1.1 Overview

In response to anticipated rapid growth, the Library Board requested the services of a Consultant for the creation of a fifteen-year Library *Master Plan* that will assist in directing the Library's long range planning decisions in tune with the Town's directions and in meeting the information needs of its citizens

The Goal of the project is to create a vision of future library services and facilities for the next fifteen years. In doing so, the Plan will:

- consider the developmental requirements to meet the needs and future growth of the community; and,
- align its directions and strategies to the Town of Ajax's Corporate Strategic Plan and Community Visions;

In addition to crafting Service Plans for key asset and operational areas, the study will articulate a fiscally responsible plan that will incorporate a pragmatic and practical framework for implementation.

1.2 Scope and Methodology

In preparing this fifteen-year view for the Ajax Public Library, the Consulting Team used a number of different strategies:

- a) Environmental scans of the Community and the global library environment;
- b) Extensive internal and external consultations, including communications with:
 - Mayor and Council
 - Town staff
 - Town Advisory Committees

- Library Board and the Friends of the Library
- Library staff;

- c) Stakeholders from across the community:
 - The public in general, including older adults and youth;
 - Representatives from the multicultural community, accessibility community, arts and cultural community, educational sector, social services agencies, business sector; and,
 - Use of a variety of consultation mechanisms:
 - web based and paper surveys
 - public forum
 - focus groups
 - workshops
 - interviews and meetings
 - phone calls and e-mails; and,
- d) Review of the Ajax Public Library:
 - Governance model and relationships
 - Staffing review
 - Services, collections and operations review
 - Facilities review
 - Technology review
 - Development of Plans, including:
 - Customer Services Plan
 - Communications and Marketing Plan
 - Technology Plan
 - Qualitative and Quantitative Methodology
 - Financial Plan.

Section 2: Planning Context

The Town of Ajax, Ontario, is situated on the eastern edge of the Greater Toronto Area in the fast growing Durham Region that includes Pickering, Ajax, Whitby, Oshawa and Clarington. The *2006 Census* reports that the Town of Ajax has a population of 93,880; it is expected to grow to a population of 132,325 by 2021.

The proposed fifteen-year Library *Master Plan* will assist in directing the Library's long range planning decisions to be in tune with the Town's *Strategic Directions* and in meeting the information needs of its citizens.

2.1 Strategic Directions for the Town of Ajax

The Town of Ajax has undergone a number of pivotal reviews to prepare for its exciting future. Rapid growth is the primary factor that will affect the development of this community over the next two decades. Key plans¹ and strategies in place or undergoing review that affect the directions for the Library of the future include:

- *Ajax Forward: Official Plan Review 2010*
- *Town of Ajax Strategic Plan and Community Visions 2007-2010*
- *Town of Ajax Diversity and Community Engagement Plan 2010*
- *Town of Ajax Economic Development and Tourism Strategy 2010*
- *Town of Ajax Integrated Community Arts and Cultural Plan 2006*
- *Town of Ajax Recreation, Parks and Culture Master Plan 2008*
- *Town of Ajax Recreational Youth Spaces Study 2010.*

The *Town of Ajax Strategic Plan and Community Visions*, the anchor document for Council, all departments and Boards, is the key link to future specific plans and actions. Other studies and their

¹ The references to the Ajax Public Library in plans and strategies are described in *Appendix A1, Planning Context*.

recommendations flow into the larger strategic thinking of this Town Plan. In alignment with these studies and within the Guiding Principles and Goals of the Town's *Strategic Directions*, the Library needs to consider these goals and strategies.

Guiding Principal: Strong Sense of Community

Goal: Celebrate Our Heritage

Strategy: Investigate grant opportunities to expand scope of Pickering Ajax Digital Archives digitization project.

Goal: Promote an active and healthy lifestyle and opportunities for lifelong learning

Strategy: Promote libraries as a significant meeting place

Strategy: Undergo a Strategic Planning process that defines priorities consistent with Town priorities.

Strategy: Building on current successful projects, explore further opportunities for partnerships with Recreation and Culture especially with youth spaces and program delivery, and seniors' initiatives.

Goal: Promote arts and culture within our community

Strategy: Develop and enhance the mix of arts and cultural programs and events for all population segments through the implementation of the Arts and Cultural Plan.

Strategy: Provide youth a new vehicle for expression (*Teenazine*) with coordination from the Teen Advisory Council.

Strategy: Increase visibility and value of arts to youth in the community and expand opportunities, including working with existing

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youth agencies and centres, libraries, schools, drop in centres, and programs to develop and support youth driven art programs.

Strategy: Encourage local artists and performers by providing increased opportunities to showcase their talents.

Strategy: Provide multicultural events and programs by working with members of our community and multicultural organizations to serve our community and celebrate our differences through increased opportunities for Town-wide arts and cultural events in public places and spaces.

Strategy: Expand opportunities to showcase art in public spaces, with particular emphasis on spaces for youth.

Strategy: Facilitate centralization of promotion of Town arts and cultural events to provide one-stop shopping for creative cultural opportunities within town facilities in promotional vehicles.

Strategy: Create a communications toolkit to assist community groups and individuals in promoting their events and activities.

Strategy: Work closely with our arts and cultural stakeholders to strengthen communication and networking among service providers in order to foster stronger working relationships and stimulate joint initiatives.

Goal: Value our Diversity

Strategy: Develop a diversity lens that could be used to identify and remove barriers in planning, developing and evaluating Town (or Library) policies, services and programs.

Strategy: Explore measures to translate summaries of key library brochures in the top five predominant languages other than English and French

Strategy: Develop education and training programs to ensure all employees are fully informed and aware of the responsibilities and protections the Human Rights Code includes, as part of a proactive strategy to create fair and equitable workplaces where human rights are respected.

Strategy: Continue to promote opportunities for various ethnic cultures to participate and showcase their diverse cultural heritage in community events.

Strategy: Forge stronger links throughout the town by engaging new residents through the creation of a comprehensive new resident guide.

Strategy: Promote and celebrate diversity through the arts including gender, culture and age, developing a culture of lifelong learning through strategic partnerships with schools, community members, town departments, and library and arts organizations.

Strategy: Work with diverse communities to offer their respective traditional programs as part of the Recreation and Culture and Library program offerings.

Strategy: Consider designating the Library as a central information source and resource for community volunteerism.

Guiding Principle: Environmental Awareness

Goal: Be the leader in environmental issues

Strategy: Establish and expand partnerships that foster public awareness of environmental issues.

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Guiding Principle: Economic Prosperity

Goal: Promote and encourage business retention and expansion

Strategy: Expand distribution of small business help brochures including Marketing for Small Business brochure created in partnership with Economic Development and the Business Advisor Centre.

Goal: Promote Ajax as a Tourism Destination

Strategy: Continue to work collaboratively with Town departments and the Region of Durham to develop and implement joint promotional efforts on the tourism sector.

2.2 Implications of Town's Strategic Directions for the Library

The Ajax Public Library does not function in isolation from the rest of the community. It is a “public space” available to all ages and to all residents of the community.

The Town's *Strategic Directions* and the many related town studies undertaken in recent years share similar themes with respect to the Library. They call upon the Library to:

- promote and expand its current services to new or growing communities;
- redirect more attention to arts, culture, youth and diverse communities; and,
- expand overall outreach, partnerships, communication, marketing and promotion efforts.

For more than 200 years the public library in Ontario has evolved and responded to the various demands and changes in the community. Ajax is no exception. The Library has taken account of its shifting community and has and is planning more or different services, spaces

and collections, where possible. The Library has undertaken some activities that address some of the strategies but its efforts appear to go unnoticed.

Marketing and promotion may be one reason but there is also the issue of proactive community involvement. The role of the Chief Librarian and Executive Officer and indeed senior management includes not just an awareness of the other community organizations and service delivery agents but also an understanding of how the Library can assist.

Without a doubt, the Library's biggest challenges are in the areas of staff training and marketing and promotion, the latter functions lacking staff and resources to develop the infrastructure and perform the many functions required for the successful delivery of services to the community. Few other reports talk about the possibility of partnerships and cost-efficiencies and more effective results through the sharing of strengths, both professional and facilities.

Working more closely with the Town's senior staff continues to be a priority of the Library senior's staff. Communication efforts here are seen as an opportunity to improve awareness of just what the Library has and does for the community and for Library staff to forge better relationships and potential partnerships with the Town and key community stakeholders.

Historically, the relationship of public libraries with their municipalities has centred on an annual plea for budget funds. Now libraries provide regular updates to Council through a variety of means. Councillors sit on the Boards and act as liaison with the Mayor and Council; however, this should not displace regular and ongoing communication with Council.

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The same relationship is true with the municipal staff. There are historical reasons why this has not been as effective as wished in public libraries in general. The library with an independent board and provincial legislation is often regarded as outside of the municipality infrastructure. The development charges supporting capital infrastructure for library development are regarded with envy by other social agencies in the community. The various grants supporting technology development in the public library whether it be provincial, federal, Trillium or from the Bill & Melinda Gates Foundations, has undoubtedly enabled the public library to adapt to the new technology environment much easier and faster than other not for profit organizations. Indeed it could be argued that without that funding basis public libraries today may well be just lending books.

More importantly, however, the library now demonstrates how library services can assist municipalities in other service areas. This is the initial step to an awareness of the significance of the public library in longer-term policy and program development of the community. The library should no longer be a place-marker on a map of development, it should also be a place-marker in the municipal Cultural Plan, in the Social Services long-term program and services development and overall, a key and significant placeholder for the promotion of the community as a desirable place for families.

*Long Overdue: A Fresh Look at Public and Leadership Attitudes about Libraries in the 21st century*² (produced by Public Agenda and supported by Americans for Libraries Council and the Bill & Melinda Gates Foundation) provides an insightful review of the role of the public library. The library is not the solution to all the problems and issues of the community but it can be a part of the solution. It can provide support to the issues of teen gangs, it can provide support to rapid integration of newcomers, it can provide support to commuters,

² Public Agenda. *Long Overdue: A Fresh Look at Public and Leadership Attitudes about Libraries in the 21st Century*. Washington, D.C., 2006. Available at: www.publicagenda.org/files/pdf/Long_Overdue.pdf.

and it can provide support to the quality of life for seniors, to the housebound and to all residents within their communities.

In the case of Ajax, the Library could in many instances strengthen the recommendations of the various Town Reports. The emerging mobile applications of the Library provide a wonderful service for the many commuters from Ajax. The integration of cultural activities hosted by the Library, the enhancement of overall services to newcomers, the integration of youth services with other such developments in Ajax, and overall services to the socially challenged blend well with other departmental initiatives. The Library is a very significant piece of the equation of all of these initiatives; the challenge is to change mindsets through continuing education involving Town and Library staff and the Library Board.

2.3 Demographic Analysis

The demographic analysis of the Town of Ajax provides a framework for the Library's strategic directions.

2.3.1 Socio Economic Characteristics

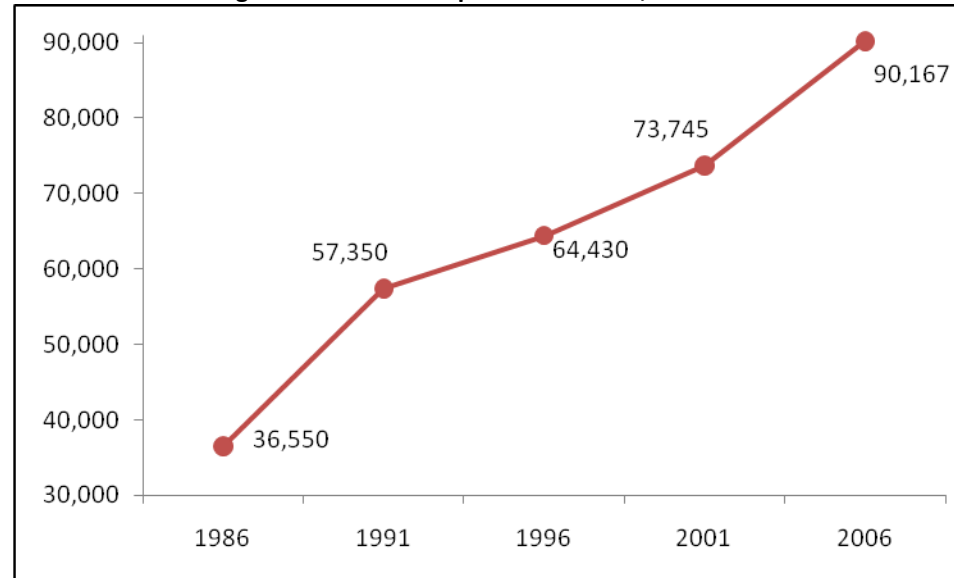
In order to ensure that this Plan is responsive to the specific needs of the Town of Ajax, both current and future population trends must be considered. The analysis of demographic data provides community-specific information that will inform the demand for and provision of library services in Ajax. It is essential to understand and integrate important demographic factors such as age composition, population projections, and household income, education and ethnicity.

2.3.2 Current Population and Historical Patterns

According to Statistics Canada, the Town of Ajax's 2006 population was 90,167 residents (93,880 including the Census undercount), an increase of 22% over the 2001 Census population of 73,745. Since 1986, Ajax's population has grown by nearly 150%.

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Figure 1: Historical Population Growth, 1986-2006



Source: Statistics Canada (1986-2006). Note: Figures exclude Census undercount.

Table 1: Percentage of Population by Age Cohort, 2006

Age Cohort	Ajax		Durham Region	Ontario
	#	%	%	%
0-14 years	20,355	22.6%	20.5%	18.1%
15-19 years	7,465	8.3%	7.8%	6.9%
20-39 years	23,965	34.9%	25.3%	26.5%
40-64 years	31,335	34.8%	35.7%	35.1%
65+ years	7,045	7.7%	10.7%	13.6%

Source: Statistics Canada (2006), Monteith Brown Planning Consultants. Note: Figures exclude Census undercount.

In general, Ajax's younger age cohorts represent a higher percentage of overall population than the provincial and regional averages (2006 data), as approximately 31% of the Town's population is under the age of 20, compared to 28% for the Region and 25% for the Province of Ontario. Conversely, only 8% of the Town's population is age 65 or

older, compared to the Durham Region average of 11% and provincial average of 14%.

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2.3.3 Projected Population

In an amendment (*OPA 128*) to the Durham Region *Official Plan*, the following Census year projections were made for the Town of Ajax's total population:

Table 2: Town of Ajax, Population Forecasts, 2006-2031

Year	Forecasted Population
2006	93,880
2011	111,355
2016	126,325
2021	132,325
2026	135,870
2031	137,670

Source: Amendment (No. 128) to the Durham Region Official Plan

Note: Figures include Census undercount.

The forecasts in *Regional OPA 128* are more aggressive than those previously endorsed by the Town of Ajax through the Town's 2008 *Development Charge Background Study*, which projected that Ajax would reach a population of 123,225 by 2018 and 128,025 by 2031.

The Town's 2008 Recreation, Parks and Culture *Master Plan* contain age cohort forecasts (which were not part of *Regional OPA 128*). The figures in the *Master Plan's* forecasts were based on the population totals in the Town's 2008 *Development Charge Background Study*, which now have been superseded by those in *Regional OPA 128*. Therefore, although the actual age cohort figures may no longer be applicable, their relative growth percentages remain a reasonable estimate for analysis within this Library *Master Plan*.

Table 3: Projected Growth in Town of Ajax Age Cohorts, 2006-2021

Age Group	Growth (2006-2021)
0-9 years	18%
10-19 years	3%
20-34 years	52%
35-54 years	9%
55+ years	109%

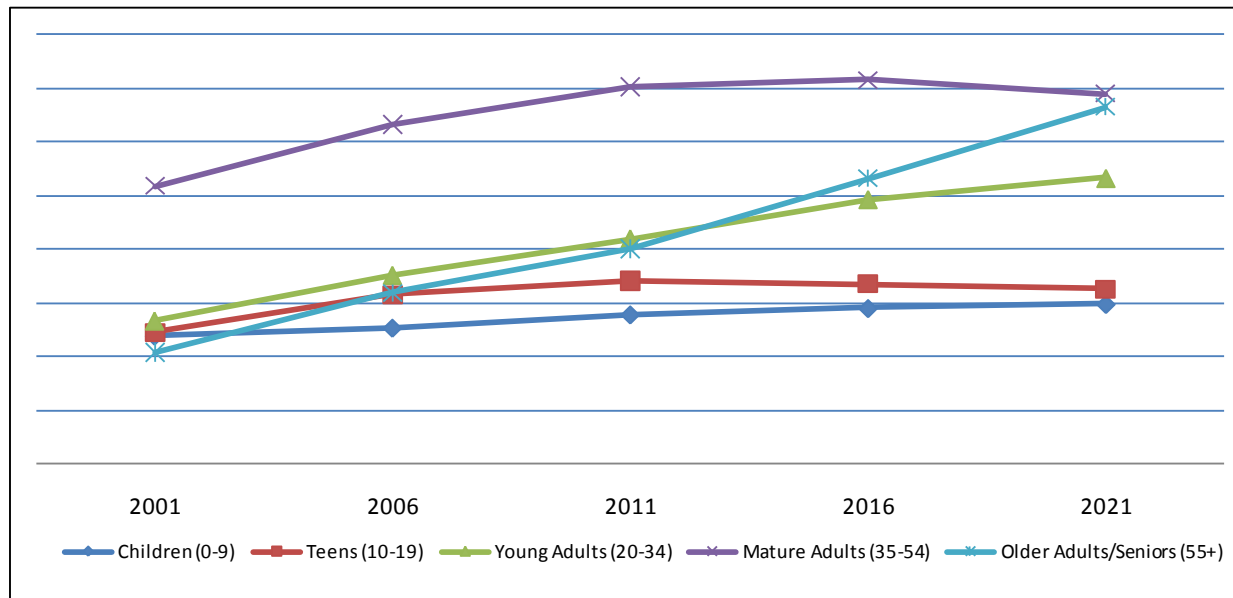
Source: Town of Ajax, Recreation, Parks & Culture Master Plan, 2008

The projections from the Town's Recreation, Parks, and Culture *Master Plan* suggest that the most notable population increase will occur in the older adult/senior age category (i.e., those age 55 plus), which is poised to more than double in population (109%) between 2006 and 2021. The young adult population (ages 20 to 34) is also expected to see considerable growth, with about 52% more residents than in 2006. Moderate to slow growth is anticipated for the child, teen, and mature adult age groups (ages 0-9, 10-19, and 35-54).

The following graphic illustrates the shifting concentrations of population from 2001 to 2021 based on the projections contained within the Town of Ajax Recreation, Parks, and Culture *Master Plan*.

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Figure 2: Growth in Town of Ajax Age Cohorts, 2001-2021



Source: Town of Ajax, Recreation, Parks & Culture Master Plan, 2008

As a result of these demographic changes, usage of the library by seniors is expected to increase at a significant rate. Many new seniors will likely be more familiar with technology than their predecessors, suggesting that the library's offerings and systems should reflect this level of understanding.

2.3.4 Income and Education

Participation in leisure pursuits has been shown, in many studies, to be influenced by income and education; in general, higher income and education levels translate to a higher likelihood of participation in activities such as reading and library usage.

Statistics Canada reported that Ajax's 2005 median income for all Census families was \$82,918, 20% higher than the Provincial average and 3% higher than Durham Region's average income. It should be noted that one's level of income tends to increase with age; the Baby Boomers are coming to retirement age now, meaning that there will likely be more disposable income spent in Ajax by its senior residents in the years to come, including leisure pursuits.

Ajax has very similar levels of educational attainment compared to the Provincial and Regional averages. The most notable exception is a slightly greater number of Ajax residents (compared to the Province) with a College or other non-university certificate or diploma.

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Table 4: Highest Level of Education Attained

Level of Education	Ajax		Durham Region	Ontario
	#	%	%	%
No certificate, diploma or degree	12,750	18%	21%	22%
High school certificate or equivalent	19,695	28%	29%	27%
Apprenticeship or trades certificate or diploma	5,615	8%	9%	8%
College, CEGEP or other non-university certificate or diploma	15,745	23%	22%	18%
University certificate or diploma below the bachelor level	3,475	5%	4%	4%
University certificate, diploma or degree	12,180	18%	15%	21%

2.3.5 Ethnic Diversity and Language

Thirty-one percent of Ajax's population was born in a country other than Canada; this is higher than the Regional average (20%), similar to the Ontario average (28%), but much lower than communities such as Mississauga, Vaughan or Markham (45% to 57%).

The *2006 Census* reported that visible minorities represent 36% of Ajax's population, an increase of nearly 10% over the *2001 Census*, and 17% over the *1996 Census*. The GTA remains a popular destination for new immigrants to Canada, and Ajax's proximity to Toronto, reasonable dwelling values (\$106,269 lower than the average for the City of Toronto in 2006) makes it an attractive option. According to the *2006 Census*, the largest visible minority groups in Ajax include those of African descent (13% of entire population), followed by South Asians (10.8%), Filipinos (2.9%), Chinese (2.1%), and residents with multiple visible minority backgrounds (1.7%).

Nineteen percent of the Town's population has a mother tongue other than English or French, while 10% most often speak a non-official language at home; this compares to Regional averages of 13% and 6%, respectively.

Given the historically increasing diversity of Ajax's population, it is expected that these trends will continue. The most significant impact of ethnic diversity is the influence on the type of activity chosen, often as a way of preserving one's native culture or integrating oneself into the local community. As such, the Town will likely continue to receive requests for non-traditional facilities, programs and services, including library materials in multiple languages.

2.3.6 Place of Work and Mode of Travel

Due to its generally younger population, the percentage of the Town's residents within the active labour force is better than average (54% of the Town's residents are employed, compared to 52% for the Region and 51% for the Province). Economically, Ajax is both strong and stable, with many competitive advantages that put the Town in an attractive position to attract future growth. That being said, the Town remains a net exporter of jobs; that is to say, a greater number of people leave the Town to work in other communities than the number that make the reverse commute.

Not unlike many communities within the Greater Toronto Area, Ajax has a large commuter population; however, this phenomenon is more

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acute in Ajax than in most communities. **Nearly 7 out of every 10 or 69% of employed persons (age 15 and over) who live in Ajax work in another municipality.** This average is 58% for the other communities in Durham Region and 34% for Ontario as a whole. Seventy-five percent (75%) of Ajax commuters work outside the Region of Durham, suggesting that most are driving considerable distances (74% of all employed persons drive to work).

2.4 Environment of Public Libraries in 2010

National and International trends in public libraries all reveal similar characteristics and themes:

- Public libraries are busier than ever before.
- Public libraries are much more integrated and offer responsive services to their communities.
- Public libraries are essential community services in difficult economic times.
- By their presence and usage, public libraries show and return value to the communities they serve.
- Public libraries proactively serve even more diverse communities than ever before.
- Public libraries house a continuum of information in all formats.
- Knowledgeable library staff is indispensable in accessing and interpreting sources of information.
- Public libraries will continue to package and deliver information in a wide variety of ways through technology. Libraries will be proactive in linking technology and resources to their communities.
- Public libraries will need to ensure that ongoing training in technology is available for their staff.
- Reading, regardless of the format or content, is growing.
- Services and collections will serve all users but more attention will be paid to older adults, teens, new Canadians and the disadvantaged.

- Building new or expanding or renovating old library buildings will attend to issues of accessibility and will incorporate good environmental principles.

What follows are a few examples of interesting trends and projects in various libraries. Most of the examples within this *Plan* are found in Canadian and American public libraries. More examples from the U.S. and other countries are itemized in *Appendix B*.

2.4.1 Public Libraries in the Community

Public libraries have been a crucial component of the “community” since their development. Many public libraries were and still are a common fixture on the “Main Street”. They have been used to revitalize downtown cores such as in London, Ontario or Chicago, Illinois. They have been key components of municipal cultural development plans, of economic development strategies, and a crucial cornerstone in the lifelong learning of the community residents providing services and materials from cradle to grave.

Libraries are in place to meet today’s realities. Libraries are helping communities solve tough problems, reach disadvantaged populations, and increase the quality of life for all people.

With growing immigration to North America, public libraries are demonstrating their value in the provision of a full range of services to new arrivals. More than that, libraries have been described as a safe harbour and meeting place for immigrants, especially those coming from more oppressive regimes. In Kitchener, for instance, the Multicultural Centre promoted the public library as a safe and non-intrusive place to learn or to just “be” within the community. The public library is recognized as one of the first places new Canadians can receive identification that shows they “belong”.

The ground breaking study, *“Long Overdue: A Fresh Look at Public Attitudes about Libraries in the 21st Century”*, cited previously, found that many Americans see libraries as potential solutions to many

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communities' most pressing problems, from universal access to computers to the need for better options for keeping teens safe and productive. Libraries help high school dropouts or those individuals needing to retrain for the job market, a very important role in these recessionary times. Canadian libraries are no different.

2.4.2 Economic Impact of Public Libraries

Research shows that the importance of public libraries is never greater than during difficult financial and recessionary times. Libraries across North America report increases in usage of more than 65% since 2007.

Ajax Public Library staff reported that the public often voice their appreciation of the Library, its services, programs and collections. Libraries including the Ajax Public Library provide free Internet, help accessing government services (at all levels), searching and applying for jobs (many applications are now only online), learning new skills, offering free programs on managing investments, budgeting, and career planning. Resources are available to serve small businesses but also extend to entertainment resources for the whole family (books, DVDs, CDs, story times, gaming, and movie nights).

In Canada the Director of Calgary Public Library attributed 2008's record-high spike in book, CD and DVD borrowing to the poor economy. *"Libraries across North America are recession sanctuaries,"* said Library Director Gerry Meek. *"They provide a valuable service to a community. And the only entrance requirement is interest."*

London (Ontario) Public Library reports equally remarkable changes in library usage. Attendance at the city libraries increased to 3.48 million in 2008 from 2.91 million in 2007. The increase on the library's website was more dramatic. In 2007, there were 1.79 million visits to www.londonpubliclibrary.ca; this increased by 79 per cent to 3.27 million visits in 2008.

These changes are not confined to just a few cities; *"It's province-wide,"* said Marzio Apolloni, Chairperson of the Federation of Ontario Public Libraries. *"People know that no matter what is happening in the*

economy, they can get the information, services and assistance they need from the public library."

Many Ontario libraries have adopted programs that help calculate the value of materials and programs to the community. Clarington Public Library, for instance, has *Your Library's Value*, an interactive spreadsheet calculating the value of the materials borrowed as well as programs attended and such services as reference questions and interlibrary loan.

2.4.3 Technology and Public Libraries

Technology is and will be the underlying base for resource management and effective customer service in public libraries. Technology in its various guises is pivotal in the development of a modern public library in the future: in service delivery, digitization, marketing, social networking and professional development for library staff and, in turn, library users.

This has also been demonstrated in the current demands on public libraries for the public computers in the downsized economic situation. Library computers are key components of online job searches, the development of resumes and the actual online applications for an individual without a home computer. Technology is front and centre in the lives of the younger generation and students of all ages and has become more relevant to older adults with more time on their hands.

2.4.4 Technology and Service Delivery

The same mobile technologies used in everyday life are being used to access the library catalogue and communicate with the public library through Instant Messaging, or e-mail. Public libraries globally are adapting rapidly to these changes to provide better service and to assist users who may never have entered a library. It is clear from the statistics of libraries that remote usage of the library in most instances exceeds the in-person visits.

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One technology-based enhancement for the online catalogue developing in Canadian libraries is *BiblioCommons*, “a new social discovery system for allowing for faceted searching and easier user commenting and tagging.” (Beth Jefferson, founder *BiblioCommons*)

Libraries are blending both behind the scenes efficiencies and improved service delivery through technology. Most urban libraries have implemented self-serve checkout stations, releasing staff for more direct customer service such as “roving” library service. This direct interaction with the customer is a vast improvement to more passive customer service practices of the past. Some other service-friendly applications are:

- Online registration
- Library Virtual Tours
- *Facebook* and *Twitter*
- RSS feeds
- *Library Elf*, an Internet application that allows users to track their Library accounts and activities.

2.4.5 Technology and Social Networking

Public library services are clearly embracing technology using what is termed Web 2.0 and various social networking applications in order to develop and deliver services to an increasingly sophisticated user. Social networking tools now dominate youth culture and many libraries are utilizing the technology to reach, support and to deliver services and programs to that previously “difficult to reach” demographic. *Second Life*, *Flickr*, *You Tube*, *My Space*, *Podcasts*, *Blogroll*, *Twitter* and *Facebook* are just a few of the rapidly expanding group of social networking tools. The social networking technologies are not just confined to this younger age group as the new Boomers and seniors are also embracing the technologies.

In Canada, Burlington Public Library presents an excellent Web 2.0 program, *Betty Blogger*. The *Betty Blogger* summer school was designed for social networking ‘absolute beginners’. During the first

eight-week online course, thirty-seven of the ninety-five persons who registered for the course completed a simple and practical task each week that explained a different Web 2.0 technology. The goal of this program was to build a greater understanding of social networking technology, what it can be used for, and how it can be used.

Research shows that some libraries still have a way to go in terms of technology. The Library Research Service (LRS) produced a study “*U.S. Public Libraries and the Use of Web Technologies*”³. In spring 2008, LRS staff visited websites of almost 600 American public libraries looking for the existence of certain web technologies, including technologies defined as “Web 2.0”.

2.4.6 Technology and Digitization

The pervasiveness of these new tools is providing a stimulus to public libraries in examining their role in the preservation and retrieval of these materials for future generations. A very simple example arose with the inauguration of U. S. President Barack Obama. Many millions of digital photographs were taken either by camera or mobile phone. How many of these will be preserved and how should they be preserved? How are the emotions *Twittered*, *Facebooked* and *Flickred* on that day saved for future generations?

2.4.7 Technology and Professional Development

One of the biggest changes facing public libraries in the area of technology is retooling the staff with skills to manage new technologies and to meet clients’ needs and expectations around these technologies.

2.4.8 Technology and Marketing and Communications

Libraries have welcomed the power of technology in helping to distribute their message to the community through their own library

³ Colorado State Library, Library Research Service. *U.S. Public Libraries and the Use of Web Technologies*. Denver, 2008. Full report available at: www.lrs.org/public/webtech/.

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systems, the Internet and web pages. As technology mirrors the 24/7/365 lifestyle, it has allowed users and their libraries to interact in a variety of ways. Just a short time ago, information using these technologies was fixed until manually or electronically updated. Now technology is much more flexible, allowing real time interaction, which again is a tremendous opportunity for libraries.

Library suppliers benefit from the use of technology in library marketing. Library websites, courtesy of integrated library systems, can provide pictures of books, book abstracts from publishers, reviews from journals, users and book clubs. New library tools will also permit the user to profile their interests by customizing materials' selection through tagging and alerting systems.

A Canadian example of the application of technology for marketing is the Edmonton Public Library Instant Messaging (Chat) Reference. IM Reference was launched fall 2007 using *Meebo*, an in-browser instant messaging program that supports multiple IM services, with hours of service from 3 - 6 p.m. Monday to Friday. In total, staff fielded 79 chat questions ranging from basic circulation limit questions to in-depth reference questions during the first two months of operation.

2.4.9 Public Libraries and Reading

Despite the huge influence of technology on public library services, most users are still reading books. Public libraries have made great changes in their traditional selection policies and more fringe reading materials of the previous decade are now accepted in many collections. To reach hard-to-serve youth, libraries have introduced large and popular collections of Anime, Manga and other graphic novel genres.

Many national programs have been introduced underscoring the significance of literacy to the economies. A 2009 study by the U.S. National Endowment for the Arts reports that it believes a quarter-century of precipitous decline in fiction reading has reversed. The

report, *Reading on the Rise: a New Chapter in American Literacy*⁴, found that for the first time since 1982 the percentage of adults 18 and older that said they had read at least one novel, short story, poem, or play in the previous 12 months has risen. It increased most dramatically among 18-to-24-year-olds, who had previously shown the most significant declines⁵. These trends are substantiated by publishing trends and increased book sales.

TD Bank's national summer reading program is just one example of a nation-wide reading initiative. Other similar reading programs may be local, regional or even on the provincial level in Canada and the United States. Themes vary from Summer Olympics themes in the year of the Olympics, to space, technology and dinosaurs.

2.4.10 Services to Children

The public library provides an interactive free place for parents and their young children to enjoy the written and spoken word, aided by library staff using methods and techniques that parents and caregivers can replicate at home. There are many supporting studies that have found that young children develop important literacy skills, enjoy positive learning experiences and prepare to enter kindergarten "school-ready" by attending library programs.

Many of these children's public library programs are now transitioning to the library websites. This is where the public library has a huge advantage over Early Years Centres in Canada as the website can include the library materials as well as point to other materials that an Early Years Centre would not have.

An excellent Canadian example of a web-based children's program is *Just One More Book*,⁶ a thrice-weekly podcast about the children's

⁴ National Endowment for the Arts. *Reading on the Rise: a New Chapter in American Literacy*. Available at: www.arts.gov/research/readingonRise.pdf.

⁵ Reported in the New York Times, Jan. 12, 2009.

⁶ More information available at www.justonemorebook.com.

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books that promotes and celebrates literacy and great books. The site's creators explain, "... we discuss one of our many favourite children's books. We also feature weekly interviews with authors, illustrators and experts and enthusiasts in the areas of children's literature and literacy as well as listener-submitted audio reviews. Through the podcast and its website, we are building a lively, interactive community linking children's book authors, illustrators, readers, children, parents, educators and librarians and publishers."

2.4.11 Services to Youth

For many years the youth demographic was the most difficult for public libraries to reach. Teenagers used the library reluctantly to complete school projects and compulsory reading assignments. In 2010 this demographic is probably the most obvious one being courted by public libraries in a myriad of ways, many very successfully. Technology and certainly social networking tools are one of the major factors but libraries have also embraced alternative reading materials that have attracted youth to the libraries. Combined with gaming programs, teen advisory groups and other community outreach efforts, public libraries are offering program options. Toronto Public Library, for instance, opens the stacks of the library after hours to various youth concerts.

One of the hottest trends for youth library services is gaming. Gaming and Social Networks have changed the way young people think. Their vocabulary is based on *YouTube*, *Yahoo*, *Flickr*, *Wikispaces*, *MySpace*, *Blogger*, and *Friendster*. An exhaustive definition of gaming could include card games, board games, electronic handheld games, cell phone games, and arcade games, but gaming more often refers to games played on entertainment consoles, computers, and the Internet. In the United States, National Gaming Day attracted 617 libraries and 14,184 players in 2008, and in 2009, 1,365 libraries and 31,926 players.

Gaming is not relegated to youth groups only. The average age of the gamer is 33 and rising, but an estimated 80% of the population under

age 34 has played a video game. Video games are becoming integral to the library in terms of entertainment, culture, learning, literacy, and youth development. While some may question the value of gaming, it is responsible to some degree for maintaining teen boy readership.

2.4.12 Services to Adults

Adult programming in public libraries traditionally included and continues to include book clubs, film and multi-media programs, genealogical research, various computer and other technology based training, local history and other general interest programs.

Seniors are among the fastest growing demographic in many communities and are traditionally heavy library users. The new Boomer generation of seniors is also technology literate. Libraries have started to provide imaginative programming to support the lifelong learning and healthy lifestyle needs of seniors. The demand for computer workshops for seniors has grown in leaps and bound across North America.

Oral history is returning as an important public library service. Capturing these unique stories is important for more than the participants. In this age of disposable information courtesy of the Internet, these stories can be added to the local history collection of the library. Students use them for school projects. In the United Kingdom, for example, the stories, written by the people who lived the experiences, have added to the knowledge of the Ipswich area. Each story has been linked to relevant items in the library collection and to web resources if available. The library intends to create a booklet of the stories and hold it in the local history collection.

The New York Public Library is integrating its programming for seniors into outreach services. Many branch libraries have started visiting local senior centres to talk about what the library has to offer, to register people for library cards, and to invite the group over for interesting programs and classes. Gaming for seniors is growing in popularity. Wiki programming has been predominantly youth oriented with such activities as Guitar Hero contests. However, the value of

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Wiki program for adults is fast growing in popularity. Seniors have discovered the Wiki's variety of sports and activities including bowling, tennis, baseball and golf.

There is little doubt that boomers will continue to be the biggest user group of services over the next ten years. It is the younger segment of this group that libraries will call upon to help in the delivery of volunteer services. Public libraries use volunteers for a variety of purposes and many have large Friends of the Library groups including seniors. Recent studies show that senior volunteers provide a very different type of assistance from other younger volunteers. The Boomer volunteers are far more active than their age group may have been twenty years ago. Boomer volunteers are project oriented and often come with valuable work experience. Retire is not a word in their vocabulary; they want to redefine and enrich their lives by giving back in a meaningful way.

2.4.13 Services to Multicultural Communities

As Canadian and local demographics continue to shift, in particular in the Greater Toronto Area (GTA), library staff are compelled to expand competencies for working with an increasingly diverse user population. The demographics of Ajax vividly demonstrate the huge pressures facing branch libraries.

Libraries globally have become learning and information centres and also catalysts for users' diverse cultural heritages. New Canadians are heavy users of the public library in most communities. Many libraries encourage programs and performances demonstrating cultural diversity. Collections development provides a huge challenge as limited resources and the small collections are quickly used.

Libraries have also to recognize and constantly adapt to cultural and linguistic differences when building collections and services. Different cultures need different information needs and bring different cultural attitudes towards reading and public libraries. For many new immigrants this is the first public library they have ever seen. One

Malaysian immigrant said that the only library that he had seen and used was the American consulate library. Many read for pleasure, others use the library for information. Older generations will not or cannot read, others will only read materials in their home language even though their children are reading books in English or French.

Table 5: Visible Minority Population in Ajax

Visible minority population characteristics	Total	Male	Female
Total population	89,835	43,635	46,205
Total visible minority population	32,005	15,375	16,635
Chinese	1,875	955	920
South Asian	9,735	4,750	4,985
Black	11,680	5,420	6,260
Filipino	2,690	1,305	1,385
Latin American	705	345	360
Southeast Asian	425	175	245
Arab	1,280	650	630
West Asian	575	340	240
Korean	270	120	150
Japanese	285	155	130
Visible minority, n.i.e.	995	435	565
Multiple visible minority	1,490	720	775
Not a visible minority	57,825	28,255	29,565

(2006 Census data)

A national survey of libraries across Canada revealed that many small to medium sized libraries have little financial or human resources to develop diverse collections. These smaller libraries with smaller collections are therefore very interested in potential initiatives such as grant programs for collection building or support through centralized distributed collections.

A study of large urban libraries in Canada regarding their collections, programs and services for new immigrant communities, titled *CULC*

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*Programs and Services to New Immigrants Inventory and Analysis*⁷ also was conducted. Thirty-one Canadian Urban Libraries Council (CULC) members responded to the survey. Summary findings are set out below.

Demographics

Thirty-two percent of cities have populations of over 30% that speak a language other than English. The seven libraries with the highest percentage of immigrants:

- Richmond, BC (55%)
- Toronto (49%)
- Brampton (46%)
- Vancouver (43%)
- Markham (40%)
- Mississauga (40%)
- Montreal (31%)

Services

More than 50% of libraries reported using pictograms in less than 25% of signage (97%).

Fewer than 50% of libraries reported:

- portions of their websites providing information in 2 or more other languages (35%);
- materials providing information in 2 or more languages (45%);
- system-wide standards/policies for serving immigrants (19%); and,
- signage in languages other than English at a very few sites.

Programs and Outreach

More than 50% of libraries reported:

- offering orientation to using the library for new immigrants (81%);
- offering parenting/early childhood programs (61%);

- offering new immigrant computer training (55%); and,
- developing programs in collaboration with representatives in the community (84%).

Fewer than 50% of libraries reported:

- offering ESL programs (45%);
- offering new immigrant business/economic development programs (42%);
- offering employment services (42%);
- offering new immigrant health programs (35%); and,
- offering Citizenship classes (29%).

Collections

Fewer than 50% of the libraries reported having 20 or more languages in their collections (48%).

Staff

More than 50% of libraries reported:

- having staff who specialize in the acquisition of non-English materials (65%); and,
- having customer services staff with multi-language capabilities (94%).

Fewer than 50% of libraries reported:

- actively recruiting staff from immigrant/refugee populations (36%); and,
- offering staff training in services tailored to immigrant populations (39%) and in cultural competency (30%).

Funding

Most respondents use general operating funding for programs and services but more and more are requesting funding from Friends of the Library groups or foundations.

⁷ Canadian Urban Libraries Council. *Programs and Services to New Immigrants: Inventory and Analysis*. Toronto, 2008.

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Policies

More than 50% of libraries reported:

- Library policies did not require them to publish information about library programs in languages other than English (90%); and,
- outreach to new immigrants was part of their library's strategic plan (74%).

Fewer than 50% of libraries reported:

- a social inclusion policy (3%);
- cultural competency training (30%);
- performing cultural competency assessments (6%); or,
- system-wide standards/policies serving new immigrants (2%).

The major urban centres are the big areas for settlement of new Canadians and the libraries in those centres were most concerned about specific issues such as the shortage of language specialists and inadequate technological support. Most libraries supported the development of partnerships and coordinated collection development. Here are a few examples of service delivery to multicultural groups.

Human Resources and Social Development Canada has funded the national *Working Together* project for Vancouver, Regina, Toronto and Halifax libraries. In 2007 *Working Together* developed a community-led service planning model that is a significant departure in understanding how libraries become more inclusive institutions. The service model emphasizes working collaboratively with socially excluded communities to ensure that the library hears all community voices. The community-led service planning model stresses the need to develop relationships with community members in order for the libraries to understand the changing needs and desires of the community and to respond appropriately to community direction.

Windsor Public Library offers print and audiovisual materials in 25 languages as it serves the fourth most ethnically diverse city in Canada. Additionally, Windsor has a large collection of English as

Second Language (ESL) materials, which includes dictionaries, dual-language dictionaries, two-language travel kits, and language learning audio resources. It has a selection of language learning materials from Albanian to Zulu. Also available are two-language (for example, English-Chinese) children's books in Albanian, Arabic, Chinese, Hindi, Punjabi, Somali, Spanish and Vietnamese. Another resource is access to more than 20 international language magazines and a wide selection of foreign language newspapers, printed daily in the library.

Hamilton Public Library has developed language kits as part of a family literacy initiative designed to help immigrant families break down language and cultural barriers. The library has created more than 100 dual-language kits in 15 languages. The kits contain a variety of engaging print and non-print materials that are fun to share and promote language use and play. Kits focus on themes such as nutrition, safety, health, and the neighbourhood. The kits are available in the branches, and most of the picture books are dual language (home language plus English). By providing dual-language materials, families are able to learn English together. Partnerships with the Community Action Program for Children, the Parents Helping Parents Program, and the City of Hamilton Social and Public Health Services were essential to the success of the project.

2.4.14 Services to the Commuter

Public libraries have always provided services and programs to users without specifically targeting where they may live or work. Various forms of media have been used to support differing work styles and environments including the commuter. Talking books have now been replaced with newer more flexible technologies that perfectly match the needs of a commuter. The MP3 player, mobile phone, the car CD-player and mobile computing devices have now been addressed and supported by many public libraries.

Many Ontario libraries have now introduced *OverDrive*⁸, a worldwide distributor of e-books, a perfect-fit service for commuters. Ajax has an

⁸More information available at: www.overdrive.com.

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opportunity to aggressively promote this service and encourage usage by commuters. *OverDrive* provides libraries with all the tools they need to create a digital library collection for download. *Digital Library Reserve*®, a web-based digital media platform, enables library customers to download popular digital audio books, eBooks, music, and video from the library's customized website. Similarly *Kindle* readers are now available in Canada and the library could introduce a lending service.

Other kinds of commuter services include direct lending service to commuters through boxes or shelves of books. Usually early in the morning a librarian is available at the train station with a collection of books, usually paperbacks, for loan.

Examples: Book Express, Gosford Australia; Caboolture, Queensland, Australia; Frankston, Victoria, Australia; Port Washington Library, Washington State, U.S.; Collections available at bus stations in Sudbury, Ontario.

Self-service vending machines that hold about 400 books (150 titles) and staff with a laptop assigned to work at the stations to sign up library users, help them use self-service machine, answer questions etc.

Examples: Contra Costa County, California⁹ and Edmonton Public Library.

Library support is provided to commuting initiatives and programs by other city organizations, usually information support for programs that encourage van pooling.

⁹ For more information on the project: Flores, Alan A. "Book Express: a mini-library for rail commuters" *New Library World*, 2002:272-276; Sanford, Cathy E. "Contra Costa County Library Brings Book-Dispensing Machines to U.S." in *Marketing Library Services*, September/October 2008:1-3. Future of Libraries Conference, San Francisco; and *Never Fear, Your Contra Costa County Library Is Here! Library-a-Go-Go* available at: bit.ly/libraryagogo.

Examples: *Commuteinfo* in south western Pennsylvania; New Haven Public Library; Norwin Public Library.

2.4.15 Public Libraries and Accessibility

There are approximately 1.8 million Ontarians (15.5%) affected by the new accessibility legislation; this number is increasing as the population ages. Disabilities and conditions include physical (hearing, vision, deaf-blind, speech, mental health), learning, sensory (e.g. taste, smell, touch) and other conditions (cancer, diabetes, asthma) and temporary disabilities.

The purpose of the *Accessibility for Ontarians with Disabilities Act* (AODA) legislation is to achieve a fully accessible Ontario by 2025, to develop accessibility standards, and to enforce those standards. The AODA applies to the public, broader public and private sectors.

There are five standards to be developed and four of the five would directly apply to library systems. The five standards are Customer Service, Physical Environment, Employment, Transportation (not specific to the Library) and Information/Communication.

In order to meet the Accessibility legislation requirements by January 2010, policies governing the provision of goods and services to people with disabilities were to be in place. These include:

- Use of assistive devices (policy);
- Service animals i.e. guide dogs (practice or procedure);
- Support person i.e. with the person with disability (practice or procedure);
- Documented process for notice of service disruption;
- Training (policy document and contents of training); and,
- On-going training needed for changes to policies and procedures and for new employees. Policy must describe training, summary of contents and details about training.

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Purposes of Accessibility for Ontario with Disabilities Act

One purpose of the *Act* is to set guidelines for how to interact with people with various disabilities. Staff training includes developing confidence for assisting people with disabilities and for interacting with them, including any service animals. Staff then will understand what they are expected to do to meet various needs. They are required to know the specific policies, procedures and assistive devices in the library and the appropriate terminology on how to operate the various devices.

Libraries and Accessibility

Libraries have traditionally maintained that there were other options to providing materials to people with disabilities such as home delivery. Large print books were one of the few services available through a majority of libraries. Braille books and talking books were the responsibility of other national organizations such as CNIB. However, such national organizations would only support legally blind persons and not the rapidly increasing community that were severely sight handicapped and yet not “legally blind.” Materials for multiple challenges were very few and were left to the families to obtain through their respective support association or hospital. Similarly the assistive devices were beyond the average budget of the public library.

Today there are a wide variety of devices available to people for the use of information. Libraries work hard to incorporate these into their services. Technology makes workstations and software more intuitive for all users. Customers and library staff are encouraged to learn about the equipment and software programs through the use of online “webinars.” These concise training modules present auditory and visual instructions for the programs offered and review every aspect of the workstation components.

Examples of the integration of accessibility technology and services come from two Ontario public libraries, Brampton and Burlington.

Brampton Public Library has several programs and services directly targeting accessibility. The library computers have *JAWS* and *ZOOMTEXT* software that magnifies the computer screen; powered height-adjustable tables; large screen monitors; large print keyboard; Expert Trackball Mouse. As with many urban libraries, Brampton also provides a shut-in service to support home delivery of library materials for individuals unable to visit the Library due to illness or physical or visual disability. Brampton has a large variety of materials, including large print and audio books that are accessible and downloadable.

Burlington Public Library has special reading aids that make reading print and computer screens easier for people with low vision. It also has a “Reader” feature that allows the user to listen to text from web pages, e-mail and Microsoft Word documents.

2.4.16 Public Libraries and Community-wide Programs

Programs offered by libraries are as varied and different as the libraries themselves. Here are two examples of interesting programs. The *Big Read*¹⁰ started in 2005 as a pilot project of the U.S. National Endowment for the Arts (NEA) to encourage the community to come together and read and discuss one book. It was modeled on successful “city reads” programs as a national response to the 2004 *Reading at Risk* study referenced previously which showed literary reading in a steep decline across the United States. Starting with 10 communities in 2005, the program has expanded to include 208 communities in 46 states, the District of Columbia and the U.S. Virgin Islands. The Ford Motor Company donated a vehicle to the program to enable marketing support across the country. The program has expanded into Mexico through the El Paso Public Library, as well as Russia and Egypt. Similar programs are in place in Canada.

A more unusual program but one that is spreading fast globally is the *Living Books* program. The *Living Library* is an international project

¹⁰ More information on the *Big Read* is available from the National Endowment for the Arts at: www.neabigread.org.

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established in 2000 to promote tolerance and understanding of minorities and persons with disabilities. It has become an increasingly popular event in public libraries in North America, Australia, and Europe.

First introduced in Canada in March 2009, a *Living Book* is a person that has chosen to be a public representative of a certain group. Customers check out living books for a few hours. People interact with persons who may be different from the norm. A *Living Books* program in Japan included someone with Asperger Syndrome, others with various psychiatric disorders, a homeless person, lesbian, gay, and transgendered people and someone from Nepal.

2.4.17 Public Libraries and the Disadvantaged

Perhaps a reflection of growing economic difficulties, library research conveys the need for the library to be part of the solution to community problems and issues. One issue facing many urban libraries is the usage by the homeless and other mentally ill people who are agents of social services. This has been an issue facing public libraries since the 19th century but until recently there has been no proactive attempt to provide a solution. One city-wide initiative was undertaken in Toronto.

The City of Toronto struck a Homelessness Action Task Force and released a comprehensive action plan to address this urban crisis. As part of that effort, the Toronto Public Library developed its own initiatives to continue to meet the needs of all Torontonians, including high-need and disadvantaged people. *"The reality is that homelessness doesn't affect just the 'fringes of society.' Today, we know that more people turn to social support because there is a lack of economic choice,"* noted a manager at the Toronto Public Library. As one of the remaining accessible public spaces left in the city, library branches provide a natural refuge, particularly in extreme hot and cold weather months.

2.4.18 Public Libraries and Green Buildings

The new public policy environment, supporting accessibility and **environmentally-friendly** public buildings, is exponentially increasing the costs for municipalities. The features are all desirable and many are cost efficient after a few years but the public library is frequently caught between the ideal green fully- accessible building and the realities of municipal budgets.

In high growth areas of Ontario, development charges do greatly assist the municipal council budget for such libraries. Similarly, multi-use facilities do reduce costs, but a fully accessible **LEED**¹¹ building¹¹ is more the exception than the rule at this time at least. The new infrastructure funds to support economic recovery will undoubtedly assist, but once again local Councils will be prioritizing capital infrastructure projects for this funding.

In international locations there are some excellent examples of new public libraries embracing green technologies. For example, the Seattle Public Library, designed by Rem Koolhaas, opened in May 2004. It employs a number of innovative techniques to achieve the status of a green library. It is located in a dense urban area, accessible by public transportation. The building has many design elements and features to lessen its energy and environmental impact.

¹¹ LEED[®] [Leadership in Energy and Environmental Design] is an internationally certified and accepted rating system for designing green buildings. See Canada Green Building Council at www.cagbc.org.

Section 3: Ajax Public Library in 2010

Initiated in 1891 as a Mechanics Institute Library in Pickering Village, the Ajax Public Library is a growing and thriving urban public library system located outside the large metropolis of Toronto. The Library currently delivers services from three locations; Main Branch, located south of the 401 on the Town Hall plaza ; McLean Branch, located in the McLean Community Centre (Kingston and Westney North); and Village Branch in Pickering Village on the Ajax - Pickering boundary in the Town's more historic area.

A popular Library, residents have access to more than 210,000 items in all formats, including books and periodicals, large print, multimedia and electronic resources. This collection also houses multi-language materials to serve its growing diverse population. The Internet and a collection of e-databases are also available to meet the needs of its community. The Library's knowledgeable staffs deliver collections and services. In accordance with the *Ontario Public Library Act*, a Library Board, consisting of nine members including Town Councillors and citizens at large, governs the Library.

3.1 Public Library Comparators

3.1.1 Canadian Comparable Libraries

For many years, public libraries have been submitting their approved comparative performance indicators to a national public library organization called the Canadian Urban Library Council (CULC). For proximal libraries and like-size (by population) libraries in Ontario, the Consultants have drawn upon the 2007 *CULC Report* (2007 statistics) to position Ajax Public Library. For information about large urban libraries with large newcomer communities, the Consultants were able to draw upon 2008 statistics (not available for the smaller libraries).

The proximal comparator libraries are: Clarington, Oshawa, Pickering, and Whitby.

The other comparator libraries (by population) located in Ontario include: Brantford, Newmarket and Niagara Falls.

The large public libraries with large newcomer populations include: Brampton, Burnaby, Markham, Mississauga, Richmond, Toronto, Vancouver, and Vaughan.

For the proximal and other Ontario comparator libraries, the comparative factors that were considered include:

- Physical indicators - population; total square footage; number of branches
- Collection indicators - collection budget; circulation
- Service indicators – hours open to the public; in person visits; programs; program attendance
- Budget indicators - municipal funding; total funding
- Electronic indicators - public internet workstations; population per workstation.

Comparative factors considered for the large public libraries, most of which are expressed on a per capita basis include:

- Physical indicators—population; total square footage; number of branches
- Collection indicators- collection budget; circulation
- Service indicators-hours open to the public; in person visits; programs; program attendance
- Budget indicators-municipal funding; total funding
- Electronic indicators—public Internet workstations; population per workstation.

