

Smith-Ennismore-Lakefield Public Library

Library Service Review & Future Service Strategy



Final Report
September, 2010

Submitted by:

dmA Planning & Management Services
www.dmaconsulting.com



September 21, 2010

Mr. R. Lane Vance
CEO/Treasurer
Smith-Ennismore-Lakefield Public Library Board
1310 Centre Line
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Peterborough, ON
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Dear Mr. Vance:

We are pleased to provide our Final Report concerning the Smith-Ennismore-Lakefield (SEL) Public Library Service Review and Future Service Strategy. This study provides the Library Board, Council and senior staff with a guiding document for the future operation of the Library, while ensuring the continued provision of quality library services to Smith-Ennismore-Lakefield residents. The strategy is based on the changing role of public libraries and the specific circumstances of your municipality. Our recommendations were developed with considerable input from current library users, SEL Public Library staff and members of the Board, and other library stakeholders. We trust the report will provide a solid basis for decisions concerning the Smith-Ennismore-Lakefield Public Library over the next 10 years.

It has been a pleasure working with you, the Smith-Ennismore-Lakefield Public Library staff and the Board on this project.

Thank you for the opportunity to be a part of this study.

Sincerely

A handwritten signature in black ink, appearing to read 'Jim Morgenstern'. The signature is fluid and cursive, with a long horizontal stroke extending from the end.

Jim Morgenstern MES, RPP
Principal
dmA Planning & Management Services

EXECUTIVE SUMMARY

This report presents the key findings and recommendations of the Library Service Review and Future Service Strategy for the Smith-Ennismore-Lakefield (SEL) Public Library. The primary purpose of the study was to review the current services of the SEL Public Library, document changing community needs and interests, and provide a guiding document for the Board and staff in the operations of the Library system over the next 10 years. The scope of this study involved the identification of facility and space requirements, as well as implications for services and technology, collections and programs, staffing and operations and management and governance. The Final Report includes a future service strategy and recommendations that will assist the Library Board, Council and senior staff of the SEL Public Library to plan for the future, while ensuring the continued provision of quality library services to Smith-Ennismore-Lakefield residents. For background information on the community context, the Library's facilities and services, and detailed consultation results, the reader is referred to a separate document - the Planning Context Report, July 2010.

The Final Report's recommendations are summarized below.

Facility Model and Facility Space Recommendations

Recommendation 1: The recommended Facility Model for the SEL Public Library includes a Main Branch in Bridgenorth and Community Branches in Ennismore and Lakefield. The Board should formally adopt this Facility Model for the SEL Public Library.

Recommendation 2: The Ennismore Branch should be retained with no expansion or redevelopment during the period of the plan. Since the opening of the new Bridgenorth Branch, use of the Ennismore Branch has declined and this situation should be monitored and services adjusted, as warranted, to reflect changing patterns of use.

Recommendation 3: By 2015, the Lakefield Branch should be redeveloped and expanded by not less than 2,000 additional sq. ft., to rectify current deficiencies and meet 10-year growth requirements. If redevelopment on the current site is not possible, a new library of about 4,500 sq ft should be provided. If feasible, redevelopment and expansion of the Lakefield Branch in combination with the development of a community cultural centre would be a preferred course of action.

Recommendation 4: An architectural assessment should be undertaken in the short term, to explore the potential to redevelop and expand the Lakefield Branch at its existing location. The potential for a partnership with a cultural centre at this location should also be explored assuming that there are active plans to pursue the cultural centre. The impact of this expansion/redevelopment on adjacent parkland, and parking requirements for the facility should be considered in this investigation. A cost/benefit assessment should be undertaken for this and any other adaptive re-use of an existing building compared to building a replacement library at an alternate location. Opportunities for future expansion to meet long term population needs should be considered.

Recommendation 5: For future library facility development, expansion, and/or redevelopment, the SEL Public Library should ensure that energy efficiency and green building systems and technologies are incorporated, as feasible, into facility design.

Organizational Structure, Staffing, and Volunteer Recommendations

Recommendation 6: The two part-time (25 hours per week) permanent Branch Librarian positions should be expanded to two full-time (35 hours per week) Librarian positions. These would be complemented by the existing part-time contract positions, to fulfill the roles and responsibilities outlined in this plan.

Recommendation 7: The CEO duties currently assumed by the Township's Manager of Financial Services/Treasurer should be transferred to the Co-ordinating Librarian position and the new position of CEO/Chief Librarian created.

- Recommendation 8: The Board should develop a staffing succession plan to address the transitions and staffing changes recommended in this Plan.
- Recommendation 9: When the CEO/Chief Librarian position is created, an organizational review should be undertaken and all permanent staff roles and responsibilities reviewed and reassigned as warranted.
- Recommendation 10: Volunteer recruitment and management should be formalized as a system-wide staff responsibility.
- Recommendation 11: A volunteer recruitment strategy should be developed by the staff position responsible for volunteer management, to maintain the volunteer resource and develop a more diverse and sustainable volunteer base over the long term.
- Recommendation 12: All permanent library staff should possess the skill sets required to work with volunteers. This should be formally recognized in staff job descriptions and through access to appropriate training and staff development opportunities.

Services, Collections, Technologies Recommendations

- Recommendation 13: The Library's annual budget for materials expenditures should increase concurrent with population growth.
- Recommendation 14: On a trial basis, Sunday hours (4 hours) should be introduced at the Main (Bridgenorth) Branch. After a trial period, and if warranted by demand and increased usage at this Branch, Sunday hours should be introduced as a specialized service of the Main Branch.
- Recommendation 15: The Board should consider options to improve the Information Technology capacity of the Library, through staff development and training, possible recruitment for future staff, and over the long term, through the development of a plan to ensure the renewal and long-term sustainability of library technology.

Recommendation 16: Improved marketing and promotion should be undertaken to increase the public's awareness of the wide range of technologies available at and through the Library, including but not limited to electronic databases and other web-related resources, wireless Internet access, eBooks or eAudiobooks, etc. Educational programming should be expanded to include the use of these technological/web resources and to "re-brand" the Library beyond books.

Recommendation 17: Reciprocal use agreements, purchase of service agreements or non-resident fees should be explored and introduced if warranted to address the use of the Library by non-residents.

Partnership and Programming Recommendations

Recommendation 18: In partnership with others, the Library should explore opportunities to expand library programs of interest to adults.

Recommendation 19: The Library should work with the local businesses, local and regional agencies and organizations, local schools and other education providers, heritage/historical groups, local religious organizations, among others, to explore opportunities for programming partnerships that represent a 'good fit' with the Library.

Recommendation 20: To engage the next generation of library users, the Library should explore opportunities to develop stronger partnerships with local schools and school libraries. Library staff should work with local elementary schools to explore opportunities to develop programs to meet reading readiness needs of young children. Opportunities to work with Lakefield Secondary School to develop programs of interest to youth, and to develop volunteer positions that are consistent with the secondary school curriculum and/or may allow students to work towards completion of a community service credit should also be explored.

Recommendation 21: As existing libraries are redeveloped a full range of innovative partnerships with other information or other service providers should be explored.

Marketing and Promotion Recommendations

- Recommendation 22: The Library should develop a consistent logo and image that can be used on all marketing and promotional tools, signage, and information disseminated about the Library.
- Recommendation 23: A review of directional signage for all branches should be undertaken to ensure it is highly visible, located along main access routes, and consistent. All branches should also have consistent signage including the Library's logo.
- Recommendation 24: The Library should redevelop its website to make it more visually appealing, user-friendly, and interactive.
- Recommendation 25: In the short term, the Library should update its main informational brochure to a higher quality of production that includes colour, graphics and photographs depicting people engaged in library activities, and ensure that information on library services, programs and resources is current.

Policy Development and Governance Recommendations

- Recommendation 26: The Board and Library staff should continue to develop and update policies consistent with those required by OPL Guidelines.
- Recommendation 27: The Library Board should periodically arrange training or development sessions to confirm its role and core functions, and ensure continued development of policies and processes towards effective governance of the Library.
- Recommendation 28: The Board and Library staff should develop a "Contribution Strategy" using the approach and tools outlined in the SOLS Resource Manual the "Library's Contribution to Your Community".

Long Range Planning and Evaluation Recommendations

- Recommendation 29: The next Strategic Plan for the Library should include a vision statement that guides the library towards a preferred future, as well as updated roles for the Library.
- Recommendation 30: The Library should investigate formal mechanisms to involve library users on a more regular basis in evaluating library services, and to investigate perceptions, barriers, issues and opportunities relevant to non-users.
- Recommendation 31: Library staff and the Board should annually review the recommendations of this strategy to evaluate progress on implementation, to identify outstanding issues, or areas in need of change.
- Recommendation 32: The Library Service Review should be formally updated every five years.

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1. INTRODUCTION

1.1. Study Purpose and Process

The purpose of the Library Service Review and Future Service Strategy, as identified in the Terms of Reference, is to review the current services of the Smith-Ennismore-Lakefield (SEL) Public Library and “provide a guiding document for the Board and staff in the operations of the Library system over a five to ten year planning horizon”¹. The study builds on recent successes of the SEL Public Library to provide the strategic directions and detailed recommendations to ensure the Library is well positioned to keep abreast of emerging trends and future needs. The scope of the study is fairly broad, involving the identification of facility and space requirements, and implications for services and technology, collections and programs, staffing and operations and management and governance. The Strategy’s timeframe is 10 years; however many of the recommendations will have implications well beyond this timeframe. References in the report to “the planning period” refer to this ten year time frame (2010-2020).

The Library Service Review and Future Service Strategy involved three distinct phases and a series of related tasks.

Phase One established the Planning Context for the study. Statistics Canada Census data from 2001 and 2006, reports and statistical information available from the Township and County websites, and relevant information from the Township’s Planning and Building Department, as well as the City of Peterborough’s Planning Department, were reviewed to develop a socio-demographic profile of the service area and future growth projections. Relevant library trends and best practices were documented to provide a context for the analysis of SEL Public Library’s services and facilities. Relevant library planning guidelines and standards were reviewed, existing services were compared to these guidelines, and a preliminary projection of future space needs was estimated based on population projections and customary planning guidelines.