Comparison to Proximal Libraries---

Ajax Public Library performs better than its neighbour libraries in:

- Collection budget
- Opening hours per capita

AJAX PUBLIC LIBRARY IN 2010

Ajax Public Library performs comparably to neighbour libraries in:

- Number of programs offered
- Attendance at programs

Ajax Public Library falls behind most of the local libraries in:

- Total space
- Annual in person visits
- Circulation
- Municipal funding
- Total funding
- Public Internet workstations

Comparison to Other Ontario Libraries

Ajax Public Library performs better in:

- Circulation
- Attendance at programs

Ajax Public Library shares the middle ground in:

- Annual hours open to the public
- Number of programs offered
- Municipal funding
- Total budget
- Public Internet workstations

Ajax Public Library falls behind in:

- Total space
- Annual in person visits

Comparison to Large Libraries

Expressed on a per capita basis, Ajax Public Library performs better in terms of annual hours open per capita.

Per capita, Ajax Public Library falls within the average range in terms of:

- Total space
- Program attendance

Per capita, Ajax Public Library falls behind in:

- In person visits

- Circulation
- Municipal funding
- Total budget
- Public Internet workstations (2nd highest number of users per capita of workstations)

General Observations on Proximal Libraries Versus Other Comparator Ontario Libraries and Larger Libraries

It is encouraging to see that the Durham Region libraries tend to be doing better in general terms than their other counterparts in Ontario. This is due to a number of factors, but there is little doubt that the higher growth experienced in Durham as edge communities to Toronto accounts for higher expectations of their residents, greater availability of resources and better usage of them. As Clarington is on the eastern-most boundary of this Region, it has yet to experience the same rate of growth of the other libraries but indicators show that this will change rapidly in the next few years.

Of the second group of comparators, Newmarket is probably the only library that can be considered an edge community library, which will experience higher growth over the next few years. We have seen that terrific rate of growth just to the south of Newmarket in Vaughan. The following tables show the data that supports the comparative findings.

Of the large libraries that are similar to Ajax due to high numbers of newcomers, Ajax performs better in terms of annual hours open to the public. Of the other two groups, Ajax fell into the middle ground in this category. It could be that in the larger systems, there are more locations accessible to the community, thus allowing hours to be reduced at some locations but access is still available throughout the system. This could also be said of space, as Ajax falls in the middle of these large libraries and other Ontario libraries but falls behind proximal libraries. One of the more optimistic comparators for Ajax is program attendance per capita. Of course, larger libraries offer more programs but of the number offered at Ajax, attendance is promising.

Two categories where Ajax performs lower in two of three comparator library groups are funding and number of Internet workstations. Of the

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larger libraries, expressed on a per capita basis, Ajax's municipal funding is third lowest, and second lowest for overall funding. There are too few public Internet workstations available in the Ajax Public Library. In other consultative processes in this study so far, lack of sufficient Internet workstations was identified as one of the major weaknesses of the library system.

Table 6: Physical Facilities Indicators, Proximal and Ontario Comparator Libraries 2007

Library	Population	Square Feet (SF)	No. of Branches
Ajax	91,000	40,600	3
Proximal Comparators			
Pickering	91,900	114,225	5
Clarington	83,616	42,500	4
Whitby	112,000	61,816	3
Oshawa	141,590	94,000	4
Other Ontario Comparators			
Brantford	91,487	67,000	2
Newmarket	79,300	35,748	1
Niagara Falls	82,184	66,684	4

Source: CULC, 2007

One factor that seriously affects the library's ability to deliver optimal services is its physical facilities, in terms of size, number of locations and the locations themselves. Ajax falls behind compared to other proximal libraries, but is in the middle of the Ontario libraries group. Compared to the largest library systems, Ajax falls in the middle on a per capita basis in terms of size, although total number of locations is understandably lowest.

Table 7: Larger Libraries, 2008

Library	Population	No. of Branches	Total Space Square Feet (SF)	Total Square Feet (SF) per capita
Ajax	97,277	3	40,600	0.45
Brampton	487,230	6	125,375	0.25
Burnaby	216,336	4	99,000	0.45
Markham	293,700	6	119,241	0.40
Mississauga	720,000	18	405,928	0.56
Richmond	185,217	4	87,200	0.46
Toronto	2,738,600	99	1,829,611	0.66
Vancouver	615,473	22	487,019	0.79
Vaughan	270,405	7	120,603	0.44

Source: CULC, 2008

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Table 8: Funding Indicators, Proximal and Ontario Comparator Libraries, Per Capita, 2007

	Population	Municipal Funding \$	Municipal Funding Per Capita \$	Total Funding \$	Total Funding Per Capita \$
Ajax	91,000	2,824,300	31.04	3,285,664	36.11
Proximal Comparators					
Pickering	91,900	4,010,555	43.64	4,351,868	47.35
Clarington	83,616	2,205,713	36.38	3,503,310	41.90
Whitby	112,000	3,808,214	34	4,329,311	38.65
Oshawa	141,590	7,476,500	52.8	8,683,426	61.33
Other Ontario Comparators					
Brantford	91,487	3,629,171	39.67	4,157,817	45.45
Newmarket	79,300	2,193,119	27.66	2,757,496	34.77
Niagara Falls	82,184	3,552,400	43.22	4,075,003	49.58

Source: CULC, 2007

Table 9: Funding Indicators, Larger Libraries, Per Capita, 2008

Library	Population	Municipal Funding \$	Municipal Funding Per Capita \$	Total Funding \$	Total Funding Per Capita \$
Ajax	97,277	3,008,700	30.93	3,306,501	33.99
Brampton	487,230	11,774,158	24.16	12,743,796	26.15
Burnaby	216,336	7,963,628	36.81	9,456,099	43.71
Markham	293,700	9,145,315	31.14	11,829,200	40.27
Mississauga	720,000	22,123,399	30.72	49,027,815	68.09
Richmond	185,217	8,886,329	47.61	7,988,872	42.80
Toronto	2,738,600	172,861,455	63.13	185,924,001	67.90
Vancouver	615,473	37,326,114	60.64	43,728,448	71.05
Vaughan	270,405	10,462,127	38.69	10,871,428	40.20

Source: CULC, 2008

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Per capita funding levels for the Ajax Public Library are lowest in comparison to neighbour libraries. Although the per capita rates fall in the middle range of the other Ontario comparators, Durham Region will be a high growth area and libraries will be a critical part of community life and education especially for new Canadians. More funding will be needed.

Compared to the larger libraries, Ajax funding, expressed in per capita terms, is third lowest for municipal funding and second lowest for funding from all sources.

Table 10: Collection Indicators, Proximal and Other Ontario Libraries, 2007

	Collection Budget \$	Budget Per Capita \$	Circulation	Circulation Per Capita
Ajax	490,538	5.39	786,811	8.65
Pickering	446,703	4.86	1,142,354	12.43
Clarington	232,015	2.77	525,640	6.29
Whitby	433,671	3.87	1,109,352	9.90
Oshawa	858,637	6.06	1,309,485	9.25
Brantford	569,804	6.23	718,574	7.85
Newmarket	255,308	3.22	403,381	5.09
Niagara Falls	397,981	4.84	654,693	7.97

Source: CULC, 2007

Table 11: Collection Indicators, Larger Libraries, 2008

Library System	Collection Budget	Collection Budget per cap	Circulation	Circulation per cap
Ajax	\$455,715	\$4.68	**865,398	8.9
Brampton	\$1,863,771	\$3.82	4,417,690	9.06
Burnaby	\$1,454,546	\$6.72	3,644,913	16.84
Markham	\$1,801,702	\$6.13	4,913,116	16.72
Mississauga	\$2,396,616	\$3.33	7,940,280	11.03
Richmond	\$1,397,748	\$7.49	4,358,371	23.35
Toronto	\$17,003,782	\$6.21	29,800,619	10.88
Vancouver	\$5,524,935	\$8.97	9,816,155	15.95
Vaughan	\$1,526,261	\$5.64	2,328,988	8.61

**taken from Library's stats

Source: CULC, 2008

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The collection budget and per capita allocation for the Ajax Public Library is positive. Circulation is a little lower than most proximal libraries but higher than the other comparators.

Table 12: Services Indicators, Proximal and Other Ontario Libraries, 2007

Library	Public Hours	In-Person Visits	Programs	Program Attendance
Ajax	9,654	362,817	995	19,887
Proximal Comparators				
Pickering	8,645	579,571	1,074	23,786
Clarington	9,932	278,044	654	16,489
Whitby	7,406	578,950	925	16,244
Oshawa	11,908	641,150	1,694	35,556
Other Ontario Comparators				
Brantford	5,880	497,769	499	9,991
Newmarket	2,676	183,534	955	15,389
Niagara Falls	40,914	50%	10,912	514,250

Source: CULC 2007

Compared to the larger libraries, funding for Ajax collections per capita is in the lower end of the comparators in this category.

Ajax's public hours are higher while program indicators fall in the middle range of the comparator libraries. Annual visits fall behind most proximal libraries' visits. One key issue that may impact library visits is the location of the Main branch south of the 401 and distant from much of the new development north along Taunton Road and on the eastern border with Whitby. In comparison to the larger libraries, on a per capita basis, Ajax's public hours surpass the big urban centres. Program attendance is also an encouraging statistic in comparison to the larger libraries.

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Table 13: Services Indicators, Larger Libraries, 2008

Library	Public Hours	Hours Open per Capita	In-Person Visits	In-Person Visits per Capita	No. of Programs	Total Program Attendance	Program Attendance per Capita
Ajax	9,654	0.106	**385,426	3.96	799	19,273	0.20
Brampton	16,796	0.034	1,986,782	4.08	1,541	25,751	0.05
Burnaby	15,449	0.071	1,823,429	8.43	1,056	39,651	0.18
Markham	18,162	0.062	2,062,000	7.02	3,875	66,900	0.22
Mississauga	53,700	0.074	4,371,650	6.07	5,257	120,379	0.16
Richmond	14,431	0.077	1,908,950	10.22	2,657	106,053	0.57
Toronto	269,386	0.098	16,175,595	5.90	26,469	686,116	0.25
Vancouver	55,783	0.09	6,439,572	10.46	7,465	213,595	0.34
Vaughn	1,126	0.063	1,175,923	4.35	3,103	68,427	0.25

Source: CULC 2008

Table 14: Electronic Activity Indicators, Proximal and Other Ontario Libraries, 2007

	Public Internet Workstations	Population per Workstation
Ajax	37	2,459
Proximal Comparators		
Pickering	64	1,435
Clarington	81	1,032
Whitby	72	1,556
Oshawa	68	2,082
Other Ontario Libraries		
Brantford	46	1,989
Newmarket	13	6,100
Niagara Falls	32	2,568

Source: CULC, 2007

It is important to note that the collection of accurate electronic statistics by public libraries is challenging and an ongoing issue for public libraries across North America. How these indicators are kept and gathered varies from library to library. A new mechanism for gathering these statistics for Canadian libraries is in development.

For purposes here, two comparator statistics are shown: number of public Internet workstations, and population per workstation. Based on the first two comparator library groups, Ajax falls behind all proximal libraries in terms of sufficient workstations for the population. Of the Ontario libraries, two of three have fewer computers for its population. Within the larger libraries, *Table 15* shows that Ajax is second highest in terms of the population per

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workstation, meaning the Library needs to add workstations in order to meet standard.

Table 15: Electronic Activity Indicators, Larger Libraries, 2008

Library	Public Internet Kiosks	Population Served per Kiosk
Ajax	32	3,039
Brampton	164	2,970
Burnaby	83	2,606
Markham	84	3,496
Mississauga	265	2,716
Richmond	169	1,116
Toronto	2,037	1,344
Vancouver	521	1,181
Vaughn	121	2,234

Source: CULC 2008

3.1.2 Staffing Practices of Durham Region Libraries

A review of staffing practices in the Durham region libraries was also undertaken, for comparative purposes. This review of neighbour libraries focuses on management structure, staffing, recruitment, staff training, current and future partnerships.

Management Structures

Management structures vary considerably across the Durham Region libraries. Each library varies its practices in terms of structure and resources. Some practices are dictated by the municipal environment and the degree of partnership through such services as human resources support, information technology, the website, and financial services support. One (Pickering) has a very flat organization structure, others are more hierarchical and finally others, specifically the smaller ones, are too small to have a formal structure.

Position Alignments with Mission and Strategic Directions

Client-driven

Nearly all of the comparator libraries have coordination or management positions that are directly responsible for developing and delivering services to children, youth and adults. Libraries also include general customer services functions usually aligned with borrowers' and circulation functions.

Function-driven

Most libraries have positions that oversee the direction of the libraries (CEO or Chief Librarian, that report to the Library Board), as well as Corporate or Administration units that generally oversee Human Resource functions, Information Technology, and Finance. In some cases, some IT functions have been contracted with either the municipality (Ajax) or with the private sector (Clarington). Some smaller libraries rely on the assistance of their municipalities for financial, human resources and facilities services.

Other functional positions include branch services, facilities management, circulation or borrower services and technical services (collections acquisition and management functions). Again, coordinators or management-level positions oversee many of these functions.

New Staffing Directions

Of note is the creation of new community development positions in many dynamic and responsive libraries including Pickering and Edmonton, for instance. These positions are responsible for outreach and direct interaction with specific community demographics for services and collection development, marketing and feedback. These positions also generally work closely with similar municipal positions.

Staffing Levels

Table 16 provides a snapshot of comparator staffing levels in Durham Region libraries. Whitby, a slightly larger library in terms of population

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served, makes for an interesting comparison. In all categories of staffing levels, Ajax Public Library falls behind:

- professional librarian positions: Whitby 6 and Ajax 4;
- library technicians: Whitby 7 and Ajax 2; and,
- other staff: Whitby 73 and Ajax 62.

Table 16: Durham Region Libraries Staffing Levels

	Libr'n	Libr'n	Library Tech.	Library Tech.	Other Staff	Other Staff	Volunteer
	FT	PT	FT	PT	FT	PT	
Ajax	4	0	2	0	8	54	0
Brock Twp.	1	0	1	0	0	6	30
Clarington	5	0	6	10	5	33	9
Oshawa	19	4	2	2	57	80	0
Pickering	11	2	9	5	14	47	0
Scugog	1	0	1	5	0	9	2
Whitby	6	0	3	4	16	57	0

Recruitment Processes

Most recruitment processes in the Durham libraries are very traditional. Job ads are placed on the Ontario Library Association and Canadian Library Association websites, at the School of Library and Information Science, University of Western Ontario and Faculty of Information, University of Toronto. Head-hunters or independent consultants are not generally used for most staff, the exception being CEO positions for which recruitment alternatives may be considered.

The creation of new positions such as a community development librarian attracts people from many different backgrounds. Libraries would like to have professional librarians with these skills but do not often find individuals with both those specialties. The Pickering Public Library recently hired a Community Development Librarian, with both professional librarian credentials and community development skills and training.

Recruitment in libraries, especially for professional staff, is governed by several factors:

- the economy with people less willing to relocate;
- Durham Region as a location; i.e. young professionals tend to prefer to work in larger centres e.g. a successful candidate for a professional management position in one library left for a higher paying position in Toronto; and,
- hiring freezes by many municipalities that subsequently impact the library.

In the case of non-professional positions, one library reported that they had had an overwhelming number of responses for a Manager of Human Resources position. Many of the candidates had excellent skills and many were from the private sector.

Succession plans are becoming more common in the library environment due to an increase in retirements. Oshawa, for instance, has developed a succession plan for its Board.

All of the Durham libraries consulted have a staff evaluation process in place that includes an annual rating process. Some include a self-evaluation component to their staff evaluation process.

Staff Training

All the Durham public libraries are engaged in regular training. This training has some consistency in rationale as well as methods of delivery. In all cases, training is directly linked either to the Library's mission, strategic directions or policy governance models under which the libraries function. Most libraries incorporate the training goals and plans within their annual work plans.

The following section highlights the training principles and practices of adjacent libraries.

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Whitby: Core principles and values articulated in the Library's *Strategic Plan 2009-2013* frame the training programs offered to staff. Professionalism, creating a positive work environment and the need to prepare staff with competencies to assume new roles in the Library reflective of changing community needs in the future are paramount for Whitby Public Library

Pickering: A Carver-based library, the mission statement at the highest level along with a time-sensitive strategic plan creates the framework for all staff development. The Library has recognized the shift in information management and direction from library staff-managed to user-driven. Technology in the hands of the user requires a review of how libraries respond to user needs. The proliferation of personal use technologies has led to a revamp of reference services via an IHelp desk service. Staff will need to be comfortable with all personal use software for all kinds of information in all formats. Training in and the implementation of self-serve options will be critical.

Clarington: The Library's *Policy Manual - Customer Service Policy* underlines the importance of the customer as the focus of the Library's mission. Library staff training emphasizes the need to serve all users, without discrimination and in a consistent, fair, open courteous and efficient manner.

Oshawa: The Library's strategic plan for 2008 to 2011, *Developing Our Organization*, focuses attention on staff training responsive to serving teens, seniors and people with disabilities.

Scugog: The Library is looking at the Board level to set a framework for future training. One of its objectives is to "Continue to develop Board and Administrative policies and procedures that will ensure consistency and continuity in decision making including Accessibility Customer Service policies & procedures as per Township mandate."

Ajax: Ajax, another Carver library, references the Library Board's *Ends Policy* for guidance in determining staff training directions. Accordingly

the *Ends* statement reads: "Ajax Public Library will serve as a primary community destination that will assist all people who live in the Town of Ajax to:

- improve the quality of life for individuals, families and the community;
- document the history of individuals, families and the community of Ajax, and
- acquire knowledge and information about the Library's services."

Accordingly, the Library will focus facilitating training and development plans to Library Board trustees and Library staff in the service of the public.

Staff Development for Legislative Impacts

The *Accessibility for Ontarians with Disabilities Act* (AODA) 2005 has been a major driver of recent training for library staff plans. In general, accessibility training is provided from three sources: the municipality; an in-house "Train the Trainer" approach; and external consultants.

Currently very new legislation requiring new service policies and staff training is *Bill 168*, an addendum to *Occupational Health and Safety Act*, entitled *Workplace Violence and Harassment*.

3.1.3 Summary of Ajax Performance

Growth is a major factor that will affect the future of the Ajax Public Library. In preparation, there are key areas to which the preliminary indicators analysis point that would help the Library to move forward responsively to its community. These include increased per capita funding, more physical space, improved technology infrastructure, and, improved marketing.

Growing collection budgets will be essential in meeting future demand. Better technology within and throughout the Library plus more up-to-date workstations will address some of these space and flow limitations and will encourage more users of all ages to take

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advantage of their library. Program attendance is a positive indicator of the Library's success. More programs that reflect the interests of target communities will attract new users.

Ajax Public Library's Key Performance Indicators 2008 to 2009

What do the key indicators for Ajax Public Library show between 2008 and 2009? The key indicators are all tracking positively upward except two; new members and more programs. Reference and readers advisory statistics are also low. However, in-person visits and circulation are growing positively. Website visits are dramatically climbing, consistent with most libraries.

Although it is too early to predict the reasons for these patterns, it is fair to say that the public has discovered technology and its positive use in all things including libraries. A whole new take on marketing is critical, not only to attract new members but also to keep existing ones. Although the number of programs offered has stayed the same over two years, attendance is very positive, suggesting that offering more and different programs may be an important and dynamic way to bring more people into the Library.

Table 17: Ajax Public Library Key Indicators, 2008-2009

Ajax Public Library Key Indicators 2008 - 2009			
	2008	2009	%
Circulation	865,398	923,284	6.70%
In Person Visits	385,426	405,119	5.10%
New Members	6,230	6,154	-1.20%
Programs	799	799	0.00%
Attendance	19,273	20,429	6.00%
Ref/Readers Advisory	67,743	68,657	1.30%
Website Visits	143,413	201,078	40.20%

3.3 Governance of the Ajax Public Library

In Ontario, public libraries are created by municipal by-laws and governed by public library boards. The Ministry of Culture and Tourism has responsibility for the administration of the *Public Libraries Act*. The Ministry's Programs and Services Branch develops provincial policies for the public library system. The Ontario Library Service - North and the Southern Ontario Library Service deliver programs on behalf of the ministry. According to the *Act*:

(3) *A public library shall be under the management and control of a board, which is a corporation known in English as The Ajax Public Library Board.*¹²

The *Act* provides further guidance on the powers and duties of the Board, number of Board members and meetings, administration of the meetings, conduct of Board members and specific areas of free public services. The Board provides annual reporting to the Minister to satisfy requirements of the annual provincial grant and the occasional project grant. Specific operating of the library and budget is left to the municipality and to the Library Board through the Chief Librarian.

Carver Governance Model

The Ajax Public Library functions under the Carver model of governance, used mostly in non-profit organizations. The model is a policy-driven structure and distinguishes the roles of Board members separate and apart from the role of the CEO. It is a system that establishes checks and balances for the Board and the CEO and requires rigorous monitoring of all areas defined by policies. In the library context, it means that Board members are removed from the daily activities and operations, relying instead on the adoption of wide-ranging policies within which the CEO can operate and respond to community needs. Policies within the Carver model can be seen as

¹² *R.S.O. 1990, c. P.44, s. 3 (3).*

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restrictive and inflexible. The use of Board/staff committees, a valuable source of information for the Library CEO, is discouraged.

Carver, the creator of this governance model, insists that the model will only work if adopted in its entirety. Proponents also insist that to work properly all Board members must be trained and if possible at the Carver Institute in the United States. There are public libraries that have adopted this governance model successfully. Windsor and Pickering, as well as the Southern Ontario Library Service, function under this model.

Research shows that this model of governance is controversial. The model logic is rigid by definition and Carver is based on a prescriptive formula. It assumes that any organization can adopt its model effectively. It does not recognize that libraries may be in different stages of development and, therefore, have different needs. The initial building of the library requires policy and systems development to support its operations. This requires the input of both the Board and the management, not just the Board alone. Libraries that have in place detailed policies, review mechanisms, established procedures of operations and clear role distinctions between the policy setters and the staff who apply these policies are better able to consider this sophisticated governance model.

Within the context of municipalities where the Carver model is not necessarily the governance model in place, this style of governance is difficult to understand, takes time to learn and can be rigid in its application. It is a difficult concept for Board members, the Chair and also the CEO to grasp especially following a more formal hands-on, committee based governance model. Many Board members are not able to commit the time required to transition to this governance model. Some municipal councillors sitting as Board members have also found Carver difficult to accept when they are accountable for municipal tax dollars and find that there is no finance committee or opportunity for detailed examination of expenditures.

During tougher economic times where important programs and services may be under scrutiny, the policy-driven Carver model would eliminate or certainly restrict the kinds of fulsome discussions that are very important in making decisions about service cuts.

The Carver model does have its advantages. Adoption of the Carver model does force the Library Board to look outward into the community for input into library planning and for developing important, strategic partnerships on behalf of the Library. It removes Board focus from internal operations and processes, the responsibility of the CEO.

To summarize, a 1996 study on the Carver model found that it was more important for an organization to have used any model than to have used Carver's model and that *"Carver users were no more satisfied with their board changes than the users of any other model or combination of models."*¹³

It is suggested that the Ajax Public Library Board discuss and review the value of a Carver model for the Library in the future. If the Library decides to continue working with this governance model, it is recommended that the Board Chair and Vice Chair receive formal training. If, on the other hand, the Board believes that the Library will encounter difficult economic times in the future, the Board may want to reconsider the use of this very structured model of governance.

Ajax Public Library Board

The Ajax Public Library is governed by a nine member board, including seven citizens and two Councillors, one local and one Regional, appointed by Ajax Town Council. The goal of the Board is to ensure the Ajax Public Library is the gateway to the information and recreational resources that meet the varying needs of all members of its communities within available resources.

¹³ Armstrong, Ruth. "Does the Carver Model Really Work?" *Front and Centre*, Canadian Centre for Philanthropy, May 1998.

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Library Board Members' Duties

- Promote and advocate the value of public libraries in the Ajax community.
- Recognize the Library is a prized cultural asset in the community.
- Establish long-range goals and objectives for Ajax Public Library.
- Identify and represent local community needs and interests.
- Hire and evaluate the ongoing performance of the Chief Librarian and Executive Officer.
- Ensure the delivery of programs and services that reflect the unique needs and interests of the community.
- Approve budgets presented to Municipal Council that will provide sufficient levels of funding to ensure quality library service for the community.
- Adhere to the *Public Libraries Act*, its regulations and legislation.

Region of Durham

Ajax is a community in the Region of Durham; for the purposes of library services the Region plays little role in actual library administration in Ajax. There are, however, various opportunities for the Ajax Public Library to develop service delivery partnerships with the Region and with the other Durham Region community libraries.

One current example is the partnership with Durham Region Transit to provide free ridership for children registered in the Summer Reading Clubs at the Durham Region libraries. This is a simple example but one that could be regarded as successful partnership agreement for the benefit of Ajax residents, who for the most part, are unaware of the subtle service delivery responsibilities of the various levels of government. The Chief Librarians within Durham meet regularly and discuss partnership opportunities among other issues.

Governance Partnerships

Over the last few years a series of strategic planning initiatives have been developed for public services delivery in the Durham Region and in Ajax. These include Economic, Recreational as well Social Services for Ajax and Durham Region. Relevant reports include:

- *Ajax Forward: Official Plan Review 2010*
- *Town of Ajax Strategic Plan and community visions 2007-2010*
- *Town of Ajax Diversity and Community Engagement Plan 2010*
- *Town of Ajax Economic Development and Tourism 2010*
- *Town of Ajax Integrated Community Arts and Cultural Plan 2006*
- *Town of Ajax Recreation, Parks and Culture Master Plan 2008*
- *Town of Ajax Recreational Youth Spaces Study 2010*

A recent Durham Region plan *Enhancing the Social Planning and Research Capacity of North Durham and Clarington: A Community Social Profile and Needs Assessment*¹⁴ provides a social profile of North Durham and Clarington and summarizes the feedback gathered from focus groups and interviews conducted with local agencies and community members on the needs and expectations for future social planning and research. The Report contains one mention of the public library and that of "the information services facility". The failure to recognize the ever-changing community role of the public library, the public space function of the library, and the plethora of services and programs that are available to the social services clientele highlights a lack of marketing.

Municipality of Ajax and Governance

The role of the municipality as the major public library funding partner varies from community to community in Ontario.

Partnership and cooperation between the library and municipality is the norm and in some instances the administration of certain services is carried out by the municipality in areas such as human resources, financial management services and information technology.

¹⁴ Community Development Council Durham (on behalf of Community Development Council Durham, the North Durham Social Development Council and Region of Durham Enhancing Social Planning Advisory Committee). *Enhancing the Social Planning and Research Capacity of North Durham and Clarington: A Community Social Profile and Needs Assessment*. Ajax, August 16 2010.

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In some municipalities, the Chief Librarian reports to a Director of Services, located in Community Services, Parks and Recreation, or Heritage and Cultural Services. In many others, responsibility for the physical plant infrastructure, janitorial services and security remains with the municipality. In some instances the municipality will provide initial legal services but for the most part the Library Board retains independent legal services.

In Ontario the majority of Chief Librarians or Chief Executive Officers work closely with the municipality as befits a working relationship with the major funder of the library services. For the most part, through policy development, the Library management and staff receive similar benefits enjoyed by the municipality.

In unionized situations, it is not uncommon for the library staff to be in a local separate from the municipality inside workers and to have separate contract negotiations. The municipality hiring practices and procedures are articulated in their collective agreements and any practices flow from that. The Library is responsible for its own firing and disciplinary actions. Pay equity and legal issues may also be separate from that of the municipality.

Chief Librarian and Executive Officer's Role

The role of the Chief Librarian and Executive Officer is to oversee all of the operations of the Library. This role includes:

- Serving as Secretary to the Library Board;
- Implementing Board policy and strategic directions, in terms of planning, monitoring and evaluation;
- Supporting community partnership development and outreach; and,
- Providing oversight of the financial, human resources and service delivery of the public library.

Section 4: Stakeholder Consultations and User Satisfaction

4.1 Internal Consultations

4.1.1 Process and Observations

The Consulting Team conducted extensive consultations with many of the stakeholders closest to the Library's operations. These included:

- Mayor and Council
- Library Board, Friends of the Library
- Library staff
- Internal Library advisory committees (Teen Advisory Committee and *Ad Hoc* Staff Physical Facilities Committee).

A variety of techniques were used to gather information from these diverse groups, including meetings and interviews, workshops, surveys, e-mails and telephone calls.

This sections presents a summary of observations, kudos, criticisms and recommendations made, reflecting several common themes.

Information "My Way"

The infusion of technology into nearly all aspects of libraries and in society has raised users' expectations about how and when they can access and use information in their lives. The expression "Information My Way" captures this idea.

Most respondents, especially the staff, believe that there will be increased use of technology and related services in the future, such as chat reference and services delivered via the Internet, all accessible remotely and on site. At the same time, with current economic conditions, people who are seeking work and who do not have Internet at home will rely more on these services through the public library. It has been recommended by staff that providing business

centre services such as scanners, coloured printing, and fax, potentially may be of great benefit to those seeking new careers or starting small businesses.

Making changes to increase the Ajax Public Library's technology infrastructure and grow and develop services presents one of the biggest challenges to the Library. There are not enough public workstations, equipment is outdated for both staff and public use and the web presence is dated. Staff training is limited and there are few public classes in the use of the Internet or databases offered by the Library.

Technology will be pivotal in upgrading and improving customer service in circulation and collection inventory and security functions. These technologies can revolutionize how the Library delivers service and will allow staff reassignment to assist users in learning these technologies and other front line duties including more public services hours.

New and popular products and services such as *OverDrive* are now offered at Ajax; however, staff believes that marketing this successful product has not been as proactive as it might be. It is known through research that *OverDrive* is very popular with commuter populations in other cities.

Social networking tools through the Library (Town) are not available to users. Gaming is a hot service now for Library users, both young and old, and again, the Library is limited in what it can offer due to the inadequate number of workstations.

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Off-site access to marketing events' information would be vastly improved if a Community Information module were added to the website.

Marketing the Library

The topic of marketing the Library appeared in nearly all consultation forums. The Board, for instance, wants to know how the Library can reinvent its message in order to promote all of the things the Library does. Town Councillors and senior staff wanted to know how the Library can align its strategic directions with those of the Town and create a consistent marketing message. Marketing to key groups such as diverse communities, youth, commuters and older adults is expected. Retail models for *marketing and promotion need to be explored as well*. Greeters or ambassadors representative of key groups would create a more welcoming presence for Library users.

Library as Community Space

Part of a strong marketing message is the role of the Library within the community. All groups consulted, internally and externally, agree that the Library is the one of the most important public spaces in the community. Why? The Library serves all people, welcomes newcomers and is open and accessible more hours than most public facilities.

That said, as a community space, the Library needs to reinvent itself to meet new and upcoming demands. The current facilities are seen as overcrowded and not as welcoming or attractive as they might be. Accessibility may be a challenge in some select areas and sightlines for security purposes are compromised, especially at the Main Library. The Library should include a café, more quiet spaces and group study space. Future library planning may want to consider the importance of one stop shopping, locating any future libraries adjacent to other community spaces such as a theatre, cultural space or community centre. Perhaps the Library should explore the idea of offering select municipal government services on the weekends when the Town Offices are closed.

The *Ad Hoc* Staff Committee on Facilities offered excellent design suggestions for consideration with respect to future target communities' space within the Library. (See *Appendix B*)

Youth look for dedicated space for them—colourful, more attractive facilities where they can engage in group study, individual study, have facilities for multimedia activities co-located with computers, or just space to hang out.

Nearly all those consulted agreed that a new branch in the northeast area of Ajax is needed. There is a recommendation to also consider expanding the size of the very busy McLean Branch.

Ideas about the future of Pickering Village Library are intertwined with those of the broader strategy planned for that area of the Town. Some suggestions include creating an arts and cultural information hub, or perhaps a local history hub for the community.

Exploring Partnerships

The Board has supported and endorsed the various partnerships that have involved the Library. The Board sees the value of extending these partnerships in the community as a strategy to improve awareness of its services. Given the projected intake of new immigrants into the area, more collaboration with the Community Information Centre (CIC) and the Social Planning Council to locate settlement workers within the Library would be beneficial.

Building on the success of the *Battle of the Books*, partnering with the Town on other events is strongly encouraged. The Library Board does participate in various planning activities with the Town providing input into the Town's *Official Plan*, *Youth Study*, *Transportation Plan* and the *Cultural Plan*.

Consultation with Town officials suggests that the Library might align its strategic directions more closely to those of the Town. The various studies conducted recently or in progress for Town departments are

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looking to address the needs of: newcomers, youth, older adults and commuters.

Growing partnership opportunities with schools is critical. The Homework centres at the Library are an example of an ideal partnership that can be extended by creating a gateway between the Library and schools' electronic services. Other partners in the community might be solicited to help with these kinds of partnerships such as Retired Teachers of Ontario or members of Junior Achievement.

Serving New and Different Communities

The Board is attuned to the changing dynamics of the community it now serves. Members recognize the need to plan and develop more services for newcomers through partnerships, and more services for children and youth. Services to older adults, however, were raised several times. As this is the fastest growing demographic in the country, a concerted effort in collections and services is suggested to meet the growing needs of this dominant group.

The Town representatives agree that these are target communities for the future but would add commuters as another key group to serve. Library staff also suggest that consideration be given to improving services to the disadvantaged and those involved in a career transition.

Addressing these new communities will require a complete review and redirection of existing library services, moving them from a functional orientation e.g., Information Services, to a client-driven orientation such as Services and Collections for Youth, Older Adults, and Newcomers. Programs other than those just for children are expected as well. These can also be done in partnership with other Town departments (as often happens now, with programs and community events) and with other community agencies.

4.2 External Consultations

The external consultations were multi-fold, including public meetings, a public survey, and individual meetings with a wide range of community stakeholders.

4.2.1 Public Forums

Five public forum sessions were held throughout the Town: one at each Library location as well as the Ajax Community Centre and Roméo Dallaire Public School. Some comments gathered from these forums were location-specific while most addressed the system as a whole. The results of these sessions are presented by questions asked.

What makes the Ajax Public Library important to you?

- "The Library is second only to schools; it supports my work needs, my lifelong learning and career changing needs; it provides materials and staff assistance for my children in homework and recreational needs. The Library has helped my family integrate into this community."
- Accessibility in terms of convenient locations, hours.
- Intra-branch transfer of collections from one location to another is a very important service
- Facilities seem to be in good shape but crowded.
- Staff skills and qualifications are important to offering a full service. Staff are friendly and helpful.
- Library is a safe place to go; it is a community destination and as a place, provides a sense of belonging.
- "Collections of all kinds are important to my family and me."
- Home-schooling venue.

How do you think your Library will change over the next fifteen years?

- The Library as a community destination will be more important than ever; the Library will need to be a welcoming and inviting environment for people of all backgrounds and capabilities. Staff will need to have an understanding of the unique challenges facing their clients.

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- No doubt technology will completely change the way the Library and its customers access and deliver information.
- Technology and advances will make it possible to integrate all kinds of libraries together seamlessly, not just public libraries but libraries of all kinds.
- Online training may not be as important because a lot of people will be able to use the full suite of technologies.
- Many may still not be technologically savvy; there is no better place to learn how to use technology and access information than through the Library.
- Library needs to market itself more aggressively.

What will be the biggest issues affecting your community in the next fifteen years?

- Initially high growth in the north, later, growth in the south with the intake of younger families.
- Serving a community of diverse backgrounds will be the largest factor affecting the community—but there is no need for the library to serve all newcomers in their languages. Translation of everything is not needed nor is it realistic.
- Should the Library consider becoming part of a regional library system? Many people have library cards for the other systems. Are there savings by creating one big regional library system? Is there the political will to do so?

How can the Library respond to meeting the needs of the community due to these changes?

- Need staff trained in multicultural competency, orientation, and sensitivity.
- Establish settlement workers in the Library system for a short time in order to acclimatize newcomers to not just Library services but to Town and community services of all kinds.
- Improve linkages and partnerships to newcomer community groups.

- Provide employment type services such as job searching and preparation services, through partnerships with relevant community agencies.
- ESL training.
- Improve facilities by adding colour, a public phone line, speakers for the computers, and more computers.
- Develop a more effective, intuitive and easy to navigate website.

What collections and services should the library provide over the next fifteen years?

Marketing

- Whatever the Library does, it must market itself better and change its image from a very traditional institution to the one it really is and can be—more than books, great information and technology-savvy. The website can be a great help in improving the Library's community presence.

Collections

- Collections seem extensive although the shelves are crowded and some collections outdated. Library needs more up-to-date computer books, more up-to-date travel collections.
- There are time delays in getting the latest materials.

Services

- We need to hold onto basic services we have always provided.
- Library needs to improve the management of DVDs at the front desk, perhaps adjust the policy on the numbers of DVDs that can be taken at a time.
- Technology will be even more critical—the Library is already under-serviced in terms of computer workstations
- Library needs to incorporate more self-serve options.
- Library needs to have more staff training to help the public use collections, services and in particular all technologies.
- Library needs to have more rooms available to the community especially at McLean.
- Need more programs:
 - youth, after school programs

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- financial management, lifelong learning, history, genealogy, politics
- business centre
- book clubs for all ages
- use of technologies in e- publishing, digitizing for a variety of purposes
- more educationally directed programs and less recreational.

Where should library branches be located in the next fifteen years? More branches? Fewer branches?

- Library is more than just a Library; it is a community destination, a lifestyle centre, a community hub.
- Library needs to look at its overall space in terms of size, layout and designated areas; need to redesign to accommodate older adults more effectively and comfortably, and need quiet, contemplative spaces throughout.
- Need to have training spaces in all locations, for technology, learning new skills like genealogical research, a trade, English as a Second Language (ESL).
- Expand the McLean Branch first, and then add a new branch in the north, perhaps a shared facility at the Sportsplex location.
- Set up Centres of Excellence—business, science, newcomers, arts and cultural, IT.
- Some attendees like the idea of integrated, one-stop shopping centres:
 - safer, more “community” oriented
 - what about renting space in a mall?

4.2.2 Community Surveys

Community surveys provide a snapshot into the customer’s view about the Library, its services, facilities and resources. For Ajax, two modalities were employed: some Library inclusion in the *Town of Ajax Household Survey* conducted in May 2010 by Environics and a customer survey sponsored by the Library.

Town of Ajax Household Survey

The Environics Research Group Report, *Attitudes and Perceptions of the Citizens of Ajax Toward Key Municipal Issues*,¹⁵ was presented to and accepted by the Town of Ajax Council on June 28, 2010. The survey was conducted by telephone among a representative sample of 601 residents between May 4 and May 14, 2010. The margin of error for a sample of 601 is plus or minus 4.0 percentage points, 19 times out of 20.

Several themes emerge that are germane to the Library, some substantiated by the Library Customer Survey and the consultations at town hall meetings:

- Residents were asked to rate their satisfaction with specific Town services; about nine in ten express their satisfaction with firefighting, parks, recreation and library services.
- Residents, 76% of respondents, see a role for the Library in strengthening neighbourhoods: bringing people together and providing more neighbourhood events.
- There is an increase in the percentage of people who want increased spending on library services since the 2007 survey was taken. Those with a university education were more likely to suggest increased funding.
- Fifty three percent indicated it would be acceptable to reduce parks/recreation/libraries if the Town needed to reduce services for budget reasons.

Library Customer Survey

A decision was taken to undertake a library customer survey because the data that would be forthcoming from the Environics survey would

¹⁵ Environics Research Group Limited. *Attitudes and Perceptions of the Citizens of Ajax toward Key Municipal Issues; Final Report*. May 2010. Prepared for the Town of Ajax. Received by Town Council, June 28, 2010.

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not yield the specificity and detail that would be helpful for formulating the *Master Plan*. The Library sponsored survey, created by the Consulting Team, was made available through the Library's website from April 15 to May 15, 2010 [extended to May 29, 2010]. In addition, paper format copies of the survey were made available at the Main Library. There were forty-six responses in total.

Some findings are:

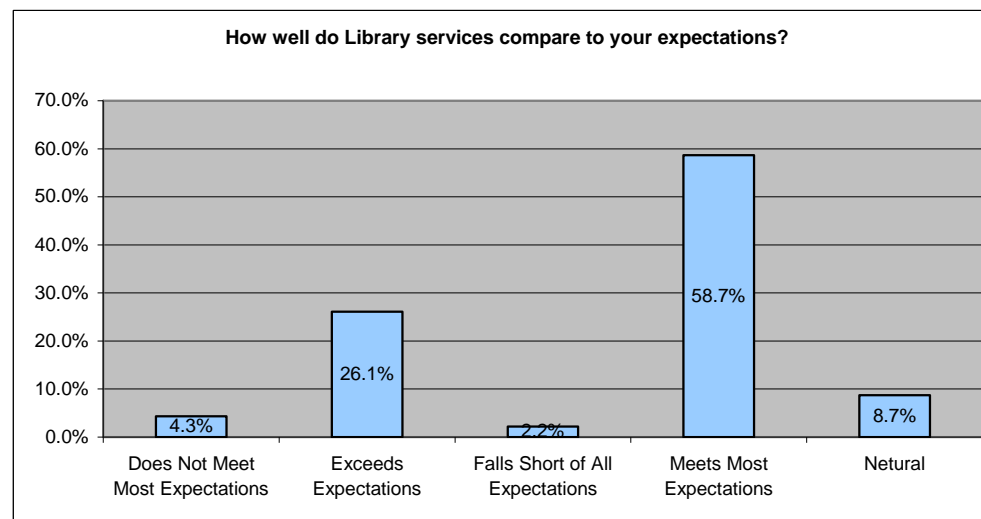
- 78% indicate that the Library is very important to them.
- 26.1% indicate that Library services exceed expectations, with a further 58.7% giving a meets most expectations rating.
- over half of respondents report using the Library for leisure, with a further 23% indicating educational use.
- 60% report using the Library two or more times per week.
- the DVD collection was most often identified as the collection that needs work.
- very good ratings are given to the Library facilities, with the need for more quiet study space, coupled with containment of 'student noise' noted in many responses.

- many respondents commented on the friendly, helpful staff.

The Library website is the entry to the Library that will have increasing importance with the continued growth of the electronically based services including the library catalogue, online databases, and program and location information. It is one of the primary ways in which the Library presents itself to the community, given the prevalence of Internet access from home. Surveys at other public libraries consistently show that one of the most heavily used aspects of a public library website is its online catalogue and access to users' accounts.

The figures on the following pages present graphical representation of some of the survey results.

Figure 3: Services vs. Expectations



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Figure 4: Satisfaction with Ajax Public Library Services

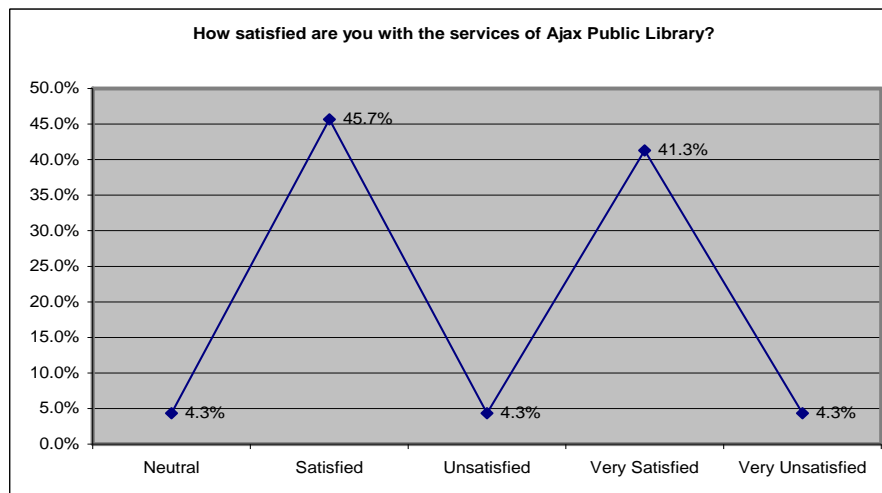


Figure 5: Primary Reason for Using Library Services

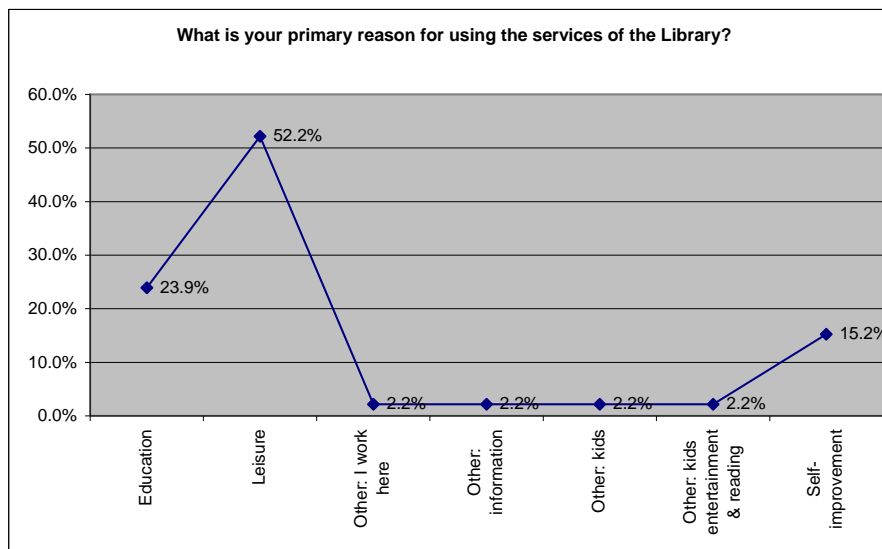
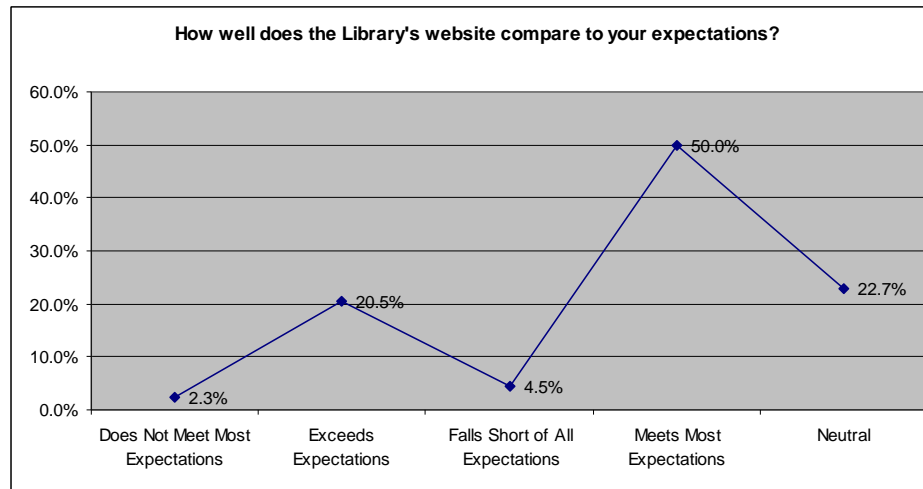


Figure 6: Website Expectations



4.3 Town of Ajax Advisory Committees

4.3.1 Diverse and Community Engagement Committee

Members of the Committee recognize the importance of the Library to the whole community and offered ideas specific to meeting the information and recreational needs of Ajax's diverse communities.

Facilities

Committee members see a need for a branch location in the north, readily accessible by public transportation. A library shared with other facilities and adjacent green spaces is a positive and attractive option for a new branch. The "Library without walls", to quote one Committee member, would be an open concept space that links other shared uses. All library locations need to be welcoming, creating attractive gathering spaces for the public. Incorporating a café into the facilities would be appealing. Committee members commented that the McLean Branch is very busy and crowded. Parking is poor, especially when the whole centre is so busy.

Services, Programs and Collections

The Committee suggested the Library look at services offered by nearby libraries such as Whitby and Pickering as these communities appear to be offering services/programs more relevant to diverse communities. A member asked if the Ajax Public Library would consider offering some Town services such as licenses as the Library tends to be open more hours than other Town services.

Program ideas for Ajax include:

- career and job seeking programs
- information sessions on tax form preparation
- musical nights
- Library presence at other community events is attractive to diverse communities
- film nights, e.g., Hindu film festival.

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Ajax's multilingual collections are good. Members suggest, though, that multilingual collections be resident at other branches (e.g. Urdu at McLean Branch) and that they constitute an important part of collection development in a future branch in the north.

Customer Services and Staffing

The Committee suggests that Library staff develop a better understanding and sensitivity of the needs of diverse communities. One way would be through the recruitment of more staff representative of the community in the Town of Ajax. A similar recommendation has been made to the Town of Ajax in its hiring practices.

Partnerships

The Committee is very supportive of the partnership efforts the Library has already made. Committee members were very pleased that the Library has already applied to have a settlement worker within their facilities. In fact, settlement workers are now in place in the Library's "Newcomers' Corner" at the Main Library.

4.3.2 Recreation, Arts and Culture Committee

The Ajax Public Library enjoys a close working relationship with the Town of Ajax Recreation Department. Traditionally, the interests and user groups served by libraries are similar to those of community centres, recreational departments and the arts community in general. This applies to Ajax as well. The Town appreciates the importance of Arts and Culture and by linking it with Recreation augments community awareness now and in the future.

The Consultant enjoyed meeting with the Committee and has summarized ideas and comments as follows.

Future Directions for the Library

The Recreation, Arts and Culture Committee is working on plans and programs for the St Francis Centre. Committee members suggested that the Library there might offer programs on heritage, genealogy,

literary events including storytelling, book signing and books clubs e.g. French book clubs.

The Town will be turning its attention to creating a neighbourhood agenda, seen in many, high growth edge communities. The Library will be an important element in fostering this concept of "Neighbourhoods" and should factor this theme into long-term plans.

The Committee commented and supported the idea of a new library branch in the northeast in the future.

Marketing

The Committee appreciates the efforts the Library has made to market its programs and services and offers additional ideas. Clearly marketing is a big challenge now and in the future for the Library, according to many Committee members.

Ideas of message "vehicles" include:

- improved and well-marketed website
- more roadside signs
- "cool cards" (especially for teens)
- bistro/café—will attract and keep people in the library longer.

Ideas for community contacts and partnerships include:

- schools, including French schools
- social services agencies
- art galleries (Committee members really like the "Art Gallery"/display at the Main Library)
- programs like one offered at a Quebec public library—a small theatre and puppet stage
- more story times, perhaps hand-in-hand with recreational programs at playgrounds
- evening "sleepy time stories" programs.

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4.3.3 Accessibility Advisory Committee

Discussions with this Committee focused on the importance of optimal physical accessibility in all locations. The Consultants also shared thoughts on other aspects of accessibility documented in provincial legislation.

The Committee identified the need for a full accessibility audit for the library system. An audit had been done prior to the construction of the new Main Library and a Town Risk/Liability audit has been conducted that included the Library system.

4.4 Business Community

Discussions with the Pickering-Ajax Board of Trade confirmed the findings of other organizations throughout the Region. There are numerous opportunities for the Library to work with and assist businesses in the community, through the provision of just-in-time information, access to facilities and opportunities for local businesses to offer workshops and speak to the community in general.

Again marketing the Library appears to be a challenge. The Board of Trade welcomes the presence of library representatives to their events but does encourage Library staff to attend Board of Trade events regularly and to participate on committees to improve their outreach into the business community e.g. membership committee.

4.5 Social Planning and Community Development

Libraries are well positioned to take a more active role in welcoming newcomers (newly arrived to Canada as well as those coming to Durham as a place of second landing) and to forge life long relationship with all citizens. Feedback from the Social Planning Council as well as the Durham Region praises the libraries throughout the Region for working together in such initiatives as the portal

development. Both the Region and Community Development encourage libraries to continue to collaborate in other related plans. “Community Engagement” is the buzz phrase.

It is important to convey and market to the whole community the role the library has to play in everyday life. By most, the Library is seen as a safe, neutral place for people to meet and learn. To quote Tracey Vaughan-Barrett, Executive Director of the Community Development Council of Durham, the Library “ensures that marginalized community members have an access point to programs and services. The Library can provide a good gathering point, a point of contact for community initiatives, working with others to build social capital to address local priorities.” There needs to be a clearly defined conduit by which the community can voice and work with the Library to create the kinds of programs and services the community needs. A calendar of library events available in print and online can be readily shared with clients within the social planning network. The Library increasingly will be important to the community as a distribution point for information about all kinds of community activities and events, not just those specific to the Library.

One important partnership that Social Planning Council and the Library see as crucial is the settlement program and availability of settlement workers within the Ajax Public Library.

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4.6 Older Adults/Seniors

The well-documented growth of the current and future population of those over fifty-five years of age points to the importance of this cadre for the Library during the period covered by the *Master Plan*.

PROBUS Clubs

PROBUS Clubs¹⁶ are formed to provide gatherings for professionals and business people in retirement or semi-retirement that appreciate and value opportunities to meet others in similar circumstances. They are non-profit, non-fundraising, non-sectarian and non-political organizations.

The two Ajax-area Clubs were contacted. One Club has its executive meetings at the Library and appreciates this opportunity. These are the suggestions that were put forward, all aimed at making seniors more aware of the wide array of services and resources that Ajax Public Library offers:

- A presentation at one of its regular meetings about Library services and resources that are of particular interest to seniors;
- More programs designed for seniors - cultural, arts, speakers, films;
- More training programs for seniors on information technologies - databases, Internet, MS Office, Skype, *Facebook*, *Twitter* etc.;
- A special invitation to each PROBUS Club to visit the Library for a tour and presentation on services and resources:
 - the Library catalogue and circulation (searching, quick picks, holds);
 - training on databases – Ajax-Pickering history, *ancestry.com*, interlibrary loans;
 - a talk by the Chief Librarian and Executive Officer in the Rotary Room, with refreshments.

¹⁶ PROBUS Clubs. More information on their purpose is available at: www.probus.org/canada.htm.

Targeted marketing and orientation is viewed as a way to increase seniors' use of the Library and its resources.

Ajax Seniors' Club

The Ajax Seniors' Club, a friendship club managed by volunteers, is located within walking distance of Main Library. It presently has 600 members, 55% of whom are over seventy-five years of age. Its social activities include cards, board games and a discussion group, targeted to its more sedentary demographic. The Club does have a monthly newsletter.

Potentially there is an opportunity to publicize library programs in the newsletter and to have the Library come to the discussion group to present its services. Many of the Club members do use the Library on a regular basis. There is potential interest in the Visiting Library Service and in computer literacy programs.

4.7 Education Sector

The education sector is multifaceted, including the two boards serving elementary and secondary schools and continuing education, Durham College and the University of Ontario Institute of Technology (UOIT) because its student use the Ajax Public Library. It also includes educational programs for immigrants.

4.7.1 Durham College Employment Resource Centres

The six Durham College Employment Resource Centres¹⁷ offer no-charge services to all community members, including information and resources relating to full-time, part-time or summer employment. Services include résumé writing, interview preparation and job searching. In addition, it offers fee-for-service resources to assist in

¹⁷ Durham College Employment Resource Centres. Available at: www.durhamcollege.ca/EN/main/corporate_services/resource_centres.php.

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directing career development and selection, such as: Test of Workplace Essential Skills (TOWES); *Choose Your Groove* to young people struggling to find school and work balance; and *Smart Serve*, a mandatory program for all those involved in an event where alcohol is served. For employers, the Resource Centres are a venue to post job opportunities, host job fairs and resources to assist with recruiting.

The target client group is those who have been in Canada five years or less, helping them to embark on a realistic career path and to make decisions about their preferred career and what they will need to reach their goal.

In terms of Employment Resource Centre-Library interaction, it would be helpful to have information about their service available at the Library on a regular basis, if not already happening. The Library is a potential meeting place for the Resource Centre to meet with individual clients who live in Ajax; private meeting space is needed.

Whitby Public Library provides a meeting place and resources for a conversation club for new immigrants who are connected to the Resource Centre; Ajax could take on a similar role.

4.7.2 Durham Language Instruction for Newcomers Program (LINC)

The LINC Program¹⁸, funded by Citizenship and Immigration Canada, facilitates the integration of immigrants into Canada by providing basic and free language training. Students cover topics relating to all aspects of Canadian life and culture, while learning English at the same time. Free babysitting is provided so that caregivers can participate. Enrolment is ongoing, with one to six new immigrants arriving each week. Arabic and Tamil speaking people constitute the largest groups of immigrants currently. LINC does take its students to the Library to get cards.

¹⁸ Durham LINC. More information available at: <http://durhamlinc.ca>.

The LINC Co-ordinator for the Durham Catholic District School Board was contacted, as their program location is nearby to the Ajax Main Library; also the Co-ordinator participated on the Immigration Portal project group of which Ajax Public Library was also a member.

There are potential barriers for LINC students in using and accessing library services. They may not understand how Canadian public libraries operate; they may be under the impression that it costs money to belong to the public library or have no tradition of using a library. They may require additional support to utilize the Library beyond receiving a library card. Women ages 25 to 45, the largest LINC group, may be juggling language training with settling their families into school, and may have little 'free' time to visit the Library. As well the Library may not have the type of materials that they would need.

What types of resources will best meet the needs of LINC students? The availability of the Internet is a key service because it enables communication 'back home' for those who may not yet own computers or have home Internet access. Since the largest LINC group is women ages 25 to 45 with children, there is the opportunity for them to bring their children to the Library for reading. As for book resources, since LINC does not have a lot of time to use fictional books, the Library could offer short stories and such geared to adults, yet with simpler vocabulary. Other items such as the *Oxford Student Picture Dictionary* and the Azar and Penguin reader series would be helpful.

4.7.3 Elementary and Secondary Schools

The Durham District School Board (DDSB) encompasses 136 schools, of which 109 are elementary, and 27 are secondary/learning centres. Twenty elementary and three secondary schools are located in Ajax. The Consultant spoke with the school libraries' facilitator about his/her perspective on current and potential partnerships.

One of the Board's limitations is that there are few full-time teacher-librarians that are available for public library-school library inter-

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communication and partnership development. DDSB's current ratio is 655 students needed for a full-time teacher-librarian. Many part-time teacher librarians are called out of the library for prep coverage. As well, it has become more of an issue to bring students to the public library during the school day because of bussing costs and security considerations.

The *Battle of the Books* is a very successful partnership (which the Catholic School Board also participates in). In addition, the Ajax Public Library has provided good support for the *Forest of Reading* program; part of the "Battle" now includes the "Forest" so children can do both programs. The Ajax Public Library is very responsive to requests for participation in literacy nights held in schools.

What is the potential for increased partnership in the future? More and more schools are joining in the *Battle of the Books* program, which is a positive development for children, schools and the public library.

The DDSB is developing some of the concepts in the Ontario School Libraries Association (OSLA) document, *Together For Learning: School Libraries and the Emergence of the Learning Commons*¹⁹. Public libraries help to extend school library budgets by providing access to more resources on a 24/7 basis. Knowledge Ontario is a way of keeping teacher-librarians informed.

In the past, a public library presentation was part of a teacher-librarian meeting. This needs to be continued regularly in the future. Some years there is a 25% turnover in teacher-librarians. The secondary panel previously has invited public libraries to its meeting. One of the major challenges with meeting presentations of this type is the number of public libraries in Durham and the fact that the schools are located in several municipalities.

The DDSB library facilitator cited Oshawa Public Library as a particular model for the ideal partnership. A larger library, Oshawa has both a children's librarian and a teen librarian who are dedicated to developing a multitude of programs for children and teens. These two librarians are a focal contact point, which is viewed as making a difference in facilitating Board-Library communications.

¹⁹ Ontario School Libraries Association. *Together For Learning: School Libraries and the Emergence of the Learning Commons*. Available at: www.accessola.com/osla.

Section 5: Library Services, Collections and Operations

5.1 Central Library Services Models

Generally speaking, the centralized library service delivery model delivers collections and services from a main library to all locations, through intra-branch deliveries. Policies are centrally created for services while recognizing the unique features of the branches. Whereas main libraries tend to have more extensive and in-depth collections as well as special services and specialized staff, branches fulfill more recreational needs, through basic level programs, general interest and popular collections and some reference services. Branches rely on the central library as a backup service for information needs over and above general and recreational needs.

Staffing at main libraries in a centralized model tend to be more segmented with staff assigned to distinct functional areas e.g. children's services, circulation functions etc., whereas branch library staff in smaller and medium sized systems such as Ajax are multifunctional, providing assistance with all services such as information services, collections, circulation and programming.

Some centralized systems cross-train and share staff across the systems in order to cover services. Programming and other functions are done on a rotating basis in some libraries, where a program is developed at one location and delivered by the same program at all locations. Typically in centralized library models, the main library is open for business longer hours including Sundays. Branches are usually open fewer hours but more and more are now opening on Sunday in response to public demand.

Technology plays a significant role in ensuring branches and their main libraries are working even more closely together. Technology can blur the distinction of main libraries and their branches, all to the

advantage of the community. Because collections and services are accessible online 24/7, the public now expects faster services, including delivery of requested collections at library locations closer to where users live. These intra-branch delivery services only work well if there is an equitable and timely intra-branch delivery system.

Technology has also increased public awareness of the breadth and depth of library system collections. The user is liberated in his search for materials across the whole system of collections while the library can reduce duplicate materials' purchasing, thus ensuring that existing collections are better and more effectively used. Of course, the availability of collections in many formats including databases parallels the use of technology for materials' delivery.

5.2 Current Ajax Public Library Service Model

The Ajax Public Library is a centralized Library system consisting of the Main Library and two branch locations. The Administration functions for the whole system and Technical Services, responsible for collection acquisitions, processing and related functions, are located in an adjacent building to the Main Library.

Overview of Services and Collections

In addition to offering users more than 200,000 books for all ages in many formats and languages, 230 magazine titles and a wide range of materials on DVD, CD, online databases and other software, the Ajax Public Library through its three locations is a community destination that offers a range of activities and services that benefit all citizens. The Library offers different opening hours from one location to another, with most opening hours at the Main Library and McLean Branch.

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One of the most popular services is access to public computers or wireless connectivity for those with their own computers. Skilled library staff are available to assist users in navigating the computer on site or in providing e-info reference services from users at home, the office or elsewhere. Basic and in depth reference assistance is also available. The Library houses an excellent Local History collection and digital archives in the Main Library accessible for genealogists or for local history researchers studying the economic, industrial or social history of the Town of Ajax.

The Library's website is one of the most important ways for the community to access the Library. In fact, the Library website is the most heavily accessed of all the departments on the Town's service.

Recently, Ajaxteenlive.ca was launched, targeting the critical youth demographic. This website encourages interaction and seeks contributions of book and movie reviews, stories and poems for all to share.

The Library offers a selection of programs for the public with a greater emphasis of programming directed to children.

5.2.1 Community Feedback on Services, Collections and Programs

Town of Ajax residents love their Library! The following statement was contributed by an active member of the community and reflects the sentiment of many users who attended public forums held earlier in the year.

"The Library is second only to schools; it supports my work needs, my lifelong learning and career changing needs, it provides materials and staff assistance for my children in homework and recreational needs. The

Library has helped my family integrate into this community."²⁰

Attendees of public forums and some who completed the survey do, however, offer some productive changes in the areas of collections, services and opening hours.

Collections

- Collections need to be weeded, updated and made available more quickly.
- Library needs more up-to-date computer books, more up-to-date travel collections.
- There are time delays in getting the latest materials.
- More partnerships are essential in order for the Library to market to new communities and provide effective programming.
- Library needs to provide many more programs.

Youth users, through the Library's Teen Advisory Council, suggest:

- Youth collections be differentiated by age; and,
- More graphic novels, anime, Manga and downloadable books are needed.

Services

While users appreciate the services available to them, many see the need of offering more services to newcomers.

The role of technology appeared as a theme through the consultation sessions, leading respondents to comment on the need for more computer workstations, listening devices and TV screens as well as the accessibility to more self-serve options seen in other public libraries (e.g. self-serve check out at Whitby). The website needs improvement, needs to be more visible and easier to navigate. Technology is critical

²⁰ A resident at a Public Forum, Spring 2010.

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now and in the future; staff need to be fully trained in instructing the public in use of information technologies.

What services are available are not well known, according to some respondents. Marketing or the lack of it was a frequent comment. While the Library is well used, it needs to repackage, upgrade and update its branding and marketing message. How facilities are presented also factors into marketing. From a facilities point of view, youth are interested in having a colourful and comfortable defined space, designed by them. This space would include more study space with a room for music events or a quiet area. There would be banks of computers, listening devices and TV screens. Gaming and *Wii™* tournaments would be an attractive feature in the Library. Other users, too, commented on the need to improve facilities by adding colour, a public phone line, speakers for computers and more computers.

Customer service was also addressed by participants. While most community members appreciated the services that staff offer, some commented on the need for more staff training to help the public use collections, services and in particular all technologies. It is also recommended that staff undergo sensitivity orientation specific to serving newcomers and youth.

Programs

Many respondents are interested in more programs across the system. While some indicated that there is a nice suite of programs for children, they note a definite lack in programming for pre-teens and teens, as well as for newcomers. Teens are interested in a range of things including career development, gaming and music.

Some programs ideas that were mentioned during public meetings include:

- job searching and preparation services
- English as a second language (ESL) classes
- after school programs for youth

- financial management, lifelong learning, history, genealogy, politics
- book clubs for all ages
- use of technologies in e- publishing, digitizing for a variety of purposes
- basic computer use (mostly older adults).

Opening Hours

Many users commented that current library hours need to be reviewed especially for Friday night openings at the Main Library. Youth respondents would like to see the Library open later, even until midnight, especially around exam time.

5.2.2 Collections Overview

Public libraries gather information at a tremendous rate and in all formats. The Internet and some authoritative electronic resources have been an excellent source of information and a way to access information in certain fields that therefore do not need to be collected in print and shelved.

Libraries also no longer need to collect all materials; they can rely on interlibrary loan services for items that are requested on an occasional basis or that fall outside the scope of the collection policy. That said, libraries are challenged to know exactly the kinds of materials that their customers will request frequently. Building collections for future needs is the most challenging part of collection development. Outreach to customer groups and dedicated marketing is the best way for a library to accurately plan its collections and attendant services.

Four indicators that aid a library in collection management are:

- collection policy
- review of collection age by subject
- turnover rate of collection areas (how often items circulate)
- input from customers.

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Ajax Public Library has an extensive collection of materials in all formats in its three locations. Collection selection is done using vendor tools such as book reviews and ARPs (Automatic Release Programs), where the Library staff develop a profile of materials sought for certain collection types or formats. The vendor then aids the Library in selecting items that meet those criteria. Most materials are then catalogued and processed through vendor services, catalogue records uploaded into the catalogue, items delivered and verified through Technical Services, then delivered to their appropriate location.

Collection management, namely shelf maintenance and collection de-selection is more problematic at the Ajax Public Library. The Library is currently undergoing an aggressive collection de-selection process in order to make room for new, up-to-date items. It is difficult for the Library to complete this time-consuming process, in part due to lack of staff.

It is suggested that a more in-depth review of collection management practices and measures be conducted outside this *Master Plan*.

Overview of Collection by Age of Materials at the Ajax Public Library

One of many factors important in reviewing a collection's performance is age. For purposes of this *Master Plan*, only select areas of the collection were reviewed:

Fiction

The fiction collections for most age groups are up-to-date and timely. Worn materials are weeded and sent to the book sale or discarded. Staff review replacement items carefully, especially in the area of classics.

For the youth demographic up-to-date fiction is very important. Seventy-five percent of youth graphic novels are less than six years old while 46% of other youth fiction is within the same age range. Although a sizable collection, children's picture books are a little older; 38% are six years old and less but 53% of easy readers are within that

age range. One hundred percent of children's graphic novels are one year old or less, a positive sign that collection decisions are responsive to demand.

Large print fiction is a collection area of growing interest. Forty-five percent of the collection falls within the six-year range. It is one collection area where up-to-date materials in that format are in higher demand.

Non-Fiction

Adult non-fiction book collections are aging. Only 19% of items are six years old or less, while 53% of items are between six and twenty years old. Twenty-five percent (25%) are older than twenty-one years—some of the older materials may be reference or historical materials. However, the balance suggests this is an aging collection overall. Following is a selective overview by Dewey numbers (subject groupings) for non-fiction that provides collection areas for priority weeding and, if required, updating.

- Paranormal - 46% is 11 years and older (12% older than 21 years)
- Political Science - 56% is 11 years and older (29% older than 21 years)
- Education - 45% is 11 years and older (12% older than 21 years)
- Medical sciences - 59% is 6 years and older
- Technology/Applied Sciences - 75% is 11 years and older (38% is older than 21 years)
- Engineering - 63% is 11 years and older
- Pure Sciences – need to collect up-to-date definitive works in physics, chemistry and biology to update these collections.

Language Collections

A specific review of these collections hand in hand with outreach to newcomer communities will be important. Some languages may now be in less demand in this community than they were in the past. Accessibility for some language publishers or distributors may be more problematic. A good source of current vendors for multilingual

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resources is the Toronto Public Library. Language areas that may need a review are as follows, where the percentage represents materials eleven years and older.

Official language

- French non-fiction - 34% (24% is 21 years and older)
- French fiction - 52% (31% is 21 years and older)
- Children's French non-fiction - 34% (15% is 21 years and older)

Other languages

- Gujarati - 40%
- Children's Gujarati - 47% (16% is 21 years and older)
- Hindi - 49%
- Children's Tagalog - 99% (27% is 21 years and older)
- Children's Vietnamese - 64% (2% is 21 years and older)
- Punjabi - 94%
- German - 57% (57% is 21 years and older)
- Urdu - 62%

Multimedia

The Ajax Public Library has an excellent, well-used multimedia collection. Of note is the availability of various multimedia formats. Some older formats such as VHS are still required by schools and for customers with older equipment. Some items are not available in newer formats and are kept in their older version. Logically some of the audiocassette collections, for instance, are aging and will need weeding when, either they are available in newer media, or demand is reduced.

5.2.3 Target Collections and Services

Collections and services to targeted communities, namely newcomers, youth, older adults and commuters are in various stages of development. Newcomers are served by a growing collection of materials in more than twelve languages. Internet access to the world's newspapers is also readily available. Citizenship preparation information and staff assistance in accessing additional information is

also provided by the Library. Recently, the Library, in collaboration with many other regional partners participated in the development of the *Durham Immigration Portal*,²¹ "a one stop community based immigration web portal designed to welcome, support, attract and retain skilled newcomers, newcomer entrepreneurs, businesses and other new Canadians to the Region". While many partners representing many services across the Region are identified, all of the Libraries within the Region are featured playing a key role in the Learning sector. These services and others are available and explained courtesy of the Library's "Newcomers' Corner". This service welcomes newcomers to the Library and "provides information from all levels of government as well as other information relevant to the needs of newcomers". The "Newcomers' Corner" is staffed by two settlement workers who are fluent in Spanish, Urdu, Hindi and Punjabi.

Collections and services to older adults is a relatively new concept in libraries. That said, most libraries can claim that they have collections and services for this community group, ranging from materials in multiple formats, newspapers, comfortable areas within the Library to come and stay, and interesting programs. Visiting library services are also in most libraries, with greater focus on an aging community. Ajax, like most libraries, has provided these kinds of services. Ironically the Friends of the Library, a dynamic group are for the most part members of this demographic (age 50 and older). They have actively sponsored, developed and promoted Library programs and events, although not exclusively targeting older adults. Recent examples of these events include *Music on a Sunday Afternoon (Tribute to Broadway and The Last Night of the Proms)* and local history programs (author book signing for *Dispatches from Camp X*).

Youth, one of the most difficult demographics for public libraries to capture, are encouraged to join the Ajax Public Library's Teen Advisory Council. This group advises the library on programs, books and services. It is this group who helped the Library build the Teen

²¹ Durham Immigration Portal. Project description available at: www.durhamimmigration.ca.

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website. Many within this group also assist the Friends of the Library in organizing and managing the ongoing book sale, and help in community-wide events in which the Library is involved. Collections for this community are popular and well-used, most importantly graphic novels, magazines and multimedia. Few programs are available to this group, however. Most often the movies/book talk is the program marketed to this demographic.

The newest community emerging for the Town at large as well as the Library is the commuter community. Most communities on the edge of Toronto have larger commuter populations and it is important to their home communities to make sure they can use their home services even during their work day. Ajax Public Library struggles like most Town departments in profiling the needs of this growing sector. However, building on the knowledge gleaned from other libraries as well as exploiting technology, has led the Library to offer a service called OverDrive, which allows the library user to access and download e-books onto a variety of handheld devices. This service is attractive as users need not go the Library to get or return books—the user controls access at a time and place convenient to him or her.

Programs

Programming at the Ajax Public Library covers a range of subjects for a variety of users with an emphasis on children's programs. Collections, services and programs for children have been identified as a key strategic area for the Library. Children's programming covers a range of story time opportunities, from *Books for Babies*, *Tales for Twos*, *Story Stretchers* and *Family Storytime*. Youth program ideas are forthcoming from the Teen Advisory Council—some of these include Teen Movie/Book Club. Programs are also offered to adults and seniors that cover the gambit of types, from movies, to guest speakers to writers' workshops, book clubs and author visits, to employment-seeking strategies, to computer workshops and lifestyle programs such as information about health issues.

The Library also delivers some of these programs with key community partners such as the Durham Region Unemployed Help Centre. Timely

updates about what is happening at the Library appear on the Library's website at www.townofajax.com/library.

Other Services

Other community services the Library hosts include art displays that grace the walls of the Main Library Rotary Room and front foyer display case. At the Main Library and the McLean Branch, community members can arrange to rent rooms for seminars or meetings. Photocopiers and computer printers are also available for any customer.

The Library also offers a special outreach service, the Visiting Library Services, to the homebound on a short term or long term basis.

Marketing the Library

The Library welcomes customers and users to the Library through library tours and group visits as well as distributing many information brochures and the bi-monthly Library newsletter entitled *Pages* that explains in greater details the full range of services and upcoming programs. The website, accessible through the Town's home page, is full of information about current collections and services, and upcoming events. Various community vehicles may mention Library offerings or participation in community events as well. Library partners also market the Library through word of mouth or in shared events and publicity.

Community Involvement in the Library

In addition to a Library Board that sets policy for Library operations, citizens can contribute to the Library by becoming members of the Friends of the Library, a group whose role is "to foster public awareness, understanding and enjoyment of library services in the Town of Ajax." The Friends of the Library actively fundraises to enhance current services or to fund special library projects. Youth in the community are also recruited to assist the Library in its planning and service delivery through the Teen Advisory Council.

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Opening Hours

Like most library systems, Ajax assigns opening hours based on location and usage, overall usage patterns, community dynamics, seasonal impacts on usage and resources available for staffing facilities and service points.

The Ajax Public Library provides a total of 9,654 service hours (2007 statistics) to the public. Each location within the system is open different hours, as follows:

Main Library

Monday to Thursday	10 a.m. to 9 p.m.
Friday and Saturday	10 a.m. to 5 p.m.
Sunday	1 p.m. to 5 p.m.
(generally 2 nd Sunday September to 3 rd Sunday December; 2 nd Sunday January to 1st Sunday June)	

McLean Branch

Monday and Friday	1 p.m. to 9 p.m.
Tuesday to Thursday	10 a.m. to 9 p.m.
Saturday	10 a.m. to 5 p.m.
Sunday	1 p.m. to 5 p.m.
(generally Sunday after Thanksgiving to 3 rd Sunday December; 2 nd Sunday January to last Sunday April)	

Pickering Village

Sunday and Monday	Closed
Tuesday to Thursday	3 p.m. to 8 p.m.
Friday	10 a.m. to 3 p.m.
Saturday	10 a.m. to 2 p.m.

Comparing the number of hours on a per capita basis, using 2007 baseline data, Ajax has the second highest per capita opening hours of Pickering, Clarington, Whitby and Oshawa. Using 2008 baseline data, Ajax has the highest per capita opening hours of some larger Ontario libraries including Brampton, Markham, Mississauga, Toronto, and Vaughan!

Why are members of the public asking for more opening hours? There are a number of factors to consider. One is the population dynamics and traffic patterns of the community; another is consistency in hours open; and another is in staffing levels available to deliver consistent service across the Library, as it is the staff that delivers the services during opening hours.

Of note is that fact that Ajax has one of the highest commuter populations of Durham Region. As well, there are numbers of post-secondary school students who attend colleges and universities outside Ajax. Accordingly, these two critical population groups may well demand longer hours, especially in the evenings and on weekends. As a rapidly growing community, however, there are larger growing families and a higher projected growth rate in children and youth age groups in Ajax, all of whom would use libraries during the daytime. The overall growth of the older adult population, a community group who prefer to use community services during the day, requires daytime library hours suitable for them, within close proximity to their homes.

The growth of Ajax's future facilities (new growth and expansion) will likely occur within shared facilities, specifically the McLean Community Centre and potentially the Audley Recreation Centre. Consultants note that in their experience, the community often expects shared facilities to provide the same opening hours for all services within. Indeed, this is one of the big attractions of shared facilities for the community. Currently McLean Community Centre is open more hours than the Library. Audley Recreation Centre will also be open longer hours than currently offered in the Library branches.

In order to accommodate increased opening hours to meet the broad spectrum of community usage patterns and to align community access to libraries similar to other recreational facilities, the Library needs to consider increasing its opening hours. The Library also needs to adjust

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its current staffing patterns in the public areas in order to accommodate public need during those opening hours.

5.2.4 Recommendations for Collections and Services

Recommendation 1

Redesign facilities, signage and publicity, based on a new marketing plan, to draw attention to existing and future collections and services directed at targeted communities, namely newcomers, older adults, youth and commuters.

Recommendation 2

Increase the number of services and programs offered to newcomers, by incorporating input gathered from both the Diversity and Community Engagement Advisory group as well as information from the new settlement workers now resident in the Ajax Public Library's "Newcomers' Corner".

Program suggestions from the consultation process and research include ESL (English as a second language) programs, ESL conversation circles, job seeking skills, and computer workshops.

Recommendation 3

Define and profile the interests of older adults in the Ajax community.

Recommendation 4

Develop, in collaboration with the Recreation and Culture Department, the Friends of the Library and older adult organizations within the community, more direct involvement of the older adult population in its Library, facilities redesign, collections, services and program development.

Research shows that this group is not just what use to be referred to as seniors, those 65 and older. With earlier retirement and better health for seniors, the information needs for the older adult are much more varied than in the past. Libraries have had to revise their

thinking and dispel stereotypes in order to create effective and responsive services that cover this whole demographic. Research shows that older adults are usually defined as those 50 and older, are library users and may be interested in anything from building a second career to writing books, from genealogy to conducting research on local community matters to recreational reading. Many of these users are familiar and comfortable with computers but may require further assistance in exploiting e-resources.

Programs that may be of interest to the older adult community include consumer safety, finances, orientation to and demonstration of new technologies, e-publishing, and researching family histories.

Recommendation 5

Develop, with the assistance of the Teen Advisory Council and in collaboration with the Culture and Recreation Department Youth Advisor, more direct youth involvement in its Library, facilities redesign, and program development.

A review of various youth programs offered at other libraries provide some program ideas, including gaming and *Wii*, entertainment-based activities, creative writing contests, musical competitions, murder mystery events, and book clubs for specific genre e.g., anime. In addition to youth involvement with the Friends of the Library, the Library might consider a teens/seniors computer help program, where trained teen volunteers can help older adults in the use of the Internet, work processing and digitization.

Recommendation 6

Create ambassador volunteer groups for older adult services and newcomers, to advise in the development of collections and services and to provide a welcoming presence to the Library.

This program solicits the assistance of interested volunteers to work with staff in attracting, welcoming, and orienting members of target communities. It is recommended that Ajax solicit volunteers as

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ambassadors from the newcomer, older adults and youth communities.

Recommendation 7

Increase the rate of weeding the collection at all locations, as a matter of priority.

Nearly all consultations recognized the overcrowded and dated status of much of the collection. Comments were made that collections are over-crowded, disorganized and do not encourage browsing. There is insufficient room to shelve newer and attractive materials and the space taken up by shelving limits the opportunity for mounting displays.

Recommendation 8

Conduct a detailed study of collections and their management.

While the *Master Plan* provides an overview about the state of the collections, it is proposed that a more detailed study be undertaken, with a focus on collection acquisitions, development and management processes, as well as collection effectiveness mechanisms and processes including customer input into collection development.

Recommendation 9

Develop and market library services to commuters, working in collaboration with other Durham Region Libraries.

Commuter libraries services are now emerging throughout the world. (Research and examples appear in the Appendix). Many of these services include locating a “book vending machine” at or near rapid transit stations as well as the promotion of e-services such as OverDrive, a library service of downloadable books.

Within Durham Region other libraries are exploring the option of book vending machines. It is, therefore, recommended that Ajax Public Library explore, in partnership with other Durham libraries, locating

book vending machines at GO stations and ramp up promotion of both this new service and the use of downloadable books.

Recommendation 10

Strive to adopt Optimal Opening hours, more in line with other community recreational facilities, and adjust current staffing levels to meet this *Plan*.

Consistency in hours across the system is sought as customers everywhere comment on how important predictability is in their busy lives. Therefore, it is suggested that both the Main Library and the McLean Branch be open the same hours. These hours would also pertain to the new branch planned in the north.

Monday to Friday	10 a.m. to 9 p.m.
Saturday	9 a.m. to 5 p.m.
Sunday	1 p.m. to 5 p.m.

As the future of the Pickering Village Library is in question, it is recommended that its hours remain the same until its future is decided.

Table 18: Services and Collections Timelines

Item	Time
Launch new programs for target communities	2011 - 2016
Complete weeding	2011+
Conduct study of collections and their processes	Mid 2011 - 2016
Increase support staff for new services and increased public services hours	Mid 2011 - 2016

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5.3 Operations Review

Underpinning all of the collections and services delivered to the public are the functional areas called Library Operations. The key operations reviewed by the Consultants included: Administration, Circulation, Technical Services, Collection Management, Public Services (services to children, youth, adults, reference services), Branches, Programs and Marketing and Information Technology. Interviews with staff from each of these functional areas included a survey asking about profile of services within each operation, staffing, performance, communication, and future of the operational area.

Details from these reviews appear in *Appendix D* while Information Technology is detailed separately in *Section 6* of the *Master Plan*. A summary of highlights for the Operations Review is provided here.

Policies and Procedures

All operational areas studied have policy and procedures manuals in accordance with ISO guidelines. For the most part these are reviewed annually, kept up-to-date, and are accessible to pertinent staff.

Performance Indicators

The Library captures significant amounts of data, nearly all of it quantitative. The Town also maintains a Levels of Service Standard (March 2005) that outlines targets and expectations for all services including the Library. (See *Section 9.1 Customer Services Plan*)

Communications

All Library departments reviewed to date communicate relatively well with adjacent departments e.g. Technical Services and Public Services; Branches to Main for in-depth Reference; Circulation to Information Services staff. Occasionally there are delays in addressing concerns between departments. Some departments such as Technical Services rely on the completion of work forms to communicate database errors or inaccuracies on aspects of materials' management.

Administration communicates with all staff and Board members for a variety of reasons. It is this functional area that ensures open channels of communication with the Town and its staff.

What works best?

Having long term and knowledgeable staff throughout the Library is critical and ensures that operations flow smoothly, especially in high volume areas such as Circulation. Some departments report that weekly meetings help to resolve issues. Having good communication and relationships with new and returning customers is what the Library does best, according to Circulation and Branch staff.

Areas of Improvement

Lack of space was identified as an area of improvement by most operational areas. These areas include Circulation, and stack areas especially the second floor at the Main Library and at the McLean Branch. Having an area within Administration in which to conduct confidential meetings is critical.

The public commented on delays encountered at the Circulation desk at the Main library due to the onerous process for checking out multimedia materials. This was both a function of the policy regarding numbers of items that can be checked out at a time and the physical management of these collections. Recently the loan policy for multimedia was changed to limit the number of multimedia items borrowed at a time per person; this change appears to have eased congestion at the circulation desk during busy times.

There is little doubt that incorporating RFID and self-serve checkout services will improve a number of functions within the Library, benefitting the flow of materials, staff work, as well as the public in terms of inventory control and faster service at the front desk. More staff training in new areas such as RFID and other technologies was listed as an area for improvement.

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As a priority, collection management needs more resources available for the weeding process. More technology in collection management, such as use of the serials and acquisitions modules of the Integrated Library System, plus direct access to collection budget information for selectors, is needed.

Publicity, marketing, and communications to the public are the biggest areas of concern by all departments. At one time, there was a position assigned to manage this aspect of operations. Now, only some publicity functions are distributed throughout the organization with little coordination.

5.3.1 Recommendations from the Operational Review

Recommendation 11

Create a Marketing coordination function via the establishment of a Community Development, Marketing and Communication Coordinator at the Ajax Public Library, as a priority.

Recommendation 12

Develop a Library Intranet to improve communications.

Recommendation 13

Craft a Framework within which to capture key performance indicators (Canadian Urban Libraries Council indicators) and use the Level of Services Framework document to monitor workflow based on pre-assigned performance levels.

Recommendation 14

Incorporate more technologies such as self-serve checkout to improve circulation operations and ultimately Radio Frequency Identification (RFID) for collection inventory management purposes.

Recommendation 15

Redesign the circulation desk area and align it more closely to collection services' work areas; review the functionality of the tasks at the circulation desk, partly in anticipation of self-serve checkout functions.

Recommendation 16

Involve youth more proactively in the development and delivery of collections and services.

Section 6: Information Technology

Information technology (IT) in the public library environment is an ‘umbrella’ term encompassing a range of services, infrastructure, resources and activities. As such, information technology cuts a wide swath across all library functions. In some cases IT is ‘the’ service, but most often IT is the delivery modality for content or true service. This section of the *Master Plan* reviews Information Technology in all its iterations and makes recommendations for the future relating to service delivery strategies, to new systems, and to capital and operating budgets.

Given that the *Master Plan* embraces a fifteen-year period, it is more than possible that by 2026 the Library will be offering technology that is not yet invented in 2011. What is certain is that the Library will need to be flexible, incorporating new technologies into its service delivery model when it makes sense to do so, based on customer service and cost perspectives.

6.1 Integrated Library System

The Integrated Library System (ILS) is the cornerstone of information technology for a public library in that it is the information technology area with which almost all customers will interact to locate and/or borrow resources and to manage their accounts. Similarly, the ILS is an integral function in all public service and support services staff activities.

Since 2005, Ajax has utilized the *Horizon Information Portal* software, sold by the Canadian office of SirsiDynix based in Kitchener, Ontario. The company is one of the largest players in the library marketplace, operating in 70 countries and serving over 23,000 library locations. Its systems are in place dozens of Ontario public library sites, including many of Ajax’s library neighbours. Under its maintenance contract with SirsiDynix, the Library receives regular updates to the software; however, the vendor will be phasing out this product at some point in

the future and it will be necessary for the Library to upgrade to a new product from SirsiDynix or go out to the marketplace.

Infrastructure

The Integrated Library System is mounted on servers located in the Town’s IT facility. Backups are created daily.

Staff Resources

Staff resources tied directly to the management and operation of the Integrated Library System are 1.0 FTE, including parts of the Support Services Manager’s and IT Technician’s time. Presently, the Manager of Support Services undertakes carriage of all backup functions for the Integrated Library System and holds all system master access codes.

Acquisitions and Serials

The Library currently does not use *Horizon’s* modules for managing acquisitions and serials control processes. These modules are recommended for consideration for implementation when the Library upgrades or replaces its system in the future. Public service staff indicates that it would be helpful to be able to determine the on order status of new materials to provide this service to customers; this status information would also be available to anyone searching the online public access catalogue (OPAC).

Cataloguing

Horizon’s cataloguing module is used in two ways. For the majority of bibliographic records, the cataloguing data is imported from the materials vendor, Library Services Centre (LSC) in Kitchener, Ontario, with the Library adding local information such as copy number or special collection designations to the records. As noted in the operational review, the Library does original cataloguing for a small percentage of newly acquired items.

Online Public Access Catalogue (OPAC)

The OPAC is the gateway to the Library's resources, accessible remotely through the Library's website or in person at one of eighteen OPAC terminals located at the Library locations. The OPAC allows customers multiple search strategies to identify and locate materials in all formats, to check circulation status of individual items, and then, if desired, to place a hold. The OPAC is the gateway for users to manage their own library account: checked out items, place holds, fines, or blocks and profile. The Library decides the look and feel of the OPAC, within the parameters of the system framework and functionality established by the vendor.

Circulation

Circulation is at the core of the Integrated Library System as it relates to circulation of materials to customers and to managing collection inventories.

6.1.2 Integrated Library System Future

As noted, the *Horizon* product is being phased out by the vendor, necessitating action on the Library's within the next five to seven years. Capital upgrades for the Integrated Library System, database server,²² software, and for the web server were submitted to the Town in 2009 in a prior to the start of the *Master Plan* process. Eighty-five thousand dollars (\$85,000) in capital funds has been identified to move to *Symphony*, the upgraded product from the current vendor.

Integrated Library System Upgrade

The Library must take action on its Integrated Library System during the early stages of the *Master Plan*. The vendor, SirsiDynix, recommends an upgrade cycle for application servers for several product reasons. It avoids lost time in terms of staff productivity and the public's use of library services. The Library's computer systems provide direct service delivery to the public and any downtime means a reduction in service

²² The *Horizon* database server stores all patron records, transactions, and catalogue records and is accessed each time a patron or staff member interacts with the system.

standards. The second reason for a regular replacement cycle is software applications change that is often tied to operating system changes and an increased need for processing power. As well, SirsiDynix is changing its application structure, necessitating new hardware and software. It is necessary to replace servers gradually as it would be unrealistic to replace them all in one year. According to plan, server upgrades are anticipated and budgeted. The intention would be to budget for these servers as part of a regular four-year upgrade/replacement cycle typical to hardware and software. The vendor has experience in migrating from *Horizon* to *Symphony*, with less anticipated disruption to system operations.

Capital funds of approximately \$85,000 have been requested from the Town, as part of the capital budget process, for the upgrade; this is recommended as a 2011 priority. The Library will need to act in early 2011 to secure a placeholder with the vendor for the upgrade.

Post System Upgrade

In the larger context of the *Master Plan* and ever-changing information technologies, there are valid reasons for the Library to go to the marketplace in the future. There is potentially a better Integrated Library System solution in the marketplace not afforded by a simple upgrade that will be the 'best' fit for Ajax in the years ahead, a fact that can only be determined by an RFP process.

The *Master Plan* process, while providing general guidance on the Integrated Library System, does not encompass a formal needs assessment process, evaluation of other systems in comparison with the current system or development of a formal process to seek a new solution through a tender process. Preparation for such activity requires a comprehensive needs assessment process to define the library's requirements; development of a tender document, with evaluation and ranking of options; recommendations to the Board and Town; and preparation of a robust implementation plan in synchronization with the Library's *Master Plan* recommendations and activities. This project could be led by an external consultant or by a Library manager, depending on overall workload and prioritization of *Master Plan* recommendations.

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The outcomes of such a project can be expected to be:

- A clear understanding of Library requirements for its Integrated Library System, as they relate to the *Master Plan* and to the community;
- A common knowledge base of emerging technologies relating to integrated library systems, gained through vendor demonstrations and site visits; and,
- A recommendation for a new system that will carry Ajax forward from 2017.

It should be noted that the current vendor potentially could be the successful vendor from the process. If this were the case, the capital monies needed in the future could be considerably less. However, the process will ensure that the current vendor goes through a rigorous competitive process if it were to maintain its status as Ajax's Integrated Library System vendor of choice.

The recommended implementation date is by the end of 2017, meaning that the Library will need to commence its process during first quarter in 2015 to provide sufficient lead time for the needs assessment, creation of the RFP/tender document, recommendations, and securing necessary funding. The RFP will also need to reference RFID; this is discussed more fully in *Section 6.2*.

The RFP document should provide for the latest in Integrated Library System technologies and services relating to public access catalogues, social media compatibilities and the provision of the catalogue and services through hand-held devices.

6.1.3 Recommendations for Integrated Library System

Recommendation 17

Upgrade the current Integrated Library System (ILS) from *Horizon* software to *Symphony* software.

Recommendation 18

Conduct a needs assessment and undertake a tendering process to select a new Integrated Library System (ILS).

Recommendation 19

Implement the new Integrated Library System during the second five-year segment of the *Master Plan*.

Recommendation 20

Provide, from risk management and succession planning perspectives, robust staff backup for each of the ILS modules, to ensure depth of knowledge about the ILS.

6.2 RFID and Self-serve Circulation

RFID, Radio Frequency Identification, and self-serve circulation are two distinct technology implementations popular with many public libraries, which are typically implemented concurrently. Most libraries will not implement self-service checkout without a security system in place.

6.2.1 RFID

RFID, Radio Frequency Identification, is a tracking system using intelligent barcodes attached to items for security and inventory control. Widely implemented in the retail sector, it is also increasingly popular with libraries of all types to protect their valuable collection assets and to facilitate self-service checkout and less frequently, check-in.

The Library will need to prepare a business case for the Town, outlining the benefits and costs of RFID. One of the primary benefits of RFID will be to control inventory. Currently the Library cannot quantify accurately what 'shrinkage' occurs from the collection, although in the areas of DVDs and very popular materials it can be expected to be significant. Staff and customers alike spend time looking for materials or placing reserves on items whose circulation status is 'available' but which are not on the shelf.

In order for there to be sufficient lead time to implement RFID and to ensure compatibility with the Integrated Library System, it is recommended that the Library go to the marketplace for a RFID system in 2011-2012 as the *Symphony* upgrade is being implemented.

6.2.2 Self-serve Circulation

Self-serve circulation is an attractive option for public libraries because it enables customers to checkout and return materials. Self-serve does not eliminate the need for circulation staff, as there will continue to be a need for staff to assist those who choose not to check out their own materials, for trouble-shooting, for handling materials that may not have intelligent barcodes, and for working with customers with holds on their files relating to overdue materials and fines.

By having the public check out their own materials, libraries have been able to reassign staff to high-demand direct public interactive services such as readers' advisory, catalogue usage instruction, and public training in the use of various computer applications.

The implementation of self-serve checkout will necessitate modifications to the egress passages at the Main Library and the McLean Branch to accommodate the self-serve units. For the Main Library, modifications to the first floor are recommended elsewhere in this report, to increase functionality, to address poor sightlines, and to accommodate emerging services. Self-serve checkout will need to be incorporated into new floor plans in terms of layout and costs.

While Village Branch's materials, like all system materials, will have RFID tags, it is not recommended that self-serve checkout be implemented at this small branch. This relates to very limited space and real questions around the future of the branch; the cost of modifications to the circulation area cannot be justified at this time.

In planning for any new branch, self-serve materials checkout and check in should be incorporated into the facility.

6.2.3 Recommendations for RFID and Self-serve Circulation

Recommendation 21

Prepare and submit a business case for the Town on RFID (Radio Frequency Identification for inventory control), for inclusion in the capital budget, as soon as possible.

Recommendation 22

Select, within the earliest phase of the *Master Plan*, an RFID supplier and prepare a plan for implementation the following year.

Recommendation 23

Implement self-serve checkout at the Main Library and the McLean Branch within two years of selection of RFID vendor.

Recommendation 24

Incorporate self-serve materials circulation into any new branch facility at the planning stage.

6.3 Public Computing

Public computing is a service offering that is unique to libraries serving the public in municipal or educational settings. Hand-in-hand with their roles as key community catalysts, the most successful public libraries overwhelmingly have embraced new information technologies, adapted for library and community purposes. New information technologies allow libraries to access and disseminate information not otherwise affordable, provide ways of digitizing, storing and distributing information unique to the community served, and provide ways to communicate effectively to staff in remote locations and to library users. As staff are trained and become more familiar with the many aspects of community computing, community members look not to schools but rather to libraries as educators in new technologies and, in particular, in using the Internet.

A cost-effective delivery system for information to the public and others, plus a gateway for worldwide information, technology and its products and services have created a whole new future for libraries. With few exceptions the public love what technology has added to their library services. It has allowed the library to be flexible in meeting user demands in their timeframes and their locations. Through the leasing of databases, it minimizes duplication of valuable resources and aids in locating those things not available in the Town.

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Managing and promoting public computing has become another key role for library staff. Staff not only needs to know how to use all aspects of the technology and products and services, they are often called upon to troubleshoot equipment and communications problems. Managing public computing is quite unlike managing office LANs and WANs in municipal and business environments. In the latter environments, access to a workstation is limited to one or very few individuals who have established credentials with their organization and who are trained to use those computing resources; most of these users come with a basic understanding of how to use their workstation and basic office software applications. Most office operations have full time trouble-shooting staff and most offices work on a Monday to Friday, 9 to 5 basis.

In the world of public community computing, and libraries that work within that framework, there is no guarantee a person wishing to use a workstation has any background in how to use it, how to access the Internet, or how to use library products and services. Members of the public may try to load illegal software, use non-approved discs or devices, and damage keyboards, just to mention a few things. Equipment wears out, printers break down and run out of ink and the like. Libraries may not have access to IT trouble-shooters after 5 p.m. Some municipal environments which may also support a library's IT operations may choose to do maintenance or update their systems in the evenings, on weekends, or on Saturdays, some of the busiest times for libraries and their computers.

Public Computing at Ajax

The Ajax Public Library currently provides 50 public kiosks, of which 32 are for combined Internet access and word processing/spreadsheet applications and 18 are dedicated to library catalogue access. Of these 50 workstations, 10 were new in 2009, and a further 22 units received a memory upgrade. The Town purchases all Library computers; there is no defined replacement program at present for public computers. Library IT does have an operating budget for repairs. The Library is on the Town's cycle for server upgrades to the server that supports public computing. At the Main Library the Internet kiosks are sited in several places:

- Fifteen kiosks on the second floor;
- A pod of four workstations just eight feet from the Circulation Desk, affording no privacy or quiet for customers, and creating a visual block to entering the DVD and teen areas;
- A pod of four workstations in the centre of the first floor, approximately twenty feet from the Information Desk and tucked in behind paperback racks; and,
- One children's kiosk.

The Internet kiosks use photocopiers as their printer. The rental contract with the photocopier supplier is up for renewal in 2010. If this printing modality is going to be used, serious consideration should be given to co-locating the kiosks and photocopiers more conveniently.

At the McLean Branch, the seven Internet kiosks are located adjacent to the Circulation area, while at the Village Branch, there are two Internet kiosks in a very small space.

Catalogue (OPAC) workstations are scattered about the Main Library. Observation suggests that the catalogue workstations are under-utilized, leaving the possibility of converting a goodly portion of the catalogue workstations to the more popular Internet stations. It is not recommended that all PAC stations be eliminated, as there will continue to be a need for quick stop PAC stations versus the longer-use Internet stations.

Ajax ranks among the lowest of all comparator libraries with respect to the number of public workstations per capita. This is an area that is recommended that the Library address as soon as possible, particularly given the anticipated growth of the Town based on new immigration.

In addition to kiosks, the Library provides Wi-Fi for users to connect their own laptops and personal computing devices to the Library's network. The Main Library and the McLean Branch need to be reviewed to ensure that there is adequate study space that is wired and appropriately equipped and spaced for laptops.

6.3.1 Recommendations for Public Computing

Recommendation 25

Implement a regular replacement program for public computers.

Recommendation 26

Rationalize the balance between multi-purpose Internet and catalogue kiosks, such that there is a four to one ratio in favour of Internet kiosks.

Recommendation 27

Re-organize the location of the Internet kiosks, locating the majority of units in one area on each of the first and second floors at Main Library, excepting those serving children and teens.

Recommendation 28

Increase the number of public computing workstations, with the objective of moving to a standard of one workstation for every 2,000 population, over the lifetime of this *Master Plan*.

Recommendation 29

Review and remediate, as necessary, study spaces at the Main Library and at the McLean Branch for personal computing devices and Wi-Fi.

6.4 E-based Information Resources and Services

The Ajax Public Library offers a suite of electronically based information services and databases, delivered through public workstations at the bricks and mortar locations and through the Library's website. This includes subscriptions to content databases, downloadable audio books, and mediated web subject resource links selected by library staff.

In 2000 the Ajax Public Library provided access to 1,352 individual titles and 230 print titles. In 2008 the Library recorded 20,000 electronic and 270 print titles. Although the overall Library materials budget has increased over that period from \$309,000 to \$455,000, the expenditure on electronic products has not increased by the same percentage; \$26,349 was spent in 2000 and only \$27,471 in 2008.

Obviously, providing access to the e-products is a major cost-efficient service for the Library. One reason for this is the consortium approach to such licensing of e-products, through Knowledge Ontario. Through the databases, the Library offers access to a range of resources that would not otherwise be affordable. Another reason costs are contained through e-products is that physical collection growth is slowed.

The key to success with the library user and increased usage of the e-resources and downloadable books is user education about the resources available and how to maximize them for personal use, study, and research. The majority of library users may be totally unaware of the range of e-materials available and how to access them. With improved marketing of these resources and the emergence of easy, more mobile applications, awareness and ease of access will increase.

The Library recently acquired a number of laptops which it intends to use for training purposes. Educating users on the Library's e-based resources would be an ideal application for this new resource. The Library should also consider using web technologies such as webinars as a training modality.

In addition, Library staff also requires more training on e-based resources; this was an area identified repeatedly in the staff survey and in focus groups. Staff needs to be fully conversant with e-resources in order to be able to assist users effectively.

It is anticipated that during the life of the *Master Plan*, there will be exponential growth in applications and services relating to remote access, whether it is from homes and offices or mobile personal devices. This must impact how and what the Library offers, in terms of content, functionality, and presentation.

From a technical perspective, it is important to note that the types of e-based resources that are carried by the Library currently and in the future require bandwidth and technical capability for streaming video, downloading audio-books, presenting graphics-intensive images and content, providing interactive capabilities, and carrying search and

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retrieval activity. This distinguishes Library requirements from other types of Town website activity.

From a service perspective, it is important that the Library review its e-based subscriptions each year for currency, relativity to information services requests, cost and usage, and that the subscriptions be adjusted as required.

Additionally, Library staff provide mediated links to trusted websites and some subject access to websites. This is a value-added service for users that could be further developed. This is an area where the Library could demonstrate its expertise in presenting and managing information. Particular attention should be given to presenting topics of local interest such as local history and community development and organizations.

6.4.1 Online Research and Reference Service

Approximately forty Ontario public libraries of all sizes, including Ajax, participate in *askON*²³, a “real-time chat information service that offers immediate, interactive, and knowledgeable research and reference help on-line”. Staff help people with how to navigate the Internet and online resources, including full-text magazine and newspapers licensed through Knowledge Ontario, and a library’s services. A transcript of the session is provided to anyone who supplies their e-mail address.

This provides participating libraries with a way of providing real-time reference service to users in a way that would not be possible over the telephone (and in fact, communication which most likely would not take place at all) and to users who prefer e-communication. Participating libraries commit to providing information services staff at pre-scheduled times during the day. The benefit of participating in this project needs to be evaluated on a regular basis.

6.4.2 Recommendations for E-based Information Services

Recommendation 30

Review annually all subscriptions to electronic databases and services to ensure their cost benefit and use. Adjust subscriptions as required.

²³ Information about askON is available at: <http://askon.ca>.

Recommendation 31

Provide value-added content on the website, including staff recommended external websites and electronic pathfinders that will enhance the user experience, with particular focus on Ajax-specific resources.

Recommendation 32

Provide additional training to staff in e-based resources to ensure that they have the knowledge and skills to integrate these resources into practice and to assist users with confidence.

Recommendation 33

Provide orientation and training sessions for users on e-based resources, to maximize uptake and utilization. The training may occur in classroom or virtual settings.

Recommendation 34

Study future information technology (IT) capacity options to provide and support Library e-services, through a joint review with the Town.

6.5 Website

For many years, the Ajax Public Library’s website has been integrated into the Town’s website. Similar to many libraries, this was a practical solution from the early days of the development of municipal websites. The Library was a partner in the development of the website from the outset. From the Library’s perspective, its requirements have now moved beyond the Town’s website offering, as it stood prior to the re-design process.

The Town is re-designing its website and website platform in 2010-2011 to reflect new web technologies and functionalities. This affords the Library the opportunity to consider how it will create, deliver and manage its website in the future so that it best meets its needs.

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Role of a Public Library Website

In 2010-2011, what is the role of the website for public library service? In summary, it is two-fold:

- A marketing and information vehicle for informing the public about location, hours, services and programs; and,
- A virtual branch in which the library's electronic-based services are available 24/7. This aspect of the website is anticipated to grow exponentially during the course of the *Master Plan*.

Research was undertaken to determine best practices with respect to website development and ongoing operations. There are three basic options available, with slight variations and permutations; these options are evaluated for their strengths and weaknesses as a website modality for Ajax for the duration of the *Master Plan*.

Option A – In-house development

This option is used by several major larger urban libraries, although some are combining with an option for remote server for location of the web services. Staffing expertise and funding is available. It is not necessarily the most effective option and any analysis of existing web services reveals that the quality varies from library to library. The Toronto Public Library, as one of the largest public libraries in the world, has an exceptional quality site and delivers first class services, but can other libraries duplicate it locally, or should they even try?

Option B - Municipality and IT Services Department

This is probably the most common option for public libraries and also a major source of friction and complaint. The positives are political advantages and perception of working with the municipality, opportunity for cost savings in web services and bulk purchasing of equipment, and use of municipal IT facilities, technical staff, and equipment. The negative issues are lack of understanding by municipalities of the service and technical needs of the library compared to other municipal departments.

Municipal IT staff may have expertise in larger server applications but not with the very public and interactive service and 24/7 program access

and delivery of public libraries. Many are also surprised at the sheer volume of interactions from ILS hardware in a library, on top of the potential for millions of annual accesses to a public library website. More specifically, municipal IT staff has problems arising from the increasing use of social networking services and programs that the public library may be viewed as essential for public libraries but are regarded as time wasting for city/municipal staff and are also restricted to city employees.

A library's need for 24/7 services runs contrary to the five-day 9-5 environments for other municipal departments. The public libraries that are satisfied with the municipal IT department option stress the need for a service agreement and upfront contract that provides the freedom for the library to move forward at a pace that supports the library's mandate.

Option C – Outsourcing

Outsourcing is becoming an increasingly popular method for the library to develop and deliver web-based services. Public libraries already outsource other areas of service including collection development and technical processing through jobbers, janitorial, and courier services.

Web services are also being provided in complete packages from design, development, and maintenance and including the hosting of the website on a remote server. The benefits are:

- Enabling 24/7 service and speed of service delivery;
- reducing costs potentially with contract staff, reduction and sharing of risks;
- enabling the library to concentrate staff in other more public customer service operations;
- centralizing maintenance of links and other time-consuming process throughout sourcing;
- experimenting with new initiatives without having to rely on library staff time and resources; and,
- providing specialized equipment that may be beyond the financial resources of the library.

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The challenges of outsourcing include:

- understaffing by agency/organization to reduce costs;
- cannot determine needs for staff training;
- no safeguards for intellectual property, unable to prevent copying of style and content;
- significant lead-time required to plan and implement an outsource contract, and start-up costs may be incurred;
- concerns over conflict of interest; and,
- lack of knowledge of the public library environment, although the literature states that librarians are increasingly being hired by outsourcing companies.

Analysis of Options

Each option has its advantages and disadvantages. However, the major selection criteria for the library depend on the following:

- What does the library want? Does it want a 24/7 service with maintenance agreement? Does it want an interactivity component or merely a static website with static factual information regarding library hours and services?
- How do web-based services fit into the library service delivery priorities?
- Finances: What are the library finances? Are they able to fund and what level of service could they fund?
- Politics: Does the relationship with the city or municipality preclude going it alone?
- Staffing: Are there collective agreements impacting or impeding in-house development?
- Community expectations: Is the community demanding such services? Is the demographic base of the community responsive to changes? Will the community use it?

Consultation with Town

The Consultant and the Manager of Support Services met with the Town of Ajax Communications Section, which bears responsibility for the Town's website. The Town hired a web and social media co-ordinator during 2010, with one of the first responsibilities being the creation of an

RFP for the re-design of the Town's website. The re-design of the website is targeted for completion in Q4 2010 - Q1 2011.