Phase Two involved Consultation with users, including key informant interviews with Library and municipal staff, elected representatives, community leaders, service partners, and other stakeholders with a knowledge of the study area communities and an interest in the Library. A series of focus groups and public meetings were held in the three communities served by branch

¹ Smith-Ennismore-Lakefield Public Library Board, March 2010. Request for Statement of Qualifications and Price Proposal, Review of Library Services and Recommendations for Future Library Services.

libraries, and focus groups were held with Library staff and volunteers. An online in-library survey was conducted with 254 library users, stratified to ensure adequate representation from each branch. The Planning Context information and the results of the consultations were summarized in a background report, the Planning Context Report, which was reviewed by Library staff and the Board and subsequently finalized.

In Phase Three, a Future Services Strategy was developed to address issues identified through the Phase One and Two activities. This included the preparation of future directions and detailed recommendations. Preliminary directions and recommendations were discussed at a meeting with Library staff, and the draft Final Report was prepared and presented to the Board and public for review.

1.2. **Report Structure and Format**

This report is organized as follows:

1. Introduction: an overview of the study purpose and process
2. Library Service Review: a review of the planning context for the study and the current state of library services
3. Future Services Strategy: providing detailed strategies and recommendations in the following areas:
 - a. Facility Model and Future Facility Requirements
 - b. Organizational Structure, Staffing, and Volunteers
 - c. Services, Collections and Technologies
 - d. Programming and Partnerships
 - e. Marketing and Promotion
 - f. Policy Development and Governance
 - g. Long Range Planning and Evaluation
4. Implementation and Next Steps: providing implementation timing, resource implications, and next steps.

Although this Report presents detailed strategies and recommendations in seven distinct sections, the strategies are linked and the implementation of any sub-set of strategies is dependent on the successful implementation of many of the others. For example, without additional staff resources, many of the other recommendations could not be successfully implemented. We also note that the strategies are not ordered to indicate priorities but rather to present a logical flow of information for the reader.

Much of the information supporting the analysis and recommendations is documented in a separate background report - the Planning Context Report (July 2010)². While selected findings from the Planning Context Report have been included in the Final Report, the reader is referred to the background report for details. The conclusions and recommendations in this report are closely tied to the information in the Planning Context Report.

² July 2010, dmA Planning & Management Services. Smith-Ennismore-Lakefield Public Library, Library Service Review and Future Service Strategy.

2. LIBRARY SERVICE REVIEW

2.1. Introduction

This chapter summarizes the information contained in the Planning Context Report. For more detailed information, the reader is referred to the background report.

2.2. The Planning Context for Library Services

The following points summarize the geographic, population, and socio-demographic characteristics of the Township relevant to the assessment of library services:

- The SEL Public Library operates in the Town of Smith-Ennismore-Lakefield, in Central-Eastern Ontario in Peterborough County.
- Smith-Ennismore-Lakefield covers the largest geographic area and is the most populated of all municipalities in Peterborough County.
- In 2006, the Township's population was 17,413. By 2036, the projected population of the Township is estimated at 23,024. The majority of growth over the timeframe of this plan is expected to occur in the Lakefield area.
- Based on the latest census data, the Township had an older population profile than the population of the Province as a whole. The largest proportion of residents were in the "family phase" of life, between the ages of 25 and 44 years. Over 30% of the population was in older age cohorts (55 and over), compared to about 25 % for the province as a whole.
- Consistent with national trends, the Township's population is aging, and over the next 25 years the proportion of the population age 55 years and over will increase significantly. At the same time, young families will continue to move into new subdivisions and demand for library services to all age categories will grow.
- Income levels of Township residents were slightly higher than for the Province as a whole, and education levels continue to increase each census period. Higher income and education levels correlate to sustained demand for library services over the period of this plan.
- Compared to the Province as a whole, the Township was less ethnically diverse, although ethnic diversity has increased in the Township since the last Census period.
- Labour force participation and employment rates in the Township were slightly higher than for the Province as a whole. The majority of employed residents worked outside of the Township, most likely in Peterborough and Peterborough County. Commuter lifestyles warrant consideration in terms of hours of operation and access to library services.

2.3. Overview of Library Trends and Best Practices

The function and roles of public libraries are changing to meet the changing needs of the community and community expectations. The following sections summarize trends that will continue to have an impact on the future of library service delivery over the life of this plan³.

Lifestyle and Societal Trends

- Accessible, environmentally-friendly facilities and services
- Web savvy and information literate users
- Partnerships and collaborations to expand and improve the range of services
- Two working parent households, time deficits, full-day kindergarten, commuter lifestyles
- “Screenagers” and “Zoomers”, the emerging markets of the decade
- Health and wellness and economic security as “top of mind” concerns
- Economic and labour trends showing growth in small and home-based entrepreneurial businesses, health care, and technology/computers

Technology Trends

- Wireless usage will grow
- Demand for digital download kiosks
- Use of smaller, more versatile hand-held wireless device will grow
- Demand for more sophisticated but easier to use web content
- Demand for interaction, co-creation, and engagement opportunities through technology
- Continued role for libraries as a technology training centre and a trusted information provider

³ For a more detailed description of these trends and their implications for library services, refer to the Planning Context Report.

Facilities and Service Trends

- Libraries as community focal points
- Libraries as high profile, attractive, built spaces
- Libraries as multi-service centres and program providers
- Libraries fostering debate, interaction, and collaboration
- Libraries as centres for technology and innovation
- Libraries as part of an active streetscape and a contributing to a viable economy
- Libraries with a “customer first” focus

2.4. Overview of SEL Public Library Services

2.4.1. Library Services

The SEL Public Library includes the Main Bridgenorth Branch, and two community branches, the Ennismore Branch and the Lakefield Branch. The administrative centre for the library system is located within the Bridgenorth Branch. Virtual library services augment those available at each of the locations, and include the Library's website, automated interlibrary loans, online catalogues and circulation, a range of electronic services, as well as various partnerships and collaborations with other service partners.

The total square footage of all library branches is 10,020 sq. ft. There are 21 public access computers with Internet access in all libraries, and seating/workspace for over 86 users. Only the Bridgenorth Branch has a dedicated program area within the library, and this is complemented by an adjacent Community Hall. The Ennismore Branch has access to a community hall on the main floor of the Library through an agreement with the Optimist Club, and the Lakefield Branch makes use of the Centennial Room in the adjacent former municipal office space.

The Library employs 3.56 FTE staff, involves over 170 volunteers (120 volunteers are involved in day-to-day service delivery, and another 50 or so work in thrift stores that support the library), and is open 101 hours per week (total of all branches). The Library's collections include over 67,000 volumes, serving 6,161 cardholders with an annual circulation of over 135,000. The branches accommodate over 800 in-person visits per week and over 600 electronic visits per week. Overall library usage has been steadily growing over the past 5 years.

2.4.2. Comparison with Guidelines

Based on application of the OPL⁴ space planning guideline of 0.6 sq. ft./capita, the 2006 population of the Township equates to a need for 10,448 sq. ft. of library space. The total amount of facility space available represents a deficit of about 500 sq. ft. If the population grows as projected, and there is no change in the amount of library space over the next 20 years, the resulting deficit would be in the range of 2,400 sq. ft. by 2021, and 4,000 sq. ft. by 2031.

The ARUPLO Guidelines⁵ were used as a basis for comparing the three branches on facility and service standards for rural/urban, multi-branch systems. On the basis of this comparison, the Bridgenorth Branch most closely resembles a Medium Library in terms of size, and generally meets or exceeds the guidelines for this level in the hierarchy. The Ennismore and Lakefield Branches generally meet all of the service targets of a Small Branch in the hierarchy, but on those indicators that are space dependent (e.g. available seating, overall size), both branches fall short

2.4.3. Comparison with Other Library Systems

In the Planning Context Report, the SEL Public Library is compared to three other library systems using the 2008 Annual Survey of Public Libraries. The comparison libraries include Brock Township Public Library, Clearview Township Public Library, and Trent Hills Public Library and were chosen because they closely resembled the SEL Public Library system with number of primary service points, total population and population distribution.

Compared to the other Ontario Public Library systems profiled in our analysis, the SEL Public Library:

- Experiences relatively higher levels of use, particularly circulation and virtual library visits
- Is open more hours per week
- Operates very efficiently, with operating expenses at the low end of the range for comparable libraries
- Achieves a high level of service at a relatively low staffing cost due primarily to its reliance on considerably more volunteers than is customary in the other Libraries

⁴ Ontario Public Library Guidelines, 1st published in 1983.

⁵ Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO). Guidelines for Rural/Urban Public Library Systems (2005).

2.5. **Key Themes of the Consultations**

Major themes arising from the key informant interviews, focus group sessions, community meetings, and library user survey are summarized below. Detailed results are available in the Planning Context Report.

Overall Satisfaction

- Satisfaction levels among library users are consistently high. Over 98% of current users surveyed felt that the Library provides high or very high quality services.
- Most participants felt that residents are well served by the Library, and that the Library provides “above average” services that are steadily improving.
- Collections are viewed as up-to-date and informative, and technology is viewed as keeping pace with trends.
- There were many positive comments related to the friendliness and helpfulness of staff and volunteers.
- The Bridgenorth Branch was seen as a source of pride for the Township and a catalyst in fostering a Township-wide perspective for the SEL Public Library system.

Areas for Improvement

- Space and facility issues were noted for both the Ennismore and Lakefield branches. Redevelopment or expansion of the Lakefield Branch was viewed as a priority due to projected growth in the area and the current facility limitations.
- Many felt the need for expanded hours of service, particularly Sunday service, to accommodate residents’ busy lifestyles.
- The current permanent, paid staffing model was an issue for some involved in the consultations. The reliance on part-time staff was often questioned. Greater job security and improved opportunities to supervise the branches would be realized with more full time and fewer part time positions. Full time staff would also provide greater capacity to address other specialized system-wide roles.
- Many felt that marketing and promotion was a weakness of the Library, and that there are likely many residents in the community who are unaware of current library services

- The Library's website was identified as a priority area for improvement. The inability to effectively engage youth and the emerging population of older adults without an up-to-date website was noted, and most felt that the Internet would become the preferred access point for many users in the future.
- Library signage was frequently identified as an issue.
- While many acknowledged the value of existing partnerships to both the community and the Library, most felt that the Library could do more to reach out to and engage other sectors of the community. A stronger emphasis on partnerships with local schools was emphasized.
- There was general support for additional programming, including a stronger program focus on adults and youth. However, limitations imposed by the existing staffing model were noted and in the case of Ennismore and Lakefield, facility limitations were also identified as a constraint on programming.
- There were mixed opinions on the future viability of an operating model heavily focused on volunteers. Some felt that it would be increasingly difficult to recruit and retain volunteers in the future, consistent with national trends and the experience in many municipalities. A concern was also expressed that volunteers may be increasingly unable to assist library users with new/emerging technologies and information requests. Others felt that the Township, unlike many other Canadian communities, will continue to attract volunteers who are willing and able to work in the Library.