The Town recognized that its website required a major overhaul and plans to re-vitalize and update. In general terms, the Town's planned directions are:

- Content management system
- Payment management software
- Fillable forms (online forms might use 3rd party software)
- Social networking applications
- Multiple portals such as an online history room or an environment room; the library would be a portal
- Increased access functionality through a search engine
- Children's interface

It is the Town's plan to provide departments with a template(s). If the Library wanted enhancements, then it would pay for those enhancements at the design stage. Therefore, the RFP will be general in nature and will not specifically outline Library requirements, other than to indicate it would be one of the portals.

It should be noted that Library traffic on the current Town website accounts for approximately twelve percent (12%) of total page views.²⁴

Consultation with Staff

The Consultants dialogued with the Chief Librarian and Executive Officer and senior staff about future directions for the Library website: vision, role, management, and operation. The Consultants also posed this question to the staff focus group on facilities: to how technology would/could change both their work environment and their space requirements.

The vision for the library's website as articulated by the Chief Librarian and Executive Officer and staff is as a marketing vehicle for onsite and virtual services and as a virtual branch. The website should add value to

²⁴ Ajax Public Library data provided for January 1, 2009 to March 21, 2010.

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the user experience, by providing content information that is unique to the Town of Ajax and that packages Library services and resources in a way that enhances access by and for Library customers.

As a marketing vehicle, the website should reflect the Library's aspirations, vision and branding. The website should reflect continuity with physical locations in style and 'signage'. For example, if bright yellow were chosen as the theme for children's services, this colour then would be evident in both physical locations and on the website.

The website should add value to the user experience. For example, in the future a content search could be seamless, linking the user to Ajax Public Library-created bibliographies, to upcoming programs and to materials and full-text databases, with a one-stop search.

The website structure would allow for social networking options and be sufficiently flexible to change and evolve as new information technologies come to the marketplace. However, there may not yet be capitalization of social networking, other than its positions the Library as being connected to users who are embracing social networking.

There is the opportunity to use the website to present unique information that may not be available elsewhere, such as local history or local employment resources. This is an area in which the library can add value and make the library's website a 'destination'. The immigration portal is also the type of value-added link that the Library should promote.

The virtual branch sited on the website should mirror electronically what the physical library offers in resources and services. The virtual branch provides access to the Library's suite of bibliographic and full-text databases, available on a 24/7 basis for the convenience of users. Some questions were raised about the full-text databases, as this service is currently under-utilized and may not be maximizing return on investment.

The challenge is to find balance between the two aspects of the vision. Many users will visit the website principally for factual information such

as hours, locations, and programs, i.e. the marketing aspect. Many, many others will use the website to access the online catalogue to search for materials, place holds and renewals, and will not venture further into the virtual branch.

What types of functionality and features are required in the future?

- Site map
- Highly interactive
- Fresh and crisp in style and content
- More options for specialty modules and featuring specialty services
- Social networking options, including *Facebook*, *Twitter*, blogs, RSS feeds
- Dynamic and ever-changing, linking external information with library resources
- Flexible and expandable content management system – e.g. Oakville developed a program to track TD summer reading and attached it to its website
- Compatible with hand-held devices [e.g. CBC runs a site with no graphics to serve hand-held device users]
- Capability to offer multiple languages
- Capacity to integrate e-reference service such as "Ask a Librarian"
- Mediated links to trusted external sites of interest to users
- Ability to update website without external approval (i.e. Town staff member), in real time as dictated by Library requirements
- Library distinctive branding

What division of the Library should have carriage of the website?

Responsibility for the website currently rests with Technical Services, developed because of the information technology aspects of a website. Some senior staff believe the website should be the responsibility of Public Services as the website is driven by its content and by Library public services, rather than by the enabling technology. Actual maintenance of the website could be a shared responsibility with Integrated Resources. Another point of view suggests that the website should be overseen by the new Community Development and Marketing position, with input from Public Services and technical support from Integrated Resources. This latter approach is consistent with the Town's website management.

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Discussion of Options

Senior management's vision for the Library website clearly surpasses the Town's current website functionality and format. Their vision is dynamic and forward-looking, seeking to position the Library to maximize its website for marketing of services, for the convenience of users, for response to new technologies, and for presenting virtual services.

Staff expressed frustration with the current processes for updating the website in terms of timing and approval process by the Town's Communications Section.

Senior staff's clear preference is to repatriate the website in terms of design and on-going management because it would be able to provide this service as it wants, when it wants, and how it wants, without Town approval for changes in format or content. This could take the form of doing all the work in-house or an outsourcing arrangement such as Whitby, where the Library would control the website processes. In either case, extensive pre-planning is required, either to allocate staff and other resources internally or to prepare to outsource.

The major challenges for the Library in 2010 are that no capital monies were allocated for website development, the Southern Ontario Library Service (SOLS) grant monies are insufficient to undertake this work and no staff resource was allocated. Staff developed a teen portal internally and was involved in the development of the Durham Region Newcomer Portal. Staff report being fully extended to provide current services and until some services are eliminated or overhauled, it may not be prudent to embark on a project of this magnitude. Furthermore, the *Master Plan* process will impact service delivery and organizational structures in the short-term.

In 2010 the Town allocated \$100,000 for the re-design of its website, with the work to be completed by the end of the year. The re-design will be under the auspices of the new web and social media co-ordinator. With the Town implementing a new site by December 31, 2010 and the fact that the Library has not prepared for website project internally or to be out-sourced, it appears that for the foreseeable future, the practical option is to continue to work with the Town.

The Library is participating in the new website design process. It should move forward with a service level agreement with the Town that speaks to how, when and by whom the website is updated, support, style, format, and functionality. For example, the service level agreement could stipulate that the Library will do its own updates within agreed parameters and the level of editorial control the Library would have. Ideally the Town will not charge for the customized templates, but if this proves to be non-negotiable, then the SOLS monies could be applied to the development work.

The experience of negotiating and implementing a service level agreement could benefit the Library in the future if it chose to outsource the website design and maintenance.

Given the extensive recommendations planned under the *Master Plan*, it is recommended that the Library continue to participate with the Town until 2013, at which time a review and needs analysis would be undertaken to discern if there were other options for provision of the website.

As will be described in *Section 8*, functional responsibility for the website will rest with Public Services initially, to ensure that virtual branch services and resources are presented consistent with onsite services, and, where appropriate, enhanced to utilize the power of the web. Library IT would continue to do the technical work relating to updating the website, with this activity being a daily priority.

Marketing will be involved to ensure that the website reflects the new Library brand and message [refer to Marketing Plan in *Section 9*].

6.5.1 Recommendations for Website

Recommendation 35

Participate actively in the Town's website re-design project. Work closely, at the operational level, with the Town's Web and Social Media Co-ordinator on the development of the requirements for and the implementation of the new website.

Recommendation 36

Work with Town officials at the Chief Librarian and Executive Officer level around the issues of development funding and costs and on the need for and requirements of a website support agreement.

Recommendation 37

Address the future management of the website internally or through an outsourcing process within two years of *Master Plan* initialization.

Recommendation 38

Present, through the website, a virtual branch where services replicate services provided at bricks and mortar locations, as far as possible.

Recommendation 39

Ensure the website reflects the Library's vision, brand, and message. Undertake an annual comprehensive review of the website to ensure that it continues to meet Library needs with respect to content and functionality.

6.6 Social Networking Tools

A major trend in public libraries is the use of social networking tools such as *Facebook*, *Flickr*, *MySpace*, blogs, wikis, and RSS. Many examples and implementations are described in *Section 2* and in *Appendix B*. This is an important service area to be developed at Ajax, simply because it reflects societal trends for acquiring and accessing information.

6.6.1 Recommendations for Social Networking Tools

Recommendation 40

Investigate, with the goal of implementation, a formal Library presence on *Facebook* and a Library 'public service' blog, through the Library website.

6.7 Staff Desktop Computing

Many staff share office computers given the large number of part-time staff. Staff workstations are presently not on a regular replacement program nor have most been upgraded in the last few years.

Ajax uses the *MS Office 2007 Suite* for word processing, spreadsheet, and presentation applications. All staff, except courier pages and pages, have user accounts for e-mail and other purposes. The lack of e-mail accounts for pages relates to a Town policy that precludes e-mail accounts for part-time students. The Library is on the Town's cycle for server upgrades to the server that supports staff computing.

Staff can access the Internet from their user accounts. The Library's website access is filtered based on Town of Ajax requirements. In terms of access to particular or sensitive websites that might be needed for the purposes of information retrieval duties and service to the public, staff may submit a request to have a site unblocked. Staff can access social media through their user accounts. All staff need to be fully cognizant of the Town's and the Library's policies with respect to personal use of the Internet.

6.7.1 Recommendations for Staff Computing

Recommendation 41

Provide ongoing training opportunities for staff to gain proficiency in word processing, spreadsheet, e-mail, and web searching.

Section 7: Facilities

This section includes an overview of the existing facilities of the Library from functional and space perspectives; results of facilities audits; and future facilities space projections.

7.1 Current Facilities – Functional Perspective

The Ajax Public Library consists of three locations: the Main Library with Administration/Technical Services in an adjacent building; the McLean Branch Library and the Pickering Village Branch Library.

Current facilities details, space and functional adjacencies may be found in *Appendix E*. In summary, a review of the current facilities, as they operate functionally in relation to service to the public, identified several areas that require modification and adjustment. A facilities redesign study will address these issues more specifically and would provide the Library with the opportunity to change and improve signage, sightlines, traffic flow, and service adjacencies, in line with the direction of the *Master Plan*.

The functional and facilities issues to be addressed through the redesign process include the following:

Signage

- Review and revise appearance, design, and location of all external signage to ensure easy accessibility to all Library facilities. (See Section 7.2 re Accessibility)
- Review and revise internal signage throughout the Library system to ensure it meets Accessibility guidelines and reflects the new, proposed client-driven services orientation plan.

Shelving

- Conduct, at all locations, a more aggressive collections weeding program to create more space for future collections and to address concerns about sightlines and easy accessibility, as a priority.
- Weed and transition remaining reference collections to electronic equivalents to create more space, as a priority.

Sightlines

- Reconfigure shelving at the Main Library first floor to “radiate” from the circulation desk.
- Re-position paperback book spinners at the Main Library and the McLean Branch to improve sightlines.
- Open shelving units in the Main children’s area to create better sightlines from the circulation desk.

Functional Locations and Service Adjacencies

- Consider relocating the youth area closer to the children’s area at the Main Library.
- Create at the Main Library a distinct and defined youth space calling upon the assistance of the Teen Advisory Council (TAC), incorporating art, technology, study areas and “hang out” space.
- Incorporate, at the Main Library, the first floor Information desk with the Circulation desk.
- Rethink the location of the local history room from the Main Library to the Pickering Village Branch.
- Consider reorganizing key functional areas between Administrative services building and the Main Library.
- Create an area for settlement worker adjacent to multilingual collections at the Main Library.
- Establish a café within the area of community rooms at the Main Library.
- Relocate the adult magazine area to nearer the front of the Library and create a small area of lounge chairs.

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Aesthetics

- Paint walls in the Main Library children's area with bright, attractive, child-friendly colours and improve lighting within the area.
- Improve attractiveness of the McLean Branch youth area and move a few computers directly adjacent to the youth area.
- Use retail display and marketing techniques to display and present the weeded collections.
- Add lockable locker units for staff at all locations.

Recommendation 42

Conduct a redesign study of Library facilities. Ensure that the re-design study addresses signage, shelving placement, sightlines, functional locations, service adjacencies, aesthetics and accessibility.

7.2 Accessibility and Liability Audits

At the time of the Main Library's construction, accessibility features were incorporated into its design. A 2005 report called the *Premises Liability (Risk Control Report)* made several recommendations which resulted in some changes.

Main Library

- Walker ordered for individuals with mobility issues
- Baskets provided for carrying items in library on order
- 'Braille' added to the covers of talking books
- More accessible chairs purchased.

Pickering Village

- A new accessible service desk installed
- Floor plan improved for easier accessibility
- Power doors earmarked in operational budget 2007.

Although this *Master Plan* does not serve as a formal accessibility study, the Consultants do note some areas that need to be reviewed in more detail, particularly at the Main Library. A review of accessibility at the

Main Library is recommended, specifically in shelf areas, sightlines and in design of computer workstations.

- Ensure adequate space between shelving areas and turn space at the ends of shelving ranges
- Review sightlines from staffed areas to all areas within the Library (and/or use of large security convex mirrors in less visible corners)
- Upgrade computer workstations for people with physical challenges (the Library secured funding in 2010 to design a new workstation with accessibility in mind)
- Review all internal and external Library signage.

Recommendation 43

Train all staff at all locations in the use of accessible computer workstations.

Recommendation 44

Ensure optimization and implementation of accessibility items and measures as described in the 2005 *Premises Liability* report.

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7.3 Facilities Space Overview

This *Master Plan* contains an analysis of public library space needs, as well as a distribution strategy for the expansion of infrastructure for the Ajax Public Library system. In order to establish direction for a future building program, this section evaluates a number of factors including trends, demographics, public and staff input, geographic distribution, and space standards.

Although this assessment of current and anticipated future needs is directed by the findings of previous studies, it has also been prepared within the broader context provided by other components of this *Master Plan*. Efforts have been made to ensure that future plans are appropriate and strategic in nature, representing facility provision that is responsive to the needs of existing and new residents.

7.3.1 Supply and Distribution

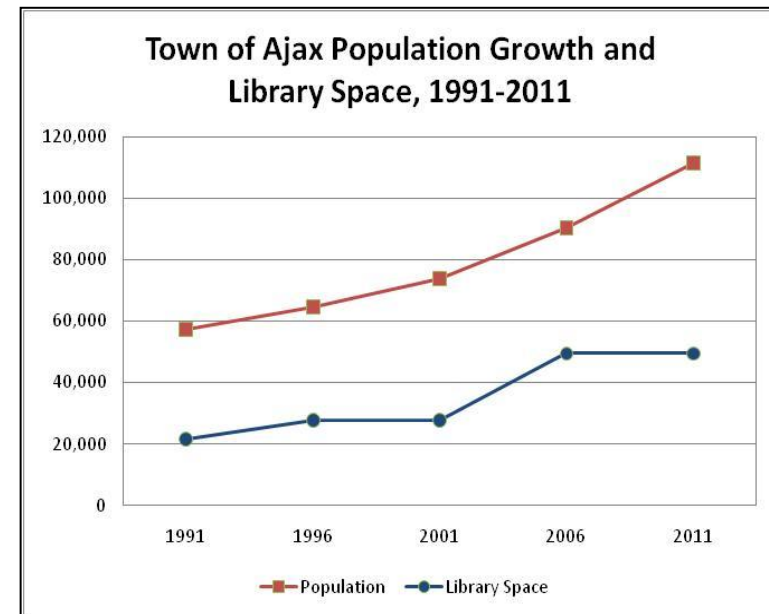
There are currently three branches of the Ajax Public Library, providing a total of 40,600 SF of library space. The Library also utilizes 8,800 SF of space attached to Town Hall for its Administration and Technical Services, bringing the total floor area to 49,400 SF (Note: to ensure comparability with other library systems, both public and staff spaces are included in the analysis of space standards). Based on a 2009 end of year population estimate of 107,895, the Town currently provides 0.46 SF of library space per capita.

Per capita library space provision is a snapshot in time. Population is frequently changing (in the case of Ajax, it has been increasing by 4% to 5% per year in recent times); however, library building projects are more infrequent. The following graph illustrates how Ajax's population has changed since 1991 (projected to 2011), along with changes in the supply of library space. During this period, the per capita supply of library space has fluctuated between 0.37 in 2001 to 0.55 in 2006; this change was brought on by the expansion/redevelopment of the Main Library and associated office space. **By 2011 and potentially beyond, the gap between population and library space is projected to widen.**

Table 19: Ajax Public Library Branch Information

Library Facilities	Address	Year Built	Size (SF)
Main Branch	55 Harwood Ave. S. (next to Town Hall)	2002 (redeveloped)	33,000
McLean Branch	95 Magill Dr. (inside McLean Community Centre)	1994	6,000
Village Branch	58 Church St. N. (next to Village Arena)	1967	1,600
Administration and Technical Services	65 Harwood Ave. S. (attached to Town Hall)	--	8,800
Total			49,400 ft ²

Figure 7: Ajax Population Growth and Library Space, 1991-2011



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Space allocation and distribution within the study areas is essential to this evaluation as there is an expectation that branch libraries be geographically accessible to all Ajax residents, to the greatest degree possible. With the density of the Town's residential population increasing, it is suggested that libraries generally be located within 1.5 to 2.0 kilometres from all urban residential areas.

At present, geographic gaps in library distribution (within residential areas) exist in the following areas, both of which are expected to see some degree of additional population growth over the coming years:

1. Northeast Ajax (north of Rossland Road, south of Taunton Road, west of Salem Road)
2. South Ajax (generally south of Clements Road)

7.3.2 Context

Strong library systems are the cornerstones of strong communities. There is a great deal of research that highlights the importance of public libraries as an accessible, universal, and primarily free benefit to the residents of a community. *Long Overdue* (Public Agenda, 2006), *Realizing Our Full Potential* (Association Resource Centre Inc., 2003), and *Ontario Public Libraries Market Survey* (Market Probe Canada, 2006) and a variety of other sources support the following benefit statements:

- Libraries are at the heart of a strong, well-informed community.
- Libraries are accessible and welcoming to all.
- Libraries provide free, universal, and unlimited access to knowledge, culture, and information.
- Libraries are more important now than ever before as the power of knowledge translates into greater socio-economic benefits.

Past community surveys underscore these points, with the very large majority of Ajax residents indicating that public libraries are important to their household.

With the redevelopment and expansion of the Main Branch in 2002 and the constant introduction of new services and technologies, library

services in Ajax have undergone significant changes in recent years. Fuelled by population growth, facility expansion, and increasing demand for library services, Ajax Public Library has witnessed strong growth in usage and this is expected to continue into the future.

Key library facility provision trends being experienced in many communities, including Ajax, include:

- Smaller, isolated library branches are gradually being succeeded by fewer but larger library branches in prominent central locations that are highly visible, accessible with public transportation, offer expansion capabilities, and barrier-free access to all members of the community.
- Libraries are increasingly being integrated with multi-use community facilities to improve operating efficiencies, provide added convenience to residents and allow for the sharing of common areas, storage space, programming rooms, and facility management services.

Facilities are being designed to offer large, comfortable reading and working areas, private and collaborative study rooms, homework centres, an ample supply of Internet workstations, wiring for personal computer use and/or wireless Internet access. In addition, libraries are moving towards flexible, multi-use library space with modular fixtures and ergonomic furniture, wide and uncluttered aisle ways with lower shelving, and a more "open" interior to accommodate changing technologies. As a result, the demand for library space is on the rise.

7.4 Population Growth

Among other things, the Town of Ajax's proposed Official Plan Amendment (OPA) No. 41 seeks to implement Regional OPA 128 relating to the Town's population forecasts and also identifies residential intensification areas.

These directions are important in terms of library planning as accessibility and timely infrastructure provision are key objectives for the Ajax Public

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Library. It bears noting that Town OPA 41 remains in draft form and has not yet been approved.

The Town's population target for 2031 is 137,670 (approximately 30,000 more than the Town's 2009 population estimate). *OPA 41* indicates that sufficient land is available within the Town's Urban Area Boundary to accommodate this population target and, in fact, the Town's Growth Plan suggests that there is potential to achieve even higher population numbers within the built boundary. Part of the rationale behind this is that 54% of this growth has been targeted to be achieved through residential intensification (i.e., in existing neighbourhoods); note that the target is between 2015 and 2031 and is still subject to approval.

The majority of the Town's greenfield residential development (e.g. new lower-density subdivisions) is expected to occur in the following areas. The timing of this stage of development is largely expected to be present day to 2015, with some steady growth occurring beyond this planning period.

- The north-central, north-easterly, and north-westerly portions of the Town inside the urban boundary; south of Taunton Road, east of Church Street, west of Audley Road, north of Rossland Road (in the northwest) and north of Kingston Road (in the northeast); and
- Southeast portion of the urban boundary; south of Bayly Street, east of Pickering Beach Road.

The majority of the Town's residential intensification (e.g., higher densities through infill, intensification of existing and vacant sites, etc.) is expected to occur in the following areas, many of which are being planned as vibrant mixed use nodes. The timing of this stage of development is generally considered to be 2015-2031.

- Downtown Regional Centre
- Midtown Corridor (Harwood Corridor)
- Village Centre (Kingston Corridor)
- GO Transit Station Mixed Use Area
- Uptown Regional Centre
- Other Major Roads & Neighbourhood Infill (various)

In terms of new population, the Downtown and Uptown Regional Centres are the most significant, with forecasted increases of 3,500 people each. The Main Branch is well located to serve the Downtown Regional Centre (along Harwood Avenue), while residents in the Uptown Regional Centre (along Kingston Road) will be geographically closer to the McLean Branch, but many may also be drawn to the Main Library.

Looking at growth another way, by 2031, there are projected to be 79,000 residents living north of Highway 401 and 58,670 residents living south of Highway 401. Between 2006 and 2031, North Ajax is projected to grow by approximately 21,000 residents, while South Ajax is projected to grow by approximately 26,500 residents.

7.4.1 Assessment of Facility Need

Demographic characteristics and population forecasts are a significant influence on the usage of, and requirements for, library space and services. While the emphasis is on population, other socio-demographic variables that are known to influence library provision, including ethnicity, education levels, and income, should also be accounted for when designing each new or expanded branch and collections.

The Town is still very much in the growth stage and will continue to expand at a moderate pace for the foreseeable future. As such, Ajax Public Library will require a building program that may include the creation of new library buildings and expansion of existing facilities, spread over the next two decades and possibly beyond.

7.4.1.1 System-wide Space Provision Target

The approach of using per capita standards continues to be a reasonable methodology for projecting needs at the "*Master Plan*" level. Despite the recent evolution of library holdings and roles, including an increasing emphasis on electronic resources and the library as a community gathering place, library usage levels remain strong and use of a standards-based approach remains relevant.

For the purposes of comparisons and establishing an appropriate library space provision target for Ajax, a benchmarking exercise was undertaken

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based on data compiled by the Canadian Urban Libraries Council. This exercise is intended to provide a brief overview of the Ajax Public Library in terms of per capita space provision levels and then compare this data

to other library systems across the Province. The data presented in the following table is provided simply to provide broad comparisons.

Table 20: Canadian Public Library Statistics - Square Footage per Capita 2007-2008

Library System	Number of Public Locations	Population	Total Square Footage	Square Feet per Capita
Ajax Public Library				
Ajax Public Library	3	107,895*	49,400	0.46
Library Systems in Nearby Communities				
Clarington Public Library	4	83,616	42,500	0.45
Oshawa Public Library	4	152,000	94,000	0.62
Pickering Public Library	5	92,813	44,225	0.48
Whitby Public Library	3	112,000	61,816	0.55
Library Systems serving Similar Populations				
Brantford Public Library	2	91,487	67,600	0.74
Niagara Falls Public Library	4	82,184	66,684	0.81
AVERAGE OF COMPARATOR LIBRARIES (per capita)				0.61

* 2009 end of year estimate

Sources: 2007 Canadian Public Library Statistics, Canadian Urban Libraries Council (for Clarington, Whitby, Brantford, and Niagara Falls); 2008 Canadian Public Library Statistics, Canadian Urban Libraries Council (for Ajax, Oshawa, and Pickering).

Notes: Because this information represents a snapshot in time, it may not accurately reflect the space standards employed by the library systems for planning new buildings/expansions. Although referenced as comparator libraries in other sections of this report, the Chatham-Kent and Newmarket Library Systems were excluded from this analysis as the number of locations (11 and 1, respectively) is not considered valid facility measures for Ajax.

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Table 20 indicates that the average per capita library space provision for the benchmarked communities is 0.61 square feet per capita. Looking only at library systems in nearby communities, the average provision rate is 0.53 square feet per capita. At the present time, Ajax is providing approximately 0.46 square feet per capita, which is lower than most comparator library systems (but similar to Clarington and Pickering).

A general industry guideline of 0.6 square feet of library space per capita has existed for some time and is also the level currently being provided in many other communities. Library design trends and expectations are changing, resulting in demand for larger library facilities. The demand for more computer workstations, quiet study areas, and larger group study areas are major reasons why public library floor space has increased in many communities in recent years. Additional space dedicated to children and teens, art exhibits, comfortable reading areas with cafés, flexible programming space for community activities, wide aisle ways, and accessible book stacks to accommodate individuals with physical disabilities are some of the other factors that have contributed to an overall increase in library floor space. Because these features are highly desirable amongst modern library users, it is most likely that public libraries will strive to continue offering them.

Despite increased accessibility to information via electronic mediums and changing technologies, library materials such as books and audio/video resources are still in very high demand. As a result of these factors, the demand for more public library floor space is expected to increase in the future. In fact, there is every indication that larger libraries are here to stay.

Although 0.6 square feet per capita is the standard that is used by most library systems, a slightly reduced target is recommended for the Ajax Public Library. In recognition of current provision levels in nearby

communities and the fiscal challenges facing the Town in achieving a higher standard, a provision target of 0.55 square feet per capita is recommended for Ajax. This target is also consistent with peak service levels in the past. (It was achieved as recently as 2006.)

It must be recognized that this is a longer-term target that will take some time to achieve, and that, because of the fluctuations in space provision in population, there will be years when this target is not met. Funding availability (particularly through Development Charges) will be a key determinant in the Town's ability to achieve this target. While efforts should be made to ensure an equitable distribution of library space and service locations to serve Ajax residents, this target is not intended to be stringently applied to each community in the Town.

7.4.1.2 System-wide Space Needs

Population growth will continue to place increasing demands on library services and space requirements. The following table provides the space requirements for library provision based on the population projections and the 0.55 square feet per capita standard being employed by this *Master Plan*.

With a current provision level of 0.46 square feet per capita and a target of 0.55 square feet per capita, the Ajax Public Library is currently in a deficit situation (approximately 4,400 SF at the end of 2009). By 2011, this deficit will be approximately 11,850 SF. Unless additional space is provided, this system-wide deficit will grow to 23,400 SF by 2021 and 26,300 SF by 2031.

Pressure for additional library space is likely to be most acute over the next decade, due to the Town's continued rapid population growth. Beyond 2021, growth is forecasted to slow to less than 1% per year.

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Table 21: Projection of Library Space Needs Based on Recommended Provision Target

Year	Forecasted Population	Existing Library Space (SF)	0.55 SF per capita	
			Library Space Needs (SF)	Surplus/ Deficit
2006	97,830**	49,400*	53,807	-4,407
2011	111,355		61,245	-11,845
2016	126,325		69,479	-20,079
2021	132,325		72,779	-23,379
2026	135,870		74,729	-25,329
2031	137,670		75,719	-26,319

** includes three library branches and Administration and Technical Services; ** as of December, 2006*

Source for Population Forecasts: Amendment (No. 128) to the Durham Region Official Plan

7.5 Library Branch Size and Design

Typically, main libraries in communities with populations similar to Ajax are planned to accommodate approximately 50% of space within a mature library system. The Ajax Public Library Main Branch (including administrative space) currently accounts for 85% of the Town's library space; however, this ratio will be reduced over time as the Town grows and additional branch library space is developed. By 2031, the Main Library (including administrative space) will account for approximately 55% of the system's space requirements, leaving approximately 26,300 square foot of additional space to be provided in branch libraries elsewhere. It bears noting that the Main Library also serves as a local branch for residents in the vicinity.

On the whole, the average size of a branch library is increasing. For the reasons previously articulated – e.g. growing demand for computer workstations, alternate formats, quiet study space, large group study areas, market-specific collections, art exhibits, cafés, flexible programming space, wide aisle ways, lower book stacks, etc. – the footprint of new library facilities is on the rise. Furthermore, one of the strategies in the *Town of Ajax Strategic Plan and Community Vision 2007 to 2010* is to: "Promote Libraries as a significant community meeting

place that will support lifelong learning and passive leisure experience." To implement this direction, one requirement is that Town libraries have sufficient space to accommodate community gatherings and to serve as a local activity hub.

From an operational perspective, one larger facility is more cost effective than two smaller libraries. Larger library facilities can often offer residents greater service options, usually due to their larger role as community or even district library branches within the Library services delivery model. Users can expect longer hours, more complete collections, and additional programs. Smaller branches serve as neighbourhood libraries, tend to serve smaller catchment areas, and offer fewer services.

In Canada, a district or area library in most urban communities now typically ranges from a minimum of 12,000 SF to a maximum of 30,000 SF (the average size of library facilities from the benchmarked communities is 18,000 SF). Some recent examples in Ontario include the Waterloo Public Library (which is building a 17,000 SF branch), the Mississauga Library System (which has built their most recent branches in

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the range of 15,000 SF to 29,000 SF), and the Markham Public Library (which is currently building a 25,000 SF branch).

It is important that all library branches are large enough to accommodate books, study rooms, computer areas, and program space to provide the greatest level of service possible to the residents of Ajax. For Ajax, it is recommended that most new branches be in the 12,000 SF to 20,000 SF range.

Co-locating libraries with municipal community centres remains the preferred approach (where possible), so that they can serve as community hubs and benefit from economies of scale and a 'one-stop shopping' approach. Minimum compliance with LEED Silver certification is also a key goal for the Town of Ajax.

7.5.1 Area-Specific Space Needs

The following assessment is based on two primary assumptions:

- Customers associate most strongly with their local branch; however, the Main Library provides Town-wide services that attract a percentage of residents from all areas of Ajax. It is assumed that 25% of those living in North Ajax would use the Main Library as their primary library facility.
- The Main Library serves as a local branch to residents in South Ajax.

Based on these assumptions, the following table identifies a need for approximately 25,000 additional square feet in North Ajax and 1,330 additional square feet in South Ajax by 2031.

Table 22: Assessment of Library Space Needs to 2031 - North and South Ajax

	North Ajax	South Ajax	Total (Town-wide)
Forecasted Population (2031)	79,000	58,670	137,670
Adjustment for Main Library (25% of pop. in North Ajax)	- 19,750	+ 19,750	0
Effective Population Served	59,250	78,420	137,670
Library Space Needs to 2031 (0.55 SF/cap)	32,588 SF	43,131 SF	75,719 SF
Existing Library Space	7,600 SF	41,800 SF	49,400 SF
Surplus (Deficit)	(24,988 SF)	(1,331 SF)	(26,319 SF)

7.5.2 Existing and Proposed Facilities

The following section examines existing and proposed library facilities and provides recommendations for addressing these geographic needs.

Main Library

The Main Library is a very well-used community facility that benefits from its co-location with Town Hall and Ajax Memorial Outdoor Pool and its central location within the Town. In addition to providing many Town-wide services, the Main Library also serves as a local branch for residents in the vicinity. The internal re-allocation of space within the Main Library has been recommended in order to improve its functionality. Due to its intensely used site, expansion of this relatively new facility would be difficult and is not recommended at this time.

A gap area exists in South Ajax (generally south of Clements Road and east of Pickering Beach Road) and the Southeast portion is poised for additional population growth. A review of census data reveals that there were approximately 15,000 to 20,000 people living in Southeast Ajax in 2006, the majority of which are outside of a 2-kilometre radius from the Main Library. Part of this area consists of established neighbourhoods

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that are currently witnessing a slight decline in population, while areas to the east contain several new subdivisions that will boost the area's population. Although the demand for library space is expected to grow in South Ajax, the Main Library is well situated to serve the residential growth forecasted for the Downtown Regional Centre and much of the area to the south. A small geographic gap and space shortfall are likely to persist into the future; however, there is insufficient demand to warrant the development of a new branch, particularly one that fits with the recommended model of branch development (being one in the range of 12,000 to 20,000 square feet). Current population forecasts do not support the construction of a new branch to serve South/Southeast Ajax. Growth in Southeast Ajax should be monitored and the need for expanding library services in this area should be reassessed during the next update of the Library *Master Plan*.

McLean Branch

The McLean Branch is located within the McLean Community Centre and serves North Ajax, as well as the adjacent school communities. This branch offers limited study space and its small size limits separation between client groups and collections, creating noise and space conflicts. Programs and activities utilize an adjacent community room, which is shared with other users of the centre.

At 6,000 square feet (all within a simple, one room design), this facility is undersized for the size of the community that it presently serves. Planned growth in North/Northwest Ajax and the Uptown Regional Centre will further increase usage and exacerbate the space shortfall. Ideally, this Branch would be expanded to fall within the recommended range of 12,000 to 20,000 square feet.

An expansion (either externally or internally within the community centre) may be possible at this site and further exploration of such opportunities is recommended through further study. It is recommended that the Library undertake an Assessment study for the whole system to confirm space requirements for the whole system. It is also recommended that the Library work in cooperation with Recreation & Culture Department to identify options for expanding the McLean Branch (by 6,000 to 14,000 square feet – a doubling or tripling of its current size)

in order to serve the growing population in North/Northwest Ajax and in nearby intensification areas. This Study should be undertaken shortly (2012) as its outcome could impact the sizing of the branch proposed for the Audley Recreation Centre (ARC). There is a need for approximately 25,000 additional square feet of library space in North Ajax by 2031 and this amount should be divided between the expansion of the McLean Branch and the future Branch in the Audley Centre. The construction of this new Branch should occur first, with the expansion of the McLean Branch being a longer-term priority (around 2021). Should the expansion of the McLean Branch be determined not to be feasible, alternatives to expanding library services in this area should be explored.

Pickering Village Branch

The Village Branch is located in a very small (1,600 square feet) stand-alone building in Memorial Park, near the Village Arena, Pickering High School, a local elementary school, and approximately 1 kilometre from the municipal boundary with Pickering. There is a small overlap between the Village Branch and McLean Branch service areas. Although the Village Branch was renovated in 2007 after a fire, the closure of the branch has been discussed in the past. Recently, usage has been on the rise, despite the branch having reduced hours (19 hours/week).

In 2008, the Town of Ajax approved a new long-term vision to plan for historic Pickering Village. Among other things, the plan seeks transform the area into an arts and culture hub. This vision was supported in the Town's Recreation, Parks & Culture *Master Plan*, which identified a need to evaluate the possibility of repurposing the Village Arena and Community Centre into a multi-purpose, multi-media recreation centre. As these plans unfold – there is no specific timetable currently in place – options for maintaining a library presence (in some form) within this arts and cultural hub should be explored.

As part of the Town's efforts to revitalize Pickering Village and to transform it into an arts and culture hub, opportunities to maintain a library presence within the Village should be explored. The form and function of library services should conform to the long-term vision of the overall revitalization project, and alternatives to the status quo should be considered. This may result in maintaining the current Village Branch, re-

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positioning it as a library focused on arts or local history, relocation of the Branch to another building nearby (e.g. arts and cultural centre or other partnership), or an alternate service delivery model, with long-term sustainability being a key factor in the evaluation.

Proposed Branch at the Audley Recreation Centre

In 2008, Ajax Council approved the *Recreation, Parks and Culture Master Plan* that identified the need for a new multi-use community centre and outdoor park at the current Sportsplex Park site at Taunton Road and Audley Road. The first phase development of the Audley Recreation Centre is moving forward and the co-location of a library branch at this site remains an option for a future development phase (currently slated for 2016). At this point in time, provisions in the Recreation Centre's concept design have been made for a library branch of some description (currently estimated at 10,000 square feet). Decisions regarding the final size and timing of this library branch have not yet been made and will be informed by this *Master Plan*.

The large majority of those living in the northeast are outside of a 1.5-kilometre radius from the McLean Branch and a 2-kilometre radius from the Main Library. This area is planned to undergo significant residential growth in the coming years. The location of the Audley Recreation Centre is well suited to serve residents in the area, although it should be noted that its service area is somewhat truncated as it is located near the Town's northeast boundary, with greenbelt lands to the north and east.

As stated earlier, there is a need for approximately 25,000 additional square feet of library space in North Ajax by 2031 and this amount should

be divided between the expansion of the McLean Branch and the future Branch. An Assessment Study has been recommended which will also determine the possibility of adding 6,000 to 14,000 square feet to the McLean Branch. The outcome of this Study would impact the preferred sizing of the new Branch, as both libraries will serve residents in North Ajax. Without knowledge of the potential for expanding the McLean Branch, it is recommended that the size of the new Branch be in the range of 12,000 to 20,000 square feet.

The construction of the new Branch should occur as soon as possible (dependent upon funding; currently proposed for 2016). This Branch should be a priority project for the Town and, due to the considerable growth in North Ajax, should not be delayed beyond 2016.

As part of the Town's efforts to revitalize Pickering Village and to transform it into an arts and culture hub, opportunities to maintain a library presence within the Village should be explored. The form and function of library services should conform to the long-term vision of the overall revitalization project, and alternatives to the status quo should be considered. This may result in maintaining the current Village Branch, re-positioning it as a library focused on arts or local history, relocation of the Branch to another building nearby (e.g., arts and cultural centre or other partnership), or an alternate service delivery model, with long-term sustainability being a key factor in the evaluation.

Growth in Southeast Ajax should be monitored and the need for expanding library services in this area should be reassessed during the next update of the Library *Master Plan*.

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7.6 Recommendations for Facilities - Future

Table 23: Proposed Space Requirements and Library Development Programs

Year	Population	Supply*, square feet and (square feet per capita)	Space Requirements (based on 0.55 square feet per capita)	Surplus (Deficit), square feet
2011	111,355	49,400 (0.44)	61,245	(11,845)
<i>2016 (estimate)</i>		<i>Min: 12,000</i> <i>Max: 20,000</i>	<i>New Branch in Northeast</i>	
2016	126,325	Min: 61,400 (0.49) Max: 69,400 (0.55)	69,479	Min: (8,079) Max: (79)
<i>2021 (estimate)</i>		<i>Min: 6,000</i> <i>Max: 14,000</i>	<i>Expansion – McLean Branch</i>	
2021	132,325	75,400 (0.57)	72,779	2,621
2026	135,870	75,400 (0.55)	74,729	671
2031	137,670	75,400 (0.55)	75,719	(319)

* includes Administration and Technical Services

FACILITIES

Future Facilities

Recommendation 45

Add approximately 25,000 additional square feet of library space in North Ajax by 2031, divided between the expansion of the McLean Branch and the proposed new Branch at the Audley Recreation Centre.

Recommendation 46

Conduct a Space Assessment Study, in order for the Library to confirm options and select the preferred facility model. As part of the Study, the Library should work with the Recreation and Culture Department to identify options for expanding the McLean Branch.

Recommendation 47

Construct a new library branch at the Audley Recreation Centre in 2016. The branch size should be between 12,000 and 20,000 square feet, subject to a Space Assessment Study. Although its construction will be dependent upon funding, this facility should be a priority for the Town (i.e., by 2016 at the latest).

Recommendation 48

Expand the McLean Branch by 6,000 to 14,000 square feet, around 2021, subject to the results of the Space Assessment Study.

Recommendation 49

Reassess the need for the Pickering Village Library in its current role and services offered, given the growth projections in the north and in the area surrounding the McLean Branch. Consider redirecting the services of Pickering Village Library to be responsive to the Town's efforts to revitalize this area, which is expected to emphasize the community's arts and heritage values.

Recommendation 50

Monitor growth in Southeast Ajax and the need for expanding library services in this area; reassess during the next update of the Library *Master Plan*.

Table 24: Facilities Timelines

Item	Time
Re-design existing facilities	2011 - 2014
Conduct a space assessment for the whole Library system	2012+
Start construction of new branch in northeast	2016
Expand McLean Branch	2021

Section 8: Organizational Structure and Staffing

8.1 Current Organizational Structure and Staffing Levels at Ajax Public Library

The Library's current organizational structure is a traditional structure, divided by Administrative, Public and Support Services. The current organization chart for the Library follows.

In addition to the many roles of the Chief Librarian and Executive Officer, the Library's key functions include:

- Administrative Services - Finance, Human Resources, Document Management System, Board liaison and support, Marketing and Communications and Town-Library relations
- Public Services - Information Services, Circulation and Borrower Services, Branch Services, Collection Development
- Support Services - Technical Services, IT

A Manager heads each of these service areas; in the case of Public Services, three co-ordinators provide direct supervision to staff. *Table 22* shows the allocation of staff by division and by union status.

The total number of staff represents the number of individual staff. The sixty-seven and one half staff positions translate into 40.23 full-time equivalents (FTEs).

Table 25: Current Organizational Structure

Ajax Public Library Board				
Chief Librarian /Chief Executive Officer				
Administrative Services Manager	Public Services Manager			Support Services Manager
	Information Services Co-ordinator	Branch Services Co-ordinator	Customer Service Co-ordinator	
Administrative Assistant	Senior Information Assistant	Community Branch Assistants	Visiting Library Service/Circulation Assistant	
Administrative Clerical Assistant	Information Assistants	Pages	Circ Assistants	Technical Service Assistant
Acquisitions Assistant			Courier Pages Pages	Processing Assistant(s)

Table 25: Staffing Strength

Area	Total No. Staff	Union / Non-Union
Chief Librarian/CEO	1.0	Excluded
Administrative Services	4.0	Manager and 2 staff excluded
Public Services	57.0	Manager and 3 co-ordinators excluded
Support Services	5.0	Manager and 1 staff excluded
Total	67.0	

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8.1.1 Administrative Services

The Administrative Services Division is responsible for all corporate functions, such as human resources, finance, and support to the Board and to Chief Librarian and Executive Officer. The Town is responsible for the maintenance and repair of Library facilities. All requests from staff for maintenance and repair are funnelled through the Manager or designate, with backup procedures for nights and weekends.

Table 26: Administrative Services

Administrative Services	No. of Staff	FTEs
Manager	1.0	1.00
• Administrative Assistant (FT)	1.0	1.00
• Administrative Clerical Assistant (PT – 20 hrs/wk)	1.0	0.57
• Acquisitions Assistant (FT)	1.0	1.00
Total	4.0	3.57

(One FTE = 35 hours per week.)

The Chief Librarian and all Administrative Services staff presently are located in the Town building adjacent to Main Library, which separates them from other staff at Main.

8.1.2 Public Services

The Public Services Division encompasses all direct services to the public: information services (all client groups) and reference, branch services, circulation and collection development for the whole system. Although Main Library provides the in-depth information and reference services, all locations address public queries and carry out circulation and some programming functions. Currently, Public Service consists of 57 positions, equivalent to 31.61 FTEs in strength. *Table 28* shows how staff is allocated, by location and function.

Table 27: Public Service Staff Allocation by Location and Function

Public Services	Main	McLean / Village	FTEs
	No. Staff	No. Staff - pooled	
Manager	1		1.00
Branch Services Co-ordinator (sited at McLean)		1	1.00
• Community Branch Assistant (FT)		1	1.00
• Community Branch Assistants (PT - 18.5 hrs/wk)		10	5.28
• Pages (PT - 10.5 hrs/wk)		4	1.20
Customer Service Co-ordinator	1		1.00
• Circulation Assistant (FT)	1		1.00
• VLS/Circulation Assistant (PT - 20 hrs/wk)	1		0.57
• Circulation Assistants (PT - 1 @ 20 hrs/wk & 7 @ 18.5 hrs/wk)	8		4.27
• Courier Pages (PT – 4 @ 21 hrs/wk)	4		2.40
• Pages (PT - 10 @ 10.5 hrs/wk)	10		3.00
Information Services Co-ordinator	1		1.00
• Senior Information Assistant (FT)	1		1.00
• Information Assistants (FT)	2		2.00
• Information Assistants (PT - 2 @ 20 hrs/wk & 9 @ 18.5 hrs/wk)	11		5.89
Sub-total	42	15	
Total		57	31.61

FT = full-time, PT= part-time

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Staff provides direct service to the public at three buildings, and in total at five service points. Based on 2010 planned hours of operation, the number of service hours per week is 265 for weeks when Sunday service is included. Staff are scheduled to work before public hours of operation in order to attend to 'off-desk' tasks and activities; the number of off-desk hours varies according to job responsibility. *Table 29* sets out the service hours by location.

Table 28: Service by Location and Number of Service Points

Service Hours Covered by Staff by Location	Main	McLean	Village
Service hours per week, incl. Sunday	62	60	19
No. of service points (Reference, Information, Circulation at Main)	3	1	1
No. of service hours per week for coverage	186	60	19
Maximum total number of service hours for library system per week = 265			

** Main opens Sundays, September to June; McLean opens Sundays, October to May.

Branch Services

All Branch staff report to the Branch Services Co-ordinator, who is sited at the McLean Branch. Ten part-time and one full-time Community Branch Assistants, supported by four pages, provide service at the McLean and Village Branches. Community Branch Assistants perform circulation functions, as well as providing basic information and reference services, which are reflected in their classification level. Programming is also arranged and provided mainly for children. Community Branch Assistants work at both branches.

Customer Service

Customer Service includes the Circulation function and related activities at the Main Library. It is the most staff-intensive area of the Library, employing eleven staff, plus four courier pages and ten pages. Customer Service is responsible for the circulation of library resources,

patron registration, overdue functions, shelving incoming materials, and the Visiting Library Service.

Information Services

Information Services provides information and reference service at the Main Library at two services points:

- Main level desk for Children, Youth, Adult Fiction, Multilingual, Periodicals and DVDs; and,
- Second level desk for Reference and Local History.

The staff complement for Information Services is fifteen individual positions, with line supervision provided by a Masters-prepared Librarian Co-ordinator who reports to the Manager of Public Service. Four Information staff are full-time: the Coordinator, the Senior Information Assistant and two Information Assistants.

The Public Services Manager and staff are responsible for collection building. Accordingly, they develop the specifications for the Automatic Release Program [ARP].

8.1.3 Support Services

The Support Services portfolio includes staff responsible for acquisition and processing of library materials, the Integrated Library System, website maintenance, staff and public computing, and IT support. All staff reports directly to the Manager of Support Services.

Table 29: Support Services

Support Services	No. of Staff	FTEs
Manager	1	1.00
Technical Services Cataloguing Assistant (FT)	1	1.00
Technical Services Processing Assistants (PT - 1 @ 20 hrs/wk & 1 @ 17 hrs/wk)	2	1.05
IT Support Assistant (FT)	1	1.00
Total	5	4.05

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8.1.4 Part-time Positions

One of the distinguishing characteristics of Ajax's current organizational structure is the fact that it is heavily loaded with part-time positions. A large number of positions, nearly 80% overall, are occupied by staff working less than full-time, anywhere from ten to twenty-four hours per week.

The benefits for the Library at present are:

- Increased flexibility in terms of vacation and illness coverage, simply because there are more individuals to step in to cover absences, whatever the reason.
- Decreased costs for staffing the Library because part-time staff does not receive benefits. Part-time staff receive payment in lieu of benefits.
- Excellent workplace for individuals who desire to work in community service or who desire part-time work in a municipally funded organization.
- Benefit from experience, talent, and network of a larger group of staff.

The challenges are:

- A large number of staff is working only a small number of hours. Excluding fourteen pages and four courier pages, public service staff providing direct service to the public consists of five FT and thirty PT staff. The collective agreement provides for a general number of hours per year for part-time staff, 832 hours for 2010 and years following, which averages to 16 hours per week.
- Communication difficulties and inconsistency because there are fewer common times when the majority of staff are attending work. Also, pages do not have e-mail.
- With approximately 83% of public service staff (excluding pages and courier pages) in part-time positions, this presents scheduling and communication challenges.

All aspects of management become more time-consuming due to:

- variety of schedules;
- increased number of staff to train on policies and procedures, new services, and technologies;
- increased time to undertake performance evaluations;

- increased time for routine communication; and,
- potential duplication and services gaps.
- Potential lack of continuity in existing programs.
- More difficulty in ensuring consistent messages and training, both essential in planning for the future and implementing changes to services and facilities.

8.1.5 Analysis of Current Structure

The current structure was put in place several years ago and represents a very traditional library structure, with three divisions: Administration, Public Services, and Support Services. It pre-dates the wide availability of information technologies described earlier in this *Master Plan*. There has also been a dramatic societal shift, driven by economics and by new technologies to self-serve service delivery models. The Ajax Public Library is and will be serving new communities of interest as the Town changes and evolves through immigration and new economic models.

The review of the current structure has identified several potential areas for transforming the organization to prepare it to move forward under the new *Master Plan*.

- The number of staff supervised directly and/or indirectly by each of the managers is not balanced, ranging from 4.0 staff in Administrative Services, 5.0 staff in Support Services to 57 staff in Public Services. For a smaller library system such as Ajax, this imbalance is marked.
- The scope and breath of the services and responsibilities in each of the three portfolios varies considerably.
- For the Public Services portfolio, the ability of the Manager to move forward with new service initiatives is hampered by the current organizational structure, given the demands of the number of staff reporting to the position.
- Part-time staff constitutes over eighty percent of the total staff, with the challenges and opportunities outlined previously.

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- Marketing, communication, outreach and planning functions are either diffused across several staff positions, no longer exist, or never were developed.
- There is a desire to rationalize responsibility for the Library's website.
- The maturity of the Integrated Library System (ILS) for the public access catalogue and for circulation means that the regular operation of the ILS does not require the same carriage as in the past.
- Plans are under consideration for the implementation of a combined self-serve checkout and materials security system that will necessitate project management of circulation-collection management functions.
- Current collection management functions relating to weeding and analysis of resource usage and deployment require more emphasis to free up space for new services and activities.
- The use of automatic release plans for materials acquisitions and the arrival of most materials in shelf-ready status has reduced and streamlined technical services functions.
- There is no delineated succession plan and there is no clear designate for the CLEO when she is absent.

8.2 Master Plan Organizational Structure

What type of organizational structure will carry the Ajax Public Library forward into the future? It will have the following characteristics:

- It will reflect future service and program strategic directions.
- It will be highly integrated and interactive in character, able to respond to changing service priorities, staffing pressures and rapidly changing community demographics.

- It will provide for appropriate levels and numbers of staff in the management, supervisory and staff streams.
- It will support succession planning by creating Ajax-responsive, attractive, "state-of-the-art" library positions.
- It will engender a collegial, system-wide perspective to service delivery.
- It will provide for equitable sharing of responsibilities and duties.

In support of the *Master Plan* recommendations and in response to future public library trends, there are some emerging themes that need to be incorporated into the Library organizational structure. These include:

- community development, partnership-building, and outreach;
- the integration and infiltration of information technologies into all aspects of operations;
- an organizational infrastructure that monitors and measures key activities to ensure accountability and the capture of relevant data that can aid in effectively planning future services and programs;
- staff development, training, and succession planning;
- increased programming; and,
- the need to ensure that the CLEO is available to focus on planning and assisting the Board in its key advocacy functions.

The particular challenge for a library of Ajax's size is to have the appropriate structure and staff positions in quantity, quality, and within budget, to meet these emerging themes and to meet anticipated population growth in the north-eastern part of Town, concurrent with providing ongoing core services. The success of the proposed structure rests with a collegial, system-wide perspective for all staff.

8.2.1 Description of Proposed Organizational Structure

The proposed organizational structure includes four functional streams, each with a Manager. Notably, the divisions are re-balanced from the 2010 structure in terms of their portfolios and there is a renewed emphasis on community development and planning.

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Table 30: Proposed Organizational Structure

Ajax Public Library Board				
Chief Librarian/ Executive Officer [CLEO]				
Corporate Services Manager	Public Services Manager		Integrated Resources and Systems Manager**	Community Development, Marketing and Communications**
<ul style="list-style-type: none"> Administrative Assistant Administrative Clerical Assistant Acquisitions Assistant 	Information Services Co-ordinator <ul style="list-style-type: none"> Senior Information Assistant Information Assistants 	Branch Managers <ul style="list-style-type: none"> Community Branch Assistants* **Children and Youth Services Coordinator Visiting Library Service/Circulation Assistant Pages 	Customer Service Co-ordinator** <ul style="list-style-type: none"> Circulation Assistants Courier Pages Pages Technical Services Assistant Processing Assistant IT Support Technician 	Full time

** marks change in function

Table 31: Staff Allocation in Proposed Structure

Area	Total No. Staff	Union / Non-Union
Chief Librarian and Executive Officer [CLEO]	1.0	Excluded
Corporate Services	5.0	Manager and ALL staff, except Acquisitions Assistant, excluded
<u>New position</u> - Community Development, Marketing, Communications Coordinator	1.0	
Public Services	32.0	Manager and 2 co-ordinators excluded
<u>New/amended positions:</u>		
Branch Manager (McLean)	0.5	Add 0.5 FTE excluded
Coordinator, Children and Youth Services	1.0	
Support to Public Services	3.5	Collection Management, services to target communities
Integrated Resources and Systems	30.0	Manager, 1 co-ordinator and 1 staff excluded. Includes Circulation and pages.
Total	73.5	Note: Staffing needs for new branch are not included.

This staff allocation does not include staff for a potential new branch in the northeast part of Ajax. Future staffing plan for the new branch is subject to the decision regarding the approved size and functions for the new branch. The future staffing plan should include the creation of

a branch manager position for this new branch, ideally in place for 2015-2016 to assist with planning. The *Master Plan* also does not take into consideration an expanded McLean Branch, proposed in 2021

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which will require more staff. If approval is received to expand McLean Branch, a request for additional staff should be part of the plan.

The staff allocation in the proposed chart is an increase of 5.5 FTES over the current situation. Brief descriptions of each division follow, with change of responsibility areas indicated by CHANGE/NEW.

Community Development, Marketing and Communications Coordinator

This is a new function, with several responsibility areas, which reports to the Chief Librarian and Executive Officer. The portfolio and ultimate responsibility areas are summarized below.

- Seeks new, retains and improves existing partnerships.
- Establishes consistent marketing branding and practices for the Library.
- Oversees Customer Service standards
- Develops marketing and communications strategy for the Library.
- Oversees the Library's website
- Liaises with Friends of the Library.
- Liaises and plans for new branch at community development level.

Corporate Services

- Board and Chief Librarian and Executive Officer administrative support
- Human resources processes and procedures
 - Implement and manage HRIS.
 - Liaise with other Managers about training needs and programs.
 - Provide liaison with the Town for excluded staff benefits plans.
 - Oversee the benefits plan for the unionized employees
 - Manage and track any WSIB processes.
- Finance
 - Assist Chief Librarian and Executive Officer in the preparation and management of the budget.

- Ensure required budget and financial reports are prepared and distributed to appropriate destination e.g. Chief Librarian and Executive Officer, Board, Town, Province.
- Facilities Management
 - Oversee maintenance liaison with Town.
 - Assist the Chief Librarian and Executive Officer in facility and space planning processes.

Integrated Resources and Systems

- Integrated Library System
 - Operation and maintenance; upgrades
 - Project management for RFID (combined self-serve checkout and materials security)
 - CHANGE - Circulation and Interlibrary loans - Materials circulation and inventory management (shelving/courier) and Overdues
- Bibliographic and Technical Services
 - Acquisition and cataloguing of library materials
- Information Technology Support
 - Public and staff computing
 - Hardware and software maintenance
 - Library website (Marketing and Communications function moves to Corporate Services; planning and content stays in Public Services)
- NEW - Service Evaluation
 - Qualitative and quantitative evaluation and assessment of services
- NEW - Collections Management Processes
 - Weeding; usage analyses; costs; collection contracts

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Public Services

- Client Services to the Main Library
 - NEW – Children and Youth Services Coordinator
 - Older adults, multilingual, newcomers and other new client groups (to be developed from functional to client-driven services)
- CHANGE - Branch Manager
- Collection Development
 - Collection design and collection building priorities for all formats
- Library website (planning and content)

8.2.2 Rationale for Proposed Structure

As a matter of priority it is important for the Library to position itself to be able to move forward with community development and planning and to address the imbalance of managerial assignments and responsibilities. The proposed organization chart recommends the re-alignment of the organization to mirror the key strategic assets needed to deliver the *Master Plan*: public services, technology; administration; community development, and marketing.

The proposed organizational framework includes four divisional streams; while the core responsibilities of each portfolio remain, there are new and adjusted responsibility areas for each of the Managers. In addition, a Community Development, Marketing, and Communications function will be developed, reporting to the Chief Librarian and Executive Officer.

Corporate Services

Corporate Services continues with the current responsibility areas in human resources, finance, and facilities.

Integrated Resources and Systems Division

Integrated Resources and Support Systems transforms the Support Services Division, strengthening the portfolio with system-wide functions such as Circulation that integrate well with its current Bibliographic and Technical Services mandate. It also assumes responsibility for Collection Management processes such as weeding

and usage analyses that need to occur in the first phase of the *Master Plan*, particularly if the Library is to be ready to proceed with an integrated self-serve checkout and materials security system (RFID). This Division will be responsible for project managing RFID, self-serve circulation and anticipated updates and upgrades to the current Integrated Library System in the next five years.

An important new role for the Division is to develop, implement, and monitor relevant library performance measurement tools that support service planning and delivery, and assists the Chief Librarian and Executive Officer in preparing business cases and presenting budgets to the Town. While some of this activity is occurring currently, there is an identified need to utilize performance measurement strategies to determine the efficacy and efficiency of services, collections, and resources.

By adding Circulation Services to this portfolio, the transformation would add approximately fourteen direct or indirect reports, for a total of eighteen to nineteen position reports, based on the number of positions in Circulation and Support Services in 2010.

Public Services Division

The Public Services Division is responsible for:

- delivering all information and reference services at Main Library;
- providing tier two information and reference services to the Branches;
- planning and presenting services through the Library's e-branch; and,
- offering specialty services such as children, young adults, newcomers, local history, multilingual Services and older adults.

Under the new structure, Public Services maintains responsibility for collection development and collection conceptualization at the Main Library and all branch libraries.

By focussing on services to current and future customers, e.g. children, youth, newcomers, older adults and commuters and moving away from

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general functional services in Information Services, Public Services will be well-positioned to develop and capitalize on new information technologies and to be responsive to the emerging needs and demands of the citizens of Ajax.

Part-time Hours

Excluding Branch pages, only seven (including the Manager and two Coordinators) of twenty-eight Public Service staff work full-time. This means that line supervisors spend additional time supervising and scheduling a large number of part-time staff. It is recommended that the Library commence a discussion with its Unions about addressing the balance of part-time vs. full-time positions. In addition, the question of minimum numbers of hours worked should be standardized for all staff. The minimum should be different for student pages than for non-student page staff. The timing is appropriate, given that both the full-time and part-time contracts are up for renewal in 2011, concurrent with the implementation of the *Master Plan*.

Strong consideration should be given to converting some of the part-time positions to full time positions in key strategic areas in Information Services and at the Branches. For example, this would facilitate the creation of a library technician branch supervisor position at branches that would be responsible for the day-to-day operations. Another specialty area where an FTE is suggested here is a coordinator of Children's and Youth Services, with an emphasis on programming.

Information Services

Information Services focuses on assisting customers directly or indirectly with information-seeking and readers' advisory across all age groups, as well as through the Library's physical locations and its virtual location accessible through the website. It also is responsible for providing programming, which currently is focused on children.

Information Services is characterized by a large number of part-time staff, with the challenges and opportunities delineated earlier in this section. In order to develop the specialty services and present a more unified approach to programming, it is recommended that at least some of the part-time positions be converted to full-time, as

retirements occur. Consideration should be given to adding two FTEs to the Main Library in Information Services for the development and implementation of new client services working closely with the Community Development position.

Branch Services

Branch services are unique in that the staff provides combined information and circulation services, as well as programming. This reality is reflected in their classification level. Some of the positions should be converted to full time to provide additional continuity and consistency of service delivery.

In terms of branch management, this *Master Plan* recommends a positional transition from the current Branch coordinator position that oversees all branches, to the creation of individual Branch Managers for McLean and the new branch, in anticipation of a growing Library system with locations serving the unique needs of local users. Both the construction of a new branch, as well as the potential expansion of an existing, busy branch, requires specific, dedicated attention of Branch Managers who will be working directly with these communities. Until the issue of Pickering Village is resolved, oversight for this branch would reside with the Branch Manager, McLean.

Collection Development

One of the primary concerns of the *Master Plan* is the state of the collections now and the plan to create opportunities for its growth in the years to come. All locations are experiencing overcrowding in collections. Currently weeding is in progress but is proceeding too slowly due to insufficient staffing levels. This staffing plan recommends as a matter of priority the addition of one FTE to augment system-wide collection de-selection with the assistance of existing staff.

Community Development, Marketing and Communication Services

This is a new function, to be staffed by one FTE to report directly to the Chief Librarian and Executive Officer. The portfolio's functions are:

- Seek new, retain and improve existing partnerships.

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- Establish consistent marketing and branding practices for the Library that will be reflected in all communications to the public, regardless of delivery method (paper, electronic, audio-visual).
- Develop a marketing and communications strategy for the Library.
- Liaise with Friends of the Library.
- Liaise and plan for the new branch at the community development level.
- Oversee Customer Services Standards.
- Oversee the Library's website.

8.2.3 Implementation of Proposed Structure

How will Ajax Public Library transform its organizational structure during the life cycle of the *Master Plan*? It is proposed that the transformation evolve over several years; this will permit the library to maximize and leverage opportunities created by retirements and enable time to ramp up current staff to the new service delivery model. Ongoing communications with its Unions and with staff directly with respect to planned organization change for staff and service delivery are a keystone to the implementation, simply because staff is the Library's most important resource.

8.2.4 Recommendations for Organizational Structure

It is recommended that the Library initiate these actions to achieve the objectives of the *Master Plan* organizational structure and staffing.

Recommendation 51

Create and fill a position for a Community Development, Marketing and Communications Coordinator who will report directly to the Chief Librarian and Executive Officer. The Coordinator's responsibilities will include all facets of marketing the Library, creating a Library brand, and overseeing publicity.

Using the various findings of the *Master Plan*, the key functions of this position will be to:

- Evaluate the current environment.
- Create the necessary links with the (new) Library Board and Town to dispel "library myths" and orient them to what the Library really does, can, and will do.

- Create the marketing, publicity, and communications processes within the Library.
- Incorporate all communication devices into the Marketing Plan and distribution strategy including the use of social networking vehicles.
- Confirm/create the key partnerships in the Town, Region, community and adjacent libraries through participation with all relevant groups.
- Educate staff in effective marketing and communications, through their active participation in developing and delivering the targeted plan and to participate in and affect the Redesign and Reassign Strategy within the *Master Plan*.
- Create new branding and publicity vehicles.
- Oversee the development and attainment of ISO Customer Services standards.
- Oversee the development of the Library's website.
- Create a new Library Message.
- Revise signage to reflect a "community-specific" approach to services.
- Review external signage on current facilities and the position of directional signage to facilities.

Recommendation 52

Establish the position of Branch managers, starting with the McLean Branch and the new branch.

Recommendation 53

Create a full-time branch manager at the McLean Branch by adding 0.5 FTE, topping up a part-time position; this position would be a library technician or senior assistant, trained on-site by senior managers and co-ordinators.

Recommendation 54

Realign duties and systems functions in Integrated Resources and Systems to include:

- **the development of an infrastructure that captures key quantitative and qualitative measures for all library services;**

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- collection management processes including the physical management of collections (weeding, statistical analyses of collection usage);
- collection costs and vendor contract management; and,
- circulation functions and interlibrary loans.

Recommendation 55

Revise Public Services functions at the Main Library to transition towards client-driven services for children, youth, older adults and newcomers through specific staff training, through collection building with focus on content, and by meeting client needs.

Recommendation 56

Add 2.5 FTEs at the Main Library to develop and to implement these new customer services.

Recommendation 57

Increase staffing by 1.0 FTE to weed collections across the Library system, as a matter of priority. The FTE could be in the form of additional page hours and increased part-time staff or a combination thereof.

Recommendation 58

Create a system-wide Children and Youth Services Coordinator (1.0 FTE).

Recommendation 59

Address the part-time position issue, over the life of the 15-year plan:

- Create more full time positions by combining various part-time positions, within the current staff complement.
- Standardize part-time hours through contract negotiations.
- Create key full time strategic positions, using vacancies created by retirements and resignations.

Table 32: New Positions by Year and Cost

New Positions by Year and Cost						
Item	2011	2012	2013	2014	2015	2016
Community Development, Marketing, Communications	70,000	70,000	70,000	70,000	70,000	70,000
Public Services						
• Collection weeding 1 FTE - page and Information Services	45,000	45,000	45,000	45,000	45,000	45,000
• Children / Youth Co-ordinator, 1 FTE, level 11	62,000	62,000	62,000	62,000	62,000	62,000
• Branch Manager 0.5 FTE, level 10				29,000	29,000	29,000
• Main-Client Services 2.5 FTEs		96,000	96,000	120,000	120,000	120,000
Total Cost	177,000	273,000	273,000	326,000	326,000	326,000

Note: Staffing costs will continue after 2016.

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8.3 Training

A well-trained staff cadre is one that is prepared to meet the needs of its organization and the clients it serves with confidence, clarity of purpose, and constancy. What are staff training needs in the future?

As articulated earlier in the *Master Plan*, public library information services have shifted dramatically in the last ten to fifteen years and are anticipated to continue this fast-paced change for the foreseeable future. Library services have evolved, impacted extensively by the explosion of the quantity of information, information technologies, and content such as the Internet, databases, and home computing.

The Ajax Public Library, like most public libraries of its size, provides a suite of content-rich, structured electronic databases, many accessed through Knowledge Ontario, that customers may access onsite or from their home computers. The Library provides workstations for the public to access the Web to obtain information for work, leisure and health; for preparing personal documents using word processing and spreadsheet programs; for gaming, and for a multiplicity of other information needs.

How does this play out in the public library in terms of impact on staff and the type of training that staff need in the future? For example, the availability of information technologies and electronic information has profoundly affected reference service in the public library. In the past, a typical day on the reference or information desk would involve responding to questions posed by customers and helping more 'advanced' customers use paper indexes to periodical articles. Staff would consult a range of print materials in the reference collection such as encyclopaedia, dictionaries, and periodicals to provide customers with a specific answer to a specific question. Staff also would field large number of 'ready reference' questions, that is, quick answers to factual questions. Now the type of reference and information assistance the public needs in the majority of instances includes help with basic computer navigation, with managing their

library account, with navigating and maximizing electronic information resources, and in making best use of resources in areas such as readers' advisory and multilingual collections.

Staff were asked about their perception of the training requirements and the types of competencies that will be required to meet the future needs of the community. Staff indicated a strong need for technological 'edge' savvy, for training the public in new technologies, for openness and willingness to learn, and for excellent communications skills and community knowledge. Specifically on the question of training, the majority of suggestions from staff centred on training in technologies in use to serve the public and those that the public are using at the library. Staff are most interested in practical hands-on training, conducted in an environment that provides for optimal learning experiences.

Technology in its many facets is also viewed as the greatest challenge by the staff who responded to the survey. Working part-time presents challenges for some staff in terms of being able to keep up with technology, with operational changes, and with preparing programs in of-desk hours. The number of part-time staff also impacts Management's ability to support external training courses, as there are insufficient funds to send a large number of staff to external courses. It is also more difficult to offer internal training courses to a large group of part-time staff with varied hours.

8.3.1 Recommendations for Training

Recommendation 60

Develop a Library intranet on which online training courses, developed and delivered by Managers, are accessible to staff. Focus on training that promotes information technology proficiency, customer service, and services to targeted communities such as newcomers, older adults and teens.

ORGANIZATIONAL STRUCTURE AND STAFFING

8.4 Succession Planning and Sustainability

Succession planning encompasses policies and practices that facilitate organizational development and sustainability. It speaks to building capacity for the future through planning today. It enables an organization to move forward through changes such as retirements or unexpected illness, new leadership, and new service delivery models. It ensures that effective knowledge transfer of organizational practices takes place and that new leaders are prepared. Succession plans may include both short and long term components.²⁵

For the Ajax Public Library, like many public and private sector organizations, its workforce is aging, and as the 'baby-boomer' group prepares to retire, it can expect to see considerable turnover in its staff. The aging demographic is notable in all job groups, from Administration through to the Circulation and Information Services that carry out day-to-day operations of the Library and often are its 'public' face.

For reasons of confidentiality, breakdown by age and job category is not provided; however, overall, at the time of the survey, forty-four percent of staff are less than 51 years of age (this includes seven student pages aged 22 years and under), meaning the percentage is much lower if one considered only 'permanent' staff. At Main and Branches, over three-quarters of the group that serves the public in circulation and information services is over 50 years of age, and of that group, a considerable cadre is over 55 years of age. There is a marked gap of staff in the aged 31 to 40 group, a group in which one would expect to be training as the Library's future leaders.

While an experienced and more mature (in the chronological sense) workforce benefits an organization in terms of continuity and

²⁵ *Succession Planning and Sustainability in Non-profit Organizations*. Available at: <http://epic.cuir.uwm.edu/NONPROFIT/transitions/DFWSuccession2.pdf>.

corporate knowledge, it does leave it vulnerable for the future. The Library needs to ensure that it is preparing itself for the anticipated retirements over the next ten years, and to build organizational strength and capacity at all levels as the Library changes and evolves. These types of programs could be considered to build leadership for the future and to develop staff as a whole. Anticipated retirements and use of attrition opportunities will enable the Library to achieve staffing efficiencies, to respond to future service needs by re-deploying staff and to implement the recommendations in the *Master Plan*.

Succession planning and sustainability also refer to risk management, ensuring that key library functions are well-documented and that there are individuals trained to step in should there be an illness or absence in a critical area, minimizing risks to the organization. The Integrated Library System is the most important example of an area that requires robust succession planning processes.

8.4.1 Recommendations for Succession Planning and Sustainability

These are the elements of succession planning that are recommended for the Ajax Public Library.

Recommendation 61

Ensure that all operational policy and procedure manuals and directives are up-to-date.

Recommendation 62

Ensure, from a succession planning perspective, that robust backup procedures are in place for the management and administration of the Integrated Library System and other IT functions.

Recommendation 63

Review recruitment possibilities for library technicians in key library positions during the life of the *Master Plan*, e.g., branch managers.

ORGANIZATIONAL STRUCTURE AND STAFFING

Recommendation 64

Rotate staff among job functions (e.g., every 3 years), where feasible, to build depth and breadth of system knowledge, and to provide fresh perspectives to the individual communities the libraries serve.

Recommendation 65

Establish a vigorous training program to build skill depth and breadth that encourages staff to learn about and assume leadership in new service areas and that, in particular, addresses services to newcomers, youth, older adults, accessibility and new technologies.

Recommendation 66

Encourage staff to seek additional external skills training and upgrading, with or without compensation from the Library, to enable them to serve customers with more confidence and with a stronger technical basis.

Section 9: Services Plans

9.1 Customer Services Plan

The Customer Services Action Plan is created to align, where possible, with the Town's Customer Services Strategy but with specific reference to the Library services and needs.

This Action plan reviews what is already in place, what requires further review in terms of the implementation of the *Master Plan*, and what the Consultants heard from the community in terms of Customer Service. The Action Plan incorporates key elements presented in the Town's *ISO 9001 Quality Community Strategy* and also considers select Town departmental statements in terms of Customer Service.

Customer Service Strategy - Town of Ajax

The Town of Ajax adopted the *ISO 9001 Quality Community Standards*, by Council resolution in 1996. ISO certification "is recognized around the world as a mark of quality....It provides a framework for an organization's structure, management, operational systems and procedures." As explained in an excellent brochure available from the Town, "A *Quality Community*" strives to achieve excellence in the delivery of services to customers who are residents and business owners". The Quality Management System "strives to provide consistent, reliable and fiscally responsible services to our customers". To do so requires documentation of all processes that impact customer services and develops ways to measure the effectiveness of these services.

Critical to the success of this strategy is the solicitation of customer feedback via fax, mail, e-mail, telephone, or in person. The Town also conducts surveys from time to time. In recent years, the Town has conducted a survey biannually that includes elements relating to library service. Part of the Customer Services standards for all

municipalities are *Accessibility Standards* which mirror the requirements of provincial legislation.

A review of the Town's website provided an excellent overview of how each service area of the Town has responded to the *ISO Quality Community Standard*. According to the ISO brochure, the departments and services that fall under the *ISO Standard* are:

- Office of the CAO
- Finance
- Fire and Emergency Services
- Human Resource Services
- Legislative and Information Services
- Library Services
- Operations and Environmental Services
- Planning and Department Services
- Recreation Services

It is interesting to note that, on the Town website, reference to Library Services has been removed from the list.

When reviewing the various departmental pages and their reference to Customer Services, characteristics of these web pages areas are:

- most Town departments deliver very focused and prescribed services, making adherence to the *ISO Standard* somewhat easier than the Library;
- reference to the *ISO Standard* for each department appears within one or two clicks of the mouse, or appears on a sidebar on the first page;

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- most statements and links are written in clear language and are similar to one another;
- each department has a summary of its mission or services;
- most pages have a sidebar that solicits residents' opinions via Your Opinion or Customer Feedback Commitment or Citizen's survey or Website Survey;
- some have Customer Polling Results;
- all have 'Contact Us' on the sidebar or within the body of their Service Commitment statement; and,
- most web pages reference or are directed to the Council's *Policy on Accessibility*.

Ajax Public Library Customer Services Practices

Throughout its policies Ajax Public Library has the *ISO Standard* relating to performance. In fact, policy and procedures manuals in the Operations studied by the Consulting Team were well laid out and up-to-date. The Library's publicity and brochures are time sensitive, each including a date when they were produced.

The Library also reviews any comments and concerns communicated to staff and strive to meet a set turnaround time to respond to these concerns. Queries and questions are kept in Administration; a review of some of these shows that there are few queries or concerns and responses are provided in a timely manner.

Until recently the Library subscribed to a statistical subscription service called *Counting Opinions* that provided a vehicle to capture and measure user satisfaction; however, the Library, cancelled this service in 2010.

In terms of customer service standards and measures, the Library had a *2005 Levels of Service* document which captures the expected level of service (quantity, volumes, size and scope) for all Library functions. The key services shown in this document include:

- Information Services
- Circulation services
- Publicity and Public Relations
- Technical Services
- Records Management
- Administrative Support to Library Board
- Financial Services
- Human Resources

A review of this framework recognizes the need for the Library to review and update the measures and target performance per category for accuracy. It is also proposed that some measures be adopted to measure the effectiveness of the new services to be created for target communities and this data be tracked and communicated to the Board and Council (see also Quantitative and Qualitative Plan). In creating these "levels of service" indicators, it is also recommended that Library staff meet with the Town staff responsible for these strategic target communities within their portfolios to determine consistent measures they all will use to track and capture relevant data.

In terms of the Library's website and recognition of striving for the *ISO Standard*, the following observations are made.

- There is no immediate access to a clear summary of services offered or a commitment to the *ISO Standard*.
- Website access to any reference to Customer Service commitment is awkward and difficult to reach.
- The link from the "Welcome Statement" to "Services and Resources" leads the reader to Accessibility Services and a list of Accessibility Policies.
- There is a clear Accessibility statement with links to other relevant Accessibility policies.
- Customer Service commitment statements for the Library are missing on its web page or are not readily discernible.
- Contact information is not distinct; rather it appears on the sidebar embedded in Hours, Locations, and Contacts.

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- There is no immediate explanation of the Library governance and how the Library and Board relates to the Town and its Operations and appropriate contacts.
- There is no automatic/seamless link to any customer service feedback mechanism that is available on Town Department pages.

What the Community says about Library Customer Services

Nearly all respondents and participants to the consultation process for this study were highly supportive of the Library, its services, and friendly, skilled staff. This was evidenced in the town hall meetings and the library survey; in the Town's Environics survey, approximately 85% expressed satisfaction with Library services.

There were negative comments, however, relating to staff at the Main Library in terms of friendliness, enthusiasm and willingness to assist youth in accessing collection or in seeking information and instruction regarding the use of public computers.

The Consultants also received comments from more than one source relating to approachability and sensitivity to newcomers when requesting service at the front desk at the Main Library.

9.1.1 Recommendations from the Customer Services Plan

Recommendation 67

Review and confirm with the Library Board the Library's commitment to the ISO Standard.

Recommendation 68

Create a Library Services Commitment Statement to be posted on the website and available at all locations.

Recommendation 69

Assign the oversight of developing and attaining the Library's ISO Customer Services standards to the Community Development, Marketing and Communication Coordinator.

Recommendation 70

Revise the website to create a clear summary of services; a statement of the Library's governance model and how that relates to legislation and the Town; a clear Customer Services statement with seamless links to contacts and to a Customer Feedback mechanism and a FAQ (Frequently Asked Questions) section.

Recommendation 71

Revise, update and adopt the Town/Library Levels of Services Framework to establish and monitor workflow at key service areas in the Library.

- **Link the revision of the Levels of Services Framework to the Quantitative and Qualitative measures framework to be undertaken by the Manager of Integrated Resources and Systems.**
- **As part of an ongoing customer service feedback mechanism and a vehicle to capture and analyze valuable marketing information, reinstate a data gathering service, customize the model to suit the purposes of the Ajax Public Library and create a seamless link to the webpage.**
- **As a key marketing device, from time to time launch surveys online, by phone, in print or in focus groups to monitor and measure the success of new and revised products and services.**
- **Create and deliver all staff training programs on customer service tips and tricks, including specific strategies for working with youth and newcomers.**

Table 33: Customer Services Timelines

Item	Time
Commit to Library Quality Services standard	2011-2016
Update Levels of Services Framework; implement	2011-2016
Implement staff training for optimal customer services to target communities	2011+

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9.2 Marketing and Communications Plan

The Marketing and Communications Plan is a vehicle for presenting the Library to the community. Its purpose is to strengthen the Library's identity in the Town and to identify key and emerging customer and client groups. The Plan will also be a vehicle for communicating future direction for the Library in areas of service delivery and facilities.

9.2.1 Marketing

Marketing can be defined as:

“the process of planning and executing the product conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individuals and organizational objectives.”²⁶

Overview of Marketing at Ajax Public Library

Formerly, there was a functional unit responsible for publicity and communications but with resource restraints these specific functions were eliminated. At present there is no specific, coordinated marketing and communication framework in place. “Marketing” at the Library consists of publicity and event participation including:

- library brochure and flyer generation in response to planned programs or new services offered at the Library
- Friends of the Library events brochure generation
- *Pages*, a bi-monthly Library newsletter
- website postings for upcoming events
- participation in select Town and Community events
- a few high profile events, e.g., *Battle of the Books*
- word of mouth.

²⁶ Canadian Library Association Conference, Polaris Workshop. *Leaders in Libraries*. Edmonton, May, 2010.

Program creation and brochure development is done by the staff members responsible for the delivery of the event; brochure production and “distribution” is managed by Administration.

What the Community says about Marketing at Ajax Public Library

The topic of marketing the Library appeared in nearly all forums of consultation. Town Councillors and senior staff want to know how the Library can align its strategic directions with those of the Town, specifically in the area of services to newcomers, older adults, youth and commuters, resulting in a consistent, Town-wide marketing message. Specifically, Town representatives suggest the following:

- align the Library's Strategic Directions and priorities to those of the Town;
- build on current broad community engagement and linkages;
- promote the Main Library more; and,
- market and promote all aspects of the Library's strengths including computers, collections (especially its multilingual materials), programs, and locations throughout the community.

The Library Board wants to know how the Library can reinvent its message in order to promote all of the things the Library does. A consistent message that builds on the Library's credibility is needed that assures the community that the Library is still a primary source of information about everything from local issues to recreational reading. Retail models for marketing and promotion need to be explored.

Staff agree with the need to reform the Library message and propose something like “We are More than Just Books” or “Books and Beyond”. As the front line ambassadors for the Library, staff are keenly aware of the competition in the community in terms of entertainment and the availability of information in all formats. They are concerned that the Library is falling behind in marketing all of the traditional as well as new services adequately and effectively. Ideas

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about outreach to various groups are plentiful but the resources to do so are not.

A variety of community consultations were adopted to solicit opinions about the future library services for Ajax. While only a modest number of residents participated in the consultation process, a community survey indicated that nearly 85% of the respondents felt the library met or exceeded their expectations today. Other consultation devices did reveal that the citizens expect the Library to market itself and its services more aggressively and see a growing need to develop and deliver more services specifically to the newcomer community. These consultations also highlighted the importance of the Library's website in a future marketing strategy as many use the Internet and websites in their day-to-day lives and expect the Library and all Town services to provide these timely information vehicles. Most survey respondents use the Library website to access the Library's catalogue and users accounts, e.g., items on hold and overdue.

In discussions with community groups about fulfilling their current and future information needs, it became apparent that a number of services offered by the Library were not known in the community. For instance, the Diversity and Community Engagement Committee asked if the Library would provide a range of different programs, a few of which are already available, such as a Library presence at Town and community events and movie programs (a movie program called the *Ajax Film Circuit* is currently offered courtesy of the Friends of the Library in cooperation with the Toronto International Film Festival group). Clearly the Library has not marketed these programs successfully to this target community.

The Recreation, Arts and Cultural Advisory Committee that does partner with the Library, shares the Library's concern about effective marketing in the absence of staff resources to do it. They offer the following suggestions for marketing:

- improved website
- set up more roadside signs

- generate "cool cards" (especially for teens)
- incorporate a bistro/café, especially at the Main Library.

Exploring Partnerships through Outreach

Research shows that library partnerships are varied but are critical to advancing the library message. As the Ajax Public Library is well respected within the community, it is presented with many potential partnership opportunities. It is the selection of the most beneficial, strategic, and sustainable partnerships that presents the biggest challenge to any library.

Examples of partnerships the Ajax Public Library enjoys are described below.

With the Town ...

In Ajax, the Library has worked with the Town in the development of shared programs, including the *Battle of the Books*. Both Library and Recreation and Culture staff see the opportunity to do more shared programming with Town departments such as Recreation and Story times in the playgrounds.

With the Friends of the Library ...

In the past the Friends of the Library raised money for the Library and have served as dynamic advocates for the Library within the community. Strengthening and expanding this partnership is critical, especially as the *Master Plan* unfolds.

With the Education Sector ...

A logical partnership for any library is with schools in the community. The Ajax Public Library has a variety of programs that align the school and Library's goals; staff would like to see more proactive and coordinated activities with schools. Technology, training, and the use of electronic databases were identified as important areas for discussion between schools and the Library. One advisory group member asked that French schools also be considered for marketing initiatives.

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With the Business Community ...

Discussions with the business community mirror what has been heard elsewhere. The Library needs to reach out into the community and be active in their events. The Board of Trade welcomes the presence of Library representatives to their events but does encourage their regular attendance and participation at Board of Trade events and committees to improve their outreach into the business community e.g. membership committee.

With the Region ...

In concert with Durham Transit, Durham Region libraries launched a program called "Ride to Read" that allowed all registrants in the summer readings programs at the libraries to travel free of charge on the Transit system. Feedback from the program showed that the program was a great success and usage was high.

Again in partnership, the libraries of the Durham Region were also critical to the development of the *Durham Region Immigrants' Portal*. Within it are key links to library hours, location, resources, and programs.

With Community Development Council Durham ...

The Library is seen as a safe, neutral place for people to meet and learn. To quote Tracey Vaughan, Executive Director of the Council, the Library "ensures that marginalized community members have an access point to programs and services. The Library can provide a good gathering point, a point of contact for community initiatives, working with others to build social capital to address local priorities". A calendar of library events available in print and online can be readily shared with clients within the social planning network.

A new service offered at the Library called "Newcomers' Corner" sites settlement workers within the Main Library; this is critical in attracting and welcoming newcomers to the Library. The success of this program will achieve a large part of the Library's marketing strategy for newcomers.

With Older Adults ...

Older adults are a pivotal community group for libraries by virtue of their numbers and well known support and use of libraries throughout their lives. In Ajax, two PROBUS Clubs that are in the Ajax area were contacted for their input. They suggest these services and marketing ideas:

- A presentation at one of its regular meetings about library services and resources that are of particular interest to seniors;
- More programs designed for seniors – cultural, arts, speakers, films;
- More training programs for seniors on information technologies - databases, Internet, MS Office, Skype, *Facebook*, *Twitter* etc.; and,
- A special invitation to each PROBUS Club to visit the Library for a tour and presentation on services and resources;
 - the library catalogue and circulation (searching, quick picks, holds);
 - training on databases (Ajax-Pickering history, ancestry.ca, interlibrary loans);
 - a talk by the Chief Librarian and Executive Officer in the Rotary Room, with refreshments.

Other Potential Partners ...

The Town representatives, the Library Board, staff and community members propose additional new or stronger partnerships with:

- Retired Teachers groups for mentoring and homework centres in the Library
- Junior Achievement
- Arts and culture communities e.g. artists, galleries, local theatres.

Evaluation of Marketing at Ajax Public Library

As referenced earlier in the Overview of Marketing, what appears at the Ajax Public Library does not constitute marketing.

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Publicity Pieces

Some publicity pieces reflect the current functional nature of services at the Ajax Public Library, more typical of smaller, resource-restricted libraries, e.g. *Research databases at Your Library*. More pieces attempt to target specific community groups e.g. business and school age users, but again are not couched within a framework that lays out marketing strategies and follow up with target communities. There is no mechanism to evaluate the effectiveness of brochures or the distribution mechanism used to get these brochures and information into the hands of those who need it.

The layout and content of the brochures themselves are under review. It is interesting (and distressing) to note that on all Library brochures, under the banner Town of Ajax By the Lake, “Library Services” is almost invisible, printed in very small, non bolded type. This adheres to the Town’s Corporate Branding Policy. Other than the Town’s branding, there is no unique branding or look for Library promotional materials. Various typesets are used and formatting varies considerably from one to another. Some brochures have little whitespace which would make reading the information easier.

Critical in outreach is the addition of the name of a key contact person, their title or responsibility, phone number and e-mail address on brochures and major publications. This does not consistently appear in all publications generated by the Library. However, the publication date for brochures does appear on each, showing timeliness and assuring the user of the accuracy of the information.

Pages, a bi-monthly newsletter, is a key piece in the Library’s publicity strategy. An interesting and jam-packed newsletter, this attractive vehicle includes colour, cartoons, photos, and a variety of font styles and sizes. It needs to simplify its appearance, create more white space and adopt some standardized typeset (larger and clearer is better) and layout. This may be addressed in part by more editing, adding more pages and more space, or changing the frequency of the newsletter to monthly production.

Website

In today’s faster electronic environment, the website is and should be one of the primary means to reach the majority of residents. Combined with many of the social networking tools that the Library needs to consider for the future, there will be increased opportunities to present library services and programs to the user via the web. Furthermore, promotion opportunities can be exploited for everything that the Library provides for and presents to the Town’s residents in terms of collections, services, and communications. A recent study conducted by the Town showed that the Library was the most heavily used activity of the Town’s website!

The Consultants reviewed the state of the website and incorporated some comments made from stakeholders. The website needs:

- to incorporate more graphics and colour;
- to be reorganized to highlight the other targeted groups e.g. older adults, commuters;
- to accommodate multiple languages;
- to be more user friendly and easier to navigate;
- to allow a variety of services and communication devices from social networking to online book clubs, blogs, *Twitter*, FAQs;
- to consider e-publishing and posting oral histories; and,
- to serve as the Library’s primary marketing vehicle.

In fact, the best library websites are far more than directional pieces, leading users to information. As one Library Manager put it, the Library’s website should mirror the physical library, providing the user with the information in whatever format is required.

Distribution

By far one of the greatest challenges the Library has vis-à-vis marketing are specific, defined, and measurable distribution mechanisms and strategies for marketing messages and publicity. Currently brochures are available in stands in the libraries. Some are

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distributed to the Town, to schools, through programming, at events or through outreach efforts, or provided to groups based on requests. Specific brochures designed for groups like the business community are available through the Board of Trade, or for schools available at school libraries. As to who uses them, where the brochures go, and how effective they are in responding to users' needs, is unknown.

In order to be highly effective and responsive to the community, Library information must appear in more promotional tools other than those generated by the Library. Specifically, Library information needs to appear as a regular feature in any larger promotional brochures and document generated by the Town.

A brief review of a few Town and community promotional pieces shows that the Library has little presence in those publications. For example, the Community Recreation and Parks Guide, for instance, is a very popular and well-distributed publication that focuses on the full range of leisure and cultural events at the Town. One Library page appears that lists the Library locations, accompanied by small generic statements as to what services are offered plus a reference directing people to the website. Other pages throughout the publication where programs or events are highlighted have no reference to Library participation or displays.

Conversely, the Library does appear on some flyers such as the *Run Ajax Waterfront Half Marathon*. In this case, the Library is featured as a provider of pedometer kits, one of the new services offered by libraries. A more proactive marketing opportunity in the future might be to offer programs, displays and information to the public on running and marathons in anticipation of these kinds of events, benefitting both the Library and the Town.

Partnerships and Outreach Opportunities

Resource limitations compromise the Library's ability to fully exploit key, ongoing outreach activities. Currently partnership and outreach involves participation at Town and community events, presentations

to groups and schools or partnerships with other local libraries in contributing vital information to developing the Regional portal for newcomers.

Working with Durham Transit, a less traditional partner, and the other libraries within the Region led to an interesting program called "Ride to Read", attracting youth to libraries and increasing the profile for the libraries in the eyes of the community and Councils.

Available to the Library, however, are groups who can further help to promote the Library and attract others to use its services. These groups include the Friends of the Library and the Teen Advisory Council.

As settlement workers come on board at the Library they too will form key connections linking the Library and its collections and services to newcomers. The information that settlement workers receive from newcomers may also benefit others including the Diversity and Community Engagement Advisory Committee. The Library may also want to consider creating other advisory groups in the development of its new services e.g. Older Adults Committee.

9.2.2 Proposed Marketing Strategy

Public libraries serve all residents. Regrettably resources do not expand to the same degree that the user community grows. Libraries need to adopt a much more strategic and focused approach to marketing and developing services and collections. Projected growth trends and demographics will dictate what those communities are.

While there are overall recommendations supporting various aspects for library planning throughout this document, this *Master Plan* recommends that marketing emphasis, and resultant collections, service development and, to some degree, facilities layout be accorded specifically to: newcomer communities, youth (teens), older adults and commuters. Concurrent is developing a responsive staff training strategy.

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This *Master Plan* identifies the key functions needed to create an optimal marketing plan and environment at the Library, who would be responsible for conducting the work and when it should be done.

9.2.3 Recommendations from Marketing Strategy

Recommendation 72

Commit to creating a marketing environment, through priority-setting and resourcing.

Recommendation 73

Define the Library's current situation in terms of external and internal factors affecting the Library (much of this information is provided in the *Master Plan*).

Recommendation 74

Using some of the findings from the *Master Plan*, define the markets, through current knowledge of users, demographics analysis, and Town Council expectations, to show if or how well the Library meets their needs.

Recommendation 75

Assess current services, programs and collections for the target markets through SWOT (Strengths, Weaknesses, Opportunities, and Threats) reviews, the findings of the *Master Plan*, and stakeholder consultations.

Recommendation 76

Prepare and confirm the Library's new Marketing Plan.

- Sets goals, objectives, and strategies;
- Defines priority audiences, services, collections and programs;
- Creates individual marketing plans for each of the target communities;
- Identifies key community partners in place;
- Describes distribution mechanisms for all messages in all forms;
- Reveals mock ups of new branding and new Library messages in key publicity pieces;

- Defines success factors and measurements (see also Customer Services Plan and Qualitative and Quantitative Plan);
- Outlines annual budgets and timelines;
- Identifies staff training strategies and expectations in marketing; and,
- Formulates an annual evaluation process and accountability reporting mechanism to the Board and Council. See also Customer Services Plan and Qualitative and Quantitative Plan.

9.2.4 Communication Strategy

A Communication Strategy identifies the major points of connection to and from the Library and aligns key messages to and from key stakeholders. For purposes of this Communication Plan, the key points of communication are: Library to Town, Library to Friends of the Library group, and Library to Staff. A Communication Plan for the community and stakeholders would be part of the Marketing Plan.

Communication between Library and Town

Recognized as a point of friction, challenges in communication between the Town and the Library Board have been said to occur due to different legislative oversight. The Town seeks greater cooperation from the Library in adopting the Town's Strategic Directions. The Library seeks recognition and equal treatment in terms of allocation of funds and resources to perform its activities.

Consultations with Town representatives revealed that there is some lack of awareness of what the Library does and the challenges it faces. Some information gaps need to be filled, especially where Town representatives and advisory members are in a position to share information with other community members.

The Library Board built on the Carver governance model has undergone some change in recent times and a new Board will be in place in January 2011. The Library and its Board has seen the retirement of a long-standing Chief Librarian and Executive Officer and the recruitment of a new one. The *Master Plan* exercise is portrayed

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as a mechanism to map out long term directions for the Library while at the same time recommending strategies that will align the Library and Town agendas more closely.

9.2.5 Recommendations for Communication with Town

Recommendation 77

Review and align, via this *Master Plan*, the Library Board's strategic directions with those of the Town that reflect shared philosophies.

Recommendation 78

Prepare, through the Library's Community Development, Marketing and Communications Coordinator, a presentation, written in "Town" language, to be delivered by the Board Chair and the Chief Librarian and Executive Officer, presenting the Library's accomplishments that align with the Town's directions and the upcoming plans that will address the Town's strategic plans.

Recommendation 79

Initiate a reporting schedule through which the Library Board can report on the Library's progress in achieving its strategic plans. Prepare an annual report for distribution to the community, focussing on the progress of the *Master Plan*.

Recommendation 80

Create a revised Ajax Public Library orientation plan and package for new Town Councillors.

Recommendation 81

Prepare a process to assist the Town of Ajax Council in selecting the best, most responsive Board members who can help advocate for and deliver the *Master Plan*.

Recommendation 82

Ensure that the Library Chief Librarian and Executive Officer and Library staff actively participate on many Town Committees in order

to gain and share insights and issues into long range planning for the Town and for the Library.

9.2.6 Communication with the Friends of the Library

The Library has received significant funds and improved community awareness and outreach due to the excellent efforts of these dedicated volunteers. Although the nature of the relationship between the Library Board and the Friends of the Library group has changed over recent years, both will benefit from working together in delivering the *Master Plan*.

9.2.7 Recommendations for Communication with the Friends of the Library

Recommendation 83

Review and discuss, within context of the *Master Plan*, the role of the Friends of the Library in assisting the Library in the delivery of the *Master Plan*, in key prescribed areas.

- As a group that consists of many retired and older adults, the Friends of the Library solicits additional opinions and ideas from its demographic regarding current and new products and services at the Library in the development of a new Marketing strategy (potentially as an advisory group for older adults).
- The role of the Friends of the Library in advocacy at the political level should be discussed fully with the Library Board to ensure that each of these bodies is adhering to its legislative or defined roles.

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9.2.8 Communications with Staff

Many Library staff are long-term employees, with many doing the same job for years. An extraordinarily high percentage of staff work on a part-time basis, that creates an ongoing communications and training challenge for management.

The *Master Plan* represents significant change for the organization and the staff, as it recommends changes at the Management level as well as within the ranks, with new directions set towards serving community groups versus fulfilling functions. The *Master Plan* requires more staff collaboration in reviewing and reorienting services and in applying new skills in customer services gained through a new marketing plan. Technology too will play an important and on-going role in delivering the *Master Plan* which will affect Library staff.

9.2.9 Recommendations for Communication with Library Staff

Recommendation 84

Organize weekly meetings between the Chief Librarian and Executive Officer and senior staff to ensure clear messages are shared and changes can be seamlessly implemented and tracked.

Recommendation 85

Provide all Library staff members with e-mail access.

Recommendation 86

Roll out the final *Master Plan* to all staff through staff sessions, organized to share information and to gather concerns.

Recommendation 87

Prepare, as much as possible, Library Board and Management response to the *Master Plan* and their intended actions.

Table 34: Marketing and Communications Timelines

Item	Time
Recruit Community Development, Marketing Communications Co-ordinator	2011
Reconstruct marketing and communications infrastructure	Early 2011-2016
Launch new Marketing Plan	2011-2016
Create a Library Intranet	Mid 2011-2016
Provide all staff with e-mail access	Early 2011-2016

9.3 Technology Plan

The purpose of the technology plan is to provide a roadmap that will guide the Library with respect to its information technology services and resources.

9.3.1 Summary of Information Technology at the Ajax Public Library

Information Technology at the Ajax Public Library is multi-faceted and pervasive, encompassing public services, technical services and administration. In *Section 6*, various facets of the Library's information technology were explored, including the Integrated Library System, RFID/self-serve circulation, the website, e-based information resources, and public and staff computing.

The Integrated Library System (ILS) is at the heart of the Library's information technology, as it provides access to collections and enables materials circulation. It is a mature system, with the *Horizon* product being phased out by SirsiDynix, although the vendor has not yet set a sunset date after which it will not support the software.

The Library has made preliminary investigations into RFID for inventory control and self-serve circulation, with the business case for capital funding for RFID planned for the near future.

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The Library's website is currently offered through the Town of Ajax; the Town is presently re-vamping its website, a project in which the Library is participating. The new website promises to offer more of the functionality and flexibility that the Library needs. The Library accounts for approximately 12% of website traffic on the Town site. Public Service prepares content for the website, which is then mounted by Library IT. The Library launched a teen website in spring 2010 and has participated actively in the creation of the Durham Newcomers' Portal.

The Ajax Public Library subscribes to a range of e-based databases resources; most are acquired through the Knowledge Ontario consortium that provides more favourable licensing and subscription fees. The reference and research part of the website offers some links to trusted sites such as newspapers, for the convenience of users; these are prepared by Information Services staff.

Public computing is very popular with users, with the Internet kiosks fully utilized throughout the day. The OPAC terminals for access to the library's catalogue are under-utilized, most likely because users are often accessing the catalogue through the web. Many users are bringing their own personal computing devices such as laptops to take advantage of quiet study space and Wi-Fi access.

Staff computing consists of full access to *MSOffice* suite, the Internet, the Town's intranet and e-mail. Pages do not have access. Some of the workstations, particularly the monitors, are out of date, and there is no regular replacement program for workstations.

9.3.2 Consultations and Observations

The Ajax Public Library has embraced information technologies in the past and is eager to move forward with new services and systems that will enhance service to the citizens of Ajax.

Because the Library's Integrated Library System is a mature system that is going to require upgrade/replacement, there is a desire and

support for going to the marketplace to discern if there is a new solution that will meet library needs through to the end of the *Master Plan*.

There is support for and keen interest from staff to implement self-serve checkout, which will free staff to undertake more value-added tasks such as readers' advisory, instruction in computing, and services to groups such as newcomers. Concurrently, RFID would help to secure the library's inventory, reducing frustrating time spent to locate missing materials for both staff and library users.

The Library's principal website was discussed in terms of its role as both a marketing tool and as a virtual branch, as well as how it should be managed. There is consensus among staff that the current website sponsored through the Town does not meet the Library's needs and some question that even with the re-designed site that is coming on-stream in 2011, there is the potential that the website will not have the functionality the Library desires. The Library is participating on the team that is overseeing the new website design as a way of ameliorating this situation. Ongoing monitoring of the website's functionality is essential. In the future, staff are interested in exploring the option of providing the website separate from the Town.

The Library offers an extensive suite of subject databases. Currently, these are somewhat under-utilized, most likely because some staff do not have sufficient comfort and knowledge to instruct users and to integrate them into their own practice. Customers, for their part, may not be aware of the breadth of information available to them. More training is needed for both groups, as is an active marketing program. Ongoing evaluation of e-resources will ensure that there is maximum cost-benefit.

As noted, Information Services staff provide some links to trusted websites on the research portion of the library website. This is an area where staff could add further value, using their information and research skills to provide content and links of particular interest to

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Ajax residents. The Library currently does not participate in *askOn*, the real-time chat and reference service offered by many Ontario public, college, and university libraries.

As for public computing, it is identified by users and staff alike that there are insufficient Internet kiosks to meet current demand. Also, there is a need to rationalize the balance of Internet and OPAC terminals, since the OPAC terminals are used less frequently. Wi-Fi is anticipated to require additional space, as more users, particularly students, bring personal computing devices to the Library, taking advantage of quiet study space and library resources.

9.3.3 Trends and Research

Information technologies and their development and implementation with respect to public libraries are interwoven through the *Master Plan*. Our research identified many, many creative ways that public libraries are using information technologies, both cutting edge and established, to provide their users of all ages and backgrounds with a broad range of services, resources, and opportunities through which those users can learn, grow, and have fun.

Integrated library systems vendors are already offering features such as mobile searching of the library catalogue and the ability to link out to book reviews and related content on the web. Many systems offer federated searching which allows a single search of the library catalogue and content databases, with a unified search result from which to choose books, periodical articles, DVD, video clips, or sound bites. RFID and self-serve circulation are becoming more widely implemented in public libraries.

A library's website is of paramount importance as the gateway of choice for many users who prefer to visit their library electronically in a 24/7 environment, using remote access or mobile devices. As such, websites are increasing dynamic and interactive, offering users equivalent functionality to a bricks and mortar location. As noted elsewhere in the report, the next 15 years are anticipated to see huge

growth in the use of mobile device and apps and in remote access. The Toronto area is a leader in the development of apps for mobile devices, providing a ripe environment for implementation in public settings.

Information technology is evolving at a fast pace; the challenge for public libraries is to keep abreast of new technologies, to understand how and which technologies best meet the needs of their users, and then to integrate the appropriate information technologies into their service delivery models. Knowing and understanding the demographics and needs of its communities of users is an important component of this process as it enables uptake and provision of new technological opportunities and grant programs. Libraries must show organizational flexibility and adaptability, be able to incorporate and endorse new technologies, and be able to modify other aspects of their service delivery. This may entail tough decisions about dropping established services that no longer meet Library or community needs.

9.3.4 Recommendations for Information Technology

The upgrade to the ILS, the replacement ILS, RFID/self-serve circulation, and website management review are large projects with far-reaching implications for the Library. Given their scope and cost, each project necessitates robust project management, needs assessment, and systems analysis strategies to ensure timely, cost-effective implementations that meet Library and Town requirements.

All Information Technology recommendations relating are set out in *Section 6*, with supporting review and explanation. Recommendations are repeated here in the context of the Information Technology Plan.

Recommendation 17

Upgrade the current Integrated Library System (ILS) from *Horizon* software to *Symphony* software.

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Recommendation 18

Conduct a needs assessment and undertake a tendering process to select a new Integrated Library System (ILS).

Recommendation 19

Implement the new Integrated Library System during the second five-year segment of the *Master Plan*.

Recommendation 20

Provide, from risk management and succession planning perspectives, robust staff backup for each of the ILS modules, to ensure depth of knowledge about the ILS.

Recommendation 21

Prepare and submit a business case for the Town on RFID (Radio Frequency Identification for inventory control), for inclusion in the capital budget, as soon as possible.

Recommendation 22

Select, within the earliest phase of the *Master Plan*, an RFID supplier and prepare a plan for implementation the following year.

Recommendation 23

Implement self-serve checkout at the Main Library and the McLean Branch within two years of selection of RFID vendor.

Recommendation 24

Incorporate self-serve materials circulation into any new branch facility at the planning stage.

Recommendation 25

Implement a regular replacement program for public computers.

Recommendation 26

Rationalize the balance between multi-purpose Internet and catalogue kiosks, such that there is a four to one ratio in favour of Internet kiosks.

Recommendation 27

Re-organize the location of the Internet kiosks, locating the majority of units in one area on each of the first and second floors at Main Library, excepting those serving children and teens.

Recommendation 28

Increase the number of public computing workstations, with the objective of moving to a standard of one workstation for every 2,000 population, over the lifetime of this *Master Plan*.

Recommendation 29

Review and remediate, as necessary, study spaces at the Main Library and at the McLean Branch for personal computing devices and Wi-Fi.

Recommendation 30

Review annually all subscriptions to electronic databases and services to ensure their cost benefit and use. Adjust subscriptions as required.

Recommendation 31

Provide value-added content on the website, including staff recommended external websites and electronic pathfinders that will enhance the user experience, with particular focus on Ajax-specific resources.

Recommendation 32

Provide additional training to staff in e-based resources to ensure that they have the knowledge and skills to integrate these resources into practice and to assist users with confidence.

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Recommendation 33

Provide orientation and training sessions for users on e-based resources, to maximize uptake and utilization. The training may occur in classroom or virtual settings.

Recommendation 34

Study future information technology (IT) capacity options to provide and support Library e-services, through a joint review with the Town.

Recommendation 35

Participate actively in the Town's website re-design project. Work closely, at the operational level, with the Town's Web and Social Media Co-ordinator on the development of the requirements for and the implementation of the new website.

Recommendation 36

Work with Town officials at the Chief Librarian and Executive Officer level around the issues of development funding and costs and on the need for and requirements of a website support agreement.

Recommendation 37

Address the future management of the website internally or through an outsourcing process within two years of *Master Plan* initialization.

Recommendation 38

Present, through the website, a virtual branch where services replicate services provided at bricks and mortar locations, as far as possible.

Recommendation 39

Ensure the website reflects the Library's vision, brand, and message. Undertake an annual comprehensive review of the website to ensure that it continues to meet Library needs with respect to content and functionality.

Recommendation 40

Investigate, with the goal of implementation, a formal Library presence on *Facebook* and a Library 'public service' blog, through the Library website.

Recommendation 41

Provide ongoing training opportunities for staff to gain proficiency in word processing, spreadsheet, e-mail, and web searching.

Table 35 sets out projected milestone dates for implementation of the Information Technology Plan.

Table 35: Information Technology Schedule

Item	Time
E-based databases & products review	Annual
Training for users and staff	Ongoing
Website review	Annual
E-mail for all staff & upgrade to staff workstations	2011+
Website re-design with Town	2010-2011
Add public workstations; decrease OPAC stations	2011-2016
RFP for new ILS	2011-2016
ILS upgrade to Symphony	2011
RFP for RFID	Early 2011-2016
Implementation of RFID & self-serve checkout	Within 2 yr. of RFID RFP
Website management review	Mid 2011-2016

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9.4 Organizational Structure / Staffing Plan

The purpose of this plan is to formulate a framework and strategy for implementing changes to the Library's organizational structure and to its staffing complement. The elements of the plan are:

- A brief description of the current structure and staffing;
- Summary of findings from consultations and observations;
- Trends and research relating to library organization and staffing; and,
- Recommendations.

9.4.1 Current Organizational Structure and Staffing

As described in *Section 8* of the report, the Ajax Public Library currently utilizes a traditional structure in place, with three divisions: Administration, Support Services (Technical Services and IT) and Public Services, and a total staff complement of 67 staff (40 FTEs). Each division is headed by a Manager; in the case of Administration and Support Services, all supporting staff are direct reports. For Public Services, there are three line supervisors in place, reflecting the large staffing complement (57 staff) attached to Public Services.

Nearly 80% of positions at the Library are occupied by staff working less than full-time hours, anywhere from ten to twenty-four hours per week. A full 83% of public service staff works part-time, with implications on management, scheduling, training, and communications.

9.4.2 Summary from Consultations and Observation

The organizational structure generally has served the Library well in the past through the years when the Library implemented an Integrated Library System (ILS) and there was a more traditional approach to information services. The Management Team began intensive discussions in 2010 about the structure, cognisant that there were serious imbalances in their portfolios and that the current

structure does not serve the Library well for the future; these discussions were placed on hold pending the *Master Plan*.

Now that an Integrated Library System is a well-established part of the Library program, combined with utilization of the Automatic Release Plan, the workload of Support Services has diminished. Concurrently, there is a shift in Information Services, moving away from print-based reference service to e-based services. The Internet has changed public library reference service forever, as many users go there first to find answers to basic factual questions.

In Ajax's case, the staff reporting and functional load for the Manager of Public Services is considerably out of balance with eight-five percent of staff reporting through Public Service. This impacts the ability of the division's Manager and line supervisors to investigate, implement, and integrate new services and new user groups.

The number of part-time positions has implications in increased time and effort to schedule, manage, train and communicate with a large number of staff. The preponderance of part-time staff also makes it more challenging for management to implement new programs/services, because there is less organizational continuity and availability of potential program/service leaders. From staff perspective, it lessens opportunities for career development and mobility because of limited hours.

Furthermore, the workforce at the Library is aging, with three-quarters of public services staff being over 50 years of age. The Library has no formal succession plan to help it move forward through anticipated retirements and through any unexpected staff changes such as illnesses or departures from the Library. In some areas there is insufficient rigour with respect to backup and shared knowledge of functions; the ILS is an example of an area where more breadth and depth of backup is required.