3. FUTURE SERVICE STRATEGY

3.1. Overview

This Chapter of the report presents our analysis and recommendations to ensure that the SEL Public Library is well positioned to address current issues and respond to emerging trends and future needs.

3.2. Facility Model and Future Facility Requirements

3.2.1. Existing Situation

The Smith-Ennismore-Lakefield-Public Library includes three library facilities: the new (2009) Bridgenorth Branch, which includes the administrative centre of the library and acts as a Main library serving the entire Township; and the Ennismore and Lakefield Branches – community branch libraries serving localized populations and the surrounding area. The three library branches are well located to serve the Township's three main population clusters and the surrounding rural areas. The branches are strongly associated with the communities they serve, and the current distribution of facilities provides a reasonable level of access to library services across the entire Township. Library staff have made the best possible use of available space within these facilities to provide access to library collections, services and technologies, and to allow space for reading and working in the libraries.

3.2.2. Issues to Be Addressed

A Township-Wide Library Facility Model

The SEL Public Library is the result of amalgamations of Library Boards of the former Townships of Smith and Ennismore (1998) and the Village of Lakefield (2001). Despite the amalgamation, according to most of those interviewed for this study, the SEL Public Library still operates in many ways as three independent library branches rather than as a single library system: the librarians are strongly associated with their former municipal libraries, and many volunteers serve individual branches and are administered independently. Consultations in support of this plan also point to a common perception among many community residents of three autonomous branches, although this perception is more widely held in Ennismore and Lakefield than it is in Bridgenorth. While

these local associations are understandable, the effective and efficient delivery of library services demands a system wide approach. This strategy includes many recommendations aimed at promoting the SEL Public Library as a single Township-serving library system.

Library Facility Models are useful planning tools in that they establish the role and function of each branch within an overall library system. In Smith-Ennismore-Lakefield, the new Bridgenorth Branch includes many Township-wide functions: it houses the administrative centre for the Library system, it is associated with a large community hall for Township-wide programs and events, and it houses the main computer server, the most extensive collections and the majority of reference volumes in the library system. Because it has many system-wide functions, it is considered by staff to be the Main branch of the SEL Public Library, and this strategy supports this role. Results from the in-library survey also indicate that Bridgenorth users are more likely than users of other branches to come from all areas of the Township, and, in some cases, to bypass the branch closest to their place of residence to visit the Bridgenorth library.

The Ennismore and Lakefield Branches currently provide a full range of library services to their local communities. Recommendations in this strategy will strengthen the ability of these branches to continue to provide service to their local communities, and to contribute to the overall goals of the library system. The recommended Facility Model for the SEL Public Library includes a Main Branch in Bridgenorth plus two Community Branches, one each in the community of Lakefield and Ennismore. The formal adoption of this Facility Model by the Library Board is recommended and would advance efforts to promote the SEL Public Library as a coordinated Township-wide library system.

The recommended facility model assumes that there will be differences in the types and levels of service provided by the Main branch in Bridgenorth and the community branches in Ennismore and Lakefield. Bridgenorth will continue to be the administrative centre of the Library and will be the focus for Township-wide or specialized programs, services and events (in part because of its association with the Community Hall). Basic library services and programs will continue to be offered at other branches (children's story time and preschool reading programs, popular materials and recreational reading), but specialized programs and services will be directed to Bridgenorth. The exception to this rule is when a program or function is specific to a local community or is best suited to another library because of unique circumstances (i.e., a library program associated with the Literary Festival in Lakefield).

Space Deficiencies, Population Growth and Facility Space Requirements

The current amount of library space available at all three SEL branches includes 10,020 sq. ft. Based on application of the library planning guideline of 0.6 sq. ft./capita, the 2006 population equates to a need for 10,448 sq. ft. of library space, or a current deficit of about 500 sq. ft. If the Township's population grows as projected, and there is no change in the amount of library space over the next 20 years, the resulting deficit would be in the range of 4,000 sq. ft. by 2031. There are a number of factors that affect population growth and therefore some uncertainty associated with all population projections. For the purpose of this study however, the long-term forecast for the Township is assumed to be 23,024. Table 3.1 shows the growing deficit of library space as the population of the Township continues to grow.

Table 3.1: Library Space Requirements Based on Projected Growth / No Change in Facility Space

	Projected Population	Library Space Requirement (GSF) @ 0.6 GSF/C	Deficit or Surplus (Assuming Status Quo)
2006	17,413	10,448	-428
2011	18,690	11,214	-1,194
2016	19,945	1,1967	-1,947
2021	21,002	12,601	-2,581
2025	21,905	13,143	-3,123
2031	22,554	13,532	-3,512
2036	23,024	13,814	-3,794

2008. Lapointe Consulting. Population Projections, The County of Peterborough: 2006 to 2031. prepared for the County of Peterborough Planning Department. Reference Scenario shown from 2011 through 2036.

In terms of the location of future growth, the Township has identified the Lakefield area as the primary growth centre for the municipality, is making capital improvements to Lakefield's water supply and sanitary sewer services to accommodate this growth, and has designated land for growth. Significant population increases in other areas of the Township are not anticipated throughout the period of this plan, although it is acknowledged that growth along the southern border of the Township in the City of Peterborough may affect demand for library services in Bridgenorth.

Bridgenorth Branch

The Bridgenorth Branch is a fully-functional modern library reflective of contemporary design trends. Users of this branch reported high levels of satisfaction with the facility and services available. No space limitations were identified for this branch and the facility conforms well to functional space guidelines and best practices. The Bridgenorth Branch represents the preferred standard for library facilities in the Township and should be retained as the Main Library of the SEL Public Library system. Based on current and future population for the planning period, the Bridgenorth Branch will adequately serve the community and no expansion is recommended.

Ennismore Branch

The Ennismore Branch is a bright, modern facility that in some respects conforms to contemporary design trends; however, space limitations and the overall size of the library limit what can be achieved. Although the facility was originally built to serve as a library, it was built on two floors without an elevator. While it was apparently the intention to use the entire building as the library when demand warranted, the two-floor design would make this very inconvenient and expensive and the ground floor, therefore, is of very little functional value to the library. The lower floor of the building is available for meetings and presentations through a lease agreement with the Optimist Club. Facility issues identified during the consultation process include peak-period congestion, noise issues, and crowded shelving and computer workspaces, making access to some of the collections difficult and complicating traffic flow through the library. Legislative requirements for physical accessibility⁶ will also likely have an impact on the physical layout of this branch. Standards for the built environment have not been developed at the time of writing this report, however they will likely call for wider aisles between shelving, lower shelving and customer service counter heights, resulting in reductions in the amount of materials that can be on display in the library.

As discussed in the following section, most of the Township's future growth will be directed to new subdivisions in the Lakefield area, and the population of Ennismore is projected to remain relatively stable over the period of this plan. As well, results from the in-library survey and circulation statistics show that many Ennismore branch users are also frequent users of the Bridgenorth Branch. For these reasons, it is recommended that the Ennismore Branch be retained in its current

⁶ Standards for the build environment are being developed as part of the Accessibility for Ontarians with Disabilities Act 2005.

state with no facility expansions over the planning period. Continued efforts to reassign interior spaces to improve traffic flow and incorporate improvements to collections and technologies are recommended. Since the opening of the new Bridgenorth Branch, use of the Ennismore Branch has declined somewhat and this situation should be monitored and services adjusted, as warranted, to reflect changing patterns of use.

Lakefield Branch

The Lakefield Branch occupies a former fire hall that was part of a former municipal building in the Village of Lakefield. The former municipal offices are currently occupied by a local chapter of a provincial sports association, and a volunteer-run Thrift Shop. The area of the library available for public use is on a single floor at grade. Staff space is somewhat removed from the public area, and a meeting room used for programming is accessed via a staircase through the staff space.

While staff have done a very good job with the space available at the Lakefield Branch, there are limitations to what can be accomplished with the configuration of the building, the overall lack of space and the at-capacity situation for the shelving/collections and staff/volunteer space. Community consultation results show the highest levels of dissatisfaction with the Lakefield Branch of any branch in the system. The following issues were identified:

- The computer stations are cramped, placed in areas of high use, and offer limited workspace.
- The shelving is in some cases too high to be accessible for some users and the aisle space between shelving is too narrow to provide barrier-free access throughout the library.
- Tables and chairs for reading, relaxation, studying and working in the library work are limited.
- There is no dedicated program area, quiet study space, or area for group study or group work within the library⁷.
- There is limited opportunity to demarcate specific areas for children, teens, and older adults. Staff work areas and storage spaces are too small and not easily accessible from the public library space.
- The facility lacks natural light and interior finishes appear worn and in need of updating.

⁷ Although the Centennial Room in the former municipal hall is used for this purpose.

Legislative requirements for physical accessibility⁸ will also have an impact on the physical layout of this branch, and clearly shelving height and space between shelving will be an issue, however the extent of this impact is unknown at the present time.

Current deficiencies will only be exacerbated by increased demand for library services since the majority of population growth for the Township is projected to occur in the Lakefield area. The highest facility priority for this plan, therefore, is to rectify the current deficiencies of the Lakefield Branch and meet future population needs by exploring opportunities for expansion and/or redevelopment of this building, or by replacing this Branch in an alternate location. Recognizing the uncertainties associated with long term population projections, and to rectify current functional deficiencies, an expansion of the Lakefield Branch in the order of 2,000 additional sq. ft. is recommended, with the understanding that further expansion may be necessary if the population grows as projected over the long term.

There are a number of issues related to the potential expansion/redevelopment of the Lakefield Branch that warrant further investigation. The most pressing are the constraints and opportunities associated with the current building's configuration on the site. We understand that the original facility was not designed to accommodate a second storey. In any event, a two-storey library is not recommended due to the costs, challenges and inefficiencies of providing services on two levels. It is also acknowledged that any expansion outwards from the existing library will have a negative impact on the adjacent Cenotaph Park. This park includes a memorial to veterans and we understand is a highly valued attribute of the downtown among local residents. The opportunity to expand into the park is likely limited. It may be possible to accommodate some additional library space in the adjacent Memorial Hall. These considerations call for a detailed site assessment and study to determine feasible options and costs associated with accommodating not less than 2,000 additional sq ft of library space at the current location. A major consideration in assessing the merits of expansion at this site should be the potential for future expansion beyond this initial 2,000 sq ft and this should be considered in the study. This study should be undertaken in conjunction with the planned investigation of the feasibility of using Memorial Hall as a cultural centre, as discussed below.

The redevelopment of Memorial Hall in Lakefield has been the subject of review for many years. In 2002, when dmA conducted SEL's first Library Services Review, the potential to use the former

⁸ Standards for the build environment are being developed as part of the Accessibility for Ontarians with Disabilities Act 2005.

municipal office space as shared library/community space was under investigation. More recently (2004) the Township initiated a study to investigate the feasibility of redeveloping Memorial Hall as a community cultural centre. In March of 2007, a consulting firm was retained to undertake a feasibility study and develop a business plan for the proposed centre⁹. Consultations identified widespread support for the idea of a community cultural centre, however there was no local organization willing to rent the building on an ongoing basis, or willing to take on the day-to-day programming of the facility. Still, the study concluded that the following principles should guide the facility's redevelopment:

- The Memorial Hall Cultural Centre would cater to a variety of cultural groups and activities including visual arts; language and literature; history and heritage; music; film; performing arts; and expressive arts (e.g., therapy and teaching).
- The facility would also be available to individuals and community organizations that wished to use space for meetings or events.
- The facility should be available, accessible, and affordable. It should welcome the public and many types of users by being offered at relatively low cost and with improved physical accessibility.

While the directions identified in the 2007 study were not immediately acted upon, we understand that individuals in the community continue to actively pursue the possible use of the Memorial Hall as a cultural centre. The possible development of a cultural centre in Memorial Hall represents a significant opportunity for a partnership with an expanded Lakefield Branch. If these projects were pursued together, the new library could be physically connected and possibly share space with a cultural centre.

The Library Board's primary concern is of course the provision of a fully functional library of sufficient size to meet the future needs of the community. As discussed above, a detailed site and building assessment will be required to investigate the feasibility of accomplishing this at the current location. While our study is not concerned with arts or cultural requirements in the municipality and we have not assessed the feasibility of a cultural centre in Lakefield, experience elsewhere suggests that a combined library-cultural centre could be a unique and very positive development for all Township residents and it is for this reason that we believe the Board should investigate this opportunity when considering options for expanding and improving the Lakefield Branch.

⁹ 2007, TCI Management Consultants. Memorial Hall Cultural Centre Business Plan. Prepared for the Township of Smith-Ennismore-Lakefield.

Trends and best practice research points to a future for the public library that involves creativity, artistic expression, interaction and innovation. The merging of a new Lakefield library with a community cultural centre represents a unique opportunity to explore and develop these types of synergies. While the library would offer traditional services such as access to a wide range of books, print materials and electronic information, the programming, presentation, and training spaces of the library and the cultural centre could be shared, with a focus on creation, collaboration, and innovation through the exploration of media and technology. The merging of a library/cultural centre could provide a range of opportunities for events, learning, collaboration, and partnership. A wide range of partnerships should be explored, and could involve but would not be limited to Lakefield Secondary School, arts and cultural groups throughout the Township, the business community, nearby universities and colleges, among others.

As an example of innovation in the public library setting, the Aarhus Public Library in Denmark has been exploring different prototypes for the future of the public library. One of their recent projects focused on the development of a music lab that offered an “inspiration zone” and a “production zone”. The “inspiration zone” included a corner café, music literature, displays and magazines, and digital listening stations. The “production zone” offered a range of musical instruments and computer equipment that allowed for spontaneous concerts, digitizing of music, and an array of audio-visual feedback mechanisms. After this and a range of other projects were completed, the Aarhus Library concluded that library users enjoy opportunities for interaction and exploration, that technology will inevitably play a significant role in the reinvention of the “library of the future”, and that a wide range of partnerships are beneficial to bring about positive change. On a smaller scale, these types of programming partnerships might be explored with a combined library/cultural centre in Lakefield.

If feasible and assuming an effective partnership agreement could be established, an expansion of the existing Lakefield Branch in conjunction with the creative re-use and redesign of the Memorial Hall as a combined library/cultural centre would be a preferred course of action. However, if site or building conditions restrict expansion or are too costly, the branch should be relocated and a new library of approximately 4,500 sq ft developed at another location in Lakefield.

At their June 2010 meeting, Council passed a resolution forwarding to dmA correspondence received from the Lakefield Bowling Lanes that requested that the municipality purchase their facility for use as a new Lakefield Library. The scope of this study does not include an assessment of existing buildings for their potential use as the future Lakefield Library. The building, or the site,

may have merit and this should be investigated further, as warranted, when the Library Board is considering options for accommodating the expanded library in Lakefield. While there is no reason not to explore this option, or any others that may emerge for the reuse of existing facilities, we would note that the reuse of existing building for library facilities is not always the best course of action. Contemporary libraries have very specific design requirements to provide functional library space. While these may be accommodated with the redevelopment of an existing building, they often will not and the functionality of future library services should not be compromised. In addition to meeting the design requirements, the cost effectiveness of renovation versus new construction is an issue that should be carefully investigated before deciding to reuse an existing building.

Finally, for all new construction, adaptive reuse, or library facility redevelopment, consideration should be given to incorporating energy efficient and green building systems and technologies into building design. Many contemporary library facilities in Ontario are achieving a standard of construction that qualifies for a LEED Silver designation or higher under the Canadian Green Building Council (CaGBC) certification system¹⁰.

3.2.3. Facility Model and Facility Space Recommendations

Recommendation 1: The recommended Facility Model for the SEL Public Library includes a Main Branch in Bridgenorth and Community Branches in Ennismore and Lakefield. The Board should formally adopt this Facility Model for the SEL Public Library.

Recommendation 2: The Ennismore Branch should be retained with no expansion or redevelopment during the period of the plan. Since the opening of the new Bridgenorth Branch, use of the Ennismore Branch has declined and this situation should be monitored and services adjusted, as warranted, to reflect changing patterns of use.

¹⁰ <http://www.cagbc.org/leed/systems/index.htm>

Recommendation 3: By 2015, the Lakefield Branch should be redeveloped and expanded by not less than 2,000 additional sq. ft., to rectify current deficiencies and meet 10-year growth requirements. If redevelopment on the current site is not possible, a new library of about 4,500 sq ft should be provided. If feasible, redevelopment and expansion of the Lakefield Branch in combination with the development of a community cultural centre would be a preferred course of action.

Recommendation 4: An architectural assessment should be undertaken in the short term, to explore the potential to redevelop and expand the Lakefield Branch at its existing location. The potential for a partnership with a cultural centre at this location should also be explored assuming that there are active plans to pursue the cultural centre. The impact of this expansion/redevelopment on adjacent parkland, and parking requirements for the facility should be considered in this investigation. A cost/benefit assessment should be undertaken for this and any other adaptive re-use of an existing building compared to building a replacement library at an alternate location. Opportunities for future expansion to meet long term population needs should be considered.

Recommendation 5: For future library facility development, expansion, and/or redevelopment, the SEL Public Library should ensure that energy efficiency and green building systems and technologies are incorporated, as feasible, into facility design.

3.3. Organizational Structure, Staffing, and Volunteers

3.3.1. Existing Situation

The current staffing model for the SEL Public Library includes the following permanent positions:

- A permanent full-time Co-ordinating Librarian, with a standard work week of thirty-five (35) hours per week.
- Two permanent part-time Branch Librarians, each with a standard work week of twenty-five (25) hours per week.
- A Board-appointed Chief Executive Officer/Treasurer, who also fulfils the full-time position of Manager of Financial Services/Treasurer as a Township employee.

In addition, there are two (2) part-time employees working under two-year contracts. These include the Assistant Librarian and Programming Coordinator positions, each working twenty (20) hours per week. These two positions were created in 2009 as a result of a 2008 Operational Review and a recommendation that stated: "Create an additional permanent part-time Librarian position".¹¹

The Co-ordinating Librarian assumes responsibility for system-wide administration and co-ordination of all library services, in addition to supervising the operation of the Bridgenorth Branch. Each of the Branch Librarians assumes responsibility for the operation of one of the Ennismore and Lakefield Branches. The Co-ordinating and Branch Librarians are all long-serving, skilled and committed employees with strong connections to their local libraries and library users.

The SEL Public Library also makes significant use of a large number of volunteers. Since amalgamation in 2001, the Board adopted a staffing model that uses volunteers extensively throughout the Library system in the day-to-day management of the libraries. The volunteers are strongly committed to the Library and provide valued and effective services to library users. Volunteer co-ordinators recruit, coordinate, and supervise volunteers in their various roles.

Over 120 volunteers are directly involved in library service delivery on a day-to-day basis, and a further 50 or so manage second-hand stores that provide funding for library programming and operations. A typical volunteer shift ranges from 2 to 4 hours, and most volunteers take one shift per week. The range of duties performed by volunteers varies considerably with the skills and interests of the volunteers, however the majority work on the circulation desks, performing duties such as check-ins and check-outs, re-shelving items, assisting patrons in locating books and other materials in the library, placing reserves on materials, assisting with faxing and photocopying, responding to telephone inquiries, and contacting patrons regarding holds ready for pick-up. More specialized duties that require more training and experience include calling individuals with overdue books, deleting books from the on-line catalogue, cataloguing and processing new books, sorting donations, assisting with programming, and tallying monthly receipts. A few volunteers assist with computer inquiries, but most refer these types of requests to Library staff members. Each library has one volunteer who acts as the Volunteer Coordinator for the branch, responsible for recruitment and basic training, and ensuring that all of the weekly volunteer shifts are filled.