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9.4.3 Trends and Research

Many libraries are moving to align their circulation function with the cataloguing and acquisitions functions, in an integrated approach. This makes sense in particular for smaller libraries which have a limited number of senior managers. Given the exciting developments in the provision of information electronically and through websites and virtual branches, many libraries are pulling these functions together. Most often, the virtual services report through a public services function.

Libraries are also recognizing the importance of training to keep their staff abreast of new technologies, to help them integrate new technologies into practice and in turn to assist library users to understand and utilize those technologies.

9.4.4 Recommendations for Organizational Structure and Staffing

All organizational structure and staffing recommendations are set out in *Section 8*, with supporting review and explanation. Recommendations are repeated here in the context of Organizational Structure and Staffing Plan.

Recommendation 51

Create and fill a position for a Community Development, Marketing and Communications Coordinator who will report directly to the Chief Librarian and Executive Officer. The Coordinator's responsibilities will include all facets of marketing the Library, creating a Library brand, and overseeing publicity.

Recommendation 52

Establish the position of Branch managers, starting with the McLean Branch and the new branch.

Recommendation 53

Create a full-time branch manager at the McLean Branch by adding 0.5 FTE, topping up a part-time position; this position would be a

library technician or senior assistant, trained on-site by senior managers and co-ordinators.

Recommendation 54

Realign duties and systems functions in Integrated Resources and Systems to include:

- the development of an infrastructure that captures key quantitative and qualitative measures for all library services;
- collection management processes including the physical management of collections (weeding, statistical analyses of collection usage);
- collection costs and vendor contract management; and,
- circulation functions and interlibrary loans.

Recommendation 55

Revise Public Services functions at the Main Library to transition towards client-driven services for children, youth, older adults and newcomers through specific staff training, through collection building with focus on content, and by meeting client needs.

Recommendation 56

Add 2.5 FTEs at the Main Library to develop and to implement these new customer services.

Recommendation 57

Increase staffing by 1.0 FTE to weed collections across the Library system, as a matter of priority. The FTE could be in the form of additional page hours and increased part-time staff or a combination thereof.

Recommendation 58

Create a system-wide Children and Youth Services Coordinator (1.0 FTE).

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Recommendation 59

Address the part-time position issue, over the life of the 15-year plan:

- Create more full time positions by combining various part-time positions, within the current staff complement.
- Standardize part-time hours through contract negotiations.
- Create key full time strategic positions, using vacancies created by retirements and resignations.

Recommendation 60

Develop a Library intranet on which online training courses, developed and delivered by Managers, are accessible to staff. Focus on training that promotes information technology proficiency, customer service, and services to targeted communities such as newcomer, older adults and teens.

Recommendation 61

Ensure that all operational policy and procedure manuals and directives are up-to-date.

Recommendation 62

Ensure, from a succession planning perspective, that robust backup procedures are in place for the management and administration of the Integrated Library System and other IT functions.

Recommendation 63

Review recruitment possibilities for library technicians in key library positions during the life of the *Master Plan*, e.g., branch managers.

Recommendation 64

Rotate staff among job functions (e.g., every 3 years), where feasible, to build depth and breadth of system knowledge, and to provide fresh perspectives to the individual communities the libraries serve.

Recommendation 65

Establish a vigorous training program to build skill depth and breadth that encourages staff to learn about and assume leadership in new service areas and that, in particular, addresses services to newcomers, youth, older adults, accessibility and new technologies.

Recommendation 66

Encourage staff to seek additional external skills training and upgrading, with or without compensation from the Library, to enable them to serve customers with more confidence and with a stronger technical basis.

Table 36: Organizational Structure and Staffing Timelines

Item	Start Date
Implement new organizational structure	Early 2011-2016
Move Circulation from Public Services to Integrated Resources and Systems	Early 2011-2016
Work with unions around part-time / full-time positions for next contract cycle	Begin in 2010
Add 1.0 FTE Children and Youth Services Coordinator	Early 2011-2016
Add 1.0 FTE Marketing and Communications co-ordinator	2011
Add 1.0 FTE for weeding	2011
Craft a green succession plan	2011+
Provide staff training in technology, client instruction and working with diverse communities	2011+
Add 2.5 FTEs to work with targeted populations and new services	Mid 2011-2016
Create full-time McLean Branch Manager	Mid 2011-2016

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9.5 Qualitative and Quantitative Plan

Objective

The Qualitative and Quantitative methodology looks to combine the latest in library research trends in evaluative mechanisms, key community indicators such as demographics, library performance indicators, information gathered through the consultation process, and marketing strategies.

Ajax Public Library

Ajax, like most public libraries, mostly relies on traditional performance indicators. The Library gathers a range of numerical data that measures the usage of public services (number of queries answered), attendance at programs and activities, borrower activity (checking in and out, holds for items, fines, interlibrary loans, etc.), inventory management data specific to the collection such as numbers of items ordered, received, weeded, and collection age, as well as collection effectiveness data, other than circulation, such as turnover rates which measures how well used collection areas are used.

Many public libraries across Canada submit this numerical data to the Canadian Urban Libraries Council annually in order to contribute to a larger database of comparator data. Ontario libraries are also required to submit to the Ministry of Tourism and Culture statistical information annually that paints a picture of their activities. This numeric data is invaluable and critical for analysis of shifts and changes to library services over time and in comparison to similar libraries.

Financial data is also captured to measure use of resources assigned to the Library programs and any revenue generated through fines. The major budgetary areas include operating grants (municipal as well as provincial, operations, staffing budgets, collection budgets, and other services budget allocations e.g. facility maintenance, supplies etc.) and the capital budget (long range budgetary items, many relying on development charge funding). Within this latter envelope reside

upcoming proposals for a new ILS (Integrated Library System), RFID, as well as funding earmarked for a new branch library planned for 2016+.

9.5.1 Trends in Library Quantitative and Qualitative Data Background

Although more than 90% of libraries' operating funds come from municipal coffers, the Province of Ontario for many years has contributed grants to support libraries' many activities.

In 1995 the Ontario government moved towards greater public sector accountability. A comprehensive review was made of all public sector services and, in some instances, a ruthless dismantling of programs occurred, including libraries.

What was abundantly clear was that the evaluative strategies of the government were totally at odds with existing evaluations by the library sector of its operations. Circulation statistics captured by libraries, for instance, were not a measure that inspired support from funders as these numbers did not reside in any context in terms of value to the community.

The public library was providing support to all areas of the community such as tourism, literacy, education, services to newcomers, and to economic development. However, there was not a way to express these relationships and specific value to particular communities. While circulation figures and numbers of people attending programs in general did not mean much to a government more concerned about accountability of tax dollars, data that showed the number of people attending literacy support programs, or circulating pre-school early years materials in support of early years literacy did resonate.

Municipalities, too, are looking for data that demonstrates value for its tax dollars. Municipalities want to know how well they are meeting

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the needs of strategic communities not only in terms of activities but how well these activities are used and valued by those served.

Unlike other organizations, libraries are in the unique position to demonstrate value by virtue of their distribution networks and hours of operation. For instance, when libraries were threatened by further provincial cuts, federal and provincial officials realized the importance of libraries as distributors of some of their products and services. Public libraries were critical as key outlets for the public Internet (CAP) strategy of the federal government through Industry Canada from 1995-2000. They have also been an important source of government information at all levels, both print and electronic. Some public libraries became sites for provincial services for licensing and related services. Using their community strengths through partnership-building with various levels of government minimized the impact of cuts to public libraries.

New Directions for Evaluation and Policy Support

What are the new ways in which libraries can demonstrate their value not only to Council but also to the Ajax residents?

Personalizing Library Services

Certainly the key data available today is numeric in nature. For the tax payer or for Town Council, budget numbers need to be translated into a context that resonates with residents. Libraries have expressed some of their data in a per capita manner which makes the information personal and real. For instance, the Town has data that explains how much money per capita residents pay in their tax bill annually for the delivery of particular services. Sometimes these numbers are expressed as a 'per household' or a 'per capita' figure.

Some libraries have gone further to create a context about what these figures mean in terms of the whole service. Years ago, for instance, North York Public Library and others conducted a very persuasive campaign to explain their per capita allocation. The Library explained to users that (at the time) the portion of their tax bill allocated to the

library was the same as the cost of one book per year. They went on to explain that the library service provided access to hundreds of thousands of books and multimedia, locally or globally, programs and staff expertise, all for the cost of one book per year.

As the Town of Ajax targets services to specific communities, the Town, like the Library, needs to "personalize" the evaluative data it captures and translate it in terms of the target community. Data would include resources applied to the service, information about the services themselves, the number of people using the service, repeat users and new users, turnover rates within collections, and specific community feedback about the success or lack thereof of the service. This information linked with anecdotal information creates a personal and powerful picture of how well the library serves that particular community and how effectively resources have been used to provide the service.

Anecdotal Evidence

The 'stories' of the library experience are particularly powerful as a qualitative measure of library services because the reader can identify in real terms what that experience conveys. Ajax Public Library also cannot underestimate the political value of sharing "library stories" with residents.

Library literature, especially in the last few years of economic distress, is full of anecdotal accounts of the unemployed resident who goes to a library, develops a resume on the library computer, searches the job vacancies and is able to get a job as a result. The media easily attaches value to these experiences, as evidenced two years ago when CBC broadcast a presentation that featured libraries and how they were assisting the public during difficult times.

Evaluative Models

In professional literature and in practice at organizations of all kinds are a variety of models that can be called upon to measure an organization's effectiveness. Some of these include:

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- Cost Benefit Analysis
- Consumer Surplus Measure
- Contingent Valuation Analysis
- Economic Benefits Assessment
- Outcome Based Evaluation.

These are discussed more fully in *Appendix F*.

9.5.2 Quantitative Data and the Ajax Public Library Upcoming Changes in Areas for Measurement

The Ajax Public Library's past performance trends mirrored much of the development in the majority of public libraries over the last decade. Some of these trends include a reduction in traditional service indicators such as reference enquiries, reduction in use of print reference materials, and increase in new genres of materials such as graphic novels and DVDs.

The loss of older dated audiovisual formats has been superseded by the newer which has always been the history of public libraries. As 16 and 35mm film were replaced by VHS and Beta so in turn were they replaced by CD-ROM and DVD formats. The public library reflects the society that it serves.

New electronic services have provided the most major shift, but one excellent example in the materials budget is in the number of electronic periodical titles.

Technology

Growth of technology applications both with service delivery and management of library services and general operations has led to many changes within the operation of the Ajax Public Library.

Although the Library has used technology behind the scenes for many years for library Technical Services, materials management, online cataloguing and circulation, the new technologies are service delivery based.

Social networking

Service delivery based technologies including a rapidly increasing range of social networking tools provide new dimensions for the library to manage and accurately project resources both physical in terms of staffing and also in terms of time resources. By nature the social networking tools are 24/7 and all inclusive of the services and programs offered by Ajax. As outlined in the *Balanced Scorecard*, these tools and services are impacting more than one service area and the solutions should be developed in partnership not only within the Ajax library staff but in partnership with other City departments and community organizations.

Communications and marketing is another component of the Library that is heavily impacted by the social networking tools available. They provide a variety of methods to interact with a demographic that is historically not a heavy library user. Teens and twenties traditionally were heavy users of libraries, for one reason only, to support their academic work. Ironically we see in this area of library service this demographic turning increasingly to Google for their information needs which reduces even further any potential use of the library by this demographic.

On the plus side, libraries are turning to the variety of social networking tools whether it is *Twitter*, a blog, *Facebook*, or even *Flickr*, to record events, service promotion and collection promotion. One overall impact of this is a development of dialogue with users which can serve as a constant "window" on the community and users. Other demographics should not be ignored in this. Whereas teens and younger age groups have been early adopters, a fast growing interest has been observed in the older senior age groups. This was demonstrated in the use of the Internet and Wikis and now in the development of blogs and *Facebook* identities. There are a variety of reasons for this, but it is probable that within the fifteen-year period social networking tools will be more used by a wider range of the population; the Library should plan accordingly as opposed to being reactive. The challenge of these social networking technologies lies in

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quantifying their value; instead, their measures and outcomes may be more qualitative and convenience based in nature.

Electronic Services

In 2000 the Ajax Public Library provided access to 1352 individual electronic and 230 print copies. In 2008 the Library recorded 20,000 electronic and 270 print copies. Although the overall Library materials budget has increased over that period from \$309,000 to \$455,000, the expenditure on electronic products has not increased by the same percentage; \$26,349 was spent in 2000 and only \$27,471 in 2008.

Providing access to the e-products is a major cost-efficient service for the Library. One reason is the consortium approach to licensing of e-products. Another reason costs are contained through e-products is that physical collection growth is slowed.

The key to success with the library user and increased usage of the e-resources and downloadable books is determined by how well educated the user is in the wide variety of these resources and in how to access them. With improved marketing of these resources and the emergence of easy, more mobile applications, awareness and ease of access will increase.

The single most important group of Indicators over the next fifteen years will be in the area of **remote or mobile usage** of the library facilities. Many of these indicators will be very different from existing statistics and will require changes in other areas, not least in policy, budget management, and Council presentations.

The major difference noted by public libraries is in the areas of a variety of e-uses which far outnumber walk-in usage. There is a current concern that libraries are not counting such statistics in a consistent manner and that it is a far more difficult task with many issues and variables that combine to make such figures unreliable. This will undoubtedly change over the next 15 years and the licensees themselves will provide the more accurate data to their customers.

The use of Geographic Information systems (GIS) in public libraries has been minimal and yet provides the most valuable method of tracking users for library usage. Windsor and Ottawa public libraries are two leaders in this use but most municipalities have core data sets which can be used and adapted for library purposes.

Some libraries are using integrated library system modules that can produce similar data but this information references only library customers from the registration for library cards.

There will be an increasing need for a strategy to track the **electronic and mobile user**. If more than 50% of the usage is through the website, a form of electronic greeter, like greeters for other services, is required. In effect this “first contact” can be arguably even more important than an individual walking through the door of a library building.

1. The contact may be a first time user and will not return if they are not satisfied.
2. The public library is one of the few public service delivery agents within the community that uses the website for actual service delivery.

A web survey of the Town’s website revealed high use by library users, accessing an actual service such as access to a subscription database, participation in an online book club, downloading an e-book, access to their personal account information, and writing a book review.

Departmental information that appears on the Town’s website is, for the most part, directional in nature. The Library website, however, connects the user directly to services. From a qualitative and quantitative methodology, how does this affect performance indicators?

The municipality and departments may be satisfied with one number of actual hits. The Library, on the other hand, will require far more

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detail on where those hits went, in terms of information sought and the success in obtaining the information required. These indicators are necessary for policy and program development.

Resources Available to Newcomers

Examining the range of multilingual materials available over the last decade, there is very little change in the number of multilingual titles available: 1,422 in 2000 to 4,757 in 2008. This will undoubtedly change, due to Ajax's population growth consisting of many newcomers with multilingual needs, combined with the mobile user applications, and the increasing availability of e-materials globally. The ability to read online the daily newspaper from Mumbai, from Berlin, from Moscow, or from Beijing will create a new group of users for the Library.

How will the Ajax Public Library support newcomers and multicultural communities in the next fifteen years? Is the subscription to daily newspapers in foreign languages enough? Is online access sufficient? Should there be additional provision of public computer access? Should stand-alone workstations be made available? How does a library prepare and maintain these services?

Once again the answers lie in the community and its willingness to discuss its expectations of service delivery and how the Library can respond to them. The Library will need to work with other social agencies and support organizations, including the Town Planning department. As all departments will be looking to meet the needs of this growing community, logically all of these departments need to meet to discuss how each plans to meet expectations of this cohort and how they all look to measure the effectiveness of the programs and services they will deliver. In libraries, technology will be able to capture much of the e-services traffic at source, because e-bases require that as a condition of licensing.

'Tweeting' is just one such method of gathering information. This mobile application could be designed to capture the relevant fields

that the library management requires for budgeting and staff resources management. The application would basically follow a simple database management structure. That includes time, nature of interaction, rough demographic data, and any library usage e.g. resources, programs, general information.

The number of people greeted, either through the website or during a physical visit to the Library, could also be captured in variety of electronic formats.

A summary of a tweet interaction can be created, providing valuable quantitative and qualitative information per transaction. This is in fact no different from previous statistics recorded manually by the information staff but it does provide interesting data that could be analyzed in many ways by the management such as the types of questions that teens are asking, the "topical" issues and concerns. Future library applications of *Flickr* and *Facebook* can also be tracked with application counters.

Summary of Data to be Collected at the Ajax Public Library

Quantitative Data

Most of the data discussed here focuses on performance - services and deliverables to the community. It is understood that operational data such as staffing levels, budget approvals, and budget spent, workflow data, some of which will be captured for purposes of the *ISO Customer Services* standard requirements, will continue to be gathered and reported as required.

The Manager of Integrated Resources and Systems will also need to work closely with all Library supervisors and managers to develop consistent definitions for each data group to be collected. Current data that is collected would be reviewed for its usefulness. As well, the Manager can review CULC definitions of data collected for consistent, comparative purposes.

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Some key data that is likely available and will continue to be of value follows. It is suggested that this data be reviewed for the last three years to determine any patterns. It is also suggested that the Manager of Integrated Resources and Systems ensures that all staff involved with data gathering share the same understanding of the data to be collected.

- circulation by format type
- holds and turnaround times from request received to delivery
- queries received/answered
- collection size
- collection items ordered and received
- number of active users // % population
- number of library programs by type
- attendance by program type
- collection responsiveness to user demands (turnover rates)
- customer queries and Library's responsiveness to them
- website usage.

It is proposed that this data be shown as a per capita measure and that a review be prepared that highlights what works and does not work in terms of the library and service to the public. This review will also identify other key data elements that the Library may wish to collect.

Based on the research presented, the *Master Plan* recommendations, and the growing need for presenting accountability information to the Town and the community at large, it is recommended that key data be captured and reported that reflects the recommendations of the *Master Plan*, e.g., usage of the Library by specific, target communities. It is strongly recommended that occasional surveys, either via the website or through other means be conducted to measure and evaluate areas where change is anticipated, to help develop new collections, services and programs, and to involve and market to the potential user group, e.g., survey older adults about current

collections, programs and services, their satisfaction and areas for improvement.

Quantitative performance data can raise a flag alerting the Library to shifts and changes in the service provided, in its relevance to the community, and changes within the community itself. The Library needs to study patterns in performance data where there are notable decreases or increases in collection/service usage, determine the reason for change, and develop an action plan to address these areas of operations. During this study, an overview of key performance indicators (2008; 2009) had been done of the Ajax Public Library. Two areas where statistics were tracking downward were: new members and number of programs. Reference queries and readers' advisory statistics are also low. It may be easy to say that lack of marketing and funding is directly responsible. Clearly these are most important.

However, there are a number of factors that affect changes, all of which need to be considered when studying pattern changes in performance indicators. Some of these include current opening hours, relevance of services to changing population, the community's use of other sources of information, migration to and dramatic usage of web-based services, both in the Library and outside, and staff scheduling as in the case of programming. While the number of programs has decreased, program attendance has been very positive.

Quantitative data is useful only to a point. It does create a comparative baseline year over year and speaks to some effectiveness of services overall. It does not necessarily or easily reflect internal operational changes or new ways of delivering services. Technology, for instance, has had a profound effect on the internal operations of libraries. How services were developed and delivered changed as did the way performance was measured. Of course, the impact of technology has now spread into all aspects of library services delivered to the community. Ironically, libraries are still challenged to explain to funders why traditional circulation statistics are not increasing dramatically when libraries know users are also accessing a lot of

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information electronically, consistent indicators for which are difficult to capture.

Libraries now rely on their Integrated Library Systems to track this critical relevant performance data. As these systems become more robust, more customized data gathering solutions are available to libraries. The key activities recommended for the Manager Integrated Resources and Systems is to:

- determine what quantitative data is or can be gathered electronically;
- ensure the data reflects what it is intended to reflect, e.g., collection age based on publication date;
- ensure the data is gathered consistently and reports generated regularly;
- determine how the data can be captured or programmed for capture (where no electronic mechanism is in place); and,
- ensure detailed website activity is also captured, e.g., number of users, when they use the website, data relating to where the user goes, the kind of information sought, analysis of questions asked of the webmaster, etc.

Qualitative Data

It is from qualitative, client-driven input that more important performance information can be gleaned. It is in this area where the new Community Development, Marketing and Communications Coordinator can work most beneficially with the Manager of Integrated Resources and Systems, by translating numeric data into more relevant, community-responsive data. Qualitative information can be retrieved by capturing the results of: user satisfaction studies, focus groups/interviews, service desk interactions and anecdotal information ('library stories'). This information can be compared to hard numeric data to determine if there is a shift in user requirements or perceptions of the Library.

A proactive strategy that the Library might adopt in creating an environment that values qualitative data is to involve the user in identifying what he or she values most in the services that are delivered. The Library is presented with an ideal opportunity as it develops new collections and services targeting newcomers, youth and older adults.

The Library has to also establish a consistent way of managing any complaints or ideas for new collections and services and to ensure that a response is returned to the user within a prescribed time. As an ISO library, Ajax Public Library has such a standard that needs to be promoted.

Accountability

Both quantitative and qualitative data need to be analyzed and the results "de-jargonized" and tailored for presentation to key audiences. The Town will look to the Library for reports that reflect, essentially, best value for tax dollars but also best community coverage. Personalizing this data on a per capita basis is particularly helpful.

The community at large will look at features of services that are convenient to their daily lives, such as attractive opening hours, a website and attendant services accessible 100% of the time, relevant and available collections and programs, knowledgeable and cheerful staff and full functioning facilities. Certainly cost effectiveness will be important to the community as well.

Capturing and presenting this data to the community is as important as the data itself. The Library needs to look at all vehicles for distributing this information.

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9.5.3 Quantitative and Qualitative Methodology Plan

The research described in this report suggests a number of qualitative and quantitative methodologies for consideration.

In essence, the quantitative and qualitative methodology plan for the Ajax Public Library consists of:

- assignment of process oversight and staff training in understanding performance indicators;
- review of current data collected and evaluation of how it's used and its effectiveness;
- key, relevant measures of current data gathered that will continue to be useful;
- identification of new data elements to be gathered;
- mechanisms to be created to capture accurate and comparative data;
- packaging of analyzed data;
- determination of target communities and ways of communicating the analyzed results; and,
- evaluation process of data elements and mechanisms to gather it and importance of that information to the community.

9.5.4 Recommendations for Quantitative and Qualitative Plan

Recommendation 88

Prepare a baseline report that measures the effectiveness of gathering existing data elements and the importance of that information.

Recommendation 89

Compile, through managers, an annual report of data and related services where usage or effectiveness has decreased, analyze the data to determine reasons for changes; create and implement a plan for addressing service shortfalls.

Recommendation 90

Review all mechanisms by which performance data is gathered. Where possible, develop an electronic way to capture as many relevant indicators as possible.

Recommendation 91

Ensure all staff involved with data gathering share a similar understanding of the data to be gathered. Review measures and outputs annually.

Recommendation 92

Update existing evaluation mechanisms and incorporate key elements into the ISO Customer Services standard to measure throughput and internal effectiveness measures in key areas of operations, through the work of the Manager of Integrated Resources and Systems, the Management Team, and the new Community Development, Marketing and Communications Coordinator.

Recommendation 93

Ensure the Library is capturing accurate and consistent data required by the Canadian Urban Libraries Council (CULC) on an annual basis.

Recommendation 94

Select key data that reflects the overall activities of the community in its use of Library resources and present this as a per capita value, e.g., per capita cost of library service; per capita circulation; and per capita attendance at programs.

Recommendation 95

Ensure the borrower database (count) is kept accurate and up-to-date, including a purge cycle of every four years.

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Recommendation 96

Revise registration and membership renewal form to gather potential marketing and evaluation data, expressed in general terms, e.g., age range, gender, key areas of interest, location preference, type of occupation, workplace location.

Recommendation 97

Create mechanisms or derive from existing sources data elements that will measure the type of services and collections and their effectiveness in serving specific targeted communities, (youth, older adults, newcomers, and commuters), in order to move towards a value and outcomes model of evaluation.

Recommendation 98

Discuss with representatives of target communities what the most important factors are that will guarantee a successful outcome for their library experience. Where possible, translate these factors into data elements to be gathered.

Recommendation 99

Ensure the Library presents its accountability report to the Board and Town Council on an annual basis, incorporating this data in clear, non-jargonized language.

Recommendation 100

Adopt a mechanism for tracking the progress of the work resulting from the *Master Plan* recommendations and other significant plans. Incorporate the *Master Plan* progress in an annual plan to Council and the community.

Recommendation 101

Work with the Community Development, Marketing and Communication Coordinator to develop qualitative measures of performance. Plan a cycle of customer surveys, focus groups and interviews in select areas.

Recommendation 102

Discuss creation of evaluation mechanisms with other Town departments to measure user satisfaction for products and services delivered to in-common target group initiatives, resulting in a holistic report from the Town to the residents regarding target communities, services, and successes.

Recommendation 103

Develop a mechanism to review data elements and the Levels of Service measures every five years.

Table 37: Qualitative - Quantitative Timelines

Item	Time
Designate Manager Integrated Resources to oversee Q and Q	Early 2011-2016
Prepare report on performance shortfalls and solutions	Early 2011-2016
Prepare baseline Q and Q status	Early 2011-2016
Develop ways to capture most data electronically	2011+
Review ISO Customer Service data elements	Mid 2011-2016
Express Accountability data per capita basis	ongoing
Revise registration form to capture potential marketing info	Early 2011-2016
Develop/track data elements to capture target community data	Early 2011-2016
Develop mechanisms to track <i>Master Plan</i> progress	2011-2012
Develop qualitative data gathering mechanisms	2011-2012
Study contracting out data gathering services	2011-2012
Discuss evaluation mechanisms used by other departments for in- common target communities	Early 2011-2016
Update library member database	Mid 2011-2016
Review revised and new data elements	Late 2011-2016

Section 10: Financial Plan

10.1 General Overview

10.1.1 Overall Operational Funding

The proposed *Master Plan* is ambitious but intended to move the organization forward to address information needs in line with the Town's projected growth and the demand for library services expected by the public.

Of note in the statistical review, the Ajax Public Library's overall operational funding levels are quite low: expressed in per capita terms when compared to 5 other libraries serving similar populations, both the overall per capital funding and municipal per capita funding is about 20% lower than these comparators libraries (*Table 8*). It is recommended that the Town work with the Library to study ways to increase this operational funding so that the Library can achieve its goals

10.1.2 Reserves

A common concern expressed by Councillors is that capital demands are frequently "ad hoc" and without pre-planning in some instances. By legislation, public libraries are allowed to keep reserve budgets. These funds complement and support development charges that are allocated to public library development. They also enable a matching reserve of funding to be available for any capital funding program from the two senior levels of government. Canada-Ontario Infrastructure program and other similar funding initiatives demand matching funding. As priority is often given to projects with matching funding in place, the reserve funds are of crucial importance. This enables time-sensitive budget announcements by all levels of government to move forward.

Reserves capture funds from a variety of sources including donations, grants, and budget savings from previous years. Many libraries that

keep reserves specify their intended use: technology improvements, special projects, and collection improvements. Reserves are particularly useful during times of change such as the implementation of master plans, or during the construction of new libraries. More importantly it also demonstrates planned fiscal responsibility to municipal leaders and to potential provincial and federal partners. It is suggested that the Ajax Public Library consider the establishment of Reserves accounts, whose funds will be specifically targeted to the implementation of *Master Plan* recommendations.

10.1.3 Recommendations for Funding

Recommendation 104

Review, at the Town of Ajax and the Library Board level, ways to increase overall operational funding levels, to be more in line with libraries of comparable size.

Recommendation 105

Consider the creation of reserve accounts within the Library budget, to harness any additional funds that can be applied to the implementation of the *Master Plan*.

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10.2 Capital Projects

Three Tables outline the projected Capital Budgets responsive to the *Master Plan* projects. They are organized by priority within three, five-year spans.

Table 38: Capital Projection Priorities, 2011-2016

	Years 2011 to 2016		
	Item	minimum	maximum
1	Upgrade ILS	\$ 85,000	\$ 85,000
2	RFID	\$ 295,000	\$ 325,000
3	Facilities Upgrade Redesign Study	\$ 10,000	\$ 10,000
4	Library System Space Assessment Study	\$ 30,000	\$ 50,000
5	New ILS Needs Assessment Study	\$ 20,000	\$ 25,000
6	Intranet	\$ 1,000	\$ 3,000
7	Collections Study	\$ 20,000	\$ 25,000
8	Additional public workstations	\$ 40,000	\$ 40,000
9	Facebook presence	nil	nil
10	Overall capital projection for 2011 to 2016	\$ 501,000	\$ 563,000

Notes on 2011 to 2016 projections

2 – RFID

Minimum based on a 2004 business case prepared by the Library. Added 30% to 2004 quote; RFQ required to obtain up-to-date costs.

3 - Facilities Upgrade Redesign Study

Costs for these renovations will be subject to the results of the study.

4 - Library System Space Study

The results of this study, proposed earlier in the five-year span, will tighten the projections of space needed, particularly for the new branch in the north and the expansion of the McLean Branch.

8 - Public Workstations

Projected costs are based on the standard of one workstation per 2,000 population growth, at \$4,000 per workstation. Add one workstation per year.

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Table 39: Capital Projection Priorities, 2017-2021

	Years 2017 to 2021		
	Item	minimum	maximum
1	Additional costs for new branch in North Ajax	\$ 780,000	\$ 3,900,000
2	New Integrated Library System	\$ 200,000	\$ 275,000
3	Increase number of workstations	\$ 20,000	\$ 20,000
4	Overall capital projection for 2017 to 2021	\$ 1,000,000	\$ 4,195,000

Notes on 2017 to 2021 projections

1 – New branch in North Ajax - Facility

Ajax Director of Finance presented estimates for a new branch, based on 10,000 SF. The *Master Plan* projects the new branch size to be 12,000 to 20,000 SF, an addition of between 2,000 and 10,000 sq feet. This will be confirmed by the Library System Space Assessment Study. These additional costs here are based on construction costs of \$300/SF and collections costs of \$90/SF, for an additional 2,000 to 10,000 SF, the figures used in original estimates. Accordingly an additional \$600,000 to \$3,000,000 for construction costs and an additional \$180,000 to \$900,000 for collection costs are proposed.

2 – New Integrated Library System

Estimate is provided here, to be confirmed subject to the Needs Assessment Study proposed in Years 2011-2016.

3 – Public Workstations

Projected costs are based on the standard of one workstation per 2,000 population growth, at \$4,000 per workstation. Add one workstation per year.

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Table 40: Capital Projection Priorities, 2022-2026

	Years 2022 to 2026		
	Item	minimum	maximum
1	Expand McLean Branch Library	\$ 2,340,000	\$ 5,460,000
2	Increase number of workstations	\$ 20,000	\$ 20,000
3	Master Plan 2027 to 2042	\$ 100,000	\$ 100,000
4	Overall capital projection for 2022 to 2026	\$ 2,460,000	\$ 5,580,000

Notes on 2022 to 2026 projections

1 – Expand McLean Branch Library

Although subject to Library Space Assessment Study results, an expansion of between 6,000 SF and 14,000 SF is proposed. Estimated building costs are \$300/SF construction and \$90/SF for collections. An additional \$1,800,000 to \$4,200,000 for construction and an additional \$540,000 to \$1,260,000 for collections are proposed for this expansion.

2 – Public Workstations

Projected costs are based on the standard of one workstation per 2,000 population growth, at \$4,000 per workstation. Add one workstation per year.

3 – Master Plan

New Master Plan process initiated for the next 15-year period.

Section 11: Implementation Matrix

11.1 Introduction

In preparing this *Master Plan*, the Consulting Team took note of some important patterns. In breaking out the recommendations over the next fifteen years, the Team looked at projects and activities within three, five-year segments and characterized them as described below.

11.2 Years 2011 to 2016

The theme that is prevalent in the first five years of the *Master Plan* is transition. This period will highlight both small and significant projects the Library will need to undertake to change, moving away from a library that mirrors a small, homogenous community to one that anticipates and addresses the information needs of a larger, growing and diverse community. Underlying the work here is the adoption of a strong community development and marketing infrastructure that will look outward, track, document, and assist in planning and delivering library services based on upcoming information needs.

It is this community development and marketing function, working with management that will be the catalyst to transform the internal operations and services from generic library collections, services and programs to targeted, community-specific services, based on demographic patterns, consultation input, and Town strategic directions.

While the Library will serve all community members as it always has, its planning and development focus for this *Master Plan* will be collections, programs and services to youth, (most specifically teens), older adults, newcomers and commuters. The Library collection is currently undergoing targeted de-selection in order to accommodate new and changing collections. A study of collection management and processes is proposed within this five year span to track the

effectiveness of the changes in collection development and in meeting users' needs.

This time period will also address the redesign of the current physical facilities of the Main Library and McLean branch to improve flow and space challenges and showcase the Library as a welcoming, community destination for Ajax citizens. Physical changes are also essential to improve accessibility for all users and prepare the facilities for user-friendly technologies.

These years will also be characterized by upgrading and maximizing the Library's technology infrastructure, planning for new self-serve options for users, (RFID and self-serve checkout stations), implementing a minor upgrade of the current Integrated Library System and developing and exploiting the tremendous opportunities afforded the Library by its website. The growing importance of technology and the services and tools it can bring to the Library environment, especially through its Integrated Library System, highlights the need for a study to address the Library's requirements for a future Integrated Library System.

A more effective and responsive performance measurement infrastructure will also be built in these first years, providing the Library with an opportunity to better inform the community and funders of the full range of products and services requested and delivered successfully by its Library.

Staff changes are expected over these years. The Consulting Team is concerned about the heavy reliance on part-time staffing to deliver this ambitious *Master Plan*. Training will be critical in all parts of the organization. Succession planning will be essential in these early years

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in light of the aging staff population and the requirement to recruit and attract key Library talent in a limited, highly competitive market.

An important Space Assessment study, recommended early within this timeframe, will greatly assist the Library as it plans for its new branch in the north, targeted for construction in 2016 or 2017.

11.3 Years 2017 to 2021

These five years will see many changes in the physical and technological infrastructure of the Library system.

Construction of a new community branch library in the north will dominate the early years of this phase. Not only will the construction and launch of the new branch result in tremendous change throughout the Library system, it will create opportunities to track the impact of this new branch on usage and services offered in the other locations.

It is anticipated that the McLean Branch will also need to expand its facilities, reflecting its local population growth. It is suggested that the Library work with the Town's Recreation and Culture Department in planning changes at this location, with construction targeted for 2021 or early within the next five year span of this *Master Plan*.

The future of the Pickering Village Library should be decided by this time. Will there be a role for this Library within the proposed arts and culture area of Ajax or, with the shift of libraries services and usage in other locations, will this branch be closed?

During these years, the Library will have selected and implemented its new Integrated Library System with new and improved service modules.

11.4 Years 2022 to 2026

The rapid growth of the Ajax community overall will require consideration of future library service points within the community. Town planning studies suggest that south Ajax will be experiencing more growth over these and the previous 5 years. Library development here will also need to be considered.

These years will also be the time to evaluate the effectiveness of this *Master Plan*. An evaluation of the new services and their usage over the lifetime of the Plan should be made much easier, using the performance measurement infrastructure set in place in the earlier years.

This will also be the time where the Library will need to study new and emerging communities, their information needs and new ways to serve them. Lessons learned in building and implementing the new products and services of this *Master Plan* will serve the Library well in creating its *Master Plan of 2026-2041*.

11.5 Implementation Matrices

An implementation matrix has been prepared that lays out the implementation timetable and resources, in five year segments, for this *Master Plan*.

These Matrices, *Tables 41 to 44*, are organized in four groupings; the first reflects ongoing or annual projects. The next three reflect the projects to be started and, ideally, completed within their respective five year spans; 2011-2016, 2017-2021, and 2022-2026. Within each span, the key projects/recommendations made throughout the *Master Plan* are organized by key Service Plans or areas within the body of the Plan, and within those, projects are roughly grouped in order of importance.

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The Triggers that lead to the implementation of specific recommendations, proposed and/or known Capital and Operating resources, are also provided.

Definitions used in Table 41, Table 42, Table 43 and Table 44

Key Service Plans

These reflect the individual Plans found within the body of the Report. They include:

- Information Technology
- Marketing and Communications
- Facilities
- Organizational Structure/Staffing (Staffing)
- Collections and Services
- Customer Services
- Quantitative and Qualitative (Q and Q)
- Financial

Triggers

These reflect the rationale or approval for the Recommendations.

Key:

COM IN	Community Input
RES	Research and Trends
STRATDIR	Town Strategic Directions
QI	Quality Improvement
ACC	Improved Accountability
GRW	Community Growth/Demographic shifts
ALL	All of the above factors

Implementation Matrices

Table 41: Implementation Matrix, Annual and Ongoing

Table 42: Implementation Matrix, 2011-2016

Table 43: Implementation, 2017-2021

Table 44: Implementation Matrix, 2022-2026

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Table 41: Implementation Matrix, Annual and Ongoing

Key Plans	Recommendation No.	Primary Report Section	Direction/Recommendation	Implementation Triggers(s)	Capital Costs	Operating Costs
			ANNUAL AND ONGOING PROJECTS			
INFORMATION TECHNOLOGY						
Information Technology	39	6	Ensure the website reflects the Library's vision, brand, and message. Undertake an annual comprehensive review of the website to ensure that it continues to meet Library needs with respect to content and functionality.	COM IN; ACC; STRADIR		
Information Technology	32	6	Provide additional training to staff in e-based resources to ensure that they have the knowledge and skills to integrate these resources into practice and to assist users with confidence.	COM IN; RES		
Information Technology	33	6	Provide orientation and training sessions for users on e-based resources, to maximize uptake and utilization. The training may occur in classroom or virtual settings.	COM IN; RES		
Information Technology	30	6	Review annually all subscriptions to electronic databases and services to ensure their cost benefit and use. Adjust subscriptions as required.	ACC		
Information Technology	20	6	Provide, from IT risk management perspective, robust staff backup for each of the ILS modules, to ensure depth of knowledge about the ILS.	QI; ACC. Risk Manage; Succession Plan		
Information Technology	38	6	Present, through the website, a virtual branch whose services replicate services provided at bricks and mortar locations, as far as possible.	COM IN; RES		
Information Technology	31	6	Provide value-added content on the website, including staff recommended external websites and electronic pathfinders that will enhance the user experience, with particular focus on Ajax-specific resources.	COM IN; QI; RES		

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Key Plans	Recommendation No.	Primary Report Section	Direction/Recommendation	Implementation Triggers(s)	Capital Costs	Operating Costs
			ANNUAL AND ONGOING PROJECTS			
Information Technology	35	6	Participate actively in the Town's website re-design project. Work closely, at the operational level, with the Town's Web and Social Media Coordinator on the development of the requirements for and the implementation of the new website.	COM IN; QI		
Information Technology	25	6	Implement a regular replacement program for public computers.	QI; ACC		
Information Technology	41	6	Provide ongoing training opportunities for staff to gain proficiency in word processing, spreadsheet, e-mail, and web searching.	QI		
QUANTITATIVE and QUALITATIVE						
Q and Q	93	9	Ensure the Library is capturing accurate and consistent data required by the Canadian Urban Libraries Council (CULC), on an annual basis.	ACC; QI		
Q and Q	99	9	Ensure the Library presents its accountability report to the Board and Council on an annual basis, incorporating this data in clear, non-jargonized language.	STRATDIR; ACC		
Q and Q	94	9	Select key data that reflects the overall activities of the community in its use of Library resources and present this as a per capita value, e.g., per capita cost of library service; per capita circulation; and per capita attendance at programs.	STRATDIR; ACC; QI		
Q and Q	103	9	Develop a mechanism to review data elements and the Levels of Service measures every five years.	ACC; QI		
MARKETING and COMMUNICATIONS						
Marketing and Communications	84	9	Organize weekly meetings between the Chief Librarian and Executive Officer and senior staff to ensure clear messages are shared and changes can be seamlessly implemented and tracked.	QI; ACC		

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Key Plans	Recommendation No.	Primary Report Section	Direction/Recommendation	Implementation Triggers(s)	Capital Costs	Operating Costs
			ANNUAL AND ONGOING PROJECTS			
Marketing and Communications	82	9	Ensure that the Library Chief Librarian and Executive Officer and Library staff actively participate on many Town Committees in order to gain and share insights and issues into long range planning for the Town and for the Library.	STRATDIR; ACC		
STAFFING						
Staffing	61	8	Ensure that all operational policy and procedure manuals and directives are up-to-date.	QI; ACC		

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Table 42: Implementation Matrix, 2011-2016

Key Plans	Recommendation No.	Primary Report Section	Direction/Recommendation	Implementation Triggers(s)	Capital Costs	Operating Costs
			PROJECTS FOR YEARS 2011-2016			
			TRANSITION PHASE, COMMUNITY DEVELOPMENT AND MARKETING			
FINANCIAL						
Financial	104	10	Review, at the Town of Ajax and the Library Board level, ways to increase overall operational funding levels, to be more in line with libraries of comparable size.	GRW; QI		
Financial	105	10	Consider the creation of reserve accounts within the Library budget, to harness any additional funds that can be applied to the <i>Master Plan</i> implementation.	GRW; ACC		
MARKETING and COMMUNICATIONS						
Marketing and Communications	72	9	Commit to creating a marketing environment, through priority-setting and resourcing.	STRATDIR; GRW; ACC		
Marketing and Communications Plan	87	9	Prepare, as much as possible, Library Board and Management response to the Master Plan and their intended actions.	ACC		
Marketing and Communications	77	9	Review and align, via this <i>Master Plan</i> , the Library Board's strategic directions with those of the Town that reflect shared philosophies.	STRATDIR;ACC		
Marketing and Communications	86	9	Roll out the final Master Plan to all staff through staff sessions, organized to share information and to gather concerns.	STRATDR; ACC		
Marketing and Communications	85	9	Provide all staff members with e-mail access.	QI		

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Key Plans	Recommendation No.	Primary Report Section	Direction/Recommendation	Implementation Triggers(s)	Capital Costs	Operating Costs
			PROJECTS FOR YEARS 2011-2016			
			TRANSITION PHASE, COMMUNITY DEVELOPMENT AND MARKETING			
Marketing and Communications	83	9	Review and discuss, within context of the <i>Master Plan</i> , the role of the Friends of the Library in assisting the Library in the delivery of the <i>Master Plan</i> , in key prescribed areas.	COM IN		
Marketing and Communications	75	9	Assess current services, programs and collections for the target markets through SWOT reviews, findings of <i>Master Plan</i> and stakeholder consultations.	STRATDIR;QI		
Marketing and Communications	74	9	Using some of the findings from the <i>Master Plan</i> , define the markets, through current knowledge of users, demographics analysis, and Town Council expectations, to show if or how well the Library meets their needs.	STRATDIR; GRW		
Marketing and Communications	73	9	Define the Library's current situation in terms of external and internal factors affecting the Library.	GRW; RES		
Marketing and Communications Plan	78	9	Prepare, through the Library's Community Development, Marketing and Communications Coordinator, a presentation, written in "Town" language, to be delivered by the Board Chair and the Chief Librarian and Executive Officer, presenting the Library's accomplishments that align with the Town's directions and the upcoming plans that will address the Town's strategic plans.	ACC		
Marketing and Communications	79	9	Initiate a reporting schedule through which the Library Board can report on the Library's progress in achieving its strategic plans. Prepare an annual report for distribution to the community, focussing on the progress of the <i>Master Plan</i> .	ACC		
Marketing and Communications	76	9	Prepare and confirm the Library's new Marketing Plan.	ACC;STRATDIR		

IMPLEMENTATION MATRIX

Key Plans	Recommendation No.	Primary Report Section	Direction/Recommendation	Implementation Triggers(s)	Capital Costs	Operating Costs
			PROJECTS FOR YEARS 2011-2016			
			TRANSITION PHASE, COMMUNITY DEVELOPMENT AND MARKETING			
Marketing and Communications	81	9	Prepare a process to assist the Council in selecting the best, most responsive Board members who can help advocate for and deliver the <i>Master Plan</i> .	ACC		
Marketing and Communications	80	9	Create a revised Ajax Public Library orientation plan and package for new Town Councillors.	ACC		
INFORMATION TECHNOLOGY						
Information Technology	17	6	Upgrade the Integrated Library System (ILS) from Horizon software to Symphony software.	QI; RES;GRW. Capital funds availability	\$85,000	
Information Technology	21	6	Prepare and submit a business case for the Town on RFID (Radio Frequency Identification for inventory control), for inclusion in the capital budget, as soon as possible.	ACC		
Information Technology	22	6	Select, within the earliest phase of the <i>Master Plan</i> , an RFID supplier and prepare a plan for implementation the following year.	GRW	\$295,000 - \$325,000	
Information Technology	23	6	Implement self-serve checkout at the Main Library and the McLean Branch within two years of selection of RFID vendor.	GRW; COM IN		
Information Technology	14	5	Incorporate more technologies such as self-serve checkout to improve circulation operations and ultimately Radio Frequency Identification (RFID) for collection inventory management purposes.	ALL		
Information Technology	36	6	Work with Town officials at the Chief Librarian and Executive Officer level around the issues of development funding and costs and on the need for and requirements of a website support agreement.			

IMPLEMENTATION MATRIX

Key Plans	Recommendation No.	Primary Report Section	Direction/Recommendation	Implementation Triggers(s)	Capital Costs	Operating Costs
			PROJECTS FOR YEARS 2011-2016			
			TRANSITION PHASE, COMMUNITY DEVELOPMENT AND MARKETING			
Information Technology	37	6	Address the future management of the website internally or through an outsourcing process within two years of <i>Master Plan</i> initialization.	COM IN; QI		
Information Technology	18	6	Conduct a needs assessment and undertake a tendering process to select a new Integrated Library System (ILS).	GRW; QI	\$20,000-\$25,000	
Information Technology	40	6	Investigate, with the goal of implementation, a formal Library presence on <i>Facebook</i> and a Library 'public service' blog, through the Library website.	RES; COM IN		
Information Technology	27	6	Re-organize the location of the Internet kiosks, locating the majority of units in one area on each of the first and second floors at Main Library, excepting those serving children and teens.	GRW; COM IN		
Information Technology	29	6	Review and remediate, as necessary, study spaces at the Main Library and at the McLean Branch for personal computing devices and Wi-Fi.	COM IN; GRW; QI		
Information Technology	26	6	Rationalize the balance between multi-purpose Internet and catalogue kiosks, such that there is a four to one ratio in favour of Internet kiosks.	GRW; QI; ACC		
Information Technology	28	6	Increase the number of public computing workstations, with the objective of moving to a standard of one workstation for every 2,000 population, over the lifetime of this <i>Master Plan</i> .	GRW; QI; ACC	\$40,000	
COLLECTIONS and SERVICES						
Collections and Services	16	5	Involve youth more proactively in the development and delivery of collections and services.	GRW; Research Trends		

IMPLEMENTATION MATRIX

Key Plans	Recommendation No.	Primary Report Section	Direction/Recommendation	Implementation Triggers(s)	Capital Costs	Operating Costs
			PROJECTS FOR YEARS 2011-2016			
			TRANSITION PHASE, COMMUNITY DEVELOPMENT AND MARKETING			
Collections and Services	5	5	Develop, with the assistance of the Teen Advisory Council and in collaboration with the Culture and Recreation Department Youth Advisor, more direct youth involvement in its Library, facilities redesign and program development.	ALL		
Collections and Services	3	5	Define and profile the interests of older adults in the Ajax community.	GRW; Research Trends		
Collections and Services	4	5	Develop, in collaboration with the Recreation and Culture Department, the Friends of the Library and older adult organizations within the community, more direct involvement of the older adult population in its Library, facilities redesign, collections, services and program development.	ALL		
Collections and Services	6	5	Create ambassador volunteer groups for older adult services and newcomers, to advise in the development of collections and services and to provide a welcoming presence to the Library.	COM IN		
Collections and Services	2	5	Increase the number of services and programs offered to newcomers, by incorporating input gathered from both the Diversity and Community Engagement Advisory group as well as information from the new settlement workers now resident in the Ajax Public Library's "Newcomers' Corner."	COM IN		
Collections and Services	10	5	Strive to adopt Optimal Opening hours, more in line with other community recreational facilities, and adjust current staffing levels to meet this plan.	COM IN		
Collections and Services	9	5	Develop and market library services to commuters, working in collaboration with other Durham Region Libraries.	RES		

IMPLEMENTATION MATRIX

Key Plans	Recommendation No.	Primary Report Section	Direction/Recommendation	Implementation Triggers(s)	Capital Costs	Operating Costs
			PROJECTS FOR YEARS 2011-2016			
			TRANSITION PHASE, COMMUNITY DEVELOPMENT AND MARKETING			
Collections and Services	8	5	Conduct a detailed study of collections and their management.	QI; ACC	\$25,000	
STAFFING						
Staffing	51	8, 9	Create and fill a position for a Community Development, Marketing and Communications Coordinator who will report directly to the Chief Librarian and Executive Officer. The Coordinator's responsibilities will include all facets of marketing the Library, creating a Library brand, and overseeing publicity.	STRATDIR		\$70,000/an
Staffing	57	8, 9	Increase staffing by 1.0 FTE to weed collections across the Library system, as a matter of priority. The FTE could be in the form of additional page hours and increased part-time staff or a combination thereof.	GRW		\$45,000/an
Staffing	58	8, 9	Create a system-wide Children and Youth Services Coordinator (1.0 FTE).	STRATDIR; GRW		\$62,000/an
Staffing	55	8, 9	Revise Public Services functions at the Main Library to transition towards client-driven services for children, youth, older adults and newcomers through specific staff training, through collection building with focus on content, and by meeting client needs.	STRATDIR		
Staffing	71	9	Create and deliver an all-staff training program on customer service tips and tricks, including specific strategies for working with youth, older adults and newcomers.	QI; GRW		
Staffing	56	8, 9	Add 2.5 FTEs at the Main Library to develop and to implement these new customer services. (see <i>Table 32</i>)	STRATDIR; GRW		see TABLE 32

IMPLEMENTATION MATRIX

Key Plans	Recommendation No.	Primary Report Section	Direction/Recommendation	Implementation Triggers(s)	Capital Costs	Operating Costs
			PROJECTS FOR YEARS 2011-2016			
			TRANSITION PHASE, COMMUNITY DEVELOPMENT AND MARKETING			
Staffing	65	8	Establish a vigorous training program to build skill depth and breadth that encourages staff to learn about and assume leadership in new service areas and that, in particular, addresses services to newcomers, youth, older adults, accessibility and new technologies.	QI; GRW		
Staffing	54	8, 9	Realign duties and systems functions in Integrated Resources and Systems to include: the development of an infrastructure that captures key qualitative and quantitative measures for all Library services; collection management processes including the physical management of collections (weeding; statistical analyses of collection usage); collection costs and vendor contract management); and, circulation functions and interlibrary loans.	ACC		
Staffing	12	8	Develop a Library intranet to improve communications.	QI	\$3,000	
Staffing	64, 65	8, 9	Prepare a succession plan for short-term and long-term needs.	QI; ACC		
Staffing	62	8	Ensure, from a succession planning perspective, that robust backup procedures are in place for the management and administration of the Integrated Library System and other IT functions.	ACC		
Staffing	63	8	Review recruitment possibilities for library technicians in key library positions during the life of the <i>Master Plan</i> , e.g., branch managers.	QI; ACC		
Staffing	66	8	Encourage staff to seek additional external skills training and upgrading, with or without compensation from the Library, to enable them to serve customers with more confidence and with a stronger technical basis.	QI		

IMPLEMENTATION MATRIX

Key Plans	Recommendation No.	Primary Report Section	Direction/Recommendation	Implementation Triggers(s)	Capital Costs	Operating Costs
			PROJECTS FOR YEARS 2011-2016			
			TRANSITION PHASE, COMMUNITY DEVELOPMENT AND MARKETING			
Staffing	64	8	Rotate staff among job functions (e.g., every 3 years), where feasible, to build depth and breadth of system knowledge, and to provide fresh perspectives to the individual communities the libraries serve.			
Staffing	52	8	Establish position of branch managers	GRW		
FACILITIES						
Facilities	42	7	Conduct a redesign study of Library facilities. Ensure that the re-design study addresses signage, shelving placement, sightlines, functional locations, service adjacencies,, aesthetics and accessibility.	GRW; CDM	\$10,000	
Facilities	44	7	Ensure optimization and implementation of accessibility items and measures as described in the 2005 <i>Premises Liability</i> report.	COM IN; QI		
Facilities	46	7	Conduct a Space Assessment Study, in order for the Library to confirm options and select the preferred facility model. As part of the Study, the Library should work with the Recreation and Culture Department to identify options for expanding the McLean Branch.	GRW; STRATDIR	\$30,000	
Facilities	45	7	Add approximately 25,000 additional square feet of library space in North Ajax by 2031, divided between the expansion of the McLean Branch and the proposed new Branch at the Audley Recreation Centre.	GRW; STRATDIR		
Facilities	47	7	Construct a new library branch at the Audley Recreation Centre in 2016. The branch size should be between 12,000 and 20,000 square feet, subject to a Space Assessment Study. Although its construction will be dependent upon funding, this facility should be a priority for the Town (i.e., by 2016 at the latest).	GRW; STRATDIR; RES	\$780,000-\$3,900,000 additional costs, based on Study	Subject to Study

IMPLEMENTATION MATRIX

Key Plans	Recommendation No.	Primary Report Section	Direction/Recommendation	Implementation Triggers(s)	Capital Costs	Operating Costs
			PROJECTS FOR YEARS 2011-2016			
			TRANSITION PHASE, COMMUNITY DEVELOPMENT AND MARKETING			
CUSTOMER SERVICES						
Customer Services	67	9	Review and confirm with the Library Board the Library's commitment to the ISO standard.	ACC		
Customer Services Plan	68	9	Create a Library Services Commitment Statement to be posted on the website and available at all locations.	ACC		
Customer Services Plan	71	9	Revise, update and adopt the Town/Library Levels of Services Framework to establish and monitor workflow at key service areas in the Library.	ACC		
Customer Services	69	9	Assign the oversight of developing and attaining the Library's ISO Customer Services standards to the Community Development, Marketing and Communication Coordinator.	ACC		
Customer Services	70	9	Revise the website to create a clear summary of services; a statement of the Library's governance model and how that relates to legislation and the Town; a clear Customer Services statement with seamless links to contacts and to a Customer Feedback mechanism and a FAQ section.	ACC		
QUANTITATIVE and QUALITATIVE	100	9	Adopt a mechanism for tracking the progress of the work resulting from the <i>Master Plan</i> recommendations and other significant plans. Incorporate the <i>Master Plan</i> progress in an annual plan to Council and the community.	ACC; COM IN		
Q and Q	88	9	Prepare a baseline report that measures the effectiveness of gathering existing data elements and the importance of that information.	ACC; QI		

IMPLEMENTATION MATRIX

Key Plans	Recommendation No.	Primary Report Section	Direction/Recommendation	Implementation Triggers(s)	Capital Costs	Operating Costs
			PROJECTS FOR YEARS 2011-2016			
			TRANSITION PHASE, COMMUNITY DEVELOPMENT AND MARKETING			
Q and Q	90	9	Review all mechanisms by which performance data is gathered. Where possible, develop an electronic way to capture as many relevant indicators as possible.	ACC; QI		
Q and Q	89	9	Compile, through managers, an annual report of data and related services where usage or effectiveness has decreased, analyze the data to determine reasons for changes; create and implement a plan for addressing service shortfalls.	ACC		
Q and Q	101	9	Work with the Community Development, Marketing and Communication Coordinator to develop qualitative measures of performance. Plan a cycle of customer surveys, focus groups and interviews in select areas.	ACC; QI; COM IN		
Q and Q	91	9	Ensure all staff involved with data gathering share a similar understanding of the data to be gathered. Review measures and outputs annually.	ACC; QI		
Q and Q	96	9	Revise the registration and membership renewal form to gather potential marketing and evaluation data, expressed in general terms, e.g., age range, gender, key areas of interest, location preference, type of occupation, workplace location.	STRATDIR; RES		
Q and Q	13	9	Craft a Framework within which to capture key performance indicators (Canadian Urban Libraries Council indicators) and use the Level of Services Framework document to monitor workflow based on pre- assigned performance levels.	QI		

IMPLEMENTATION MATRIX

Key Plans	Recommendation No.	Primary Report Section	Direction/Recommendation	Implementation Triggers(s)	Capital Costs	Operating Costs
			PROJECTS FOR YEARS 2011-2016			
			TRANSITION PHASE, COMMUNITY DEVELOPMENT AND MARKETING			
Q and Q	97	9	Create mechanisms or derive from existing sources data elements that to measure the type of services and collections and their effectiveness in serving specific targeted communities, (youth, older adults, newcomers, and commuters), in order to move towards a value and outcomes model of evaluation.	STRATDIR; QI		
Q and Q	95	9	Ensure the borrower database (count) is kept accurate and up-to-date, including a purge cycle of every four years.	ACC; QI		
Q and Q	92	9	Update existing evaluation mechanisms and incorporate key elements into the ISO Customer Services standard to measure throughput and internal effectiveness measures in key areas of operations, through the work of the Manager of Integrated Resources and Systems, the Management Team, and the new Community Development, Marketing and Communications Coordinator.	ACC; QI		
Q and Q	102	9	Discuss creation of evaluation mechanisms with other Town departments to measure user satisfaction for products and services delivered to in-common target group initiatives, resulting in a holistic report from the Town to the residents regarding target communities, services, and successes.	ACC; QI; STRATDIR		
Q and Q	98	9	Discuss with representatives of target communities what the most important factors are that will guarantee a successful outcome for their library experience. Where possible, translate these factors into data elements to be gathered.	COM IN, GRW		

IMPLEMENTATION MATRIX

Table 43: Implementation Matrix, 2017-2021

Key Plans	Recommendation No.	Primary Report Section	Direction/Recommendation	Implementation Triggers(s)	Capital Costs	Operating Costs
			YEAR 2017-2021			
			FACILITIES DEVELOPMENT AND NEW INTEGRATED LIBRARY SYSTEM			
INFORMATION TECHNOLOGY						
Information Technology	19	6	Implement the new Integrated Library System during the second five-year segment of the Master Plan.	GRW; QI	\$200,000 to \$250,000	
Information Technology	24	6	Incorporate self-serve materials circulation into any new branch facility at the planning stage.	QI		
Information Technology	28	6	Increase the number of public computing workstations, with the objective of moving to a standard of one workstation for every 2,000 population, over the lifetime of this Master Plan.	GRW; QI; ACC	\$20,000	
FACILITIES						
Facilities	49	7	Reassess the need for the Pickering Village Library in its current role and services offered, given the growth projections in the north and in the area surrounding the McLean Branch. Consider redirecting the services of Pickering Village Library to be responsive to the Town's efforts to revitalize this area, which is expected to emphasize the community's arts and heritage values.	STRATDIR; QI		
STAFFING						
Staffing	53	9, 8	Create a full-time branch manager at the McLean Branch by adding 0.5 FTE, topping up a part-time position; this position would be a library technician or senior assistant, trained on-site by senior managers and co-ordinators.	GRW; RES		\$29,000/an

IMPLEMENTATION MATRIX

Table 44: Implementation Matrix, 2022-2026

Key Plans	Recommendation No.	Primary Report Section	Direction/Recommendation	Implementation Triggers(s)	Capital Costs	Operating Costs
			YEAR 2022-2026			
			FACILITIES DEVELOPMENT AND EVALUATION PHASE			
FACILITIES						
Facilities	48	7	Expand the McLean Branch by 6,000 SF to 14,000 SF, around 2021, subject to the results of the Space Assessment Study.	GRW; COM IN	\$2,340,000 to \$5,460,000, subject to Study estimates	
Facilities	50	7	Monitor growth in Southeast Ajax and the need for expanding library services in this area; reassess during the next update of the Library <i>Master Plan</i> .	GRW; Demo shift; research trends		
MARKETING and COMMUNICATIONS						
Marketing and Communications	101	9	Conduct community wide focus groups to determine overall effectiveness of <i>Master Plan</i> , especially in reaching target groups.	GRW; ACC; Demo shifts		
Marketing and Communications	102	9	Working with Town departments, strategic plans, Planning and census data, determine future target community groups and the services they will require.	GRW; Demo shift		
Marketing and Communications		9	Prepare RFP for new <i>Master Plan</i> .	GRW/Demo shift; research trends	\$100,000	
INFORMATION TECHNOLOGY						
Information Technology	28	6	Increase the number of public computing workstations, with the objective of moving to a standard of one workstation for every 2,000 population, over the lifetime of this <i>Master Plan</i> .	GRW; QI; ACC	\$20,000	

Appendix A: Planning Context

This *Appendix* describes the Town of Ajax studies that have direct bearing on the strategic directions for the Library.