A statistical profile indicates that close to 50% of volunteers at each Branch are long-term volunteers, having served the library for over 10 years or more. Over the past three years, an

¹¹ April 1, 2008. Township of Smith-Ennismore-Lakefield, Organizational Review, Final Report.

average of about 4 new volunteers come on stream at each branch, and a few retire. Most volunteers are between the ages of 60 and 75, most are new retirees (many of whom are ex-teachers). There is no mandatory age for retirement from volunteering and some volunteers are over or approaching 80 years of age, however the Library's insurance only covers volunteers up to the age of 74 years. The Library does not actively recruit volunteers and has relied on word-of-mouth. The Library often receives more applications than can be accepted.

3.3.2. Issues to Be Addressed

The following issues are addressed in this section of the report:

- The staffing complement
- The organizational structure
- The future of volunteerism in the Library

Permanent Staff Complement

The full-time and part-time permanent staff complement equates to a total of 85 hours per week. These Librarians are responsible for managing over 170 volunteers and supervising the operation of three library branches, open for a total of 101 hours per week. This is supplemented by two 20-hour per week contract positions. The adequacy of the current staff complement can be assessed with reference to guidelines, evolving staff roles and responsibilities, and other issues as discussed below.

There are a number of guidelines dealing with appropriate staffing of public libraries. Those most commonly applied to public libraries in Ontario include the Ontario Public Library (OPL) Guidelines (OPL), and the ARUPLO Guidelines (2005). The OPL Guidelines suggest one staff per 2,000 population or a need for at least 8 FTE in the SEL Public Library system today, and with population growth, an additional 2-3 FTEs. With a current FTE of 3.56, the SEL Public Library is clearly understaffed in comparison with this guideline. The ARUPLO Guidelines may be more instructive in this regard, however there is room for considerable interpretation since it is not clear if staff requirements are cumulative for all branches in the system, or if the guidelines are intended on a branch-by-branch basis¹². The ARUPLO guidelines indicate the need for 5-17.5 FTEs for large branches (those serving a population of between 10-25,000) within a multi-branch system,

¹²Administrators of Rural and Urban Public Libraries of Ontario. The ARUPLO Guidelines (2005) Document is currently under review and the revised version will likely address these discrepancies.

including, at minimum, a Branch Supervisor with a Masters Degree from an accredited library program, 1 FTE professional librarian assigned to reference, 1 FTE professional librarian assigned to children's services, and an additional FTE for every 10,000 population. SEL Public Library's staffing complement does not approach this guideline even if the staff of all three branches are combined.

These guidelines would suggest that the SEL Public Library is significantly under-staffed. This lack of staff is of course reflected in the heavy reliance on volunteers. The role that volunteers can and should play relative to permanent staff is an issue discussed further below. There is no reasonable method for translating the 170 volunteers into a permanent staff equivalent to allow us to compare the human resources at the SEL Public Library to the guidelines or to other library systems. However, our view is that the current permanent staff complement is providing a very high level of service, is fully occupied and has insufficient time to address some operational needs. Consequently, we feel that the SEL Public Library is understaffed today, and with population growth, this will become a more serious problem.

As noted above, our analysis suggests a need for expanded staff roles and responsibilities to address the changing role of the public library in response to community needs. Research into emerging trends and best practices in library service delivery, and the consultations undertaken in support of this plan, indicate the need for the SEL Public Library to play a stronger role in a number of key areas. These are discussed more fully in subsequent sections of the report, but include the following areas of emphasis for Library staff:

- A stronger emphasis on programming and partnership development, with increased focus on adult programming and programs of interest to older adults, more partnership development with local schools and other sectors of the community, etc.
- A need to expand marketing and promotion, through improved tools and approaches such as an upgraded website, and expanded outreach and connections with other sectors and agencies.
- A focus on long range planning, service evaluation, and management functions
- A stronger role in terms of volunteer management and recruitment (to be discussed more fully in a subsequent section)
- A future focus on technology planning, incorporating new and emerging technologies, new formats, improving web capabilities and functions, providing in-house computer expertise, etc.

Current staff is efficient, effective, and fully occupied with their current responsibilities, therefore if SEL Public Library is to place more emphasis on the roles identified above, and consequently be responsive to the needs of community residents, additional staff hours must be invested in the system. The existing staff complement cannot be expected to take on additional responsibilities with the current time allotted, or assume new roles that would require considerably more time and effort.

Finally, in our view, there are issues related to customer service, safety and security, and the practice of operating the library for a number of hours each week without a librarian present. This is not an ideal arrangement. Current volunteers participating in focus groups indicated that although they feel adequately trained and capable of responding to simple inquiries about the location of materials in the library and performing traditional check-out duties, they often refer users to library staff to deal with more technical or computer-based information requests and more complicated inquiries. Most volunteers participating in focus group sessions noted that they have little interest in learning about new/emerging technologies, information in new formats, and new services that the Library may offer. From a customer service standpoint, and given the growing complexity of information services that will be available from the public library, this reliance of volunteers may be increasingly at odds with user expectations and needs (our discussion of future volunteer roles and responsibilities is presented in a subsequent section of this report.)

It is not within the scope of this investigation to determine if operating libraries without a permanent staff person places the Library, its users, and the Township in an undesirable position with respect to liabilities. This is an issue that the Board and the Township may wish to investigate further. Given the Township's recent capital investment in the new Bridgenorth facility and its ongoing commitment to providing quality library services to the community, the practice of operating the library branches for a number of hours per week entirely by volunteers is not recommended.

A final issue identified during consultations with staff, Board members and others, relates to staff retention, satisfaction, and succession planning, and the difficulty associated with attracting qualified librarians to fill part-time (25 hour per week) positions. Clearly full-time positions would be much more attractive to future qualified candidates looking for a secure position with a progressive library, and would go a long way to demonstrating the Board's and Council's commitment to providing quality library services.

For the reasons noted above, the SEL Public Library should have a minimum of three, full time permanent positions. The two part-time (25 hours per week) permanent staff positions should be expanded in the short term to two full-time (35 hours per week) positions. These would be complemented by the existing part-time contract positions, to ensure a continuous staff presence in the library, and to fulfil other roles and responsibilities outlined in this plan.

Organizational Structure

There are a variety of organizational structures apparent in multi-branch public library systems. In some systems, the CEO of the library assumes administrative and system-wide functions, but has no direct responsibility for operating a library branch, and one or more librarians oversee the operation of specific branches. In other systems, the CEO may also assume responsibility for a single branch (usually the Main or Central branch), while responsibility for the operation of other branches may rest with a single Branch Supervisor/ Librarian position. In SEL Public Library, the Co-ordinating Librarian is responsible for overall administrative duties as well as the operation of the Bridgenorth Branch, and the other two part-time Librarians oversee the operation of the Ennismore and Lakefield branches. This is an appropriate model for the immediate future. With the recommended 10 additional hours per week, the Branch Librarians will have the capacity to assume many of the system-wide roles and responsibilities outlined in this plan. This may require further investigation as to how these additional roles are assigned with the existing staff complement of permanent and contract staff. It will likely be more productive and cost-effective if some functions (such as marketing and promotion, or partnership development) were assigned to a single librarian for the entire SEL Library system, rather than each librarian having some responsibility in each of these areas. This would reinforce the fact that the SEL Public Library is a single library system. Similarly, the activities that result from the system-wide application of these roles would be directed to the facility that is most suitable, and would not necessarily happen at all branches. For example, arts and cultural programming would most likely be directed to Lakefield if, as discussed elsewhere, a cultural centre was developed with the library branch. Partnerships may be developed at each branch, but responsibility for this system-wide function would rest with a single staff person.

Over the long-term, the Library's organizational structure will need to be adjusted to reflect additional changes. The Township's recent Organizational Review recommended a reassignment of the Library CEO duties currently assumed by the Township's Manager of Financial

Services/Treasurer to a new CEO/Chief Librarian to replace the existing Co-ordinating Librarian. We support this recommendation. However, it involves the transfer of a significant number of hours from Township staff to a Library position that is already at capacity. It will be an opportunity therefore to undertake a more thorough review of the Library's organizational structure. With the creation of the CEO/Chief Librarian position, responsibilities for the Bridgenorth Branch will likely need to be transferred to other staff. It may be appropriate at this time to assign the operation of all three branches to a single staff and reallocate other duties (marketing, technical support, programming, etc.) to other staff within the system. This would be a customary model in many libraries and should be explored, along with other options, when the CEO/Chief Librarian position is created.

The Future of Volunteerism in the Library

As noted above, SEL's volunteers provide valuable services to library users that augment the services provided by paid staff, and result in a very cost-effective and efficient library system in SEL. Recommendations included in this report are therefore aimed at strengthening and supporting this valuable resource, and ensuring its ongoing availability in the future.

Consultations with library users did not identify any issues with volunteer operation of the libraries. Many users commented on the friendly and welcoming nature of the volunteers and expressed their appreciation for the quality of service and the personal nature of interactions. Staff and other key informants, however, identified a number of issues with the coordination and management of the volunteer resource. One of the most critical has to do with the current practice of using volunteers to assume the position of "volunteer co-ordinator" in each of the libraries. Staff note that this position is becoming more onerous and challenging because of the increasingly complexity of service delivery in the public library, because training is becoming more challenging and needs to be standardized across all three branches, and because staff are spending more time managing the "volunteer managers" and intervening on behalf of the volunteers. Current trends in other sectors that rely heavily on volunteers indicate a much stronger role for these organizations in volunteer management, both to address the emerging needs and interests of the volunteers, but also to maintain an expected quality of service for the organization.

Reportedly, recruitment of volunteers has not been a problem for the SEL Public Library and most key informants we spoke with did not anticipate problems in the immediate future. There is very little turnover among volunteers (most are long-time volunteers), there are high levels of job

satisfaction among current volunteers, and the large volunteer pool and resulting time commitments (3-4 hours per week) are not onerous. These considerations point to a healthy and viable volunteer base for the immediate future. SEL Public Library's position is, however, somewhat at odds with national research and trends experienced by other organizations that rely on volunteers. Most of this research identifies declining volunteerism as a serious issue, and ongoing problems with recruiting, training and retaining volunteers for long-term positions. A recent report on the Canadian Survey of Giving, Volunteering, and Participation identifies some troubling trends in research findings over recent years. These include¹³:

- A decline in the proportion of Canadians who volunteered.
- An increase in the number of hours contributed per volunteer, often resulting in "volunteer burn-out".
- A small and declining proportion of volunteers (5%) who contribute more than one-third of all volunteer hours.
- An increase in the number of people who indicated "lack of time" as a barrier to volunteering.

These trends can be attributed to a number of factors including work-load demands, changing work schedules, the demands and schedules of educational and retraining programs, family commitments and care-giving duties, fear of perceived liability, and an aging population with more health conditions that may limit participation, and changing attitudes towards volunteerism in general. Most forecasters project a decline in volunteer participation over the long term, and greater competition for available volunteers.

At the SEL Public Library, the majority of current volunteers are older adults with long records of service who will eventually retire, and while there are no current issues with recruiting new volunteers, research and experience in other communities indicates that the replacement of these retiring volunteers may become more difficult in the future. Given the importance of volunteers to the Library, and to plan appropriately for the future, more staff resources will need to be invested in volunteer recruitment and in strengthening the volunteer management role, to maintain the relevance, satisfaction, and importance of the volunteer role and to ensure the quality of service to library users is maintained. A more formal volunteer recruitment strategy should be developed that actively explores ways to engage a more diverse volunteer base. This strategy should explore

¹³ McClintock, Norah. (2004). Understanding Canadian Volunteers: using the National Survey of Giving, Volunteering and Participating to build your volunteer program. Canadian Centre for Philanthropy.

opportunities to engage the emerging population of older adults who may have different motivations, expectations, and desires for volunteering than the previous generation. It should explore methods of outreach and strategies to involve more youth and young adults in volunteering. More importantly, it should investigate opportunities to expand volunteer roles in the Library to include, for instance, local businesses and professionals offering seminars; volunteer partnerships with regional universities and colleges; volunteers with different skill sets and abilities to assist with emerging library services (i.e., maintaining an on-line book club or library "Facebook" site). To accomplish this, volunteer recruitment and management should be a role that is assigned to a dedicated staff position. While volunteers would still be used to help schedule and coordinate volunteer activities in the libraries, overall management of the volunteer resource (as described above) should be assigned to a staff member who will perform this function for all SEL libraries.

In summary, this plan supports an ongoing role for volunteers in SEL Public Library's future service delivery model. This, however, will require improved management of the volunteer resource. It will require a more formal volunteer recruitment strategy, and a stronger role in volunteer management and coordination. The responsibility for recruiting, training and managing volunteers must be assigned to staff rather than volunteers. Staff should also be responsible for exploring issues associated with liability, the insurance available to volunteers and other issues affecting both the Township and the individuals who are volunteering. Further, all professional staff of the library must have or must develop the skills required to work with volunteers. This needs to be formally recognized as part of the job description of all permanent staff members, and staff should have access to training opportunities that would assist them with this role.

Over the long term, the Library's success in fostering a more diverse and sustainable volunteer base should be monitored. If the Library is successful, it will be reflected in a requirement for fewer staff resources. However, if volunteerism declines consistent with projections in other Canadian communities, then more staff resources will be required to maintain existing levels of service.

3.3.3. Organizational Structure, Staffing, and Volunteer Recommendations

- Recommendation 6: The two part-time (25 hours per week) permanent Branch Librarian positions should be expanded to two full-time (35 hours per week) Librarian positions. These would be complemented by the existing part-time contract positions, to fulfill the roles and responsibilities outlined in this plan.
- Recommendation 7: The CEO duties currently assumed by the Township's Manager of Financial Services/ Treasurer should be transferred to the Co-ordinating Librarian position and the new position of CEO/Chief Librarian created.
- Recommendation 8: The Board should develop a staffing succession plan to address the transitions and staffing changes recommended in this Plan.
- Recommendation 9: When the CEO/Chief Librarian position is created, an organizational review should be undertaken and all permanent staff roles and responsibilities reviewed and reassigned as warranted.
- Recommendation 10: Volunteer recruitment and management should be formalized as a system-wide staff responsibility.
- Recommendation 11: A volunteer recruitment strategy should be developed by the staff position responsible for volunteer management, to maintain the volunteer resource and develop a more diverse and sustainable volunteer base over the long term.
- Recommendation 12: All permanent library staff should possess the skill sets required to work with volunteers. This should be formally recognized in staff job descriptions and through access to appropriate training and staff development opportunities.

3.4. Services, Collections and Technologies

3.4.1. Existing Situation

When evaluated against other comparable library systems and relevant guidelines, the SEL Public Library provides a relatively high level of service at a very reasonable cost. SEL experiences high levels of use compared to the other case study libraries profiled: Total circulation, circulation per capita, and circulation per hour of operation were all higher for SEL Public Library than for the average of all case study libraries investigated. In terms of service levels, SEL Public Library is also open more hours per week than other library system profiled. The SEL Public Library provides a collection that is comparable to other similar sized libraries and consistent with guidelines, and provides a wide variety of non-print items, items in other formats, and videos that enjoy high levels of use and popularity. The number of public access terminals and other computer resources in the libraries is consistent with guidelines, and is supplemented with wireless access in each branch, which is appreciated and experiences heavy seasonal resident use during the summer months. With the exception of the need to improve the library's web services (which will be addressed in the marketing and promotion section following), those interviewed identified very few limitations with the existing computers or technological services provided by the library.

SEL achieves a high level of service at a relatively low staffing cost, due primarily to its reliance on volunteers. Expenditures on materials in the SEL Public Library was the only area of expenditure that was marginally above the average of other comparable libraries, however this translated into consistently high levels of satisfaction with the materials and collections in the Library and many positive comments from library users and others involved in the consultation process. As the population continues to grow, materials expenditures budgets should continue to increase concurrent with this population growth.

3.4.2. Issues to Be Addressed

Consultation participants identified very few issues with the library services, collections and technologies in general (programming issues will be addressed in the following section), and levels of satisfaction with library services overall were consistently high. Our review identified no significant or pressing issues associated with services, collections and technology. Four themes did emerge from these investigations and warrant consideration over the life of this plan: Sunday

hours of operation; the in-library information technology expertise; users' awareness of technology and non-resident use of the Library.

Sunday Hours of Operation

As noted, the current hours of operation for SEL Public Libraries are consistent with recommended guidelines, and higher than the average for the case study libraries. Since opening the new Bridgenorth Branch, the Library has increased its total hours, and has harmonized opening hours for all branches to make them easier for users to access. Despite these improvements, a common theme of the consultations was the need for longer hours of operation, and particularly for Sunday openings. While Sunday hours are increasingly common for library systems in an urban setting, they are not as common in a rural/urban setting like Smith-Ennismore-Lakefield. While many of those interviewed felt that Sunday hours would be appreciated and well used by residents, others were less certain and argued that residents were less inclined to use the public library on Sunday. This is an issue that warrants further investigation. It is recommended that Sunday hours be introduced on a trial basis at the Bridgenorth Branch, (to increase the hours of operation of this Branch from 41 to 45) over a six month period. This period should be staggered to include summer as well as school season hours, to determine the potential impact of seasonal resident use, and to explore what is also considered peak season use of the library. Sunday hours should be introduced on a permanent basis after a trial period if warranted by demand and increased usage at this Branch. Initially, Sunday hours would be considered a specialized service that would only be available at the Main Bridgenorth Branch consistent with the recommended service delivery model. In the long term, Sunday operating hours should be considered at the other branches if warranted by demand.

Computers and Library Technologies

With the exception of the Library's website (discussed below) no issues were identified related to computer resources and available technologies. At the present time, development and ongoing maintenance of the Library's computer resources and technologies are contracted out to a private sector individual, which appears to be a beneficial arrangement and appropriate for the size and scope of the SEL Public Library. This approach appears appropriate and is likely reasonable for the period of this plan. However, this arrangement may place the Library in a vulnerable position, particularly if there continues to be a lack of in-house expertise in information technology. The

rapidly changing field of computers and information technology, and the changing nature of public library services dictate a need for staff to continually upgrade their skills and training in this area. It is recommended that the Board begin to consider options to improve the Information Technology capacity of the Library, through staff development and training, possible recruitment for future staff, and over the long term, through the development of a plan to ensure the renewal and long-term sustainability of library technology.

Users' Awareness of Technology

There appears to be a lack of awareness of the range of services associated with new technology available from the SEL Public Library. Many library users were unaware of the wireless services offered at all three library branches. Awareness of other types of electronic or technology based services such as on-line databases, e-books, downloadable audiobooks, etc. was also generally very low. Although this may be primarily a marketing and promotion issue, it also may have to do with the capacity of volunteers providing the majority of front line customer service, of staff training and capacity, and of educating library users on the availability and use of some of these technologies. More promotion and education of the range of electronic and technology-based services available is recommended.

Non-Resident Use

The number of non-residents who hold memberships with the SEL Public Library has grown over the years and is now approaching 800 members. This number is anticipated to increase with projected growth in new subdivisions in Peterborough bordering the southern edge of the Township, and will likely result in increased use of the Bridgenorth Branch. Non-resident use of the Lakefield branch is also high and projected to grow in the future. In the past, some surrounding municipalities have provided financial support to the SEL Public Library, however there are no formal financial agreements currently in place concerning non-resident use. This issue should be explored by the Library and in situations where there is a good deal of inter-library use reciprocal agreements might be considered and where the SEL Library is the main service provider, non-resident fees or a purchase of service agreement with an adjacent municipality to finance their residents' use of the Library considered.