Ajax Forward: Official Plan Review 2010

There are four phases within this plan: Protect, Enhance, Restore-Environment; Vibrant Streets-Transportation; Quality Places-Growth; and Prosperous Economy-Employment. Although all of these will have impact on library services in the future, the latter two will be more important in terms of where library services should be available and the kinds of services that the Library can provide in support to its community. The Town population is projected to grow to 137,000 people by 2031, according to Town officials. Where development will occur is the role of the Official Plan. Areas considered for growth include the south near the Go station through intensification, possibly along the Highway 2 corridor, and development in the northwest where rural lands are available. Future Library development will align with development strategies; at present a branch is planned in 2016 in the northeast area of the community.

Town of Ajax Strategic Plan and Community Visions 2007-2010

The anchor document for the Council, all departments and Boards, the *Town of Ajax Strategic Plan and Community Visions* is the key link to future specific plans and actions. The Library factors within this Plan as well. The Community Vision Statement is:

- A vibrant and caring community where people and history connect;
- Surrounded by natural beauty where open spaces and unique landscapes set us apart;
- Rich in opportunity where ideas and innovation flourish; and,
- Experience it-Ajax.

Town of Ajax Integrated Community Arts and Cultural Plan 2006

All levels of government have come to recognize the importance of a vibrant arts and cultural presence in progressive and attractive communities. In this plan, this statement is highlighted as follows: “The government is encouraging municipalities to integrate cultural planning into their daily business and emphasize local arts, culture, heritage and libraries as they plan the future of their communities.” Accordingly extensive community consultation was undertaken and involved relevant committees and Boards, including the Library Board. A Strategic Plan was drafted.

What follows are the key Strategic Directions specific to the Ajax Public Library.

Goal: Increase and enhance the variety and diversity of creative cultural experiences and programs

- Develop and enhance an increased mix of arts and cultural offerings by Recreation Services, or in partnership with our community stakeholders, ensuring arts-oriented programming is planned and implemented through events and programs, including middle and older adult programs and event opportunities.
- Increase visibility and value of arts to youth in our community and expand opportunities; including working with existing youth agencies and centres, libraries, schools, drop-in centres, and creating programs to develop and support youth-driven art programs.
- Encourage local artists and performers by providing increased opportunities to showcase their talents.

APPENDIX A: PLANNING CONTEXT

- Provide multicultural events and programs by working with members of our community and multicultural organizations to serve our community and celebrate our differences through increased opportunities for Town-wide arts and cultural events in public places and spaces.

Goal: Provide and develop places and spaces for cultural and artistic activities throughout the community

- Expand opportunities to showcase art in public spaces, with particular emphasis on spaces for youth.

Goal: Improve communication and information resources to better market arts, culture and heritage in Ajax

- Facilitate centralization of promotion of Town arts and cultural events to provide one stop shopping for creative cultural opportunities within town facilities in promotional vehicles.
- Create a communications toolkit to assist community groups and individuals in promoting their events and activities.
- Forge stronger links throughout the town by engaging new residents through the creation of a comprehensive new resident guide

Goal: Strengthen alliances and partnerships for effective growth and development in order to facilitate greater community capacity building

- Develop an initiative to provide arts information to youth including opportunities for both active participation and audience attendance.
- Work closely with our arts and cultural stakeholders to strengthen communication and networking among service providers in order to foster stronger working relationships and stimulate joint initiatives.

- Promote and celebrate diversity through the arts including gender, culture and age, developing a culture of lifelong learning through strategic partnerships with schools, community members, town departments, library and arts organizations

Goal: Create an environment that encourages a thriving artistic and cultural community...a collective effort

- Enhance the climate for artistic creativity in our community.

Town of Ajax Recreation, Parks and Culture Master Plan 2008

Libraries traditionally align with Recreation and Cultural departments in their strategies and usually share similar audiences and age groups. It is therefore more common to see joint facility planning for community centres and libraries together.

The 2007 Master Plan for Recreation, Parks and Culture identified the need for a new multi-purpose, multigenerational facility, with the preferred location being in the northwest area of Ajax (corner of Taunton Road and Audley Road) that is currently undergoing tremendous growth. The Plan recommends development in two phases. The second phase suggests the incorporation of “other growth related facilities identified through future study”. It is generally held that a branch library would be one such facility.

This Plan recognizes the growing need for community meeting spaces. As well, creating age specific areas is a common theme appearing in many municipal plans and is recommended within this plan. In this case, it is recommended that attention be paid to youth as well as older adults. It is also suggested that consideration be given to creating a standalone youth leisure space.

The growing interest in arts and culture has led to the need to conduct further study with Ajax in this area. It is recommended that St. Francis de Sales Church be considered for holding community-level arts and theatrical productions, and that the Village Community Centre

APPENDIX A: PLANNING CONTEXT

become a location for a multipurpose, multimedia centre for the visual and performing arts.

Other strategies that are mentioned within this plan include:

- Providing Parkland and Trails
- Sports Field Development
- Employing Multi use Court Designs
- Improving Skateboarding Opportunities
- Developing Waterfront areas
- Other outdoor amenities

The Plan outlines a detailed approach to building partnerships and criteria for successful partnerships. These include:

- embrace common goals and audience
- address current and emerging trends
- align with the corporate vision, strategic plan initiatives
- align with departmental mandate and core services
- ensure there is legislative compliance
- provide cost avoidance or revenue enhancement to the department
- articulate clear deliverables with timelines
- address risk management considerations
- have ongoing communications and a strong relationship with the department
- sign off on terms, deliverables, and an evaluation mechanism depicted in an agreement
- hold flexibility to revisit the agreement
- understand as to how the agreement will be managed and a determination as to accountability and responsibility of each deliverable

The Library already enjoys an excellent relationship with the Recreation and Culture Department and is well positioned to grow further partnerships recommended in the Library *Master Plan*.

Town of Ajax Recreational Youth Spaces Study 2010

A critical demographic shared by both the Recreation department and the Library alike is the youth age group. The Town commissioned a study of recreational youth spaces that proposes the development of specific youth spaces, possibly a standalone facility. According to the youth study, this new space “should include a lounge (for drop-in activities, watching movies, homework etc.), music studio (rehearsal and teaching space for lessons and jamming; possibility for rentals), and computer room (use for homework, provides access to youth who may not have personal computers at home). In addition to offering a place for youth to hang out, new youth spaces and any retrofitting and/or redesigning completed on existing youth rooms should be planned with the consideration of enhancing the quality of life for youth not only through leisure but also through personal and career development opportunities”.

Some of these functions align with the kinds of services offered through the Library; therefore, partnering with the Library in the creation of these spaces will make sense.

One of the recommendations in this study is: “the establishment of Youth Planning Committees at each municipal youth space is encouraged to allow youth to contribute to the operation of spaces and/or delivery of programs while positioning the Town to act as facilitator in the oversight of municipal youth spaces”. The Library’s Teen Advisory Committee would be an ideal link to these Committees.

Town of Ajax Diversity and Community Engagement Plan 2010

This report was commissioned to assist the Town of Ajax in planning for its rapid growth especially in terms of new, diverse communities. The Town called upon dynamic community representatives to work with the consultants to cover all aspects of diversity trends and issues. The Plan sought the input of Town residents to determine what is required to create an “inclusive, educated, aware and welcoming” community.

APPENDIX A: PLANNING CONTEXT

The goal of the *Plan* is to ensure all residents have equitable access to:

- Employment Opportunities
- Programs and Services
- Community and Civic Engagement
- Neighbourhood strengthening initiatives

The report resulted in 51 recommendations. While many of these have implications for the Library in the future, here are those that are most relevant:

- Develop a diversity lens that could be used to identify and remove barriers in planning, developing, and evaluating Town (or Library) policies, services and programs.
- [Encourage] committees, senior management, and other relevant parties to expand further efforts in seeking out information on diversity (recent research and studies) and analyzing the finding to use the information for policy development and planning.
- Introduce measures requiring Town departments to be able to translate/interpret service provision summaries in the top five predominant languages other than English and French.
- Develop education and training programs to ensure all employees are fully informed and aware of the responsibilities and protections the *Human Rights Code* includes, as part of a proactive strategy to create fair and equitable workplaces where human rights are respected.
- Engage union, management, other employment group leaders and other resource people in the process of defining ways in which diversity issues could be examined in a non-threatening way and in a safe and secure environment
- Develop operational plans for each department to align with the key result areas of the *Diversity and Community Engagement Plan*

in order to ensure that each departments use the diversity lens in the delivery of service.

- Develop stronger connections to the lesbian, gay, bisexual and transgendered, and aboriginal communities, women's' groups and social agencies servicing persons of low income. Engage with the local and regional organizations to assess their specific programs, service and engagement needs, and implement collaborative approaches to become a more inclusive Ajax.
- Work with diverse communities to offer their respective traditional programs as part of the Recreation, Culture, Parks and Library programs offerings.
- Consider designating the Library system as a central information source and resource for community volunteerism.

Town of Ajax Economic Development and Tourism Strategy 2010

The objectives of this study are to:

- provide guidance and assist in informing Council and staff in matters relating to economic development and tourism;
- build on Ajax's strengths in creating new strategic directions;
- recommend a strategy to improve inter-municipal collaboration at the municipal and regional levels of government; and,
- develop actions and an implementation plan.

Demographic analysis revealed interesting trends:

- Largest demographic growth is in baby boomers (45-64) and a strong under 20 potential workforce;
- Visible minority population continues to grow; and,
- Largest employment areas for Ajax are: retail, manufacturing, health care and social assistance.

Ajax is experiencing a high rate of labour exports. The highest rate of growth in occupations and professions is in the fields of: social sciences, education, government service, religion, and health.

APPENDIX A: PLANNING CONTEXT

Based on the current performance of the Town, the following sectors should form the basis for its business investment attraction and expansion efforts in the future:

- Business Services and Information technology services
- Health Care and social services
- Wholesale Trade
- Sustainable Energy and Technology-Based Manufacturing
- Tourism

Part of the *Economic Development and Tourism Strategy* included a survey in which reference to the Library was made. In response to the question, “Please rate your level of agreement with the following statement: Ajax has a good overall mix of facilities, activities and events for residents and visitors to see and do”, positive comments included: great community centres, libraries and waterfront parks/trails, especially for residents the waterfront was a real highlight; events and festivals for seniors and youth, good facilities.

In response to the question, “ Please rate your level of agreement with the following statement: Ajax offers a good variety of facilities and support services for meetings, conventions and events, positive comments includes; “Great library facilities, one of a kind convention centre, community centres—seems like we have enough/they cater to the Town’s needs.”

Appendix B: Public Library Trends

The *Master Plan* relates many of the key trends in public libraries seen mostly in North America. *Appendix B* provides further information from different experiences around the world.

Public Library and the Community

Public libraries can be part of the solution to a number of community issues. Public libraries have the infrastructure, resources and program facilities to support community-wide programs.

The Sackville (Nova Scotia) Public Library developed a research study on youth. This research project evolved from a concern on the Library's part that all youth in Sackville be given every opportunity to reach their potential and live rich lives in their community. Gathering information on all the various programs and services available to youth in the community through this project will help the Library in the development of more collaborative efforts with other organizations to fill gaps in service to youth. Community youth engagement as a protector against criminal behaviour has become an increasingly important component of the Library's programming. The Library's *Open Mic* program is very popular as youth are invited to share singing, dancing, and other creative talents.

In Casper, Wyoming, the City Manager reported the public library has started to do prevention work to address two of that community's most pressing issues—drug abuse and high school drop-out rates. In Casper, the Library is involved in addressing two tough city issues—helping high school dropouts gain their GED certificates and providing space for a methamphetamine treatment program. Although becoming a partner with the public school system and the local drug rehabilitation service is not a traditional role for a public library, these partnerships enable the Casper Library to support two populations that negatively affect the local economy.

Dr. Lesley McTurk, Chief Executive, Christchurch City Council (New Zealand), sums up the transitory yet integrated role of today's libraries: "Libraries are busy information centres focusing on customers and offering a place to meet for friends for coffee, surf the Net and, of course, find the latest thriller. The benefits to our communities are well worth the ongoing significant investment. In the future, we anticipate even more innovation in the way libraries help create inclusive communities and centres for lifelong learning, fun and creativity."

Economic Impact of Public Libraries

Most North American libraries have put in free computer and Wi-Fi services and they have begun stocking DVDs and videogames in large quantities. With the recession weighing on them, "*people recognize what a great value the public library is,*" says Jim Rettig, President of the American Library Association.

U.S. libraries are experiencing a notable increase in library card registration. According to a new Harris Poll from Harris Interactive, released in September 2008, 68 percent of Americans have a library card, up 5 percent from 2006. Survey results indicate that this is the greatest number of Americans with library cards since the American Library Association (ALA) started to measure library card usage in 1990. The Boise Public Library reported a 61 percent increase in new library cards in 2008. Checkouts of books, CDs, and DVDs are up 15 percent at Modesto's (California) main library. In Boulder, Colorado, circulation of job-hunting materials is up 14 percent. Usage of the Newark (New Jersey) Public Library is up 17 percent. San Francisco library-card requests increased 27 percent in the last half of 2008.

Other than reporting these astounding increases in usage statistics, how else can libraries demonstrate their value? Libraries provide a high return on investment to local communities. Multiple studies show

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that for every \$1.00 invested, libraries provide an economic boost of around \$5.00 and are a key part of local government's vital role in the nation's economic recovery.

The Norfolk County (United Kingdom) Library has been even more aggressive and proactive regarding the potential value to users. *Balance the Books* is a campaign from Norfolk's library service that aims to encourage people to make better use of their local libraries and in doing so, to make serious savings. It is estimated that an average family could save around £50 a month borrowing instead of buying a range of items, including books, magazines, graphic novels, console games and new release DVDs. The campaign is described at: www.norfolk.gov.uk/balancethebooks.

The Head of Libraries at Norfolk County Council, said: "This is the first time we have highlighted the money-saving benefits that come from being a library member and we think it could be a real eye-opener to people. We're asking people to shift their spending habits in January to see how much borrowing from the library could save them in a month." The Cabinet Member for Cultural Services at Norfolk County Council said: "This is the perfect time for people who want to make some savings to start using the library. Although books are at the heart of any library, the services offered are so broad that I think everyone could find alternatives to the entertainment and educational items they buy in branches across Norfolk."

Technology and Service Delivery

Libraries are blending behind the scenes efficiencies and improved service delivery through technology. Most urban libraries have implemented self-serve checkout stations, releasing staff for more direct customer service such as "roving" library service. This direct interaction with the customer is a vast improvement to more passive customer service practices of the past. Here are some other service-friendly applications.

Online registration for various library programs is also now commonplace in Ontario public libraries. Many of these registration processes are linked to other city programs such as Parks and Recreation.

New York Public Library (NYPL) has created *Library Virtual Tours* to showcase individual libraries' unique features and collections. It experimented with software and image options that made the current web pages more dynamic and help to market all locations and collections across the three boroughs of NYPL.

Merging various applications has resulted in interesting offerings. Adelaide Public Library, South Australia, has a *Facebook* application *Adelaide Library* that allows search of the library catalogue through *Facebook* and which has a quarterly "e-zine". *Library Elf* is an Internet-based tool for keeping track of what's due, overdue, and ready for pickup. Users can keep track of one or more library accounts in one place and receive reminders. Reminders are sent when the user wants it -- before items are due (up to seven days advance notice, weekly notice or everyday reminders). Multiple card checking is one of the main features of *Elf*. All the library cards in a family, for instance, can be placed under a single *Elf* account.

Technology and Social Networking

A few other examples of interesting social networking projects follow.

Hennepin County Library in Minnesota has blogs for library news and teens, RSS (Really Simple Syndication) feeds built into the catalogue along with user reviews/comments, a *MySpace* account and Podcasts.

At the Memorial Hall Library in Massachusetts, the library director has a blog and the website has a wiki with accumulated collection of reference questions called *Andover Answers*, teen Podcasts, a *MySpace* page, and an online community calendar.

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St. Joseph County Public Library, Indiana, has a blog-based teen page where teens are able to submit book reviews. There are two blogs on building projects (one for staff and one for the public) designed to keep everyone informed on building progress. *Game Blog* is hugely popular and is used to promote gaming events in the Library and other gaming news. Sixty to seventy kids regularly attend gaming events. Online forums about gaming are moderated by staff, and the content is generated by teens.

Technology and Digitization

Here are a few more examples of digitization projects.

Ann Arbor Library produces *Ann Arbor Cooks*: an online collection of digitized cookbooks published by Ann Arbor churches and organizations. *Picture Ann Arbor*: users contribute to a growing virtual local history collection of scanned documents and images.

The Library of Congress started a pilot project on *Flickr*, with the purpose: “*To facilitate giving people a voice in describing content of a publicly-held photography collection*”. Such programs are also being developed in individual libraries as they start to make the vast local history resources available online. By promoting the materials online it enables people from around the world to contribute. From these initiatives further online forums and blogs arise specific to the subject.

Bruce County Library started to record the histories of local veterans. The Bruce County Virtual War Memorial has a listing of local veterans who died. The site links the names to records at the Canadian Virtual Memorial, providing access to digital images of photographs and personal memorabilia.

Technology and Professional Development

In recent years, Yarra Plenty Regional Library in Australia has offered Web 2.0 Professional Development Programs for companies and organizations. Clientele is varied and has included the State Library of Victoria, the Australian Tax Office, the Department of Human Services

and the School Libraries Association of Victoria. The library offers tailored Learning 2.0 programs, exploring the free online Web 2.0 technologies readily available today. It also provides *Access to online tutor through the library website*. Users select age and topic and are connected online in chat mode with ability to draw, which is basically an electronic whiteboard.

Technology and Marketing and Communications

Here are a few examples of technology applied to marketing library resources and services.

Denver Public Library provides an online form for regular e-mailing of newsletters on an impressive number of topics. The newsletters include *Best Selling Fiction: a monthly update on the top NY Times Best Seller List*; *Mystery Books: a monthly selection of mystery titles*; *Best Selling Non-Fiction: a monthly update on the top NY Times Best Seller List*; *Home and Garden: a monthly update on books for home decorating, remodelling landscaping, cooking*; and *Then and Now-Discover new books on history and current events*.

Denver Public Library offers syndicated news feeds of some of its web content in the RSS (Really Simple Syndication) format. RSS allows anyone with Internet access to keep up to date automatically with what is happening at the Denver Public Library.

Edmonton Public Library Instant Messaging (Chat) Reference: IM Reference launched in October 2007 using *Meebo*, an in-browser instant messaging program that supports multiple IM services. Hours of service are from 3 - 6 p.m. Monday to Friday. In total, staff fielded 79 chat questions ranging from basic circulation limit questions to in-depth reference questions, during the first two months of operation.

Reading

There are many initiatives in public libraries to support reading and literacy. These are some examples.

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In the United Kingdom, 2008 was the second Year of Reading in ten years with endorsement by the UK government. The program was based on the premise that without reading skills people cannot engage fully in society; they cannot benefit from the whole range of new technologies and learning opportunities; it is difficult for them to find meaningful employment; and it can make life socially and culturally isolating. Then British Prime Minister Gordon Brown launched the 2008 Year of Reading. An avid reader himself, he stated that *“It’s not just the joy of reading, father to son, or in the classroom, it’s also the benefits of reading. It’s probably one of the best anti-poverty, anti-deprivation, anti-crime, anti vandalism policies you can think of... Let’s set a big ambition for this year that we do have millions more people aware of the importance of reading, and thousands more people who can’t read, reading.”*

Summer Reading programs have been popular in public libraries for over a century and have been very successful in attracting children to libraries during the summer. The Seattle Public Library relates the story of Bill Gates as a boy determined to beat all the girls in the summer reading programs at the library.

Research shows that children who keep the reading habit through the summer do better when they return to school. New York State’s *The No Child Left Behind Summer Reading Achievers Program* was designed to encourage students in grades K-8 to read during the summer months and help prevent fall-off in reading skills during the vacation. Students who read 10 books over the summer received a variety of prizes, including free books and a Summer Reading Achievers certificate. Thousands of students at 11 sites nationwide benefited from the program. The outcomes of this program showed that with this program, participants showed no summer reading loss.

Services to Children

Some other examples of interesting Children’s Services are the Denver Public Library Secret Wonder Web children’s web site, <http://kids.denverlibrary.org>, an online educational, entertainment

and life resource. Similarly other websites for children include the Burlington Public Library for Kids and Tots and the Los Angeles Public Library.

One excellent website for children of all ages and parents is that of the State Library of Tasmania, Australia. Divided into sections, it offers a playroom for under-fives, stories, music, games, and links to a very interesting interactive Museum of Childhood. The site lets kids build an online toy, create a kaleidoscope, or complete a jigsaw puzzle.

Services to Youth

Recognizing the challenges of reaching out to teens, public libraries have adopted creative programs and services. Here are some examples.

Toronto Public Library opens the stacks of the library after hours to various youth concerts.

Denver Public Library teen web site, <http://teens.denverlibrary.org/>, *eVolver*, serves as an online educational, entertainment and life resource for the teens of Denver. The site includes blogs, *MySpace*, and reviews of multimedia.

Yarra Plenty Regional Library, Melbourne, Australia has a Youth Forum: *MySpace* and presence on *Facebook*.

Reaching youth is not just confined to technology applications. The Aarhus (Denmark) Public Library developed a unique service, building on the concept of Teen Advisory Groups. *Mindspot* is a library service for youth in Aarhus that offers concerts, gaming events, film marathons, instruction, and many other innovative programs. The unique application is in the division of library staff into “mindkeepers,” who talk to youth to find out what they think the library should be. Other staff are called “mindspotters” in charge of discovering trends and ideas. (*YouTube*, April 20, 2009)

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In the United States, National Gaming Day was held for a second year in November 2009. In 2008, 617 libraries and 14,184 players participated. In 2009, 1,365 libraries and 31,926 players participated.

Gaming is not relegated to youth groups only. The average age of the gamer is 33 and rising, but an estimated 80% of the population under age 34 has played a video game. Video games are becoming integral to the public library in terms of entertainment, culture, learning, literacy, and youth development. Although some question the value of gaming in the library, it is responsible to some degree for maintaining teen boy readership.

Once a month, more than 100 teens pour into the Rochester Hills Public Library in Michigan for games. Rochester Hills is one of dozens of libraries around Michigan and in Canada that offer video game events as a way to get pre-teens, teenagers and even adults through their doors. The library draws between 100 and 150 participants a month, usually teenage boys. The number of books checked out, especially in the teen area, increases on video game days.

Services to Older Adults

Oral history is returning as an important public library service. Here is an example of an interesting initiative.

The *Remember When* project is a Senior Week 2007 activity facilitated by the Ipswich (U.K.) Library. This program provides an opportunity for Ipswich seniors to reflect on and record stories of how life was lived and the major changes that have happened in their area. Seniors add to their knowledge of the Internet as the stories have been added directly to this purpose-built wiki site. The availability of these materials leads searchers from around the world to contact the library directly and the people who write the stories. The BBC did a similar project on World War II, which resulted in global online responses. Capturing these unique stories is important for more than the participants. In this age of disposable information courtesy of the Internet, these stories were added to the local history collection of the

library. Students use them for school projects. The stories, written by the people who lived the experiences, have added to the knowledge of the Ipswich area. Each story has been linked to relevant items in the existing library collection and to web resources if available. The library intends to create a booklet of the stories and hold it in the Local History Collection.”

The New York Public Library is integrating their programming for seniors into outreach services. Many NYPL branch libraries have started visiting local senior centres to talk about what the library has to offer, register people for library cards, and invite groups over for interesting programs and classes. They have also started bringing over Nintendo Wii equipment, which many libraries own and loan. Wiki bowling has proven to be one of the most popular activities at the centres, while a few other popular options are tennis, baseball, and golf.

The Kent (U.K.) Public Library organized a Holiday Classic Wiki Bowling Tournament open to any library. Libraries could enter as many as teams as wanted; each four-member team recorded its best-combined scores of the best two games bowled over a one-month period.

Two Arizona based projects illustrate this new movement: the *ReVentures* volunteer program at Scottsdale Public Library and the *Boomerang* project of Chandler Public Library. The programs feature different approaches and lessons learned. *ReVentures* is a program by the Scottsdale Public Library which offers opportunities for individuals from the community to use their talents to assist the library in meeting needs of the Scottsdale community.

Boomerang is a community initiative developed by Chandler Public Library that connects boomers with community resources for life planning and wellness, re-careering, lifelong learning, social connections, and community services. A virtual gateway to the “next chapter” of life, its focus is also on civic engagement. The results of the Boomerang initiative found that Boomers want and/or need to work.

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Boomers want to make a difference and chronological age is meaningless.

Services to Multicultural Communities

The New Immigrants Information Center is an innovative Internet website, developed by members of the *SkokieNet* Group at Skokie (Illinois) Public Library. The goal is to build community and provide helpful information for recent immigrants. As New Americans move into the community, the library is developing blogspaces and websites with useful links for specific ethnic groups with Chinese, Filipino, Indian and Russian links.

The Memphis-Shelby County (TN) Public Library *InfoBUS* is a mobile branch library dedicated to serving the county's immigrant and refugee population. *InfoBUS* service began in September, 1999. The 40-foot bus featured colourful graphics with the words "Library" and "Welcome" in Spanish, Chinese, and Vietnamese. It offered eight computers with Internet access as well as English as a second language (ESL) collections and foreign language collections. Staff included three bilingual librarians and a full-time driver/circulation clerk. In the first year, *InfoBUS* received nearly 6,000 customers, mostly at festivals, community fairs, church ESL programs, and ESL centres in city schools.

Public Libraries and Accessibility

Here are some more interesting examples of accessibility in public libraries.

People with disabilities evaluated the home pages of the top one hundred great American public libraries for accessibility. Of the one hundred libraries, seventy-four maintained web sites and only fourteen were categorized. Libraries with larger service populations were more likely to have accessible web sites.

An interesting example of the commitment to make its library accessible is found in Liverpool, UK, where the Liverpool Public Library has a wide range of services and equipment available with some

equipment for loan. Most libraries have audio books, large print books, subtitled videos, and audio described videos. Equipment includes magnifiers, bookstands, and easy-to-use CD and cassette players. Reminiscence items are used by staff in locations such as nursing homes as a trigger to help people share memories. Access Services has a collection of materials that can be lent to individuals or groups. Items include giant crosswords, old photographs, children's games and jigsaws. The library service invites input from members who are disabled. A Disabled Library Users Forum meets twice yearly to discuss library matters of interest to disabled users. **Library Link Door-to-door** provides a service to those who have difficulty getting to the local library because of age or disability and who are unable to use public transport. A free minibus provides door-to-door service to the nearest library.

Public Libraries and Community-wide Programs

Programs offered by libraries are as varied and different as the libraries themselves. Here are examples of interesting programs.

Booklovers Balls are held in the Denver Public Library and Toronto Public Library. The Toronto event includes well-known Canadian authors at each table.

Auckland City Libraries hosted a family history "lock-in" partnership with the New Zealand Society of Genealogists (NZSG). The event ran between 8 p.m. on Friday and 8.00 a.m. Saturday morning. Forty participants stayed overnight with three library staff and six subject experts from the NZSG. Serious research was done in a fun atmosphere, pizza was delivered at midnight. A first of its kind in New Zealand, the event raised the library's profile in the family history community and will be repeated annually.

Services to the Commuter

Public libraries have always provided services and programs to users without specifically targeting where they may live or work. Various forms of media have been used to support differing work styles and

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environments including the commuter. Talking books have now been replaced with newer more flexible technologies that perfectly match the needs of a commuter. The MP3 player, mobile phone, the car tape-deck, and mobile computing devices have now been addressed and supported by many public libraries.

Many Ontario libraries have now introduced *OverDrive* services which is a perfect service for commuters. Ajax has an opportunity to aggressively promote this service and encourage usage by commuters. *OverDrive* provides libraries with all the tools they need to create a digital library collection for download. Digital Library Reserve®, a web-based digital media platform, enables library customers to download popular digital audio books, eBooks, music, and video from the library's customized website. Kindle® readers are now available in Canada and the library could introduce a lending service.

However, the direct service delivery to commuters has not been historically widely supported. This is now changing and there are several examples of new service delivery models for commuters. There are several examples of public library programs serving rail commuters. Examples are found in the United States, Australia and the United Kingdom. In Sudbury, Ontario there is also library service supporting bus travellers.

The programs and services appear to fall into four major categories:

- direct lending service to the commuters through boxes or shelves of books;
- self- service vending machines;
- library support to commuting initiatives and programs by other city organizations; and,
- support to external commuters working in the city and using city services.

Category 1: Direct lending service to the commuters through boxes or shelves of books

Australia

Book Express in Gosford, Australia. The library specifically looked at providing services to non-users and increasing the library usage. The service *Book Express* enables rail commuters to borrow library materials as they catch the morning train.

- The mini-library service differs from normal public library service in that it is provided at 5.30 a.m. and is physically located outside of the library building. Usage and publicity has exceeded expectations and the library has produced a guide to what is needed to establish the service, the costs, how results are measured and alternative uses. The library recommends that minimalist libraries be considered as cost-effective alternative to doing nothing at all.
- In 2000 the library received a grant from the Library Council of New South Wales for a trial library service to commuters at Gosford and Woy Woy railway stations.
- This service has been called *Book Express*. It received substantial publicity from Council, including articles in *The Daily Telegraph* and *The Sydney Morning Herald*. It has also had interviews on Sydney radio stations and a daily television program.
- *Book Express* involves a librarian lending books to rail commuters four days per week at the Gosford and Woy Woy railway stations. As requested by Council the service commences each morning at 5:30 a.m. and ceases at 8:00 a.m. It was decided that the service would offer a range of adult paperbacks for a lending period of three weeks.
- It was intended to run the trial for a four month period April 17, 2001 and finish on August 17, 2001, and to review the service after two months. The service continues to be delivered.
- A portable library service visits Woy Woy and Gosford Stations from 5.30 a.m. - 8.00 a.m. The service is available at Woy Woy Station on Tuesday and Thursday, and Gosford Station

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Wednesday and Friday. It offers a selection of adult fiction paperbacks and DVDs.

- To use this service, an individual must be a member of the Gosford City Library. Membership forms are available from the Book Express stand on the stated mornings.

United States

An American example of this form of commuter service can be seen at the Port Washington Public Library. The library's service to Long Island Railroad commuters is provided on-site at the Port Washington station every Wednesday morning throughout the summer (weather permitting) from 7 to 9 a.m. from July through September. A collection of popular paperbacks forms the bulk of the collection. Users do not need a library card to borrow books, and are able to keep them for 14 days. After use the books are returned to the library table at the station on Wednesday mornings or to the library.

United Kingdom

A similar program but with a different approach has been started in London targeting commuters travelling by the London Tube (underground rail services). This program is not provided by the library.

Books are being loaned to commuters on the London Underground in a scheme aimed at giving readers an alternative to free newspapers. Novels are handed out free to commuters outside five Tube stations once a month in the *Choose What You Read* scheme. They are returned the following month or to a central London "drop" box.

Co-founder Alfie Boyd said: "Everyone enjoys reading a nice story rather than about a useless celebrity that no-one really cares about too much." He began the scheme with friend Claire Wilson to give commuters an alternative to the "tonnes [sic] of free newspapers dished out and thrown away every day."

All the books were donated to the scheme by the pair's friends and members of the public. Once they have finished each commuter is encouraged to add their name to a list of readers inside its cover before returning it. "*They don't generally get thrown away by people, they just go back into circulation,*" said Mr. Boyd. Books will be on loan outside Liverpool Street, Waterloo, Westminster, Euston and Paddington stations.

Canada

The Greater Sudbury Public Library introduced a service on local transit buses entitled "*Read, Ride and Recycle.*" The Library, in partnership with Greater Sudbury Transit, is offering transit riders some reading enjoyment whilst they ride the buses.

Category 2: Self- service vending machines

In California a very different and stand-alone model has been implemented using vending machine technology. Although initially targeted at commuters in the Bay Area using Bay Area Rapid Transit (BART) this application provides opportunities for service in rural areas and other difficult to serve locations.

Contra Costa County Library

The "CCL to Go" project, now branded *Library-a-Go-Go*, allows the Contra Costa County Library to provide service more in line with residents' expressed needs and preferences for faster, one-stop service at locations and during hours that are most convenient to them. Located in the fastest growing region in the Bay Area, Contra Costa County Library faces the challenge of delivering service to its communities without additional funds and without reducing services to the other community libraries.

- An additional challenge facing the Library is meeting the needs of county-wide commuters. With a population of over one million, Contra Costa County commuters number approximately 402,600. A 2001 article in the *Contra Costa Times* published a report on commute times stating that Contra Costa County workers have

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the tenth worst commute in the nation and the longest commute time west of the Mississippi River as well as the longest commute time in the Bay Area.

- According to 2010 projections produced by the Metropolitan Transportation Commission and the Association of Bay Area Government (ABAG), in states that today 40% of Contra Costa County residents – compared to 30% of all Bay Area residents – work in one of the eight other Bay Area counties or outside the region.
- These statistics point to two factors that reinforce the Library's decision for placement of the *Library-a-Go-Go* book dispensers: that commuters are traveling longer distances between home and work as new jobs and housing—particularly affordable housing—are becoming concentrated in far corners of the region; and that new residential developments are being constructed far from the region's mass transit lines which may provide the only convenient, open library access.
- Developed by a Swedish company Distec, the *Bokomaten* is a freestanding, automated book-dispensing machine that allows library members to borrow and return books and media using a library card. The automated library book dispensing system models many of the new service delivery choices that libraries are adopting that offer an innovative means to provide members with self-service options and that extend library service outside fixed library building locations.
- The Contra Costa County Library was the first to install this technology in North America. The Library has partnered with San Francisco Bay Area Rapid Transit District (BART) to install the first *Library-a-Go-Go* machine at the Pittsburg/Bay Point BART station. According to BART's fiscal year 2008 statistics, daily commuters from Pittsburg/Bay Point number 5,117 and although the station is at least 21 miles or greater from the reaches of Far East County, it is still the nearest rail transit line for both East County and Far East County residents.
- This *Library-a-Go-Go* book collection was developed with commuters in mind. Collection development staff selected popular materials to match the broad interests of those who live in East Contra Costa County but work in other parts of the San Francisco Bay Area. Multiple copies of popular and best-selling paperbacks were selected since, for technical reasons, the machine cannot dispense the size and shape of most hardbacks.
- The machine holds 400 individual books, and the collection consists of two to eight copies of approximately 150 titles.
- As a result of customer input, the Library now stocks the machine with smaller quantities of a more diverse range of titles. Customers have requested that more self-help, religion, and romance titles are included and recent orders reflect these desires.
- At any given time, 25% of the 400 books are checked out at this location. Collection Development staff observe usage patterns and refresh collection every three months so that regular users will be able to find new and engaging reading materials.
- Statistics indicate that peak usage occurs during the high commute hours between 4 p.m. to 7 p.m. and 7 a.m. to 8 a.m. daily. More than 60% of daily activity on the system occurs during these timeframes. Circulation is on the rise as well as more people hear about the *Library-a-Go-Go* service from the Library's marketing efforts and in local media.
- The Library launched the *Library-a-Go-Go* service in May 2008 and during the first four months of service, 324 new members were issued a library card on-site at the BART station.

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- Two days a week, at peak commute times, the library puts a community outreach librarian on-site to answer questions, help commuters use the machines and sign people up for library cards. Using a laptop and broadband to access the Library's circulation system, staff at the information desk can provide new members immediate access to the service. The on-site information desk will continue to be staffed two days per week during peak commute times to issue new library cards, answer questions.
- Through January 2009, about 1,400 books were circulated and more than 800 new members were signed up. A survey revealed that 73 percent of users consider the *Library-a-Go-Go* machine as their main branch. With the success of the program, the library is on track for three additional installations in 2009: one in a shopping center, and two in other transit stations.
- Customer feedback:
 - many find the machine easy to use;
 - most love the new service and are looking forward to more installations.
 - customers who need guidance on using the machine are getting help from staff at an on-site information table that is staffed two evenings per week.
 - customer feedback has been helpful in allowing the Library to make changes to directional information and collection content to better serve these members.
- Results:
 - after four months in operation, 324 residents who did not previously use library services signed up for new library cards.
 - *Distec* made configuration changes based on customer feedback. The machines can now store data if and when they go offline and upload the data when back online.
 - *Distec* changed user interface to show each unique title rather than every item and the system now allows users with blocked cards to return books through the machine.
- *Distec* is investigating if the machine can be configured to allow for a single login at the point of checkout or check-in. This will allow customers and non-members alike to browse the collection before deciding to check something out or to sign-up for library membership.
- A remote camera was installed to allow closer monitoring of site malfunctions for faster troubleshooting.
- The Library has been working with BART to place a third machine.
- User survey:
 - conducted using both a paper survey handed out at the Pittsburg/Bay Point BART installation and an electronic format available on the Library's website, ccclib.org. A total of 54 people completed the survey.
 - Some findings include: 84% rated the service as excellent; 64% reported that they use the service at least once per month while 26% reported usage 3 to 4 times per month. The majority, 76%, said they usually check out only one item per visit and 67% said they use the books primarily to read during their commute.
 - The Library also found that most users, 73%, use only the *Library-a-Go-Go* machine as their main "branch" and the same percentage (73%) said they usually find books; 27% of users reported they use both the machine and community library and they found the machine easy or very easy to use.

Category 3: library support to commuting initiatives and programs by other city organizations

Libraries are providing a variety of support to commuters beyond "*books at the station*". Another approach is focused on the information and partnership role of the library in the community and working with other community groups to promote commuting services such as van pooling.

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CommuteInfo is a program of the Southwestern Pennsylvania Commission, operated in partnership with transportation management associations, transportation providers, businesses, and non-profit service organizations throughout Southwestern Pennsylvania. Much of the program planning is done through a set of committees which help support the work of the *CommuteInfo* program staff.

The Norwin Public Library partnered with *CommuteInfo* to provide information services for the commuters. The cooperative program was held from 10 to noon on Saturday. One of the *CommuteInfo* vanpool vehicles was at the library for visitors to “tour”. The library also had staff available to discuss the services they provide and the new Learning Express Library. Representatives from Westmoreland Transit were also on site to answer specific questions about local, as well as commuter, bus service.

Category 4: support to external commuters working in the city and using city services

This report has concentrated on options for library services to commuters who may be residents in the community. Libraries also face the issue of what to do for commuters who do not live in the community but travel to work in the community.

In the United Kingdom, concerns have been raised that libraries should do more to support commuters who work in a city but do not live there. What responsibility, if any, does that community have? In Ontario, public libraries have developed joint service agreements and “out of town” user fees are common but there are no overall standard policies. In London UK, Camden Borough has been criticized for not providing support and services for the massive influx of commuters on a daily basis.

A 1999 study (*CPLUG Research Report No.3 Camden’s use of CIPFA Library Statistics prepared by A. Templeton*) outlined the need to include the numbers of commuters who are working in Camden and using the libraries in order to more accurately assess the true cost of

library service. Best Value Comparisons Activity evaluation used by municipalities is based on Chartered Institute of Public Finance and Accountancy (CIPFA).

A recurring decision by Camden (U.K.) Council to reduce expenditure on Library services has been based on the fact that Camden spends more than the average inner London borough on its Library Service. Critics of this decision note that there has been no mention of the Council's (statutory) obligations to the commuting workers in the borough in calculating the inner London comparative costs. If these numbers had been considered then the Council would not be reducing the Budget on an annual basis. Although there are other administrative and political factors in Camden, not least recurring management/ union conflicts, there are concerns that perhaps this may be an issue for central government to provide additional funding support.

For the future, the rapid growth of Social Networking applications will enable the Ajax Public Library to provide a variety of information services which could be easily targeted at the rush hour commuters. In addition the opportunity to loan or rent *Kindle* or similar reading machines may be something that the Library could investigate as a new service to commuters.

Public Libraries and the Disadvantaged

Here are a few examples of programs offered in public libraries to the disadvantaged:

A guest on *The Montel Williams Show* related that she was homeless, pregnant and close to suicide when she stumbled across Jack Canfield's first book, *Chicken Soup for the Soul*, at a library where she had sought refuge from the cold. "I picked up the first book I could get to and went and hid behind the microfiche machines to read because I didn't want to get kicked out." She says that the book enabled her to turn her life around; today, she is a counsellor and public speaker who

APPENDIX B: PUBLIC LIBRARY TRENDS

works with the homeless. She's also working with Canfield to open Chicken Soup Kitchens. (*Columbus Dispatch*, April 2, 2007)

The San Francisco Public Library has developed successful approaches in cooperation with the City and with various social service agencies. The programs were developed in response to increased usage of the library by homeless and/or mentally ill customers as a shelter and hangout and by the problem behaviours often perceived to be caused by them.

San Francisco's Department of Public Health's Homeless Outreach Team (SF HOT) partnered with the San Francisco Public Library to identify the needs of homeless library customers. SF HOT then designed and implemented a program of service that connected to appropriate City health and human services (including Community Behavioral Health Services) those at the Central Library who were in need of housing, mental health, and recovery services.

The San Francisco Homeless Outreach Team (SF HOT) was formed by Mayoral request in May 2004 as a multidisciplinary outreach effort to the chronically homeless population of San Francisco. It was an unprecedented collaborative effort that crossed city departments and community based organizations. Two experienced SF HOT outreach workers are in the Library half time. They review patron and staff survey responses; observe patron behaviours inside and on the

perimeter of the building; and talk with staff about how the public uses the building. They rove inside the building hoping to attract those interested in getting off the streets. *San Francisco Homeless Outreach Team* printed on the workers' jackets encourages customers to approach them.

Appendix C: Consultations

This appendix provides more detailed information from the internal consultations.

C.1 Summary of Comments from the Mayor, Town Councillors, and Staff

The Mayor

- Employment, growth of the diverse community, and the need to meet the needs of the commuting community are important for the Town.
- Library needs to measure and monitor the importance of technology in its future and its impact on the need for more physical space.
- Creating dynamic partnerships with the diverse community is crucial—use of settlement workers in the Library is an option.
- Need to discuss the governance model of the Library with the Town to explore ways to align shared goals and actions.
- Library needs to extend its outreach activities, improve its marketing, review its hours of operation, and explore more partnerships, e.g., Archives and Arts and culture.

Councillors

- Biggest issues include high growth especially in the north, arrival of more young and diverse families, and need to ensure accommodation, ESL, and employment.
- Library needs to connect more closely with the Town, more information, and orientation sessions for Councillors and Town staff.
- Library has a key role in helping newcomers integrate in the community through resume-writing workshops, ESL classes, and conversation circles. Settlement workers may be the catalyst, all to help create a more welcoming presence.

- Older adults always support the Library and will factor largely in the future.
- Empty nesters with more time may want a variety of library resources to keep active to support home base businesses, recreational reading, programs and genealogical research.
- The new Main Library is a key asset; creating specifically designated areas will be ideal, e.g., teen area with tech room, large screen TV, comfy areas, café, and bookstore.
- Library needs to look at hours such as opening Friday nights and Sundays at all locations.
- Some Councillors differ on the need for larger branch facilities; consider possibly a shared facility in the north.
- Library needs to ensure optimal customer service skills are in place, making sure staff is more approachable for the public.
- Book signing opportunities by local authors would be very attractive.

Town Senior Managers

- Biggest issues facing Ajax in upcoming years are rapid and diverse growth and employment.
- There are tremendous opportunities for the Library to assist the Town and the community by:
 - aligning its work and priorities to those of the Town;
 - building on current broad community engagement and linkages;
 - promoting the Main Library more;
 - marketing and promoting all aspects of the Library's strengths including computers, collections (especially its multilingual materials), programs, locations throughout the community;
 - working through more partnerships with the Recreation Department, the School Boards, seniors groups and organizations; and,

APPENDIX C: CONSULTATIONS

- developing a “made in Ajax” facilities plan.

Priorities for the future include working more closely with the Town, help in the Town’s agenda to “build neighbourhoods”, create more partnerships with diverse community groups and with the Town’s Archives.

The Library will need to address its challenges that include:

- need for more computers, self help technologies;
- lack of marketing and awareness of the Library and what it offers to the community;
- need to update the Library message to attract all, make the Library more fun;
- facilities overcrowding, layout and design, making the facilities more welcoming for all age groups to create a true community space; and,
- address some functional issues with circulation and information desks at Main.

C.2 Summary of Comments from the Library Board

Prior to Board input, the Consultant prepared a summary document outlining the latest trends in public libraries. These trends were captured under the following headings:

- Information “My Way” through technology
- Economic Impact of Libraries
- Reading and the Community
- Marketing the Library
- Serving new and different communities
- Exploring Partnerships
- Library as a Community Space.

The objective of the Board workshop was to:

- gather input from these representatives of the community;

- identify key political and planning opportunities and challenges for this *Master Plan*;
- secure support for the planning process; and,
- share and project a vision for library services.

Board members were asked to share their opinions about the unique environment that is the Town of Ajax and its impact on the development of future library services. Through a rich and lively discussion, the Board offered these key points that aligned well with most of the key library trends.

Marketing the Library

The topic of marketing the Library dominated most of the conversation. The Board wants to know how the Library can reinvent its message in order to promote all of the things the Library does. A consistent message that builds on the Library’s credibility is needed that assures the community that the Library is still a primary source of information about everything from local issues to recreational reading. Retail models for marketing and promotion need to be explored

Library as Community Space

Part of a strong marketing message is the role of the Library within the community. The Board shares Staff opinion that the Library is the most important public space in the community. Why? The Library serves all people, welcomes newcomers, and is open and accessible more hours than most public facilities.

That said, as a community space, the Library needs to reinvent itself to meet new and upcoming demands. The Library should include a Café, more quiet spaces and group study space. Future library planning may want to consider the importance of one stop shopping, locating any future libraries adjacent to other community spaces such as a theatre, cultural space, or community centre. Perhaps the Library should explore the idea of offering select municipal government services on the weekends when the Town Offices are closed.

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The Board observed the need for at least one additional branch in the northeast and possibly another in the southeast.

Exploring Partnerships

The Board has supported and endorsed the various partnerships that have involved the Library. The Board sees the value of extending these partnerships in the community as a strategy to improve awareness of its services. Given the projected intake of new immigrants into the area, more collaboration with CIC and Social Planning Council to locate settlement workers within the Library would be beneficial.

Building on the success of the Battle of the Books, other partnered events with the Town are strongly encouraged. The Library Board does participate with various planning activities with the Town providing input into the Town's *Official Plan, Youth Study, Transportation Plan* and the *Cultural Plan*.

Growing partnership opportunities with schools is critical. The Homework centres at the Library are an example of an ideal partnership that can be extended by creating a gateway between the Library and schools' electronic services. Other partners in the community might be solicited to help with these kinds of partnerships such as Retired Teachers of Ontario or members of Junior Achievement.

Serving New and Different Communities

The Board is particularly attuned to the various community sectors it now serves. Members recognize the need to plan and develop more services for newcomers through partnerships and more services for children and youth.

This conversation, however, focused on how the Library can better serve older adults (defined as people 50 and older) as this is the fastest growing demographic in the country. The Board would like to see a concerted effort made to target the development of collections and services towards meeting the needs of this dominant group.

C.3 Summary of Comments from the Friends of the Library

The Friends of the Library group was asked to respond to a variety of questions.

What can the Friends of the Library group do to help the Library meet its future potential?