3.4.3. Services, Collections, Technologies Recommendations

- Recommendation 13: The Library's annual budget for materials expenditures should increase concurrent with population growth.
- Recommendation 14: On a trial basis, Sunday hours (4 hours) should be introduced at the Main (Bridgenorth) Branch. After a trial period, and if warranted by demand and increased usage at this Branch, Sunday hours should be introduced as a specialized service of the Main Branch.
- Recommendation 15: The Board should consider options to improve the Information Technology capacity of the Library, through staff development and training, possible recruitment for future staff, and over the long term, through the development of a plan to ensure the renewal and long-term sustainability of library technology.
- Recommendation 16: Improved marketing and promotion should be undertaken to increase the public's awareness of the wide range of technologies available at and through the Library, including but not limited to electronic databases and other web-related resources, wireless Internet access, eBooks or eAudiobooks, etc. Educational programming should be expanded to include the use of these technological/web resources and to "re-brand" the Library beyond books.
- Recommendation 17: Reciprocal use agreements, purchase of service agreements or non-resident fees should be explored and introduced if warranted to address the use of the Library by non-residents.

3.5. Programming and Partnerships

3.5.1. Existing Situation

In the past, facility limitations and staffing constraints restricted the SEL Public Library's program offerings to children's story time and reading readiness programs. With the addition of a new facility in Bridgenorth and the introduction of a new Programming Coordinator contract position, the Library's programming has recently been expanded to include adult special interest and computer workshops, a book club for adults, employment skills workshops offered by other providers, and other programs offered in partnership with other agencies. The Programming Coordinator is also in the process of developing programs of interest to youth and strategies to better engage youth in

the library. These programs have been very well received by the community and represent a positive step forward for the Library in terms of community outreach and engagement.

A number of longstanding and recent partnerships have also been developed to the benefit of the Library and the community. These include the Lakefield Literary Festival at the Lakefield Branch, Peterborough Learning Disabilities Tutoring offered at Bridgenorth, and Peterborough Employment Resource Centre skill development outreach programs offered at the Ennismore Branch.

3.5.2. Issues To Be Addressed

Despite recent improvements in programming and a growing list of program and service partnerships, recent trends and best practices in library service delivery and most consultation participants support a stronger role for the SEL Public Library in the areas of programming and partnership development. Most felt that the Library could do more to reach out to and engage other sectors of the community and make the Library a livelier and more connected community space. When current library users were provided with a list of possible improvements, 14% indicated they would be interested in more/improved adult programming, and a further 8% called for improved services for youth and teens. This study process did not involve a broader community survey that probed the opinions and interests of non-users, however many key informants and focus group participants felt that expanding the range of programs would also help to engage non-users and the broader community in the library's services.

The aging Baby Boomer population represents a growing segment of the population and an area for potential program expansion for the library in the future. Topics of interest to this segment of the population include health and wellness (yoga, Pilates, nutrition); healthy green living (green gardening, greening the home, green buildings, etc.), spirituality (mindfulness, meditation, eastern religions), financial planning (wealth creation, tax seminars, retirement planning, cottage succession) computer literacy and computer applications (social networking, digital photography, scrapbooking, local history research, etc) among many others. SEL Public Library staff could not assume full responsibility for developing and delivering these types of programs, but there may be opportunities to partner with the local business community, the local arts and cultural community, local and regional service providers, local historical society, and a wide range of other potential partners to develop programs of interest to the emerging older adult population.

Participants involved in the consultation process also felt that more could be done to strengthen the relationship of the local library with the local education sector, noting that most of these partnerships are on an informal basis at the present time. The emergence of full-day kindergarten may have an impact on current library programming for children, and may dictate the need for a more formal partnership with local primary schools towards shared “reading readiness” and “early literacy” programming. Others felt that there may be opportunities to create stronger linkages with Lakefield Secondary School in the development of programs of interest to youth, to develop volunteer positions that are consistent with the secondary school curriculum and/or to allow students to work towards completion of a community service credit. These opportunities should be explored and those with the most merit should be developed.

Another important potential partner is other library systems in the region. Closing working relationship with these other libraries may results in improved services for residents and greater effectiveness in library service delivery (e.g. via reciprocal use agreements, joint training opportunities, etc.)

As the SEL Library evolves and grows, it will have a continued role to play as a vital service provider within the ever-changing “information economy”, ensuring the knowledge, tools and resources required by an information-literate population are available. As such, there may be additional partnerships that would allow collaboration and synergies among other information providers in the Township and beyond. Some examples include health service providers, business and technology service providers, digital media production agencies, nearby Universities and Colleges, etc. These types of creative partnerships will not only expand the library’s role in the community, but may increase the Library’s eligibility for external funding to support service provision and might provide enhanced revenue streams that are currently unavailable to libraries. These creative partnerships also present a unique opportunity if a new cultural centre is provided.

3.5.3. Partnership and Programming Recommendations

Recommendation 18: In partnership with others, the Library should explore opportunities to expand library programs of interest to adults.

Recommendation 19: The Library should work with the local businesses, local and regional agencies and organizations, local schools and other education providers, heritage/historical groups, local religious organizations, and other library systems among others, to explore opportunities for programming partnerships that represent a 'good fit' with the Library.

Recommendation 20: To engage the next generation of library users, the Library should explore opportunities to develop stronger partnerships with local schools and school libraries. Library staff should work with local elementary schools to explore opportunities to develop programs to meet reading readiness needs of young children. Opportunities to work with Lakefield Secondary School to develop programs of interest to youth, and to develop volunteer positions that are consistent with the secondary school curriculum and/or may allow students to work towards completion of a community service credit should also be explored.

Recommendation 21: As existing libraries are redeveloped a full range of innovative partnerships with other information and service providers should be explored.

3.6. Marketing and Promotion

3.6.1. Existing Situation

Programs and services of the Library are publicized in a variety of ways, including: the Library's website; a joint Recreation and Library Services Brochure (spring/summer and fall/winter); a two page Library Brochure available in hard copy and via the Township and Library websites; flyers, program notices, and bulletins; and the occasional use of articles and advertisements in the local media. Within the past year, digital picture frames with revolving program and service information have been on display near the main circulation desk at the library branches.

3.6.2. Issues To Be Addressed

The Library has made many improvements to their marketing and promotional efforts in recent years. It was noted that marketing and promoting municipal services in the Township is a challenge because of the three geographically distinct population centres and the absence of a single community newspaper or other vehicle for communicating with residents. The Township-wide Recreation and Library Services Brochure has partially addressed this issue. Notwithstanding recent improvements, there were many participants of the consultation process who felt that marketing and promotion of the Library could be improved, to attract non-users and better engage infrequent users, and to inform the community of the range of services and programs the Library provides. Specific issues identified include the need for a consistent logo and identity, Library signage, the Library's website, and the general quality and appeal of the promotional materials.

A Consistent Logo or Library Brand

One of the issues identified through the consultation activities was the lack of a consistent logo or "brand" for the SEL Public Library that would improve recognition of the Library's identity and image and reinforce the notion of a single SEL Public Library. The logo could combine elements of the Township's logo (colour, images) and the Library's mission/services (books, technology, information, etc.). This logo should be used on all marketing and promotional tools of the Library, signage, and the Library's website, to readily identify the SEL Public Library's "brand" to current users, potential users, and future users.

Signage

Poor signage was a frequent complaint of library users and others involved in the consultation process. Many felt that directional signage for the branches is either outdated, in the wrong place or not clearly visible, and that there was a lack of a consistently recognizable logo or identity for Library signage overall. The Library should ensure that directional signage to each branch is consistent, highly visible, conveniently located along main access routes, and includes the recommended SEL Public Library logo. Signage at each library location should also be reviewed to ensure that it is of a high quality, has a consistent look and message and is visible.

Library Website

The Library's website contains useful information of the location of branches and hours of operation, and the resources, programs and activities available in the Library and electronically. The website also provides links to other community resources and activities. It is accessible on its own and through links on the Township's website. As new services come on stream (such as downloadable audio-books), these are added to the main web page and are readily accessible. Consultation participants' criticisms of the Library's web page have more to do with its lack of visual appeal than with the content of the information or the availability of electronic resources.

A library's website is often the first point of contact with potential users and the first opportunity to convey vital information and the range of resources and opportunities available. For young people, and people who are employed full-time or have otherwise busy lives, a library's website is the preferred point of access to the full range of library services. Research into the preferences and interests of the emerging generation of older adults (Baby Boomers) indicates that they are much more computer savvy than the previous generation, and will turn first to the web when searching for information and resources. For non-users or those who have become disenchanted with library services in the past, the website can be the place where they find out what's new, what's improved, and what the library has to offer today that it didn't provide in the past. These potential library users are looking for high quality content from the web, with a visually appealing layout, engaging and professional quality images, and easy to use functions and interactive features.

To date, Library staff have been responsible for developing and maintaining the Library's website, and have done a good job of updating it with new features and services as they became available. One argument for maintaining a largely static and text-based website was the fact that in the past, many areas of the Township lacked high speed Internet access. This situation has improved in recent years, and the Township's IT specialists note that high speed access is now available in most areas. The introduction of wireless services at the three branches and the popularity of mobile and hand-held devices also renders this argument less relevant today than in the past.

Because of its importance as a marketing and community engagement tool, the Library should redevelop the website to make it more visually appealing, user-friendly, and interactive. We understand that the Township's website was recently successfully redeveloped by an external contractor and this approach is recommended for the Library. The objective of redeveloping the Library's website would be to have a portal with some consistency with the Township's site, while allowing increased flexibility for enhanced features associated with the Library. In the re-design of

the Library's website, consideration should be given to ensuring the Library's portal is more dynamic, informative, and user friendly, and that in addition to information on all library facilities, programs and services, it continues to provide access to the range of electronic resources available through the Library. Consideration should also be given to making the website more interactive through such avenues as on-line book clubs, 'best read' blogs, 'staff picks' and reader forums. These are important features found on many contemporary library websites that provide meaningful opportunities for engagement and interaction.

Library Brochures and Promotional Materials

The main Library brochure available through the Township and Library's websites is a two-page plain text document that provides useful information on the Library's facilities, programs and services. This brochure may be the potential user's first introduction to the SEL Public Library, and is one of the Library's primary outreach and promotional tools. It is very important, therefore, that the brochure captures the attention and imagination of information seekers. To this end, it should be a higher quality production with colour, graphics and photographs depicting people engaged in library activities. It should continue to include important information on facilities, programs and services, but might also include the Library's Mission, Board members, and strategic planning initiatives. The Library's logo should be prominently displayed on the front page. Ensuring the brochure is up-to-date with current program and service information is also imperative¹⁴.

3.6.3. Marketing and Promotion Recommendations

Recommendation 22: The Library should develop a consistent logo and image that can be used on all marketing and promotional tools, signage, and information disseminated about the Library.

Recommendation 23: A review of directional signage for all branches should be undertaken to ensure it is highly visible, located along main access routes, and consistent. All branches should also have consistent signage including the Library's logo.

¹⁴ At the time of writing in August of 2010, a Fall 2009 version of the brochure was the most recent version available on-line.

Recommendation 24: The Library should redevelop its website to make it more visually appealing, user-friendly, and interactive.

Recommendation 25: In the short term, the Library should update its main informational brochure to a higher quality of production that includes colour, graphics and photographs depicting people engaged in library activities, and ensure that information on library services, programs and resources is current.

3.7. Policy Development and Governance

3.7.1. Existing Situation

The SEL Public Library and the Library Board have adopted a number of policies that are consistent with effective operation and management of the Library. Board members and Library staff are in the process of developing and updating key policies as required by the Ontario Public Libraries Guidelines (4th edition)¹⁵, and have been continually updating policies related to volunteers and volunteer management. To date the Library Board has effectively provided governance to the Library and Library management team.

3.7.2. Issues to Be Addressed

Key informants and others involved in the consultations did not raise problems or concerns associated with current library policies. Continued efforts to update and develop policies consistent with OPL Guidelines (4th edition) are recommended.

Few participants in the consultation process identified issues related to the role or function of the Library Board. Questions that were raised involved the extent to which the Board has up-to-date policies; whether the Board is sufficiently focused on its policy and governance role as versus operation and day-to-day management; and most importantly, whether the Board has an active succession plan in place. Some also felt that the Board could play a stronger role in advocacy on behalf of the Library. It was noted that the number of applicants has exceeded the number of positions in recent years, and the Board is actively recruiting individuals with specific skill sets and a “future focus” for the Library.

While current issues or concerns were not identified, Board training should be an ongoing initiative. This training can confirm and strengthen the Board's role, better define the core functions that the Board performs, and ensure the continued development of appropriate policies and processes and effective Library governance. This training could be performed in-house with the assistance of an outside facilitator, or Board members could attend training provided by others. Further, to play a stronger role in advocating on behalf of the library, the Board should work with management staff to develop a "contribution strategy", a process for communicating the benefits and accomplishments of the Library to elected representatives, various community interests, potential partners, and the general public. An approach to developing this type of strategy is outlined in SOLS Resource Manual the "Library's Contribution to Your Community"¹⁶.

3.7.3. Policy Development and Governance Recommendations

Recommendation 26: The Board and Library staff should continue to develop and update policies consistent with those required by OPL Guidelines.

Recommendation 27: The Library Board should periodically arrange training or development sessions to confirm its role and core functions, and ensure continued development of policies and processes towards effective governance of the Library.

Recommendation 28: The Board and Library staff should develop a "Contribution Strategy" using the approach and tools outlined in the SOLS Resource Manual the "Library's Contribution to Your Community".

¹⁶ <http://www.sols.org/publications/lctyc/index.htm>

3.8. Long-Range Planning and Evaluation

3.8.1. Existing Situation

Since amalgamation the SEL Public Library has adopted a mission statement, library roles and goals, and has undertaken two strategic planning exercises. The current study was recommended in the latest strategic plan, and will provide the context for the development of the next strategic plan. Key indicators of use (materials use by branch and by type of materials, internet usage, membership) are compiled on a regular basis and are presented to Board members for their consideration. These are used to make ongoing decisions on library services and programming.

Customer service provided by library staff and volunteers was generally rated high by those involved in the consultation process, and the library appears to be doing a good job of maintaining regular contact with users and responding to their day-to-day concerns, despite the limited staff hours at each of the branches.

3.8.2. Issues to Be Addressed

In this climate of rapid change, a long-range focus coupled by a vision for the future is a necessity for a public service provider. While the SEL Public Library has done a good job of keeping its services and resources up-to-date, a more concerted effort in long range planning and service evaluation will be required in the future. The Library's next strategic plan should include a vision statement that guides the Library towards a preferred future. The Library's mission statement, goals and roles should also be reviewed and updated to reflect changing needs of the community and evolving roles for public libraries. The current roles of the SEL Public Library are very traditional, focussed on popular materials, reading readiness, life-long learning, and public access to information. New and emerging roles for the Library may have a stronger focus on the library as a community gathering place, as a place of partnerships and innovation, and as a trusted provider of quality information and a portal to the "information economy" – roles increasingly demanded by residents, businesses, community agencies, etc. that will help the library contribute to overall quality of life and economic vitality of the Township.

While library users may feel comfortable expressing their concerns and suggestions to staff and volunteers on a day-to-day basis, there is a need for more structured mechanisms for feedback and evaluation in the future. Options to be explored could include providing comment and

suggestion boxes at each branch, and developing a periodic customer satisfaction survey that can be accessed via the Library website and analyzed periodically. Many key informants felt that additional information was needed on residents who were not using the Library. Non-users were not involved in this study as this issue was not part of the terms of reference. Opportunities to engage non-users in an assessment of library's services and to investigate their barriers and perceptions should be explored. This could involve a random telephone survey, community focus groups, or other research methods.

Finally, the recommendations of this strategy should be reviewed annually by the Board and management staff to identify progress on implementation and outstanding issues, or areas in need of change. The Future Services Strategy should be formally reviewed every 5 years to keep abreast of changing trends in library service delivery and changing environmental factors.

3.8.3. Long Range Planning and Evaluation Recommendations

- Recommendation 29: The next Strategic Plan for the Library should include a vision statement that guides the library towards a preferred future, as well as updated roles for the Library.
- Recommendation 30: The Library should investigate formal mechanisms to involve library users on a more regular basis in evaluating library services, and to investigate perceptions, barriers, issues and opportunities relevant to non-users.
- Recommendation 31: Library staff and the Board should annually review the recommendations of this strategy to evaluate progress on implementation, to identify outstanding issues, or areas in need of change.
- Recommendation 32: The Library Service Review should be formally updated every five years.

4. IMPLEMENTATION AND NEXT STEPS

4.1. Phasing and Resource Requirements

Table 4.1 documents the recommendations of the Future Service Strategy by major area of service. Priorities and general timeframes are identified, and resource implications, where relevant, are outlined. Recommendations that simply note a change or increase in emphasis or strategic direction with no specific time or cost implications are not included. Those that address an immediate need or correct a current issue are assigned High (H) priority and should be acted upon immediately and completed within a two - three year timeframe. Medium (M) priorities should be addressed as time permits but fully implemented over the next 5 years. Long-term (L) priorities deal with long-range needs or issues that can be addressed over time as resources permit or as conditions warrant and should, in most cases, be implemented over the next 10 years. In many cases, the recommendations involve ongoing planning or monitoring activities that will continue through the period of this plan and beyond. These are not assigned a priority but are identified as Ongoing (O).

All cost implications identified in the table are very general estimates based on industry standards for 2010, and are to be confirmed at the time of implementation. All costs exclude external funding, community fund-raising or other contributions, unless otherwise noted.

Table 4.1: Implementation and Resource Requirements

Recommendations	Priority/ Timing	R#	Possible Resource Implications
Facility Model and Facility Space Requirements			
Board Adopts Recommended Facility Model	H	1	Board time
Monitor use of Ennismore	O	2	Staff time
Redevelop and Expand Lakefield	M	3	2,000 sq. ft. @ 300.00/sq. ft. \$600,000 base construction cost.
Architectural Assessment of Lakefield/Memorial Hall	H	4	\$25,000, architect fees
Organizational Structure, Staffing and Volunteer			
Expand 2 part time Librarian positions to full-time	H	6	2 positions expanded by 10 hours per week, plus benefits
Create new CEO/Chief Librarian Position	M	7	Salary commensurate with experience
Staffing Succession Plan	M-L	8	Board time
Library Organizational Review	M-L	9	Staff time or consultant cost of \$20,000
Formalize Volunteer Coordinator Role	H	10	Staff time
Volunteer Recruitment Strategy	H	11	Staff time
Training to Support Volunteer Role	O	12	Training budget additional \$5,000 annually
Services, Collections, Technologies			
Sunday Operation of Bridgenorth	H	14	Staff time, additional 4 hours per week
Increase Technological Capacity	O	15	Staff training and development, costs undetermined
Improved Marketing of Library Technologies	H	16	Marketing and promotion costs, program development costs
Explore Non-Resident Cost Coverage Options	M	17	Staff time
Partnership and Programming			
Partnerships to Increase Programming for Adults	M	18	Staff time
Expansion of Programming Partnerships	M	19	Staff time
Expansion of Partnerships with Schools	H	20	Staff time
Marketing and Promotion			
Logo and Image Development	H	22	Staff time
Directional Signage Review	H	23	Staff time
Website Redevelopment	H	24	Consultant fees, \$15,000

Recommendations	Priority/ Timing	R#	Possible Resource Implications
Brochure Updating	H	25	Staff time, printing cost additional \$5,000
Policy Development			
Continue to Update Policies Re OPL Guidelines	0	26	Staff and Board time
Board Training and Development	0	27	Training costs undetermined
Contribution Strategy	H	28	Staff and Board time
Long Range Planning and Development			
Updated Strategic Plan	M	29	Staff time
Investigate Library User Needs	0	30	Staff time
Annual Review of Future Service Strategy	0	31	Staff time
Formal Update of Service Review	M	32	Staff time

4.2 Next Steps

While not specifically identified in the table on the preceding page, there are a few of high priority recommendations that will need to be addressed before many of the other recommendations can be successfully implemented. These include the recommendations related to staffing and those aimed at resolving Lakefield's facility issues. If the Library is to place more emphasis on the roles and areas of service identified in this report, and consequently be responsive to the needs and interests of community residents and the changing role of public libraries, additional staff hours must be provided. Expanded staffing will not diminish the role of volunteers, rather additional staff time and effort will ensure the sustainability of this valued resource.

Addressing the Lakefield Branch's facility limitations is also a high priority and an architectural assessment of the potential to redevelop and expand the Lakefield Branch should proceed as soon as possible. Consequently, development of an RFP for an architectural/engineering assessment is a priority.