The Ajax Friends of the Library group has been very successful in fundraising and helping to raise the profile of the Library. It was responsible for raising a substantial amount to build the new Main Library.

- Its efforts have covered nearly all aspects of the Library's work; funds for a van (for shut-in services), overhead projector, computers, visual art, books, brailled labels, book bags, landscaping and the ongoing book sale.
- Friends of the Library operate a very successful film program that attracts a lot of people.
- Friends of the Library propose continuing to do the same things in the future, meeting the Library's needs that cannot be met through regular funding.
- Friends of the Library have already started to collect funds for the construction of the new Library branch.
- Advocacy will be an even more critical role for Friends of the Library, especially during an election year.

What does the Library need to do in the future?

- The Library needs to create even more strategic partnerships such as with the school boards.
- The Library needs more school board representatives on the Library Board.
- The Library needs to align more closely with the arts and culture community.
- The Library needs to make sure it is not forgotten; the Friends of the Library note that even within the next five years, there will be even more pools and community centres.

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- The Library needs to ensure that youth have a major place in the future Library; to do so means making the Library more user-friendly.
- The Library needs to review its hours and see if longer hours are possible.
- The Library needs to market more and better— One suggested marketing message is: “What can I save per year by using my Library?”

What facilities should the Library consider in the future?

- A library branch in the north is critical.
- A shared one-stop shopping library is attractive to most Friends of the Library, but not all.
- Some would like a shared library facility that would include a seniors’ centre.

What challenges does the Friends of the Library group face?

- Recruitment is difficult as so many people volunteer in so many activities.
- Recruitment may be facilitated by creating one major project such as a fundraising campaign for a new branch.

What characteristics do Friends of the Library and future Friends of the Library need to possess?

- Love of reading (or listening)
- Passion for the Library as a community organization
- Appreciation of all arts and culture
- Youth – a connection with youth
- Need to be comfortable with fundraising

C.4 Summary of Comments from the Teen Advisory Council

Fourteen members of the Teen Advisory Council of the Library, many from diverse communities, met with the Consultants to discuss what they like about their Library and what they think is important about planning the Library in the future.

Conversation was open ended. Here are some of the important points revealed at this meeting:

Activities in the Advisory Council

Volunteer activities involve helping at key public events such as multicultural events, Christmas parade. They provide assistance in handing out things, serving food, and helping with furniture. They did create and “staffed” exhibits for the multicultural events. They do not assist in providing ideas for collection selection or program development although they would be very interested in doing so.

Why do they come to the Library?

In addition to volunteering for the Library and some of its events, these teens come to the Library mostly to study and to have a quiet space to meet and hang out. They do research and homework, enjoy the quiet place in contrast to their homes, and they like the washrooms.

How important is technology to these teens?

In the area of technology and its use, most of these teens use the Internet and the preferred communication vehicle other than the phone is *Facebook*. A few of the teens do not care for *Facebook* due to privacy issues. Most do not like or use *Twitter*; one was heard to ask why *Twitter* when you have *Facebook* etc. Some suggested that there are too many products for doing the same thing. They want things to be simpler. None of these teens reported that they blog.

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Some mentioned the fact that books are still an important part of information; some like the emotion that books elicit versus having a DVD or computer program “tell you” how to feel. There is a sense that books let the reader use one’s imagination to create the pictures and feelings. This group assisted in the development of the beta website and are gradually contributing to various parts of it; they like the “ownership” of this work.

What would they do to change the Teen area in the Library?

They have concerns about the current teen area, finding it boring and uninspiring. When asked to define and create their own teen area, this is what they recommend:

- MORE COLOUR;
- Comfortable chairs, a couch, bean bag chairs;
- A defined, designated area like Toronto Public Library;
- More computers, listening and viewing areas, TV screen;
- An area that allows some noise; and,
- More collections like graphic novels, Manga and anime.

How well does the Library meet their service needs?

They have concerns about current services but more specifically customer service; they do not find the front desk staff friendly or approachable to anyone. They want to see younger, more enthusiastic staff that are willing to help them. (One teen had a very negative experience when trying to navigate the current website with the assistance of a staff member).

When asked if any of them had tried to download books, they did not know the Library had them and, they do not know how to download them.

What kinds of programs would they find interesting?

They are VERY keen to see the Library create some programs and would be happy to assist in organizing them. When we mentioned that some libraries had gaming tournaments, Wii events or Dance, Dance,

Revolution, they were, without exception, VERY Enthusiastic! They felt that programs like these would definitely attract more teens to the library.

Do or would your friends use the Library?

When asked if their friends use the Library or would use the Library, they were very certain that they would not; the Library’s image of just old books prevails. The less than friendly front line service is a big issue. The group highlighted the need for the Library to recreate its image and do some new and exciting things that will bring in more teens

C.5 Summary of Comments from Library Staff

The Consultants met with groups of staff to discuss trends in public libraries and to solicit their input regarding the Library’s state-of-readiness for change. Specifically, the intent of these workshops was:

- to gather input from the front-line staff and management about current and future services;
- to secure support for the planning process; and,
- to share and project a vision for library services.

The Consultants shared current information with staff about trends and best practices in public libraries:

- Information “my Way”—the future of technology in library services;
- Economic impact of public libraries in today’s economy;
- The importance of marketing the Library;
- Serving new communities; and,
- Exploring partnerships.

Information My Way

Staff believes that there will be increased use of technology and related services in the future, such as chat reference and services delivered via the Internet, all accessible remotely and on site. At the

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same time, with current economic conditions, people who are seeking work and who do not have Internet at home will rely more on these services through the public library. Also staff sees the benefits of adding office technologies to library services such as public scanners, coloured printing, and fax services.

At Ajax, staff believes technology presents the biggest challenge, and is the Library's biggest weakness in terms of infrastructure, hardware, web presence, marketing, services, and products. There are not enough public workstations, equipment is outdated for both staff and public use, and the web presence is dated. Common office technologies such as colour printers and scanners are not available. Staff training is limited and there are few public classes in the use of the Internet or databases offered by the library.

New and popular products and services such as *OverDrive* are now offered at Ajax; however, staff believe that marketing this successful product has not been as proactive as it might have been.

Social networking is not available to users. Gaming is a hot service now, and again, the Library is limited in what it can offer due to the inadequate number of workstations.

Off-site access to information of marketing events would be vastly improved were a Community Information module available to the public.

Economic Impact of Libraries

The Library's presence and role in the community will increase due to changes in the economy, the need to help integrate new Canadians, and the growth of an older, retiring population that has always been a large user group.

Staff at Ajax is now observing the shifts in user patterns of library services due in part to the recent economic downturn. They comment that the public are now looking to the Library for products and

services they might otherwise have purchased or obtained from other sources. Borrowing books and multimedia is even more important now. Users have been heard to say they are cancelling personal subscriptions and even Internet service at home in order to save money. The Library is now their source of these services.

More people are using job seeking resources, newspapers, and online resources. There is greater reliance on free activities and programming for at-home caregivers and families.

The Importance of Marketing

A critical and interesting discussion topic, staff is keenly aware of the competition in the community in terms of entertainment and the availability of information in all formats. They are concerned that the Library is falling behind in marketing all of the traditional as well as new services adequately and effectively. Ideas about outreach to various groups are plentiful but the resources to do so are not. There is no longer a position at the Library responsible for coordinating marketing, public relations, and publicity. Some promotion is done using the Library website, ads in Town flyers, some school outreach via flyers and word of mouth, and through some in house marketing. Staff agree with the Board that the Library needs to evolve its message. The Library also needs to reach the new communities, not just those that already use the Library. "We are more than just books" is the message many staff want to convey.

Serving New Communities

Although libraries serve all communities, they have tended to focus resources and services on the youngest demographic. Community demands and the redefinition of community groups suggest that the Library has to review key community groups, evaluate what it offers those groups and re-engineer its collections, programs and services.

Changing demographics account for this shift in direction for libraries. Accordingly, staff prioritize important community groups for the

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Library as: older adults, teens, new immigrants, disadvantaged, and people with careers in transition.

Exploring Partnerships

Research shows that library partnerships are varied but are critical to advancing the library message. As the Ajax Public Library is well respected within the community, it is presented with many potential partnership opportunities. It is the selection of the most beneficial, strategic, and sustainable partnerships that present the biggest challenge to any library.

In Ajax the Library has worked with the Town in the development of shared programs including the *Battle of the Books*. Staff sees the opportunity to do more shared programming with Town departments.

In the past the Friends of the Library raised money for the Library. Strengthening this partnership is critical, according to staff.

A logical partnership for any library is with schools in the community. Ajax has a variety of programs that align the school and library's goals; staff would like to see more proactive and coordinated activities with schools. Technology, training, and the use of electronic databases were identified as important areas for discussion between schools and the Library.

Community agency partnerships are common in libraries. Staff would like to see collaboration with agencies involved with the disadvantaged.

Private organization library partnerships are appearing on the Canadian horizon. Ajax staff wondered if there is an opportunity to explore a partnership with Power Generation.

Library as Community Space

Over the years, the Library has become even more critical as a destination, a community place for anyone. Improving this important

space to include other kinds of services such as a Café is suggested. With schools closing earlier, students of all ages need a space for group work and quiet space for individual study. The growing community of seniors, very important library supporters, requires the Library to create spaces that address their needs.

In Ajax, "the Library is the Most Important Public Space in the Community" was frequently heard in the staff workshops and at the Board session. Staff shared most of Board members' opinions regarding the Library as Community Space and support the idea of one stop shopping where libraries are built in concert with or adjacent to other key community spaces. They would like to see joint planning for future library facilities with other up and coming Town facilities.

Staff Survey

The survey was distributed via e-mail to all staff (with paper format made available for staff that do not have e-mail access at work). Responses were received between December 14, 2009 and January 16, 2010. General themes are set out below, all of which substantiate the results from the staff focus groups.

Overall, twenty-five staff responded to the survey. Approximately fifty percent of the responses came from the Information Assistant and Circulation Assistant Groups and twenty percent from the Pages/Courier Pages, with the balance from other groups or not specified.

Trends, Services in the Future and Technology

Staff gave very high ratings in terms of how well the Library serves its clients with fiction/paperbacks, non-fiction, DVDs/CDs, and as a provider of reference information and services for children. The overwhelming majority of ratings were good, very good and often excellent. Where the ratings were softer were in the categories of services to young adults, older adults, multicultural communities, the business community, and partnerships.

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As far as services in the future and technology are concerned, there was a strong emphasis on the importance of all facets of public information technologies in the future and the need to provide up-to-date technology for staff and public across a broad spectrum of areas, including database resources, social networking, DVD/CD, downloadable resources and so forth. The Library is also seen as a community space and as a safe, quiet study area for college and university students who commute. More wireless capacity would be beneficial as a service.

Collections

Some collections, such as the reference collection at the Main Library, are outdated. Other collections, such as junior graphic novels, are good, but they would benefit from being displayed more prominently and organized differently.

Community

The staff have a good read on the communities they serve in their perceptions of how that community will change in the next five to ten years, providing a qualitative view that substantiates the quantitative data presented in the population trends section of the report. Staff see their clientele becoming more diverse, older, and more reliant on information technologies.

Branch and Main Facilities

The biggest challenges lie in lack of space for collections, with the concurrent need for weeding the shelves so it is easier to find materials and for newer materials. There is a need for more quiet study space across the system and often for more staff workroom space. The shelves at Main are crammed and weeding programs, while underway, are not evenly and fully completed. Children's spaces, particularly at the Main Library, need attention to make them more welcoming and functional.

In many cases, layout and design, rather than overall space are viewed as the primary challenge, in such areas as the circulation desk, children's area, and reference areas at the Main Library.

Staff

In terms of library staff abilities that will be required to meet the future needs of the community, staff indicated a strong need for technological training in new technologies, for willingness to learn, and for excellent communications skills and community knowledge.

On the question of staff training, the majority of suggestions centred on training in technologies in use to serve the public. Staff are most interested in practical hands-on training, conducted in a learning environment that provides for an optimal learning experience. Working part-time presents challenges for some staff in terms of being able to keep up with technology, with operational changes and preparing programs in off-desk hours.

Library Staff Facilities Committee

This Committee was struck to look at facilities issues throughout the system and to project key facilities and areas for the future.

Adoption of Self-serve Checkout

- Moving to self-serve checkout and other technologies is very positive, according to these staff members; it will reduce less skilled activities and allow staff to work more directly with the public.
- Introducing RFID will also save the library money through securing the collections and tracking inventory.
- Staff can be redeployed to assist the public, do more one-on-one assistance and more front-line marketing.

Website Redesign

The website needs to be completely overhauled:

- Incorporate graphics and colour; reorganize by specific community groups, handle multiple languages, and be much more user-friendly and intuitive.

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- Allow services and communication devices from the social networking arena, offer online book clubs, permit e-publishing and oral histories.
- Needs to become as the Library's primary marketing vehicle.

Current Facility Functionality Challenges

- Management of DVD shelving and checkout
- McLean Branch circulation desk and drop box
- Administration and Technical Services space
- Main Library Community Bulletin Board location
- Main Library 2nd floor layout
- Check in area at Main Library
- Pickering Village Branch location, size and future role

Future Facility Area Requirements

Serving Older Adults

- Comfortable chairs and tables
- Large print shelving areas—not too low or high
- Clear signage
- Lounge area with newspapers, “fireplace”, close to café
- Computers with large screens
- In quieter area but within staff assistance
- A greeter or volunteer from the same age group

Serving Newcomers

- “Facilities” may be better defined by “Services Offered”
- Locate greeter near the front of the area
- Include welcome brochure/package/map/access to portal
- Make the area colourful
- Provide collections in many languages including English
- Area for volunteers who will lead orientations (possibly in user's language), and settlement worker desk and area

Serving Youth

- Provide their own designated space and possibly a room for various youth activities such as music events, quiet study times, and programs.
- Offer banks of computers with listening devices, also useful for gaming tournaments.
- Provide listening and viewing stations.
- Open more hours, until midnight during the week.
- Provide collections differentiated by age.
- Use teen volunteers more effectively in creating this area: layout and design, collection selection, and working with teen users.

Appendix D: Operational Reviews

Appendix D provides the details of the Operational Reviews of Services and Collections.

D.1 Administrative Services

Functions

- Human Resources
- Finance
- Board Relations

Business Administration

- Publicity and Communications

Staffing

Staff are assigned to particular functions within this department. The Department manager works at a higher level with the Library Board, the Chief Librarian and Executive Officer, and city departments. Staff occasionally back up one another for vacations and leaves, where possible, but generally do not work in other departments. The Manager is working on creating more cross-training within the department. Recently some Technical Services functions and a staff member (orders receipts) were transferred to Administration.

All but one staff member in this department is union-exempt.

In order to further enhance back up within this critical department, one staff member is taking additional training in accounting functions.

More functions within administration are being automated , e.g., Document Management System, Library policies, HRIS, Easy Labour Time Management system which eventually may include job evaluations, performance evaluations, staff training, certificates, and benefits information. Should the Town decide to implement a new

financial system, the Library would be agreeable to participate for consistency in processes and accuracy.

Publicity and communication functions had resided originally within Administrative functions. Then a position was created that liaised with the Friends of the Library group to aid in this key function. Now those activities have been returned to Administration. The Manager is creating links with the Town Communications officer and is trying to ensure there is consistent communication with the Library's Public Services departments and some of their efforts in publicity and communication.

Performance

ISO Standards require that each department keeps up-to-date policies for all of its work and relevant performance indicators. The department sees that the implementation of more technology and software within its operations will help manage a growing workload and will allow for the creation of benchmarks and through various tracking mechanisms will generate consistent measures more efficiently.

Communication

Administration is a critical function for Library governance, with all of the key asset responsibilities that are managed from there. Other than some overlap with communication and publicity, this department offers unique services in one place. Staff within the department work well together and ensure relevant information is shared among and between each other. Equally, confidentiality is respected. Both its location in another building and the nature of the work this department oversees may cause mistrust with some union members.

As staffing complement and balance is important for the organization overall, this is an area where Administration has concerns now and in

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the future. The current complement of staff is heavily weighted to part time staff resulting in inconsistencies in communication and an additional workload for schedulers, staff trainers, and administrators.

Staff believe that their collaborative style, their sense of humour, their long service and their knowledge at the Library works well for this department. While they have lots of important deadlines, many of them are predictable.

Administration in the Future

The department recognizes the importance of having good Strategic Directions for the Library overall.

Administration believes that their relocation into the Main library would improve their relationships with staff across the system and would like to see that within the life of this plan. The role of Administration will remain more or less the same but the way in which things are done will change. Like other departments, technology will play a significant role for Administration. In addition to having all documents digitized and many available online, they see using *Skype* and videoconferencing as an effective way to interview potential staff members in the future.

D.2 Circulation Services

Functions

- Check-in and checkout functions for materials
- Pulls request/expired/cancelled holds
- Billing for overdue and lost items
- Items Requests and Holds
- Borrower registration and circulation orientation processes
- Fine receipt/fee payment; prepare nightly deposit and daily float
- Damaged material reconciliation
- Borrower notification e.g., partial receipt of item
- Check-in Items on request for hold pick up
- Interlibrary loan date adjustments
- Review items through status reports

Staffing

Staff training is detailed in the up-to-date Customer Services binder. It also includes policies, key legislative pieces (AODA) and staff training processes. The binder is currently undergoing a review for format changes and in preparation for online access. The Circulation and Membership policies are available to staff online via DMS, the internal messaging system.

Staff crossover from one functional area to another is managed differently at the Main Library and branches. Main Library circulation assistants work only at the Borrower Services Desk and provide most of the customer service functions within the Library. However at branches, given the small staff, assistants do many things, including children's programming, class visits, provide basic readers' advisory and information services, and assist people in their use of public computers.

Performance Indicators

Nearly all circulation functions and performance are tracked with numerical statistics. Throughput was, at one time, being tracked in part through an ISO process (Level of service indicators). This process has not been updated for some time.

Current circulation measures address the circulation of materials as well as a people count which includes persons entering the building, current registered borrowers, new members and the days open.

A comparison of 2008 and 2009 statistics shows:

- 5.1% increase in number of people entering the Library
- 7.6% increase in total circulation and 5.5% increase in the number of registered borrowers
- 1.2% decrease in the number of new members
- 1.1% decrease in materials circulation via Visiting library services but an increase of 2.4% of users of this service

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Communication

The key departments/functions with which Circulation Services communicates are:

- Collection Development – Providing suggestions for purchase and worn materials evaluation
- Community Branch Staff - Referring customers to Information staff at Main for more in depth research, detailed reference query
- Technical Services - Forwarding materials for repair, database corrections, materials withdrawal, adding items to the collections

Circulation Services prides itself on building good relationship with customers and handling high volumes of check outs.

Areas for improvement, identified by the staff, include:

upgrade and/or implement more timely technology that will create efficiencies and improve services for the public e.g., RFID;

- provide cash financial software;
- improve software to link family borrower cards
- develop more effective use of floor space and design of the circulation desk (at Main)
- provide access to databases and services for the disabled
- improve/increase staffing to improve collection management

Circulation in the Future

Technology will be a critical part of delivering and providing options for circulation services. Self check out stations will be located at all libraries. Fine payment can be done using debit, credit card, or online. Inventory technology that will link item request to “mapped” shelf location will prevail. Technology will also be applied to tracking items with incorrect status, e.g., missing, not on shelf, allowing for much more efficient collection management. Staff will be multifunctional, working with and helping to implement the new technology and helping customers in the use of this technology. With minimizing rote, materials-intensive activities through technology, e.g., DVD checkout at desk, staff will be engaged in more “customer service one on one” interactions.

D.3 Technical Services

Functions

- Materials ordering – Reference, LSC non-ARP items
- Data entry and bibliographic control functions
- Magazine holdings entry
- Collection processing and cataloguing - DVD processing,
- Genre labels, Select original cataloguing
- Database maintenance - Authorities updates
- Collection deletions - Damaged and weeded materials

Staffing

Technical Services operations are highly streamlined. Because most acquisition occurs via one or a few vendors and many item types are pre-selected and processed by the vendor, technical services is involved more in verifying orders and items received, invoicing of orders and receipts, checking status of collections, and verifying accuracy of bibliographic records and materials processing data. Some of these functions dealing with orders, invoicing and other financial aspects of these processes will be transferred into Administration.

Staff are trained onsite by the department supervisor; currently one staff member is enrolled in a cataloguing refresher course (Library Technician’s program).

Performance

Most indicators here, too, are numeric, reflecting both incoming items and the processes they undergo through to their de-selection. Financial data here is critical as it monitors changes in purchasing power as well as cost of inventory. Some select indicators show that this department is busy with increased new items (nearly twice as many new items received in 2009 as there were in 2008; 2010 projects to see more than 30,000 new items), and a significant number of deletions due to a large collection weeding project in process in 2008, (7,080 items deleted compared to 33,004 deleted in 2009; more than 40,000 items are projected for deletion in 2010).

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Turnaround time, that is, the time items are received into Technical Services from the vendor to the time they go out to the shelves, are very positive; averages are 2 to 3 days for LSC items, 2 days for magazines, and 5 days for items requiring original cataloguing.

Technical Services is quite satisfied with the service they receive from their vendors and suppliers.

Communication

Most of Technical Services communication occurs with Public Services departments (Main and Branches). E-mail and face to face communication prevails although Technical Services uses a work request form to track database errors, inaccuracies or to catalogue new material.

Staff report they work best within guidelines: new materials, new orders, database maintenance, discards, and inventory. Weekly meetings work well, according to staff. They also can contact vendors directly to resolve problems. More complicated issues with Technical Services or with the Horizon system are referred to the Manager.

Staff look forward to more technology throughout the Library that will make information transfer more efficient. They would like to have more training in RDA and other related training. There are concerns about having sufficient space for collections receipts, processing, and management when a new branch comes on stream.

Technical Services in the Future

Of all functions within the Library, this is one of the most highly automated and will continue to be so. Technology will be significant. Staff see a more automated and intuitive catalogue, including more linked electronic resources available at a touch, from catalogue to resource. It is suggested that all collection maintenance tasks including weeding and maintenance, it is suggested, should fall within Technical Services.

D.4 Collection Management

Functions

- Collection planning and directions (profile creation)
- Collection weeding/de-selection

Staffing

Only a few staff are involved in the Collection planning and development process. Automatic Release Plans (ARPs)²⁷ are submitted to a few vendors who select new, incoming materials matching these new items to the Library criteria. ARPs were created for series items, and popular/best authors plus other areas. The profiles are reviewed and revised each year and the success of the ARP selections are compared to turnover rates (the number of times certain items circulate in a year).

Staff select about 10% to 20% of the collection. These include replacement items, additional copies, special buys, French and multilingual materials, and items for the *Battle of the Books*. Reviews are used for selection.

Weeding the collections is a hot issue and is based on policy guidelines. At the Main Library there is insufficient staff for this time consuming process. One staff member, in addition to other of her duties, is responsible for weeding the two branches.

Performance

Key factors affecting collection management include:

- Purchasing power (average cost per item per year)
- Number of items held
- Number of items ordered
- Number of items weeded
- Circulation

²⁷ ARP = Automatic Release Plan. Libraries establish profiles with library materials vendors for certain collection areas, with the goal of speeding up selection and acquisition processes.

APPENDIX D: OPERATIONAL REVIEWS

- Turnover rates per collection type (measures collection effectiveness in meeting needs)
- Turnaround rates (time from order to shelf)

Communications

Few staff are directly involved in the collection planning process per se, in part due to the acquisition strategy of using Automatic Release Plans (ARPs). Profile creation is done collaboratively based on areas of interest and client requests. Managers keep in close contact on matters of collection building and weeding decisions, working with one another as well as with collection guidelines.

An issue that comes up from time to time is the use of vendors and how many. How does the Library keep accountability in hand? Ajax Public Library faces the same challenges as many libraries; seeking reliable publishers of multilingual books and materials, and ensuring the right titles are selected. Collection budget management is an issue that straddles two departments - Public Services and Technical Services. PS is responsible for the budget but TS minimize access to view the budget status at any time. Public Service managers would like the Library to acquire the Acquisition module and ensure that specific PS managers have password access to it.

Collection Development in the Future

There is little doubt among staff that there will be more requests for electronic materials. But current trends show that there are many requests for print (all kinds), and multimedia materials, a trend they think will continue. With older adults as the biggest demographic over the next ten years, the staff believe that collections in large print and multimedia format will need to increase. More materials will become available in other languages. More items will be delivered using more technologies such as *OverDrive*.

D.5 Branch Services

Functions

- All customer services e.g., circulation, reference
- Collections and programs

Staffing

Branch staff are assigned a variety of duties: customer services, information services and basic reference, collection maintenance, and programming. The supervisor located at the McLean Branch also serves as a staff member at the Pickering Village Library. Many libraries rotate or float staff throughout their systems. At Ajax there is resistance to do this.

Performance

Branches have often been named “mini mains” although they generally cannot offer the same range of services and collections one would find in Main. Branches are located more closely to neighbourhoods and areas outside the downtown area where most main libraries are located. Ajax has two branches: a very busy co-located branch at McLean Community Centre and a tiny library branch located in a historical area of Pickering Village. Decisions to build these two branches were based on:

- Location within the community
- Proximity to a major intersection
- Proximity to other community services
- Available for quick in and out.

A proposed new branch is proposed most likely to be located in the north east area of the Town. The impact of this branch on the activity at McLean will need to be monitored for usage and resource allocation. McLean is perceived as overcrowded and busy. More staff, more space, and more service hours have been suggested for this location. On the other hand, the Pickering Village Branch has reduced hours and is minimally used. It too is crowded and has few workstations and limited study space. Its hours are not attractive to

APPENDIX D: OPERATIONAL REVIEWS

students within the adjacent area. The future development plans of this area will and should affect the future use of this branch location.

Communication

Branches interact with one another and with the Main Library. Centralized administrative functions at Main still provide services to the branches. More detailed or in depth reference queries can be referred to the Main Library. Collection items located at another branch can be requested and transferred to the Branch, and weeded items are transferred to Main.

Branches in the Future

Branch library systems will always prevail. Virtual library branches, featuring a library's electronically based services, are newcomers to the suite of library "facilities". While locations may change or branches are closed or added, communities demand easy access library branches. The library as community place or destination is a recurring theme that will align well with the Town's orientation towards neighbourhood planning.

It is expected that a new branch will be located in the northwest. Many suggest it be part of the shared community centre/Sportsplex allowing one stop shopping and convenience for community members. It is suggested that an expansion of the McLean Branch may be planned as well.

D.6 Reference and Information Services

Functions

- Access to all collections (all formats) and services e.g., children's, youth, adult, multilingual and multimedia
- Readers' Advisory services
- Local history
- Interlibrary loan services

Staffing

Three of the staff within Information Services are Masters-prepared librarians but are working at the Library Technician level. They are generalists in terms of the services they provide but do have areas of responsibility to monitor, such as youth collections and programming, adult collections and programming, children's services and readers' advisory. While collections are in place for various community demographics, there are insufficient responsive programs.

Staff in this area also provide computer assistance to customers - everything from assistance in the use of e-mail to the Internet to explanation in the use of electronic databases. The Main Library has a local history room that is not well used for its purposes. Through a grant, some of the collections were digitized.

Readers Advisory is as the name implies—profiling users' information interests, alerting the user of upcoming publications and titles that meet those interests, accessing, retrieving, placing holds, inter-lending items, even, in some libraries, ordering a title that fills the user's interest.

Future planning for distinct community areas will need to be clarified for staff and qualifications and training put into place.

Performance

Key indicators marking performance of this service include: telephone inquiries, in-person inquiries and e-mail queries.

These represent only a numerical count and do not offer any qualitative value of the services in terms of effective response to queries or the impact of the collection in responding to the query.

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Communications

Primary communication of staff within Information Services is among themselves and with supervisors. Branches do refer more difficult questions to Main IS staff and Main Circulation Services refer all information questions to IS staff.

Information Services in the Future

More of the work of IS will be in helping customers gain self-sufficiency in accessing and using information. Readers' Advisory services are very popular now and rely on the expertise of Information professionals, both for identifying resources, authors and similar works but also in their knowledge of collections overall. These professionals are often the planners for book clubs and online reading clubs.

With the growth of an ever diverse community, the IS professional will need to expand their knowledge of all kinds of materials and formats. Ongoing training will be essential.

D.7 Programs, Marketing and Communications

Functions

- Event planning (stand-alone or in partnership with Town and others)
- Outreach to schools
- Targeted programming e.g., story time, computer training for seniors

Staffing

Programming and marketing no longer have any dedicated staffing assigned to it. There is little coordination of these activities and projects are assigned on an ad hoc basis.

Performance

Programs are created through ideas submitted by staff to supervisors. Public Services Managers along with the Public Services supervisor decide which programs will be offered, then staff are assigned to

develop and implement the program. Publicity is then created and submitted for printing and distribution. Event planning, possibly through partnerships, is assigned depending on workload. Outreach to schools may be handled location by location.

Most programming is directed to children. Branch staff develop their children's kits working with IS staff. A theme is developed and rolled out, used more than once in all locations.

Lately the Public Services Manager has requested programming ideas from the Teen Advisory Council and has asked the Council to poll their friends at schools. Ideas that have come through consultation include entertainment-based programming, e.g., *Twilight*, gaming and Wii.

Programs, Marketing, and Communications in the Future

As there is no specific marketing or publicity presence in the Library system, marketing, programming, and publicity is the weakest part of the Library services. Supervisors and Managers do what they are able within their resources; however, very little long term planning and coordination is at all possible. The staff that do any part of marketing and program preparations attempt to keep everyone informed.

Creating a marketing coordination and presence at the Ajax Public Library will be the top consideration in the *Master Plan*. Through public, Town, and internal consultation, (See Town of Ajax Context), there are clear expectations that marketing, programming and outreach will be much more evident than they are now.

Growth of the incoming residents and demographic changes within the existing communities will require the Library to reframe its way of doing business to attract community members. A dedicated marketing effort will be needed to craft a framework that include key community links that will offer input into the kinds of collections, services, and programs for the Library in the future.

Appendix E: Facilities Overview

E.1 Main Library

Building-General

Part of the Town square of the Town of Ajax, this new central Library occupies 30,000 square feet. The Library uses a small part of the Town Hall building for the office of the Chief Librarian and Executive Officer, Administration offices, IT and Technical Services. The site also includes a swimming pool and a large parking lot shared by all services.

The building itself is generally in good condition although there are reports of some leaks in the ceilings and around some windows. The Library entrance is close to a large parking area that includes spaces for handicapped parking that is shared by those using the community centre facilities. Intra-branch transfers and deliveries and staff arrivals happen through a side entrance to the building. Some other deliveries come into the small adjacent office area.

The Library occupies two floors and enjoys a lot of natural light near the street front. There is a large window facing the parking lot on the second floor bringing in a lot of natural light in a study area. Lighting throughout is enhanced with library and task lighting, some of which is not adequate for its purposes e.g., first floor children's area and second floor stack area and adjacent study tables.

The Library has signage throughout designating key areas for users. New and themed materials are displayed throughout the Library on table-tops and tops of shelves. Bulletin Boards are mounted on walls near the entrance, including general community information as well as library specific information.

Furnishings in the branch are fairly attractive. The Children's area has dark and unattractive walls but there are posters and colourful toys that help offset the gloominess of this area. There are seats and little

tables appropriate for children but there are few, comfortable chairs for parents.

The lounge areas near the front window and near the circulation desk are quite comfortable and are well used.

The building appears to be maintained and clean although some staff and a few members of the public complain that the building and the shelves are not dusted or kept clean.

Sightlines, a clear sight from service desks or offices to users throughout the Library, are problematic at this location due in large part to the design of the building, the layout of service areas and high, overcrowded and poorly placed shelving units.

Accessibility

The parking lot has available a number of handicapped parking spots for any user of the town halls and services. Sliding front doors and a barrier-free entrance invite users into the building. There is an elevator located relatively close to the entrance for users needing assistance. The public washrooms located near the front entrance are also barrier-free and hands-free.

The situation of the circulation desk allows ready access to services offered there. It is "accessibility" built with seating and standing heights. Unfortunately many book trucks are parked around that desk and can at times hamper easy access or egress.

Public access computers are distributed throughout the Library. The Library has recently secured funding to create a more barrier-free workstation and attendant furniture.

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The Library attempts to make materials and services as accessible as possible. Shelving at the Main Library is particularly problematic; ranges butt up against cement pillars throughout the building, limiting mobility between and among the shelving ranges. Overcrowding of shelves requires the collection placement on the highest and lowest shelves. Like the branches, the Main Library houses its paperbacks on spinners situated throughout the Library that limit sightlines and ease of access. Some shelving units and desktops in close proximity to the spinners have sharp corners and edges that can catch people's arms as they walk past.

Public Services Facilities

The main library in a library system performs many functions; it serves as a first destination point for local residents, it serves as back up to the branch system, and it provides more and often specialized collections and services. In the case of the Ajax Public Library, its location in Town Square earmarks it as a multipurpose facility during and after regular library hours. The main library often includes central services and administration for the whole library system. A main library also requires a much bigger workspace and intake area for collections from vendors.

The physical layout usually defines the key user groups:

- children
- youth
- adults
- those needing study space
- those needing access to Internet or electronic resources
- browsers and loungers
- those requiring customer service
- programming

Children's Area

Located at the back of the Ajax Main library, the children's area is not readily seen from the entrance. The area is enclosed by shelving units, spinners and computer workstations. There are tables and chairs

appropriate to children and a few comfortable chairs for parents. Shelving is separated for different children's age groups: board books and picture books, junior children's collections, and multi-format collections. Colourful toys top some of the shelving units. There is a small program area adjacent to the children's area. Sightlines from/to the information service desk for all children's collections and services are good but somewhat limited from the circulation desk due to shelving units and spinners.

Youth Area

Youth collections and services are not near those for children. There are ranges of books, multi-format materials, and magazines between the staff work offices and the circulation desk. There are large study tables and a couple of banks of computers close by. There does not appear to be an area for youth just to hang out or to enjoy music or time together in this youth area. There is little colour or imagination in this youth area.

Instead, teens tend to be found on the second floor at study tables or at computers throughout the building, occasionally in the lounge area near the front windows at the street side of the building or in the little nook just off the staircase to the second floor where there are some comfortable chairs and a coffee table.

Adult

Fiction, some non-fiction, multilingual collections, and multimedia collections for adults are located on the north and west side of the Library. A lounge area with comfortable chairs and magazines has been created adjacent to the circulation desk. Another two lounge areas are sited at the front window area and between shelving ranges near the multilingual collections. There are large study tables throughout the Library.

The remaining adult non-fiction and reference collections are located on the second floor along with study carrels and study tables. These shelves, like those on the first floor, are very overcrowded. Space for

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people walking around the shelves can be a challenge, let alone for someone in an assistive vehicle. There is a service desk at the top of the stairs that ideally should have good sightlines down the two wings of the floor. However, the design and layout of one wing plus its overcrowded shelving impedes any clear sightlines in this busy area of the Library.

On the second floor, there is also a local history room that is rarely occupied. A computer lab that had been closed is soon to be resurrected and the adjacent area reconfigured for more optimal usage.

Table top and face-out displays are located throughout the Library.

Public Computing

Banks and groupings of computers for Internet access or access to the catalogue are spread throughout the Library on both floors. These are generally well used. Users have to ask to use the computers that include time-out software to ensure fair and equitable use of the workstations. The availability of Wi-Fi of course encourages users to bring in their laptops.

Printing from electronic resources as well as regular materials is done on photocopier/printers located away from the computer groupings.

Rotary Community Room

A large community room is located across from the public washrooms and to the left of the main entrance. A separate exit is close by. Flexible in size, courtesy of a retractable wall, this room serves as an art gallery for the works of local artists. The room has access to a fully functioning kitchen, storage rooms, and a closet area for coats etc. Small tables that can be configured for meetings of different sizes are available. The Ajax Friends of the Library group financed the purchase of a state-of-the-art projector system. Storage cupboards in this room accommodate multimedia equipment and presentation supplies.

This community room is very busy, accommodating a number of community as well as library events. The Friends of the Library manage a permanent book sale in the lobby area adjacent to the meeting room.

Library Staff Facilities

Main libraries generally incorporate larger behind-the-scenes workspaces often adjacent to public circulation or other service areas. In Ajax there are two workspace areas: one in the Main library adjacent to the circulation desk, and another in the building where Administrative services resides. The Main library workspace manages check in/returns, intra-branch transfers, holds processing, interlibrary loans, and other related duties. In the administrative building there is a large work area for Technical Services (collections intake from vendors and new collections distribution to branches).

Sometimes, the staff lunch facilities are within the same area as behind the scenes workspace—in both the Main library and the Administrative services building there are staff lunch areas with washrooms, kitchen facilities, table, chairs, and personal storage areas.

Administration Building

Adjacent but not joined to the Main library, a part of this building houses Administrative services, the Chief Librarian and Executive Officer's office, the office of the Manager of Integrated Resources and Support Systems, some IT functions, and Technical Services. Administrative services area is quite limited in space whereas Technical Services is well laid out. A small kitchenette and table are located between Technical Services and the Chief Librarian and Executive Officer's office. Washroom facilities are also located in this area.

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E.2 McLean Branch

Building-General

Located in a shared facility with a Community Centre this very busy Library was built in 1995 and occupies 5,000 square feet. This Library and community centre are well situated in the community at a major cross road in Ajax. The Centre complex is surrounded by green space and parking.

The building itself is in good condition. The Library is located close to the front entrance, adjacent to a large parking area shared by those using the community centre facilities. Intra-branch transfers and deliveries happen through the front entrance. Some users comment that parking can be congested when there are many activities run concurrently. The Library enjoys a large window facing the parking lot, bringing in a lot of natural light. Lighting throughout is enhanced with general library lighting and lighting from the rest of the Community Centre.

The Library has signage throughout designating key areas for users. Materials are well displayed at the entrance to the library and on table-tops. Bulletin boards are mounted on walls near the entrance, including general community information as well as library specific information.

Furnishings in the branch are adequate. The Children's area has colourful furnishings and bright and fun wall mounted displays and posters. There are seats and little tables appropriate for children. There really is no lounge area per se for the public; adults are often seen at the large tables near the front of the library.

The branch appears to be well maintained and clean. Given the small size of the branch, sightlines from the wraparound service desk to most areas of the branch are relatively good.

Accessibility

The parking lot has available a number of handicapped parking spots for any user of the community centre. By virtue of the Library's location near the front of the Centre, automatic door openers and a barrier-free entrance, the Library does a very good job of ensuring physical accessibility. After hours book drops are also readily accessible. This Library shares public washroom facilities with the community centre. These are relatively close to the Branch entrance and are accessible and barrier-free.

The Library has taken time to develop an accessible service desk that includes both standing height areas as well as an area for a seated user or a child. Located close to the library entrance, there are no impediments to accessing this desk. Book trucks and shelving for materials' receipt are behind the desk. Facing the service desk is a holds pick up shelving unit.

The IT areas throughout the Library have been developed with a number of needs in mind; there are stand up computer workstations, study table groupings with computers, and study carrels available for laptops (Wi-Fi). The equipment itself, however, needs updating (more flat screens needed) and other barrier-free features required. The printer is located away from the specific computer area

The Library attempts to make materials and services as accessible as possible. Shelving is problematic as the shelves are crowded and higher than some people may be able to access. The Library houses paperback collections on spinners that occupy some space. Overall, ease to negotiate throughout the Library, between and among shelving areas, may be a concern in the future.

Public Services Facilities

Like all of the libraries in the system, this branch serves all users. Its shared status attracts people of all ages for all kinds of uses.

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The physical layout defines the key user groups: children, youth, those needing to study, those needing access to Internet or electronic resources, browsers, those requiring customer service, and programming. A designated lounge area does not exist; rather, a few comfortable chairs are scattered throughout the library space.

Children's Area

Located close to the service desk and the programming room and a window, the children's area has books and shelving of all kinds. There are tables and chairs appropriate to children. Shelving is broken out for different children's age groups: board books and picture books, and junior children's collections. A children's magazine area is adjacent to the children's tables. Sightlines from and to the service desk for all children's collections and services are good.

Youth

The McLean Branch serves a large group of youth who use the community centre and Library. As schools are close by, the centre is convenient after school hours and on weekends. Youth collections are located on the in-common wall shared with the Community centre, nearer the back of the library. Study tables are situated between these collections and adult collections. There are a few comfortable chairs. Magazines of interest to both youth and adults are mounted on the end wall. The library catalogue and printer are close to this area but computers are not. Individual study carrels are available on the back wall and nearer the window. There are good sightlines from the service desk to the study tables but not to the carrels.

Adult

Collections for adults are housed on shelves and spinners in the centre and back of the Library.

Public Computing

As this is a small library, computers are grouped nearer the centre of the Library, accessible to all users of all ages. This grouping also allows students to work together or play on computers together. Proximity to

the service desk permits staff to assist users as need be. Some computers are Internet enabled and others are catalogue access only.

Availability of Wi-Fi throughout the Centre provides optimal flexibility to library users and others alike. It also means that those without laptops can find computer access at the library. Users with laptops often occupy the library carrels and study tables. Printing from electronic resources as well as regular materials is done on a printer across from the service desk.

Community Room

A separate but shared programs/community room is located behind the circulation/service desk area and beside the children's area. The room is shared with the Community centre or rented out for a variety of community events. It is very well outfitted with large tables and stackable chairs, an area for hanging coats, a small kitchenette, and a large window for lots of natural light. It has two entrances, one for library hours and another for after hours. Storage cupboards in this room accommodate multimedia equipment and presentation supplies.

Shelving

Shelving for all collections include regular stand-alone steel shelving, some wall mounted shelving as well as paperback spinners. New or themes collections are displayed on tabletops or on shelving "face out". Although some collection weeding is in progress, the shelves are crowded and tight.

Shelving signage and signage is basic but not particularly attractive.

Library Staff Facilities

Adjacent to the service desk is the staff's work area and lunch/locker facilities. The staff have their own washroom facilities and a small kitchenette that includes a sink, refrigerator, microwave, and toaster oven. Tables are located in the middle of the areas for both lunches and work space, as required. A specific work area is situated along the in-common circulation services wall. The work/lunch room also

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includes plastic containers for staff belongings, books, and seasonal supplies as well as intra-branch transfer bins. Next door to this area is the branch manager's office.

E.3 Pickering Village Branch

Building-General

An older stand-alone building, this tiny Library was built in 1967 and occupies 1,500 square feet. This Library resides in an older community undergoing change. It is surrounded by schools and backed by an arena targeted to be decommissioned with the creation of a new centre in the north with twin pad rinks. Once scheduled for closure with the construction of the McLean branch, this branch's hours of operation were reduced. In 2007 there was a fire that forced the temporary closure of the branch. When the Library reopened circulation increased dramatically

The future use and development of the whole area is under discussion at the Town—there have been suggestions that it could be converted into a heritage area, or perhaps an arts district. The role of the Library here may well be affected by new planning directions.

The building itself is in relatively good condition having been renovated in 2007. The Library has a large window facing the street, bringing in a lot of natural light. Lighting throughout is enhanced with library lighting /task lighting. Some of the lighting in the children's collections area seems low but that may be a factor of the enclosed area receiving less of the natural light. The program room also has a window facing out into the parking lot area.

The Library has signage throughout designating key areas for users. Given the small size of the Library, display areas are somewhat limited. Materials are well displayed at the entrance to the Library and on table-tops. Bulletin Boards are mounted on walls in the foyer/entrance, including general community information as well as library-specific information.

Furnishings in the branch are adequate. The Children's area has colourful furnishings and bright and fun wall mounted displays and posters. Like McLean, there are seats and little tables appropriate for children.

The branch is clean and well maintained. The service desk at the front provides good sightlines for the most part. The children's collections area is recessed but as the Library is quite small, the distance from the service desk to that area is only a few steps.

Accessibility

A small parking lot is located on the other side of the building from the Library entrance. Although the walkway and entrance into the Library is barrier-free, its location is somewhat awkward for anyone with assistive walking devices, especially in the winter. There is also parking available in the arena lot behind the Library. This Library has a barrier-free washroom with a red help button should a user require assistance.

The library service desk has been upgraded for easier accessibility. Adjacent to the desk is a catalogue terminal at sitting height. There are spinners in front of the service desk that can create an impediment to easy access and clear sightlines to the front of the Library.

The shelves for adult collections run length-wise through the centre of the Library creating excellent sightlines to the front area where there is a small lounge area and study tables.

Public Services Facilities

This branch tends to attract mostly seniors but in recent times is evolving into a family-centred destination. The physical layout defines the key user groups:

- children
- youth
- those needing study space
- those needing access to Internet or electronic resources

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- browsers and loungers
- those requiring customer service
- programming

This Library has created a small and attractive lounge area near the front window, one of the most popular areas in the Branch.

Children's Area

Located adjacent to the lounge area the children's area is in a recessed area and has books and shelving of all kinds. There are tables and chairs appropriate to children. Shelving is broken out for different age groups: board books and picture books, and junior children's collections. Sightlines to/from the service desk for all children's collections and services are relatively good.

Youth

Space limitations inhibit the availability of a designated youth area per se. There is a wall mounted collection area of youth materials as well as a display of the *Battle of the Books*. There are computers on the other side of the Library accessible to and by all, and a study table nearer the lounge area for individual and group study. While the Library would like to attract more youth and students, library hours are not aligned well with school hours, therefore limiting any opportunity to attract youth after school.

Adult

Collections for adults are housed on shelves and spinners running through the centre of the Library. Reference collections are located near the service desk as are the public computers.

Public Computing

As this is a small library, computers are grouped in a little recessed area close to the service desk. They are accessible to all users of all ages. This grouping also allows a few students to work together or play on computers together. Proximity to the service desk permits staff to assist users as need be. Some computers are Internet enabled and

others are catalogue access only. Nearby are non-fiction and reference collections.

Programming Area

A small separate program and lunch room is located beside the adult collections/lounge area. A few children's programs are run in this room. The room includes a sink and counter, and storage areas and shelves for overflow and seasonal collections.

Shelving

Shelving for all collections include regular stand-alone steel shelving, some wall mounted shelving as well as paperback spinners. Some collections are displayed on tabletops. The small overall size of this location limits collection development and growth. There may be some issues of accessibility ease around the end of the shelving ranges and perhaps between shelves.

Library Staff Facilities

The program room also serves as a lunchroom and workroom although any work would usually occur at the service desk. There is a place for coats, a sink, and counter.

APPENDIX F: QUANTITATIVE AND QUALITATIVE MODELS

The Consultants considered the following models when reviewing the research regarding evaluation processes.

Cost Benefit Analysis

Moving beyond the traditional quantifiable statistics of usage, collection, and program attendance, researchers suggest the use of a Cost Benefit Analysis (CBA) approach to determine the return on investment for the funders.

Since 1995 Ontario has focused more attention on the benefits of public sector organizations to tax payers. Cost Benefit Analysis (CBA) is recognized as one important tool for public sector organizations and may be the new and permanent “model” for public sector delivery of services. CBA builds on the available library statistics with the new survey data in which the users not only report on what they use, but place a value on that use. This results in a total relationship of the user with the library by measuring the value of the tax dollar to the user.

Consumer Surplus Measure

Many libraries have also introduced calculators on the library websites to enable the user to demonstrate the value of these services of the library. The library user enters the results of the visit (e.g., borrows 3 books, 2 DVDs, etc.) and the dollar value of the transaction is calculated. This is termed “consumer surplus measure”. Whereas this method does have some value, it is by no means the sound economic base that a Cost Benefit Analysis would realize.

Contingent Valuation Analysis

Another value model is the Contingent Valuation Analysis which is a willingness of the consumer to pay monies for a service in its entirety. Though similar to the consumer surplus measure which has a dollar amount for each item, the Contingent Valuation Analysis indicates the willingness of the user to pay for a service rather than do without it

altogether. In its biannual survey of the community, conducted by Environics which looks to measure user satisfaction with its services, this question is posed. Overall, sixty-three percent of residents indicated their willingness to pay user fees as a way of maintaining current or adding new services.

In Ontario there are currently some limitations in the use of Contingent Valuation Analysis in regards to current legislative framework and regulations which supports the concept of free and equitable access to information for all.

Economic Benefits Assessment

In the area of capital planning and developing the business case for new library buildings, “economic benefits assessment” can be used. In the construction of its new Main Library, Seattle Public Library produced an assessment of the process developed for Seattle and the results. The assessment evaluated three major areas:

- Impact of the library on local businesses;
- How the new library has affected the economic and cultural vitality of downtown Seattle; and,
- How it has affected Seattle’s image to the outside world.

Although many suggest that these are issues for major urban libraries only, there are relevancies to smaller urban communities and libraries such as Ajax and also for rural libraries. As community services are reduced, schools, post offices, and other public sector service institutions disappear from smaller communities, the value of the remaining public library is increased and, indeed, impacts local businesses and affects economic and cultural vitality.

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Outcome Based Evaluation

According to the *Balanced Scorecard*, an evaluative process used by United Way and other public agencies, process measures fall into one of five categories: time, cost, quality, customer satisfaction, and quantity.

Balanced Scorecard is based on the premise that all the performance measures selected are linked to strategies selected by the organization answering four basic questions:

1. How do customers and stakeholders see the library/service? (Customer perspective)
2. What must the library excel at? (Internal perspective)
3. Can the library continue to improve and create value? (Innovation and learning perspective)
4. How does the public library look to the stakeholders? (Financial perspective)

The immediate value to public libraries is the recognition that performance measures for each perspective simultaneously overlap other areas of interest and enable a broader, 360 degree view for management. Areas are not considered in isolation and enables staff, as well as management, to see how their combined actions are shown in the performance measures.

This addresses one of the concerns in public libraries, including Ajax, where “technology per se” is regarded as a behind-the-scenes operation along with Technical Services, as opposed to a service and program delivery responsibility. Is the website the responsibility of the Technical Services area, the public program area (Public Services) or Marketing and Communications? Is it a marketing tool or program delivery agent? Very clearly in the Ajax Public Library it is primarily a program delivery vehicle (Public Services) facilitated through Marketing.

Evaluative Models in Public Libraries

The American Library Association has developed a guide to help in library evaluation processes. Its approach differs from other templates due to its advocacy orientation. The main objective is outward-driven, first recognizing the values of the community, and then responding accordingly. The advocacy flavour enables the library and the trustee to approach library services from the community first and then consider budget concerns secondarily. The guide gives the public library a strategy for the entire planning process including goal setting, community analysis, and program development, along with marketing and evaluation guidelines.

The Public Library Association, in *Demonstrating Results: Using Outcome Measurements in Your Library*²⁸ adopted a similar model that focuses on outcome measurement, but takes into account the community goal that is to be attained. In essence, user needs and the community goal are brought together for the creation of an outcome definition; inputs (resources) are defined; and program activities are drafted. Based on these, anticipated outputs are itemized. Following the activity, the actual outcomes are reported and, ideally, conclusions can be drawn on how that activity and outcomes contributed to the Community Goal. This model would work well for partnered activities.

Process Improvements that Affect Quality

There is little doubt that the ways any organization changes its processes will directly impact the quality of services and affect the inputs or resources required to develop and deliver the services as well as the outcomes. Any significant changes to these process improvements need to be measured for their effectiveness.

Library operations have changed dramatically over the years, in part due to process changes. While funders often hope that any resources, usually staff time, can be saved through process improvement, these improvements allow the Library to reassign staff or resources to other

²⁸ Public Library Association. *Demonstrating Results: Using Outcome Measurements in Your Library*. Chicago, ALA Editions, 2005.

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in-demand areas of operations. A more recent example of this is in the adoption of self-serve checkout stations. By having the public check out their own materials, libraries have been able to reassign staff to high-demand direct public interactive services such as readers advisory, catalogue usage instruction, and public training in the use of various computer applications. Following are examples of process improvement many libraries have undertaken, Ajax included.

Improvements through Outsourcing

Libraries have been driving down their costs and improving throughput in the face of constant staffing constraints through outsourcing processes and incorporating technology in more and more of their operations. For many years materials selection was a major task of librarians. Publishers' catalogues were used to select materials in the two major publishing cycles of spring and fall. This process was extremely time-consuming. Today this process is, for the main part, reduced to the minimum by the use of the Automatic Release Program (ARP) and library jobbers. This has resulted in efficiencies with measurable cost-savings, in staff reassignment to front line public services and in collection analysis to determine how well collections meet the user needs.

In the case of the ARP program, the increased speed of materials delivery to the end user, along with increased user satisfaction for the service, are added to the quantitative measures in the library itself.

Improvements through Technology

Technology has played a major role in process improvement for more than 30 years in public libraries. With the elimination of the card catalogue and replacement with an ILS (Integrated Library System) which links the inventory of holdings to the lending processes, there is a massive process improvement for all library services. More modules have been added for even greater flexibility for service delivery and increased efficiencies in linking the resources of the library to on-line reservations and online renewal and notifications directly to the user.

Social networking developments are carrying this process improvement even further. User interface software applications such as *BiblioCommons* provide opportunities for interactive responses to the library materials enabling users to add value to the library materials themselves through exchange of comments and linkages to other related information, thus enriching the service.

Summary

No one approach to defining critical measures of input and output of public library services is the same from library to library. But whatever evaluative method is used for gathering and analyzing qualitative and quantitative information, it must respond to meeting the goals and outcomes documented in the municipality's Strategic Directions. This goes to creating one cohesive map that the community will understand.

The City of Mississauga, for example, integrated all of its recent *Master Plans* from all city services, including the Library, into the one plan called *Future Directions*²⁹. The individual plans that feed into this large City "map" are updated every four years, include a "report card" of the work done to date, and align new plans and directions to City issues, the economic environment, the demands of the residents and the trends found in the literature and best practices of each department or agency.

In Ajax there are a multitude of studies in progress or completed with some but little acknowledgement of other departments and how they all interrelate. This leads to potential gaps between services, possible duplication of effort, and missed opportunities.

²⁹ City of Mississauga. *Future Directions 2009: Library, Recreation and Parks & Natural Areas Master Plan*. Mississauga, Ontario, 2009. Available at: www.mississauga.ca/portal/discover/futuredirections.